



2023 Regional Report



Acknowledgement of Country

Woolworths Group acknowledges the many Traditional Owners of the lands on which we operate, and pay our respects to their Elders past and present. We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet.

Woolworths Group supports the invitation set out in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples. We are committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices, caring deeply for our communities and working together for a better tomorrow.



Aboriginal and Torres Strait Islander people should be aware that this report may contain the names and images of deceased persons.

"A Brave Heart for a Better Tomorrow."
artwork by David Williams of Gilimbbaa.

For more information on our artwork
and our approach to Reconciliation visit
[woolworthsgroup.com.au/reconciliation](https://www.woolworthsgroup.com.au/reconciliation)

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A deeper look at our role in regional Australia

For this year's Regional Report, we commissioned independent economic research to better understand our contribution to the regions. Woolworths Group CEO Brad Banducci reflects on what they found.

Next year we will mark our centenary serving Australian communities. Regional Australia has been a pivotal part of our story since we first opened the doors at our Woolworths Variety store in Ipswich, Queensland in 1929. While much in retail has changed in the nine decades since, one thing has stayed the same - people remain the cornerstone of our Group. This is especially true in regional Australia, where we employ more than 47,000 team members. Just over a third are under 25 and likely at the start of their career. This is more than double the regional Australian average and an important source of youth employment.

As this report details, we offer more entry-level opportunities - requiring minimal work experience - than most regional employers. For many, a role in one of our 400 regional Woolworths Supermarkets, BIG W stores or Distribution Centres is the springboard they need to launch a career. Some go on to enjoy long and vibrant careers across the Woolworths

Group. Many more work for a few years and continue their careers elsewhere. What I love about this is that everyone gains skills to last a lifetime. As economic consultants, Mandala Partners found, eight of the 10 most in-demand skills listed in Australian job ads are common to roles in Woolworths. It all adds up to a powerful engine of social mobility in regional communities and we're determined to build on this legacy in our second century.

While our role as a large employer is well-established, less is known about the economic benefits that flow through our extended supply chain and the regional wages we pay. New modelling from Mandala estimates we support as many as 57,000 regional jobs on top of our direct employment footprint. Around 16,000 jobs are indirectly supported through the billions of dollars we spend with suppliers every year. A big part of this is the \$5.7bn we pay our suppliers for fresh Australian meat, fruit and vegetables grown on regional farms. A further 40,000 regional jobs are estimated to be supported by the \$1.6bn in wages we pay regional team members each year. As population growth picks up in regional Australia, we are working to expand our economic contribution further. We have \$330m (FY23-

28) of committed investment in the pipeline to improve shopping experiences for regional customers over the next five years. This will support a further 1,800 construction jobs over that period. Importantly, it will also create opportunities for smaller retailers and hospitality operators who co-locate in the new centres we plan to develop.

The report also details the work our store teams do with charities to reduce food waste and provide meals to those in need. This is increasingly important as more community members face hardship with the rising cost of living - including in regional Australia. We're acutely aware of these challenges and working to deliver value for all customers against persistent economy-wide inflationary pressures. National and state pricing is one of the key ways we do this in regional areas. It means a customer in Weipa enjoys the same prices as a shopper in Woollahra, despite the extra freight and logistics costs. As we look ahead, it's impossible to ignore the swing from La Nina to El Nino. It was certainly top of mind for many farmers I spoke with in Tamworth earlier this year. It's cruel to think that communities still recovering from floods now

face the threat of bushfires and drought. For our part, we're doubling down on our natural disaster planning. This includes a strong focus on preparedness in high-risk regions and increasing capacity in regional distribution centres like Townsville to better manage transport disruptions. We learnt a lot from our experiences in the Derby (WA) floods earlier this year and you can read more about the team's response in the report. There is always more to do on resilience, and we'll continue to stand with regional communities in times of crisis.

On behalf of the entire Woolworths Group team, I'm delighted to share our F23 Regional Australia Report and the many ways we're working with these communities to create better experiences together for a better tomorrow.

Brad Banducci



Chief Executive Officer



Brad Banducci, Woolworths Group CEO at Tamworth Woolworths supermarket

“

Regional
Australia has
been a pivotal
part of our story
since we first
opened the
doors at our
Woolworths
Variety store
in Ipswich,
Queensland in
1929. ”

Our economic impact

Analysis by
Mandala Partners





Economic impact analysis

Woolworths Group is an important contributor of economic & employment opportunities in regional Australia

Woolworths Group is an important contributor to regional Australia's economy. Woolworths directly generates \$2.9B in regional gross value added (GVA) activity and supports a further \$7B through its suppliers.

Woolworths also provides significant job opportunities in regional Australia. Through its Big W and Woolworths stores, Woolworths Group directly employs 47,500 regional Australian workers who were paid \$1.6b in net wages in FY2023. This means that Woolworths employs around 17% of all retail workers in regional Australia.

Importantly, the economic activity that these employees create also leads to other important employment opportunities in other parts of the regional Australian economy. We estimate this economic activity supports a further 57,500 jobs. These opportunities are disproportionately provided to Australians who have had lower workforce participation.

- 60.5% of Woolworths' regional workers are women, which is 25% higher than the regional Australian average
- 33.6% of Woolworths' regional workers are aged between 15-24, more than double the regional Australian average transport;
- 4.9% of Woolworths' regional workers are First Nations Australians, 11% more than the regional average

Woolworths sets up the future of regional Australia's workforce with entry-level job opportunities and provides these workers with the vital skills they will need across their work lives.

We analysed the job opportunities that are available in regional Australia for people with minimal experience, to examine the opportunities that Woolworths provides to people entering the workforce or changing careers.

This analysis found that Woolworths provides an important first step into the workforce by providing many entry level jobs. Woolworths job ads list 0-2 years of experience approximately 95 per cent of the time, which is 11 per cent more than the regional Australian average.

We analysed the skills that Woolworths provides its workforce to determine how these skills lined up with broader workforce needs. Eight in ten of the top skills demanded in job postings are also common skills in Woolworths jobs. Extending this further, twelve of the top 20 skills are common in Woolworths jobs.

This includes important skills such as communication, teamwork, detail orientation, planning and customer service. This shows that Woolworths equips young people with the skills needed to succeed in the workforce.

Woolworths is a major investor in the development of regional Australia.

While most Australians recognise Woolworths role in providing employment opportunities, the company's significant activity as an investor in retail infrastructure is less well understood.

Aggregating expected total capital expenditure, Woolworths is expected to invest over \$330m in property across 29 projects in regional Australia over the next 5 years (FY24-28). To put this number in context, \$330m would represent around 21 per cent of forecast total capital

expenditure in the retail sector Australia wide.

Our analysis shows that Woolworths committed projects are expected to generate over 1,800 full-time equivalent jobs in construction in regional Australia over the next five years. The largest beneficiaries of this investment will be regional Victoria (753 full-time equivalent jobs) and Queensland (559 full-time equivalent jobs).

Woolworths Group is driving Australia's regional workforce

\$2.9 billion in GVA generated and an additional **\$7 billion** in GVA supported

47,500 regional Australians directly employed, and an additional **57,500 jobs supported**

\$1.6 billion in salary and wages across regional Australia

Providing job opportunities and essential skills

Woolworths Group provides greater than average employment opportunities for **women (+25%)**, **youth (+2x)** and **first Nations Australians (+11%)**

Woolworths Group provides **11 per cent more entry-level jobs** than the regional Australian average

Woolworths Group develops regional workers' essential skills - training workers in **8 in 10 of the top skills**

While investing in the future of regional Australian retail

Over the next five years, Woolworths Group will **invest \$330m in regional Australia**
- developing 29 projects

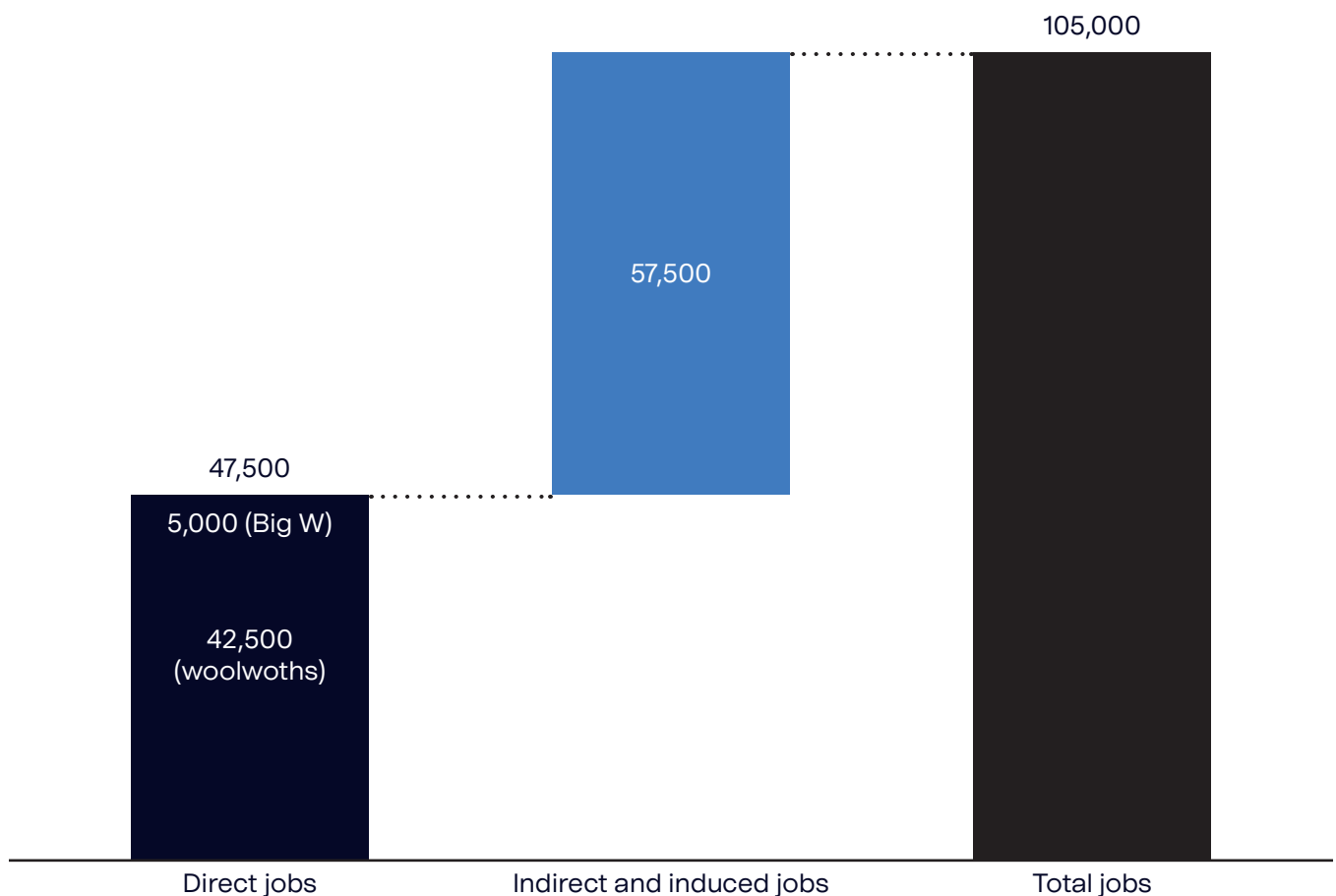
These projects will **generate over 1,800 full-time equivalent jobs** in construction in regional Australia

Woolworths is an important regional employer, supporting 1 in 29 jobs

Woolworths provides significant numbers of job opportunities to regional Australians, which in turn generate additional economic activity. Through its Big W and Woolworths stores, Woolworths Group directly employs 47,500 Australian workers who were paid \$1.6b in net wages in FY2023. Importantly, the economic activity that these employees create also leads to other important employment opportunities in other parts of the regional Australian economy. We calculate the number of indirect employment (those employed in companies that Woolworths buys from) at 16,200 and induced employment (those employed in companies that Woolworths employees buy from) at 41,200 using a partial equilibrium model based on inputs from the ABS' national accounts data. Industries that benefit from Woolworths' activity include food and beverage services (5,200 jobs), agriculture (2,400 jobs), and wholesale trade (2,100 jobs).

Woolworths Group employs 47,500 regional Australians and supports a further 57,500 jobs

Number of jobs, by direct or indirect
induced employment, regional Australia

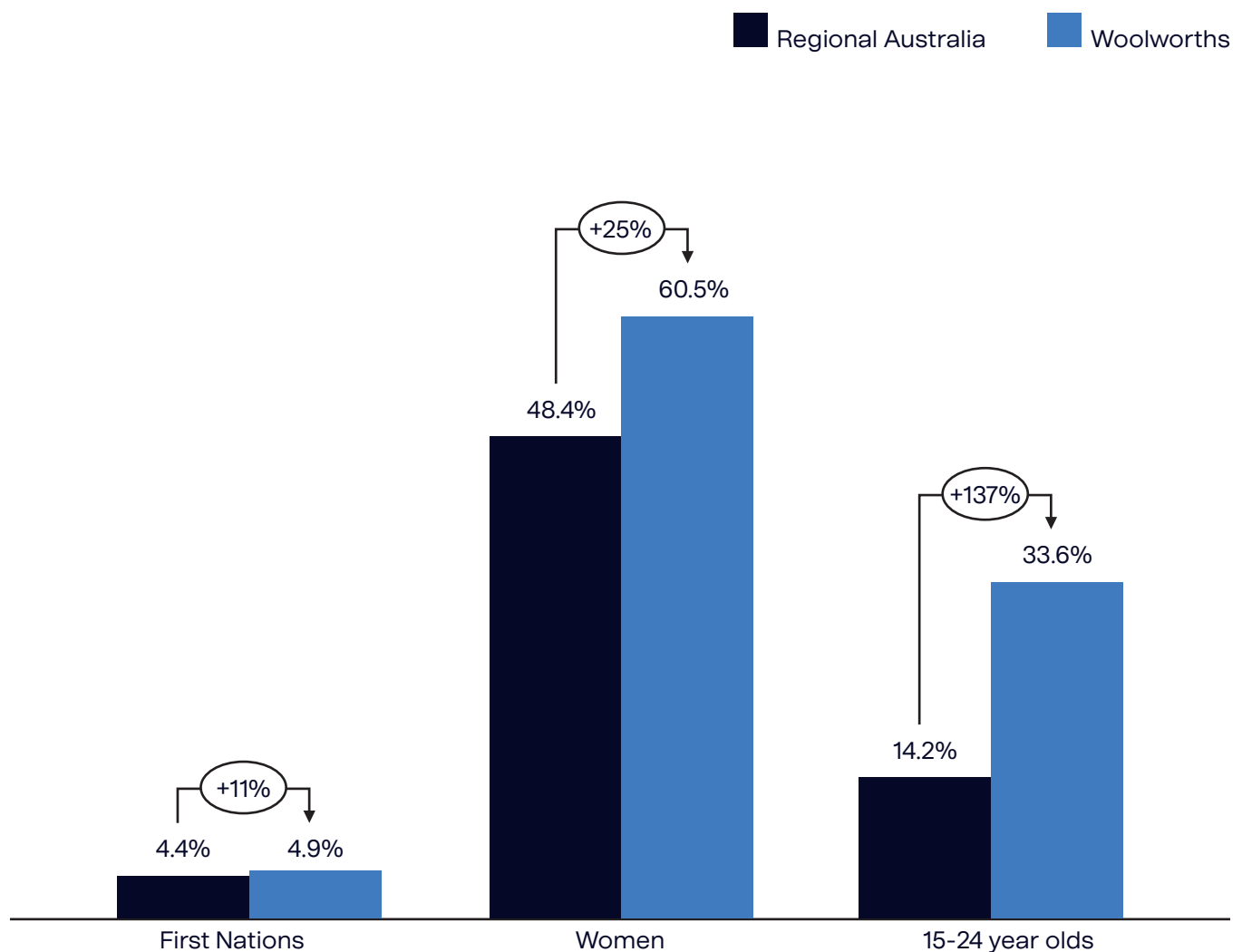


Woolworths provides jobs in regional Australia for groups with lower labour force participation rates

Woolworths provides employment opportunities for Australians in regional areas that have historically faced challenges in finding employment, which has led to lower labour force participation. A comparison of the demographics of Woolworths' regional workers shows that Woolworths is an important employer of these groups, with the proportion of its workforce in each group being higher than the average for regional Australia. 60.5% of Woolworths regional workers are women, which is 25% higher than the regional Australian average 33.6% of Woolworths regional workers are aged between 15-24, more than double the regional Australian average. 4.9% of Woolworths regional workers are First Nations Australians, 11% more than the regional average, and significant given the challenges first nations Australians experience finding employment.

Women, First Nations and Young Australians: Woolworths as an employer of choice

Share of labour force for selected cohorts, Woolworths vs Regional Australia – 2022-23

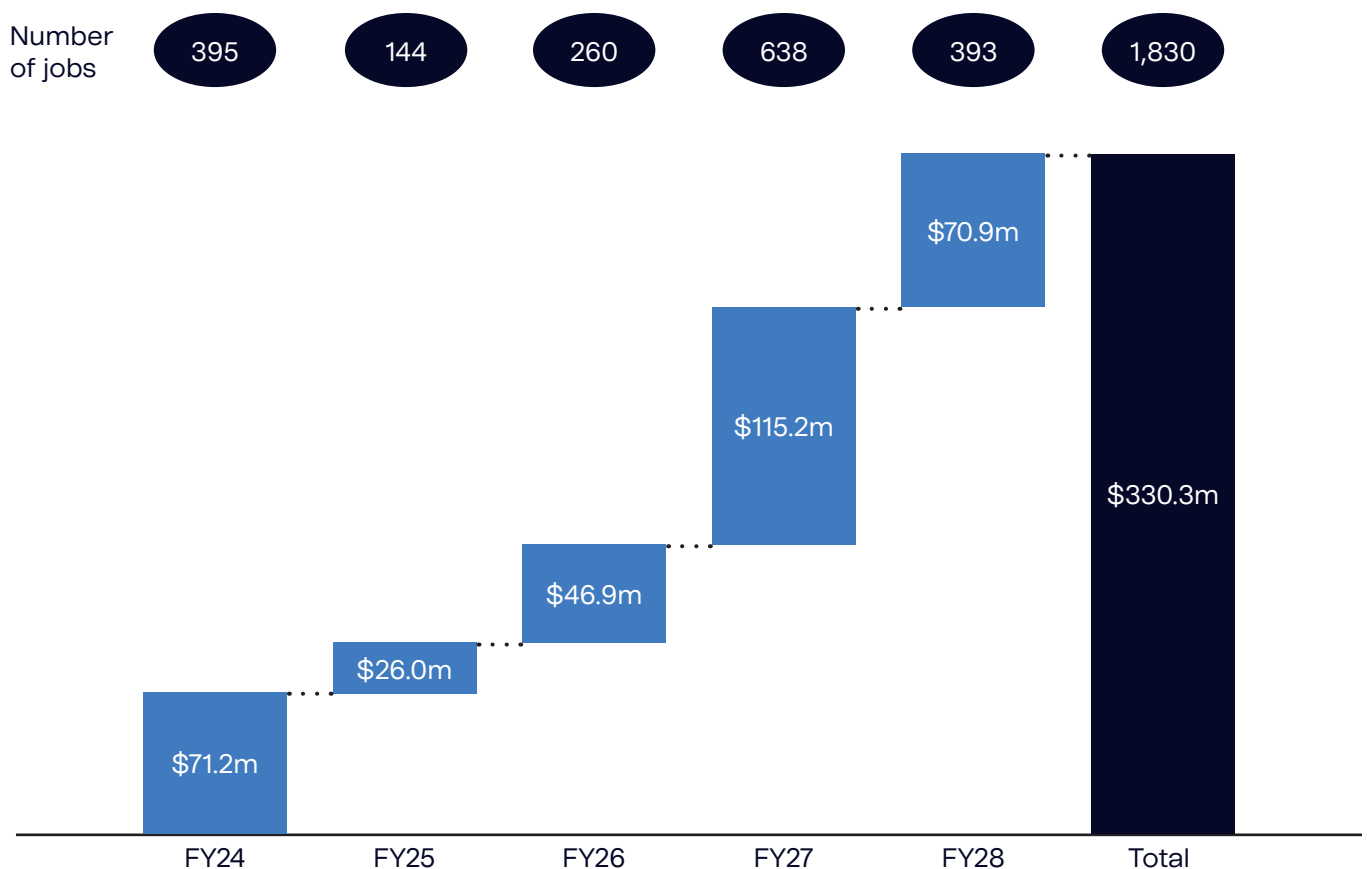


Woolworths is a major investor in the development of regional Australia

While most Australians recognise Woolworths' role in providing employment opportunities, the company's significant role as an investor in retail infrastructure is less well understood. Aggregating expected total capital expenditure across Fabco projects (Woolworths owned) and leasehold sites (owned by other firms), Woolworths is expected to invest over \$330m (FY24-28) in property in regional Australia over the next 5 years. This represents around 21 per cent of total capital expenditure in the retail sector Australia wide. This investment will lead to the direct employment of over 1,800 construction workers in regional Australia. This investment not only benefits Woolworths and the firms involved in building this infrastructure, but other retailers who co-locate with Woolworths in new retail spaces. Economic literature shows that the presence of large retailers has a positive impact on regional food security.

Woolworths employs 47,500 regional Australians and supports a further 57,500 jobs

Number of jobs, by direct or indirect
induced employment, regional Australia



This investment will drive employment in regional Australia

In addition to the employment provided by ongoing retail operations, construction is an important source of regional employment. Woolworths is a major supporter of construction employment in regional Australia through its investment in retail infrastructure. Our analysis shows that Woolworths Group committed projects are expected to generate over 1,800 full-time equivalent jobs in construction in regional Australia over the next five years; this is equivalent to around 2% of non-residential building construction employment. The largest beneficiaries of this investment will be regional Victoria (753 full-time equivalent jobs) and Queensland (559 full-time equivalent jobs). We use a similar partial equilibrium model to calculate the employment that this investment will generate. We divide total capital expenditure on property by the ratio for economic activity generated per employee.

Key



Number of projects



Number of construction jobs

NSW



NT



QLD



SA



TAS



VIC



WA



Economic impact: Case Studies

Townsville is an important regional employment hub for Woolworths.

Woolworths has 14 stores across Townsville employing 1,700 people, accounting for nearly 15% of all workers in retail trade in the region. Retail trade is the 4th largest industry in Townsville. Townsville's distribution centre provides over 70 jobs for highly- skilled logistics workers that command a 43% wage premium. 55 per cent of Woolworths employees across Townsville are women, which is higher than the 50 per cent average in Townsville.

Woolworths is investing tens of millions of dollars to grow its Bendigo footprint.

Woolworths is investing \$67 million in construction projects in Bendigo by 2028. Woolworths investment in expanding stores will create 375 jobs over the construction phase. Across Bendigo's two Woolworths supermarkets and one Big W store, 400 people are employed in the region. Retail is the second largest industry in Bendigo after health care and social assistance.

Riverlands Region, SA

In regional SA, Woolworths supports local producers and the local workforce. Woolworths sources almost 758 tonnes of beef from farmers in the Murray Bridge and Riverlands region annually, equivalent to over 2,700 head of cattle. This is more than 10% of beef sourced from SA by Woolworths. Beef purchased by Woolworths accounts for nearly \$7.3 million in revenue for farmers in the Riverlands and Murraylands region. Agriculture is the largest industry in the Murray Bridge and Riverlands region, of which around 10% is cattle farming. Woolworths employs nearly 500 people across 6 stores, of which 60% are women. Retail trade is the fourth largest industry in the region.





Our regional story





Our regional story

Woolworths Group is one of Australia's most trusted brands and with that comes a responsibility to support other Australians in any way we can. That's why we are committed to selecting fresh home grown produce wherever possible. To put this into perspective, 96% of our fresh fruit and vegetables and 100% of our fresh Woolworths meat, chicken, eggs and milk comes from right here. Of course, if a fruit or vegetable is not in season, not grown here or there simply aren't enough to go around, we sometimes have to look further afield. But for us, fresh home grown produce from our Aussie farming community comes first wherever possible.



400+ regional
locations



47,000+ regional team
members



\$1.6bn+ regional wages
paid



831m kg of fruit & veg
purchased



485m litres of Australian
fresh milk sold



\$2bn+ meat
purchased



50m kg of food waste
diverted from landfill



34m meals donated to food
rescue partners



\$5.16m raised for disaster
relief partners

Regional footprint

Woolworths Group stores are a familiar sight in regional Australia. We have over 400 locations outside of metro areas including Woolworths Supermarkets, BIG W stores and our distribution centres, accounting for more than 30% of our locations in Australia.

We aim to support all communities across Australia no matter how remote whether it be Weipa, QLD, Esperance in WA or Katherine, NT.

We're investing more than \$350m (FY23-28) in regional developments over the next five years. That includes updating existing stores, as well as developing new retail spaces.

Key



Woolworths Group locations



Team members




Wages



5-year property pipeline

NSW

 110+


 \$447m+


 13K+

 \$81m+

NT


 14

 \$61m+


 1.8K+


 \$8m+

QLD


 105+


 \$421m+


 12.5K+

 \$106m+

SA


 25+

 \$91m+


 2.6K+

 \$5m+

TAS

 30+

 \$150m+


 4.3K+

 \$6m+

VIC

 75+


 \$332m+


 9.4K+

 \$90m+

WA

 25+

 \$96m+

 2.9K+

 \$53m+

Category highlights

Fruit & veg



96% Australian grown

831m kg fruit & veg purchased

\$3.6bn fruit & veg purchased

34m kg Odd Bunch sold

Meat



100% Australian fresh meat

2bn meat purchased

144m kg beef purchased

37m kg lamb purchased

55m kg pork purchased

171m kg chicken purchased

Dairy



100% Australian fresh milk

485m L fresh milk sold

218 fresh milk products

\$1.57m for dairy innovation fund

Plant-based



\$354m in sales

900+ products

90 new products

73% increase in plant-based
freezer meals and ingredients

Eggs



100% Australian eggs

1.1bn eggs sold

14% increase in sales year on
year for small suppliers

36 small suppliers

Seafood



100% fresh Own Brand from Aus & NZ

\$429m seafood sold

14m kg of seafood sold

100% Australian fresh prawns

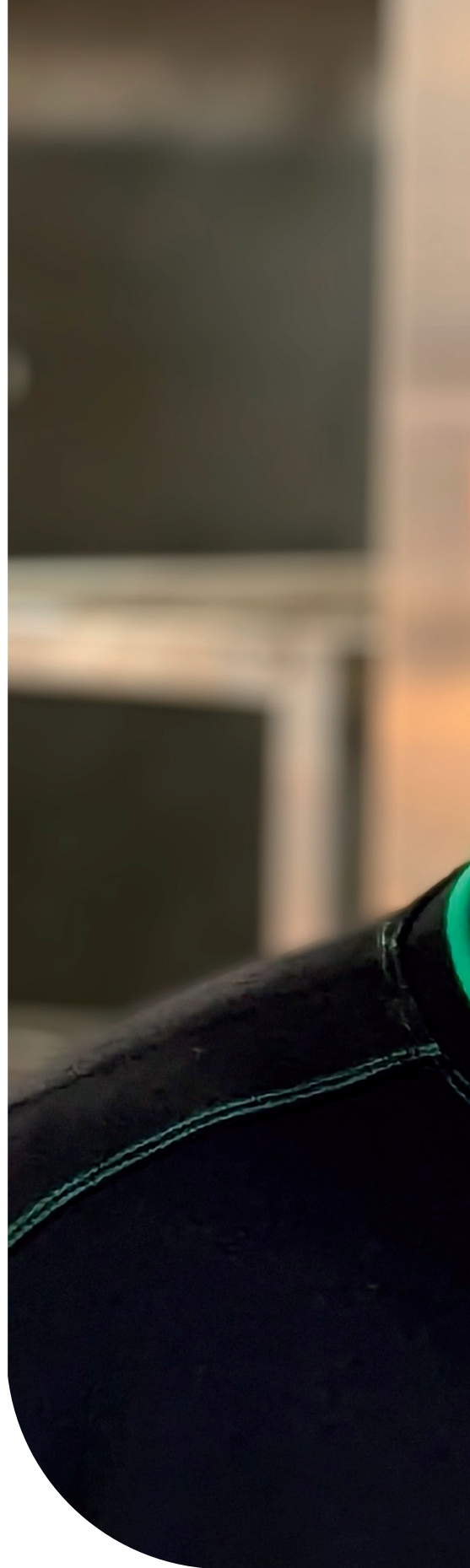
Ben Sealey, Group Manager NSW/ACT

Ben has been a part of our team for 27 years. Having worked all across New South Wales and the Australian Capital Territory, he has been a Group Manager for almost nine years. He has witnessed first-hand how Woolies has evolved its resilience training and crisis support, noting that we have developed a great platform that continues to evolve and improve to ensure that when natural disasters strike our regional communities, Woolworths and BIG W stores are ready to help them get back on their feet - reopening their doors as soon as possible.

"It's not just about our stores. There is genuine care for the team too and our team members feel like there is someone backing them up," Ben commented. "The pressures our team face in a crisis range from impacts to their own homes and those of their team members as well as road closures and supply chain chain challenges which can impact store operations."

The investment and care that Woolworths Group provides for resilience and crisis management means that we know what to expect in an emergency. Ben said, "we know that the business will stand up emergency teams. We feel supported from an operational perspective and that the safety of our teams and the community is paramount."

We do everything we can to support our communities in times of crisis, including delivering water to homes via boat to isolated areas. But our presence in the community extends beyond this - "In times of crisis we are often the cornerstone of the community and a safe place for them to go."





Ben Sealey, Group Manager NSW/ACT



Charlotte Murray (née Eady) Group Transformation Lead



Charlotte Murray, Group Transformation Lead

Charlotte Murray (née Eady), is a Group Transformation Lead at Woolworths Group. Strategy, transformation and delivery are core to Charlotte's role and background.

With a career spanning more than 14 years across management consultancy and experience in other retail environments, Charlotte's journey at Woolworths began four years ago first in Strategy and Customer before moving to Transformation.

Twelve months ago, incentivised by a growing family, Charlotte made a deliberate choice to relocate to the regional highland town of Armidale, drawn to its outdoors lifestyle, access to incredible national parks, great schools and family support network.

Charlotte has led the delivery of key projects such the 'Everyday Acts Care strategy', the strategy for Fresh Made Easy and the amplification of Customer 1st culture across the Group. She was also on the COVID response Squad for Supermarkets.

Charlotte's move was supported and enabled by her manager. She's harnessed technology and purposeful visits to Sydney to remain connected with her team.

Living in a regional town has allowed Charlotte to bring a regional lens to decision making on large scale initiatives, offering a unique perspective that ensures all customer demographics are represented.

Charlotte has built relationships with other team members also living in Armidale and working remotely.



LIEP participant, James Hogben (Group Manager - Regional Tas & Vic) and Woolworths Supplier Jim Kalafatis, recipient of a Woolworths Organics Fund, on his farm in Shepparton.

Developing genuine leaders

Local influence & engagement program

Woolworths through its commitment to regional Australia has made investments in empowering and strengthening the skills of our regional staff to be genuine leaders in their communities.

Woolworths' Local Influencer & Engagement Program (LIEP) is designed to enhance partnerships with rural and regional communities and support emerging leaders within Woolworths. We identify operations team members across regional Australia to participate in the program, with the aim of giving them and their team the tools to build meaningful relationships in their communities by engaging with local members, hosting events such as store openings and supplier visits and promoting their store in the community.

To date we have had more than 10 team members participate in the program, from regional areas such as Shepparton, Young, Toowoomba and Alice Springs. The 2024 program is currently underway. 'It's empowering that Woolworths recognises the importance of our regional team members. LIEP has allowed me to forge relationships with my local leaders to continue to strengthen our regions.

Supporting our regional communities





Woolworths Organic Growth Fund

The Woolworths Organic Growth Fund (WOGF) was established to support investment in organic farming projects for eligible Australian farmers, offering interest-free loans and grants. In F23, three family businesses benefited from WOGF, receiving grants worth a total of \$1.5m.

Fat Goose Fruits, Renmark, South Australia

Family owned and operated by the Howie family, Fat Goose Fruits will use their \$500,000 grant from Woolworths Group to build a new packing facility and equip it with state-of-the-art grading equipment to meet current and future demand for organic fruit.

"Our packing shed has been a major bottleneck to our business and in recent years has been holding us back. It suited our needs 20 years ago but as we have expanded, diversified our crops and converted more of the property to organic, it just can't keep up.

"We are so appreciative of the Woolworths Organic Growth Fund. It has given us confidence that there is demand for our organic produce and to keep investing in our farm and working towards more organically produced fruit," Laurence said.

Humphrey and Michelle, together with their son Laurence produce an assortment of organically grown citrus fruit, interspersed with crops of persimmons and avocados on their 60-acre orchard. They also have a vineyard, pistachios, and a small number of dates that the Howies are in the process of having certified organic.

With generations of family horticulture experience behind them, the Howies have been steadily converting their conventionally grown citrus farm to certified organic and have plans to be 100% organic in the near future. "It's how we want to farm, but it's also what Australian consumers expect us to do," Laurence said.





*Humphrey Howie and Michelle Medhurst,
son Laurence Howie, grandson Charlie Howie
and daughter in law Elise Howie.*



Hands on learning for the students at Ross Park Primary School through their 'Rethink and Replace Waste' project.

Woolworths Junior Landcare Grants

Helping grow the next generation of environmental champions

We are proud to partner with Landcare Australia on the Woolworths Junior Landcare Grants program. These grants support Australian primary schools and early learning centres to inspire kids to care for the environment.

We are now in the fifth year of this program and interest continues to grow. Since it started in late 2018 more than 4,900 schools and centres have shared more than \$5m in grants for hands-on environmental projects for children. In FY23 1107 schools and ELCs were awarded over \$1m in grants. 38% of these were in regional locations.

Ross Park Primary School, Northern Territory

Ross Park Primary School in NT received a \$1,000 grant for their 'Rethink and Replace Waste' project. Students are learning about the importance of managing food waste and the different ways to do this sustainably. Their grant was used for ten recycling bins and three compost bins, helping them to significantly reduce the amount of food waste going to landfill.

This ongoing project is shaping the behaviour of students, teachers and school families, encouraging the whole school community to recycle, repurpose and reduce food waste.

Helping Aussie kids stay active & eat fresh

Woolworths Pick Fresh Play Fresh Netball Grants

This year 11 local netball clubs and associations across Australia with a Woolworths NetSetGO centre received a share of \$100,000 in grants and five of these netball clubs were in regional locations. Since 2019 we've donated more than \$1.3m through this program.

These grants support local clubs and associations to provide young netballers with improved facilities and encourage healthy habits. The grants will be used in a variety of ways, with clubs looking to reduce fees for participation, improve equipment, uniforms and facilities and promote healthier eating by providing players with fresh food options.

CEO of Netball Australia, Kelly Ryan, said: "The impact of Woolworths support of grassroots netball does not go unnoticed. Giving clubs the opportunity to grow, whilst also removing barriers for young players to eat healthier and keep more active is so important. We are really excited to see how the Woolworths Pick Fresh Play Fresh Netball Grant winners use their funds over the next year to help more Aussies enjoy the sport we all love."

Woolworths Cricket Blast

Each year Woolworths Groups allocates over \$300,000 to the Woolworths Community Fund, a joint initiative between Woolworths Group and Cricket Australia. The fund aims to provide kids up to aged 10 with an opportunity they may not have otherwise had to participate in organised cricket in a fun and friendly environment for free, through Woolworths Cricket Blast.

This year we were able to help 14,000 kids play cricket in more than 370 programs across Australia, with girls making up 35% of participants.

Thanks to the Woolworths Community Fund, one program from each state saw their heroes play live and enjoyed an on-field experience at an International cricket match.

Woolworths SurfGroms

Woolworths continues its support for Surfing Australia 'Surf for Life' program with \$30,000 which goes towards ensuring underprivileged communities, with a focus on regional First Nations communities have the opportunities to get active through Surfing. This year in partnership with Surfing Australia we focused on educating kids on the power of picking fresh and to help create behaviour change about healthy eating. Through a fun and interactive digital platform, brought to life together with some of the Woolworths Surfing Ambassadors such as Steph Gilmore, we had more than 130,000 total engagements from kids & families, with over 31 days worth of educational game play all about fresh food. The Fun, Engaging and Educational Content reach of over 2.5m with 300,000 branded content views.



Mini Woolies

The Mini Woolies program aims to support the educational experiences of young Australians with disabilities. By creating safe and engaging learning environments to practise real world skills in numeracy, literacy and communication, we hope that students can build their confidence and independence as they prepare for future experiences in the wider community.

In just the last year, the Mini Woolies program has grown to include more than 40 stores in specialist schools and inclusive employment providers across six states and territories in Australia. With new locations opened in Western Australia, such as Goldfields Fresh Food in Kalgoorlie, and Albany Fresh Food in Albany. The past year also saw the launch of our first Mini Woolies in Tasmania, with the opening of Northern Support Fresh Food in Launceston. Most recently, Verney Road Fresh Food was opened in Shepparton, Victoria near the banks of the Goulburn River.

The Mini Woolies program has now offered new learning experiences to more than 3,000 young Australians, and this will grow each year, as the program continues to grow in new regions across the country.





Mini Woolies participants in action at our Northern Support Fresh Food in Launceston, Tasmania.

Food waste diversion initiatives

To feed a growing population and reduce landfill emissions, it is important to responsibly manage food waste. Through our partnerships and operational changes we are redistributing edible food and diverting other food waste to animal feed or food waste recycling.



Images of Olivia the Turtle, Food for Wildlife



Food for Wildlife

In partnership with WIRES, the Woolworths Food For Wildlife program is the largest such initiative in Australia, with over \$300,000 per year in grants and food donations to volunteer wildlife carers all across the country, including many remote and regional locations, to assist in the rescue, care and feeding of many thousands of vulnerable and endangered native Australian animals.

The Food For Wildlife program supports three main pillars; Food Support, Food Rescue, and Disaster Response. In the past year the Food Support program has funded grants to 169 wildlife rescue organisations, covering 5,100 wildlife carers, and 68,000 native animals. The Food Rescue program last year saw 154 stores donate a wide variety of food to 5,912 carers attending to over 155,000 animals.

Many of these native species are vulnerable or endangered, such as Olivia, the 60kg, endangered, Loggerhead Turtle rescued off the coast of Broome in November 2022, who after great care, and months of being hand-fed peeled king green prawns from the local Woolworths store, was returned to the sea in May 2023, where she has many critical breeding years ahead of her.

Hunger Relief in Far North Queensland

Ensuring that no good food goes to waste, the Woolworths teams across our Cairns region and surrounds have been busy building their food rescue partnership with the local OzHarvest chapter. After celebrating the 1 million meal milestone

during the early days of COVID-19 pandemic, the OzHarvest Cairns Chapter has gone from strength to strength. In just the past year donations of surplus fresh, edible food from the local Woolworths stores have increased from 61,000 kgs to more than 100,000 kgs. This enables OzHarvest to distribute 200,000 meals per year to 30 charities in the region. OzHarvest Cairns has delivered 1,945,841 meals since commencing operations in 2014, reaching services across Cairns, down to Gordonvale and up to Port Douglas.



Ozharvest driver Mark Santos and Woolworths store manager Paul Abbenbroek

Paul Abbenbroek, store manager at Woolworths Smithfield donates over 1,000 kgs of fresh surplus food every month. "As the fresh food people, our love and respect for food is an essential part of who we are, and what we do. The ability to identify and divert our surplus fresh food to OzHarvest for local charities like The Maraway Hub who help feed those in need, is a critical part of our day-to-day operations and support of the community."

OzHarvest Driver Mark Santos mentioned: "In the midst of their store's move, Woolworths Raintrees showed us the true meaning of generosity by brightening our days with a 250 kgs of fresh and beautiful fruits and veggies! Their kindness made a real difference".



Remote deliveries

The Fresh Food People work hard to get food to places far beyond the big city lights of metropolitan Australia – not only by road, but by sea and air too.

North, east, west and south - we go almost anywhere in Australia, and above and beyond to provide home deliveries to our customers, including a regular service 600km off the east coast!

While we're used to seeing the familiar Woolworths delivery vans on suburban roads, Woolworths Group help provide the same service to some of the most remote places in Australia - to islands and well into the bush.

Alistair Venn is our Director of Last Mile & Partnerships. He said, "If customers want us to deliver to their home or business, we'll do our best to help get their shopping to them almost anywhere within reason by road, sea and air."

We use barges, ferries and planes for some of our more unconventional home deliveries.

One of the furthest regular delivery routes is to Lord Howe Island, 600 km off the east coast, operated by a cargo vessel dubbed "SS Woolies" by locals. It makes the trip every fortnight, carrying orders packed by our Lake Cathie store near Port Macquarie on the mainland.

Further south, hundreds of customers on King Island, 340km north-west of Tasmania, receive their Woolies shop by plane and there's no pesky excess baggage fees!

We also cross the seas to deliver groceries to customers in the Tiwi Islands, Magnetic Island and to smaller islands off the coast of Brisbane.

And of course, we deliver to the outback - including 40 cattle stations across WA and NT, several mines and a number of remote indigenous communities. Our customers in these remote parts of Australia tend to group their shopping with their neighbours and make one big order to be delivered by road, barge or plane. We've set up a special system just for them.



Natural Disasters

S.T.A.N.D is a Woolworths Group program which provides Support Through Australian Natural Disasters. Through S.T.A.N.D we are proud to work with The Salvation Army, Rural Aid, Lifeline and Foodbank to provide support and relief where it is needed, both in times of natural disaster and throughout the recovery stages.



The Salvation Army

Our support over the last year has enabled The Salvation Army to serve 124,517 meals, provide 60,684 refreshments and assist 11,806 people during recovery from disasters. This support covered disasters such as the secondary floods that hit vast regions of New South Wales, Victoria and Tasmania and the bushfires in Western Australia.

Rural Aid

In the last year, Woolworths Group provided vital assistance to 474 farmers through our collaboration with Rural Aid. In April 2023, we supported farmers in bushfire-affected regions around Miles, Queensland, by supplying much-needed fodder. Additionally, our funding aided flood-affected farms, including the Forbes Hay drop in December. We provided financial support in the form of pre-paid visas (PPV) that were distributed to support flood-affected farmers in New South Wales and Victoria.

Lifeline

With the support of S.T.A.N.D, Woolworths Group continues to play a significant role in the delivery of Lifeline's 13HELP (13 43 57) Disaster Recovery crisis help line, initially established to support during the 2020 Bushfires.

Due to the extreme weather conditions experienced this year across the nation Lifeline has seen call volumes increase by 41% to this service.

With the large and growing body of evidence of the significant negative and long-term impacts of disaster on mental health and wellbeing, Woolworths Group funding allows Lifeline to continue to support Australians experiencing crisis during and post natural disaster events.

There's no greater example of Woolworths Group and Lifeline's commitment than its "as long as it takes" approach to getting people back on their feet after disasters.

Foodbank

The equivalent of 780,800 meals were issued to Foodbank using S.T.A.N.D. funds. Foodbank also invested \$35,000 into refitting the NT warehouse fridges and freezers after they broke down during the extreme heat conditions they had late 2022.

Resilience at Woolworths Group

If access to food during a crisis becomes a problem, that becomes the crisis. As well as addressing issues when they arise, our work in resilience aims to prevent this kind of crisis before it happens.

What are we doing to prepare and improve our operations?

Local Level

At a local level, taking care of our team, customers and community is paramount.

We want to ensure our Supermarket Teams are equipped with the right resources at the right time.

This includes:

- Emergency management and preparedness training for our high risk stores
- Tightening our relationship with community and local emergency services
- Investing in disaster management prevention measures such as thermal blankets, sand-less sandbags and remote food safety temperature controls

State Level

At a state level our priority is ensuring we offer the right support at the right time to our teams, customers and community.

This includes:

- Tightening our relationship with Transport Departments and emergency services
- Strengthening forecasting and improving ordering processes in our supply chain
- Contingency containers and/or depots that hold ~20 key lines and 200-800 pallets at a time. Product is reviewed and stored throughout the year in preparation for disruptive events

National Level

At a national level we are targeting our investment to ensure we are best placed to prevent, prepare, respond and recover to supply chain disruption.

This includes:

- Investing in increased DC capacity in our most exposed locations (\$25m in Townsville)
- Investing in improved Supply Chain technologies
- Tightening our relationships with emergency services and industry and through the Supermarket Taskforce
- Group wide commitment to Sustainability measures



Offloading deliveries to Derby following flooding event

Supporting remote communities in times of disaster



Derby, Western Australia

Western Australia experienced its worst flooding event ever seen on 4 January 2023. Ex-Cyclone Ellie brought torrential rain to the area of Broome, Derby and Fitzroy Crossing. As a result, the road to Broome was cut off for 4 days and the road to Derby was cut off for 6 weeks.

Residents from Fitzroy Crossing were evacuated to Derby, temporarily increasing the town's population by over 25%.

As Woolworths is the only supermarket in Derby, getting food into the town to ensure the community had access to essentials was a priority. Woolworths was the central point for food supply for the town - due to limited access, charity partners like Foodbank and Salvation Army were not a viable option at the peak of the crisis.

Our relationships with emergency services, the Defence Force and supply partners were critical to our ability to resupply the town.

Over a period of 24 days, Woolworths Group delivered over 470 pallets of essential goods to Derby leveraging barge and aircraft transport support.

Contributing to our remote communities

Partnership with Community Enterprise Queensland

Community Enterprise Queensland (CEQ) is a not for profit organisation committed to providing essential community services to Torres Strait and mainland First Nations communities.

CEQ focuses on economic development and employment opportunities and also supports environmental solutions, good health and well being options. Their operations providing access to a full range of essentials in remote communities.

Our partnership enables improved food security, food affordability and access to healthy options for First Nations communities.

Access to Australia's largest food and grocery supply chain network underpins the safety and continuity of food supply in these remote communities.



Melanie McGrath, Australian Grocery Wholesalers and CEQ team at Thursday Island Main Store

Our supply partners





Primary Connect

In 2020, Woolworth Group's internal supply chain function was renamed Primary Connect and has become an end-to-end service provider not just for Woolworths Group retail businesses, but for an increasing number of partners, many of which are in regional Australia. With the largest and most distributed retail supply chain network in Australia, Primary Connect can deliver a lot of value to business partners in regional Australia.

Our Primary Connect distribution centres (DCs) in Australia service food, drinks and everyday needs for Woolworths Supermarkets, Metro, Dan Murphy's, BWS and BIG W stores. To do this, we operate across road, rail, and sea at multiple temperatures.

As part of our ambition to become Australia and New Zealand's next generation supply chain, we have been significantly expanding our network capability while improving service, culture and safety.

Primary Connect has accelerated its sustainability initiatives, automation and transport efficiency. It has also seen transformational change in the way products are picked, packed and delivered to our stores and customers.

Primary Connect is continuously adapting its DC network to support even greater flexibility, more localised ranging, faster responsiveness to customer demand, expanded convenience and enhanced freshness.

Jesna Joy – Primary Connect Team Member of the Year 2022

The Team Member of the Year Award recognises a Primary Connect team member who embodies our values and ways of working. Born in India, Jesna moved to Australia in 2018 with her family.

When she couldn't secure a job in her trained profession, Jesna applied for a job at Townsville Regional Distribution Centre (RDC) as an order selector. In the lead-up to Townsville RDC's \$12 million expansion, Jesna accepted a new role as a Systems and Inventory Specialist after the site's leadership team realised her talents were being underutilised.

"She does an excellent job. She supports us all... [and] looks for ways to make improvements to make our jobs easier" - praise from her colleagues.



Jesna Joy, Primary Connects Team Member of the Year celebrating with team members

Primary Connect+

The commercial arm of our Primary Connect business began in Australia in 2003 and New Zealand in 2009.

Since then, it has grown to be a successful 'business within a business' called Primary Connect+, delivering value to more than 1,300 customers.

Primary Connect+ contracts leading transport carriers to fulfil a range of national transportation services.

We work with our customers to understand their supply chain movements with the aim of improving efficiencies and reducing their cost of doing business.

In F23 Primary Connect+ moved over 9m pallets across 4,300+ locations for 1,300+ supply partners.



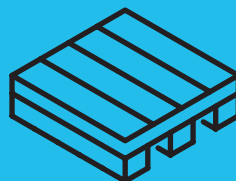
8,000
truck movements
per day



4,300
locations



1,300 supply
partners



9m
pallets



One of our Primary Connects trucks in a distribution centre

Among the work we do to support our communities, Primary Connect has:

- Delivered food and basic essentials to key evacuation centres during the extreme flooding events in New South Wales and Queensland
- Grown coastal shipping solutions to build resilience during natural disasters that impact both road and rail transport
- Continued supporting the hunger relief charity by providing pro bono transport of sustainable key staple foods to vulnerable families around Australia.

Primary Connect+ partners with General Mills and Sanitarium to provide food and essentials to Australians in need.

We have partnered with Foodbank for over 20 years and delivered 1,000 pallet spaces of pro bono transport for Foodbank in FY23 to support their Collaborative Supply Program and Latina Fresh Program. This partnership operates separately from Woolworths Group's hunger relief partnership with Foodbank.

Greenstock

Greenstock is the upstream integrated beef, pork, and lamb supply chain business within Woolworths Group, responsible for the livestock procurement, primary and secondary processing in order to deliver quality, affordable meat from Australian farmers to families everyday.

The Herberts, Eugowra, NSW – Winners of Kondinin Group and ABC Rural Australian Farmers of the Year 2023

Andrew and Tess Herbert run Gundamain Pastoral Co., a sixth-generation farming enterprise in central-west New South Wales with 20 employees including family members. The farm is celebrating the milestone of 150 years in 2023.

The Herberts have been long-term suppliers of cattle to Woolworths, with the partnership spanning 30 years. “It has been a happy relationship,” Andrew said. “It has provided reliability for forecasting and forward planning. We are able to have open and transparent conversations about forward pricing, which gives us the ability to control our price risk. It’s one of the big reasons we’ve been around for so long”.

In early 2023 the family and their community were heavily affected by the Eugowra floods. Their property was one of the worst

affected, losing many kilometres of fencing along with millions of dollars worth of crops. During this time the Herbert’s account manager at Greenstock, Jake, worked closely with the family, helping to manage their feedlot delivery needs and capacity to get the cattle out of the floods and devastated roads and see how Woolworths Group could further support their family and community.

This support and constant communication meant the Herberts never missed a load of cattle. This provided important cash flow that was essential for the continuation of the business during a difficult recovery period, and allowed them to continue supporting their employees, many of whom were also affected by the floods.

During the recovery period, the Herberts reassessed how they structured and managed their farm. They began the process of baselining natural capital, experimenting with pasture mix and took the principles of managing an intensive feedlot operation and extended these across the farm to their pastures and sheep yards. The Herberts also have an increased concentration on technology beyond the feedlot that will allow them to remotely monitor water and fencing as well as the use of satellite data to assist with vegetation management.



The Herbert Family on the Eugowra farm



Charlie de Fegeley pictured on his farm in Ararat

Charlie de Fegeley – Woolworths Lamb

Charlie and Lizzie de Fegeley manage their prime lamb property at Ararat, western Victoria along with two of their three sons. Charlie is a fourth-generation farmer and converted the farm from producing merino wool to maternal prime lamb 15 years ago and have spent decades continuously

improving their pastures, breeding and genetics to produce high quality meat.

The property has been a focus for many producers, researchers and extension officers interested in the latest pasture and livestock technologies and Charlie recently partnered with Melbourne University and DEECA to measure the farm's carbon footprint, furthering the farm's sustainability initiatives.

Mentoring the next generation of farmers is important to Charlie. Charlie sits on the Board of Zanda Award (both Woolworths and Greenstock are supporters of the award) and has been the Chair of the Innovation Summit. This award develops a mentoring program for future leaders who have opportunities to meet industry leaders as well as visit and stay on farm in both Australia and New Zealand and Charlie and Lizzie are passionate hosts of these on-farm learning opportunities.

Charlie was driven to partner with Greenstock by a desire to be closer to the consumer. Traditionally, producers are not able to receive direct feedback on the quality of their product, or insights into consumer demands. Charlie said the partnership has given them “the best feedback ever received on our products” and is an opportunity to tailor on-farm practices so their product meets what the customer wants.

Greenstock and Woolworths are constantly improving the level and quality of feedback that will help farmers like Charlie improve practices and produce at a level where supply meets customer expectation, creating greater cost benefits and providing customers with a quality product.



The lamb in the paddock on Charlie and Lizzie's farm



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Unless otherwise stated, the content of this report covers the 2023 financial year, 1 July 2022 to 30 June 2023 (FY23).

This report defines 'Regional' in accordance with the Australian Bureau of Statistics Australian Standard Geographical Classification System (ASGS) five classes of remoteness.

Woolworths Group refers to Woolworths Supermarkets, Big W, Support Services and Primary Connect.

Please consider the environment before you print this report.