Woolworths Group

From paddock to basket

WOOLWORTHS GROUP LIMITED
ABN 88 000 014 675

2025 Regional Australia Report

In this Report

About this report

This report covers the 2025 financial year, from 1 July 2024 to 29 June 2025. We define "regional" according to the Australian Bureau of Statistics' five classes of remoteness (ASGS, 2021). Unless stated otherwise, data refers to Woolworths Supermarkets, BIG W, Primary Connect, Petstock and PFD.

Acknowledgement of Country

Woolworths Group acknowledges the many Traditional Owners of the lands across Australia, 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.

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.

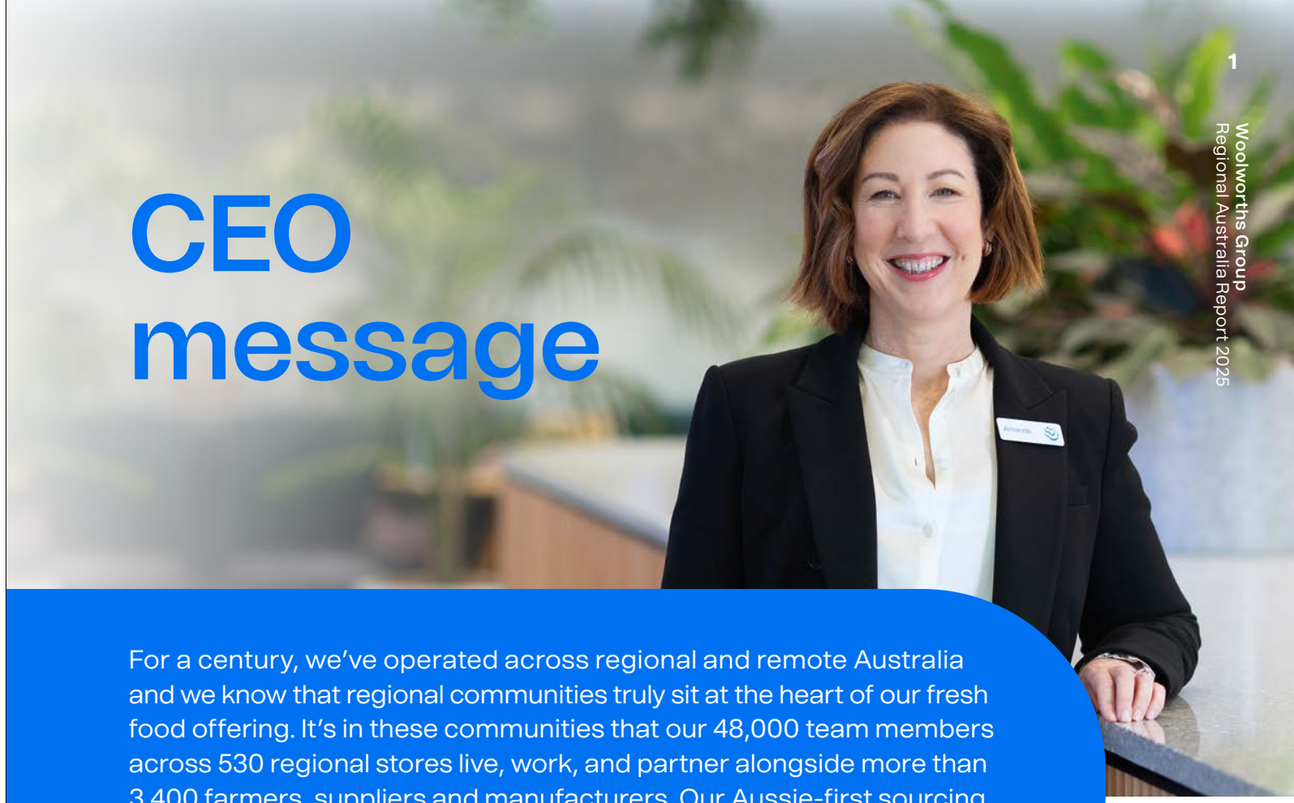
"A Brave Heart for a Better Tomorrow" artwork by David Williams of Gilimbaa.

View our report online

Use the link below to view this report and our 2025 Reporting Suite.

www.woolworthsgroup.com.au/reports

CEO message



For a century, we've operated across regional and remote Australia and we know that regional communities truly sit at the heart of our fresh food offering. It's in these communities that our 48,000 team members across 530 regional stores live, work, and partner alongside more than 3,400 farmers, suppliers and manufacturers. Our Aussie-first sourcing puts Australia's best produce front and centre in our supermarkets, taking it from the paddocks of our farmers and producers, into the baskets of our customers' every day.

For Woolworths, fresh food is the very core of our identity. It underpins our customers' needs for quality produce that is accessible and affordable, every day of the year. It is what we are known for, something we are proud of, but it also requires ongoing work and commitment from us to engage and support the people and communities who make it possible – our farmers and regional communities.

Our supply chain is an incredible integration of people and processes embedded in regional Australia. It starts from the paddocks of our farmers, through to processing, packaging and distribution, right through to readying the produce for purchase by our customers.

This is why we are so committed to our direct supply relationships with our farmers and foster clear ways of working that value strong relationships, instil confidence in our processes, prioritise listening to feedback and value working together. Strong rural and regional communities are essential to keeping shelves in our stores stocked and kitchens cooking.

By working with local growers, we capture Australia's seasonal strengths and support the nation's best farmers.

As this report highlights, be it Piñata Farms' strawberries under Gavin Scurr to Duncan Ogilvie's beef operations in Victoria and South Australia, our partnerships illustrate how local expertise and strong processes bring Australian produce from the paddock and into our customers baskets, even when faced with seasonal or market pressures.

This is why we prioritise our contributions to regional communities year round – whether supporting regional communities through natural disasters, as we did earlier this year following floods in Ingham where our team demonstrated extraordinary resilience maintaining store access for the community, or through the $2.6 million in contributions we've made to local community events like local netball and cricket grants.

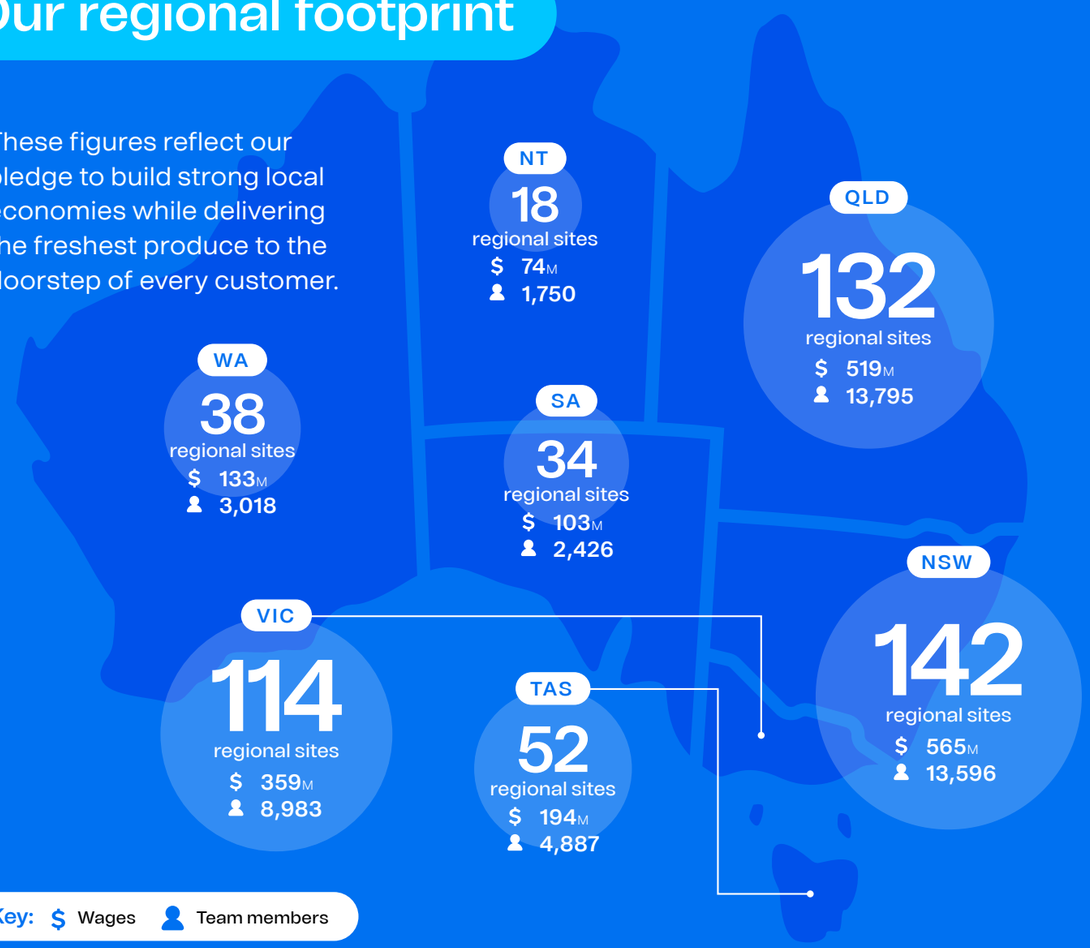
The 2025 Regional Report shares the supply journey and celebrates the collective contribution made by everyone along the way, from farmers to local communities to us.

Amanda Bardwell
CEO, Woolworths Group

Australian regional snapshot

Our regional footprint

These figures reflect our pledge to build strong local economies while delivering the freshest produce to the doorstep of every customer.



Key: $ Wages 👤 Team members

Our business network

Woolworths · metro · PFD Foods Services · Petstock Group · BIG W · PRIMARY CONNECT+ · Greenstock Australian Meat by Woolworths

With more than 530 regional sites and more than 48,000 team members, our regional footprint touches every State and Territory. Our commitment spans people, suppliers and communities.

Our people

32% of regional team members are under 25

14% of regional team members are over 55

56% of regional team members identify as female

Suppliers and partners

96% of fresh fruit and vegetables are sourced locally

100% of fresh meat, eggs and milk from Australian farms

Community support

$3.6M raised for Disaster Relief Partners

$2.6M donated to local community events

>$20M of customer and Group donations to natural disaster relief

Commodities highlights

100% of our fresh meat, eggs and milk and 96% of our fruit and vegetables are grown or produced right here in Australia. The produce we source is some of the best in the world, and it's thanks to our farmers and the regional communities in which they operate that we can provide these quality choices to our customers.

Meat

184M
kilograms of chicken purchased

>80
feedlots accessed

>1,750
farmers engaged (beef and lamb)

1.35M
lambs purchased

>440k
head of cattle purchased in total

695k
pigs purchased

100%
Australian fresh meat (beef, lamb, pork)

Eggs

1.13B
eggs sold

>40
small suppliers nationwide

15%
increase in sales for small suppliers

100%
Australian fresh eggs

Fruit and vegetables

986M
kilograms purchased

>380
suppliers nationwide

41M
tonnes of Odd Bunch sold in F25, reducing food waste

32M
pieces of free fruit for kids in F25

96%
Australian grown

Dairy

618M
litres of fresh milk sold

>270
dairy suppliers nationwide

100%
Australian fresh milk

Seafood

100%
Australian sourced fresh prawns

14M
kilograms of seafood sold

30
seafood suppliers engaged

Bakery

>55,000
metric tonnes purchased

>24M
loaves of bread sold

100%
Australian grown

Resilience in our regions

Every apple, steak, carton of milk or eggs travels through our extensive supply chain, designed for freshness and efficiency and to support our local communities.

Our expansive network weaves local talent and regional infrastructure to deliver fresh, safe and quality food all year round to customers across Australia while contributing to employment and investment in regional towns.

Australia's supply chain is one of the longest in the world and is constantly adapting to challenges and navigating complexities across the country, strengthening the resilience of the communities it serves. We are always looking for ways to serve our customers better, no matter where they are in Australia.

Key to the success of our supply chain is resilience.

Whether it is economic resilience that provides thousands of local jobs, the capacity of our network to deliver fresh produce daily, or the resilience of regional communities in the face of fires, floods, cyclones and drought, our team is committed to standing with the communities we serve and delivering quality produce.

Economic Resilience

Our end-to-end supply chain supports regional economies by creating jobs, driving local investment, sustaining farmer partnerships strengthening local services and community livelihoods. Across more than 530 regional sites we:

- Employ 48,000 team members, paying $1.8 billion in wages per annum in the communities where team live and work.
- Partner with 3,400 farmers, producers and manufacturers.

By sourcing 96% of our fruit and vegetables, and 100% of fresh meat, eggs and milk from Australian farms, we keep dollars circulating in rural communities, which in turn supports confidence in those communities and underpins long-term economic growth and stability.

Network Resilience

Navigating Australia's vast distances and extreme weather demands a supply chain built for flexibility. Our network is national, and comprises world-leading systems such as real-time cold-chain monitoring, contingency-routing protocols that help bypass flood-affected highways or impacted regions, regional inventory buffers to support essential and emergency rations at key distribution centres and a 24/7 network operations centre coordinating transport and logistics during extreme weather events. These systems support our stores – from small country towns to suburban centres – remain stocked, maintaining domestic food security and supporting local businesses.

Key outputs of our national network

- 1.7 billion cartons moved annually by Primary Connect across 4,200+ destinations.
- More than 9,000 staff across Australia working across more than 2,300 collection points and more than 970 delivery points.
- 26 regional distribution centres used for contingency routing via rail-road combinations to bypass the impacts of natural disasters, such as floods, bushfires or cyclones, ensuring communities still receive vital supplies.

By investing in our 7,200 skilled employees across the Primary Connect network and working with our 1,300 active suppliers, we remain ready to tackle natural disasters or weather events which challenge our supply chain.

Community Resilience

We stand shoulder-to-shoulder with regional Australians when hardship strikes.
In the past 12 months through stores, distribution centres and our group operations, we:

- Raised and donated $3.6 million for disaster relief partners and charities who provide programs of counselling, food relief, financial support and farm recovery support, like The Salvation Army, Rural Aid and regional SES operations.
- Worked with Ozharvest and Foodbank to move surplus food more than 391,000km across the country to those in need – in the past 12 months, amounting to almost 1,500 pallets.

Beyond our usual operations, we use our scale and reach to harness additional food and financial support, to direct it to regional communities when most needed.

Paddock to basket:

a supply chain journey

The process of getting fresh produce from the paddock – be it fruit, vegetables, meat or dairy – and into customers' shopping baskets is immense. While most will only see the fresh food on display in aisles across the country, behind the scenes are carefully skilled people each working to meticulously handle each unique product to help provide best quality for our customers. While steps in the supply chain vary, the following sheds light on some of the key elements that sees fresh food get from the paddock into the customers' basket.

Why it matters

This end-to-end supply chain illustrates the collaboration between farmers, processors, transporters and store teams. Each stage adds value, maintains quality and safeguards food safety – so customers get fresh products in their shopping basket every time. These connections support local employment, encourage regional investment, and build community resilience from the paddock and into the homes of our customers.

1 Supply

Seed Selection and Sowing
Farmers select seed varieties suited to local soil and climate and optimise harvest. They then plant these seeds using a variety of methods, from precision field equipment in cereal crops to controlled indoor environments such as greenhouses for vegetables. Seeds are also planted to grow orchards which generate fruit on an annual or seasonal basis. This stage supports regional employment and keeps agricultural expertise thriving in country towns.

Crop Care, Animals and Land
Farmers are active stewards of their land, balancing the needs of both plants and animals. To nurture their crops, farmers often provide care such as irrigation to supply water in dry conditions and fertiliser to replenish soil nutrients, while others may depend only on rainfall and organic practices. Livestock farmers practice and prioritise careful animal husbandry and animal welfare to provide clean water, nutritious food and shelter, from chickens and pigs to cattle and sheep. By investing in sustainable practices local ecosystems are supported, as is the long-term viability of regional landscapes.

2 Harvest and market

Mechanical and Manual Harvesting
Combine harvesters sweep grain fields and crops like potatoes. In contrast, delicate or high-value produce like berries or leafy greens are still hand picked by skilled workers to prevent bruising. Before harvest, the farmer ensures the produce is at the right maturity and ripeness. Following harvest, inspectors or grading machines can sort out any damaged or under-ripe items before they leave the farm gate. Some produce such as bananas and avocados are harvested at 'green state' to support prime ripening for the customer. These activities provide seasonal and permanent jobs that contribute to household incomes in rural areas.

Market-Ready Assessment
Livestock, such as cattle and sheep, are assessed on-farm for things like weight and age and whether the stock is ready to be sent to market. Markets will differ depending on the age and weight range the farmer is targeting, and the farmer can either sell them on-farm to a processor, or send them to a local saleyard.

3 Post-Harvest and processing

Primary Processing
This stage transforms raw farm products into safe and usable food items. For dairy, cows are milked and the milk is immediately pasteurised – a heating process that kills harmful bacteria – before being chilled. This makes it safe for consumption. In meat processing, livestock are humanely processed under strict regulations, the carcasses are chilled and broken-down into retail-ready portions.

Food Safety Controls
At each processing point, food safety is top priority. Fresh produce enters washing lines where debris and soil are removed, as well as grading machines to help sort items by size, colour and firmness. Strict hygiene and temperature controls are maintained at every stage, from washing lines to packaging. This prevents bacterial growth and ensures products meet rigorous food-safety standards. Upholding these standards maintains consumer trust and protects public health in all communities.

4 Packaging

Automated Packing Lines
Clean, graded produce and eggs are placed into cartons, trays or punnets. Likewise meat, seafood and dairy products go into sealed, hygienic packaging to maintain freshness and prevent contamination. Packaging operations create local roles in manufacturing and logistics.

Traceability Labels
Each package receives a traceability label, such as a batch code, barcode or QR label, enabling full track-and-trace from farm to store. This transparency supports local growers by validating their produce's origin to consumers.

5 Distribution

Bulk Dispatch to Distribution Centres
Packages are palletised and loaded onto trucks. The type of truck depends on the product – refrigerated trucks for chilled or frozen items, while ambient trucks for goods that don't require temperature control. By engaging local transport operators, we help support regional freight businesses. Once loaded, the goods move through a multi-modal transport network, travelling by road, rail and sometimes even by sea to reach various Distribution Centres (DCs).

Cold-Chain Management
Throughout this entire journey, cold-chain management is essential. Chilled and frozen products are kept within strict, monitored temperature ranges throughout transit. These measures help communities, no matter how remote, receive fresh supplies without interruption.

6 Retail and shelf-ready

Store Replenishment
Once a product arrives at a distribution centre, it's unpacked and checked against food safety and quality standards. DC teams then pick individual cartons for individual stores. This process is called store replenishment, ensuring shelves are always stocked with fresh goods and minimising waste. Regular restocking supports consistent store employment and local convenience.

On-Shelf Presentation
Once at the store, teams stock shelves and displays – arranging fruit, vegetables, meat, seafood, dairy and eggs to maximise visibility.

7 Into basket – customer purchase

Customer Selection
Shoppers pick the ripest bananas, the juiciest tomatoes, premium steaks, freshest eggs, seafood and dairy. Our store teams work to create the best product presentation and the store layout leads to convenience and a positive customer experience. This final step reflects the combined efforts of farmers, transporters, processors and store teams.

Point-of-Sale and Aftercare
Our smart checkouts scan traceability codes which helps give customers an added experience of the product's history and journey through the supply chain. We also provide catalogues to highlight different recipes and uses of fresh food, as well as helpful hints on how to keep the food fresh at home. Traceability and recipes engage customers with the communities behind their produce.

Berries:
an integrated supply chain journey

From the sun-drenched fields of Wamuran in Queensland, to Woolworths shelves nationwide, this berry supply chain exemplifies precision farming, rigorous packhouse protocols, resilient logistics and attentive in-store management. This showcases one unique partnership – each farmer can manage and operate their enterprise to what best works for them. Underpinning that partnership is a foundation of trust between us and farmers, ensuring fresh, high-quality berries reach communities.

Farming Practice

At the heart of our berry supply are operations like Piñata Farms, led by Gavin Scurr. The approach blends tradition with innovation – harvesting at dawn to preserve fruit integrity, selecting varieties for flavour and shelf life, and using precision agriculture to mitigate climate and labour challenges. Protected cropping and advanced irrigation systems enhance yield and quality while strategic planting schedules, informed by market insights, help consistent supply. Rigorous quality control, including Brix testing (testing of sugar levels) and visual inspections, guarantees premium berries. This farming model not only sustains their enterprise but also provides vital employment, showcasing economic resilience in regional communities.

Case Study

With decades of experience, Gavin Scurr of Piñata Farms harvest berries during the coolest hours to minimise bruising and decay. The commitment to quality and innovation – through protected cropping, hydroponics and strong cold chain management – supports freshness and reliability. Their commitment to quality and innovation – through protected cropping, hydroponics and strong cold chain management – ensures freshness and reliability. This partnership with us supports local employment and regional growth, making Piñata Farms an incredibly valuable supplier of berries nationally.

Packhouse

The Wamuran packhouse is a vital link between farm and distribution. The packhouse is part of the Piñata Farms business. It handles up to 25 tonnes of berries daily during peak season and it is where berries are weighed, cooled and sorted with precision. Raspberries undergo heat-sealing, while strawberries are packed to support quality. Manual grading by trained staff ensures only premium fruit reaches our stores. Equipment like heat sealers, conveyors, and forklifts, streamline operations. The packhouse reduces handling damage and maintains freshness, demonstrating network resilience.

Case Study

The Packshed Manager oversees the meticulous handling of berries post-harvest. The manager and their team of around 55 workers, see that raspberries are heat-sealed and strawberries are packed with care. Throughout the season, the team manages the processing of pineapples, raspberries, and strawberries. The Packshed Manager's leadership ensures quality control, hygiene, and efficiency while manual grading and trained pickers help maintain berry integrity. The manager's role is pivotal in connecting farm output to our distribution network, showcasing operational excellence and network resilience. The packshed team's dedication ensures that every punnet meets food safety and Woolworths' standards, reinforcing the importance of skilled management in maintaining freshness and quality throughout the supply chain.

Logistics & Distribution

From refrigerated trucks leaving the packhouse to arrival at distribution centres, every step is optimised for speed and freshness. Our Logistics Coordinators manage routes, monitor transport conditions, and respond to disruptions, ensuring minimal waste and maximum quality. This network resilience enables us to deliver fresh berries even to remote regions. Cold chain integrity is maintained throughout, supported by real-time tracking and strategic planning. The logistics team's expertise ensures that berries arrive in peak condition, bridging the gap between farm and store with precision and reliability.

Quick Fact:
Refrigerated transport maintains a stable temperature between 0–2°C.

Case Study

A Logistics Coordinator at Primary Connect Plus plays a crucial role in moving berries efficiently across vast distances. They manage refrigerated transport and optimise delivery routes and cold chain integrity. Their work enables us to maintain freshness and reduce waste, even in remote areas. By responding swiftly to challenges like weather disruptions or equipment issues, they uphold network resilience. Their coordination ensures that berries from farms like Piñata reach distribution centres and stores in optimal condition. This behind-the-scenes expertise is essential to the seamless flow of produce, supporting our commitment to quality and accessibility nationwide.

Supermarket

At our stores, the Fresh Food Manager ensures berries are presented attractively and kept fresh for customers. They manage stock rotation, monitor quality, and respond to daily demand fluctuations. Their role connects the supply chain to the customer, embodying community resilience through customer engagement and local insight. By maintaining optimal display conditions and providing excellent service, they support a satisfying shopping experience. Their feedback also informs upstream decisions, helping to refine supply and product offerings. As the final link in the chain, Fresh Food Managers uphold our reputation for freshness and quality, making the journey complete.

Case Study

The Fresh Food Manager is the face of the berry supply chain to customers. Responsible for stock management, quality assurance and customer service, they see to it that berries are fresh and appealing. Their understanding of local preferences helps tailor displays and stock levels. By maintaining cold chain standards and responding to daily store needs, they play a key role in delivering consistent quality. Their feedback supports upstream improvements, linking consumer experience to supply chain strategy. This role exemplifies community resilience, ensuring that the hard work of growers, packers and logistics teams culminates in customer satisfaction.

Beef:
the journey into store

Our beef supply chain is built on partnerships spanning decades across farm, processing and retail networks, from grass pastures and accredited feedlots to automated processing hubs and case-ready distribution. Farmers leverage science, technology and research, along with forward contracts to secure capital for sustainable infrastructure. Primary processors use renewables, cold-chain technology, smart slicing and robotics to deliver quality products to our shelves across the country. Quality and efficiency underpin every step.

1 Paddock: Farming, grazing and feedlot

Beef cattle originate from properties across Australia which are finished either on farm or through National Feedlot Accreditation Scheme (NFAS) accredited feedlots ensuring nutritious produce is available. Cattle are purchased either through forward contracts giving the supplier price surety out front or as a spot purchase where the price and volume are agreed 10 days prior to delivery. These opportunities allow producers to have confidence to make investments to improve, such as water usage, animal welfare, genetics and traceability. Our livestock team works closely with suppliers to ensure the highest quality product is maintained through the supply chain.

Case study

Ogilvie Group

Duncan Ogilvie leads the Ogilvie Group's beef operations across Victoria and South Australia, supplying weekly for more than 12 years. His 1,200 hectare, family-owned enterprise operates 24 centre pivots to support pasture finishing and maintains a straw-bedded, undercover feedlot. Investments in pivot irrigation, emissions-reducing practices and on-farm traceability were made possible by our guaranteed contracts.

2 Processing

At the processing stage, livestock are received at abattoirs licensed under Federal and State regulations. Each animal undergoes ante-and post-mortem inspection, humane slaughter under welfare protocols, and carcass processing. Energy efficiency is boosted by renewable integration such as biogas cogeneration systems and solar power. Automated conveyors, hygienic stainless-steel surfaces and digital scanning systems ensure food safety, consistent portion yields and traceability. The carcass is MSA graded to ensure it meets our eating quality. Primal cuts are then palletised in standardised bins, ready for further case-ready manufacturing or direct chilled distribution to retailers.

Case study

Greenham Tongala

Greenham's Tongala plant commenced operations in July 2024 and now processes 14% of Greenstock's beef volume at up to 1,000 cattle per week. The Australian family-owned facility employs 480 full-time staff and utilises biogas cogeneration from on-site ponds alongside rooftop solar, contributing to 30% renewable energy usage. Carcasses are graded to MSA specifications and dispatched in crates and bins to Hilton's Truganina site. Real-time traceability links each primal to farm records, while advanced chilling systems ensure food-safety compliance and consistency in marbling and weight.

3 Secondary processing

We supply fresh beef to all our stores via an exclusive secondary manufacturing partnership. Automated case-ready lines produce more than 5 million packets weekly, using smart slicing for uniform portions and X-ray scanning for food safety assurance. Packaging is optimised for sustainability such as kerbside recyclable mono-polymer trays, moisture-lock bases, removed soaker pads and downgauged films reduce soft-plastic waste. Scheduled deliveries and aerobridge integration between our secondary processing facilities and our distribution centres ensure rapid replenishment, minimising stockouts and maintaining an unbroken cold chain from factory to retail counter.

Case study

Hilton Foods Truganina

Our exclusive secondary-processing partnership with Hilton Foods is in Bunbury WA, Truganina VIC and Heathwood QLD. Opened in 2015, Hilton Foods' Truganina facility employs 550 staff and produces 1,550 tonnes of case-ready meat weekly, equating to 2.2 million packets to more than 500 stores in Victoria and Southern NSW. Ninety-six percent of packaging is kerbside recyclable, and 10% of site energy is solar-sourced. Capabilities span fresh-sealed, sliced, mince, sausages and marinated roasts across pork, beef, lamb and chicken. An aerobridge links production directly to our Distribution Centre.

Quick Fact:
Hilton's three manufacturing sites produce over 5 million packs of meat weekly.

4 Supermarket

Our supply chain is designed to honour the quality and care farmers put into their product. Beef moves from our distribution centres to store within 24 to 96 hours, depending on lead times. For example, Northern Territory stores receive their orders by road from Heathwood, QLD, which can take up to 96 hours. Our investment in enclosed, in-store fridge cabinets supports our commitment to maintaining quality. We connect our customers to farmers with on pack storytelling. Our dedicated meat quality team is often in stores, ensuring we deliver the best possible customer experience.

Case study

Ben Lucas – Head of Primary Processing and Quality

With over a decade of experience in quality management, Ben oversees our fresh meat supply chain from a quality control perspective. He and his dedicated team see that consistent supply of the highest quality meat to over 1,000 stores nationwide occurs everyday. Throughout the entire process, they work to maintain fresh, premium and affordable products for our customers.

Quick Fact:
Orders are delivered in 24 to 96 hours.

Our network

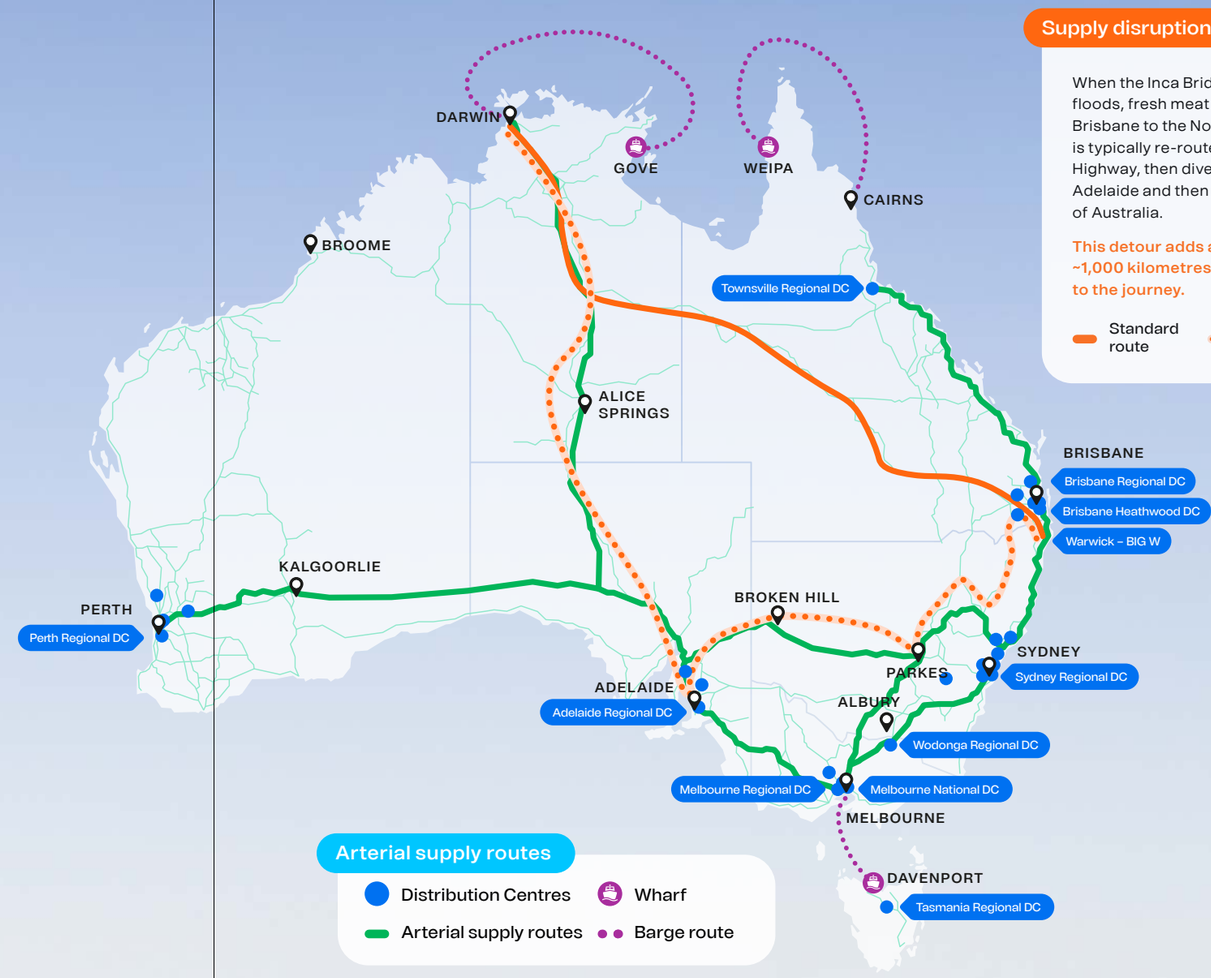
Our footprint is vast across regional Australia, consisting of a network which integrates our regional distribution centres and a national fleet to deliver fresh food and essential supplies to every corner of the country and a wholesale operation to support remote stores across the Northern Territory, Western Australia, Queensland and South Australia. This infrastructure not only ensures reliable, on-time access to quality produce but also anchors regional businesses, fosters local employment and underpins community wellbeing. By partnering with local transport providers and investing in logistics hubs, we strengthen economic opportunities and resilience across rural and remote communities.

1.7B
pallets moved

1,496
pallets moved for Foodbank pro bono

25
distribution centre locations

391,400km
travelled moving pallets for Foodbank pro bono



Road freight network

ROUTE	ORIGIN STATE	DESTINATION STATE	RISKS/CHALLENGES
Barkly Highway	QLD	NT	
North West Highway	WA	WA	
Great Northern Highway	WA	WA	
Bruce Highway	QLD	QLD	
Stuart Highway	SA	NT	
Pacific Highway	NSW	QLD	
Newell Highway	VIC	QLD	
New England Highway	QLD	QLD	

Rail freight network

ROUTE	ORIGIN STATE	DESTINATION STATE	RISKS/CHALLENGES
Sydney – Perth Rail (via Adelaide)	NSW	WA	
Melbourne – Perth Rail (via Adelaide)	VIC	WA	
Adelaide – Perth Rail	SA	WA	
Brisbane – Far North QLD Rail	QLD	QLD	
Adelaide – Darwin Rail	SA	NT	
Melbourne – Brisbane Rail	VIC	QLD	
Sydney – Brisbane Rail	NSW	QLD	

Key: Cyclones, Flooding, Bushfires, Extreme heat, Derailments

Building strong communities

In regional Australia, communities face recurring challenges – droughts that parch the land, floods that wash away roads and shifting economic pressures that can test financial stability. Community resilience builds from the grassroots. Through our local presence and our national network we are proud to support resilience in regional communities, by collaborating with local charities, councils, and other groups.

$2.6M
donated to local community events

>$20M
of customer and Group donations to natural disaster relief

$3.6M
raised to support natural disaster relief partners

We contribute to local economic resilience by working alongside regional communities. Our national supply network connects farms, local carriers and community businesses all the way to our distribution centres and into our supermarkets.

When floods, fires or cyclones cause transport disruptions, contingency routing and regional buffer stocks allow us to reroute fresh produce and essentials within hours, helping local stores and transport operators remain active.

This operational resilience supports communities with reliable access to essentials and supports regional livelihoods and lifestyles.

Community resilience is integral to how we operate. It is why, when it comes to natural disasters, we are committed to providing support that goes beyond our role as a retailer, and help communities in preparedness, immediate response and long-term resilience.

Through the STAND Program (Support Those Affected by Natural Disasters) and the Woolworths Foundation which supports it, we help a range of organisations in what they do to support communities impacted by natural disasters.

Our efforts to support community resilience also includes helping food charities, as well as grassroots kids sporting initiatives, including netball's NetSetGo and Cricket Blast. We partner with schools and community organisations to help kids make healthier choices and through a range of initiatives, we provide free healthy food, teach nutrition, and create fun activities that help children build healthy habits.

STAND program

The STAND program reflects our commitment to supporting Australian communities impacted by fires, floods and other natural disasters. Through STAND we collaborate with The Salvation Army, Lifeline, Foodbank and Rural Aid to build resilience and recovery programs activated in communities affected by natural disasters. We also partner with local charities who are right in the thick of it – such as Biripai Local Aboriginal Land Council in Port Macquarie, and SES units in Taree, Gloucester and Nambucca. Through the tireless work of these charities, communities impacted by natural disasters are supported, be that through the provision of food and essentials, or other services such as disaster assistance, mental health and wellbeing services.

Case study

Responding to floods in Far North Queensland

Ingham and Far North Queensland prompted a rapid and effective response. Woolworths Ingham Store Manager, Julie Buckley, navigated the floodwaters by boat with SES and police support from her own home to provide store access and to help dedicated teams restock shelves. Our essential supplies were airlifted from Townsville to Ingham by the Australian Defence Force. The Salvation Army utilised donated food to deliver hampers to isolated residents.

"We extend our heartfelt thanks to Woolworths Ingham for stepping up when it was needed most. Their generous support has provided essential supplies, helping to restore hope and stability for those affected."

Daryl Crowden – General Manager Salvation Army Emergency Services.

Regional store investment

Since opening our first regional store in Ipswich, QLD in 1929, our regional network has grown, so that today it totals over 530 sites across regional and remote locations around the country and employs over 48,000 team members who live and work in those towns.

$900M+

in regional infrastructure projects in the past 10 years

$500M

pipeline of investment in regional infrastructure projects for the next 5 years

Investing in our regional network

Our regional presence is a significant part of our operations, which is why investing in our regional network is a key priority for us. Over the past decade, we have invested more than $900 million in regional infrastructure projects and we have a strong $500 million pipeline of investment for the next five years.

Our investment in regional communities occurs in a range of ways, from upgrades to stores, developing new retail spaces, to improvements in our supply chain infrastructure, including the construction and modernisation of our regional distribution centres.

These investments aim to upgrade our customer in-store experiences, contribute to broader retail space improvements and modernise and strengthen our distribution capabilities, all of which supports future growth in the regions.

Image: Woolworths Young store.

Regional store renewals

Store renewals are one of our most frequent community investments. We continuously monitor store performance, local demographics and regional needs to decide where an upgrade, expansion or new build will deliver the greatest benefit to customers, team members and the wider community.

As our Director of Format Planning and Construction, Trent Mason – who oversees the planning of our store renewal program – says of the process:

"We assess a range of parts before investing in an upgrade, expansion or building a new store in our regional areas. We look at the store location, product throughput and customer experience as commercial reasons for us to invest, but we also look at what the regional community needs. We assess what exists in the community and what the demographic is and work with the local area to understand what they are looking for, whether that be product, service, jobs – and that is something Woolworths stores can bring to those communities."

Once we have committed a store for renewal, the process is swiftly put into action with store renewals typically taking between four to five months to complete.

In our F25 store program alone, we have added an additional 10 stores to the renewal program.

These renewals bring multiple benefits to local communities: they create jobs for local construction and fit-out teams, opportunities to partner with regional suppliers, and improve our supply chain's resilience. And for customers, it is a positive experience to shop in a renewed and refreshed store, that can include new store design layouts, refreshed fit outs, and new product ranges.

Image: Hervey Bay renewal opening.

Case study

Hervey Bay store renewal

One standout store renewal that received particular attention this year was the upgrade to Woolworths Pialba, our supermarkets in Hervey Bay. In March this year, south eastern Queensland down to north eastern New South Wales was inundated with flooding, heavy rainfall and wind, as a result of the impact of ex-tropical Cyclone Alfred. Communities as far north as Bribie Island and as south as Tweed heads felt the impact of the weather event for days, which also caused disruption to supply routes resulting in delays in getting food staples into some of our stores. Many homes and businesses in regional communities across the impacted zone were harshly impacted by the event and are still recovering today.

Pialba was submerged, forcing a three-month closure and major rebuild. During the outage, our teams:

- Supported adjacent stores to-reroute deliveries and maintain essential supplies.
- Worked across multiple locations, ensuring no town went without fresh food.
- Established a temporary direct to boot facility for customers to collect food during the store rebuild.

Reopening in June, the renewed Pialba store restored a key community hub, delivered new employment opportunities for local trades and reignited foot traffic in the shopping centre – helping neighbouring businesses recover. By weaving store investment, renewals and rapid disaster recovery into our regional strategy, we not only delivers fresh food but also sustains jobs, supports local suppliers and strengthens economic and social resilience in regional Australia.

Regional communities

at the heart of our fresh food offering

Regional communities drive every step of our fresh food journey. Behind every apple, steak and carton of milk, is the skill of local farmers and the dedication of regional suppliers – harvesting, processing and moving produce that sustains jobs and local incomes.

By sourcing locally first, we deliver the seasonal variety and affordability our customers rely on, while strengthening local economies in the regional towns where team members live, shop and invest.

When regional Australia thrives, communities innovate and prosper. Collaboration between our supply chain experts and farmers drives innovative farming, increases processing and harvest opportunities and encourages new agritech solutions – helping to fuel new possibilities for regional towns.

We are proud to stand shoulder-to-shoulder with our regional communities – as employers, as partners and as neighbours – backing local events, sourcing regional vendors and investing in the infrastructure communities rely on.

Looking ahead

Looking ahead, our future as Australia's leading fresh food retailer depends on these vibrant regional relationships. By championing an Aussie – first sourcing model, upholding rigorous quality and ethical standards, and reinforcing resilience at every step, we secure the national food supply and nurture the shared prosperity we all strive for today and into the future. Looking ahead, the strength of these local bonds will shape both our growth as Australia's Fresh Food People and the prosperity of the communities we call home.

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