

On 14 August 2018 paragraph 29 of the statement for Retail Witness 4 was amended to reflect a minor change due to error. The word "additional" has been removed twice from this paragraph.

IN THE FAIR WORK COMMISSION

AM2017/43

FOUR YEARLY REVIEW OF MODERN AWARDS

PENALTY RATES

GENERAL RETAIL INDUSTRY AWARD 2010

**SUBMISSIONS OF AUSTRALIAN RETAILERS ASSOCIATION AND MASTER
GROCERS AUSTRALIA**

1. The following submissions are made on behalf of the Australian Retailers Association (**ARA**) and Master Grocers Australia (**MGA**) in accordance with the Directions of the Fair Work Commission (**Commission**) made on 6 April 2018.

A. SDA APPLICATION

2. The *General Retail Industry Award 2010* (**GRIA**) has, since its commencement in 2010, provided that casual employees working ordinary hours on weekdays are paid their ordinary casual rate (inclusive of the casual loading), and do not receive any additional penalty or loading (see clause 28.4(a)), and that casual employees working ordinary hours on Saturdays are paid at their ordinary casual rate of pay (inclusive of the casual loading) plus an additional penalty of 10% of the ordinary hourly rate for a permanent employee pursuant to clause 13.2.
3. The SDA is seeking to vary the provisions of the GRIA with the effect that casual employees working ordinary hours after 6.00pm on weekdays would be paid their ordinary casual rate of pay (inclusive of the casual loading) plus a penalty rate of 25% (based on the relevant permanent employee base rate). The SDA is seeking the same combined penalty and loading to apply to casual employees working ordinary hours on Saturdays.
4. The effect of the SDA's proposed variations would be a substantial increase in casual rates of pay on weekday evenings and Saturdays. The quantum of these increases, as they apply to Level 1 employees, is set out in the table below:

| Age | Current Rate | SDA Proposed Rate |
|--------------------------------|---------------------|--------------------------|
| Weekday Evenings | | |
| Under 16 | \$11.69 | \$14.03 |
| 16 | \$12.99 | \$15.59 |
| 17 | \$15.59 | \$18.71 |
| 18 | \$18.19 | \$21.83 |
| 19 | \$20.78 | \$24.94 |
| 20 (employed 6 months or less) | \$23.38 | \$28.06 |
| 20 (employed > 6 months) | \$25.98 | \$31.18 |

| Saturdays | | |
|-----------|---------|---------|
| Under 16 | \$12.63 | \$14.03 |
| 16 | \$14.03 | \$15.59 |
| 17 | \$16.84 | \$18.71 |
| 18 | \$19.64 | \$21.83 |
| 19 | \$22.45 | \$24.94 |
| 20 | \$25.25 | \$28.06 |
| Adult | \$28.06 | \$31.18 |

Table 1 - Changes to Level 1 rates under proposed variation

5. Given that the proposed variations would substantially increase the hourly rates applicable to casual employees working weekday evenings and Saturdays it is contended that the changes are significant.

B. NATURE OF FOUR YEARLY REVIEW

6. Division 4 of Part 2-3 of the FW Act provides that the FWC “must conduct a 4 yearly review of modern awards”. There is little further guidance in Division 4 as to the manner in which the review is to be conducted, or the scope of the review, save that:
 - (a) all modern awards must be reviewed;
 - (b) the FWC may make determinations varying awards, and may make or revoke awards ; and
 - (c) each award is to be reviewed in its own right, but two or more awards may be reviewed at the same time.
7. The Commission has determined, in the 4 Yearly Review of Modern Awards: Preliminary Jurisdictional Issues Decision¹, that:

[27] These policy considerations tell strongly against the proposition that the Review should proceed in isolation unencumbered by previous Commission decisions. In conducting the Review it is appropriate that the Commission take into account previous decisions relevant to any contested issue. The particular context in which those decisions were made will also need to be considered. Previous Full Bench decisions should generally be followed, in the absence of cogent reasons for not doing so.

8. The Commission confirmed the principles for the conduct of the 4 Yearly Review in the Penalty Rates Decision², where the Commission, said:

[111] The scope of the Review was considered in the 4 Yearly Review of Modern Awards: Preliminary Jurisdictional Issues Decision. We adopt and apply that decision and in particular the following propositions:

(i) The Review is broader in scope than the Transitional Review of modern awards completed in 2013.

¹ [2014] FWCFB 1788

² [2017] FWCFB 1001

(ii) In conducting the Review the Commission will have regard to the historical context applicable to each modern award.

(iii) The Commission will proceed on the basis that prima facie the modern award being reviewed achieved the modern awards objective at the time it was made.

(iv) Variations to modern awards should be founded on merit based arguments. The extent of the argument and material required will depend on the circumstances.

9. Particularly relevant to this matter is that the Commission is to have regard to the historical context applicable to the GRIA, that the Commission must proceed on the basis that the GRIA achieved the modern awards objective at the time it was made and that a variation must be based on a merit argument. It is contended that these factors weigh against granting the variation sought by the SDA for the reasons set out below.

C. BACKGROUND TO PROVISIONS

10. The GRIA was created as part of the Award Modernisation process undertaken by the then Australian Industrial Commission (**AIRC**) between 2008 and 2010. Critical to the task to be undertaken by the Commission in this matter, the existing casual weekday evening and Saturday combined penalty and loading arose from a conscious, directed decision of the AIRC.
11. The AIRC released an Exposure Draft of a Retail Industry Award in September 2008. That Exposure Draft, at clause 13.2, provided that casual employees would be paid for working on weekday evenings and Saturdays their casual loading as well as a penalty of 25%. Submissions filed by employer bodies highlighted the disparity between this position and the conditions which applied in pre-modern award and Notional Agreements Preserving State Awards (NAPSAs). That disparity is set out in the Table 1 below, which highlights that aside from two outlier jurisdictions (Victoria and Western Australia), the common rule retail awards operating throughout Australia did not provide for the payment of penalty rates to casuals on weekday evenings. The below table also shows that the substantial majority of common rule retail awards provided for Saturday rates that were substantially lower than what was included in the Exposure Draft:

| Award | Weekday Evening | Saturday |
|-------------------|-----------------|------------------------------------------------------------------------------------|
| Retail Award 2010 | \$23.68 | \$23.68 |
| Victoria | \$21.15 | \$21.15 |
| New South Wales | \$19.74 | \$19.74 plus \$3.90 for up to 4 hours work \$6.60 for more than 4 hours work |
| Queensland | \$19.51 | \$19.51 |

| | | |
|--------------------|---------|-------------------------------------------------------------------------------------------------|
| Western Australia | \$22.45 | \$23.02 |
| South Australia | \$19.84 | \$24.80 |
| Tasmania | \$19.02 | \$19.02 |
| Northern Territory | \$19.03 | \$19.03 until noon \$24.92 for first 3 hours after noon \$30.81 for remaining hours |
| ACT | \$18.22 | \$24.22 |

Table 2 – Casual evening and Saturday rates as at 10 October 2008

12. As a result of those submissions, the AIRC, in its Decision on Priority Awards³, amended clause 13.2 of what is now the GRIA to exclude casual employees from weekday evening penalty rates, and to reduce the Saturday casual penalty rate from an additional 25% to an additional 10%. These provisions have stood since the AIRC’s Decision, and have not been challenged by the SDA or any other party until these proceedings.

D. THE PENALTY RATES DECISION

13. In the Penalty Rates Decision, the Full Bench of the Commission made a number of observations about what it referred to as inconsistencies in the application of casual penalty rates and loadings under the GRIA and referred to the Productivity Commission’s recommendations regarding weekend penalty rates (see paragraphs [1704] to [1719]). The Commission went on to say:

[1720] Despite the apparent merit of adopting a consistent approach to the application of weekend penalty rates to casuals we are conscious of the fact that no party in the present proceedings has advocated an increase in the Saturday rates for casuals. In the event that such an application is made it can be determined in the award stage of the Review.

14. It is this statement that forms the basis for the SDA’s application. What is clear from the Penalty Rates Decision is:

- (a) the Full Bench made those comments without any evidence or submission before it that would enable it to reach an informed, concluded view;
- (b) the Full Bench’s comments, and the Productivity Commission’s recommendations, were restricted to weekend work, and did not contemplate a change to weekday evening penalty rates for casual employees;
- (c) the Full Bench’s comments as to the apparent merit of a consistent approach does not, however, address whether or not there are other merit based arguments to support a change, in particular, consideration of whether or not

³ [2008] AIRCFB1000

the disutility associated with weekday evening and Saturday work are the same for permanent employees as they are for casuals;

- (d) the Full Bench recognized that the Productivity urged caution in the adoption of the principle of neutrality; and
- (e) the Full Bench noted the likelihood that the GRIA casual evening and Saturday provisions had some historical significance.

15. It is also clear from the Penalty Rates Decision that it is not simply the task of the Commission to reach a conclusion about disutility, and consider only this issue in reaching a conclusion about an award entitlement. The Commission is required to ensure the GRIA meets the Modern Awards Objective⁴ and that the variation is necessary to meet that objective⁵.

E. THE PRINCIPLE OF NEUTRALITY

16. The principle of neutrality, if adopted, would mean that casual employees receive the same penalty rate for working the same times as a permanent and part-time employee.

17. The *Productivity Commission* considered that there may be some grounds for some casual 'penalty' rates to rise on Saturdays.⁶

18. In its report⁷, it stated that, "*In principle, a wage system should not favour the employment of a person with identical competencies over another, yet this occurs in some awards for weekend work.*"⁸

19. The Productivity Commission stated that, "*Achieving neutrality would require that penalty rates for casual employees would rise on Saturdays for some awards (as in the Retail Award)*"⁹ and that "*The neutral treatment of casual penalty rates would diminish or, in some cases, eliminate the impact of income effects of the Productivity Commission's other penalty rate reforms affecting casual employees.*"¹⁰ However, it is to be noted that the recommendation of the Productivity Commission was to reduce the Sunday penalty rates for full-time and part-time employees to 125 percent. The Full Bench of the Commission did not adopt such reduction. Penalty rates for all employees on Sundays were reduced to 150 percent.

20. In making its decision to reduce Sunday Penalty Rates to 150 per cent it was not a factor of the Full Bench's decision that the penalty to be applied to work performed by casual employees on a Saturday and week day after 6pm would necessarily change. That is, it was not a given that there would be any other or subsequent change to the penalty for casual employees so as to "*eliminate the impact of income effects of the Productivity Commission's other penalty rate reforms affecting casual employees*"¹¹

⁴ *Fair Work Act 2009* (Cth) subsection 134(1)

⁵ *ibid* at subsection 157(1)

⁶ Common Exhibit 1 – *Penalty Rates Case* [2017] FWCFB 1001 - "PC Report"

⁷ PC Report at p.496

⁸ PC Report at p.496-497

⁹ PC Report at p.496

¹⁰ PC Report at p.497

¹¹ PC Report at 497

(noting of course that the Productivity Commission's proposed reform to penalty rates for Sunday work to 125 per cent was not adopted by the Full Bench of the Commission).

21. Indeed, the Full Bench referred to the caution urged by the Productivity Commission in adoption of the principle of neutrality in respect of casual employees and the Productivity Commission's statement that:¹²

'...a major proviso is that the current regulated pay levels set for casual employees are 'rough and ready' and may not take into account the generally lower average skills and experience of those employees. Were this to be true, achieving parity in the employer costs of employing casuals compared with permanent employees might only have the appearance of 'equal pay for equal' work and would disadvantage the employment of casuals. That would be unfortunate given that casual jobs are an important vehicle for gaining entry to the labour market for the disadvantaged, the young, and those needing flexible working arrangements. In that context the wage regulator should make the presumption that casual penalty rates should fully take account of the casual loading, but should not adopt that principle without closely considering its impact on such workers.'

22. The gravamen of the SDA's submissions at first instance is to rely upon the principle of neutrality and the Commission's observations at [1700] – [1720]. The SDA does not offer a 'positive' evidentiary case for change to the existing penalties applicable to casual workers save to argue that such change would not have an 'adverse effect' on employment in the retail sector.¹³ It is submitted that such submissions are insufficient to persuade the Commission to depart from the prima facie position that the terms applicable to casual employees achieve the modern awards objective.
23. Firstly, the ARA and MGA submit that the evidence will show negative consequences for casual employees and their employers. (Such matters will be the subject of further closing submissions after the presentation of evidence to the Commission).
24. Secondly, the ARA and MGA submit that a number of the casual retail workforce have a different profile to those employees who are permanent and part-time. That different profile may mean the 'disutility' experienced by casual employees is different to that of full-time and permanent employees when working at particular times i.e. a Saturday and/or weekday after 6pm. Such matters will be the subject of evidence from Dr Sands.
25. Thirdly, the profile of casual employees in the retail sector may support the Productivity Commission's statement that:

...casual jobs are an important vehicle for gaining entry to the labour market for the disadvantaged, the young, and those needing flexible working arrangements.

Such matters will be the subject of evidence from Dr Sands and lay witnesses.

¹² *Penalty Rates Case* [2017] FWCFB 1001 at [1719]

¹³ See the SDA submissions at [14].

26. Fourthly, the Commission ought consider the profile of those casual employees working Saturdays and weekdays after 6pm and whether those casual employees working at those times generally have lower average skills and experience such that the Productivity Commission's statement that the current rates are 'rough and ready' in order to take that factor into account.
27. It is contended that in light of all or some of the above matters that there should not be any further change to the casual penalty for Saturday work and weekday work after 6pm.

F. THE CURRENT PROVISIONS HAVE AN HISTORICAL BASIS AND SHOULD BE RETAINED

28. As the Commission will see from Table 2, aside from two outlier jurisdictions (Victoria and Western Australia) the common rule retail awards operating throughout Australia did not provide for the payment of penalty rates to casuals on weekday evenings. Further, the substantial majority of common rule retail awards provided for Saturday rates that were substantially lower than what is being proposed by the SDA.
29. The Commission, on 5 May 2017, released a Background Paper¹⁴ which provided a detailed analysis of the background to the weekday evening and Saturday penalty rates for casuals under common rule instruments which applied prior to Award Modernisation, and the process by which the AIRC developed the existing GRIA provisions.
30. It is contended that the matters the Commission should have regard to in relation to the Background Paper are:
- (a) the conscious decision of the AIRC to amend Saturday and weekday evening casual penalties so that they did not reflect what the SDA is seeking in this application (see paragraph [41]);
 - (b) the 1985 decision of a Full Court of the Industrial Court of New South Wales not to apply the then instituted penalty rate for Saturday work to casual employees, but instead to apply a smaller, fixed dollar amount to such work (see paragraph [13]);
 - (c) the approach the Full Court took in the same 1985 decision in determining that casual employees should not be paid "any additional allowance or loading" for weekday evening work (see paragraph [14]);
 - (d) the rate which applied to casual employees working on Saturdays in Victoria was, prior to the commencement of the modern award, set at approximately 136% of the permanent rate (see paragraph [21]); and
 - (e) the 1989 Decision of a Full Bench of the Queensland Industrial Relations Commission rejected an application to both increase Saturday penalty rates and have those penalty rates apply to casual employees (see paragraph [26]).
31. It is contended that, based on these matters:

¹⁴ 4 Yearly Review of modern awards – Penalty Rates – *General Retail Industry Award 2010* – Late night and Saturday penalty rates

- (a) the current GRIA provisions regarding casual employee weekday evening and Saturday penalty rates were the result of careful consideration by the AIRC;
- (b) the AIRC set the current casual weekday evening and Saturday penalty rates having considered the existing provisions in common rule State and Territory Awards;
- (c) in two of the three largest States (New South Wales and Queensland), including the largest State (New South Wales), the provisions which set either no, or a limited, Saturday additional amount for casual employees were the result of direct consideration of the circumstances of casual employees by the relevant industrial tribunal in contested proceedings;
- (d) in the largest State in Australia, the decision not to impose any additional penalty or allowance for casual employees working on weekday evenings was the result of direct consideration of the circumstances of casual employees by the relevant industrial tribunal in contested proceedings;
- (e) in all three of the largest States the historical penalty rates for casual employees were substantially lower than those that are proposed in the SDA's application.

G. THE RETAIL INDUSTRY EMPLOYS A SIGNIFICANT PROPORTION OF CASUAL EMPLOYEES

32. The Commission's research¹⁵ (**Industry Profile Retail**), released as part of the Penalty Rates Case (referencing ABS Labour Force data) identifies that 32.3% of the retail workforce is engaged on a casual basis (without paid leave entitlements), compared with 20.8% for all industries. It is to be noted, however, that the population from which this percentage is drawn includes owner managers and contributing family workers. Of those participants in the retail labour force who are employees, approximately 36.1% are casual.
33. It is very likely that the proportion of store based retail employees whose employment is covered by the GRIA and who are engaged on a casual basis will be greater than the proportion of retail industry employees who are engaged on a casual basis. This is because:
- (a) the retail industry includes all retail employees, including those involved in non-retail store roles, and employees in retail non-store roles are less likely to be employed on a casual basis; and
 - (b) the ABS data applies across the retail industry as defined under ANZSIC classifications, and only a proportion of those sectors within the ANZSIC classification are covered by the GRIA. For example, the ANZSIC retail industry classification includes:
 - (i) motor vehicle retailing;

¹⁵ Industry Profile – Retail Trade *Fair Work Commission, Workplace and Economic Research Section, Tribunal Services Branch* January 2017

- (ii) fuel retailing; and
- (iii) pharmacies.

H. THE RETAIL INDUSTRY IS A SIGNIFICANT EMPLOYER OF YOUNG PEOPLE, AND PROVIDES IMPORTANT PATHWAYS AND EXPERIENCES

34. According to the Industry Profile Retail, 32.4% of retail employees are aged between 15 and 24 compared with 15% for all industries.

35. In 2011, Fair Work Australia (**FWA**), as it was then, heard an application to reduce the minimum engagement for secondary school students on school days. Based on the evidence presented in that matter, FWA¹⁶ concluded that:

- (a) the retail industry is often the source of an employee's first job and can therefore play an important role in the transition from education to work¹⁷;
- (b) at that time, 37% of students were in employment¹⁸;
- (c) of these, almost half were employed in the retail sector¹⁹.

36. FWA referred to a House of Representatives Standing Committee Report²⁰ (**Report**), and noted the following:

- (a) a "*general consensus that young people's participation in some form of work while at school holds an inherent value; and*
- (b) combining school and work can:
 - (i) enhance a student's confidence and self-esteem;
 - (ii) contribute to their financial well-being;
 - (iii) facilitate the development of social networks;
 - (iv) allow students to gain useful knowledge and independence and exercise greater responsibility and self-reliance;
 - (v) instill a work ethic and attitude; and
 - (vi) enable students to develop work and organizational skills, including time management skills²¹.

37. The FWA's reliance on the Report was not disturbed on appeal to the Full Bench of FWA.²²

¹⁶ [2011] FWA 3777

¹⁷ *ibid* at [20]

¹⁸ *ibid*

¹⁹ *ibid*

²⁰ *Adolescent overload? Report of the inquiry into combining school and work: supporting successful youth transitions* House of Representatives Standing Committee on Education and Training, October 2009

²¹ [2011] FWA 3777 at [21]

²² [2011] FWAFB 6251

I. CASUAL RETAIL EMPLOYEES ARE A DISTINCT CLASS FROM, AND DIFFERENT TO, PERMANENT EMPLOYEES

38. The ARA and MGA will lead evidence in this matter which will allow the Commission to conclude that casual employees working in the retail industry, when compared with permanent employees:

- (a) are more likely to be engaged in secondary or tertiary studies;
- (b) are more likely to be living at home with their parents;
- (c) are younger;
- (d) have less experienced in the retail industry;
- (e) have been employed by their employer for a shorter period of time;
- (f) are less likely to live with dependent children; and
- (g) are less likely to view work in the retail industry as a long term career.

J. CASUAL RETAIL EMPLOYEES ARE LIKELY TO EXPERIENCE A LOWER LEVEL OF DISUTILITY ASSOCIATED WITH WEEKDAY EVENING AND SATURDAY WORK WHEN COMPARED WITH PERMANENT EMPLOYEES

39. It is contended that casual retail employees are likely to experience a lower level of disutility associated with weekday evening and Saturday work when compared with permanent employees.

40. The characteristics of casual retail employees, as set out in section I above, are such that it is likely casual retail employees will experience a lower level of disutility than permanent employees.

41. NRA and MGA will lead evidence which supports a contention that casual employees elect to work weekday evenings and Saturdays, and are prepared to work more weekday evenings and Saturdays.

K. THE PROPOSED VARIATION WILL HAVE A NEGATIVE IMPACT ON EMPLOYMENT LEVELS AND HOURS OFFERED

42. It is contended that the variations proposed by the SDA will have a negative impact on employment levels and labour hours offered. In the Penalty Rates Case the Full Bench concluded:

“In order to maintain profitability it is common for retail businesses to fix labour budgets to a proportion of retail sales, hence changes in labour costs (or sales) may impact on the amount of labour rostered”²³.

43. It is therefore contended that the increase in labour costs caused by the proposed variation, in the absence of any commensurate increase in retail sales, will result in a

²³ [2017] FWCFB 1001 at [1619](ii)

reduction in hours offered, and this is likely to have a negative impact on employment levels in the retail industry.

44. It is contended that any increase in casual penalty rates on weekday evenings and Saturdays will impact disproportionately on young people, who are available to work, and who do work, at these times.
45. It is contended that such an impact will prevent young people from obtaining the benefits of combining work and study set out above.

L. RESPONSE TO SDA SUBMISSIONS

46. The SDA, in its submission of 21 May 2018, sets out the following contentions which it says support the proposed variation:
 - (a) There is no evidence that the proposed variations are likely to have an adverse effect on employment in the retail sector.
 - (b) The Productivity Commission's suggestion that casual pay rates are "rough and ready" and may not take into account the generally lower average skills and experience of those employees is unsound and misplaced because:
 - i. clause 16.2 of the GRIA requires employees to be classified according to the skill level or levels to be exercised;
 - ii. the suggestion that casuals are less experienced is contrary to the finding by the Full Bench in the Casuals Case²⁴; and
 - iii. the Full Bench in the Junior Rates Case²⁵ made findings about the time required for junior employees to achieve a satisfactory level of proficiency and competency in respect of level 1 duties.
 - (c) Disabilities are associated with particular work, not types of employment.
 - (d) The current penalty rate provisions for casuals unfairly distort the balance between types of employment.
 - (e) The absence of weeknight penalty rate for casuals is contrary to Full Bench authority.

Adverse impact on employment

47. While the SDA contends that there is no evidence of a likely adverse impact on employment in the retail sector from the proposed variations, this is contrary to the findings of the Full Bench in the Penalty Rates Case about the link between the price of labour and allocation of hours, which we have set out in section K above.

²⁴ [2017] FWCFB 3541

²⁵ [2014] FWCFB 1846

Productivity Commission Observations

48. The Productivity Commission's observation that there may be some grounds for some casual 'penalty' rates to rise on Saturdays is substantially dealt with in Part E of these submissions. In addition, in reply to the SDA submissions the following is put.
49. At paragraphs [10] – [11] of the SDA submissions the SDA contends that the 'default' position for the calculation of penalty rates is a sound reason for an increase in the penalty rate for casual employees. However, upon an analysis of the PC Report the 'default' position was a reference to the 'calculation' of a casual rate and consideration of neutrality of treatment for weekend work. However, the Productivity Commission urged caution in terms of applying a 'principle of neutrality' for weekend employment in some awards: see Part F above.
50. The Productivity Commission's suggestion that casual pay rates are "rough and ready" and may not take into account the generally lower average skills and experience of those employees is said by the SDA to be unsound and misplaced because:
- (a) clause 16.2 of the GRIA requires employees to be classified according to the skill level or levels to be exercised;
 - (b) the suggestion that casuals are less experienced is contrary to the finding by the Full Bench in the Casuals Case²⁶; and
 - (c) the Full Bench in the Junior Rates Case²⁷ made findings about the time required for junior employees to achieve a satisfactory level of proficiency and competency in respect of level 1 duties.
51. What was stated in the PC Report was as follows:²⁸

Take care in changing casual penalty rates

However, a major proviso is that the current regulated pay levels set for casual employees are 'rough and ready' and may not take into account the generally lower average skills and experience of those employees. Were this to be true, achieving parity in the employer costs of employing casuals compared with permanent employees might only have the appearance of 'equal pay for equal' work and would disadvantage the employment of casuals. That would be unfortunate given that casual jobs are an important vehicle for gaining entry to the labour market for the disadvantaged, the young, and those needing flexible working arrangements. In that context, the wage regulator should make the

²⁶ [2017] FWCFB 3541

²⁷ [2014] FWCFB 1846

²⁸ PC Report at p.497

presumption that casual penalty rates should fully take account of the casual loading, but should not adopt that principle without closely considering its impacts on such workers.

52. Firstly, the ARA and MRA do not contend that the 'penalty' paid to casual employees is a matter of skill levels or experience. Employees, are paid at their appropriate level pursuant to the GRIA. The application by the SDA to a change in existing penalty rates paid to casual employees is what is in issue. The ARA and MRA will lead evidence against such a change and argue that there are insufficient grounds upon which to make the changes sought by the SDA.
53. The Productivity Commission's statement above recognises the very issue that the SDA essentially argues – i.e. 'equal pay for equal' work, yet it is stated by the productivity Commission that such parity in payment would '*disadvantage the employment of casuals*'.
54. The evidence being led by the ARA and MRA also supports that casual jobs are an important vehicle for gaining entry to the labour market for the young and those requiring flexible working arrangements.
55. The issue is that the proposed variation to the 'penalty' to be paid to casual employees remains to be considered on a merit basis in accordance with the Act. The evidence that the ARA and MRA will lead will show that a number of existing casual employees may be worse off if the SDA application succeeds. Consequences may include loss of casual hours, loss of employment, loss of flexibility of being a casual employee. There may also be consequences for the hiring of new casual employees who may seek entry to the labour market and/or flexible working arrangements. The ARA and MRA will also contend that the disutility for the casual profile of retail employees, is less than that for full time and permanent part time employees working weekday after 6pm and Saturdays (For example, due to study commitments).
56. It ought not be merely a matter, as the SDA contends (which is disputed) that there will not be an adverse effect on employment in the retail sector. To the contrary, it is contended that the impacts upon casual employees will be negative.

Disabilities are associated with particular work

57. While it can be accepted in a broad sense that penalty rates are set in order to compensate employees for the disutility associated with particular work, or work performed at particular times, the SDA's reliance on the Full Bench decision in the Casuals Case is misconceived.
58. The Full Bench in the Casuals Case did conclude that casual employees performing work in excess of ordinary hours are subject to the same disabilities as full-time employees. The Full Bench was, however, talking about a quantum of hours, not about working at particular times. On its face it appears likely that casual and permanent employees working in excess of 38 hours per week, or in excess of maximum daily hours, will experience fatigue in a similar way. They may also experience a restriction of opportunities to engage in non-work activities in a similar way, simply because of the number of hours they can dedicate to those activities.
59. This is not, however, a broad based principle, or decision rule, that all employees will experience disability or disutility in the same way at the same times. In order for the Commission to reach a conclusion that casual employees should receive the same penalty rate for weekday evening and Saturday work as permanent employees, the Commission would first need to be satisfied that the disutility experienced by casual employees at these times is equivalent to the disutility experienced by permanent employees (and would then need to undertake an appropriate balancing exercise taking into account its obligations under section 134 and section 157 of the Act). As set out earlier in these submissions, it is contended that they do not.

Current penalty rates unfairly distort the balance

60. The SDA makes an assertion that the current GRIA provisions make casual employment a significantly cheaper form of employment for Saturday and weekday evening work.
61. Currently casual employees are paid the same hourly rate as permanent employees on weekday evenings, and are paid a higher hourly rate than permanent employees on Saturdays. It is therefore wrong for the SDA to assert that casual employment represents a "significantly cheaper" form of employment at these times.

Contrary to Full Bench authority

62. The SDA's submission that the absence of a weekday evening penalty for casual employees is contrary to Full Bench authority, and it references the Full Bench of Fair Work Australia decision²⁹ of 29 January 2010 in that regard, is unsound for three reasons.
63. First, the Full Bench was aware, in making the statement relied on by the SDA regarding the appropriateness of a late night penalty, that casual employees did not receive any penalty for late night work. It would appear the SDA is saying that the Full Bench erred in making that statement, and then allowing for no casual weekday evening penalty. The SDA had the opportunity to challenge this "error", but it did not do so.

²⁹ [2010] FWAFB 305

64. The second is that the SDA submission does not take into account the context of the Full Bench's statement. The Full Bench was referring to it being appropriate that there be compensation for late night work in the context of a definitive statement that such work should not constitute overtime.
65. The third is that the decision the SDA relies on as authority was the decision which resulted in casual employees being paid the same rate (combined penalty and loading) as permanent employees for Sunday work.

M. THE MODERN AWARDS OBJECTIVE

66. The ARA and MGA contend that the Modern Awards Objective supports retention of the current weekday evening and Saturday penalty rates for casual employees.
67. As a starting point, the Commission should be mindful of the statements of the Full Bench in the Penalty Rates Case as to the meaning of "fair and relevant" in the context of a fair and relevant minimum safety net of terms and conditions. The Full Bench concluded:
 - (a) fairness is to be assessed from the perspective of the employers and employees covered by the modern award in question (see [117]); and
 - (b) relevant is intended to convey that a modern award should be suited to contemporary circumstances (see at [120]).
68. Section 134(1)(a) of the FW Act requires the Commission to consider "relative living standards and the needs of the low paid". The SDA does nothing more than identify that casual employees under the GRIA are low paid. It does not identify what the needs of these low paid employees are, or how the application of a penalty rate to weekday evening work, and an increase in the penalty rate for Saturday work, will meet the needs of these employees.
69. The ARA and MGA contend that the needs of the low paid should be informed by the low paid. The ARA and MGA will lead evidence which demonstrates that casual employees:
 - (a) are generally satisfied with the current rates they are paid for weekday evening and Saturday work; and
 - (b) would like to work more hours at those times.
70. The needs of low paid casual employees includes the need to work as many hours as suits their availability, and not to have their hours of work reduced. The ARA and MGA will lead evidence that the proposed variation would have a negative impact on hours offered to casual employees, and as such would be contrary to one of their identified needs.
71. Additionally, the Commission has already determined that the needs of the low paid are best addressed by the setting and adjustment of modern award minimum rates of

pay (*see Decision at [1660]*), and the Full Court of the Federal Court found no error in that approach.

72. Section 134(1)(b) (need to encourage collective bargaining) is a neutral factor. It is noted the SDA contends that the variations will in some way encourage collective bargaining. There are two issues with the SDA's contention.
73. The first is that the SDA provide no logical basis for the contention.
74. The second is that it ignores history. Casual employees working on weekday evenings and Saturdays have never, save for a small number of jurisdictions in the smaller States and Territories, been entitled to the penalty rates the SDA is proposing. There is no evidence that this has had an adverse impact on collective bargaining prior to the commencement of the GRIA. Further, there is no evidence that could cause the Commission to conclude that the absence of such penalties is having a negative impact on bargaining.
75. Section 133(1)(c) (social inclusion through increased workforce participation) does not favour the granting of the proposed variation. As set out above, in the Decision, the Commission concluded that a reduction in labour costs may lead to increased labour hours being offered. It follows from this that an increase in labour costs is likely to result in a reduction in labour hours offered. This is likely to adversely impact on workforce participation.
76. Section 134(1)(d) (efficient and productive performance of work) and (f) (impact on business, including on productivity and employment costs) do not favour the granting of the variation. Granting the variation will increase employment costs for every retail business which operates on a weekday evening and/or a Saturday. Increasing the price of labour without any commensurate improvement in output (and there is no evidence that the variation will improve output) will naturally have a detrimental impact on the productive performance of work and productivity and employment costs.
77. Section 134(1)(da) is a neutral factor.
78. Sections 134(1)(g) and (h) are not relevant to the Commission's consideration and therefore should be treated as neutral factors.

N. CONCLUSION

79. Given the SDA has not been able to establish a merits case in support of its proposed variation, and given the matters set out at section 134(1) of the Act do not favour the granting of the application, it is contended that the Commission should not make the variations sought by the SDA.

23 July 2018

Retail Industry Store-Based Employee Experience and Perceptions of Working on Weekday Evenings and Saturdays

RESEARCH REPORT

Prepared for:
Nick Tindley, Partner
FCB Workplace Law

Prepared by:
Dr Sean Sands, Associate Professor, Marketing
Co-Director, CXI Research Group
Swinburne Business School

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Executive Summary

This report documents a study undertaken by Associate Professor Sean Sands, Swinburne Business School. Conducted on behalf of FCB Workplace Law, acting for the Australian Retailers' Association, and Master Grocers' Association. The study represents part of a submission to the four-yearly review of modern awards currently being conducted by the Fair Work Commission (proceeding AM2017/43). The study seeks to examine retail industry store-based employee experience and perceptions of working on weekday evenings and Saturdays. Of particular interest are differences between retail industry store-based employees employed on casual and permanent work arrangements.

The study discussed herein involved two research phases. First, a quantitative online survey of 930 retail industry store-based employees was employed to quantify employees' experience and perceptions of working on weekday evenings and Saturdays. Second, a series of qualitative focus groups with 50 retail industry store-based employees were conducted, with the aim of providing context and deep understanding of retail industry store-based employees' experience and perceptions of working on weekday evenings and Saturdays. Data analysis using several techniques was performed using a range of different software packages, from which conclusions were drawn.

Data were collated from the quantitative and qualitative methods to answer two overarching research questions: (1) Determine casual versus permanent retail industry store-based employee experience and perceptions of working on weekday evenings and Saturdays and (2) profile of casual versus permanent retail industry store-based employees who work on weekday evenings and Saturdays in terms of their current secondary and tertiary study status, availability for work, sources of income, length of time working in the industry, domestic arrangements and number of dependents. A summary of the results obtained for this study are provided below.

Casual retail industry store-based employee experience and perceptions of working on weekday evenings and Saturdays

Data reveal overall moderate levels of satisfaction with working in retail, with lower levels of satisfaction for those employed on a casual, versus permanent, work arrangement identified in the survey data. Casual employees working Monday to Friday evening/ night shifts reported lower satisfaction compared to casuals working Saturday shifts. In terms of perceptions of value from working in retail, casual employees are more likely to agree that they get paid well for what they are asked to do and that their job is good for what they are paid.

In terms of work-life balance, employees working on a casual basis and working Saturday shifts report lower levels of worrying about the effect of work stress on their health and have a lower desire to reduce their working hours and stress levels. For casual employees, working in retail is more likely seen as short-term and fitting in around their lifestyle. For casual employees working Saturday shifts, they were more likely to agree with the statements: 'working in retail is good as it fits in around my lifestyle', 'I receive recognition for a job well done', and 'I feel part of the workplace community'. In terms of being employed on a casual work arrangement, flexibility and fitting into lifestyle were the highest rated positive aspects. Almost half of all casual employees would prefer to be employed on a permanent work arrangement and slightly more than a quarter would prefer to remain on a casual work arrangement.

In terms of reasons for working weekday evenings/nights, the most common response was that these are the hours they are given by their employer. And for those on a casual work

arrangement this was equal with having study commitments during the day. The benefits for working weekday evenings/ nights were most commonly reported as providing flexibility around life commitments and study commitments. Difficulties associated with working weekday evenings/ nights were common cited as an ability to spend time with family and socialise with friends. For those employed on casual work arrangements, family time and socialising were significantly higher difficulties compared to those employed on permanent work arrangements. When asked if they would work more weekday evening/ nights if they were offered, more than half all employees who work weekday evenings/ nights would work more weekday evenings/ night shifts if they were offered. This proportion is significantly different by work arrangement, almost two thirds of casuals agreeing with the statement compared to 41% of those employed on a permanent work arrangement.

Motivations for working Saturday were commonly cited as being the hours provided by the employer, however for those employed on casual work arrangements, the next highest motivation was having study commitments during the week, which is significantly higher than for those employed on a permanent work arrangement (2%). Casual employees were also more likely to report other employment commitments as a motivation for working on a Saturday. The associate benefits of working a Saturday was most commonly the increased pay, which rates higher for employees on a casual work arrangement. Difficulties associated with working a Saturday include the inability to spend time with family, inability to socialise with friends. The inability to socialise with friends is rated as a significantly higher difficulty for employees on a casual work arrangement. Also, casual employees cited the pace of Saturday trade as a difficulty of working Saturday. Compared to casual employees who do not work every Saturday, those who do work every Saturday see several benefits in addition to increased pay, including flexibility around study commitments, enjoying working weekend retail trade, and having less travel time. The reported difficulty of an inability to socialise with friends was significantly more prominent for casual employees who work every Saturday.

Employees who work Saturday shifts were asked if they would work more Saturday shifts if they were offered. Almost half (48%) of all employees who work Saturday shifts would work more Saturday shifts if they were offered. This proportion is significantly different by work arrangement, with 59% of those on a casual work arrangement agreeing with the statement, whereas 54% of those employed on a permanent work arrangement disagree and would not work more Saturday shifts if they were offered.

Permanent retail industry store-based employee experience and perceptions of working on weekday evenings and Saturdays.

Data reveal overall moderate levels of satisfaction with working in retail, with higher levels of satisfaction for those employed on permanent work arrangement. Permanent employees working Monday to Friday evening/ night shifts reported lower satisfaction compared to permanent employees working Saturday shifts, and vice versa permanent employees working Saturday shifts are more satisfied. In terms of perceptions of value from working in retail, permanent employees are less likely to agree that they get paid well for what they are asked to do and that their job is good for what they are paid. However, permanent employees who work Saturday shifts are more likely to indicate that they receive good benefits.

In terms of work-life balance, employees working on a permanent basis report higher levels of worrying about the effect of work stress on their health, less ability to maintain their lifestyle and relationship, and have a greater desire to reduce their working hours and stress levels. Permanent employees have a greater sense of security/stability in their job

In terms of reasons for working weekday evenings/nights, the most common response was that these are the hours they are given by their employer. The benefits for working weekday

evenings/ nights were most commonly reported as providing flexibility around life commitments and an ability to run errands during the day. Difficulties associated with working weekday evenings/ nights were common cited as an ability to spend time with family and socialise with friends. For those employed on permanent work arrangements, family time and socialising were significantly lower perceived difficulties compared to those employed on casual work arrangements. When asked if they would work more weekday evening/ nights if they were offered, significantly more permanent employees would not work more weekday evenings/ night shifts if they were offered.

Motivations for working Saturday were commonly cited as being the hours provided by the employer. The associate benefits of working a Saturday was most commonly the increased pay and difficulties included an inability to spend time with family and an inability to socialise with friends. Employees who work Saturday shifts were asked if they would work more Saturday shifts if they were offered. More than half of all permanent employees who work Saturday shifts would not work more Saturday shifts if they were offered.

Profile of casual retail industry store-based employees who work on weekday evenings and Saturdays.

Several differences exist in terms of casual employees who work on weekday evenings versus Saturdays. At a top-line overview, casual employees are over-represented in terms of females (79%) and the under 24 age bracket (71%). The gender composition of casual staff working Monday to Friday evening/ night shifts versus Saturday shifts changes, with casual employees who work Monday to Friday evening/ night shifts more likely male (36%) and those who work Saturday shifts more likely female (78%). A higher proportion of casual employees working Saturday are under 24 (78%) compared to those who work Monday to Friday evening/ nights (58%). Casual employees working Saturday are also more likely to have additional sources of income. In terms of experience, casual employees tend to have worked in retail for less than permanent employees and also tend to have been with their current employer for a shorter period of time. Casual employees are also much more likely to be studying (63%).

Profile of permanent retail industry store-based employees who work on weekday evenings and Saturdays.

Likewise, several differences exist in terms of permanent employees who work on weekday evenings versus Saturdays. At a top-line overview, permanent employees are over-represented in terms male (31%) and the age brackets between 25 and 64 years of age. The gender composition of permanent staff working Monday to Friday evening/ night shifts versus Saturday shifts changes, with casual employees who work Monday to Friday evening/ night shifts more likely female (79%) and those who work Saturday shifts more likely male (37%). Permanent employees report higher earnings compared to casuals, with little difference between those permanent employees working Monday to Friday evening/ night and those working Saturday shifts. Overall, permanent employees tend to have been in the retail sector longer and at their current employer longer when compared with casual employees.

1.0 Background

On 3 July 2018 a letter of engagement was sent from Nick Tindley, Partner at FCB Workplace Law to engage Associate Professor Sean Sands of the Swinburne Business School (SBS) to undertake research and prepare an expert report. FCB act for the Australian Retailers' Association, and Master Grocers' Association (our Clients) in relation to proceeding AM2017/43 before the Fair Work Commission (the Commission) (the proceeding).

The proceeding concerns a review by the Commission of all modern awards. This review must take place every 4 years, and may result in the Commission making new modern awards, or varying or revoking current modern awards. This review is undertaken pursuant to section 156 of the *Fair Work Act 2009* (Cth).

As part of the review, the Commission is dealing with applications by the Shop, Distributive and Allied Employee's Association (SDA) to vary certain terms of the Award so as to provide that casual employees have an entitlement to be paid the same penalty rates to which permanent employees are entitled for work performed on weekday evenings and on Saturdays (in addition to the casual loading of 25% to which they are currently entitled).

This report, and the research presented within it, are compiled by Associate Professor Sean Sands, Co-Director of the Customer Experience & Insight (CXI) Research Group and Associate Professor of Marketing at Swinburne Business School. Associate Professor Sands has 15 years' experience in qualitative and quantitative research methods and his research expertise includes retail, strategy, service design, customer experience design, advanced research methods, new product development, pricing research, and market segmentation. He is published in a variety of top academic peer-reviewed journals in his field, including *European Journal of Marketing*, *Journal of Business Research*, *Journal of Retailing*, and *Journal of Retailing and Consumer Services*, among others. He has delivered seminars globally on retail innovation, design thinking and customer experience strategies, Sean has assisted brands in mapping customer experiences and develop an understanding of the customer journey, expectations, needs and desires. He frequently presents at industry conferences on the future of retail and consumer behaviour. Sean teaches Marketing Strategy and is a visiting Professor at EADA Business School in Barcelona, where he teaches in the MBA program. In 2012 and 2015, Associate Professor Sands conducted research on shopfloor employees which was presented to the Commission. A full curriculum vitae for Associate Professor Sands is presented in Appendix A.

1.1 Objectives

This report presents original research to address the research objectives outlined in the letter of engagement. More specifically, the following objectives were addressed in research and this expert report:

1. Casual retail industry store-based employee experience and perceptions of working on weekday evenings and Saturdays;
2. Permanent retail industry store-based employee experience and perceptions of working on weekday evenings and Saturdays;
3. An analysis of any differences between the outcomes of 1 and 2 above;
4. Profile of casual retail industry store-based employees who work on weekday evenings and Saturdays in terms of their current secondary and tertiary study status, availability for work, sources of income, length of time working in the industry, domestic arrangements and number of dependents;

5. Profile of permanent retail industry store-based employees who work on weekday evenings and Saturdays in terms of their current secondary and tertiary study status, availability for work, sources of income, length of time working in the industry, domestic arrangements and number of dependents; and
6. An analysis of any differences between the outcomes and 4 and 5 above.

1.2 Research Methodology

A two-part approach was employed to address the research objectives. Part 1 employed a quantitative online survey of retail industry store-based employees to quantify employees' experience and perceptions of working on weekday evenings and Saturdays. Part 2 employed a series of qualitative focus groups with the aim of providing context and deep understanding of retail industry store-based employees' experience and perceptions of working on weekday evenings and Saturdays. Each of these stages is described below.

1.2.1 Stage 1: Retail industry store-based employee survey

In stage one, quantitative research with store-based employees was conducted to understand the profile of these employees, as well as their experience and perceptions of working in retail on weekday evenings and Saturdays. Both casual and permanent retail industry store-based employees were included in the survey sample. A total of 930 retail industry store-based employees were surveyed, with 480 (52%) employed on a casual basis and 441 (48%) on a permanent basis. The total sample size provides a 95% level of confidence that the true percentage of the population is between +/-5. Calculations are based on the number of people employed in retail being 1,286,900¹ of which 19%² are casual. Given this and in order to determine a +/-5 confidence interval, with 95% confidence level, the minimum sample sizes required are 768, comprising 384 permanent and 384 casual employees. Further, the sample was representative of the Australian retail industry store-based employee total sample in terms of gender³, age and residential location. The survey asked questions related to retail employment satisfaction, motivations, perceived benefits, perceived difficulties and broader life impact(s) with regard to working on weekday evenings and Saturdays. A detailed explanatory statement and the survey instrument are provided in Appendix B.

1.2.2 Stage 2: Retail industry store-based employee focus groups

In stage two, a series of eight focus groups with 50 retail industry store-based employees were conducted in Sydney (n=24) and Melbourne (n=26). The objective of the focus group discussions was to obtain a detailed understanding of why retail industry store-based employees work weekday evenings and Saturdays, their satisfaction, experience, motivations, and the benefits or difficulties associated with working weekday evenings and Saturdays. A detailed recruitment brief, explanatory statement, consent form, and discussion guide are provided in Appendix C.

The retail industry store-based employees who participated in the focus groups represented a variety of retail categories, were aged between 18 and 55 years of age, and had between 2 and 30 years of retail industry store-based experience. Within the sample there was a

¹ https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/rp1718/Quick_Guides/EmployIndustry

² https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/rp1415/Quick_Guides/CasualEmploy

³ The total sample consisted of a higher number of females than the retail workforce. To rectify this discrepancy, a gender weighting was applied to the survey data in order to reflect the true gender split (males=43.4%; females=56.6%, according to the 2014 Retail Workforce Study).

40/60 split of males and females and a 50/50 split of Casual and Permanent employment status. Permanent status was in turn split by fulltime (20%) and part time (30%). Participants were recruited in terms of working a variety of work shifts. While it was a requirement that participants worked weekday evenings and Saturdays, the vast majority of casual and permanent retail industry store-based employees worked a roster that typically saw them work every second weekday evenings and/ or Saturday.

Participants worked in a variety of roles, ranging from sales assistant, till operator, POS, merchandising, loading dock through middle management roles such as department or operations manager and up to store manager. The focus group sample also represents a broad cross-section of retail categories, including food, department stores, clothing and footwear, liquor, luxury goods, books, DIY hardware, home wares, recreational goods, electrical goods, telecommunications, discount and jewellery retailing. Further, participants spanned a wide variety of retail settings including large shopping centres, high street 'strip shops', big box retail precincts, CBD and suburban locations. Employers spanned large chains operating multiple stores nationally through to independently owned single stores, retailing mass consumer goods through to niche products.

1.3 Report Structure

Stage 1 and stage 2 research findings are combined to present the perspective of Australian retail industry store-based employees, obtained through an online survey (Stage 1) and focus groups (Stage 2). The survey results are presented for all employees surveyed with differences identified by work arrangement (casual and permanent) and work day (weekday night and Saturday) to identify differences between these groups. Statistically significant differences are reported in all tables, with differences noted in table footnotes. Significant differences are represented by:

- Blue text = Statistically significant and HIGHER than total sample
- Red text = Statistically significant and LOWER than total sample
- Green cell = Statistically HIGHER compared to respective column

Common themes arising from the focus group discussions across retail industry store-based employee satisfaction, motivation, and experience with working weekday evenings and Saturday are integrated throughout the report. Qualitative research allows for deep understanding 'behind the numbers' obtained from the survey.

2.0 Stage 1 Research Findings

Throughout the research findings, data from Stage 1 and Stage 2 is integrated to provide a holistic overview over employee motivations and perceptions of working in retail.

2.1 Retail industry store-based employee satisfaction

In the Stage 1 (online survey), respondents were asked about their level of satisfaction with three items:

- i. Q4.1: Overall, how satisfied are you with working in the Australian retail industry?
- ii. Q4.2: How satisfied are you with your current employer?
- iii. Q4.3: Based on your overall experience working in retail, how likely would you be to recommend a career in retail to your friends or family?

The first two questions were rated on a scale from 0 to 10, where 0 = not at all satisfied 10 = extremely satisfied and the final item was measured on a scale from 0 to 10, where 0 = not at all likely 10 = extremely likely. Data on these three questions is provided in two ways: (1) as a mean and (2) by grouping responses in the range 0-6 as *Detractor*, 7-8 as *Neutral*, and 9-10 as *Promoter*. This grouping method is commonly referred to as a Net Promoter Score (NPS) and provides a useful comparison of the proportion of respondents in each group and provides an *NPS score* is equal to the proportion of *Promoters* less the proportion of *Detractors*.

In Stage 2 (focus groups), discussions around satisfaction were held across two discussion points:

- i. How satisfied are you working in retail? Probe drivers of satisfaction and dissatisfaction, any expectation-reality gap.
- ii. How satisfied are you working for your current employer? Probe on rationale, what it would take to increase satisfaction.

In this section the data from both Stage 1 and Stage 2 is integrated to provide an overview of retail industry store-based employee satisfaction in terms of working in retail, working with their current employer, and with regard to recommending retail as a career.

2.1.1 Satisfaction with working in retail

Stage 1 data: Table 1 provides data for satisfaction with working in retail. In terms of overall satisfaction with working in retail, permanent employees were significantly more likely to be classified as Promoters (16%) compared with 9% of employees with a casual work arrangement. However, the overall mean scores for permanent (6.4) and casual (6.3) employees is similar. For respondents working Saturday shifts, a greater proportion of employees were Promoters (14%) or Passives (41%) compared to those working Monday to Friday evening/night shifts, who were more likely Detractors (51%). Employees working Saturday shifts report the highest satisfaction with working in retail.

Table 1. Satisfaction with working in retail

| | Work arrangement | | | Work shift | |
|-------------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| <i>Mean</i> | 6.4 | 6.4 | 6.3 | 5.7 | 6.5 |
| Detractor | 47% | 44% | 50% | 51% | 45% |
| Passive | 41% | 39% | 42% | 37% | 41% |
| Promoter | 12% | 16%↑ | 9%↓ | 12% | 14% |
| NPS | -35 | -28 | -41 | -39 | -31 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Table 2 shows satisfaction with working in retail in terms of work arrangement and work shift. Employees working on a permanent basis and doing shifts on Monday to Friday evening/ nights are more likely to be Detractors (66%) compared to the total sample and to those working Saturday shifts. This pattern is similar for casual employees (61%) working the same shift. A much lower proportion of casual working Monday to Friday evening/ night shifts are likely to be Promoters (3%) and a much higher proportion of permanent employees

working Saturday shifts are likely to be Promoters (23%). The overall mean scores for each group shows no significant difference, with those working Saturday shifts reporting the highest mean scores.

Table 2. Satisfaction with working in retail (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|-----------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| Mean | 6.4 | 5.6 | 6.4 | 5.8 | 6.5 |
| Detractor | 47% | 66%↑ | 40% | 61% | 45% |
| Passive | 41% | 24% | 37% | 36% | 45% |
| Promoter | 12% | 10% | 23%↑ | 3%↓ | 10% |
| NPS | -35 | -56 | -17 | -58 | -35 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

Stage 2 data: Whilst there are the inevitable ups and downs associated with every job, respondents across both employment types (permanent and casual) describe a moderately high level of overall satisfaction with working in the retail industry. Outliers exist at either end of the satisfaction spectrum: there were those who simply *love my job* and there are others, for whom working as retail assistant work is *mindless* (particularly in a department store when Mondays are *dead* or Thursday night late shopping is *very quiet*) or even *soul destroying* (e.g. where the category relates to intractably poor health).

Two primary drivers of satisfaction with working in the retail industry applied consistently, irrespective of retail category, setting or employment status:

- **Customer engagement:** Interacting with customers to meet a need or solve a problem so that they leave feeling satisfied is a key source of job satisfaction – this can literally make an employee’s day. Respondents described how the scope for customer engagement varies between category – so there is typically more scope with high involvement purchases in a destination store and less scope in a mass transactional supermarket setting.
I feel it can be a really satisfying when you feel you have really helped someone or made someone’s day. Casual, Fashion Retailing, Female, 32 YO, Sydney
- **Collegiality:** The team dynamic is a key driver of satisfaction through staff providing each other with mutual support and camaraderie. *I work with a really wonderful team of people. We’re all genuine friends, and when we do give each other feedback it’s in a really productive way. Casual, Healthfood shop, Female, 26 YO, Melbourne*
I think it comes down to the people, your team. I have worked with some great people over the years. If you can get into the right company and work with a good team of people, retail can be a great job. It is the culture of the company but then it does come down to smaller teams. So, if the other people you spend 8 hours a day with are great then that is what keeps you there probably years longer than you would otherwise. Permanent, FT Luxury Goods, Female, 45 YO, Melbourne

Several secondary drivers of satisfaction with working in the retail industry were also raised, specific either to retail category, employment status or individual respondents:

- **Set and forget:** For some, being able to work their shift, clock off and then just walk away without any care or responsibility was very satisfying.

- **Autonomy:** A source of satisfaction, particularly in smaller retailers and in relation to evening or weekend shifts was the ability to work independently.
I really enjoy it because I am kind of like my own boss. Even though I am in the store and my boss is in head office I have a lot of autonomy with no one looking over your shoulder all the time and they treat you very maturely as long as you get your work done and meet your budgets it is good. Casual, Fashion Retailing, Female, 25 YO, Sydney
- **Leverage earnings:** Specifically mentioned by some Casuals and Permanent Part time employees, it was highly satisfying to be able to increase earnings through a combination of ‘cherry picking’ weekend work⁴, resisting signing break contracts, maximising availability for Christmas and Easter peak times, and targeting short notice shifts that come up due to sick leave or holidays.

Employees also identified a range of drivers of *dissatisfaction* with working in the retail industry, some of which are a function of the intrinsic nature of retail whilst others relate to retail employers themselves. The latter include:

- **Rostering:** Particularly for both Casual & Permanent P/T employment categories, this is the aspect of working in retail with most potential for driving dissatisfaction. The flip side of the very thing that motivates people to want to work in retail – flexibility – can easily become a key driver of dissatisfaction. Specific issues include:
 - Fluctuation: The number of hours offered can change from week to week without explanation, limits can be put on hours offered – (e.g. capped hours/break restrictions), Sunday hours may be given to cheaper resources (e.g. younger staff, Permanent Full-time staff). Employees for whom rostering caused the most significant dissatisfaction included those with Involuntary Casual status, single mothers and supermarket employees – all of whom often want more hours.
 - Variability: Shift times/length can vary from week to week, even day to day – an employee may be rostered on for 4 hours and end up working 9, or a Casual may be sent home if things are too quiet.
- **Power differential:** A power imbalance favouring employers drives dissatisfaction amongst Casual employees in particular, but also amongst Permanent PT employees. The issues include:
 - A widespread belief that employees are obliged to accept any and all shifts on offer – the likely consequence of knocking back shifts is that you won’t get offered again.
I find that if you do say no, then they might not call you the next time. So, if you decline, they won’t give you shifts... Casual Homeware Retailing, Female, 55 YO, Sydney
 - An implicit expectation/requirement to be on tap/on call for short notice shift changes (Permanent staff taking sickies);
 - The need to avoid risking losing “your” shift by taking time off for holiday or sickness (particularly in supermarkets/big retailers).
- **Ageism:** Particularly amongst older and/or long-standing Permanent PT and /or female retail employees the perception that younger (<18 YO) employees are preferred because they get paid less contributes to dissatisfaction. Qualitatively,

⁴ It was common to hear that a staff member employed on a casual work arrangement who worked multiple weekend shifts, with penalty rates could earn more in take home pay than their (Permanent) manager for working much the same hours.

this view was more strongly expressed amongst employees in the supermarket category.

The major fault in [xxx] especially is the fact that the younger staff are more valuable because they are cheaper and the older staff that actually have bills, children, etc. can't make the money they need to live because [xxx] don't want to acknowledge that and give us the hours we need. Like everyone else at my store, I have to work 2 jobs to make enough money and I have got no choice. Permanent PT, Supermarket, Female, 38 YO, Melbourne

Both Casual and Permanent employees identify several drivers of dissatisfaction that are intrinsic to working in the Retail industry including:

- **Difficult customers:** Dealing with difficult customers – those who have unreasonable expectations, are aggressive, rude, angry, disappointed – contributes to dissatisfaction. To mitigate, it is important to learn not to take these things personally and to become resilient. Supportive management is also important to back up policy of zero tolerance for abuse.
- **Physical toll:** Working in retail is typically physically demanding and tiring, requiring employees to be on their feet for long periods, to carry and lift heavy loads as well as work night and weekend shifts. The importance and relevance of this as driver of dissatisfaction increased with age and length of service.
I do wonder about whether I am going to be like one of those ladies in DJs that have been there for 40 years and they are so set in their ways and matrons. It is hard on your legs and feet, I am 45 now and wonder how long I will be able to do it full time. I am starting to find it quite demanding on my body and I am having lots of issues with my feet and my back lately and I have recently had an operation on my carpal tunnel nerve because all my years of scanning it has gotten to the point I was in pain a lot. Permanent, Supermarket, Female, 45 YO, Melbourne
- **Poor image:** Typically, employees do not feel that working in retail reflects their having made a respected career choice. Indeed, many discussed feeling looked down upon, as “only” working in retail.
I think there is still the perception in the market that people who work in retail don't have a brain in their head. I have had some colleagues tell me that they have actually been told you are not intelligent; you work in retail on the shop floor. Permanent FT, Destination Retail, Female, 44 YO, Sydney

In America and in Europe retail is considered more of a career but it has never been considered a proper career in Australia. Permanent FT, Luxury Goods, Female, 45 YO, Melbourne

2.1.2 Satisfaction with current retail employer

Stage 1 data: Table 3 provides data on respondent's perceived satisfaction with their current employer. The majority of respondents are Detractors (40%), rating their satisfaction 6 or less on the 11-point scale. A higher proportion of employees working a Saturday shift are more likely to be Promoters (27%) and less likely to be Detractors (36%), when compared to the total. The overall mean scores for satisfaction with current employer are similar and not significantly different.

Table 3. Satisfaction with current employer

| | Work arrangement | | | Work shift | |
|-------------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| <i>Mean</i> | 6.7 | 6.8 | 6.7 | 5.7 | 7.0 |
| Detractor | 40% | 38% | 41% | 45%↑ | 36%↓ |
| Passive | 36% | 36% | 37% | 33% | 36% |
| Promoter | 24% | 26% | 22% | 22% | 27%↑ |
| NPS | -16 | -12 | -19 | -23 | -9 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Table 4 shows satisfaction with current employer in terms of work arrangement and work shift. Employees working on a permanent basis and doing shifts on Monday to Friday evening/ nights are more likely to be Detractors (62%) compared to the total sample, and at a similar rate to Casuals (58%) working the same shift. A much lower proportion of casual working Monday to Friday evening/ night shifts are likely to be Promoters (6%), whereas casuals working Saturday shifts are significantly more likely to be Promoters (27%) compared to casuals working Monday to Friday evening/ nights. The overall mean scores for satisfaction with current employer are similar across work arrangement and work shift, except that Casual employees working Saturday shifts are significantly more satisfied with their current employer than those working Monday to Friday evening shifts. This overall sentiment is also reflected in an NPS score very close to 0.

Table 4. Satisfaction with current employer (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|-------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| <i>Mean</i> | 6.7 | 5.7 | 6.9 | 5.8 | 7.0 |
| Detractor | 40% | 62%↑ | 32% | 58%↑ | 33%↓ |
| Passive | 36% | 21%↓ | 39% | 36% | 40% |
| Promoter | 24% | 17% | 29% | 6%↓ | 27% |
| NPS | -16 | -45 | -3 | -52 | -6 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

Stage 2 data: Across both Casual and Permanent work arrangements, respondents describe being generally satisfied overall with their current employer. Satisfaction with the current employer stems from employees' expectations in relation to their underlying motivational drivers to work in retail in the first place being broadly met (i.e. the job is a good fit with individual lifestyle circumstances, they are able to assist/delight customers, the job provides meaningful social interaction and there is sufficient job variety).

Employees experience dissatisfaction with their current retail employer arising from the following:

- **Imbalance in hours:** For some (primarily Involuntary Casuals and Permanent PT employees) this means too few hours and for others (primarily Permanent FT employees) it means too many hours (unpaid).

I will try and get more hours [but] then they just hand all those hours to the full timers and add the pressure on them instead of giving me the extra hours ... so they don't want to pay any more money, it is crap, I am on my own with my 3 kids and my rent is \$420 a week. I want to work more and they don't get it, they just don't really care. Permanent P/T, supermarket, Female, 37YO, Melbourne

As Store Manager I get paid for 38 hours a week but work on average 50. Permanent FT, Luxury Goods, Female, 45 YO, Melbourne

Employees experience rostering procedures that are perceived to be targeted at minimising overtime, penalties, casual loadings (e.g. use Permanents on Sundays instead of Casuals, using <18 YO on Sundays so penalty rates are paid on lower base rate).

- **Management:** Irrespective of Casual or Permanent employment status, 'management' issues drive dissatisfaction. Issues include interpersonal styles, frequent and/or poorly implemented change initiatives, constant middle management 'churn' and tension or a disconnect between individual stores and 'head office'.

I have had a multitude, of managers, I reckon almost 20 managers. It really depends on what the manager is like. I have had some really crap managers who have treated casual staff really poorly and I have had some good managers too that understand, if you want your staff to work well, you are going to have to treat them well. Casual, Fashion Retailing, female, 30YO, Melbourne

There is such huge disconnect between floor staff and people at head office setting the rules and so many unrealistic expectations which really get you down. Casual, Fashion Retailing, Female, 32 YO, Sydney

- **Shift 'bracket creep':** Both Permanent PT and Casual employees describe instances of managerial/ supervisory pressure to extend work beyond the limits of their paid hours – being expected or required to clean up, attend meetings, stocktake or accommodate customer-driven delays long after closing time contributes to growing dissatisfaction.

I feel like as a casual you are expected to do a lot of things outside of your rostered hours. You might get paid until 5.00 pm because that is when the shop closes but then you have to vacuum. Casual, Fashion Retailing, Female, 25 YO, Sydney

As a assistant manager I get paid to work a 38 hour week but there are often hours of meetings outside store hours that I don't get paid for or get time in lieu. Permanent FT, Department Store, Female, 23 YO, Sydney

- **Roster system inadequacies:** Some (smaller, less sophisticated) retail employers operate manual rostering systems, with short lead times and last minute changes that are poorly communicated – the inevitable inconvenience, uncertainty and frustration drives employee dissatisfaction.

I have worked in places where the roster has been done a week out and I found that really stressful because I don't know how to plan my week. Like particularly with study, I don't know when I can study, I don't know when I can make group meetings. Casual, Fashion Retailing, Female, 30 YO, Melbourne

2.1.3 Likelihood to recommend retail as a career

Stage 1 data: In terms of recommending retail as a career, Table 5 shows that 17% of employees with a permanent work arrangement were Promoters compared with 9% of employees with a casual work arrangement. No significant differences exist depending on work shift. The overall mean scores for likelihood to recommend retail as a career are similar and not significantly different across groups compared in Table 5.

Table 5. Likelihood to recommend a career in retail

| | Work arrangement | | | Work shift | |
|-----------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Mean | 6.0 | 5.9 | 6.0 | 5.6 | 6.0 |
| Detractor | 53% | 52% | 53% | 55% | 51% |
| Passive | 35% | 31% | 37% | 34% | 36% |
| Promoter | 13% | 17%↑ | 9%↓ | 11% | 13% |
| NPS | -40 | -35 | -44 | -44 | -38 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Table 6 shows likelihood to recommend a career in retail in terms of work arrangement and work shift. Employees working on a permanent basis and doing shifts on Monday to Friday evening/ nights are more likely to be Detractors (72%) compared to the total sample and casual employees. A much lower proportion of casual working Monday to Friday evening/ night shifts are likely to be Promoters (3%), whereas casuals working Saturday shifts are significantly more likely to be Promoters (12%) compared to casuals working Monday to Friday evening/ nights. The overall mean scores for likelihood to recommend retail as a career are similar and not significantly different across groups compared in Table 6.

Table 6. Likelihood to recommend a career in retail (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|-----------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| Mean | 6.0 | 5.4 | 5.8 | 5.8 | 6.2 |
| Detractor | 53% | 72%↑ | 46% | 56% | 50% |
| Passive | 35% | 10%↓ | 41% | 42% | 38% |
| Promoter | 13% | 17% | 13% | 3%↓ | 12% |
| NPS | -40 | -55 | -33 | -53 | -38 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

Stage 2 data: In terms of propensity to recommend working in retail to others, across both Casual and Permanent employment types most respondents would do so, particularly to someone looking for their first job to get some experience. However, any such recommendation would be qualified by advice to be flexible with availability, be able to deal with customers and learn to be resilient and become familiar with their rights as employees. Others would be more reticent about encouraging someone to go into retail:

When we get work experience kids in, I always say to them, "see what we do, study, stay at school". Not that working in retail is a bad job, but if it is something that you do because you have to and you can't go anywhere else then it is tough. Permanent PT, Supermarket, Female, 45 YO, Melbourne

Respondents were also asked to consider their own future intention to continue to work in retail. Three broad groupings were identified:

1. **Transients:** These employees intend to exit retail once a trigger indicates they have outgrown it. They typically started in retail as a 'stopgap' to earn some money whilst undertaking something else – often study. Trade-offs such as working night and weekend shifts are justified on grounds of earning 'good' money. Triggers to exit retail as a career included completing study, moving out of home, and settling down, typically a future trajectory was considered to be full time work in their chosen field of study or in an industry that pays better than retail. Elective Casual employees are strongly represented amongst this group.
2. **Drifters:** These employees generally intend to continue working in retail, remain at their current level but possibly flex their hours up or down as their domestic circumstances required. These employees typically went into retail as their first job, (passively) 'intending' to continue indefinitely, either because it suited them or because they didn't know what else to do. Often Drifters had taken time out for child rearing and then returned, frequently on reduced hours. Drifters often make work-life balance trade-offs such as having to accept insufficient hours to live on or working 'family unfriendly' hours that are justified on grounds of economic necessity. Permanent PT and Involuntary Casual employees are strongly represented amongst Drifters.
It was just the only job I had an interview for and then I got it! The day that I had to learn what to do, the girl goes to me, "don't worry you will love working here" and I said, "no it is just temporary until I find something else" and 20 years later I am still working here. Permanent PT, Supermarket, Female, 38 YO, Melbourne

Retail suits me, because I don't want to work full time. I am just happy to do maybe 3 shifts a week, at the moment I am doing 4 but it is flexible and it is something I would continue for the next few years. Casual, Furniture Retailing, Female, 55 YO, Sydney
3. **Careerists:** These employees intend to progress along a career path up into management roles. Whilst they may not have actively chosen retail originally it 'grew on' them to the point of actively wanting to stay in the sector. Trade-offs such as long working hours, pressure and stress and Permanent FT employees were strongly represented amongst Careerists.

Amongst Transients and Drifters, a career in retail generally lacks appeal. Whilst stories of stellar progression from casual to store manager were not unknown, working one's way into middle management and beyond was a long, hard grind requiring considerable sacrifice involving long hours, weekend work, considerable pressure and even relocation to head office.

In my company you can definitely work your way up. I have seen people I have worked with go from casual to full time to assistant manager to manager in 18 months to 2 years. Casual, Footwear Retailing, Female, 21 YO, Sydney

People in management have definitely made a good career for themselves but have been there 10 or 15 years and I couldn't do that. Permanent FT, Department Store, Female, 23 YO, Sydney

If you want to go up in retail you are working ridiculous hours and you won't see your family and I would have had to move to Melbourne. Permanent PT, Liquor Retailing, Male, 41 YO, Sydney

A few Careerists report having exited the career path option and 'downgraded' to Permanent P/T status and are now being contracted for a set number of hours but with flexibility to work more hours if desired.

Amongst those Transients and Drifters planning on exiting retail, some *can't wait to get out*. Reasons include a lack of mental stimulation – store environment too quiet, not enough to do, not using their brain or creativity, as well as being plain burned out and disillusioned with retail - been doing it for too long, no longer prepared to tolerate the cumulative effect of having missed out on so many family and friends' significant events and just too physically hard. A number of those planning on exiting retail intend to still work a shift every so often, the logic being that it is always possible to come back into retail once someone has built a retail resume and keeping a foot in the door makes it that much easier.

I think I will always have one foot in retail. If I do pursue a further career [outside retail], mostly to earn a bit more and to be able to support my family I will always feel I can come back to a Woolworths in my 60s or 70s and say "I used to work in retail, want to hire me for a couple of hours a week". Permanent, PT Liquor, Male, 28 YO, Melbourne

2.2 General experience and perceptions

2.2.1 Perceived value

Employee perceptions of the perceived value of working in retail was measured with nine items (Q4.6_1 to Q4.6_9). The list of items is presented below, with the abbreviated descriptions presented in Table 7 also detailed for each item. All questions were rated on a scale from 0 to 10, where 0 = strongly disagree and 10 = strongly agree.

- i. Q4.6_1: I enjoy working in retail [Enjoy]
- ii. Q4.6_2: I feel happy working in retail [Happy]
- iii. Q4.6_3: I am proud to work in retail [Proud]
- iv. Q4.6_4: I feel good about working in retail [Feel good]
- v. Q4.6_5: Working in retail you get paid well for what you are asked to do [Well paid]
- vi. Q4.6_6: My job is good for what I am paid [Good for what I am paid]
- vii. Q4.6_7: Working in retail improves the way other people see me [Improves how viewed]
- viii. Q4.6_8: Other people have a good impression of me because I work in retail [Good impression]
- ix. Q4.6_9: Working in retail provides a good range of benefits [Good benefits]

In terms of perceived value of working in retail, differences exist in terms of permanent and casual employee perceptions of casuals rating two items higher, 'working in retail you get paid well for what you are asked to do' and 'my job is good for what I am paid'. Differences also exist in terms of work shift when comparing Monday to Friday evening/ night shift and Saturday shifts, with those working a Saturday shift deriving significantly higher levels of value in terms of rating 'I enjoy working in retail', 'I feel happy working in retail', 'I am proud to work in retail', 'I feel good about working in retail', and 'Working in retail provides a good range of benefits' higher.

Table 7. Perceived value of working in retail

| Items | Work arrangement | | | Work shift | |
|-------------------------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Enjoy | 6.2 | 6.2 | 6.3 | 5.6 ↓ | 6.4 |
| Happy | 5.7 | 5.6 | 5.7 | 5.2 | 5.9 |
| Proud | 6.2 | 6.1 | 6.2 | 5.6 ↓ | 6.3 |
| Feel good | 6.2 | 6.1 | 6.4 | 5.7 ↓ | 6.5 |
| Well paid | 5.7 | 5.4 | 6.0 | 5.3 | 6.0 |
| Good for what I am paid | 6.1 | 5.7 | 6.4 | 5.6 ↓ | 6.2 |
| Improves how viewed | 4.9 | 4.9 | 4.9 | 4.7 | 5.0 |
| Good impression | 4.9 | 4.9 | 5.0 | 4.8 | 5.0 |
| Good benefits | 6.0 | 5.9 | 6.1 | 5.0 ↓ | 6.4 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); Data are average scores out of 10, on an 11-point scale from 0 to 10;

Table 8 shows perceived value of working in retail in terms of work arrangement and work shift. Employees working on a casual basis and working Saturday shifts rate several factors high: 'I enjoy working in retail', 'working in retail you get paid well for what you are asked to do', 'my job is good for what I am paid' and 'working in retail provides a good range of benefits'. Permanent and casual employees working Monday to Friday evening/ night shift both score significantly lower on 'working in retail provides a good range of benefits.'

Table 8. Perceived value of working in retail (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|-------------------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| Enjoy | 6.2 | 5.7 | 6.1 | 5.5 | 6.5 |
| Happy | 5.7 | 5.3 | 5.6 | 5.1 | 6.1 |
| Proud | 6.2 | 5.4 | 6.3 | 5.7 | 6.4 |
| Feel good | 6.2 | 6.2 | 6.0 | 5.8 | 6.6 |
| Well paid | 5.7 | 4.9 | 5.6 | 5.6 | 6.3 |
| Good for what I am paid | 6.1 | 5.2 | 5.8 | 5.8 | 6.5 |
| Improves how viewed | 4.9 | 4.5 | 4.7 | 4.9 | 5.2 |
| Good impression | 4.9 | 4.5 | 5.0 | 5.0 | 5.0 |
| Good benefits | 6.0 | 4.9 ↓ | 6.2 | 5.1 ↓ | 6.5 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

2.2.2 Work-life balance

Employee perceptions of work-life balance were measured with three items (Q4.6_10 to Q4.6_12). The items measuring work-life balance are adapted by Dex & Bond (2005) from the Industrial Society's Work-Life Checklist. The list of items is presented below, with the abbreviated descriptions presented in Table 9 also detailed for each item. All questions were rated on a scale from 0 to 10, where 0 = strongly disagree and 10 = strongly agree.

- i. Q4.6_10: Working in retail, I worry about the effect of work stress on my health [Stress]
- ii. Q4.6_11: Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult [Maintain lifestyle and relationships]
- iii. Q4.6_12: I would like to reduce my working hours and stress levels, but feel I have no control over the current situation [No control]

In terms of work-life balance, there are no differences when comparing work arrangement or work shift.

Table 9. Work-life balance

| Items | Work arrangement | | | Work shift | |
|--------------------------------------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Stress | 5.8 | 6.3 | 5.3 | 5.8 | 5.5 |
| Maintain lifestyle and relationships | 5.5 | 5.8 | 5.2 | 5.4 | 5.4 |
| No control | 4.7 | 5.4 | 4.2 | 4.7 | 4.7 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); Data are average scores out of 10, on an 11-point scale from 0 to 10.

Table 10 shows work-life balance in terms of work arrangement and work shift. Employees working on a casual basis and working Saturday shifts report lower levels of work-life imbalance in terms of two measures: 'working in retail, I worry about the effect of work stress on my health' (4.7) and 'I would like to reduce my working hours and stress levels, but feel I have no control over the current situation' (3.8). Permanent employees are more likely to rate these same measures higher.

Table 10. Work-life balance (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|--------------------------------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| Stress | 5.8 | 6.0 | 6.4 | 5.6 | 4.7↓ |
| Maintain lifestyle and relationships | 5.5 | 5.3 | 5.8 | 5.5 | 5.0 |
| No control | 4.7 | 4.9 | 5.9↑ | 4.5 | 3.8↓ |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

2.2.3 General perceptions

Employee general perceptions of working in retail were measured with seven items and are reported in Table 11. Three items (Q4.8_1 to Q4.8_3) were adapted from Kumar and Pansari's (2015) 'Employee Engagement Scorecard', which measures engagement through a number of sub-dimensions. All questions were rated on a scale from 0 to 10, where 0 = strongly disagree and 10 = strongly agree.

- i. Q4.7_1: Working in retail provides a great opportunity to develop a career, not just a job [Develop career]
- ii. Q4.7_2: I see working in retail as short-term, rather than a long-term career [Short-term]
- iii. Q4.7_3: Working in retail is good as it fits in around my lifestyle [Fits lifestyle]
- iv. Q4.7_4: I see retail as a decent job, but would not go above and beyond what is expected from me [Decent job]
- v. Q4.8_1: I receive recognition for a job well done [Recognition]
- vi. Q4.8_2: I feel part of the workplace community [Community]
- vii. Q4.8_3: I have a sense of security/stability in my job [Stability]

In terms of general perceptions, casual employees are significantly more likely to see working in retail as a short-term and fitting in around their lifestyle. For employees who work Saturday shifts, they are significantly more likely to agree with four of the seven statements, specifically 'working in retail is good as it fits in around my lifestyle', 'I receive recognition for a job well done', 'I feel part of the workplace community', and 'I have a sense of security/stability in my job'.

Table 11. General perceptions

| Items | Work arrangement | | | Work shift | |
|----------------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Develop career | 5.5 | 5.7 | 5.3 | 5.2 | 5.6 |
| Short-term | 6.9 | 5.9 | 7.7 | 7.1 | 7.0 |
| Fits lifestyle | 6.4 | 6.1 | 6.6 | 5.6 | 6.6 |
| Decent job | 5.0 | 4.9 | 5.1 | 5.0 | 5.0 |
| Recognition | 5.4 | 5.4 | 5.5 | 4.7 | 5.6 |
| Community | 6.2 | 6.1 | 6.3 | 5.4 | 6.6 |
| Stability | 5.5 | 6.1 | 5.0 | 4.9 | 5.8 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); Data are average scores out of 10, on an 11-point scale from 0 to 10.

Table 12 shows general perception of working in retail in terms of work arrangement and work shift. Employees working on a casual basis are significantly more likely to 'see working in retail as short-term, rather than a long-term career'. Casual and Permanent employees working Saturday shifts are more likely to agree with the statements: 'working in retail is good as it fits in around my lifestyle', 'I receive recognition for a job well done', and 'I feel part of the workplace community'. Permanent employees working Monday to Friday evenings/ night shifts are less likely to 'feel part of the workplace community', whereas casual employees working Monday to Friday evenings/ night shifts are less likely to 'have a sense of security/stability in my job'.

Table 12. General perceptions (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|----------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| Develop career | 5.5 | 5.0 | 5.6 | 5.4 | 5.6 |
| Short-term | 6.9 | 6.1 | 6.2 | 8.0↑ | 7.6↑ |
| Fits lifestyle | 6.4 | 5.5↓ | 6.3 | 5.7 | 6.8 |
| Decent job | 5.0 | 4.7 | 4.6 | 5.3 | 5.3 |
| Recognition | 5.4 | 4.6 | 5.4 | 4.9 | 5.8 |
| Community | 6.2 | 5.2↓ | 6.3 | 5.5 | 6.7 |
| Stability | 5.5 | 5.5 | 6.3 | 4.4↓ | 5.5 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

2.2.4 Motivations

Stage 1 data: Employee motivations for working in retail were measured with eight items (Q5.1_1 to Q5.1_8), representing a number of reasons why people might choose to work in retail. All items are presented in Table 13 and were rated on a scale from 0 to 10, where 0 = not at all and 10 = very much so.

- i. Q5.1_1: Finding a job I am well suited for [Suits me]
- ii. Q5.1_2: Finding a job that really interests me [Interests me]
- iii. Q5.1_3: Planning how to get ahead in my established field of work [Get ahead]
- iv. Q5.1_4: Developing new knowledge or skills to help me improve in my work [Improve my work]
- v. Q5.1_5: Developing new skills to cope with changes in my field [New Skills]
- vi. Q5.1_6: Opportunities to socialise at work [Socialise]
- vii. Q5.1_7: Work-life balance [Balance]
- viii. Q5.1_8: Flexible working arrangements [Flexibility]

In terms of motivations, permanent employees were more likely to have the motivations of 'finding a job I am well suited for', 'finding a job that really interests me, and 'planning how to get ahead in my established field of work'. For employees who work Saturday shifts, they were significantly more likely to agree with four of the five statements, specifically 'finding a job I am well suited for', 'finding a job that really interests me', 'developing new knowledge or skills to help me improve in my work', 'developing new skills to cope with changes in my field', and 'flexible working arrangements'. Employees who work Monday to Friday evening/night shifts were significantly less likely than the total sample to agree with the first five motivations.

Table 13. Motivations

| Items | Work arrangement | | | Work shift | |
|-------------------|------------------|-----------|--------|----------------------------------------|-----------------|
| | Total | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Suits me | 6.3 | 6.6 | 6.1 | 5.3 ↓ | 6.5 |
| Interests me | 5.5 | 5.8 | 5.3 | 5.0 ↓ | 5.8 |
| Get ahead | 5.2 | 5.6 | 4.9 | 4.7 ↓ | 5.2 |
| Improving my work | 6.1 | 6.0 | 6.2 | 5.4 ↓ | 6.4 |
| New skills | 6.0 | 6.1 | 5.9 | 5.4 ↓ | 6.2 |
| Socialise | 6.1 | 6.0 | 6.3 | 5.8 | 6.3 |
| Balance | 5.9 | 5.8 | 6.0 | 5.6 | 6.2 |
| Flexibility | 6.3 | 6.0 | 6.6 | 5.8 | 6.5 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); Data are average scores out of 10, on an 11-point scale from 0 to 10.

Table 14 shows motivations for working in retail in terms of work arrangement and work shift. Permanent and casual employees working Saturday shifts are more likely to agree that they are motivated working in retail by 'finding a job I am well suited for', 'finding a job that really interests me', and 'developing new knowledge or skills to help me improve in my work'. For casual employees working Saturday, they are also more likely to agree with the motivation regarding 'flexible working arrangements'. Permanent and casual employees working Monday to Friday weekday evening/ night shifts are less likely to agree that they are motivated by 'finding a job I am well suited for'.

Table 14. Motivations (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|-------------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| Suits me | 6.3 | 5.2 ↓ | 6.9 | 5.4 ↓ | 6.2 |
| Interests me | 5.5 | 5.0 | 6.4 ↑ | 4.9 | 5.4 |
| Get ahead | 5.2 | 4.7 | 5.5 | 4.6 | 4.9 |
| Improving my work | 6.1 | 5.3 | 6.3 | 5.6 | 6.4 |
| New skills | 6.0 | 5.4 | 6.2 | 5.4 | 6.2 |
| Socialise | 6.1 | 5.5 | 6.2 | 6.1 | 6.4 |
| Balance | 5.9 | 5.5 | 6.1 | 5.7 | 6.2 |
| Flexibility | 6.3 | 5.5 | 6.3 | 6.0 | 6.7 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent (M-F = 58, Saturday = 114), Casual (M-F = 72, Saturday = 157).

Stage 2 data: Entry into retail employment was typically reported in terms of a passive drift towards a relatively easy opportunity to earn some money rather than a deliberate and active choice to embark on a career. Many had started working into retail whilst still at school or whilst studying as a way to augment income, rather than provide a living wage. Employees identify a wide range of reasons for what attracted them towards retail in the first place with four primary motivational drivers consistently identified:

1. **Flexibility:** Typically, the most compelling attribute is the ability to fit retail work in around other things in people's lives, such as study, family commitments, other jobs, partners' work schedule.

Mine [entry to working in retail] was around studies, I studied my Bachelor and now I am studying my Masters. And it's flexible and it's easy working in retail when you are studying. Casual, Fashion Retailing, Female, 30YO, Melbourne

Fundamentally, 'flexibility' equates to a degree of personal choice in that retail offers more ability to choose the amount and timing of employees' working hours instead of the only option being locked in to a 9am to 5pm, 38-hour week. It also means the ability to vary work hours up or down in response to changing routines (e.g. study/exam timetable, child care/school holidays) or changing circumstances (e.g. domestic living arrangements, particular financial goal).

I work as little as I want and if I want to, I can work heaps. If I want to go away on holiday I can just give a few days' notice. Permanent PT, Male, Supermarket, 42 YO, Sydney

Another dimension to 'flexibility' is the perception that retail is relatively easy to get into for those with no prior experience or few skills, making it an ideal first job for young people or others facing difficulties in getting into paid employment (e.g. unskilled or low level of education).

For young people it is a lot easier to get into these kinds of jobs. They don't really require previous experience because its easy training, they are pretty good hours if you are still at school and uni. and not so much of a commitment. Casual, Fashion Retailing, Female, 25 YO, Sydney

Furthermore, someone with retail experience can get back into the workforce relatively easily after taking time out for things like child rearing duties or travel.

2. **Social interaction:** A highly appealing aspect that draws people to retail is interpersonal contact. Being customer-facing benefits retail employees through opportunities to engage with people from different walks of life, getting to know 'regulars', learning new things, as well as being able to periodically get out of the house and away from family responsibilities and domestic routine.
3. **Altruism:** By its very nature, retail intrinsically offers employees opportunity to help others, a powerful motivator attracting many into the industry. Helping others takes many forms, ranging from the more mundane – a cheerful greeting at the checkout to a regular but socially isolated customer through to assisting customers make higher involvement purchases such as planning a new kitchen, choosing an outfit for a special occasion, or selecting a new bedroom suite, often followed by post-purchase contact through customers making contact to give feedback on how the kitchen looks, the wedding went or a gift was appreciated.
4. **Variety:** For many, working in retail appeals because it offers a working environment that is anything but static. Retail employees describe the attraction of not being stuck behind a desk, being physically on the go, the energy of an environment that is constantly changing and unpredictable, so never boring.
I worked at DJs when I was 18 and then when I finished uni I got a grad job working in an office and I worked there for a few years but I actually really missed talking to people and I hated sitting at a desk so I went back to retail. Casual, Fashion Retailing, Female, 32 YO, Sydney

In my job, I get times when I am actually in the office as well and sometimes out on the floor. There is a bit of flexibility there and I am not always in the same spot so that is good. Casual, Department Store, Male, 46 YO, Sydney

A number of second-order or individual-specific motivational drivers were also identified:

- **Pay:** Although definitely not regarded as a well-paying industry (although paying better than hospitality, the alternative entry level job option), the lure of weekend penalty rates, specifically Sunday rates was a motivator for many as it offered the opportunity to boost income. For the minority of 'high achievers', meeting targets and earning sales commission is a strongly motivating factor.
- **Staff discounts:** An important and valued benefit, staff discounts range widely from 25% (Bunnings), 20% (David Jones/Myer) down to 5% (supermarket chains).
- **Product affinity:** A category-specific motivator applies for a subset of employees working in settings such as bookshops, health food shops, hardware/DIY and liquor, the drawcard being either a good fit with their personal interests or values or complementary to their chosen field of study.
- **Family business:** For a very few, going into the family retail business was just a natural and inevitable progression.

Qualitatively, Permanent Part time and Casual retail employees differ little in terms of applicability of the four primary motivational drivers described above – they applied regardless of employment status. The main point of difference is that as a rule, those who work as Casuals by choice⁵ (Elective Casuals) place greater value on 'flexibility' – these tend to be employees who are younger (under 30), still studying, without dependents and less likely to be living off casual wage alone (live at home, Austudy/HECS). For them, flexibility is paramount in relation to semester timetable changes and uni. breaks. Typically, Social Interaction and Altruism motivational drivers were more relevant to Permanent employees than to Casual employees.

2.3 Experience working as a casual employee

Stage 1 data: Retail industry store-based employees employed on a casual basis were asked six questions about their experience of being employed as casual staff (Q5.4_1 to Q5.4_6). Table 15 reports data, with all questions rated on a scale from 0 to 10, where 0 = strongly disagree and 10 = strongly agree.

- i. Q5.4_1: Not having certainty about how much I earn each week is a problem for me [Earning uncertainty]
- ii. Q5.4_2: I like the unpredictability of how much I get to work in a week [Unpredictability]
- iii. Q5.4_3: Only low-level work gets offered to casuals [Low-level]
- iv. Q5.4_4: Casual work fits well with my life style [Fits lifestyle]
- v. Q5.4_5: I like the flexibility to accept or reject shifts [Flexibility]
- vi. Q5.4_6: Casual work in retail has enabled me to start my working life [Career start]

In terms of being employed on a casual work arrangement, flexibility (6.7) and fitting into lifestyle (6.6) were the highest rated positive aspects, with those working Monday to Friday evening/ night shifts less likely to rate flexibility (6.3) as positive. Earning uncertainty (7.1) was the highest rated overall for those working Monday to Friday evening/ night shifts, whereas Flexibility (7.2) was the highest rated for those working Saturday shifts.

⁵ i.e. not employees for whom the only option available is Casual.

Table 15. Casual experience

| | Total Sample | Work arrangement | | Work shift | |
|--------------------------|--------------|------------------|--------|----------------------------------------|-----------------|
| | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Earning uncertainty | 6.1 | - | 6.1 | 7.1 ↑ | 5.8 |
| Unpredictability | 3.1 | - | 3.1 | 3.8 | 2.8 |
| Low-level Fits lifestyle | 4.7 | - | 4.7 | 5.5 ↑ | 4.6 |
| Flexibility | 6.6 | - | 6.6 | 6.2 | 6.6 |
| Career start | 6.7 | - | 6.7 | 6.0 | 7.2 |
| | 5.8 | - | 5.8 | 6.0 | 6.2 |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); Data are average scores out of 10, on an 11-point scale from 0 to 10.

Respondents were next asked about their level of satisfaction being employed as a casual in retail (Q5.5), presented in Table 16 and rated on a scale from 0 to 10, where 0 = not at all satisfied and 10 = extremely satisfied. Working a Saturday shift is more polarising than working Monday to Friday evening/night shifts - meaning that there are more respondents at the extremes (Detractor vs Promoter) for those working Saturday shifts.

Table 16. Satisfaction with casual employment

| | Total Sample | Work arrangement | | Work shift | |
|-----------|--------------|------------------|--------|----------------------------------------|-----------------|
| | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Detractor | 53% | - | 53% | 49% | 52% |
| Passive | 38% | - | 38% | 43% | 38% |
| Promoter | 9% | - | 9% | 8% | 11% ↑ |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Finally, retail industry store-based employees employed on a casual basis were asked if they would prefer to be employed on a permanent basis (Q5.6), which is presented in Table 17. Almost half (45%) of all casual employees would prefer to be employed on a permanent work arrangement and slightly more than a quarter (26%) would prefer to remain on a casual work arrangement. There are no significant differences by work shift.

Table 17. Work arrangement preference

| | Total Sample | Work arrangement | | Work shift | |
|------------|--------------|------------------|--------|----------------------------------------|-----------------|
| | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| Yes | 45% | - | 45% | 42% | 41% |
| No | 26% | - | 26% | 24% | 27% |
| Don't know | 29% | - | 29% | 34% | 32% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Stage 2 data: Two distinct modes of employment were identified among casual employees.

1. **Elective Casual:** These are typically younger people, often studying and/or living at home for whom casual work is an active and preferred choice, primarily for the flexibility it gives.
2. **Involuntary Casual:** Many retail employers use Casuals exclusively to staff stores, with only the manager being Permanent. Both Drifters and Transients were represented in this group.

Advantages of casual employment include:

- **More control:** Casuals perceive they are somewhat more able to exercise choice when stipulating their availability upfront (e.g. flat refusal to work Saturdays for religious, personal or social reasons), perceive they are implicitly required to make a somewhat looser commitment to working set hours (no guarantees either way) and have more ability to periodically change their availability as semester timetable changes. In short, Casuals have somewhat more choice and less imposition making this mode of employment advantageous to work/life balance.
- **Greater flexibility:** Casuals identified being able to make themselves more or less available to work in response to changes in their own personal circumstances – e.g. reduce availability coming up to exams, increase availability during semester breaks and Christmas period, increase availability in order to ‘bank’ hours ahead of a planned break and not have to put in formal requests for holidays weeks in advance.
The good thing is that if you do have to go away or do something, you can put in for time off and not have to be working every weekend or certain days. They are pretty good and will accommodate you. Casual, Furniture Retailing, Female, 55 YO, Sydney
- **Higher (actual and potential) earning capacity:** With their 25% casual loading, Casual employees are able to take home \$3-\$5 more per hour than Permanent employees for the same work. Further, by maximising their availability at peak times (weekends, public holidays, Christmas and Easter) it is possible to leverage income, sometimes well beyond what
When I was full time manager I had a casual over Christmas making more than I was making! Permanent, Liquor Retailing, Male, 41 YO, Sydney
- **Appealing working ‘micro environment’:** Casual employees frequently describe being subject to different expectations and standards in terms of personal appearance (*Its okay to have purple hair and piercings*). Further, because weekend shifts tend to be staffed by a larger proportion of casuals, the weekend working microenvironment is often more relaxed and fun, without quite as much managerial or head office presence as during the working week.

Disadvantages of casual employment include:

- **Financially precarious:** The biggest disadvantage of casual employment is 'no work, no pay'. 'No work' can come about either by not being given shifts (i.e. employer driven) or by not working shifts offered, through being sick, writing exams or taking time off for family or social commitments. As casual employment does not entail staff being guaranteed a minimum number of hours, the amount of work employers make available can vary markedly. Typically, the amount of casual work available contracts during university breaks and expands during Xmas/Easter period. Thus, taking time off from casual work, either involuntarily or by choice contributes to casuals' financial risk, providing a strong incentive to work even when sick and a disincentive to take breaks. This sense of being financially precarious also drives casuals to accept shifts whenever they are offered in order to keep their place in the queue.

You have to be prepared to be flexible. You can't take a job in retail and then turn around and say, "I am not available". The more flexible you are, the more they will call you. Casual, Home ware Retailing, Female, 55 YO, Sydney

Further, being employed casually renders people more vulnerable to staff cuts, particularly with smaller retail operators. Casuals are easiest to get rid of and are often the first to go when economic conditions take a down turn or and the business is struggling. With larger retailers there is usually more scope to be moved to another department or even another store.

- **Financially inadequate:** Particularly for Involuntary Casuals with dependents, their casual earnings are insufficient to live on, often meaning they have to work at two jobs.
- **Lack of employee benefits:** Casuals do not receive benefits such as holiday pay and sick leave. Interestingly, there was considerable confusion amongst casual respondents as to whether they do in fact get the employer superannuation contribution. Typically, Casual respondents recognise that the casual loading is designed to compensate for the lack of employee benefits and probably evens out
As a casual I actually work quite a lot - I could almost do full time hours some weeks - but I am still a casual so one of the disadvantages is just not having that holiday and sick pay. If I want to go away I have to pay rent etc but for 1 or 2 weeks I will have no income. Sometimes you are genuinely sick so I miss out on a day of pay, so it is like "crap, I wish sometimes I did get that sick pay. Casual, Department Store, Female, 25 YO, Sydney
- **Limited prospects:** Given the perception that one has to be permanent in order to progress in retail, casual work is regarded as something of a dead end, offering limited ability to progress.

Being employed on a casual basis has significant potential to impact negatively on employees' financial security, particularly if they rely on casual wages to live and not just for extra cash. When employees are unsure whether the necessary work hours will materialise, it can be difficult to make forward financial commitments (for example, holiday, new car, new computer, rental payments).

It does make it a little bit difficult because you can't financially forecast the things that you want to do. Like if you want to go on a holiday you've got to think am I going to have enough work in the period coming up to this holiday to be able to plan it the way I want. If I want to say go to Qld for a week or 2 weeks, I would like to know that I can afford a week or 2 weeks instead of having to say okay I'll just do for 1 week because I don't know if I can afford two. Casual, Supermarket, Male, 45 YO, Melbourne

In contrast, for some being employed on a casual basis has the potential to have some positive impact on work/life balance. It provides a desirable degree of flexibility to fit around the rest of

employees' lives (study, family commitments, other jobs). It is appealing to be able to just switch off at shift end and it can actually allow a better quality of life, depending on schedules. When it comes to the impact of being employed casually on employees' job satisfaction, the consensus was that it had minimal impact, apart from the effect of poor managers.

Respondents were also asked about their attitudes towards permanent employment. Many respondents employed on a permanent basis had worked in retail for a long time (some over 30 years). Respondents described both advantages and disadvantages to their permanent status.

Advantages of permanent employment include:

- **Financial security:** Having guaranteed workload gives predictability in relation to earnings, as well as working hours (amount and timing). Permanent employees can more easily budget, forecast and make financial commitments. Such certainty provides the demonstrable financial security required to secure a bank loan or enter into a rental agreement.
- **Employment contracts:** Permanent employment frequently entails a contractual arrangement concerning hours, pay rates and benefits. Such contracts underpin certainty and provide protection.
- **Employment benefits:** Permanent employees receive holiday pay and sick leave, calculated on a pro rata basis according to part time
- **Increased opportunities:** Permanent status opens up more training opportunities, as well as being an implicit requirement for career advancement.

Permanent PT employees also enjoy similar advantages to certain aspects of Casual employment, namely the flexibility to boost earnings by making themselves available for more hours over and above their contracted amount, particularly appealing if these hours attract penalty rates. Employees' ability to realise such an advantage is of course a function of availability of additional hours, which varies considerably across retail categories. The main disadvantage associated with permanent employment is the loss of flexibility. Permanent employees are committed to working set hours, can have their hours capped, have to put in well in advance for holidays and are subject to block out periods for annual leave.

With regard to the relationship between permanent employment and financial security, the impact was both considerable and positive in that it gave more certainty and predictability. However, a marked feature of Permanent PT employee responses, particularly in the supermarket category, was their high level of dissatisfaction with the number of hours they were getting. Whilst appreciative of the security of being contracted for a certain number of hours, many were constantly looking for more. Barriers encountered included an apparent general freeze on hours, better paying Sunday hours being preferentially given to Casuals <18 or Permanents or simply managerial indifference.

With regard to the relationship between permanent employment and work/life balance, the impact can be somewhat more deleterious (than for Casuals) for those Permanent PT employees whose life stage involves family responsibilities but whose shifts are scheduled at family-unfriendly hours (nights, weekends). In contrast those Permanent PT employees able to work day shifts found the arrangement actually enhanced work/life balance.

When asked about their propensity to change from Casual to Permanent, Casual employee respondents discussed their interest in changing from casual to permanent employment. Typically, amongst Elective Casuals, there is little interest in changing to Permanent as it is perceived to offer no advantage, indeed would mean the loss of valued benefits such as

flexibility. Furthermore, if employees are planning on exiting retail (i.e. Transients), there is no incentive to change status. Involuntary Casuals are more inclined to want to change to Permanent for the financial certainty and security it would bring.

I think I would have more financial stability [if I changed to Permanent]. Being casual I don't know what's happening in the next fortnight. I still live at home with my parents, but I would like to not live with my parents forever, so I think having a salary and a set wage would be awesome. So I would know this is how much I can afford in rent, this is how much I can afford to spend. Casual, Fashion, Female, 21 YO, Melbourne

I would definitely prefer to be permanent, then you know how many set hours you have, you can budget and you know what days you are working. I started as a Casual 2 months ago and started off at 20 hours week. Then in came a new manager who can't give me those hours, so now it is anywhere between 9 and 15 hours. Casual, Giftware, Female, 55 YO, Sydney

Particularly amongst those Casuals who are underemployed and unable to live on a casual wage, there is even more appetite for changing to Permanent PT, based on the belief that Permanent staff work more hours. A number of Permanent PT employees who had recently made the change from Casual employment described their disappointment with the move. They were either now taking home less pay, yet working more hours with increased responsibilities and pressure or the 'promise' of being given more hours (especially in return for agreeing to forgo overtime entitlements) had not materialised and there neither recourse nor concern shown by their manager.

2.4 Working Weekday evenings/ nights

Stage 1 data: Of those retail industry store-based employees who work weekday evenings/ nights, a series of potential reasons for working weekday evening/ nights were asked (Q6.1) and are presented in Table 18. Six general reasons for working were asked, and all respondent were provided the option of 'other' in order to capture any motivations not included in the list provided.

- i. Q6.1_1: I have study commitments during the day [Study commitments]
- ii. Q6.1_2: I have family commitments during the day [Family commitments]
- iii. Q6.1_3: I have other employment commitments during the day [Employment commitments]
- iv. Q6.1_4: I prefer to spend time with my friends during the day [Spend time with friends]
- v. Q6.1_5: It is easier to make child care arrangements during the day [Childcare]
- vi. Q6.1_6: These are the hours my employer gives me [Hours given]
- vii. Q6.1_7: Other (please specify)

Respondents were also asked how frequently they worked weekday evenings/ nights in order to conduct analysis comparing motivations, benefits, difficulties of working weekday evenings/ nights for those who work every weekday evening versus those who do not. The sample size for employees working every night was too small (permanent = 39; casual = 6) to conduct statistical analysis so is not included.

In terms of reasons for working weekday evenings/nights, the most common response for all employees was that these are 'the hours my employer gives me' (26%). For those employed on casual work arrangements, being 'given these hours' (26%) was tied with 'I have study commitments during the day' (26%) which is significantly higher than for those employed on a permanent work arrangement (5%).

Table 18. Reasons for working weekday evenings/ nights

| Items | Total | Work arrangement | |
|-------------------------|-------|------------------|--------|
| | | Permanent | Casual |
| Study commitments | 16% | 5% ↓ | 26% ↑ |
| Family commitments | 8% | 9% | 8% |
| Employment commitments | 3% | 2% | 4% |
| Spend time with friends | 5% | 4% | 5% |
| Child care | 2% | 2% | 1% |
| Hours given | 26% | 25% | 26% |
| Other | 2% | 2% | 2% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Stage 2 data: For both Casual and Permanent employees working in supermarkets, weeknight evenings could mean working until the store closed at 11.00 pm or midnight and could entail multiple nights in any given week. For these employees, weeknight evening work typically involved one night until no later than 9.00 pm, usually a Thursday (late night shopping) and less frequently, a Friday night. Permanent (and Involuntary Casual) employees are often required to work alternate Thursdays (rotation), whereas Elective Casual employees are more able to choose to make themselves available to work on Thursday nights. Both Casual and Permanent employees experience a marked change of pace in Thursday night shopping compared to during the weekday, being busier for some, quieter for others, depending on type of store and location (CBD vs. shopping centre). Being busy on a Thursday night was universally preferable as it made the time go by faster.

2.4.1 Benefits and difficulties

Stage 1 data: A series of potential benefits and difficulties associated with working weekday evenings/nights were asked also asked (Q6.2). In terms of benefits, eight potential benefits were asked, and all respondents provided with the option of 'other' in order to capture any motivations not included in the list provided.

- i. Q6.2_1: Flexibility around life commitments [Life commitments]
- ii. Q6.2_2: Flexibility around study commitments [Study commitments]
- iii. Q6.2_3: Increased pay [Increased pay]
- iv. Q6.2_4: Less travel time commuting to work/ less busy public transport [Less travel time]
- v. Q6.2_5: Having a weekday off [Having weekday off]
- vi. Q6.2_6: Errands can get done during daytime without taking time off work [Running errands]
- vii. Q6.2_7: Less competition for employment opportunities [More employment opportunities]
- viii. Q6.2_8: I see no real benefit in working on a week night [No real benefit]
- ix. Q6.2_9: Other (please specify)

Benefits for working weekday evenings/nights are reported in Table 19. The most common response for all employees was 'Flexibility around life commitments' (20%). For those employed on casual work arrangements, 'life commitments' (25%) and 'study commitments' (23%) are significantly higher than those on permanent work arrangements. Respondents who work Monday to Friday evening/ night shifts rated all benefits of working weekday evenings/ nights higher than those that work Saturday shifts.

Table 19. Benefits of working weekday evenings/ nights

| Items | Total | Work arrangement | |
|-------------------------------|-------|------------------|--------|
| | | Permanent | Casual |
| Life commitments | 20% | 15% ↓ | 25% ↑ |
| Study commitments | 15% | 6% ↓ | 23% ↑ |
| Increased pay | 11% | 12% | 10% |
| Less travel time | 4% | 3% | 4% |
| Having weekday off | 9% | 8% | 9% |
| Run errands | 15% | 15% | 14% |
| More employment opportunities | 2% | 2% | 2% |
| No real benefit | 8% | 9% | 8% |
| Other | 1% | 1% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

In terms of difficulties, seven potential difficulties were asked, and all respondents provided with the option of 'other' in order to capture any motivations not included in the list provided.

- i. Q6.3_1: Impact on ability to spend time with family [Family time]
- ii. Q6.3_2: Impact of ability to socialize with friends [Socialising]
- iii. Q6.3_3: Impact on ability to attend community, sporting or cultural events [Community, sporting or cultural events]
- iv. Q6.3_4: Pace of evening trade [Pace of evening trade]
- v. Q6.3_5: Impact on my health [Health impact]
- vi. Q6.3_6: Makes it harder to fit everything in [Fitting everything in]
- vii. Q6.3_7: I see no real difficulty in working on week evenings/nights (i.e. it's the same as any other day) [No real difficulty]
- viii. Q6.3_8 Other (please specify)

Difficulties with working weekday evenings/ nights are reported in Table 20. The most common response for all employees was the 'impact on ability to spend time with family' (21%), closely followed by 'impact of ability to socialise with friends' (20%). For those employed on casual work arrangements, 'family time' (25%) and 'socialising' (24%) are significantly higher difficulties compared to those employed on permanent work arrangements.

Table 20. Difficulties of working weekday evenings/ nights

| Items | Total Sample | Work arrangement | |
|----------------------------------------|--------------|------------------|--------|
| | | Permanent | Casual |
| Family time | 21% | 17% ↓ | 25% ↑ |
| Socialising | 20% | 16% ↓ | 24% ↑ |
| Community, sporting or cultural events | 10% | 10% | 10% |
| Pace of evening trade | 6% | 3% ↓ | 8% ↑ |
| Health impact | 8% | 10% | 7% |
| Fitting everything in | 7% | 8% | 7% |
| No real difficulty | 10% | 10% | 10% |
| Other | 1% | 2% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Finally, retail industry store-based employees who work weekday evenings/ nights were asked if they would work more weekday evening/ nights if they were offered (Q6.4) with data reported in Table 21. More than half (55%) of all employees who work weekday evenings/ nights would work more weekday evenings/ night shifts if they were offered. This proportion is significantly different by work arrangement, almost two thirds (65%) of casuals agreeing with the statement compared to 41% of those employed on a permanent work arrangement.

Table 21. Interest in additional weekday evening/ night work

| | Total Sample | Work arrangement | |
|------------|--------------|------------------|--------|
| | | Permanent | Casual |
| Yes | 55% | 41% ↓ | 65% ↑ |
| No | 29% | 39% ↑ | 22% ↓ |
| Don't know | 16% | 20% | 13% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Stage 2 data: Casual and Permanent employees both see few advantages to working weeknight evenings, including:

- A 'free morning' before a later shift can be utilised to sleep in, attend to life admin, exercise, enjoy the sunshine or attend lectures and study groups.
- Avoidance of peak hour traffic.
- Relative ease (compared to weekend shifts) of arranging for coverage of domestic duties - a partner working 9-5 could look after children or other family members could be called upon.

Casual and Permanent employees both identify the same types of disadvantages associated with working weekday evenings, including:

- More potential for "boring" shifts that drag because there are so few customers to serve so other time-filling activities have to be found. This disadvantage was category-specific.
It's a case of trying to look busy which means folding throws and towels endlessly to tidy up. Nothing else can be done but that. Casual, Home wares, Female, 55 YO, Sydney

- Detracts from important aspects of family life.
We are not there to do the dinner or put the kids to bed, so you have to rely on someone else like mum or friends. Permanent PT, Supermarket, Female, 38 YO, Sydney
- Takes a physical toll. Getting home after 9.30/10.00 pm can make it hard to wind down, meal times and exercise routines get disrupted and it can be tough if a late night is followed by an early start the next day.
The day gets dragged out too. If I start my shift at 12 or 1.00 I would have already have flown around all morning doing loads of washing at home or cleaning and mopping, then you are at work and on your feet for the next 8 hours. Casual, Department Store, 32 YO, Female
- Potential to miss out on post-work socialising with friends (going to the pub) or one-off events (gallery openings, workshops, lectures).
- Limited after-hours public transport can make getting home difficult and more expensive if taxis have to be used.

The vast majority of focus group participants worked a roster that required them to work every second weekday evening/ night and/ or Saturday. To this end, Casuals and Permanent employees were qualitatively similar in their view that working alternate or the occasional evening shift was not too onerous, it was certainly preferable to working Saturdays and it was relatively easy to make up things that were missed out on.

All the things I could be doing instead of working on a weeknight I can fit into other times. Like I can watch TV a bit later, most of my friends are studying too so their hours are always also weird. Casual, Book Retailing, Female, 23 YO, Melbourne

I probably prefer Thursday nights because for us Saturday is the busiest and pretty hectic and you don't have time to talk. Thursday nights are still busy but not the same. Casual, Clothing Retailer, Female, 28 YO, Sydney

2.5 Experience working Saturday

Stage 1 data: Of those retail industry store-based employees who work Saturday, a series of potential reasons for working Saturday shifts were asked (Q6.6). Six general motivations were asked, and all respondents were provided the option of 'other' in order to capture any motivations not included in the list provided.

- i. Q6.6_1: I have study commitments during the week [Study commitments]
- ii. Q6.6_2: I have family commitments during the week [Family commitments]
- iii. Q6.6_3: I have other employment commitments during the week [Employment commitments]
- iv. Q6.6_4: I prefer to spend time with my friends during the week [Spend time with friends]
- v. Q6.6_5: It is easier to make child care arrangements during the week [Childcare]
- vi. Q6.6_6: These are the hours my employer gives me [Hours given]
- vii. Q6.6_7: Other (please specify)

Respondents were also asked how frequently they worked Saturday in order to conduct analysis comparing motivations, benefits, difficulties of working weekday evenings/ nights for those who work every Saturday versus those who do not. The sample size is large enough to conduct analysis on this basis (Permanent & every Saturday = 130, Permanent & not every Saturday = 117; Casual & every Saturday = 145, Casual & not every Saturday = 173).

Reasons for working Saturday are reported in Table 22. The most common response for all employees was that these are ‘these are the hours my employer gives me’ (31%). For those employed on casual work arrangements, the next highest reason was having study commitments during the week (29%) which is significantly higher than for those employed on a permanent work arrangement (2%). Casual employees were also more likely to report other employment commitments as a motivation for working on a Saturday.

Table 22. Reasons for working Saturday

| | All | Work arrangement | |
|-------------------------|-----|------------------|--------|
| | | Permanent | Casual |
| Study commitments | 16% | 2% ↓ | 29% ↑ |
| Family commitments | 5% | 4% | 6% |
| Employment commitments | 3% | 2% | 4% |
| Spend time with friends | 2% | 3% | 2% |
| Childcare | 1% | 1% | 1% |
| Hours given | 31% | 30% | 32% |
| Other | 3% | 4% | 2% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Reasons for working Saturday and compared by work arrangement by frequency of working Saturday shifts are reported in Table 22b. The pattern of responses is similar to that in Table 22, with the most common response being that these are ‘these are the hours my employer gives me’ (31%), and for those employed on casual work arrangements, study commitments are the next key reason and significantly higher than for those employed on a permanent work arrangement.

Table 22b. Reasons for working Saturday (work arrangement by frequency of working Saturday)

| | Permanent | | | All | Casual | |
|-------------------------|-----------|----------------|--------------------|-------|----------------|--------------------|
| | All | Every Saturday | Not every Saturday | | Every Saturday | Not every Saturday |
| Study commitments | 2% ↓ | 6% ↓ | 3% ↓ | 29% ↑ | 43% ↑ | 44% ↑ |
| Family commitments | 4% | 7% | 6% | 6% | 10% | 7% |
| Employment commitments | 2% | 5% | 1% | 4% | 3% | 7% |
| Spend time with friends | 3% | 7% | 3% | 2% | 3% | 3% |
| Childcare | 1% | 1% | 3% | 1% | 3% | 1% |
| Hours given | 30% | 52% | 54% | 32% | 45% | 53% |
| Other | 4% | 10% ↑ | 4% | 2% | 6% | 1% ↓ |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent & every Saturday = 130, Permanent & not every Saturday = 117; Casual & every Saturday = 145, Casual & not every Saturday = 173.

Stage 2 data: Respondents identified two broad types of pay-off associated with working Saturdays:

1. **More money:** Whilst (some) employees received a Saturday penalty rate, the typically-held view was that:

a. A 10% loading does not make working Saturday worthwhile.

It's really not worth it to give up your Saturday for an extra \$2 an hour. And it's the busiest time so you are stressed out the whole time. Casual, Department Store, Female, 39 YO, Melbourne

Usually the weekends are the busiest out of the week. I find Saturdays are busier than Sundays often and the couple of extra dollars you get for the Saturday don't really compensate and should be a little bit more because you are so exhausted by the end of the day. Casual, Furniture Retailing, Female, 55 YO, Sydney

b. Higher weekend penalty rates should actually apply to Saturdays not Sundays, in recognition of the fact that Saturday is a significantly harder day to work.

I get time and half on Sundays and nothing Saturday! Saturday you should get triple pay because it is horrible, the worst day of the week. You do 350k through the tills compared to 70k on weekdays and it is nuts and no benefit for it. They stripped Saturday rate and Sunday they are doing their best with that and I will give it a flick and not work weekends if they do that. Permanent PT, Supermarket, Male, 42 YO, Sydney

If you are going to be working all weekend, you should be compensated a bit more especially on the Saturday. It is ridiculous that for Sunday you get paid more, when Saturday is just insane. Casual, Department Store, Male, 35 YO, Sydney

2. **Better prospects:** Employees showing willing to work Saturdays fosters weekend work 'bundling', thus increases the chances of getting the more lucrative Sunday shifts to make up for the deficit associated with Saturday work.

Time and a half on Sunday is one reason I haven't quit working weekends altogether and gives a little bit of extra cash. Permanent PT, Supermarket, Male, 42 YO, Sydney

Notwithstanding the overwhelmingly negative attitudes towards working Saturdays there is a significant minority who actually prefer Saturday trade. Selling higher involvement products (liquor, high end bedroom suites) to more engaged customers is both intrinsically more rewarding as well as offering more potential for significant sales (and for some, commission).

Involuntary Casual and Permanent PT employers on insufficient hours would accept Saturday work with alacrity in order to boost their earnings. As with working weeknights, there is much that is qualitatively similar between Casual and Permanent employees in relation to attitudes towards working Saturdays. Across the board, working Saturdays is viewed as a significant burden, based on a combination of more demanding work with meagre or no financial recognition depending on the retail category.

2.5.1 Benefits and difficulties

Stage 1 data: A series of potential benefits and difficulties were also asked (Q6.7). In terms of benefits, seven potential benefits were asked, and all respondents provided with the option of 'other' in order to capture any not included in the list provided.

- i. Q6.7_1: Flexibility around family commitments
- ii. Q6.7_2: Flexibility around study commitments
- iii. Q6.7_3: Increased pay
- iv. Q6.7_4: Less travel time commuting to work/ less busy public transport
- v. Q6.7_5: I like weekend trade
- vi. Q6.7_6: Having a weekday off
- vii. Q6.7_7: I see no real benefit in working on a Saturday
- viii. Q6.7_8: Other (please specify)

Benefits are presented in Table 23. The most common benefit of working a Saturday is 'increased pay' (22%), which rates higher for employees on a casual work arrangement (28%). Compared to permanent employees, casual employees see several benefits besides pay, including flexibility around study commitments (20%), flexibility around family commitments (10%), and enjoying working weekend retail trade (10%).

Table 23. Benefits of working Saturday

| Items | Total | Work arrangement | |
|---------------------|-------|------------------|--------|
| | | Permanent | Casual |
| Family commitments | 8% | 5% ↓ | 10% ↑ |
| Study commitments | 12% | 2% ↓ | 20% ↑ |
| Increased pay | 22% | 15% ↓ | 28% ↑ |
| Less travel time | 3% | 3% | 4% |
| Enjoy weekend trade | 8% | 5% ↓ | 10% ↑ |
| Having weekday off | 8% | 9% | 8% |
| No real benefit | 12% | 14% | 11% |
| Other | 1% | 1% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Benefits for working Saturday and compared by work arrangement by frequency of working Saturday shifts are reported in Table 23b. As in table 22, the most common benefit of working a Saturday is increased pay, which is significantly higher for casual employees working every Saturday (48%). Compared to casual employees who do not work every Saturday, those who do work every Saturday see several benefits in addition to increased pay, including flexibility around study commitments (35%), enjoying working weekend retail trade (22%), and less travel time (11%).

Table 23b. Benefits of working Saturday (work arrangement by frequency of working Saturday)

| | Permanent | | | All | Casual | |
|---------------------|-----------|----------------|--------------------|-------|----------------|--------------------|
| | All | Every Saturday | Not every Saturday | | Every Saturday | Not every Saturday |
| Family commitments | 5% ↓ | 8% | 10% | 10% ↑ | 17% | 15% |
| Study commitments | 2% ↓ | 4% ↓ | 3% ↓ | 20% ↑ | 35% ↑ | 28% ↑ |
| Increased pay | 15% ↓ | 28% | 26% | 28% ↑ | 48% ↑ | 37% |
| Less travel time | 3% | 7% | 4% | 4% | 11% ↑ | 1% ↓ |
| Enjoy weekend trade | 5% ↓ | 9% | 7% | 10% ↑ | 22% ↑ | 11% |
| Having weekday off | 9% | 13% | 20% | 8% | 17% | 8% ↓ |
| No real benefit | 14% | 28% | 22% | 11% | 12% ↓ | 20% |
| Other | 1% | 2% | 3% | 1% | 1% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent & every Saturday = 130, Permanent & not every Saturday = 117; Casual & every Saturday = 145, Casual & not every Saturday = 173.

In terms of difficulties, seven potential difficulties were asked (Q6.8), and all respondents provided with the option of 'other' in order to capture any not included in the list provided.

- i. Q6.8_1: Impact on ability to spend time with family
- ii. Q6.8_2: Impact of ability to socialise with friends
- iii. Q6.8_3: Impact on ability to attend community, sporting or cultural events
- iv. Q6.8_4: Pace of Saturday trade
- v. Q6.8_5: Limited staff on a Saturday
- vi. Q6.8_6: Inexperienced staff tend to work Saturday
- vii. Q6.8_7: I see no real difficulty in working on Saturday
- viii. Q6.8_8: Other (please specify)

Difficulties are presented in Table 24. The most common difficulty of working a Saturday is 'ability to spend time with family' (26%), followed by 'ability to socialise with friends' (22%). Ability to socialise with friends is rated as a significantly higher difficulty for employees on a casual work arrangement (28%). Also, the difficulty, 'pace of Saturday trade', is rated higher for employees on a casual work arrangement (15%).

Table 24. Difficulties of working Saturday

| Items | Total | Work arrangement | |
|-----------------------------------|-------|------------------|--------|
| | | Permanent | Casual |
| Ability to spend time with family | 26% | 23% | 28% |
| Ability to socialise with friends | 22% | 16% ↓ | 28% ↑ |
| Ability to attend events | 14% | 12% | 16% |
| Pace of Saturday trade | 12% | 9% ↓ | 15% ↑ |
| Limited staff on a Saturday | 10% | 8% | 11% |
| Inexperienced staff | 5% | 6% | 5% |
| No real difficulty | 11% | 9% | 12% |
| Other | 1% | 1% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Difficulties of working Saturday and compared by work arrangement by frequency of working Saturday shifts are reported in Table 24b. For permanent employees, the most commonly noted difficulties (in terms of having more than a quarter of respondents cite the difficulty), regardless of working every Saturday or not, are 'ability to spend time with family' and 'ability to socialise with friends'. For casual employees, a large proportion cite the 'ability to spend time with family' and 'ability to socialise with friends' as difficulties. The reported difficulty of 'ability to socialise with friends' was significantly more prominent for casual employees who work every Saturday.

Table 24b. Difficulties of working Saturday (work arrangement by frequency of working Saturday)

| | Permanent | | | All | Casual | |
|-----------------------------------|-----------|----------------|--------------------|-------|----------------|--------------------|
| | All | Every Saturday | Not every Saturday | | Every Saturday | Not every Saturday |
| Ability to spend time with family | 23% | 42% | 39% | 28% | 41% | 45% |
| Ability to socialise with friends | 16% ↓ | 32% | 25% ↓ | 28% ↑ | 47% ↑ | 40% |
| Ability to attend events | 12% | 23% | 19% | 16% | 26% | 24% |
| Pace of Saturday trade | 9% ↓ | 20% | 11% ↓ | 15% ↑ | 22% | 24% |
| Limited staff on a Saturday | 8% | 18% | 12% | 11% | 18% | 16% |
| Inexperienced staff | 6% | 11% | 10% | 5% | 8% | 7% |
| No real difficulty | 9% | 17% | 16% | 12% | 19% | 16% |
| Other | 1% | 0% | 5% ↑ | 1% | 1% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = Permanent & every Saturday = 130, Permanent & not every Saturday = 117; Casual & every Saturday = 145, Casual & not every Saturday = 173.

Finally, retail industry store-based employees who work Saturday shifts were asked if they would work more Saturday shifts if they were offered (Q6.9). Data is reported in Table 25 and shows that almost half (48%) of all employees who work Saturday shifts would work more Saturday shifts if they were offered. This proportion is significantly different by work arrangement, with 59% of those on a casual work arrangement agreeing with the statement, whereas 54% of those employed on a permanent work arrangement disagree and would not work more Saturday shifts if they were offered.

Table 25. Interest in additional Saturday work

| | All | Work arrangement | |
|------------|-----|------------------|--------|
| | | Permanent | Casual |
| Yes | 48% | 32% ↓ | 59% ↑ |
| No | 37% | 54% ↑ | 25% ↓ |
| Don't know | 15% | 14% | 16% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift).

Stage 2 data: Casuals and Permanent employees regard Saturday as the most challenging of the entire week. Described as *hectic* and *chaotic*, Saturday is the toughest day of the week irrespective of retail category. Some simply refuse to work on Saturday, preferring instead to put personal or family needs ahead of earning.

I am passionate about not working Saturdays. It is the busiest day, I don't think the money is worth enough for that stress and chaos and everything else that happens on Saturday. Casual, Fashion Retailing, Female, 32 YO, Sydney

Advantages of working Saturdays are few (small loading but only in some categories, easier commute, team spirit) but disadvantages are many and material.

- **Harder work:** With more customers, different kinds of customers and more demanding customers on a Saturday, Casual and Permanent staff alike are required to spend a significantly greater proportion of the day in customer interaction, leaving them more tired and with non-sales related tasks unfinished by the end of the day.
- **Upstream & downstream effect:** There can be constraints on evenings activities, both pre and post Saturday shift.
It can ruin your Friday night if you have something planned because you know Saturday will be a blockbuster and you have to have your wits about you. Bondi Junction is chaotic and will go from 9 to 6, if not later. Casual, Home ware Retailing, Female, 55 YO, Sydney
- **Social deprivation:** Working Saturdays means missing out on entire weekends away, having to decline invitations to significant celebratory occasions such as weddings, engagements and birthday parties (especially children's parties) and losing connection with sporting or cultural interest groups.
How many times have we all missed out on family functions? I have lost count over the years, how many engagement parties I have missed because I had to work the Saturday or dinners on Friday night or friends BBQ or grand final. I miss going to the footy on a Saturday – it might sound trivial but I still miss it. Permanent, Luxury Goods, Female, 45 YO, Melbourne
- **Erosion of family relationships:** Working Saturdays means missing out on involvement in children's sporting and social activities, negotiating with partners to

cover child rearing duties and dealing with emotional fall out from families feeling neglected.

A structural aspect underpinning a qualitative difference between Casual and Permanent employee's propensity and willingness to work Saturdays (and weekends in general) is the fact that those working casually over the weekend are often time richer (have fewer responsibilities, have only themselves to consider, have less structured routines) and so make less of a distinction between weekdays and weekends.

Being a student, you don't have uni at the weekend so you can work a full day if you want to earn more money than a few hours after uni. For younger people it is a time when you can work, even though you are trading it for maybe social time. Casual, Bakery, Female, 18YO, Sydney

2.6 Retail industry store-based employee profile

In this section, the profile of retail industry store-based employees is presented in terms of demographic profile, employment profile, and study profile. These profiles are compared in terms of employees who work on weekday evenings and Saturdays and in terms of those who are employed on a permanent and casual basis. This section of the report pertains to the survey data collection (Stage 1) only.

Retail industry store-based employees were recruited for the survey based on working in retail on either a casual or permanent basis, and based on working a variety of shifts, including weekday evening/ nights and Saturday. Table 26 presents the demographic profile for the sample in terms of gender, age, and location and compares the sample characteristics to the retail population, based on figures from the 2014 Retail Workforce Study.

- In terms of gender, the total sample consisted of a higher number of females (75%) than the retail workforce (57%) and in terms of age the sample population is over-represented in terms of younger retail industry store-based employees. To rectify this, a gender and age weighting was applied to the survey data in order to reflect the gender and age split of the working population according to the 2014 Retail Workforce Study.
- Significance testing indicates that a greater proportion of casual employees are female (79%) and in the youngest age bracket (71%). In terms of employment location, respondents represent a variety of state locations, with the sample spread closely representing the population spread.

Table 26. Demographic profile: Gender, age, and location compared to population

| | Pop. Total | Sample Total | Work arrangement | | Work shift | |
|-------------------|------------|--------------|------------------|--------|----------------------------------------|-----------------|
| | | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| <i>Gender</i> | | | | | | |
| Male | 43% | 25% | 31% ↑ | 20% ↓ | 25% | 24% |
| Female | 57% | 74% | 68% ↓ | 79% ↑ | 74% | 75% |
| Prefer not to say | - | 1% | 1% | 1% | 1% | 1% |
| <i>Age</i> | | | | | | |
| < 24 years | 34% | 45% | 16% ↓ | 71% ↑ | 50% ↑ | 51% ↑ |
| 25-34 years | 21% | 21% | 33% ↑ | 10% ↓ | 22% | 17% ↓ |
| 35-44 years | 17% | 12% | 18% ↑ | 6% ↓ | 10% | 11% |
| 45-54 years | 16% | 9% | 14% ↑ | 5% ↓ | 10% | 7% |
| 55-64 years | 10% | 11% | 16% ↑ | 6% ↓ | 7% ↓ | 12% |
| > 65 years | 2% | 2% | 3% | 2% | 1% ↓ | 2% |
| <i>Location</i> | | | | | | |
| ACT | 1% | 1% | 2% | 0% | 1% | 1% |
| NSW | 31% | 27% | 16% | 15% | 14% | 14% |
| NT | 1% | 0% | 0% | 0% | 0% | 0% |
| QLD | 21% | 19% | 13% | 11% | 13% | 12% |
| SA | 7% | 7% | 8% | 5% | 6% | 6% |
| TAS | 2% | 3% | 2% | 1% | 2% | 2% |
| VIC | 25% | 29% | 17% | 24% | 24% ↑ | 20% |
| WA | 11% | 12% | 10% | 13% | 11% | 9% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = All respondents.

Table 27 presents the demographic profile for gender, age, and location for permanent and casual employees who work Monday to Friday evening/ nights and Saturday shifts.

- In terms of permanent employees, those who work Monday to Friday evening/ night shifts are more likely to be female (79%) and in the age brackets 25-34 years and 45-54 years of age. Permanent employees who work Saturday shifts are more likely male (37%) and between the ages 25-34 years (28%), 35-44 years (17%), and 55-64 years (21%).
- In terms of casual employees, the gender relationship switches compared to permanent, with those who work Monday to Friday evening/ night shifts more likely male (36%) and those who work Saturday shifts more likely female (78%). Those working Saturday shifts are most likely in the under 24 age bracket (78%).

Table 27. Demographic profile: Gender, age, and location compared to population (work arrangement by work shift)

| | Sample Total | Permanent | | Casual | |
|-------------------|--------------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| <i>Gender</i> | | | | | |
| Male | 25% | 21% | 37% ↑ | 36% | 20% ↓ |
| Female | 74% | 79% | 62% | 61% | 78% ↑ |
| Prefer not to say | 1% | 0% | 1% | 3% | 1% |
| <i>Age</i> | | | | | |
| < 24 years | 45% | 21% ↓ | 17% ↓ | 58% | 78% ↑ |
| 25-34 years | 21% | 38% ↑ | 28% ↑ | 17% | 8% ↓ |
| 35-44 years | 12% | 7% | 17% ↑ | 6% | 6% |
| 45-54 years | 9% | 24% ↑ | 14% | 14% | 3% ↓ |
| 55-64 years | 11% | 10% | 21% ↑ | 6% | 4% ↓ |
| > 65 years | 2% | 0% | 4% | 0% | 1% |
| <i>Location</i> | | | | | |
| ACT | 1% | 3% ↑ | 1% | 0% | 0% |
| NSW | 27% | 17% | 13% | 17% | 12% |
| NT | 0% | 0% | 0% | 0% | 0% |
| QLD | 19% | 17% | 14% | 14% | 11% |
| SA | 7% | 0% | 7% | 8% | 1% |
| TAS - | 3% | 0% | 4% | 3% | 1% |
| VIC | 29% | 28% | 14% | 31% | 20% |
| WA | 12% | 21% | 5% ↓ | 14% | 13% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = All respondents who work Monday to Friday evening/ night/ Saturday shifts.

Retail industry store-based employees were also profiled on income, household composition, and education-based demographic characteristics, presented in Table 28. In terms of income after tax, casual employees are more likely to earn less than permanent employees. However, casual employees are more likely to have another source of income (13%) – most commonly Government benefits (44%). Casual employees are also more likely to be living with parents (60%) and to have high school as their highest completed education level (56%).

Table 28. Demographic profile: Income, household composition, and education

| | Sample Total | Work arrangement | | Work shift | |
|------------------------------------------|--------------|------------------|--------|----------------------------------------|-----------------|
| | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| <i>Income, after tax</i> | | | | | |
| Under \$5,000 | 8% | 0% ↓ | 15% ↑ | 8% | 9% |
| \$5,001-\$10,000 | 10% | 1% ↓ | 18% ↑ | 13% | 9% |
| \$10,001-\$15,000 | 8% | 3% ↓ | 13% ↑ | 10% | 8% |
| \$15,001-\$20,000 | 11% | 8% ↓ | 14% ↑ | 15% ↑ | 13% |
| \$20,001-\$30,000 | 12% | 9% ↓ | 16% ↑ | 12% | 13% |
| \$30,001-\$40,000 | 12% | 20% ↑ | 4% ↓ | 10% | 14% |
| \$40,001-\$50,000 | 12% | 20% ↑ | 5% ↓ | 10% | 10% |
| \$50,001-\$60,000 | 7% | 12% ↑ | 3% ↓ | 5% | 6% |
| \$60,001-\$80,000 | 5% | 10% ↑ | 1% ↓ | 5% | 5% |
| Over \$80,000 | 4% | 7% ↑ | 0% ↓ | 3% | 3% |
| Prefer not to say | 10% | 8% | 11% | 11% | 10% |
| <i>Main source of income</i> | | | | | |
| Yes | 91% | 94% ↑ | 87% ↓ | 93% ↑ | 90% |
| No | 9% | 6% ↓ | 13% ↑ | 7% ↓ | 10% |
| <i>Other income sources</i> | | | | | |
| Friends/Family | 22% | 31% | 18% | 30% | 21% |
| Other employment | 24% | 19% | 26% | 11% | 29% |
| Government benefits | 38% | 23% | 44% | 44% | 30% |
| Other | 17% | 27% | 13% | 15% | 20% |
| <i>Household situation</i> | | | | | |
| Alone | 9% | 13% ↑ | 6% ↓ | 7% | 9% |
| With parents | 39% | 15% ↓ | 60% ↑ | 47% ↑ | 43% ↑ |
| With partner/ children | 43% | 64% ↑ | 24% ↓ | 38% ↓ | 38% ↓ |
| Share arrangement | 7% | 7% | 8% | 6% | 7% |
| Other | 2% | 1% | 2% | 2% | 3% |
| <i>Family composition</i> | | | | | |
| Single parent | 11% | 10% | 12% | 13% | 9% ↓ |
| Couple with children | 42% | 41% | 43% | 44% | 42% |
| Single, no children | 31% | 28% | 33% | 29% | 34% ↑ |
| Couple, no children | 17% | 21% ↑ | 12% ↓ | 14% | 15% |
| <i>Highest education</i> | | | | | |
| High School | 45% | 34% ↓ | 56% ↑ | 48% | 50% ↑ |
| Certificate I, II, III, or IV | 19% | 24% ↑ | 15% ↓ | 18% | 18% |
| Diploma or Advanced Diploma | 12% | 16% ↑ | 9% ↓ | 10% | 12% |
| Bachelor Degree | 17% | 17% | 17% | 18% | 15% |
| Graduate Certificate or Graduate Diploma | 2% | 4% ↑ | 1% ↓ | 2% | 2% |

| | | | | | |
|---------------------|----|----|----|----|----|
| Postgraduate Degree | 3% | 4% | 2% | 4% | 2% |
| Other | 1% | 1% | 1% | 1% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = All respondents.

Table 29 presents the demographic profile for income, household composition, and education for permanent and casual employees who work Monday to Friday evening/ nights and Saturday shifts. Permanent employees tend to report higher income, after tax and living arrangements involving a partner/ children. Casual employees tend to report lower income levels and higher levels of having a secondary income. Their household composition is more commonly that they live with their parents.

Table 29. Demographic profile: Income, household composition, and education (work arrangement by work shift)

| | Sample Total | Permanent | | Casual | |
|------------------------------|--------------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| <i>Income, after tax</i> | | | | | |
| Under \$5,000 | 8% | 0% ↓ | 0% ↓ | 17% | 23% ↑ |
| \$5,001-\$10,000 | 10% | 0% ↓ | 0% ↓ | 25% ↑ | 15% ↑ |
| \$10,001-\$15,000 | 8% | 10% | 0% ↓ | 8% | 11% |
| \$15,001-\$20,000 | 11% | 10% | 17% | 11% | 19% |
| \$20,001-\$30,000 | 12% | 3% | 10% | 17% | 9% |
| \$30,001-\$40,000 | 12% | 3% | 23% ↑ | 0% ↓ | 3% ↓ |
| \$40,001-\$50,000 | 12% | 21% ↑ | 14% | 8% | 3% ↓ |
| \$50,001-\$60,000 | 7% | 10% | 14% ↑ | 3% | 0% ↓ |
| \$60,001-\$80,000 | 5% | 17% ↑ | 10% | 0% | 3% |
| Over \$80,000 | 4% | 7% | 7% ↑ | 0% | 0% ↓ |
| Prefer not to say | 10% | 17% | 6% | 11% | 15% |
| <i>Main source of income</i> | | | | | |
| Yes | 91% | 90% | 94% | 89% | 83% ↓ |
| No | 9% | 10% | 6% | 11% | 17% ↑ |
| <i>Other income sources</i> | | | | | |
| Friends/Family | 22% | 67% | 14% | 0% | 33% |
| Other employment | 24% | 33% | 29% | 0% | 30% |
| Government benefits | 38% | 0% | 29% | 75% ↑ | 22% |
| Other | 17% | 0% | 29% | 25% | 15% |
| <i>Household situation</i> | | | | | |
| Alone | 9% | 7% | 11% ↑ | 3% | 4% |
| With parents | 39% | 17% ↓ | 16% ↓ | 56% | 68% ↑ |
| With partner/ children | 43% | 69% ↑ | 62% ↑ | 28% ↓ | 23% ↓ |
| Share arrangement | 7% | 7% | 9% | 14% | 4% |
| Other | 2% | 0% | 2% | 0% | 1% |
| <i>Family composition</i> | | | | | |
| Single parent | 11% | 17% | 6% | 17% | 8% |

| | | | | | |
|------------------------------------------|-----|-------|-------|-------|-------|
| Couple with children | 42% | 45% | 43% | 42% | 52% |
| Single, no children | 31% | 14% ↓ | 36% | 28% | 31% |
| Couple, no children | 17% | 24% ↑ | 15% | 14% | 9% |
| <i>Highest education</i> | | | | | |
| High School | 45% | 21% ↓ | 40% | 50% | 61% ↑ |
| Certificate I, II, III, or IV | 19% | 24% | 26% ↑ | 11% | 13% |
| Diploma or Advanced Diploma | 12% | 17% | 16% | 6% | 10% |
| Bachelor Degree | 17% | 24% | 12% | 28% ↑ | 13% |
| Graduate Certificate or Graduate Diploma | 2% | 7% ↑ | 2% | 0% | 1% |
| Postgraduate Degree | 3% | 3% | 4% | 6% | 1% |
| Other | 1% | 3% | 0% | 0% | 1% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = All respondents who work Monday to Friday evening/ night/ Saturday shifts.

We further profile retail industry store-based employees in terms of their employment profile, presented in Table 30. Forty-one percent of retail industry store-based employees surveyed have worked in the retailing industry for 5 years or more and 14% have done so for less than 1 year, with casual employees more likely to have been employed in the retail industry for five years and less. Fifteen percent have been with their current employer for more than 10 years, with casual employees more likely to have been with their current employer for 2 years or less. More than half (52%) of retail industry store-based employees surveyed are employed according to the GRIA and 25% according to an EBA. The remaining 23% are unsure of the nature of their industrial instrument. Casual employees surveyed were more likely to be employed according to the GRIA (60%).

Table 30. Employment profile

| | Total | Work arrangement | | Work shift | |
|------------------------------|-------|------------------|--------|----------------------------------------|-----------------|
| | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| <i>Employment status</i> | | | | | |
| Permanent | 23% | 49% | - | 16% ↓ | 20% ↓ |
| Permanent Part-time | 24% | 51% | - | 28% | 23% |
| Casual | 53% | - | 100% | 56% | 57% ↑ |
| <i>Time retail sector</i> | | | | | |
| < 3 months | 2% | 0% ↓ | 4% ↑ | 2% | 2% |
| 3 to 12 months | 12% | 5% ↓ | 19% ↑ | 12% | 12% |
| 1 to 2 years | 12% | 7% ↓ | 17% ↑ | 15% | 12% |
| 2 to 5 years | 32% | 24% ↓ | 40% ↑ | 33% | 34% |
| 5 to 10 years | 16% | 20% ↑ | 12% ↓ | 15% | 16% |
| > 10 years | 25% | 44% ↑ | 8% ↓ | 23% | 24% |
| <i>Time current employer</i> | | | | | |
| < 1 year | 25% | 10% ↓ | 39% ↑ | 26% | 26% |

| | | | | | |
|------------------------------|-----|-------|-------|-------|-------|
| 1 to 2 years | 21% | 16% ↓ | 25% ↑ | 25% ↑ | 21% |
| 2 to 5 years | 27% | 25% | 28% | 25% | 26% |
| 5 to 10 years | 12% | 19% ↑ | 7% ↓ | 11% | 11% |
| > 10 years | 15% | 30% ↑ | 2% ↓ | 13% | 15% |
| <i>Current employer size</i> | | | | | |
| < 20 | 25% | 20% ↓ | 29% ↑ | 16% ↓ | 26% |
| 21-49 | 14% | 12% | 16% | 15% | 11% ↓ |
| 50-99 | 6% | 5% | 6% | 6% | 5% |
| 100-249 | 6% | 6% | 6% | 7% | 5% |
| 250-499 | 4% | 5% | 2% | 2% | 4% |
| 500-999 | 3% | 4% | 2% | 3% | 2% |
| > 1,000 | 28% | 37% ↑ | 19% ↓ | 33% ↑ | 30% |
| Not sure | 15% | 10% ↓ | 20% ↑ | 17% | 16% |
| <i>Retail category</i> | | | | | |
| Department store | 28% | 27% | 28% | 31% | 28% |
| Clothing | 15% | 11% ↓ | 19% ↑ | 15% | 15% |
| Footwear | 2% | 1% | 2% | 2% | 2% |
| Furniture | 1% | 2% ↑ | 0% ↓ | 0% ↓ | 1% |
| Hardware | 4% | 5% | 3% | 3% | 3% |
| Music | 0% | 0% | 0% | 0% | 0% |
| Recreational goods | 3% | 1% ↓ | 4% ↑ | 1% ↓ | 2% |
| Accessories | 3% | 3% | 3% | 4% | 2% |
| Pharmaceuticals | 4% | 3% | 4% | 3% | 4% |
| Other ² | 41% | 46% ↑ | 36% ↓ | 42% | 42% |
| <i>Arrangement</i> | | | | | |
| EBA | 25% | 37% ↑ | 15% ↓ | 31% ↑ | 26% |
| GRIA | 52% | 43% ↓ | 60% ↑ | 48% | 51% |
| Unsure | 23% | 21% | 25% | 20% | 23% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); ² Other includes: Motor vehicle retailing, Fuel retailing, other store-based retailing; SAMPLE BASE = All respondents.

Table 31 presents the employment profile for permanent and casual employees who work Monday to Friday evening/ nights and Saturday shifts. Similar patterns exist to those shown in Table 30.

Table 31. Employment profile (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|------------------------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| <i>Employment status</i> | | | | | |
| Permanent | 23% | 41% | 46% | - | - |
| Permanent Part-time | 24% | 59% | 54% | - | - |
| Casual | 53% | - | - | 100% | 100% |
| <i>Time retail sector</i> | | | | | |
| < 3 months | 2% | 0% | 0% | 11% ↑ | 3% |
| 3 to 12 months | 12% | 7% | 5% ↓ | 19% | 16% |
| 1 to 2 years | 12% | 10% | 9% | 22% | 15% |
| 2 to 5 years | 32% | 24% | 25% ↓ | 36% | 50% ↑ |
| 5 to 10 years | 16% | 21% | 19% | 6% | 9% |
| > 10 years | 25% | 38% ↑ | 42% ↑ | 6% ↓ | 8% ↓ |
| <i>Time current employer</i> | | | | | |
| < 1 year | 25% | 24% | 11% ↓ | 36% | 38% ↑ |
| 1 to 2 years | 21% | 17% | 15% | 33% | 26% |
| 2 to 5 years | 27% | 21% | 28% | 28% | 32% |
| 5 to 10 years | 12% | 10% | 9% | 3% | 4% |
| > 10 years | 15% | 28% ↑ | 38% ↑ | 0% ↓ | 0% ↓ |
| <i>Current employer size</i> | | | | | |
| < 20 | 25% | 7% ↓ | 27% | 19% | 40% ↑ |
| 21-49 | 14% | 21% | 9% | 19% | 14% |
| 50-99 | 6% | 10% | 4% | 8% | 9% |
| 100-249 | 6% | 14% ↑ | 0% ↓ | 6% | 3% |
| 250-499 | 4% | 0% | 5% | 3% | 3% |
| 500-999 | 3% | 7% | 3% | 6% | 1% |
| > 1,000 | 28% | 28% | 39% ↑ | 17% | 13% ↓ |
| Not sure | 15% | 14% | 13% | 22% | 18% |
| <i>Retail category</i> | | | | | |
| Department store | 28% | 24% | 32% | 39% | 24% |
| Clothing | 15% | 14% | 11% | 14% | 22% ↑ |
| Footwear | 2% | 3% | 0% | 0% | 1% |
| Furniture | 1% | 0% | 2% | 0% | 0% |
| Hardware | 4% | 0% | 5% | 3% | 1% |
| Music | 0% | 0% | 0% | 0% | 0% |
| Recreational goods | 3% | 0% | 0% | 0% | 6% ↑ |
| Accessories | 3% | 7% | 2% | 6% | 1% |
| Pharmaceuticals | 4% | 0% | 4% | 6% | 6% |
| Other ² | 41% | 52% | 46% | 33% | 37% |
| <i>Arrangement</i> | | | | | |
| EBA | 25% | 34% | 32% ↑ | 19% | 14% ↓ |
| GRIA | 52% | 52% | 40% ↓ | 61% | 58% |
| Unsure | 23% | 14% | 28% | 19% | 28% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); ² Other includes: Motor vehicle retailing, Fuel retailing, other store-based retailing; SAMPLE BASE = All respondents who work Monday to Friday evening/ night/ Saturday shifts.

Finally, retail industry store-based employees were profiled in terms of their study profile, presented in Table 32. More than half (57%) of respondent son a casual work arrangement report studying full-time and those who are studying full-time are more likely to work Monday to Friday evening/ night shifts (39%) and Saturday shifts (38%). For those that are studying, Monday to Friday during the day (33%) is the most common time to undertake study activities, with those working Monday to Friday evening/ night shifts (40%) and Saturday shifts (39%) more likely to undertake study activities Monday to Friday during the day.

Table 32. Study profile

| | Total | Work arrangement | | Work shift | |
|--------------------------------------------------|-------|------------------|--------|----------------------------------------|-----------------|
| | | Permanent | Casual | Monday to Friday evening/ night shifts | Saturday shifts |
| <i>Studying status</i> | | | | | |
| Not currently studying | 61% | 87% ↑ | 37% ↓ | 56% ↓ | 56% ↓ |
| Full-time student | 33% | 6% ↓ | 57% ↑ | 39% ↑ | 38% ↑ |
| Part-time student | 6% | 7% | 6% | 5% | 6% |
| <i>When do you undertake studying activities</i> | | | | | |
| Monday to Friday during the day | 33% | 7% ↓ | 56% ↑ | 40% ↑ | 39% ↑ |
| Monday to Friday in the evening/night | 14% | 5% ↓ | 22% ↑ | 12% | 17% ↑ |
| Saturday | 7% | 2% ↓ | 12% ↑ | 9% | 7% |
| Sunday | 8% | 3% ↓ | 12% ↑ | 9% | 8% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = All respondents.

Table 33 presents the study profile for permanent and casual employees who work Monday to Friday evening/ nights and Saturday shifts. Similar patterns exist to those shown in Table 32.

Table 33. Study profile (work arrangement by work shift)

| | Total | Permanent | | Casual | |
|--------------------------------------------------|-------|-------------|----------|-------------|----------|
| | | M-F evening | Saturday | M-F evening | Saturday |
| <i>Studying status</i> | | | | | |
| Not currently studying | 61% | 83% ↑ | 86% ↑ | 44% ↓ | 34% ↓ |
| Full-time student | 33% | 10% ↓ | 4% ↓ | 53% ↑ | 59% ↑ |
| Part-time student | 6% | 7% | 11% | 3% | 6% |
| <i>When do you undertake studying activities</i> | | | | | |
| Monday to Friday during the day | 33% | 3% ↓ | 11% ↓ | 56% ↑ | 59% ↑ |

| | | | | | |
|---------------------------------------|-----|-----|------|-------|-------|
| Monday to Friday in the evening/night | 14% | 10% | 4% ↓ | 6% | 25% ↑ |
| Saturday | 7% | 3% | 0% ↓ | 14% ↑ | 10% |
| Sunday | 8% | 7% | 2% ↓ | 14% | 13% |

Note: Significant differences are represented by Blue text = significantly HIGHER than total sample; Red text = significantly LOWER than total sample; Green cell = significantly HIGHER when compared to respective column (i.e. work arrangement or work shift); SAMPLE BASE = All respondents who work Monday to Friday evening/ night/ Saturday shifts.

Appendices

Appendix A: Curriculum vitae

SEAN SANDS

Associate Professor of Marketing & Co-Director, CXI Research Group
Swinburne Business School
ssands@swin.edu.au

SUMMARY

Below are key summary and highlights across industry engagement, research, teaching, service and media:

- a) *Industry engagement:* My service is based on being the Co-Director of the CXI Research Group, acting as the conduit between academia and industry and generating Category 3 funding.
- b) *Research:* I have published a number of articles, 1 ranked A*, 8 ranked A, and 5 ranked as B publications according to the 2013 Australian Business Deans Council Ranking List (ABDC)). My current h-index is 10, which is above the median for Level D academics in Australia (Soutar, 2013). Much of my research is in the area of retailing and has been recognised in the article '*Prominent retailing authors and institutions: 2009-2015*' where I am ranked as the #12 individual publishing in the Journal of Retailing and Consumer Services.
- c) *Teaching:* Average unit and teaching evaluation score of 4.2 out of 5, new flipped class unit development, and successful PhD and Honours (H1A) supervision. In terms of supervision, I have successfully supervised 6 Honours students, and in 2016 was the faculty nominee for the Vice Chancellor's Award for Honours Supervision, receiving a special commendation. I have two PhD completions and 2 current PhD students.
- d) *Service and media:* I play active service roles on the Department's Executive Committee and Industry Advisory Board, as well as being on Massey University's Advisory Board for the Centre for Advanced Retail Studies (CARS) and acting as chair of the Academic Board for the Applied Property Development Institute (APDI). I am regularly invited to present industry and keynote addresses at national and international conferences, serve on a range of domestic and international judging committees, and appear across a range of local and international news media.

EMPLOYMENT RECORD

- 2017 to present: Associate Professor of Marketing & Co-Director, CXI Research Group, Swinburne University of Technology
- 2011 to Present: Visiting Professor, EADA Business School, Spain.
- 2008 to 2017: Associate Professor & MD, ACRS Research Unit, Monash Business School
- 2006 to 2008: Senior Research Fellow, Chant Link & Associates
- 2004 to 2006: Research Executive, TNS Market Research, NZ.

RESEARCH RECORD

Grants and Awards:

- Dean's Award for Research Impact (2016)
- Faculty Nominee, Vice Chancellor's Award for Research Impact (2016)
- Faculty Nominee, Vice Chancellor's Award for Honours Supervision (2016)
- Special Commendation, Vice Chancellor's Award for Honours Supervision (2016)
- Category 3 research funding in excess of \$3 million: Developed research projects with Australian and International commercial clients, Government and non-profit organisations. The projects have spanned a wide variety of topics, and are frequently

focused on assisting organisations in developing innovative approaches to connect with consumers or new markets (from 2008 to present).

- Awarded several Department and Faculty research grants, totalling \$20,000.

Research outputs:

Current manuscripts in 1st or 2nd round review

1. World Famous in New Zealand: How mundane brands give rise to banal nationalism. *Journal of Consumer Research*, with co-authors Michael Beverland, Giana M. Eckhardt and Avi Shankar (ABCD, A* Ranked).
2. Customer participation and innovation: Conceptualizing, delineating, and leveraging customization strategies. *Journal of Marketing Management*, 1st round review, with co-authors Jessica Pallant, Ingo Karpen and Emily Chung (ABCD, A Ranked).
3. Why do multi-channel shoppers spend more? Investigating the role of self-selection. *Journal of Interactive Marketing*, 1st round review, with co-authors Jason Pallant, Carla Ferraro and Jessica Pallant (ABCD, A Ranked).

Journal publications

1. Kachouie, R., Mavondo, F., & Sands, S. (2018). Dynamic Marketing Capabilities View on Creating Market Change. *European Journal of Marketing*, available online. (ABDC, A* Ranked)
2. Lowe, J., Maggioni, M., and Sands, S. (2018). Critical success factors of temporary retail activations: A multi-actor perspective. *Journal of Retailing and Consumer Services*, 40, 74-81. (ABCD, A Ranked)
3. Ferraro, C., Danaher, T., Danaher P., & Sands, S. (2017). The magnitude of change effect in store remodeling. *Journal of Retailing*, 93(4), 440-457. (ABCD, A* Ranked)
4. Pallant, J., Danaher, P., Sands, S., & Danaher, T. (2017). An empirical analysis of factors that influence retail website visit types. *Journal of Retailing and Consumer Services*, 39, 62-70. (ABCD, A Ranked)
5. Kennedy, A.M., Sommer, K., Bajaj, N., Bakonyi, A. & Sands, S. (2017). Uncovering wicked problem's system structure: seeing the forest for the trees. *Journal of Social Marketing*, 7(1), 51-73. (ABCD, B Ranked)
6. Sands, S., Ferraro, C., Campbell, C. & Pallant, J. (2016). Segmenting multichannel service outputs across search, purchase and after-sales. *Journal of Retailing and Consumer Services*. 33, 62-71. (ABDC, A Ranked)
7. Ferraro, C., Sands, S., & Brace-Govan, J. (2016). The role of fashionability in second-hand shopping motivations. *Journal of Retailing and Consumer Services*, 32, 262-268. (ABDC, A Ranked)
8. Sands, S., Oppewal, H., & Beverland, M. B. (2015). How customers value in-store educational and entertaining events: The moderating role of shopper motivation. *Journal of Retailing and Consumer Services*, 23, 9-20. (ABDC, A Ranked)
9. Newton, J., Tsarenko, Y., Ferraro, C., & Sands, S. (2015). Environmental concern and environmental purchasing: The mediating role of learning strategy. *Journal of Business Research*, 68(9), 1974-1981. (ABDC, A Ranked)
10. Campbell, C., Ferraro, C., & Sands, S. (2014). Segmenting consumer reactions to social network advertising. *European Journal of Marketing*, 48, 3/4, 432-452. (ABDC, A* Ranked)
11. Tsarenko, Y., Ferraro, C., Sands, S., & McLeod, C. (2013). Environmentally conscious consumption: The role of retailers and peers as external influences. *Journal of Retailing and Consumer Services*, 20, 302-310. (ABDC, A Ranked)
12. Sands, S., Harper, E., & Ferraro, C. (2011). Customer-to-non customer interactions: Extending the social dimension of the store environment. *Journal of Retailing and Consumer Services*, 18(5), 438-447. (ABDC, A Ranked)
13. Sands, S., Ferraro, C., & Luxton, S. (2010). Does the online channel pay? A comparison of online versus offline information search on physical store spend.

- International Review of Retail, Distribution and Consumer Research*, 20(4), 397-410. (ABDC, B Ranked)
14. Sands, S., & Ferraro, (2010). Retailers' strategic responses to economic downturn: Insights from down under. *International Journal of Retail & Distribution Management*, 38(8), 567-577. (ABDC, B Ranked)
 15. Sands, S., Oppewal, H., & Beverland, M. B. (2009). The effect of in-store themed events on consumer store choice. *Journal of Retail and Consumer Services*, 16, 386-395. (ABDC, A Ranked)
 16. Healy, M., Beverland, M. B., Oppewal, H., & Sands, S. (2007). Understanding retail experience – The case for ethnography. *International Journal of Market Research*, 49(6), 1-28. (ABDC, B Ranked)
 17. Sands, S., Oppewal, H., & Beverland, M. B. (2007). The influence of in-store experiential events on shopping value perceptions and shopping behavior. *Advances in Consumer Research*, 35, 298-303. (ABDC, B Ranked)

Book/ Book Chapter

1. Kennedy, A., Kapitan, S., Bajaj, N., Bakonyi, A. and Sands, S. (2017). "Fast Fashion, a Wicked Problem for Macro-Social Marketing" in Hastings, G. and Domegan, C. (Eds) *Social Marketing, Rebels with a Cause*, 3ed, Routledge, UK
2. Sands, Sean & Ferraro, Carla (2012). "Case 16: Attracting Generation Y to a Retail Career", in Levy, Michael & Weitz, Barton A. *Retail Management*, 9ed, McGraw-Hill, New York, pp. 574-575.
3. Minahan, S., Sands, S., & Ferraro, C. (2011). *The Inscrutable Shopper Consumer Resistance in Retail*. New York, NY: BEP Press. (ISBN: 978-1-60649-171-3).

*Conference Proceedings *) Presenter*

1. Maggioni, Isabella and Sean Sands, (2018). Zen and the Art of Shopping: An Inquiry into Wellbeing, Self-Congruity and Motivational Orientation, EMAC 2018 Conference, Glasgow, Scotland.
2. Pallant, Jess, Ingo Karpen, Emily Chung, and Sean Sands, (2017). Understanding customer segments in online customization, Proceeding of ANZMAC Conference 2017, RMIT, Melbourne: VIC.
3. Demsar, Vlad*, Jan Brace-Govan, and Sean Sands, (2017). Subcultural Evolutions: A Discursive Understanding of Online Trolling. Consumer Culture Theory (CCT) Conference, USA.
4. Demsar, Vlad*, Jan Brace-Govan, and Sean Sands, (2015). Brand Trolling: Understanding the Battle Against Consumption and Marketing, Proceeding of ANZMAC Conference 2015, UNSW, Sydney: NSW.
5. Sands, Sean*, Carla Ferraro, Colin Campbell and Cohen, Justin (2012). An exploration of consumer reactions to social network advertising. Paper presented at the Asia-Pacific conference of the Association for Consumer Research, Queenstown NZ, 6- 8 July.
6. Beverland, Michael B.*, Avi Shankar and Sean Sands (2011). Authentically Kiwi: How Mundane Objects Shaped Collective Identity, Consumer Culture Theory Conference, Special Session: Deeper Explorations of the Mechanics of Authenticity, Northwestern University, Kellogg School of Management.
7. Sands, Sean* and Carla Ferraro (2011). The Influence of Multichannel Retail Offers on Value Perceptions and Satisfaction. In: Proceedings of the European Institute of Retailing and Services Studies Conference, San Diego, USA, 15-18 July.
8. Sands, Sean*, Carla Ferraro and Tracey Dagger (2010). What Channels Should Be Employed? A Comparison of Traditional and Emerging Channel Effects on Perceived Value and Satisfaction. Australian and New Zealand Marketing Academy Conference, Christchurch, New Zealand.
9. Sands, Sean, and Michael B. Beverland (2010). Kiwiana: National identity and consumption, European Advances in Consumer Research, London, UK.

10. Sands, Sean, Harmen Oppewal (2010). Effects of experiential events on store and mall shoppers' value perceptions and behavioral intentions, The European Institute of Retailing and Services Studies (EIRASS), Budapest.
11. Ferraro, Carla* and Sean Sands (2010). Retailers adoption of multiple channels for transaction: The interplay of innovation, market orientation and organisational capabilities. Australian and New Zealand Marketing Academy Conference, Christchurch, New Zealand.
12. Bond, Camilla*, Carla Ferraro, Sandra Luxton and Sean Sands (2010). Social Media Advertising: An Investigation of Consumer Perceptions, Attitudes, and Preferences for Engagement. Australian and New Zealand Marketing Academy Conference, Christchurch, New Zealand.
13. McIver, Peter, Sandra Luxton and Sean Sands (2009). Multichannel Shopping: The Relationship between Search and Purchase Channel Choice, Australian and New Zealand Marketing Academy Conference, Melbourne, Australia.
14. Ferraro, Carla and Sean Sands (2009). Greentailing: A key to thriving in the recession?, Australian and New Zealand Marketing Academy Conference, Melbourne, Australia.
15. Sands, Sean, Oppewal, Harmen, and Michael, B. Beverland (2009). The effects of in-store themed events on consumer store choice, The European Association for Education and Research in Commercial Distribution (EAERCD), University of Surrey, UK.
16. Sands, S, Jones, Alana, and Carla Ferraro (2009). Determining the impact of the Global Financial Crisis on the retail sector, 5th Conference on Retailing in Asia-Pacific, Honk Kong.
17. Sands, Sean, Oppewal, Harmen, and Michael, B. Beverland (2008). A stated choice experiment to study the effect of in-store retail events on store choice, 37th Annual EMAC Conference, Brighton, UK.
18. Sands, S, Oppewal, Harmen, Beverland, Michael. B, and Michael. Healy (2007). Influencing shopping value perceptions: The effect of in-store experiential events, Australian and New Zealand Marketing Academy Conference, Dunedin, New Zealand.
19. Sands, Sean, Harmen Oppewal, and Michael B. Beverland (2007). The impact of in-store experiential retail events of consumer store choice decisions, INFORMS Marketing Science Conference, Singapore.
20. Oppewal Harmen and Sean Sands (2007). Perceived agglomeration benefits and consumer choice of shopping destination, INFORMS Marketing Science Conference, Singapore.
21. Sands, Sean (2006). Investigating experiential retail events, Asia-Pacific Association for Consumer Research, Doctorial Colloquium, Sydney Australia.
22. Oppewal, Harmen and Sean Sands (2006). Pharmacy shopping and retail agglomeration: An exploratory analysis, The European Institute of Retailing and Services Studies (EIRASS), Budapest.
23. Oppewal, Harmen and Sean Sands (2005). An analysis of consumer pharmacy shopping trips, Australian and New Zealand Marketing Academy Conference, Freemantle, Australia.
24. Sands, Sean and Stella Minahan (2004). Customer perceptions of responsible retailing in Australia, Australian and New Zealand Marketing Academy Conference, Wellington, NZ.

Research student supervision:

PhD Supervision

- 2017 completion: Jason Pallant (co-supervision with Tracey Dagger & Peter Danaher)
- 2017 completion: Reza (co-supervision with Felix Movondo)

- Vladimir Demsar (co-supervision with Jan Brace-Govan); *awarded the Donald Cochrane Postgraduate Research Scholarship, offered to the Faculty's most outstanding research students*
- Jessica Pallant (co-supervision with Ingo Karpen, Emily Chung)

Honours Supervision

- 2015: Jennifer Lowe
- 2013: Erika Pacini (*awarded Dean's Faculty Award*)
- 2012: Erica Buckley
- 2011: Jason Pallant (*awarded Dean's Faculty Award & top student in Faculty*)
- 2010: Elly Harper
- 2009: Peta Mclver (co-supervisor with Dr Sandra Luxton)

TEACHING RECORD

Undergraduate unit coordination and lecturing:

- Marketing Insights, MKF2801 (2016-present), Unit evaluation rating of 4.4/5
 - a. Development of a new core undergraduate unit in the BBus (Marketing) degree. The unit was developed as a flipped classroom model and caters to 450 students per semester on-campus at Caulfield.
 - b. The unit bridges the market research process and strategy development by introducing students to industry and competitor analysis, as well as trend and consumer insight techniques, through the synthesis of secondary data. Understanding these macro insights is a fundamental part of the marketing landscape. By forecasting trends, managers can better understand what drives and motivates consumers. The synthesis of such secondary data can greatly assist in the development of successful marketing strategies.
 - c. A unique feature of this unit was the development of a Voice of Customer (Student) real-time collection of workshop satisfaction and NPS ratings on completion of the online lesson.
 - d. The unit development and VoC program were submitted for a teaching innovation award – the award application can be viewed at: <https://www.youtube.com/watch?v=QXIVqrnXeos>
- Market Research Practice, Honours Unit: (2012 to 2014): Unit evaluation 4/5
- International Study Program in Marketing, 2012: Unit evaluation 4/5
- Monash Australian marketing study program, 2010: Unit evaluation 4.4/ 5

Post-graduate unit coordination and lecturing:

- International Study Program in Marketing, Summer, 2012 (*Rated 4.2 out of 5*)
- Marketing and the International Consumer, Semester 2, 2010 (*Rated 3.6 out of 5*)
- Marketing and the International Consumer, Semester 2, 2009 (*Rated 3.8 out of 5*)

MBA lecturing (EADA Business School, Spain):

- Customer Experience Design, 2017 (*Rated 9.4/10*)
- Corporate Sustainability Strategies, 2013 (*Rated 9.2/10*)
- Environmentally Sustainable Retailing, 2012 (*Rated 8/10*)
- Environmentally Sustainable Retailing, 2011 (*Rated 9/10*)

Training:

- Postgraduate Supervisor Accreditation: Level 1 MIGR Membership

SERVICE AND INDUSTRY CONTRIBUTION

Committees:

- 2008 to 2011: Monash University Human Research Ethics Committee.
- 2014 to current: Monash Marketing Industry Advisory Board.
- 2014 to current: Department of Marketing, Executive Committee.

Ad-Hoc Reviewing:

I regularly review for a number of journals, including: Journal of Retailing and Consumer Services, Journal of Business Research, Journal of Marketing Management, Journal of Advertising, European Journal of Marketing; as well as for conferences, including: Association of Consumer Research, European Association of Consumer Research, Australia and New Zealand Marketing Academy Conference

Industry Presentations:

I have delivered in excess of 20 presentations, seminars and workshops each year across Australia, New Zealand and Asia-Pacific.

Industry service:

- Product of the Year Awards, Judge.
- Australian Marketing Industry Awards, Judge.
- Australian Fashion Retailer Awards, Judge.
- Online Retailer Conference, Panel Chair & Judge.
- Shopping Centre Marketing Awards, Judge.
- Australian Interactive Media Industry Association, Retail Advisory Board.

Media:

I am a regular commentator on retailing and related-issues, with research having gained widespread press coverage across radio (ABC Radio, BBC Radio, and Radio National), television (Lateline Business, A Current Affair, Channel 9 News), press (The Age, Herald Sun, Marketing Magazine, and Retailing Magazine, The Telegraph). Below are a few examples:

- Three in five shoppers on the hunt for stocktake sale bargains. Herald Sun (23 June 2017) <http://www.heraldsun.com.au/news/victoria/three-in-five-shoppers-on-the-hunt-for-stocktake-sale-bargains/news-story/69e9186f80f8e1faebf141f13c89abdb>
- Nothing to fear from Amazon. The New Daily (26 April 2017) <http://thenewdaily.com.au/money/your-budget/2017/04/26/amazon-competition/>
- Fashion designers setting new business trends in struggling retail market. ABC News (3 Sept 2013) <http://www.abc.net.au/news/2013-09-03/fashion-designers-setting-business-trends/4931982>
- Pure play online and pure play offline retail is dead: Five retail trends for 2015 and beyond. SmartCompany (27 Aug 2015) <http://www.smartcompany.com.au/marketing/sales/pure-play-online-and-pure-play-offline-retail-is-dead-five-retail-trends-for-2015-and-beyond/>
- High-end retail vision to restore Chapel St's status as fashion central. Herald Sun (18 July 2015) <http://www.heraldsun.com.au/news/victoria/high-end-retail-vision-to-restore-chapel-sts-status-as-fashion-central/news-story/cbcab577aa505b436d599d5f9516bc61>
- Brisbane's emerging 24/7 economy. Brisbane Times (11 March 2015) <http://www.brisbanetimes.com.au/queensland/brisbanes-emerging-247-economy-20150310-140hka.html>
- Look customers in the eyes to lock them in the aisles. Sydney Morning Herald (26 June 2011) <http://www.smh.com.au/technology/technology-news/look-customers-in-the-eyes-to-lock-them-in-the-aisles-20110625-1gkwo.html>
- The anti-shopping movement goes mainstream. The Conversation (13 Jan 2012) <https://theconversation.com/the-anti-shopping-movement-goes-mainstream-4804?sa=pg1&sq=Sean+Sands&sr=1>

EDUCATION

Academic education:

- 2008: Doctor of Philosophy, Monash University.
- 2004: Bachelor of Business (Marketing), Hons H1A, Monash University.
- 2001: Bachelor of Commerce (Marketing)/ Bachelor of Arts (Psychology), University of Auckland.

Courses and workshops:

- Storytelling for Influence, IDEO Workshop.
- Advanced SEM: Missing Data with SEM, Multi-level SEM, and Latent Interactions, University of Melbourne, 2013. Dr. Bob Vandenberg, University of Georgia.
- Theory Construction, Monash University, 2011. Ajay K. Kohli, Georgia Institute of Technology.
- Introduction to Structural Equation Modeling using AMOS, ACSPRI Summer Program, Australian National University 2010.
- Advanced Discrete Choice Modeling, Institute of Transport and Logistics Studies, University of Sydney, 2007. From: Professor David Hensher & Dr John Rose.
- Discrete Choice Analysis, Institute of Transport and Logistics Studies, University of Sydney, 2006. From: Professor David Hensher & Dr John Rose.
- Choice Experiment Design, Institute of Transport and Logistics Studies,

REFEREES

Available on request.

Appendix B: Survey measurement tool

Start of Block: Section 1: Qualifiers

Q1.1 Which one of the following industries reflects your current employment?

- Manufacturing (2)
- Mining (3)
- Education (4)
- Finance (5)
- Health services (6)
- Government (7)
- Retail (8)
- Real estate (9)
- Trades/ labourer (10)
- Travel (11)
- Utilities (12)
- Other (13)

Skip To: End of Block If Which one of the following industries reflects your current employment? != Retail

Q1.2 You selected that you work in retail. In which area of retail do you currently work?
Please select all that apply.

- Administration (1)
- Buying (2)
- Logistics (3)
- Management (4)
- Marketing/ advertising (5)
- Operations (6)
- Retail store (7)
- Supply chain (8)

Skip To: End of Block If You selected that you work in retail. In which area of retail do you currently work? Please selec... != Retail store

Q1.3 When are your working shifts in a typical week? Please select all that apply.

- Monday to Friday day shifts (1)
- Monday to Friday evening/ night shifts (2)
- Saturday shifts (3)
- Sunday shifts (4)

Q1.4 What is your employment status in the retail store?

- Permanent Full-time (38+ hours per week) (1)
- Permanent Part-time (2)
- Casual (i.e. paid hourly rate plus casual loading; do not get annual leave or sick leave) (3)

Q1.5 How many years have you been working in the retail sector?

- Less than 3 months (1)
- Between 3 and 12 months (2)
- Between 1 and 2 years (3)
- Between 2 and 5 years (4)
- Between 5 and 10 years (5)
- More than 10 years (6)

Q1.6 How many years have you been employed by your current retail employer?

- Less than 1 year (1)
- Between 1 and 2 years (2)
- Between 2 and 5 years (3)
- Between 5 and 10 years (4)
- More than 10 years (5)

Q1.7 What is your age?

- Under 18 years (1)
- 18-24 years (2)
- 25-34 years (3)
- 35-44 years (4)
- 45-54 years (5)
- 55-64 years (6)
- 65+ year (7)

Skip To: End of Block If What is your age? = Under 18 years

Start of Block: NON QUALIFY

1.8 Thank you for your interest in the survey. Unfortunately, you do not meet the requirements for the research at this time.

Start of Block: SECTION 2: RESEARCH ETHICS

Q2.1 Thank you for your interest in this survey. The purpose of this survey is to understand your habits, preferences and opinions of working in retail.

This survey should take you no longer than 10 minutes to complete.

Q2.2 An Invitation to participate in a survey being conducted by CXI Research Group at Swinburne University of Technology

Project Title: Employee Perceptions and Motivations of Working in Retail

We are seeking a sample of Australian retail employees who work in stores during the week and on weekends.

PRINCIPAL INVESTIGATOR: Associate Professor Sean Sands, Faculty of Business and Law, Swinburne University

WHAT THIS PROJECT IS ABOUT

We are conducting a research project on Australian retail employees' perceptions and motivations with regard to working in stores during the week and on weekends. FCB has commissioned the research and are acting for the Australian Retailers' Association, and Master Grocers' Association in relation to proceeding AM2017/43 before the Fair Work Commission. The primary objective of the research is to conduct original research and provide a written report for use in the proceeding addressing the profile, attitude and experience of retail employees to working on weekday evenings and Saturdays.

WHAT DOES THE STUDY INVOLVE AND WHAT IS THE TIME COMMITMENT?

You are invited to participate in a study conducted by the Customer Experience & Insights (CXI) Research Group at Swinburne University of Technology. We would like to invite you to participate in an online survey. This will take less than 10 minutes; your participation is completely voluntary and you may withdraw your participation at any time prior to submitting the survey.

WILL ALL DATA PROVIDED BE PRIVATE AND CONFIDENTIAL?

You will not be required to give any identifying information. No personal data is collected in the survey. All data will be stored electronically in the university network with password protection for a five-year period. Only the researchers whose names appear in this document will have access to the data.

HOW WILL THE DATA BE USED?

This project will result in research reports issued to FCB and presented to the Fairwork Commission. At no stage will any workshop participants be identified or mentioned in any of the reports.

HOW DO I TAKE PART IN THIS STUDY?

If you agree to participate in this research project, you are kindly asked to click on the button below to progress to the survey. If you have any questions regarding the project at any stage, please contact Sean Sands via phone on 03 9214 5748 or email at ssands@swin.edu.au.

If you would like to contact the researchers about any aspect of this study, please contact the Chief Investigator: If you have a complaint concerning the manner in which this research is being conducted, please contact:

Dr Sean Sands Director CXI Research Group Swinburne Business School Swinburne University of Technology PO Box 218 Hawthorn VIC 3122 Tel: +61 3 9214 5961
Email: ssands@swin.edu.au

Ms Sally Fried Research Ethics Officer Ethics and Integrity Swinburne University of Technology PO Box 218 Hawthorn VIC 3122 Tel: +61 3 9214 8145 Email: resethics@swin.edu.au

Start of Block: SECTION 3: PROFILING QUESTIONS

Q3.1 Roughly, how many employees are there in your company?

- Less than 20 (1)
- 21-49 (2)
- 50-99 (3)
- 100-249 (4)
- 250-499 (5)
- 500-999 (6)
- More than 1,000 (7)
- Not sure (8)

Q3.2 What of the following sub-sectors of retail are you currently employed in?

- Department store (1)
 - Clothing (2)
 - Footwear (3)
 - Furniture/ floor coverings (4)
 - Domestic hardware (5)
 - Recorded Music (6)
 - Recreational goods (7)
 - Accessories (watches, jewellery, etc.) (8)
 - Pharmaceuticals, cosmetics and/or toiletries (9)
 - Other (please specify) (10)
-

Q3.3 What type of employment arrangement are you employed under?

- Enterprise Bargaining Agreement (EBA) (i.e. your wage and working conditions are negotiated at the level of your individual organisation) (1)
- General Retail Industry Award (i.e. your wage and working conditions are set according to specific standards for all retail employees in Australia) (2)
- I am not sure (3)

Q3.4 Is this retail role your main source of income?

- Yes (1)
- No (2)

Display This Question:

If Is this retail role your main source of income? = No

Q3.5 What other sources of income do you have?

- Friends/Family (1)
- Other employment (2)
- Government benefits (3)
- Other (4)

Q3.6 In which Australian state/ territory are you currently employed?

- Australian Capital Territory - metro (1)
- Australian Capital Territory - regional (2)
- New South Wales - metro (3)
- New South Wales - regional (4)
- Northern Territory - metro (5)

- Northern Territory - regional (6)
- Queensland - metro (7)
- Queensland - regional (8)
- South Australia - metro (9)
- South Australia - regional (10)
- Tasmania - metro (11)
- Tasmania - regional (12)
- Victoria - metro (13)
- Victoria - regional (14)
- Western Australia - metro (15)
- Western Australia – regional (16)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday day shifts

Q3.7 How many weekdays (i.e. Monday-Friday) do you work in a typical week?

- 1 (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q3.8 How many weekday evenings/nights (i.e. Monday-Friday) do you work in a typical week?

- 1 (1)
- 2 (2)
- 3 (3)
- 4 (4)
- 5 (5)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q3.9 Between what times do you typically work on an average weekday evening/night?

- 6.00 pm to 11.00 pm (1)
- 11.00 pm to 7.00 am (2)
- Other (please specify) (3)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Saturday shifts

Q3.10 Which weekend days do you work in a typical week? Please select all that apply.

- Saturday (1)
- Sunday (2)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Saturday shifts

Q3.11 On average, how often do you work on a Saturday?

- Every weekend (1)
- Three weekends out of four (2)
- About once a fortnight (3)
- About every three weeks (4)
- About once every month (5)
- Less than once a month (6)

3.12 How many hours do you typically work on each of the following...?

Please enter numeric values to indicate the average hours you work for each day in the boxes provided or 0 if the particular day does not apply to you.

_____ An average week day shift (1)

_____ An average weekday night/ evening shift (2)

_____ A Saturday shift (3)

_____ A Sunday shift (4)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q3.13 When you work on weekday evenings/nights does part of your role include supervising other staff?

- Yes (1)
- No (2)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Saturday shifts

Q3.14 When you work on Saturdays does part of your role include supervising other staff?

- Yes (1)
- No (2)

Start of Block: SECTION 4: EXPERIENCE WORKING IN RETAIL

Q4 In this section, we would like to ask you a few questions about your experience working in retail.

Q4.1 Overall, how satisfied are you with working in the Australian retail industry?

Please rate on a scale from 0 to 10, where 0 = not at all satisfied 10 = extremely satisfied.

Q4.2 How satisfied are you with your current employer?

Please rate on a scale from 0 to 10, where 0 = not at all satisfied 10 = extremely satisfied.

Q4.3 Based on your overall experience working in retail, how likely would you be to recommend a career in retail to your friends or family?

Please rate on a scale from 0 to 10, where 0 = not at all likely 10 = extremely likely.

Display This Question:

If Based on your overall experience working in retail, how likely would you be to recommend a career in retail to your friends or family?

Please rate on a scale from 0 to 10, where 0 = not at all likely... Is Detractor Is True

Q4.4 What is it about a career in retail that leads you to not want to recommend it to your friends or family?

Display This Question:

If Based on your overall experience working in retail, how likely would you be to recommend a career in retail to your friends or family? Please rate on a scale from 0 to 10, where 0 = not at all likely... Is Promoter Is True

Q4.5 What is it about a career in retail that leads you to want to recommend it to your friends or family?

Q4.6 Below is a list of statements about working in retail. To what degree do you agree or disagree with each of the following about working in retail?

On a scale from 0 = strongly disagree to 10 = strongly agree

I enjoy working in retail ()

I feel happy working in retail ()

I am proud to work in retail ()

I feel good about working in retail ()

Working in retail you get well paid for what you are asked to do ()

My job is good for what I am paid ()

Working in retail improves the way other people see me ()

Other people have a good impression of me because I work in retail ()

Working in retail provides a good range of benefits ()

Working in retail, I worry about the effect of work stress on my health ()

Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult ()

I would like to reduce my working hours and stress levels, but feel I have no control over the current situation ()

Q4.7 Thinking about your career in retail, to what extent do you agree/ disagree with each of the following?

On a scale from 0 = strongly disagree to 10 = strongly agree

Working in retail provides a great opportunity to develop a career, not just a job ()
I see working in retail as short-term, rather than a long-term career ()
Working in retail is good as it fits in around my lifestyle ()
I see retail as a decent job, but would not go above and beyond what is expected from me ()

Q4.8 Thinking about your current retail role, to what extent do you agree/ disagree with each of the following?

On a scale from 0 = strongly disagree to 10 = strongly agree

I receive recognition for a job well done ()
I feel part of the workplace community ()
I have a high sense of security/stability in my job ()

Start of Block: SECTION 5: MOTIVATIONS FOR WORKING IN RETAIL

Q5 In this section, we would like to ask you a few questions about why you work in retail.

Q5.1 Below are a number of reasons why people might choose to work in retail. To what extent does each reflect the reasons you choose to work in retail?

On a scale from 0 = not at all to 10 = very much so

Finding a job I am well suited for ()
Finding a job that really interests me ()
Planning how to get ahead in my established field of work ()
Developing new knowledge or skills to help me improve in my work ()
Developing new skills to cope with changes in my field ()
Opportunities to socialise at work ()
Work-life balance ()
Flexible working arrangements ()

Display This Question:

If What is your employment status in the retail store? = Casual (i.e. paid hourly rate plus casual loading; do not get annual leave or sick leave)

Q5.2 You noted previously that you are a casual retail employee. We would like to ask you a few questions about this.

What do you see as the main advantages of casual retail employment?

Display This Question:

If What is your employment status in the retail store? = Casual (i.e. paid hourly rate plus casual loading; do not get annual leave or sick leave)

Q5.3 What do you see as the main disadvantages of casual retail employment?

Display This Question:

If What is your employment status in the retail store? = Casual (i.e. paid hourly rate plus casual loading; do not get annual leave or sick leave)

Q5.4 Below is a list of statements about working as a casual in retail. To what degree do you agree or disagree with each of the following about casual retail work?

On a scale from 0 = strongly disagree to 10 = strongly agree

Not having certainty about how much I earn each week is a problem for me ()

I like the unpredictability of how much I get to work in a week ()

Only low-level work gets offered to casuals ()

Casual work fits well with my life style ()

I like the flexibility to accept or reject shifts ()

Casual work in retail has enabled me to start my working life ()

Display This Question:

If What is your employment status in the retail store? = Casual (i.e. paid hourly rate plus casual loading; do not get annual leave or sick leave)

Q5.5 Overall, how satisfied are you with working as a casual in retail?

Please rate on a scale from 0 to 10, where 0 = not at all satisfied 10 = extremely satisfied.

Display This Question:

If What is your employment status in the retail store? = Casual (i.e. paid hourly rate plus casual loading; do not get annual leave or sick leave)

Q5.6 Would you prefer to be employed on a permanent basis?

- Yes (1)
- No (2)
- Don't know (3)

Start of Block: SECTION 6: FOCUS ON WEEKEND AND WEEKDAY EVENINGS

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q6.1 Why do you work on weekday evenings/nights? Please select all that apply.

- I have study commitments during the day (1)
 - I have family commitments during the day (2)
 - I have other employment commitments during the day (3)
 - I prefer to spend time with my friends during the day (4)
 - It is easier to make child care arrangements during the day (5)
 - These are the hours my employer gives me (6)
 - Other (please specify) (7)
-

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q6.2 What do you see as the main benefits of working on a weekday evening/night? Please select all that apply.

- Flexibility around life commitments (1)
 - Flexibility around study commitments (2)
 - Increased pay (3)
 - Less travel time commuting to work/ less busy public transport (4)
 - Having a weekday off (5)
 - Errands can get done during daytime without taking time off work (6)
 - Less competition for employment opportunities (7)
 - I see no real benefit in working on a week night (8)
 - Other (please specify) (9)
-

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q6.3 What do you see as the main difficulties in working on a week evening/night? Please select all that apply.

- Impact on ability to spend time with family (1)
 - Impact of ability to socialize with friends (2)
 - Impact on ability to attend community, sporting or cultural events (3)
 - Pace of evening trade (4)
 - Impact on my health (5)
 - Makes it harder to fit everything in (6)
 - I see no real difficulty in working on week evenings/nights (i.e. it's the same as any other day) (7)
 - Other (please specify) (8)
-

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q6.4 Would you work more hours on weekday evenings/nights if they were offered?

- Yes (1)
- No (2)
- Don't know (3)

Display This Question:

If When are your working shifts in a typical week? Please select all that apply. = Monday to Friday evening/ night shifts

Q6.5 In a few sentences, what would you be doing on a weekday evening/night if you were not working?

Display This Question:

If Which weekend days do you work in a typical week? Please select all that apply. = Saturday

Q6.6 Why do you work on Saturdays? Please select all that apply.

- I have study commitments during the week (1)
 - I have family commitments during the week (2)
 - I have other employment commitments during the week (3)
 - I prefer to spend time with my friends during the week (4)
 - It is easier to make childcare arrangements during the week (5)
 - These are the hours my employer gives me (6)
 - Other (Please specify) (7)
-

Display This Question:

If Which weekend days do you work in a typical week? Please select all that apply. = Saturday

Q6.7 What do you see as the main benefits of working on a Saturday? Please select all that apply.

- Flexibility around family commitments (1)
 - Flexibility around study commitments (2)
 - Increased pay (3)
 - Less travel time commuting to work/ less busy public transport (4)
 - I like weekend trade (5)
 - Having a weekday off (6)
 - I see no real benefit in working on a Saturday (7)
 - Other (please specify) (8)
-

Display This Question:

If Which weekend days do you work in a typical week? Please select all that apply. = Saturday

Q6.8 What do you see as the main difficulties in working on a Saturday? Please select all that apply.

- Impact on ability to spend time with family (1)
- Impact of ability to socialize with friends (2)
- Impact on ability to attend community, sporting or cultural events (3)
- Pace of Saturday trade (4)
- Limited number of staff on a Saturday (5)
- Inexperienced staff tend to work Saturday (6)
- I see no real difficulty in working on Saturday (i.e its the same as any other day) (7)
- Other (please specify) (8)

Display This Question:

If Which weekend days do you work in a typical week? Please select all that apply. =
Saturday

Q6.9 Would you work more hours on Saturdays if they were offered?

- Yes (1)
- No (2)
- Don't know (3)

Display This Question:

If Which weekend days do you work in a typical week? Please select all that apply. =
Saturday

Q6.10 In a few sentences, what would you be doing on a Saturday if you were not working?

Start of Block: SECTION 7: DEMOGRAPHICS

Q7.1 What is your gender?

- Male (1)
- Female (2)
- Prefer not to say (3)

Q7.2 Which of the following brackets reflect your annual income, after tax?

- Under \$5,000 (1)
- \$5,001-\$10,000 (2)
- \$10,001-\$15,000 (3)
- \$15,001-\$20,000 (4)
- \$20,001-\$30,000 (5)
- \$30,001-\$40,000 (6)
- \$40,001-\$50,000 (7)
- \$50,001-\$60,000 (8)
- \$60,001-\$80,000 (9)
- Over \$80,000 (10)

- Prefer not to say (11)

Q7.3 Which of the following best describes your current living situation?

- Live alone (1)
 - Live with parents (2)
 - Live with partner and/ or children only (3)
 - Live in a share arrangement with unrelated friends or with strangers (4)
 - Other (please specify) (5)
-

Q7.4 Which of the following best describes the current composition of your household?

- Single parent (1)
- Couple with children (2)
- Single, no children (3)
- Couple, no children (4)

Q7.5 Which of the following best describes you?

- Not currently studying (1)
- Full-time student (2)
- Part-time student (3)

Display This Question:

If Which of the following best describes you? != Not currently studying

Q7.6 When do you generally undertake study activities?

- Monday to Friday during the day (1)
- Monday to Friday in the evening/night (2)
- Saturday (3)
- Sunday (4)

Q7.7 What is your highest level of completed education?

- High School (1)
- Certificate I, II, III, or IV (2)
- Diploma or Advanced Diploma (3)
- Bachelor Degree (4)
- Graduate Certificate or Graduate Diploma (5)
- Postgraduate Degree (6)
- Other (please specify) (7)

Q61 Finally, what age are you? Please enter years in numbers

Q7.8 Thank you for completing this survey. Would you like to add any final comments about working in retail?

Appendix C: Focus Group research tools

Participant Information Statement

PROJECT TITLE: Employee Perceptions and Motivations of Working in Retail

PRINCIPAL INVESTIGATOR: Associate Professor Sean Sands, Faculty of Business and Law, Swinburne University

WHAT THIS PROJECT IS ABOUT

We are conducting a research project on Australian retail employees' perceptions and motivations with regard to working in stores during the week and on weekends. FCB has commissioned the research and are acting for the Australian Retailers' Association, and Master Grocers' Association in relation to proceeding AM2017/43 before the Fair Work Commission. The primary objective of the research is to conduct original research and provide a written report for use in the proceeding addressing the profile, attitude and experience of retail employees to working on weekday evenings and Saturdays.

WHAT DOES THE STUDY INVOLVE AND WHAT IS THE TIME COMMITMENT?

You are invited to participate in a study conducted by the Customer Experience & Insights (CXI) Research Group at Swinburne University of Technology. We would like to invite you to participate in an interactive workshop conducted in Melbourne or Sydney by the principal investigator named above. This will take approximately 1.5 hours and you will be provided with a \$150 for your time. Your participation is completely voluntary and you may withdraw your participation at any time.

WILL ALL DATA PROVIDED BE PRIVATE AND CONFIDENTIAL?

During the research workshop, you will not be required to give your full name or to provide any identifying information. No personal data collected through the subsequent discussion and activities will be included in any publication of the research results. No information about any participant will be given to Swinburne University, or to any other individual or organisation. You will be required to sign your full name on the consent form and receipt of incentive. All data will be stored electronically in the university network with password protection for a five-year period. Only the researchers whose names appear in this document will have access to the data.

HOW WILL THE DATA BE USED?

This project will result in research reports issued to FCB and presented to the Fairwork Commission. At no stage will any workshop participants be identified or mentioned in any of the reports.

HOW DO I TAKE PART IN THIS STUDY?

If you agree to participate in this research project as a workshop participant, you are kindly asked to complete the attached Consent Form and return it to the researcher. If you have any questions regarding the project at any stage, please contact Sean Sands via phone on 03 9214 5748 or email at ssands@swin.edu.au.

Participant Consent Form

PROJECT TITLE: Employee Perceptions and Motivations of Working in Retail

PRINCIPAL INVESTIGATOR: Associate Professor Sean Sands, Faculty of Business and Law

1. I consent to participate in the project named above. I have been provided a copy of the project Information Statement to which this Consent Form relates to and any questions I have asked have been answered to my satisfaction.

2. ***In relation to this project, please circle your response to the following:***
 - I agree to participate in the research discussion and workshop for this project Yes No
 - I agree to allow the workshop to be audio recorded for transcription Yes No
 - I agree to make myself available for further information if required Yes No

3. I acknowledge that:
 - (a) My participation is voluntary and that I am free to withdraw from the project at any time without explanation;
 - (b) The Swinburne project is for the purpose of research;
 - (c) Any identifiable information about me which is gathered in the course of and as the result of my participating in this project will be (i) collected and retained for the purpose of this project and (ii) accessed and analysed by the researcher(s) for the purpose of conducting this project;
 - (d) My anonymity is preserved and I will not be identified in publications or otherwise without my express written consent.

By signing this document, I agree to participate in this project.

Name of Participant:

Participant Signature: Date:
.....

I also confirm receipt of a \$150 for my participation.

Participant Signature: Date:
.....

PROJECT TITLE: Employee Perceptions and Motivations of Working in Retail

PART 1: INTRODUCTION

Let's begin by briefly sharing your experience of working in retail. Please introduce yourself by telling us:

- How long you have worked in retail?
- What sector of retail you currently work in?
- What kind of work it is that do you do (sales, customer service, admin)
- What hours/shifts you work?

PART 2: RETAIL EMPLOYMENT MOTIVATION & SATISFACTION

The first discussion topic relates to your general motivations for and satisfaction from working in retail.

- What motivates you to work in retail? *Probe on motivational drivers, relative importance of drivers.*
- How satisfied are you working in retail? *Probe drivers of satisfaction and dissatisfaction, any expectation-reality gap.*
- How satisfied are you working for your current employer? *Probe on rationale, what it would take to increase satisfaction.*

PART 3: RETAIL EMPLOYMENT INTENTIONS

The next discussion topic relates to your intention to continue working in retail.

- What are your plans to continue to work in the retail industry? *Probe on nature and strength of intentions.*
- What would help/hinder those plans? *Probe on enablers and constraints.*
- What advice would you give to someone considering a job in retail? *Probe propensity and rationale to encourage/discourage.*

PART 4: CASUAL VS PERMANENT EMPLOYMENT STATUS

The next discussion topic relates to your employment status as casual or permanent:

- Why do you currently work as a [casual/permanent] employee? *Probe on background, influencing factors.*
- What are the advantages of [casual/permanent] employment in retail?
- What are the disadvantages of casual/permanent] employment in retail?
- How does your [casual/permanent] status affect your level of job satisfaction?
- How does your [casual/permanent] status affect your financial security?
- How does your [casual/permanent] status impact on work/life balance?

PART 5: WORKING ON WEEKDAYS VS. SATURDAY

The next discussion topic relates to your typical working week, including weekdays, evenings/ nights and Saturday. Recap introductory responses to hours/shifts worked and then explore:

- Why do you work those hours? *Probe on preferences, degree of choice.*
- How is working on a weekday evening/night different to working on a Saturday? Do you see any differences between working different days/ nights in retail? *Probe specific differences between weekdays, evenings/ nights and Saturday.*

PART 5a: WORKING ON WEEKNIGHTS

Thinking specifically about working in retail on a weekday evening/night.

- What do you see as the main benefits of working on a weekday evening/night? *Probe:*
 - *Flexibility around life commitments (e.g. study, family)*

- *Increased pay*
- *Less travel time commuting to work*
- *Having weekdays off when everyone else is working*
- *Daytime errands can be done without taking time off work*
- *Less competition for employment opportunities*
- What do you see as the main difficulties in working on a weekday evening/night? *Probe:*
 - *Impact on ability to spend time with family*
 - *Impact on ability to socialize with friends*
 - *Impact on free/leisure time*
 - *Impact on health (sleep disruption, exercise disruption)*
 - *Impact on study time*
- If you think about working weekday evenings/nights as requiring you to give something up in order to get something, what is it that you give up? *Probe personal cost, sacrifices, trade-offs, ability to compensate/off-set.*
- What makes that trade-off worth it to you?

PART 5b: WORKING ON SATURDAYS

Thinking now specifically about working in retail on a Saturday.

What do you see as the main benefits of working on Saturday? *Probe:*

- *Flexibility around life commitments (e.g. study, family)*
- *Increased pay*
- *Less travel time commuting to work*
- *Enjoy weekend trade*
- *Having a weekday off*
- What do you see as the main difficulties in working on Saturday? *Probe:*
 - *Impact on ability to spend time with family*
 - *Impact on ability to socialize with friends*
 - *Impact on ability to participate in community, cultural or sporting activities*
 - *Pace of Saturday trade*
 - *Limited number of staff rostered on for Saturday*
 - *Inexperienced staff tend to work Saturdays*
- If you think about working Saturdays as requiring you to give something up in order to get something, what is it that you give up? *Probe personal cost, sacrifices, trade-offs, ability to compensate/off-set.*
- What makes that trade-off worth it to you?

In summary, get respondents to briefly summarise their experience of working in retail.
Probe on emotional and rational expressions.

PART 7: CLOSING

Thank group for their participation.

IN FAIR WORK COMMISSION

FWC MATTER NO: AM2017/43

Modern Awards Review 2014

Award: General Retail Industry Award 2010

Award Code: MA000004

STATEMENT OF [REDACTED]

On 23 July 2018, I, [REDACTED] casual employee of [REDACTED] of [REDACTED] say:

1. I am currently [REDACTED] years of age.
2. I have worked as a casual employee of [REDACTED]
3. I commenced casual employment with [REDACTED] when I was [REDACTED] years old.
4. I graduated from secondary school at the end of [REDACTED]
5. I began a [REDACTED] at the [REDACTED] in [REDACTED] however have since withdrawn from the course.
6. My duties involve serving customers, stocking shelves, general tidying of the store, merchandising, and supervising staff. As I am responsible for the supervision of other staff, I am aware that my pay reflects these supervisory duties, as compared to the Level 1 rate I used to be paid when I was not supervising anyone.
7. Whilst I was in secondary school, I would generally work an average of [REDACTED] to [REDACTED] hours per week, and these hours would generally fall on Tuesday and Thursday evenings and on both Saturdays and Sundays.
8. This year, my hours have increased due to an increase to my availability. I now generally work approximately [REDACTED] casual shifts a week, totalling between [REDACTED] to [REDACTED] hours per week. It is more likely than not that I would be working on a Saturday.

9. These hours and days on which I can work vary in line with my availability, which changes depending on my sporting and social commitments, and the hours that my employer makes available.

10. My employer has offered to employ me on a permanent part-time basis, however I have declined this as I prefer to work as a casual employee. The reason for this is that I prefer receiving a higher rate of pay and enjoy the fact that I am able to accept or decline shifts as needed. I enjoy having the flexibility to decline a shift, or swap a shift if I would rather attend a sporting or social commitment, or even if I just feel like doing something else. I also would prefer to remain employed on a casual basis as I am not sure about what career I want to pursue, so in the event that I wanted to start studying again, or start a different career, I wouldn't want to be locked in on a permanent roster or set hours of work each week.

Signed by 

on 23 July 2018 2018



IN FAIR WORK COMMISSION

FWC MATTER NO: AM2017/43

Modern Awards Review 2014

Award: General Retail Industry Award 2010

Award Code: MA000004

STATEMENT OF [REDACTED]

On 22nd July 2018, I, [REDACTED] Director of [REDACTED] ([REDACTED]), in the State of South Australia say:

My Background in the Retail Industry in Australia

1. In November 2013 I purchased [REDACTED]
2. In my role as Director I am responsible for all facets of managing the business including, but not limited to:
 - (a) management of the business' finances (including wages, bills etc);
 - (b) purchasing all products; and
 - (c) employee management, including but not limited to hiring, training, performance management and terminations.
3. Prior to holding this position, I owned the [REDACTED], South Australia for [REDACTED] years.

[REDACTED] Operations

4. [REDACTED] is located as a standalone supermarket at [REDACTED]
[REDACTED]
5. The business currently employs [REDACTED] employees, not including myself. All of these [REDACTED] employees are in retail positions. Our workforce is made up of [REDACTED] males and [REDACTED] females.

6. [REDACTED] has faced some significant competitive challenges over the last [REDACTED] years. Since [REDACTED], there has been an [REDACTED] and a [REDACTED] commence trade nearby. This means that [REDACTED] now faces competitive challenges from [REDACTED], [REDACTED] and a [REDACTED] supermarket, all within a [REDACTED] kilometre radius of [REDACTED].
7. Since this time, [REDACTED] has experienced a [REDACTED] decline in total sales and we went from a workforce of [REDACTED] employees to [REDACTED].

Industrial Regulation & Use of Labour

8. Currently, all of [REDACTED] retail employees are covered by the *General Retail Industry Award 2010* ("GRIA").
9. We structure our use of labour on the basis that, in order for the business to remain profitable, direct labour costs (excluding superannuation and on costs) are required to be limited to approximately [REDACTED] of retail sales.
10. We currently employ [REDACTED] permanent staff ([REDACTED] of total workforce) and [REDACTED] casual staff ([REDACTED] of total workforce).
11. The median/mean age of our permanent workforce is [REDACTED].
12. The median/mean age of our casual workforce is [REDACTED].
13. Out of the [REDACTED] casual employees we employ, [REDACTED] of them are currently university students, whilst [REDACTED] are secondary school students. This means that only [REDACTED] out of our [REDACTED] casuals are not studying.
14. Out of the [REDACTED] permanent staff we employ, [REDACTED] of them have children and family responsibilities.
15. Out of the [REDACTED] casual employees we employ, [REDACTED] of them have children and family responsibilities.
16. Of the [REDACTED] casual employees that we employ, [REDACTED] of them are classified as undertaking basic retail assistant duties, with no supervisory duties, and as such are classified as Level 1 Retail Employees under the GRIA. [REDACTED] of the [REDACTED] casuals are paid at a Level 4 rate under GRIA on Saturdays, as they engage in supervisory duties.

17. Our current hours of trade are 7am to 8pm Monday to Saturday, and 8am to 8pm on Sundays and Public Holidays.

Weekday Evening Trading

18. [REDACTED] trades every weekday evening (from 6pm to 8pm) and has done so since I bought the business in [REDACTED]
19. In general terms, [REDACTED] aims to roster one senior permanent staff member to oversee the weekday evening shift (finishing at 8:00pm) and [REDACTED] casual staff. The weekday evening workforce is solely responsible for sales, customer service, emergency re-filling and the store's presentation, as the store's ordering, invoicing, and re-filling of stock is all completed during the day by our permanent employees.
20. In the last financial year, casual employees made up [REDACTED] of staff that were employed to work weekday evenings. The average age of casual employees working on weekday evenings is [REDACTED] years. Of the casual employees that make up our weekday evening workforce, none are engaged in supervisory duties. As such, [REDACTED] of our casual weekday evening workforce are undertaking basic retail assistant duties and are therefore classified as Retail Employee Level 1 employees under the GRIA.

Saturday Trading

21. [REDACTED] trades every Saturday and has done so since we bought the business in [REDACTED]. Since this time, trading hours on a Saturday has been 7:00am to 8:00pm.
22. [REDACTED] usually employs [REDACTED] employees to work on Saturdays.
23. Generally, casual employees make up [REDACTED] of staff that are employed to work on Saturday. The average age of casual employees working on Saturdays is [REDACTED] years. Of the casual employees that make up our Saturday workforce, [REDACTED] are engaged in supervisory duties. One of my casual Duty Managers starts at 6am and finishes at 2.30pm, and my other casual Duty Manager starts at 12pm and works until close, at 8pm.
24. This means that the remaining [REDACTED] of our casual Saturday workforce are classified as undertaking basic retail assistant duties and are therefore classified as Retail Employee Level 1 employees under the GRIA.

25. For at least [redacted] out of the [redacted] weeks in a year, no permanent staff work on Saturdays. As my permanent workforce are required to have two consecutive days off per week, I either roster my permanent workforce to have Fridays and Saturdays off, or Saturdays and Sundays off.
26. Saturday is the only day of the week that I myself don't work. As a [redacted]
[redacted]

Weekday Evening and Saturday Penalty Rate Challenges

27. As detailed above, casual employees represent an overwhelming portion of our weekday evening and Saturday workforce, and are currently paid in accordance with the GRIA, which means casual employees working on weekday evenings are not paid any penalty rates in addition to their [redacted] casual loading, and casual employees working on Saturdays receive a [redacted] penalty, in addition to their [redacted] casual loading.
28. As detailed already, we structure our use of labour on the basis that direct labour costs (excluding superannuation and on costs) are aimed to be limited to less than [redacted] of retail sales. This means that where the price of that labour increases, and there is no commensurate increase in retail sales, I have to remove labour hours from the store.
29. Over the 2017/2018 financial year, [redacted] rostered a total of [redacted] on weekday evenings. A total of [redacted] of those hours were allocated to casual employees. The average hourly rate paid to casual employees for work performed on weekday evenings during that period was [redacted] per hour, and the total labour cost of casual employees working on weekday evenings for the year was [redacted]
30. Over the 2017/2018 financial year, [redacted] rostered a total of [redacted] on Saturdays. A total of [redacted] of those hours were allocated to casual employees. The average hourly rate paid to casual employees for work performed on Saturdays during that period was [redacted] per hour, and the total labour cost of casual employees working on Saturdays for the year was [redacted]
31. If the weekday evening penalty rate was to increase as the SDA is proposing, [redacted] [redacted] would see an increase to the average casual rate of pay of [redacted] on weekday evenings, as stated above, to approximately [redacted] per hour. This would mean that if [redacted] was to maintain the current direct labour costs on weekday evenings, this would mean that only a total of [redacted] casual hours could be

rostered for the year. This represents a reduction of approximately [REDACTED] hours to [REDACTED] casual weekday evening hours for the year.

32. If the Saturday penalty rate was to increase as the SDA is proposing, [REDACTED] would see an increase to the average casual rate of pay of [REDACTED] on Saturdays, as stated above, to approximately [REDACTED] per hour. This would mean that if [REDACTED] was to maintain the current direct labour costs on Saturdays, a total of [REDACTED] casual hours could be utilized per week. This represents a loss of approximately [REDACTED] to [REDACTED] casual hours per year.
33. If a casual weekday evening penalty rate was to be introduced, and if the Saturday penalty rate was to increase as the SDA is proposing, [REDACTED] would be required to spend an additional [REDACTED] on labour costs each week. This would represent approximately an additional [REDACTED] on labour costs each year.
34. Should the casual weekday evening penalty increase as the SDA is proposing, [REDACTED] would look at changing the structure of the full time staff and have them start later and finish later which would enable me to cut at least one 4 pm till 8pm shift each weeknight and seriously consider closing the store one hour earlier, although this is not what I would like to see happen, as I am in a competitive area and this would not be good for my customers and therefore my employees.
35. As the current weekday evening workforce consists of approximately [REDACTED] casual employees, the majority of who are secondary and tertiary students, they would be the ones who would bear the brunt of the reductions. It is unlikely that many of these employees would be able to recover the hours at other times, as they have limited availability during other weekday hours because of their study commitments.
36. As the current Saturday workforce consists of only casual employees, [REDACTED] would reduce the hour's currently allocated to casual employees on Saturdays, and would implement a new roster whereby permanent employees would be required to work on alternative Saturdays. As Saturday is currently our second most profitable day, our preference would be to roster our permanent workforce on Saturdays rather than during the week to ensure customer sales are maintained at the current level (as far as reasonably practicable) whilst having to reduce the total number of hours allocated to Saturday shifts. As a [REDACTED] and running a business, Saturday is the only day I have off to [REDACTED]

commitments. I would most definitely have to come in early, open the business and set up, [REDACTED]

37. This reduction in hours both on weekday evenings and Saturdays will impact predominantly on our young casual employees. [REDACTED] would look at reducing the number of employees rostered during the day between Monday to Friday to allow for some of our permanent workforce to pick up Saturday shifts.
38. As the current weekday evening and Saturday workforce consists of approximately [REDACTED] casual employees, the majority of who are secondary and tertiary students [REDACTED], they would be the ones who would bear the brunt of the reductions. It is unlikely that many of these employees would be able to recover the hours at other times, as they have limited availability during the weekday hours because of their study commitments.

Accessing sufficient employees to staff weekday evenings and Saturdays

39. Casual employees represent an overwhelming percentage of our weekday evening and our Saturday workforce. Based on the availability updates I receive from my workforce, my casual employees are generally much more available to work on weekday evenings and Saturdays than they are during weekdays.
40. Given that [REDACTED] out of our total [REDACTED] employees are employed on a casual basis and given that the average age of our casual workforce is [REDACTED] years it has been our experience that [REDACTED] provides young workers with a foothold into the workforce, whilst completing their secondary and tertiary studies. It has also been our experience that [REDACTED] assists young workers with improving their social skills, helping grow self-confidence, and installing a positive work ethic.
41. Throughout my years at [REDACTED] we have some real success stories with the young people we have employed. [REDACTED] has successfully completed an apprenticeship as a Butcher at [REDACTED] and he has moved onto a bigger store. We currently have another apprentice butcher, [REDACTED], nearing the end of his second year.

We have put many young people through Certificates 2 and 3. [REDACTED] completed her Certificate 3 at the end of last year and has moved interstate and into a Deli Managers position. [REDACTED] completed his Certificate 2 and 3 with me and started with me at the age of [REDACTED]. He went on to win [REDACTED] in South Australia, and was

██████████. He also received a scholarship to get into ██████████. To continue on from this, he has now received a scholarship to travel to ██████████ to study ██████████. ██████████ came to us from a ██████████ and I can say without a doubt, that we have been the biggest influence on his life.

██████████, who currently manages my Saturday night shift, is in his final year of his ██████████. ██████████ has been employed with me for ██████████ years from the age of ██████████. ██████████ is a lovely, responsible young man whom I trust to manage a demanding shift.

██████████ is currently in his first year of his ██████████, he started with me at the age of ██████████ and is still with us. ██████████ is in his first year of his ██████████ ██████████ and started with us when he was ██████████. ██████████ is in her final year of her ██████████ and she started with me at the age of ██████████. I have another ██████████ young ladies all in their first years of University and I work around all their University schedules to include them in our work force until they complete their studies and move on to their chosen careers.

The most exciting thing about being a small business is watching these young people grow and develop into remarkable young adults. I constantly see shy and unsure young people, but by the time they finish with us, I find that they are confident and competent young adults.

42. Over the last ██████████ years, there has not been one casual employee who has asked to transition to permanent employment. This includes ██████████ of my senior casual employees who are aged over ██████████. These two senior casual employees, for example, have both expressly advised me that they prefer receiving the higher base rate of pay (inclusive of the ██████████ casual loading), and that they are not interested in converting to permanent part-time employment.
43. The main reason I utilize such a large casual workforce, in comparison to my permanent workforce is twofold. Firstly, I try to avoid the part-time provisions of the GRIA. I find them to be both restrictive in terms of locking down a set number of part-time hours, and then only being able to vary such hours in writing by agreement, and I believe that the part-time provisions would place a huge administrative burden on me, as a sole Director. To avoid this difficulty, I enjoy the use of a large casual workforce. Secondly, and as detailed already, there is a reluctance from my casual workforce to want to convert to permanent employment. I have spoken to some of my casual

workforce, including university and secondary school students about whether they would prefer to have permanent part-time hours, and they have all advised me that they are not interested. Some of the reasons I have been given include that they all enjoy the higher rate of pay. There is also ease for me, as the owner, when they are not able to come in for a shift as they can sort it out between themselves to ensure that their shift is covered with another casual employee. I have always been very flexible with this. Their University timetables are often changing, or students will take shifts off for University assignments and exams. My casual workforce has advised me that they enjoy the higher rate of pay and for my older casual workers who have families at home, they have advised me that the flexibility of the shifts suits their home lives.

- 44. With the secondary school employees, many of them are only employed for 1 weekday shift and one weekend shift to work around their schooling and sporting/social commitments.

Signed by [REDACTED]

at [REDACTED]

on 22 July 2018

[REDACTED] _____

IN FAIR WORK COMMISSION

FWC MATTER NO: AM2017/43

Modern Awards Review 2014

Award: General Retail Industry Award 2010

Award Code: MA000004

STATEMENT OF [REDACTED]

1. On 23rd July 2018 I, [REDACTED] casual Duty Manager of [REDACTED] say:
[REDACTED]
2. I am currently [REDACTED] years of age.
3. I have worked as a casual employee of [REDACTED] since [REDACTED].
4. I commenced casual employment with [REDACTED] when I was in Year [REDACTED] at [REDACTED].
5. I graduated from secondary school at the end of [REDACTED] and am currently on a "Gap Year", which means that I have not enrolled in any University course and wanted to have a year off before I commence any University studies. I am considering applying for a place at [REDACTED] to study [REDACTED].
6. My duties involve serving customers, stocking shelves and general tidying of the store. As of [REDACTED], I have been asked to undertake supervisory duties as a Duty Manager for the Friday evening shift.
7. Whilst I was in secondary school, I would generally work an average of [REDACTED] hours per week (two weekday evening shifts and one Saturday shift).
8. This year, my hours have increased due to an increase to my availability. I now generally work [REDACTED] casual shifts a week, totalling between [REDACTED] to [REDACTED] hours per week. These hours and days on which I can work vary in line with my availability, which changes depending on my social commitments, and the hours that my employer makes available.

[REDACTED]

9. I prefer to work as a casual employee as I get a higher rate of pay and enjoy the fact that I am able to go to work, get paid the casual rate of pay, and then go home. Another reason I prefer to work as a casual employee is that I also have the flexibility to change my hours depending on what other commitments I have. I can move my hours around if I have a family or social event I want to attend, or if I just feel like doing something else. I also like the fact that I can pick up additional casual shifts to cover other employees, and also that I am able to swap my casual shifts if I am unable to work them. Generally, I would pick up or drop a casual shift approximately once a fortnight. As a general rule, I wouldn't swap my Friday shift as I am employed as a Duty Manager.
10. I am aware that I have the option to ask my Employer to transition to permanent employment. However, I have advised my Employer that I would not like to be locked into a fixed pattern of work as this would make it more difficult for me to change my hours, including increasing or reducing them. As detailed already, I like the fact that I can pick up additional hours and earn more money, when it suits me. I am also conscious of the fact that I am not sure what I will be doing next year in terms of study or work, so I don't want to be locked into a fixed pattern of work.

Signed by [REDACTED]

on 23 July 2018

Signature

[REDACTED]

On 14 August 2018 paragraph 29 of this witness statement was amended to reflect a minor change due to error. The word "additional" has been removed twice from this paragraph.

IN FAIR WORK COMMISSION

FWC MATTER NO: AM2017/43

Modern Awards Review 2014

Award: General Retail Industry Award 2010

Award Code: MA000004

STATEMENT OF [REDACTED]

On 23 July 2018, I, [REDACTED], [REDACTED]
[REDACTED] in the State of Queensland say:

My Background in the Retail Industry in Australia

1. In [REDACTED] I purchased [REDACTED] and am [REDACTED]
[REDACTED] which operates the store.
2. In my role as [REDACTED] I am responsible for all facets of managing the business including, but not limited to:
 - (a) management of the business' finances (including wages, bills etc);
 - (b) purchasing all products; and
 - (c) employee management, including but not limited to hiring, training, performance management and terminations.
3. Prior to holding this position, I worked in [REDACTED] for [REDACTED]
[REDACTED]

[REDACTED] Operations

4. [REDACTED] is located on a shopping strip at [REDACTED]
[REDACTED], [REDACTED], in the State of Queensland.
5. The business currently employs [REDACTED], not including both myself and my wife. All of these [REDACTED] are in retail positions. Our workforce is made up of [REDACTED]
[REDACTED]

6. [REDACTED] operates in a competitive environment. Since [REDACTED], there have been two [REDACTED], two [REDACTED] and one A [REDACTED] all within a 5 kilometre radius to [REDACTED]. The Queensland Industrial Relations Commission's ("QIRC") decision in December [REDACTED] to extend these supermarkets' trading hours has had a significant impact on my business. Before this decision, these supermarkets were able to trade between the hours of 8:00am and 9:00pm Monday to Friday and 8:00am-5:00pm on Saturdays. The QIRC's decision meant these supermarkets were now able to trade from 7:00am to 9:00pm Monday to Friday, and 7:00am to 9:00pm on Saturday.
7. Since this time, [REDACTED] has experienced a significant decline in sales, specifically on Saturdays, as some customers have been shopping with [REDACTED] and [REDACTED] post 5:00pm on a Saturday, when historically they would have shopped with us.

Industrial Regulation & Use of Labour

8. Currently, all of [REDACTED] retail employees are covered by the *General Retail Industry Award 2010* ("GRIA").
9. We structure our use of labour on the basis that, in order for the business to achieve the required level of profitability, direct labour costs (excluding superannuation and on costs) are required to be limited to less than [REDACTED] of retail sales.
10. We currently employ [REDACTED], made up of [REDACTED] permanent staff and [REDACTED] casual staff.
11. The average age of our permanent workforce is [REDACTED].
12. The average age of our casual workforce is [REDACTED].
13. Out of the [REDACTED] casual employees we employ, [REDACTED] of them are currently university students, whilst [REDACTED] are secondary school students. This means that only [REDACTED] of our [REDACTED] casual employees are not secondary school or university students.
14. Out of the [REDACTED] permanent staff we employ, [REDACTED] of them have children.
15. Out of the [REDACTED] casual employees we employ, only [REDACTED] has children.
16. Of the [REDACTED] casual employees that we employ, [REDACTED] of them are classified as undertaking basic retail assistant duties, with no supervisory duties, and as such are classified as Level 1 Retail Employees under the GRIA.

17. Our roster system generally only consists of three shifts throughout the day:
- i. Morning shift: 6:00am-11:00am;
 - ii. Mid shift: 11:00am-4:00pm; and
 - iii. Evening shift: 4:00pm-9:00pm.

Weekday Evening Trading

18. ██████████ trades every weekday evening and has done so since we bought the business in ██████. Since this time, trading hours on all days of the week, including Sundays have been 6:00am to 9:00pm.
19. In general terms, ██████████ aims to roster ██████ senior permanent staff member to oversee the weekday evening shift (finishing at 9:00pm) and ██████ casual staff, consisting of ██████ “operators” (responsible for filling fridges, stock, tasks around the shop floor, presentation of stock, customer service, etc) and ██████ casual employee responsible for the deli.
20. Currently, we employ ██████ part-time employee who supervises ██████████ weekday evenings each week (Tuesday, Wednesday and Thursday). This part-time employee, ██████ is not available to be rostered on the weekend because her husband works weekends and she has a small child.
21. Our casual employee, ██████████, supervises the Monday and Friday evening shift. ██████████ was working on the weekend for many years until she approached me in ██████ and advised me that she would rather spend time with her young family on the weekends, so I took away her weekend shifts, as requested.
22. In the last financial year, casual employees made up ██████ of staff that were employed to work weekday evenings. Aside from the ██████ employee who supervises the weekday evening shift on Monday and Friday, all other weekday evening employees undertake basic retail assistant duties and are therefore classified as Retail Employee Level 1 employees under the GRIA.

Saturday Trading

23. ██████████ trades every Saturday and has done so since we bought the business in ██████. Since this time, trading hours on a Saturday has been 6:00am to 9:00pm.

24. Generally, [REDACTED] [REDACTED] [REDACTED] usually employs [REDACTED] employees to work on Saturdays.
25. In the last financial year, casual employees made up [REDACTED] of staff that were employed to work on Saturday. The average age of casual employees working on Saturdays was [REDACTED]. Of the casual employees that make up our Saturday workforce, three are engaged in supervisory duties. The remaining employees undertake basic retail assistant duties and are therefore classified as Retail Employee Level 1 employees under the GRIA.

Impact of SDA Application

26. I understand that the SDA in these proceedings is seeking to increase the rates of pay applicable to casual employees working both weekday evenings and Saturdays. Currently the GRIA provides that casual employees are paid their casual loading, but no penalty rate) for weekday evening work, and are paid their casual loading plus a penalty of [REDACTED] of the permanent employee rate of pay when they work on Saturdays. If the SDA application is successful I understand that casual employees working on weekday evenings and Saturdays would be paid their casual loading plus a penalty rate of [REDACTED] of the permanent rate of pay.
27. As detailed above, casual employees represent [REDACTED] of our weekday evening workforce.
28. Over the [REDACTED] financial year, [REDACTED] rostered a total of [REDACTED] hours on weekday evenings per day, totalling [REDACTED] hours per week and [REDACTED] per year. A total [REDACTED] of those hours were allocated to casual employees. The average hourly rate paid to casual employees for work performed on weekday evenings during that period was [REDACTED] per hour, and the total labour cost of casual employees working on weekday evenings for the year was [REDACTED].
29. If a casual weekday evening penalty rate was to be introduced as the SDA is proposing, [REDACTED] would be required to spend a total of [REDACTED] on labour costs each week if we did not take action to address this. This would represent approximately a total amount of [REDACTED] on labour costs each year, which represents an additional [REDACTED] per year. Absent any other measures, [REDACTED] would have to reduce [REDACTED] hours per year to offset the [REDACTED] increase to the casual weekday evening penalty.

30. As the current weekday evening workforce consists of predominantly casual employees, the majority of who are secondary and tertiary students, they would be the ones who would bear the brunt of the reductions. It is unlikely that many of these employees would be able to recover the hours at other times, as they have limited availability during other weekday hours because of their study commitments. Our casual supervisor is also likely to be impacted, and she would also have difficulty recovering the hours elsewhere due to her family responsibilities.
31. As detailed above, casual employees represent [REDACTED] of our Saturday workforce, and are currently paid in accordance with the GRIA, which means casual employees working on Saturdays receive a [REDACTED] penalty, in addition to their [REDACTED] casual loading.
32. As detailed above, since the introduction of extended trading hours for [REDACTED] and [REDACTED] has experienced a significant loss in sales during the hours of 6:00pm and 9:00pm on Saturday. Before this change, Saturday was the most profitable day for [REDACTED] would close at 5:00pm, giving [REDACTED] four hours to trade without any competition from these major retailers.
33. In order to respond to this decline in sales, Springfield Lakes IGA has reduced its rostered hours on Saturdays.
34. Over the [REDACTED] financial year, [REDACTED] rostered a total of [REDACTED] hours on Saturdays, all of which were worked by casual employees. The average hourly rate paid to casual employees for work performed on Saturdays during that period was [REDACTED] per hour, and the total labour cost of casual employees working on Saturdays for the year was [REDACTED]
35. If a casual Saturday penalty rate was to be introduced as the SDA is proposing, [REDACTED] would be required to spend an additional [REDACTED] on labour costs each year if we did not take steps to prevent this. Absent any other measures, [REDACTED] would have to reduce [REDACTED] hours per year to offset the [REDACTED] increase to the casual Saturday penalty.
36. As the current Saturday workforce consists of [REDACTED] casual employment, employed as Retail Employee Level 1 employees, [REDACTED] would reduce the hours currently allocated to casual employees on Saturdays. As Saturday is currently our second most profitable day, our preference would be to roster our permanent workforce on Saturdays rather than during the week to ensure customer sales are

maintained at the current level (as far as reasonably practicable) whilst having to reduce the total number of hours allocated to Saturday shifts.

37. As with weekday evenings, reductions in hours will impact predominantly our young employees. Given that [REDACTED] of our Saturdays workforce is under the age of [REDACTED], and are secondary school students they would most likely be unable to replace those hours at other times, as they are unavailable to work for the major portion of Monday to Friday trade as they have schooling commitments.

Accessing sufficient employees to staff weekday evenings and Saturdays

38. [REDACTED] [REDACTED] has never experienced any difficulties accessing employees prepared to work on weekday evenings and Saturdays. Our workforce utilises a rostering app, accessible on employees' mobile devices, and employees notify their availability through that app. Should their availabilities change, they are able to notify me on this app. Based on the availability updates I receive, my casual employees are generally much more available to work on weekday evenings and Saturdays than they are during weekdays.
39. During the time I have operated [REDACTED] I have been proud of the way we are able to provide young people with the chance to work during their secondary and tertiary studies, and to learn valuable skills and gain valuable experience in the workforce. I believe that the skills and experience they obtain when working with us are something they are able to take away and use to further their own careers. I feel that the proposed change will make it much more difficult for me to employ young people.
40. Over the last 2 years, no casual employees have asked to transition to permanent employment. I have asked some of casual workforce if they would prefer to be employed on a permanent part-time basis, however they have advised me that university commitments have meant that they prefer to make themselves available and unavailable via our rostering app, which they control. The casual employees who have schooling or University commitments tend to increase their hours or availability during school holidays, and it has been my experience that my University students have blocked out entire weeks at a time when they have assignments or exams.

Signed by [REDACTED]

at BRISBANE

on 23 July 2018

Signature

IN FAIR WORK COMMISSION

FWC MATTER NO: AM2017/43

Modern Awards Review 2014

Award: General Retail Industry Award 2010

Award Code: MA000004

STATEMENT OF [REDACTED]

On 20 July 2018, I, [REDACTED] Chief Operating Officer of [REDACTED], [REDACTED] in the State of Queensland say:

My Background in the Retail Industry in Australia

1. I have worked in the retail industry for more than [REDACTED], initially in store management and then moving into human resources and senior operational roles.
2. I have worked with [REDACTED] since [REDACTED] when I commenced as an MIT (Manager in Training) before transferring to the role of National Training and Recruitment Co-ordinator. In [REDACTED] I moved into the role of National Human Resources Manager, and I continued in this role for almost [REDACTED]. In November 2011 I commenced in the role of General Manager Operations, and in May 2016 I commenced in my current role as Chief Operating Officer.

[REDACTED] Operations

3. [REDACTED] is one of the leading surf, skate and street fashion retailers in Australia. We operate [REDACTED] across Australia and employ approximately [REDACTED] in retail store positions.
4. The demographic of our store based workforce is:
 - (a) [REDACTED] are female;
 - (b) [REDACTED] are male;
 - (c) [REDACTED] are employed on a casual basis;
 - (d) [REDACTED] are employed on a permanent full time basis;
 - (e) [REDACTED] are employed on a permanent part time basis;
 - (f) the average age of our permanent workforce is [REDACTED] and
 - (g) the average age of our casual employees is [REDACTED]

Industrial Regulation & Use of Labour

5. Currently, all of our retail store employees are covered by the *General Retail Industry Award 2010* ("GRIA").
6. We structure our use of labour on the basis that, in order for the business to maintain a required level of profitability, direct labour costs (excluding superannuation and on costs) are required to be limited to [REDACTED] of retail sales in our stores. Store Managers are required to operate within this labour budget, and [REDACTED] manages Store Manager performance in part on their ability to operate within this framework.
7. The majority of our stores operate in a reasonably similar way, although their level of turnover does vary. Every store employs a full-time Store Manager, and a full-time Assistant Manager. The number of permanent staff and casual staff vary across our stores in Australia.
8. Our Store Managers predominantly work a Tuesday to Saturday roster, and our Assistant Managers or "Duty Managers" work a Sunday to Thursday roster. Under these two tiers of management, we employ "Shift Supervisors" who are predominantly full-time employees. Some part-time employees are in the position of "Shift Supervisors" and work on approximately 25 hour fixed part-time arrangements. We view this role as a means to 'groom' these employees for management positions within the business. We do not employ casual employees as "Shift Supervisors". The remainder of the workforce are casual employees.
9. During the hours of 8:00am and 6:00pm Monday to Friday, our workforce consists of [REDACTED] permanent employees, and [REDACTED] casual employees. Our Saturday workforce consists of [REDACTED] permanent employees, and [REDACTED] casual employees.

Weekday Evening Trading

10. Approximately [REDACTED] of [REDACTED] stores in Australia are open for trade on Thursday evening (6pm onwards). Approximately [REDACTED] of [REDACTED] stores in Australia are open for trade on Friday evening (6pm onwards). Approximately [REDACTED] of [REDACTED] stores in Australia are open for trade every weekday evening (6pm onwards).
11. During the lead up to Christmas this extends, and the vast majority of our stores are open beyond 6.00pm on weekdays during the four weeks prior to Christmas.

12. The hours that our stores trade on weekday evenings can vary slightly from location to location, although generally where a store is open on a weekday evening it will be open until 9.00pm. In a number of our stores the hours of trade on weekday evenings are fixed through lease agreements, such as [REDACTED] which operates 9:00am to 9:00pm every Thursday.
13. A large proportion of our weekday evening staff are employed on a casual basis. In the 2017/2018 financial year, our weekday evening workforce consisted of [REDACTED] permanent employees and [REDACTED] casual employees.
14. In the 2017/18 financial year, [REDACTED] were worked by casual employees on weekday evenings in our stores. This represents [REDACTED] of all hours worked on weekday evenings in our stores.
15. Of the casual employees that make up our weekday evening workforce, approximately [REDACTED] of our casual weekday evening workforce are classified as undertaking basic retail assistant duties, with no supervisory duties akin to the Level 3 classification under the GRIA.
16. The age of employees who work weekday evenings, including both casual and permanent employees, are as follows:

| Age | Percentage of total weekday evening workforce |
|--------------------|-----------------------------------------------|
| 15 years and under | [REDACTED] |
| 16 years | [REDACTED] |
| 17 years | [REDACTED] |
| 18 years | [REDACTED] |
| 19 years | [REDACTED] |
| 20 years | [REDACTED] |
| 21 years and over | [REDACTED] |

Saturday Trading

17. All of our stores in Australia trade on Saturdays. The hours that our stores trade on Saturdays varies from location to location. In a number of our stores the hours of trade on Saturdays are fixed through lease agreements.
18. Saturday trade accounts for approximately [REDACTED] of [REDACTED] weekly trading. To support this, [REDACTED] has rostered more staff to work on Saturdays than on weekdays and Sundays.
19. A large proportion of our weekday evening staff are employed on a casual basis. In the 2017/18 financial year, [REDACTED] were worked by casual employees on Saturdays in our stores, which represents [REDACTED] of all hours worked on Saturdays in our stores.
20. The age of employees who work Saturdays, including both casual and permanent employees, are as follows:

| Age | Percentage of total Saturday workforce |
|--------------------|----------------------------------------|
| 15 years and under | [REDACTED] |
| 16 years | [REDACTED] |
| 17 years | [REDACTED] |
| 18 years | [REDACTED] |
| 19 years | [REDACTED] |
| 20 years | [REDACTED] |
| 21 years and over | [REDACTED] |

21. Of the casual employees that make up our Saturday workforce, [REDACTED] of our casual Saturday workforce are classified as undertaking basic retail assistant duties, with no supervisory duties akin to the Level 3 classification under the GRIA or our EBA.

Impact of SDA Application

22. Presently, ██████ pays its casual employees working on weekday evenings in accordance with the GRIA.
23. I understand that the SDA in these proceedings is seeking to increase the rates of pay applicable to casual employees working both weekday evenings and Saturdays. Currently the GRIA provides that casual employees are paid their casual loading, but no penalty rate) for weekday evening work, and are paid their casual loading plus a penalty of ██████ of the permanent employee rate of pay when they work on Saturdays. If the SDA application is successful I understand that casual employees working on weekday evenings and Saturdays would be paid their casual loading plus a penalty rate of ██████ of the permanent rate of pay.
24. Given the hours that ██████ operates, increasing the casual rates of pay by imposing an ██████ penalty rate for weekday evenings would result in an increase of ██████ per week, or ██████ per year. Absent the implementation of any other measures to reduce costs, this would mean that ██████ would have to reduce ██████ per year to offset the ██████ increase to the casual weekday evening penalty.
25. Given the hours that ██████ operates, increasing the casual rates of pay by imposing a ██████ penalty rate for Saturdays would result in an increase of ██████ per week or ██████ per year. Absent any other measures to reduce costs, this would mean that ██████ would have to reduce ██████ hours per year to offset the ██████ increase to the casual Saturday penalty.
26. The reduction in hours on weekday evenings and Saturdays will impact predominantly on young people. Of our entire workforce, ██████ of employees are 18 years or younger, which means that they are currently secondary school students, and would only be available to work weekday evenings and weekends during the school term. ██████ of our weekday evening workforce are aged 18 years or younger, whilst ██████ of our Saturday workforce are aged 18 years or younger.

Assessing sufficient employees to staff weekday evenings and Saturdays

27. Casual employees represent a significant percentage of our weekday evening workforce () and our Saturday workforce (). Generally, our casual candidates fill out an "availabilities form" during the recruitment stage. Our casual employees then have the ability to alter their availabilities by filling out a new form, and providing this to their Store Manager. It is the sole responsibility of the Store Manager to consider our casual employee's availabilities.
28. The availability information we receive makes it clear that () has not experienced any difficulty in finding sufficient casual employees to work on weekday evenings and Saturdays at the current rates we are paying.
29. At (), we attempt to offer permanent employment to casuals who have significant availability, or for casuals who work consistently similar hours. Our current structure supports this, as no casual employees in our business are employed as "Shift Supervisors" under the Level 3 classification of the GRIA. My experience is that there is a reluctance among our casuals to take up permanent roles. Based on feedback I have received, our casual workforce generally appear to prefer to receive the higher casual rate of pay and enjoy the flexibility that comes with casual employment. When we have sought to convert casuals to permanent part-time roles we have received significant push back, and the reasons provided are regularly related to the higher rate of pay, but also their regularly changing availability as a result of secondary school, university and social/family commitments.
30. Over the busy Christmas trade, we offer some of our more experienced casual employees the opportunity to work full-time on a temporary Christmas contract. It has been our experience that approximately () of casuals we offer this to accept temporary full-time work over the Christmas period when they are offered a Shift Supervisor role, and less than () of casuals accept temporary full-time work over the Christmas period when they are offered permanent work under the same classification they are currently working under in accordance with the GRIA.

Signed by

at

on 23 July 2018



IN FAIR WORK COMMISSION

FWC MATTER NO: AM2017/43

Modern Awards Review 2014

Award: General Retail Industry Award 2010

Award Code: MA000004

STATEMENT OF [REDACTED]

On 20 July 2018, I, [REDACTED] National HR Operations Manager of [REDACTED] in the State of Victoria say:

My Background in the Retail Industry in Australia

1. On or about 1 November 2016 I commenced employment with [REDACTED] in the position of National HR Operations Manager.
2. In my role as National HR Operations Manager, I am responsible for:
 - (a) management of the Human Resources Operations function, which includes management of the company's HR Business Partners, who business partner with our Divisional Operations Managers;
 - (b) partnering with the General Manager of Operations to determine best outcomes in significant organisational decisions, including labour allocation decisions;
 - (c) providing the company with specialist employment relations advice;
 - (d) negotiating the company's Enterprise Bargaining Agreement ("EBA") and all dispute resolution matters through the Fair Work Commission.
3. I have been engaged in the retail industry for more than [REDACTED]
4. Prior to holding this position, I was employed as a Senior Human Resources Business [REDACTED] Prior to this, I was employed by [REDACTED] for more than [REDACTED] in the positions of Regional HR Manager, HR Business Partner, State

HR Advisor and HR Advisor. During my employment at [REDACTED], I was also employed in Operations during a secondment of [REDACTED]

5. My formal qualifications include a Masters of Business Administration (MBA) in Business from [REDACTED] and a Bachelors Degree of Management, Human Resources and Psychology from the [REDACTED]

[REDACTED] Operations Nationally

6. [REDACTED] operates [REDACTED] stores across Australia. [REDACTED] is a discount variety retail business offering a wide variety of general merchandise including:

- (a) homewares;
- (b) hardware;
- (c) clothing and accessories;
- (d) household products;
- (e) stationary; and
- (f) toys.

7. In Australia, the business employs approximately [REDACTED] employees. Of this number, approximately [REDACTED] are in retail store positions. Of the retail workforce, the majority are female [REDACTED] and consists of a high proportion of casual employees [REDACTED]. Part time employees make up a total of [REDACTED] and full-time employees make up a total of [REDACTED] of our retail workforce.

8. The majority of our casual workforce is aged [REDACTED] and [REDACTED]. The age of our casual workforce is made up of:

- (a) [REDACTED] fifteen-year olds;
- (b) [REDACTED] sixteen-year olds;
- (c) [REDACTED] seventeen-year olds;
- (d) [REDACTED] eighteen-year olds;
- (e) [REDACTED] nineteen year olds; and
- (f) [REDACTED] twenty year olds and above.

Industrial Regulation & Use of Labour

9. Currently, all of our retail employees (except Store Managers and Assistant Store Managers) are covered by [REDACTED] ("EBA") which has now passed its nominal expiry date (1 March 2018).
10. The EBA displaces in its entirety the *General Retail Industry Award 2010* ("GRIA").
11. We are currently re-negotiating our EBA and are currently involved in negotiations with the Shop, Distributive and Allied Employees Association ("SDA") in this regard.
12. We structure our use of labour on the basis that, in order for the business to remain profitable, direct labour costs (excluding superannuation and on costs) are required to be limited to [REDACTED] of retail sales in each store. Store Managers are required to operate within this labour budget, and the [REDACTED] manages Store Manager performance in part on their ability to operate within this framework.
13. Every store will employ a full-time Store Manager, and a full-time Assistant Store Manager. The number of permanent staff and casual staff vary across our stores in Australia. A significant portion of our permanent workforce complete their ordinary hours of work during the days of Monday to Friday, rather than weekday evenings or weekends.
14. During the hours of 9:00am and 6:00pm Monday to Friday, our workforce consists of [REDACTED] permanent employees, and [REDACTED] casual employees. Our weekend workforce consists of [REDACTED] permanent employees, and [REDACTED] casual employees.

Weekday Evening Trading

15. Of The [REDACTED] stores in Australia, approximately [REDACTED] stores are open for trade on weekday evenings (6pm onwards) one night per week. Out of those later trading stores, approximately [REDACTED] are open for trade on weekday evenings two nights per week. Approximately [REDACTED] stores are open for trade on weekday evenings three nights per week, and approximately [REDACTED] stores are open for trade on weekday evenings four or more times a week. In a number of our stores the hours of trade of weekday evenings are fixed through lease agreements, such as [REDACTED], which trades from 9am to 9pm every Thursday and Friday. When we come into peak trading times, and in particular the Christmas period, most stores open additional weekday evenings, and many open all five weekday evenings.

16. In addition to this, approximately [REDACTED] of [REDACTED] stores in Australia engage labour on weekday evenings (6pm onwards) solely to perform an "evening fill" shift. This represents a total of [REDACTED] of our stores in Australia. Employees are rostered on to work the evening fill shift from 6pm to 9pm on weekdays, and these shifts generally occur on a Monday, Tuesday and Wednesday evenings, when we are closed for trade. The evening fill shift is a critical component of our business. The purpose of the evening fill shift is to essentially re-fill and re-stock product for the next day of trading, without having customers present in the store.

The key reasons replenishment is conducted outside of trading hours are for safety and productivity considerations as well as providing a better customer experience.

17. In general terms, [REDACTED] rosters one permanent staff member to oversee the evening fill shift, employed on a Level 3 under our EBA, which mirrors the Level 3 classification under GRIA. In addition, [REDACTED] will generally roster three or four casual employees each evening to complete the evening fill shift, and these casual employees are classified as Level 2 employees under our EBA, which mirrors the Level 1 classification under GRIA.
18. In the last financial year, casual employees made up [REDACTED] of staff that were employed to work weekday evenings. The average age of casual employees working on weekday evenings was [REDACTED]. Of the casual employees that make up our weekday evening workforce, a very small proportion (less than one tenth of one percent) of those hours were worked by casuals who were engaged to perform supervisory duties and therefore classified as Level 3 Team Members.

Saturday Trading

19. All of our stores in Australia trade on Saturdays. The hours that our stores trade on Saturdays varies from location to location. In a number of our stores the hours of trade on Saturdays are fixed through lease agreements.
20. Saturday trade accounts for approximately [REDACTED] of [REDACTED] weekly trading.
21. Over the 2017/18 financial year, The [REDACTED] rostered a total of [REDACTED] hours on Saturdays. A total of [REDACTED] of those hours were allocated to casual employees.
22. The average age of casual employees working on a Saturday is [REDACTED].

Weekday Evening Penalty Rate Challenges

23. Presently, the ██████████ pays its casual employees working on weekday evenings in accordance with our EBA, which means casual employees working on weekday evenings are not paid any evening penalty rates in addition to their casual loading. This mirrors the current arrangement in the GRIA.
24. ██████████ is currently in the process of negotiating our EBA with the SDA. The SDA are firmly pursuing an outcome where ██████████ would provide a mechanism in any new enterprise agreement to give effect to any introduced casual penalty rates as a result of this proceeding. The SDA has been adamant that The ██████████ would be the only retailer putting forward an EBA which does not provide this mechanism. ██████████ has at all times refused to include such a provision throughout the negotiation process thus far.
25. ██████████ is aware, however, that recent decisions of the Fair Work Commission mean that it will be very difficult for the business to maintain casual weekday evening and Saturday loadings and penalty rates at our current EBA levels if the SDA's application in this matter is successful. As such, we are almost certain that if the application is successful we will eventually need to mirror the terms of the GRIA in our EBA.
26. Given the importance ██████████ places in our weekday evening shifts, specifically due to the operation of our evening fill shift, increasing the casual penalty a further ██████████ would result in an increase of ██████████ a year.
27. Given the significant financial impact an increase to casual evening penalties would have on our business, we have given consideration to removing the evening fill shift in total and replacing it with a morning fill shift of 7:00am to 11:00am. Under both our EBA and the GRIA, employees are not entitled to any additional penalties for work completed between 7:00am and 11:00am, and thus this would remove the financial impact of any change. There are, however, a number of operational challenges with this.
28. The first is the impact on customer experience. Completing replenishment during a time that customers are present in the store has a negative impact on customer experience as access to stock is not as easy and the look of the store is impacted.
29. The second issue is that the business would have to make a number of operational and logistical changes, such as the delivery schedules from our suppliers. There is

some risk that those suppliers will have difficulties in shifting those schedules to enable the morning fill to operate as efficiently as the current evening fill, and such changes could have a financial impact on the business.

30. The third issue is sourcing employees to work under the amended replenishment structure.
31. As detailed already, casual employees make up approximately [REDACTED] of staff that are employed to work weekday evenings. Many secondary school students are available and are utilised to work evening shifts and would not be able to be complete the morning replenishment shift due to schooling obligations, and existing team members may not wish to significantly change their rosters. As such we may need to source an entirely new cohort of employees to carry out that work. A significant number of our evening fill casual employees are also enrolled in postsecondary education such as university, TAFE or college, and are also limited in their ability to shift to morning shifts as they are more likely to be required to attend such education facilities during the morning fill shift hours (7:00am-11:00am) compared to the evening fill shift hours (6:00pm-9:00pm).
32. The fourth issue is a simple one of efficiency. Carrying out replenishment on weekday evenings when stores are not open is significantly more efficient that carrying out replenishment during trade. When the stores are closed employees can move easily around the store, do not need to be mindful of store appearance and as such can work more quickly. As those stores who would be potentially implementing the morning fill shift all open for trade at 9:00am, we would be increasing the morning replenishment by an additional hour as compared to the current evening fill shift, to ensure that our staff are more mindful of store appearance and morning customers.

Saturday Penalty Rate Challenges

33. Presently, [REDACTED] pays both casual and permanent employees working on Saturdays in accordance with our EBA. The current terms of our EBA provide that during the ordinary hours of 6:00am to 8:00pm, both casual and permanent employees do not receive any additional penalty for working Saturdays.
34. As detailed already, the SDA is seeking through bargaining to have [REDACTED] provide a mechanism to give effect to any introduced casual penalty rates as a result of this proceeding.

35. If the Saturday casual penalty rate was to increase as the SDA is proposing, and as expected this change flows on to our EBA, this would result in an increase of [REDACTED] in labour costs on Saturday.
36. As detailed already, we structure our use of labour on the basis that, in order for the business to achieve the required level of profitability, direct labour costs (excluding superannuation and on costs) are required to be limited to [REDACTED] of retail sales in each store. Accordingly, we would need to reduce the number of hours worked in our stores on Saturdays if we were to maintain that labour cost percentage.
37. As detailed already, over the 2017/18 financial year, [REDACTED] rostered a total of [REDACTED] on Saturdays. A total of [REDACTED] of those hours were allocated to casual employees. On average, [REDACTED] rostered [REDACTED] on Saturdays per week and paid casual employees an average of [REDACTED] per hour for working on Saturdays, representing a total labour cost of [REDACTED] for casual employees working on Saturdays per week. The proposed increases would add [REDACTED] to the Saturday casual rate of pay, which would mean we would be paying an average of [REDACTED] per hour. If we were to maintain the same labour cost for casuals on Saturday ([REDACTED]) we would need to reduce the number of Saturday hours worked to [REDACTED] per week, a reduction of [REDACTED] hours per week, which amounts to almost [REDACTED] full time equivalent roles.
38. Such a reduction in hours would impact predominantly on young people. The retail industry is renowned for providing many young people with their first job, and our business is not any different. My first role, and indeed many of my colleague's first jobs were in retail. We have many employees across our business, in different departments and at all levels whose first job was in the retail industry. Even when recruiting for professional roles we often employ candidates who have worked as a young casual within the retail industry as they bring that knowledge and understanding into their new role.

Accessing sufficient employees to staff weekday evenings and Saturdays

39. Generally, our casual candidates fill out an "availabilities form" during the recruitment stage. Our casual employees then have the ability to alter their availabilities by filling out a new form and providing this to their Store Manager. It is the sole responsibility of the Store Manager to consider our casual employee's availabilities.

40. [REDACTED] has not experienced any difficulty in finding sufficient casual employees to work on weekday evenings and Saturdays at the current rates we are paying.

Signed by [REDACTED]

at [REDACTED]

on 20 July 2018

[REDACTED]

Signature