



The Woolworths Project

Organisational Report

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- Safety Science Innovation Lab - Griffith University-

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By Way of Introduction

Project Context

Safety Mission

Woolworths has a focus on continual improvement, innovative practice, and fresh Ideas. Woolworths has a strong safety focus with the philosophy of "No task is so urgent and no service so important that we cannot take the time to do it safely."

Safety Concerns

As a company, Woolworths currently has a disconnect between their safety mission and their safety practice. Specifically, there are three key areas for improvement.

1. Safety Practices need evaluation. Effective and efficient safety systems and processes are valid and reliable. Currently, systematic assessment does not occur for safety programs within Woolworths. Members within Woolworths have labelled this approach "launch and leave," meaning that implementation occurs without evaluation and with limited consultation.
2. Lag indicators have plateaued. Metrics tracking safety performance had plateaued and started to shift to a negative trend. This result meant that there was no discernible improvement in safety performance in the last five years.
3. The safety process is a hereditary system. The saying "this is the way it has always been" applies to the safety processes within Woolworths.

The company wanted to incorporate the latest thinking from leading safety scientists into the business to realign their safety mission with their safety practice. Woolworths also wanted to investigate a model of safety management that was different to the compliance, hereditary focus approach from the last 90 years.

The Woolworths project is an in-depth research project investigating the effects of different safety management practices on safety ownership and safety engagement within Woolworths supermarkets. The project is a controlled trial spanning 30 stores, divided into three conditions. The project conditions are Control Condition, Local Ownership Condition, and Ownership and Engagement Condition.

Safety as Autonomy, Control, and Collaboration

Woolworths stores operate in a complex world with unpredictable customers, resource restrictions, and increasingly competing service demands. The world is not changing. It has changed. To not only survive but to thrive in a volatile, fast-paced, competitive environment, organisations need to be adaptive, unencumbered by formality, process, and bureaucracy to meet the evolving demand in every area of business. This adaptation requires the organisation to shift its focus from controlling the system to supporting and developing their people. In the Woolworth's, context this adaptation is through;

- continually seeking high reliability by creating, supporting, and encouraging appropriate behaviours and attitudes,
- resourcing, learning, monitoring, and adapting to unexpected events and situations to build the team's safety capacity,
- facilitating fast, actionable safety decisions by decentralising safety control from the head office chain of command to the frontline stores and,
- increasing individual and collective notions of control and responsibility by encouraging the perception that what their stores do regarding safety makes a difference

Safety Expectations

Through this project we expect Woolworths to manage safety differently by,

1. No longer seeing team members as the problem to control but as the solution to harness,
2. Ceasing to see safety as the absence of negatives and instead, enhancing the positive capacities to make things go right.
3. Turning safety back into an ethical responsibility to people, rather than a bureaucratic accountability to people.

"We used to know we were safe when we had competent managers at the sharp end. How do we know we are safe today? We have the paperwork to show we are safe...and then we blow stuff up!" - Sidney Dekker

Two years ago Sidney presented this statement to a room full of safety practitioners, operational leaders, and organisational safety representatives. The average response from the audience exclaimed that surely it is the employees that cause "stuff to blow up," that their paperwork was fine and if only employees just did what they were told we would all be safe. However, nobody goes to work to be hurt. If I asked you to slam your hand in a door could you do it? I would suggest for most people their response would be no, it goes against one of the strongest human instincts- self-preservation.

If it is not the human then it must be the system, we just haven't plugged all the holes in our swiss cheese, and that is why accidents happen. In fact, the opposite can be said to be true. Filling the holes requires layers of complexity and interdependencies. Endeavoring to plug every hole will either make your organisation immobile, chocked by processes or the complexity will force the employees to ignore the system so that they can get their job done. It was at this point in the conversation that Sidney posed another question.

If the frontline workers do not go to work to hurt themselves, and we had competent managers, why don't we do away with the bureaucracy and rules, and let people do their jobs?

A member of the Woolworth's National Safety Support team spoke up and said "Why not? Why can't we give it a go and see what happens? Let us invest trust in our people.

The Woolworths Project

The Woolworths Project was the answer to the question "why not?" In collaboration with Queensland Head Office, the researchers from Griffith University's Safety Science Innovation Lab designed a project that would answer the two questions

1. What happens when you take the rules away?
2. Is there a better way to manage safety?

The project consisted of two key phases: the Pilot Trial and the Primary Trial.

Pilot Trial

The pilot phase involved selecting and surveying seven different Woolworths stores in South East Queensland. The purpose of the pilot was to:

1. assess the perceived need, as well as the level of support for the adoption of the safety project;
2. develop an understanding of each store's ways of working, and
3. develop a research strategy suited to Woolworth's leaders and team members.

Primary Trial

The primary trial was an in-depth research project investigating the effects of different safety management practices on safety ownership and safety engagement within Woolworths supermarkets. The project was a 12-month multi-arm study of 30 Woolworth's stores. The purpose of the project was to

1. identify current safety practices that hinder and help safety management within Woolworths;
2. to explore different ways of managing safety, and
3. provide evidence-based recommendations that support Woolworth's mission of continual improvement

The primary study divided 30 Woolworths stores into three conditions: Control, Local Ownership, and Ownership and Engagement.





Control Conditon (Control)

The first approach to safety management is the current process embedded in Woolworths stores. This model places control and responsibility of safety management with the Head Office Safety team. This condition involves

- **Same processes and procedures- no change**

This condition is evaluating existing processes and practices that Woolworths has in place. This condition will also act as the comparison group to the two trial conditions discussed below.



Local Ownership Conditon (Own)

The second approach to safety management is a localised control model. This model places control and responsibility of safety management in the hands of individual store managers. This condition involves

- **Removing all safety process, procedures and rules that are not regulated by state or federal law.**

This condition is testing a grass-roots approach to safety management with no top down or researcher interference. As frontline workers are at the sharp end, they are better positioned to identify risks, hazards, and unsafe variation in the system.



Ownership and Engagement Conditon (Engage)

The third approach to safety management is a localised control model implemented with a change management program and safety differently workshop. This model places control and responsibility of safety management in the hands of the leadership team within the store. This condition involves

- **Removing all safety process, procedures and rules that are not regulated by state or federal law.**
- **Participating in Safety Differently Workshops**
- **Embedding a Change Management Strategy**

This condition is a safety management strategy which focuses on actions, behaviours, and beliefs of the leadership team. The safety management process is a facilitated bottom-up approach which provides a framework for stores to self-manage safety at the local level.

Data Collection

Two researchers from Griffith University collected data from 30 Woolworths stores from September 2015 until October 2016 in the form of surveys, weekly emails, workshops, and observations.

Emails: Store Managers were asked to respond to a weekly email for eight months. The questions ranged in content, but all emails focused on safety management processes, safety culture, hazards, and incidents.

Observations: Each store had discrete but overt observations across departments. Each employee in the observed department gave verbal consent. An exploratory approach was used to allow for comprehensive data collection. Team members answered questions regarding safety management, hazards, and risks.

Surveys: Team members were invited to complete a survey at two-time points: half way through the project and at the end of the project. The survey asked questions about locus of control, safety behaviour, safety beliefs, engagement, and safety leadership.

Workshops: 10 stores in the Ownership and Engagement condition participated in 3 workshops spanning the length of the project. The workshops acted as a means to facilitate the change management process, as a training component for thinking about safety in a different way, and as a method of tracking actions, beliefs, and behaviours of the leadership team.

Incidents and accident data: Woolworths has provided incident and accident data for the year before the trial and the year of the trial for statistical comparison.

546 Surveys

550 Emails

2yr Data

30 Workshops

270 Observations



Participation



Store Managers: Store manager participation rate was extrapolated from the number of reply emails received to the safety emails over the 8 month period.

Team Members: Team member participation rate was measured from the number of surveys received for each condition.

During the observation period, 5 people refused to be observed, and any information about them was removed.

Control Stores

1. Calamvale
2. Calamvale North
3. Garden City
4. Mountain View
5. Sunnybank
6. Sunnybank Hills
7. Underwood
8. Springwood
9. Chatswood Hills
10. Loganholme

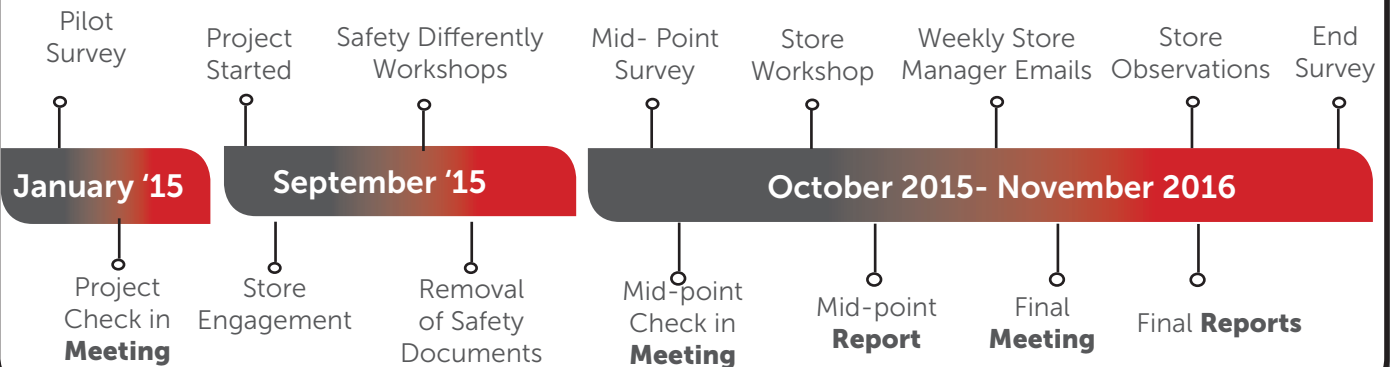
Own Stores

1. Acacia Ridge
2. Annerley
3. Buranda
4. Cooparoo
5. Inala
6. Moorooka
7. Richlands
8. Oxley
9. Sherwood
10. Kenmore

Engage Stores

1. Browns Plains
2. Browns Plains WP
3. Greenbank
4. Jimboomba
5. Logan Village
6. Park Ridge
7. Marsden Fifth Ave
8. Redbank Plains
9. Springfield
10. Goodna

Research Timeline



Research Analysis

Survey Analysis: The survey data analysis compared stores in the three different conditions on factors including safety behaviour, beliefs, and leadership.

Observation and Email Analysis: The observations and emails collected over the project were analysed to identify key themes for the different conditions. This process also identifies similarities and differences between stores in the three conditions.

Accident and Incident Data Analysis: Woolworths provided the incident and accident data from all 30 stores for the researchers to review. The researchers compared the incident and accident data for stores in each condition from the year before the trial (September 2014-2015) to the year of the trial (September 2015- October 2016) to examine trends in the accident and incident data.

For ease of reporting, the results collected from the three analyses were collated into six over-arching themes. Each theme reported in the Safety at Woolworth's section comprises of data from all three conditions as well as statistical and anecdotal reporting.

Safety at Woolworths

Safety Pack

The safety pack is a monthly document given to the store to provide monthly safety guidance. The Safety Pack is three parts; 1) department checklists, 2) engagement activities (e.g. Team Talks), and 3) legislative requirements (e.g. fire evacuation).

Safety in General: Across all stores and conditions there is a shared perception that the Safety Pack is not an effective or efficient way to embed safety activities into the store. There is a disconnect between the legislative, bureaucratic elements and the engagement activities, to the extent that stores feel safe if they tick the box or, conversely, they do not connect with the Pack's original purpose and find no value in Safety. Below is a statement which represents the majority of stores on the topic.

"Our current safety pack is a long task, and the team loses interest in it. We need something that is not time-consuming and only one point to keep people interested and proactive about safety."

Safety Change: Stores in the trial condition had the opportunity to choose what if any, elements they would complete out of the Safety Pack. 95% of stores removed the compliance processes from their safety management. Direct quotes from the store managers are below.

"Filling out the safety pack does not improve the safety result."

"I think that removing the administrative tasks involved in the previous safety pack, has inspired the team to be driven to look at safety in a different light, instead of being a chore, it is now more enjoyable to be able to look, observe and engage in what really matters, and that is the day to day behaviour of the team."



Local Leadership

Safety leadership has a profound impact on store safety.

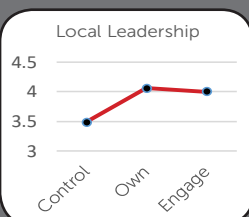
Safety in General: As expected, team member's perception of their store managers' interest in safety were either 1) they care about safety, 2) they do not care about safety, or 3) they care but do not do anything when it comes to safety. On the other hand, store manager's opinion about team member safety engagement also varies between engaged and disinterested. As demonstrated by the quote below, there is a pervasive idea that team members are the problem to control when it comes to safety.

"The biggest barrier is making people understand the importance of working safely. It seems to be only when an incident occurs that people react and start taking a more serious approach to safety."

Safety Change: In the trial conditions, store managers did not have to perform an auditor role in the safety pack. Instead of chasing team members for dates and signatures, most store managers indicated that they were spending more time engaging and collaborating with their team around safety. Interestingly, team members in the trial conditions perceived that their store managers were more active in addressing safety concerns. In the leadership survey team members in the trial conditions rated their store managers higher on the ability to empower individuals and enhance skills and self-efficacy. Store managers' observations supported this finding.

"There has been a culture change in our store and different understanding of safety, and I think I can attribute that to the training we received at Head Office last year."

"Our team have a more heightened awareness about safety in the workplace, due to the commitment and involvement of our team leaders and through regular communication."



Safety at Woolworths

Head Office Support

The Safety Support team play a vital role in store safety. Tasks and duties include; auditing, answering questions, conducting investigations, providing supporting documents and most importantly, improving safety for the stores.

Safety in General: There is a shared perception across all stores that the QLD Safety specialists are supportive, competent and there to help. One store manager said,

“Support is a phone call away. It’s great to know that guys like Marty and Nicole Monk will take our calls and advise us on sticky issues occurring in the Store.”

However, there was also a shared perception that the response time actioning safety maintenance or addressing concerns was poor from head office. This problem is a systemic issue with the siloed nature of different departments. One store manager relayed an ongoing issue of high-risk congestion caused by a large milk delivery. From this issue, accidents had occurred, the risk increased, shortcuts taken, and lost productivity. However, the store’s request for a split-load was rejected because they were 30 crates off from reaching the minimum threshold.

Safety Change: There were two key changes in head office support in the trial conditions. Firstly, stores were more likely to engage the safety team for questions and coaching around safety management in their store. One store manager summarised head office support as

“Having conversations, leading by example, coaching, and guidance on methods and work behaviour.”

Secondly, stores believed that their requests for action, equipment or repairs were actioned quicker because they had control of safety at the local level. One store identified their box cutters as a significant hazard due to faulty construction and was able to pilot different knives.

“Why did we have to wait for the Griffith trial to happen to get things replaced?”



Safety Management

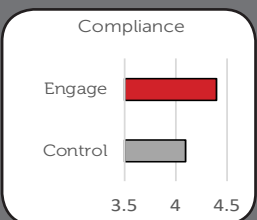
Safety management in this context refers to the way in which store managers engage, facilitate, and promote safety participation from their team members. In an organisational context, an individual cannot be larger than the team, and the team cannot be larger than the leader.

Safety in General: Safety management within Woolworths supermarkets is a directive, compliance activity. Store managers have strict rules and procedures for when to report incidents and accidents, how to complete paperwork, and a model of working which encourages one right way of operation. This structure supports and promotes safety compliance as the easiest and most efficient course for safety management. The impact of the safety compliance management model is shown below in a common quote from team members.

“I don’t think about safety. I just follow the rules and do what I’m told.”

Safety Change: In the trial conditions, the removal of all safety management processes and procedures not regulated by law from the store occurred. This change meant that store managers no longer had to act as gatekeepers to the safety paperwork and audits. Store focus shifted from paperwork to collaboration. Specifically, store managers in the trial stores were more likely to employ a coaching style to safety management than the control store. The control condition rated their focus on safety compliance and procedures significantly higher than the trial conditions.

“I think team engagement and awareness is the strongest tool that we have in the prevention of injuries.”



Safety at Woolworths

Locus of Control

Locus of control is a term for two frames of thought; I am in control of my life (internal), or life controls me (external). For safety, having an internal locus of control mind frame means that you believe you are in control of and responsible for safety. ILOCs learn from accidents and celebrate successes. External locus of control mind frame, on the other hand, means that you believe you are not responsible for safety, it is something that happens to you through luck, chance or fate. ELOCs blame everyone else for accidents.

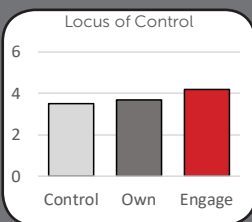
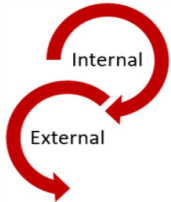
Safety in General: In the first workshop stores were asked to identify the factors that helped or hindered safety in their store. From this list, they identified the factors that they could control or have influence over. Typical responses to this question were:

"There is nothing you can do about safety" "it is out of our control" "it is someone else's responsibility, I just do my job."

Team members across the stores repeated this sentiment.

Safety Change: In the last workshop held 9 months later; the stores addressed the same questions- what factors impact safety and what do you have control or influence over? In stark contrast to the first workshop, the only factor the stores believed they could not control, was time, and they were quick to suggest time management strategies. This result was supported by a survey measure looking at the locus of control. Team members in the Ownership Engagement condition rated their level of control significantly higher than the other two conditions. As stated by one store manager:

"I think that this trial has been fantastic in really seeing the ownership the team takes for their safety and those around them."



Incidents and Accidents

It is a legal requirement to report incidents, accidents, and hazards. In fact, incident and accident data is commonly the only form of safety tracking metric that organisations utilise to measure safety and risk over time. However, this method of safety tracking can only ever inform an organisation what has happened in the past, with very tentative application to future predictions and is only as effective as the accuracy of reporting.

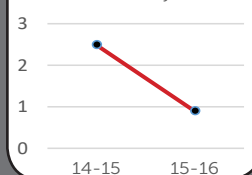
Safety in General: One of the concerns highlighted by Woolworths was that their accident and incident data had plateaued and had started to trend in a negative direction.

Safety Change: As part of the analysis, the researchers compared the performance of the 3 conditions for accident and incidents based on Woolworth's tracking system. The analysis identified an associated significant reduction in lost time injuries for stores in the Ownership and Engagement condition. Further, the effect size calculated suggested high practical significance ($p = .03$, $d = .86$).

This finding does not mean that the trial condition itself directly caused the reduction. One potential alternative explanation is the increased attention the stores received due to the trial. However, we replicated the research activities across all conditions. Therefore, if the difference is due to attention from the researchers, we would expect to see the same result across all conditions. Another alternative explanation is that the stores in the Ownership and Engagement condition decreased reporting actual accidents during the trial. While plausible, this change in reporting behaviour was not noticeably observable over the 12 month period.

While we cannot prove the reduction in LTIs was due to the intervention, this is the likely explanation for the decline.

Lost Time Injuries



Recommendations for Woolworths



Streamline the Safety Pack

At best, the administrative and legislative components in the safety pack do not contribute to store safety. At worst, these components have detrimental effects in team members engagement, ownership, and feelings of responsibility to safety in the store.

However, store managers understand and appreciate that there is a business need to meet and address the legislation, compliance, and regulation requirements. The recommendation is to streamline the safety pack by removing the administrative and legislative components from the safety pack itself into the self-audit system which is currently completed by the store managers. The safety pack could be an effective tool to engage the team in store safety actively. Include sections in the safety pack that targets that objective such as team talks, a monthly safety focus, zone or group insights, ideas, and trends.

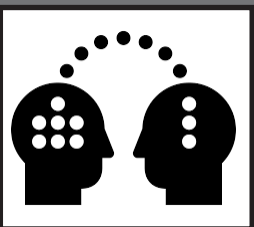


Roll- out Safety Differently Workshops

Store managers who participated in the safety differently workshops believed that the workshops gave the team a shared language to connect and engage with safety and that their team members experienced an improved understanding of safety leading to improved morale.

Specifically, we suggest that the roll-out occurs as part of the group restructuring with the leadership teams of the store. This will allow:

1. Shared knowledge for those who did not participate in the original workshops,
2. A teaming exercise to help connect the new group, and
3. An opportunity to embed changes to the safety pack or other safety processes consistently across the stores.



Provide Safety Specialists Coaching Training

During the project, the QLD Safety specialist team naturally fell into a coaching role that supported the trial stores in their self-management of safety. The Safety Specialists were required to perform above and beyond their defined role in Woolworths to not only answer complex or open-ended problems, but also needed to coach and support the store managers in their pursuit of local safety.

Therefore, we suggest the safety team receive formal coaching training to enable them to grow into this role in the future effectively and to continue the practice of collaborative solutions.

Recommendations for Woolworths



Implement Collaboration Process

There was an apparent shift in attitude, behaviour, and action when the trial conditions felt like they had both control and responsibility for safety in their store

This recommendation is to implement a collaborative review process for existing and future safety initiatives and processes. This would involve engaging different stores often and early in the design process, before the evaluation and implementation stages. Once the design process has been completed it is essential to implement an active communication plan for stores not involved in the consultation process to allow for wide-scale buy-in and engagement.



Clarify Safety Team Roles

Consistent feedback from the stores across the conditions was that the safety team were not capable. This was because team members felt that the safety team did not have any control, authority or responsibility for actioning the reported safety concerns and hazards

Specifically, we suggest that the roles and responsibilities of the leadership team and safety team are redefined but not restructured.

- Team members in the safety team should be the voice of the employee. They are the point of contact to receive feedback, suggestions, and concerns regarding safety in store. The team members' role should also include leading engagement activities within the store as a safety champion
- A member of the leadership team should be represented on the safety team to receive and action any reports or concerns from the safety champion.

The separation between formal and peer authority will encourage increased participation and ownership of both the safety team and team members within stores.



Incidents and Accidents

There are no specific recommendations for this finding. The researchers believe that by actioning the previous recommendations, there will be a flow-on effect to team members' morale and engagement with safety which has been linked with reduced incidents and accidents.

Appendix A: General Safety Concerns Across All Stores

We strongly recommend that Woolworths review the list and action where appropriate.

These direct statements provide an insight into shared perceptions of safety concerns which were out of scope for this project.

Safety Concerns Across All Stores

- Our incident reporting system is very slow and cumbersome and at least 5 years out of date
- Our Rehab documentation is still all manual and whilst is in line with current legislation is also about 5 years behind systems in other business's
- The resources to have hazards repaired or replaced in a timely manner is also not up to date
- Safe procedures need to be put in place such as mats and wet floor signs placed in high traffic areas for awareness.
- the systems we use such as Pulse seem outdated, are difficult to navigate and extremely slow.
- poor response time having safety related maintenance actioned
- minimal information received so we are unaware of Best practise and how we compare.
- zero harm or destination zero tend to label safety as a task or a job
- review of paper work compliance and how it adds little to no value to developing a safe place to work.
- don't believe you should be penalized in a bonus structure for an incident that perhaps you could not of influenced
- I believe that the information is up to date. The issue is finding the information that i require. Our system is very difficult to navigate
- We have a tendency to implement systems sometimes that are either not tested to the required extent and this in turn either makes the system or procedure being implemented either to become delayed or simply does not work.
- Take safety out of the "Business" measures. People are not a commodity & are not an expense they are an asset
- Having to send Team Members off site to get trained in First Aid, Hazards and work orders not getting fixed to lengthy waits for approval, process of hazard reporting on Pulse not available to all Team Members
- when it comes to getting a part of the store repaired due to a safety incident where someone hurt themselves and it takes 6 months this is extremely frustrating, which literally happened in our store.
- Can we really put a price on Safety? I believe that if it effects someone monetarily there is the possibility that a Team Member may not get the correct care needed to satisfy a result.
- I believe Woolworths has fallen short with regard to preventative maintenance. There used to be a preventative maintenance plan that ensured plant/equipment and even trolleys did no fall into a dangerous state. This was removed to save costs. Unfortunately this means that things become a hazard and then are reported.
- If I could change something about safety I would change the response time when calls are logged with EMS. We recently had an issue that a job was logged on the friday as the produce cabinet was leaking, The call was re-logged on the Sunday and again on the Monday. We did not have a technician on site till the tuesday and although the team was vigilant with regard to containing the water a customer slipped on Monday night.

Appendix B

Meet the Researchers

Michelle Oberg- Lead Researcher: Michelle Oberg is an aspiring safety psychologist currently completing her Ph.D. research. This project will form the foundation of her research exploring adaptive safety management with the inclusion of autonomy, complexity, and decentralisation.

Sarah Rushton- Research Assistant: Sarah is currently completing her Masters of Organisational Psychology at Griffith University. Sarah performed numerous data collection activities and conducted a process evaluation of this project.

Sidney Dekker- Principal Supervisor: Sidney is currently Professor at Griffith University in Australia, where he has founded the Safety Science Innovation Lab. Sidney has gained worldwide acclaim for his groundbreaking work on human error and safety.

Drew Rae- Associate Supervisor: Drew is the Manager of the Safety Science Innovation Lab. Drew's research brings a critical cross-disciplinary approach to the examination of myths, rituals and bad habits that surround safety practice.

Safety Science Innovation Lab

The Safety Science Innovation Lab was founded to capitalize on the opportunities for collaboration between science, health, business and the humanities and social sciences. Critical innovations in safety science won't necessarily come from new technologies, but from a better understanding of complexity and social construction. What constitutes an error, a violation, or compliance, and who gets to say? How do we prevent practitioners from becoming the second victims of adverse events? To understand why things go wrong, should we not study how things go right and organizations are successful rather than just focusing on low-frequency negative events? The pursuit of these sorts of questions are key to an innovative future of safety science.

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Ethics

This project was approved by the Griffith University Human Research Ethics Committee **PSY/F5/14/HREC**

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