

DIVERSITY, INCLUSION & BELONGING AT 7-ELEVEN AUSTRALIA



Diversity, Inclusion and Belonging (DIB) at 7-Eleven Australia is not a box to check or a target to hit. The numbers matter, but we know our commitment must run much deeper and needs to be everyday applicable, easily understood, and relevant for all.

We know greater diversity and stronger inclusion boosts performance, drives reputation, strengthens culture, brings about more innovation and motivates our people. It brings us closer to our customers, while positioning us as the leader in the spaces we chose to play.

Our commitment in this space is unwavering across all work and workplaces so that everyone is seen, heard, valued and respected at 7-Eleven Australia.

We have a detailed DIB strategy. Our approach to diversity is specific to three pillars;

OUR PILLARS



**GENDER
EQUITY**



**LGBTQIA+
INCLUSION**



**CULTURAL
AWARENESS**

Under our pillar of Gender Equity, 7-Eleven Australia is aligned in its vision to achieve 40 - 40 - 20 gender balance across all levels of leadership and non-leadership roles in the organisation.

OUR COMMITMENT

At 7-Eleven Australia, we are committed to fostering a workplace that exemplifies equity and inclusion for all, where all team members are seen, heard, valued, and respected for who they are.

We are committed to making long-term impactful change through the structures, systems, policies and processes we put in place.

We are committed to diversity, equity, and inclusion because we know that these are not just expectations, but pivotal drivers of our business success.

We affirm our commitment to narrowing the gender pay gap and addressing its root causes.

Whilst striving to meet our representation targets to create gender balance within leader and non-leadership groups across our business and within our workplaces.



PAY EQUALITY



The gender pay gap represents the disparity in average earnings between women and men within the workforce. It serves as a metric for gauging gender equality. Closing this gap is crucial for fostering economic equity and aligns with our commitment, values, and purpose at 7-Eleven Australia.

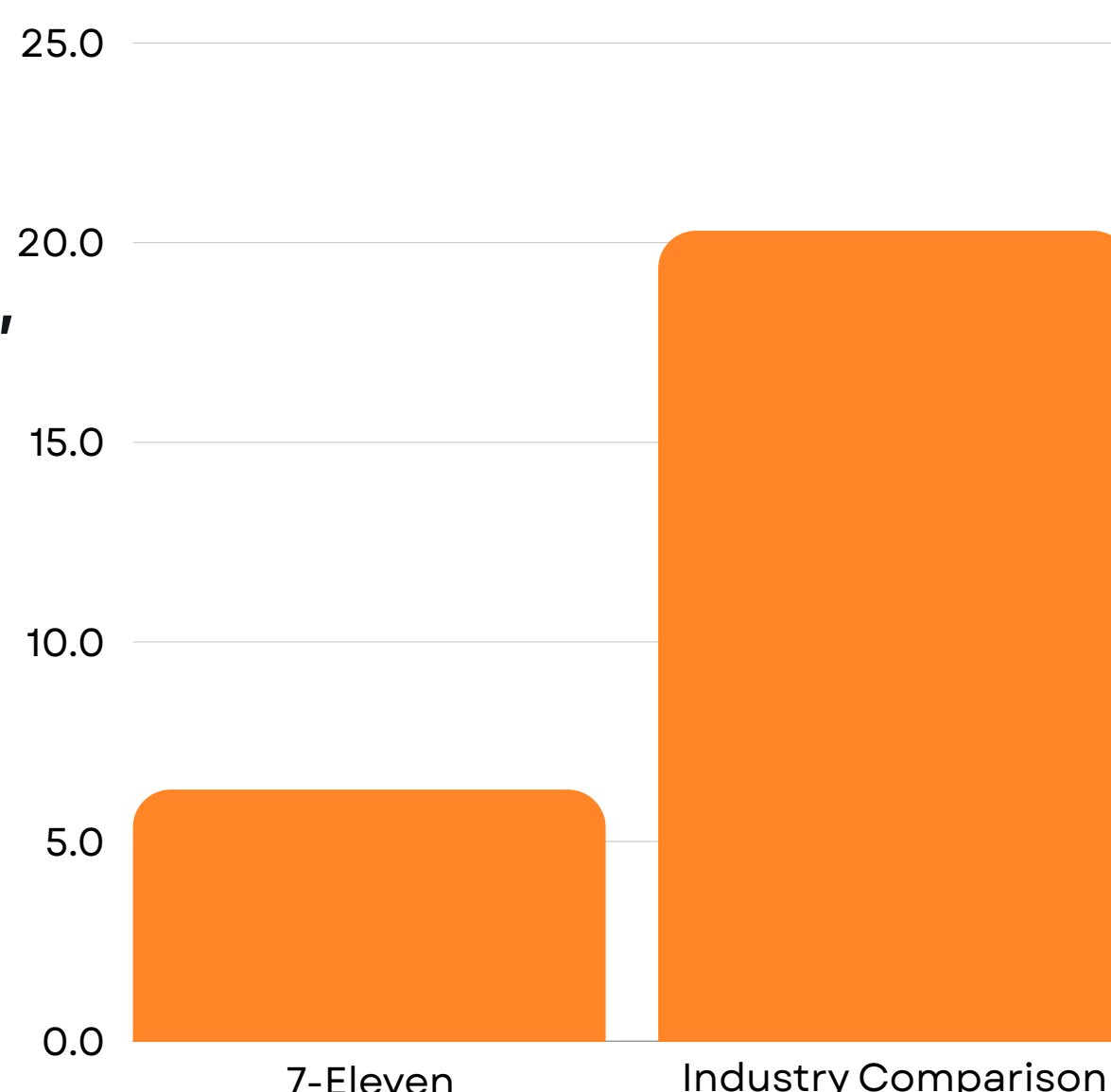
At 7-Eleven Australia we have implemented structural change to drive and deliver sustained impact on our gender pay gap and we have seen the results of these changes over the past four years. Further, recent analysis shows that we have no instances of men and women doing the same job and getting paid differently. Our pay gap is a result of gender imbalance in leadership roles

2020	2021	2022	2023
8.5%	8.5%	6.5%	6.3%

INDUSTRY BENCHMARK

The WGEA 2022-23 Industry Benchmark report found that the 7-Eleven Australia total remuneration gender pay gap is 6.3%, while the industry comparison group is 20.3%.

7-Eleven Australia's pay gap, while 14 points lower than the industry average, acknowledges the need for ongoing efforts to reduce and eliminate the gap.



CONTRIBUTION MODEL

One systemic change we have made is to redefine how we assess and reward the contributions of our workforce. Our unique 'Contribution Model' is a progressive departure from conventional approaches, evaluating an employee's impact through three essential capability streams: Craft or profession, Leadership, and Business Acumen—skills deemed crucial for realising 7-Eleven Australia's strategic objectives.



This model, underpinned by our agile operating ways of working, policies and career promise, serves as a fundamental shift in how we develop, reward, and recognise our team members' contributions. This change fosters transparency and also works to mitigate biases in reward and recognition, aligning with our agile work ethos.

This unique Contribution Model, a distinctive five point banded remuneration framework, applicable to all non-award-based employees, has led to an immediate enhancement in the visibility of how people are remunerated regardless of gender, for their contributions, removing the opacity inherent in standard pay band processes.

In addition to this, our annual movements and promotions process for financial year 2023 saw equal numbers of movements and promotions by gender.

DRIVERS & ACTION PLAN

**GENDER
REPRESENTATION IS
DRIVING OUR
GENDER PAY GAP**

Whilst our gender pay gap has improved because of structural changes, analysis completed in 2023 indicates that underrepresentation of women in leadership and more senior roles across the organisation is the largest driver of our current pay gap.

**WE ARE TARGETING
40-40-20 GENDER
BALANCE**

Within our Diversity, Inclusion, and Belonging (DIB) targets, our Gender Equity pillar sets our objective to achieve and maintain a 40-40-20 gender balance across all leadership and on leadership levels, on all recruitment shortlists and within our team overall.

**40% MALE
40% FEMALE
20% ALL GENDERS,
MALE, FEMALE, AND
NON-BINARY**

Work is currently underway to ensure our practices, processes and technology can support and enable our people in the best way to realise the achievement of this target.

DATA & AWARENESS

Empowering our leaders with frequent, high-quality data and insights is instrumental in facilitating a deeper understanding of disparities, trends, and their implications, spanning pay differentials, representation, and career advancement.

This increased literacy equips leaders to make more informed, evidence-based decisions, fostering fairness and equity across various facets, not solely limited to compensation considerations.

We are actively working to enhance the provision of crucial gender data for our leaders.

As part of this concerted effort, we are aligning the reporting of gender data with key performance indicators across the organisation.

This integration ensures that our leaders have a holistic view of gender-related metrics, enabling them to make proactive and impactful decisions.



KEY TERMS

PAY GAP

A pay gap is a measure of the difference between the average earnings between two groups. For gender this means between male and female team members.

EQUAL PAY

Equal pay is our legal obligation as an employer to give equal pay for equal work, sometimes referred to as 'same pay, same role.' The pay gap at 7-Eleven Australia is not a result of equal pay issues, but a result of disparity in the representation of women and men, particularly females in senior leadership roles.

40 - 40 - 20 TARGET

One of the diversity pillars under the 7-Eleven Australia Diversity, Inclusion and Belonging strategy is Gender, with an aligned target to achieve 40-40-20 gender representation balance. This breakdown refers to 40% female representation, 40% male representation and 20% any gender representation, which is inclusive of male, female, and non-binary or non-identifying team members. This target means we are working towards ensuring we have diversity 'at the table' and never more than 60% of one gender represented.