



Diversity, Inclusion & Belonging 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, leads to better customer service and motivates our people. It brings us closer to our customers, while positioning us as the convenient neighborhood store across the spaces and communities we serve.

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.

To make our targets a reality we have a detailed DIB Strategy and consult with several leading Australian partners to help ensure we are undertaking the best standard of work in this space.

Our approach to diversity is specific to three pillars.

01
**GENDER
EQUITY**

02

**LGBTQIA+
INCLUSION**

03

**CULTURAL
AWARENESS**

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





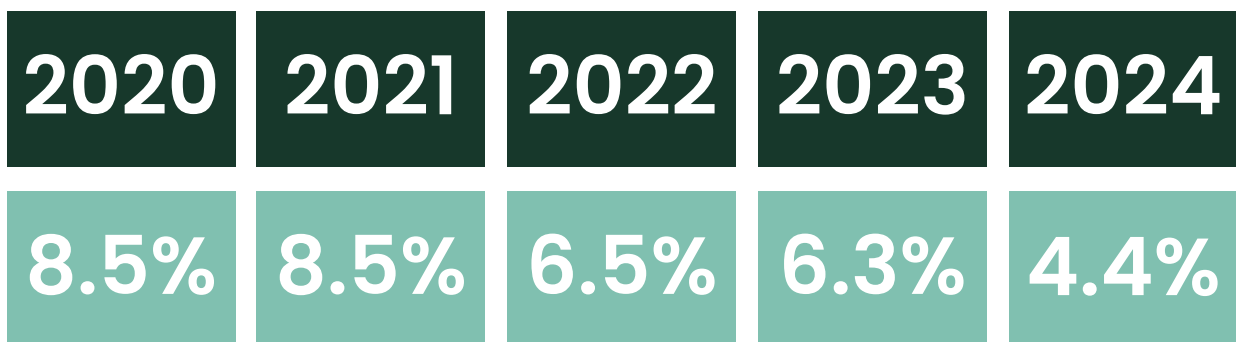
Pay equity

The gender pay gap represents the disparity in average earnings between women and men within the workforce. It serves as one of many metrics for gauging gender equity. Closing the gap is crucial for fostering economic equity and aligns directly with the 7-Eleven Australia DIB commitments, company values and purpose.

In 2021, 7-Eleven Australia implemented a bespoke reward model which has resulted in a year on year decline in our combined company pay gap. This reward model, titled our Contribution Model, was designed to ensure equity, transparency and to future proof our reward processes.

Further to this, analysis shows that we have no instances of men and women doing the same job and getting paid differently across the business.

Our current pay gap is a result of gender representation imbalance specifically in leadership roles.



This data reflects our combined Corporate Store Network and Support Office Network team members.



Contribution Model

One systemic change 7-Eleven Australia has made is to redefine how we assess and reward the contributions of our salaried workforce. Our unique 'Contribution Model' is a progressive departure from conventional approaches to reward and remuneration. The model is based on a five point banded remuneration framework; Capable, Skilled, Expert, Master and Guru.

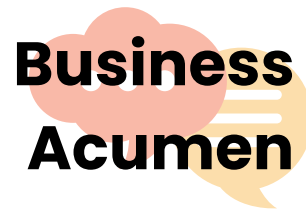
The model evaluates each team member's impact through three essential capability streams; Craft or profession, Leadership and Business Acumen - skills deemed crucial for realising 7-Eleven Australia's strategic objectives.



Craft



Leadership



**Business
Acumen**

This model, underpinned by our unique 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 work ethos.

This model is applicable to all non-award based employees and has led to an immediate enhancement in the visibility of how people are remunerated, regardless of their gender, removing the opacity inherent in standard pay band processes.

In addition to this, our annual movements and promotions process for financial year 2024 saw equal numbers of movements and promotions by gender.

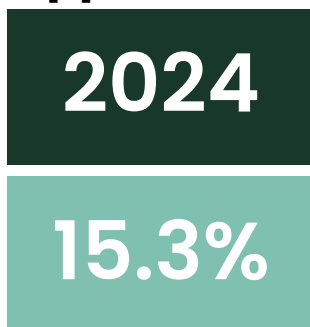


Gender representation

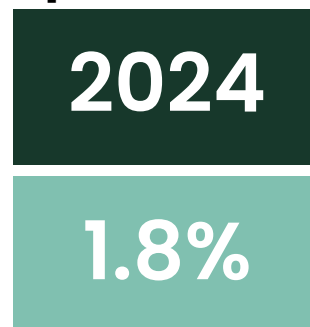
Additional analysis has been completed on our remuneration and headcount data, the causal factors which are impacting the gender pay gap within the support office cohort at 7-Eleven Australia are driven by a gender imbalance in representation, specifically across leadership roles. While the pay gap for our Corporate Store cohort continues to trend down year on year.

Additional internal analysis has found that the disproportional representation of men at the Master level of the 7-Eleven Australia contribution model (Capable, Skilled, Expert, Master and Guru), has a direct impact on representation in leadership roles and resultingly drives the pay gap. Representation by gender at the executive level also has a dramatic impact on the WGEA expression of the 7-Eleven Australia support office pay gap.

Support Office



Corporate Stores



Empowering leaders with frequent, high-quality gender data and insights is instrumental to 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, evidenced-based decisions, fostering equity across various facets of the organisation, not solely limited to compensation considerations.

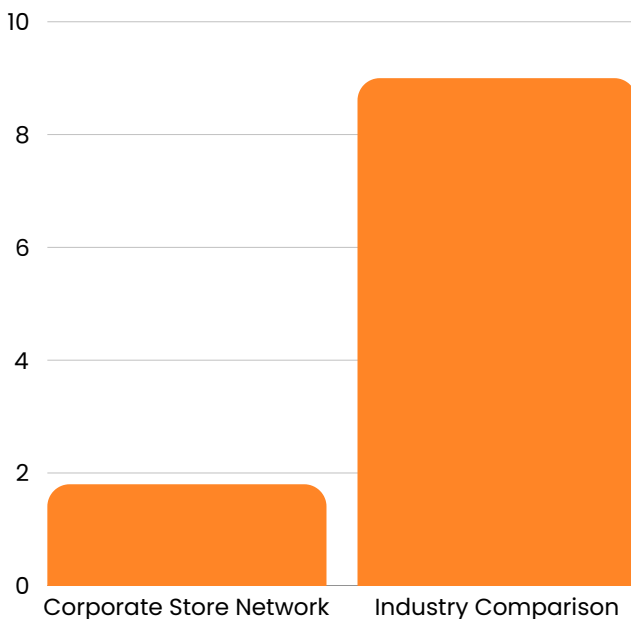
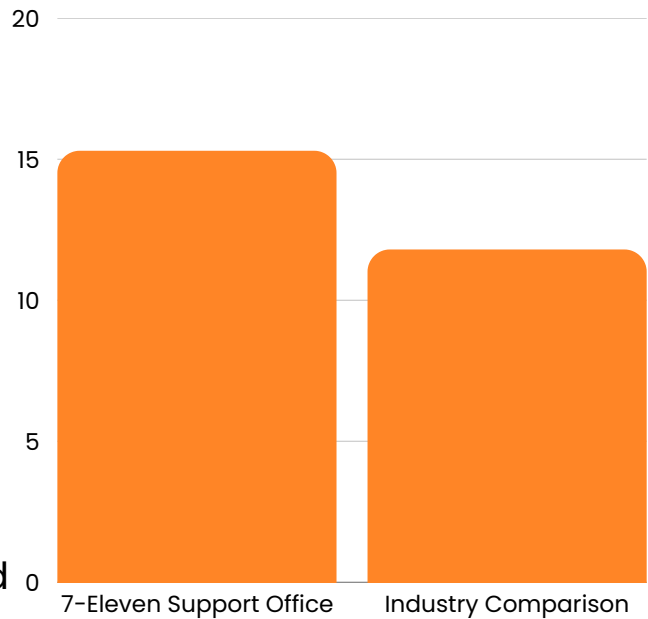


Industry Benchmark

Support Office

Aligned with the WGEA industry benchmark report, the average total remuneration gender pay gap for 7-Eleven support office team members is **15.3%** and the mid-point of all employer gender pay gaps in the industry comparison group is **11.8%**.

While primarily driven by representation, the gender pay gap at 7-Eleven requires continued focus and ongoing efforts to further reduce and eliminate.



Corporate Store Network

Aligned with the WGEA industry benchmark report, the average total remuneration gender pay gap for 7-Eleven corporate store team members is **1.8%** and the gender pay gap mid-point of the comparison group is **9%**.

While below the industry mid point the gap requires continued focus and ongoing efforts to further reduce and eliminate.



Drivers & Action

An imbalance in gender representation is driving the gender pay gap

Whilst the 7-Eleven Australia combined gender pay gap has improved year on year, the pay gap remains outside of our target range specifically for team members within the support office. Additional analysis indicates that underrepresentation of women in leadership and more senior roles across the organisation continues to be the largest driver of the 7-Eleven Australia pay gap.

A target of 40 – 40 – 20 gender balance has been set

Within the 7-Eleven Australia Diversity, Inclusion and Belonging (DIB) targets, the Gender Equity pillar sets an objective to achieve and maintain a 40-40-20 gender balance across all leadership and non leadership levels, as well as on recruitment shortlists.

This means 40% Male 40% Female and 20% All Genders (Male, Female & Non-Binary)

Work is ongoing to ensure our practices, processes and technology can support and enable the 7-Eleven team to realise the achievement of these target.



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 a legal obligation as an employer to provide 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 disparities, but a result of disparity in the representation of male and female representation, particularly females in senior leadership roles.

40 - 40 - 20 TARGET

Under the diversity pillar of 'Gender' in the 7-Eleven Australia Diversity, Inclusion and Belonging Strategy the aligned target stipulates a 40 - 40 - 20 gender representation balance.

This breakdown refers to 40% female, 40% male and 20% any gender expression which is inclusive of male, female, non-binary or other gender expression. This target means we are working towards ensuring we have diversity 'at the table' and never more than 60% of one gender represented across our work and workplaces.