



**Gender Pay Gap
Report**

22 December 2023

The central graphic features a semi-transparent white rectangular area. At the top center is the 'top' logo, which consists of a stylized 't' and 'o' in red and orange, followed by a 'p' in green, with a colorful arc of red, orange, yellow, and blue above the letters. Below the logo, the words 'Gender Pay Gap Report' are written in a dark green, sans-serif font. Underneath that, the date '22 December 2023' is written in a smaller, grey font. The background of this area is a faded image of a rural landscape with green fields and white buildings.

Introduction

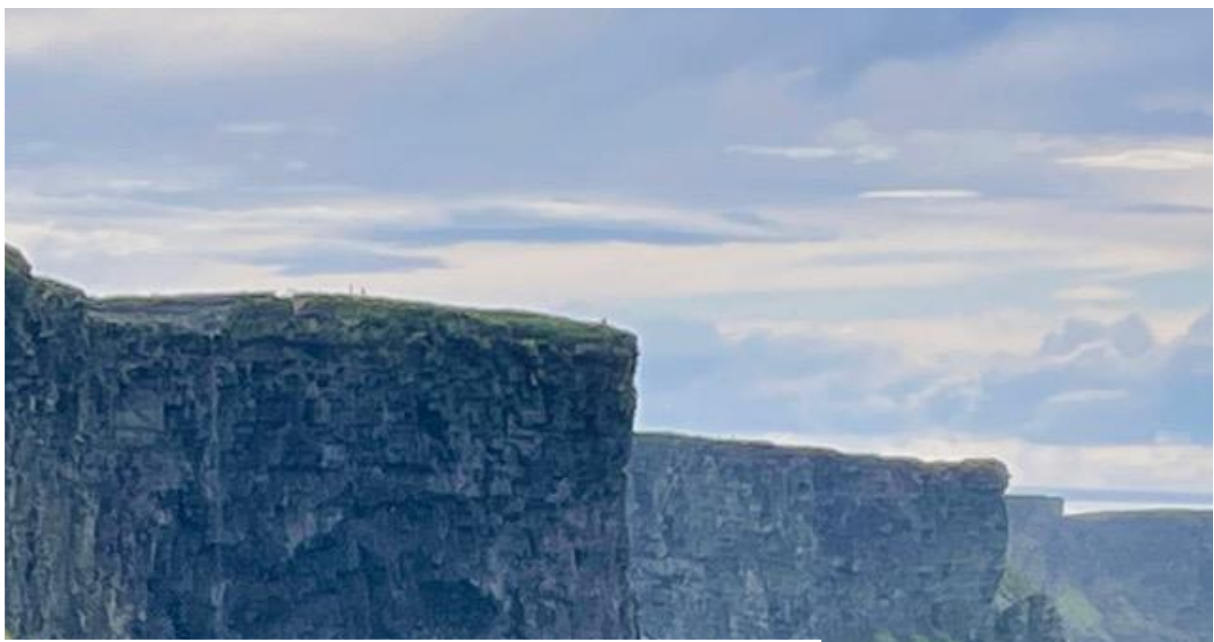
Top Oil has a strong history of more than 200 years in the oil and energy industry, we are committed to providing our customers and retailers in Ireland with quality energy products. Our network includes more than 200 locations, 22 local depots, 6 motorway fleet fueling areas and more than 200 Fuel Card locations.

Top Oil was acquired by Irving Oil in 2019. Founded in 1924, Irving Oil is a family-owned company specializing in the refining and marketing of finished energy products, with operations throughout Eastern Canada, the US and Ireland. Irving Oil also operates Ireland's only refinery, located in the village of Whitegate.



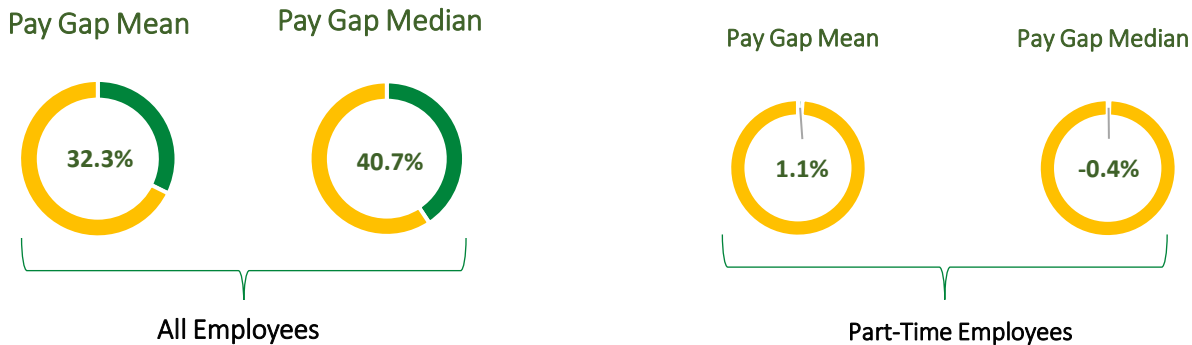
We strive to provide equal employment opportunities for everyone. Top Oil is committed to building a diverse team. We want to ensure that all our team members receive equal pay for equal work and will continue to align our activities to support this endeavour and on improving the gender pay gap.

Please direct any queries on this report to Kristy.Brewer@irvingoil.com

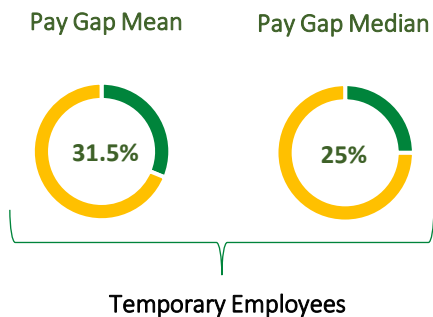


Gender Pay Gap Results

On 30th June 2023, Top Oil employed 578 people with more than half (54.3%) of the workforce being women. These calculations were based on 314 women and 264 men.

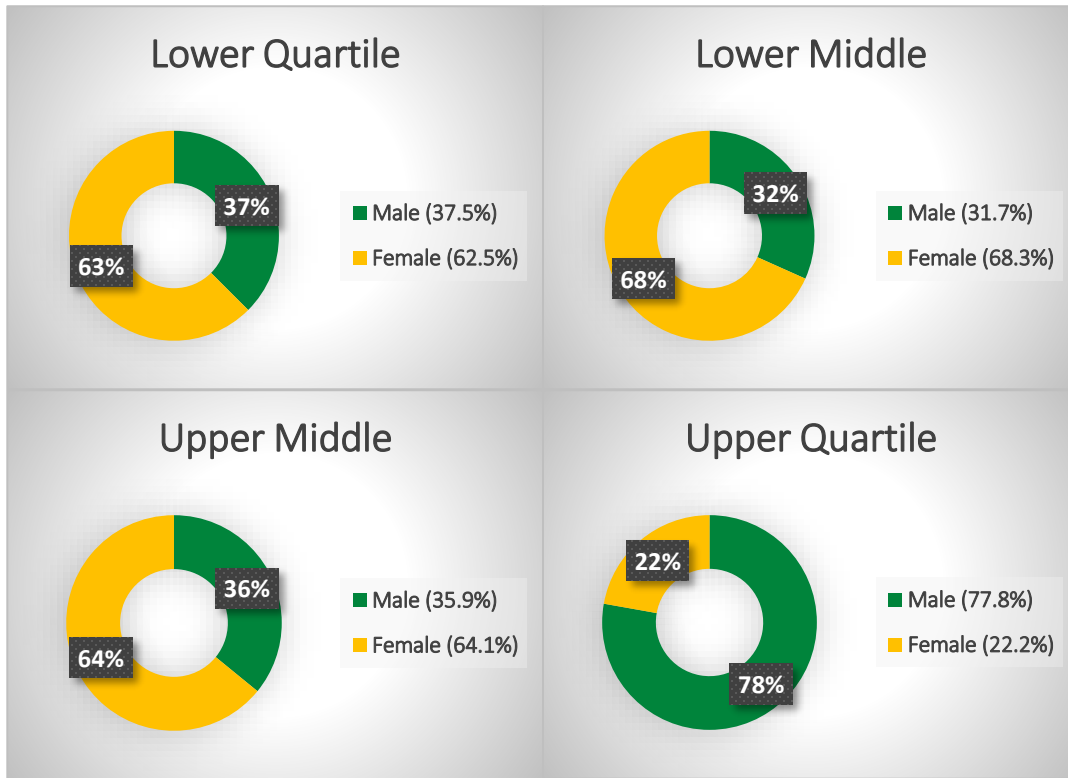


- The gender pay gap calculations do not account for differences in pay due to the nature of the role, grade or years of service. All these variables impact the results. There is a broad spectrum of diversity in roles and businesses within our Company which in turn is reflected in our results.
- The present pay gap is a result of fewer women in senior positions and more women in flexible part time retail roles (67.9% out a total headcount of 343 employees in our retail convenience stores).
- Our retail division grew during this reporting period, with additional stores being added to our retail network. This has impacted our results as it has introduced more females into the lower quartile.
- We anticipate progress in our results in 2024, as a result of changes in our retail network that were not completed before the snapshot date. The snapshot date is 30 June 2023 and as a result, the information in this report is reflective of, and limited to, that specific date.
- The remainder of the business outside of the convenience retail space, has a pay gap of 19.0% and a median gap of 21.0%.



- Our temporary employees typically cover corporate services and professional roles, however during the snapshot date we had temporary female employees covering front line retail roles and this contributed to the gap.

Pay Quartiles



- There are approximately four times more men than women in the upper quartile. There are more men than women in senior positions with longer tenure. Having proportionately fewer women in senior levels, where pay is higher, impacts our results.
- We are proud to offer our flexible part-time working arrangements. These arrangements tend to be more attractive to female workers resulting in higher female worker percentages in the lower two quartiles.

Bonus Gap and Benefit in Kind

	Mean	Median
Bonus Gap	30.7%	23.8%

	Male	Female
Benefit in Kind	100%	100%

- We have an overall mean bonus gap of 30.7% and a median bonus gap of 23.8% for the entire business. The mean bonus gap is over 18% lower than in 2022 and the Median Bonus Gap is 34.6% lower over prior year. This result remains driven by the fact that few retail convenience roles, which are mainly female, attract a contractual bonus. This is standard practice within this sector regardless of the gender of the employee.

What are we doing to narrow the gap?

- We introduced a Core Leadership Development Programme with self-taught modules and in person training available to all leaders.
- At the snapshot date, there is 37% female representation in leadership roles. This is an increase of 6% when compared to last year's report of 31%.
- In 2023, we introduced a training initiative for in-person and virtual female led training sessions targeted at women exceeding performance assessments in their current role, which supports our succession planning and leadership development efforts.
- We will continue to work closely with all our employees, specifically our female employees across our business, to understand and support their career progression aspirations and to develop our leadership pipeline to narrow our gap into the future.
- An important part of our company's People Strategy is to ensure compensation is administered in a fair and equitable way. We introduced a new compensation framework to align to our corporate job structure. This is an integral priority to maintaining equitable pay across our workforce regardless of gender or any other factor.
- Our Diversity and Inclusion Council and Employee Resource Groups are composed of volunteers from across our Company, who help us to ensure our employees' diverse views and ideas are valued and heard.
- We continue to offer our hybrid working model for eligible employees. This allows eligible team members the option to alternate their time between home working and collaborating time in the office.
- All our leaders and HR Team members are provided with unconscious bias training. This training will be ongoing to ensure new team members are able to participate.
- We continue to be committed to sourcing top talent and striving to be inclusive and remove barriers in our recruitment processes. We employ processes to select, identify and develop employees and to expand the capabilities of our workforce regardless of gender or background, or any other factor.



Thank you!

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