



Gender Pay Gap Report

20 December 2024

Gender Pay Gap Results

Top Oil is committed to building a diverse team and providing equal pay for performing the same or equivalent work. We focus on attracting diverse candidates and our processes support hiring the most qualified and best suited to the role.

A gender pay gap is the difference in the average pay and bonuses of all male and females across an organisation. 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 of which impact the results. There is also a broad spectrum of diversity in roles and businesses within our company which is reflected in the results. Accordingly, this report focusses solely on gender pay gap reporting, distinct from equal pay.

On 30th June 2024, Top Oil employed a total of 529 people with females making up half of the workforce. Of the 529 employees, 267 were female and 262 were male.

Summary of Results

- In the reporting period, we have reduced our mean pay gap to 28.6% and our median pay gap to 36.1% for our overall business.
- The number of females in the highest pay quartile has increased from 22.2% to 26.5%.
- When we look at the pay gap in the convenience retail business only, the mean pay gap has a positive variance (-4.9%) for flexible convenience roles.
- Outside of the convenience retail business, the mean pay gap is 18.8% which is significantly lower than the overall total at 28.6%.
- The pay gap is largely a result of more females in flexible convenience retail roles with 177 out the 267 female employees working in the convenience retail business.
- In addition, there is circa three times more men than women in the upper quartile. More men hold senior positions with longer tenure and having proportionately fewer women in senior roles, where pay is higher, continues to influence our results.
- At the snapshot date, we had 37% female representation in management roles. This remains unchanged from prior year and represents all levels of management within our business.
- The decrease in employee numbers within our convenience retail business led to a reduction in the number of females employees which has also affected our results.
- There continues to be challenges in the marketplace in the availability of female candidates in non-traditional roles. Our terminal teams and professional ADR delivery drivers are all male.
- The mean bonus gap result is driven by the fact that not all retail convenience roles contractually attract a bonus, which remains standard practice in this sector.
- Finally, with respect to Benefit-in-Kind, Top Oil's remuneration package provides all employees with various non-cash benefits including the Employee Assistance Programme and annual Christmas gifts.

Actions we are taking

- Inclusive recruitment remains at the forefront at every stage of our hiring process. We use gender-neutral language in our job adverts.
- The company has a centralised recruitment function which supports consistency in policies and standards across our business.

- We advertise all job vacancies on the company intranet, job boards such as LinkedIn and Indeed, and on occasion social platforms such as Facebook and Instagram, to reach a wide variety of candidates.
- We have started the planning phase of a new career framework initiative. Once fully implemented, the framework will provide career pathways to support our employees’ learning and development. We encourage individuals at all levels within the organisation to optimise learning and development opportunities. As a result, we see many internal promotions throughout the year.
- Our Core Leadership Development Programme remains at the forefront of our employee development strategy and is available to our employees. We will continue working closely with our team members to understand and support their career progression aspirations while developing our leadership pipeline to narrow our gap in the coming years.

Pay Gap Results	
Pay Gap All Employees	28.6%
Median Pay Gap All Employees	36.1%
Bonus Gap All Employees	34.7%
Median Bonus Gap All Employees	23.3%
Pay Gap Temporary Employees	21.3%
Median Pay Gap Temporary Employees	26.8%
Pay Gap Part Time Employees	-4.9%
Median Pay Gap Part Time Employees	-0.6%
Male % Receiving Bonus	55%
Female % Receiving Bonus	31.3%
Male % Receiving BIK	100%
Female % Receiving BIK	100%
Q1: Lowest 25%	57.9% Female 42.1% Male
Q2: 25-50% (Lower Middle)	60.6% Female 39.4% Male
Q3: 50%-75% (Upper Middle)	56.8% Female 43.2% Male
Q4: 75%-100% (Highest)	26.5% Female 73.5% Male

- We continue to offer a hybrid working model for eligible employees, allowing team members the option to alternate between working from home and collaborating in the office.
- Our compensation is administered fairly and equitably through our compensation framework which aligns to our corporate job structure. This remains instrumental in maintaining equitable pay across our workforce regardless of gender.
- Unconscious bias training has been completed for our leaders and HR team members.
- We remain committed to focussing on Diversity and Inclusion.
- Our All In Resource Group is composed of volunteers from across our company, who are helping ensure diverse views and ideas are heard.



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