



Gender Pay Gap Report 2025

Introduction

Top Oil remains committed to building a diverse team with equal pay for performing the same or equivalent work. As a Company, we continue to attract 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. This report focusses solely on gender pay gap reporting, distinct from equal pay.

On 30th June 2025, Top Oil employed 505 people with females continuing to account for over half of the workforce. Of the 505 employees, 263 were female and 242 were male.



Summary of Results

During the reporting period, an analysis of the gender pay gap was conducted revealing a mean gap of 30.1% and a median gap of 33.8%. When considering our pay gap, we are mindful of the diverse range of roles within our business; from our frontline retail teams in stores, highly trained professional ADR drivers in the field, technical terminal operations teams, professional sales team (inside and infield) and finally our corporate services teams supporting our business operations. This provides for a broad spectrum of diversity within our business which is reflected in our results.

When we breakdown the results and look at our performance in the convenience retail business only, the mean pay gap has a positive variance (-1.9%) for flexible convenience retail roles. Excluding the convenience retail business, the mean pay gap is reduced to 20.8%.

At the snapshot date, we had an increase in female representation in management roles. This increase at 40.7%, represents all levels of management within our business. A key challenge is the attraction of females to terminal operations and professional ADR delivery driver roles. Most females are employed in flexible convenience retail roles with 176 of the 263 females employees working in the convenience retail business

The mean bonus gap result 31.9%, is driven by the fact that not all retail convenience roles contractually attract a bonus which remains standard practice in this sector.

We continue to support 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.

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 holiday gifts.

Pay Gap Results	Mean	Median
All Employees	30.1%	33.8%
Part-time Employees	8.2%	0.4%
Temporary Employees	63.1%	51.6%
Bonus Gap	Mean	Median
All Employees	31.9%	28.4%
Bonuses & Benefit in Kind (BIK)	Female	Male
% Bonus	54.5%	29.7%
% Receiving BIK	100%	100%
Pay Quartiles	Female	Male
Quartile 1: 0%-25% (Lower)	62.2%	37.8%
Quartile 2: 25-50% (Lower Middle)	63.5%	36.5%
Quartile 3: 50%-75% (Upper Middle)	53.2%	46.8%
Quartile 4: 75%-100% (Highest)	29.4%	70.6%

Actions We Are Taking

At Top Oil, we strive to create an environment where employees feel valued, proud of their contributions, and connected to the organisation. This commitment also extends to improving our gender gap and enhancing female representation in leadership positions. Below are our key areas of focus:

Talent Acquisition



- We continue to refine our recruitment practices to remove barriers and ensure fair opportunities for all—regardless of gender, background, or any other factor.
- We advertise job vacancies on the company intranet, job boards such as LinkedIn and Indeed, and on social platforms such as Facebook and Instagram, to reach a wide variety of candidates.
- We encourage individuals at all levels within the organisation to optimise learning and development opportunities. As a result, we have seen many internal promotions throughout the year.
- Our Core Leadership Development Programme remains at the forefront of our employee development strategy. We support our teams' career progression aspirations while developing our leadership pipeline to narrow our gap in the coming years.

Talent Development



- The work on our new Career Framework programme continues. It will provide clarity on career pathways to support our employees' and their career ambitions.
- Our compensation framework is administered fairly and equitably and aligns to our corporate job structure. This remains instrumental in maintaining equitable pay across our workforce regardless of gender.

Inclusive Culture



- All people leaders and HR Team members receive unconscious bias training.
- We continue to offer a hybrid work model for eligible employees, allowing team members the option to alternate between working from home and collaborating in the office.
- Our "All In" Employee Resource Group is composed of volunteers from across our Company, who help us ensure our employees' diverse views and ideas are valued and heard.



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