



## Overall Approach

Viva Energy values diversity and inclusion and the benefits this brings to Viva Energy in achieving our objectives, enhancing our reputation, and attracting, retaining and motivating team members from the widest possible pool of talent. We believe that genuine diversity of skills, backgrounds and experiences drives strategic advantage, creates opportunities for innovation and contributes to the achievement of our corporate objectives. We also believe the diversity of our people should reflect the community and customers we serve. There are many advantages to breaking down barriers so that women are encouraged to take up these roles, enjoy equal opportunity to build careers in all areas of our business, and benefit from the economic security that follows.

### *A message from Scott Wyatt – CEO Viva Energy Australia*

Striving for Equal Pay is not as simple as ensuring that women get paid the same amount as their male counterparts. It's about taking into account all the factors which ultimately determine a person's lifetime earning potential, such as equal access and opportunity for jobs, career progression based on merit and free of bias, uninterrupted remuneration and career progression while caring for children, designing roles which provide flexibility for juggling the demands of both work and home, and living a culture which values and respects diversity.

I am committed to working on all those areas within our company and being a strong advocate for change with our suppliers, customers and broader communities. It is my belief that we will only achieve equal pay when we have equal representation of women and men in all roles and all levels of our company, and ensure that everyone has equal opportunities to contribute to the success of our company and progress their careers. This is why we are putting considerable focus on attracting and supporting women into areas of our business where they are not currently represented, and where there are considerable opportunities to build new skills in higher paying roles and drive better outcomes through the diversity of experience and thought that women can bring to their jobs.

In my view the case for change is very clear and the opportunities are enormous, and in fact critical for us to be successful in an increasingly faster changing world. We have made some good progress over the last few years, I now see more diversity in our meetings, in our operations, and our customer facing roles, with women playing a greater role in the decision-making and the direction of our company. This will not only continue to drive down the gender pay gap, but build a stronger, more inclusive culture, and lead us to greater success.

However, we still have work to do. When we look at the gender pay gap and include overtime and allowances that are common in operational roles, we see a pay gap on total remuneration of 10.8%. This in part reflects the low representation of women in many of the operational parts of our business, such as refining and supply chain. We have taken important steps to attract more women to these roles, and are making good progress which is reflected in the number of women now working in these areas and in our lower pay gap relative to the rest of the country.

Scott Wyatt  
CEO, Viva Energy

---

## The gender pay gap and organisational context

Viva Energy is a leading Australian convenience retailer, commercial services and energy infrastructure business, with a history spanning more than 120 years in Australia. The group operates a convenience network of more than 700 stores across Australia and now employs more than 7,500 people following the acquisition of the Coles Express convenience business last year.

Viva Energy also owns and operates the strategically located Geelong Refinery in Victoria and operates bulk fuels, aviation, bitumen, marine, chemicals, polymers and lubricants businesses supported by more than 20 terminals and 60 airports and airfields across the country.

Excluding the convenience business, which will be included in next year's pay-gap report, there are approximately 1,500 employees employed by Viva Energy in our traditional commercial and energy businesses. Viva Energy sits within the manufacturing industry and in 2022/23 also included Liberty Oil Australia which was recently acquired and forms part of the Viva Energy Group.

Entity	Number of employees	Male Rep %	Female Rep %	Base Salary		Total Remuneration		Industry
				Average (mean) GPG	Median GPG	Average (mean) GPG	Median GPG	Comparison GPG
Viva Energy Australia	1,363	62%	38%	1.3%	1.6%	10.8%	11.4%	12.3%
Liberty Oil Australia	166	76%	24%	31.5%	31.5%	21.7%	24.5%	11.4%

\*\* Data is based on a snap-shot date of 31 December 2022.

\*\* Part-time/casuals/part-year employees are annualised to full-time equivalent.

\*\* The 2022-23 gender pay gap calculation does not include voluntary salary data submitted for CEO, Head of Business(es)

\*\* Overseas managers and casual managers. It also excludes employees who did not receive any payment during the reporting period.

## Gender pay gap drivers

The differential between mean base salary and mean total remuneration pay gap is significant, rising from 1.3% at a base salary level to 10.8% at a total remuneration level when all other pay components are included. There are a range of factors that drive this pay-gap, including access to operational allowances, overtime and under representation of women in senior roles.

Many roles in Viva Energy Australia, particularly in the Refining and Supply Chain businesses, are operational, engineering and shift based. These roles often attract significant shift and workplace allowances, as well as higher levels of overtime from time to time. This advantages men who have traditionally been over-represented in these roles and are more likely to have access to flexibility to work shifts and participate in overtime. Turnover in these roles is also relatively low, impacting the opportunities to quickly lift the representation of women and progress through to more senior operational roles. Furthermore, recruitment requirements have typically favoured applicants with trades backgrounds or relevant experience, which severely limits female applicants due to the low representation of women in these roles across broader society.

## Actions and Strategies

Over the last five years, Viva Energy has focussed on addressing each of these areas by attracting and improving the representation of women in leadership roles and operational areas.

Approximately 45% of the Executive Team and the next level senior leadership roles are now represented by women. Focus is now shifting towards achieving gender balance across functional and P&L roles, with the latter relatively under-represented by women, and lifting the representation of women in mid-level managerial roles which currently stands at 30%.

Within our operational areas, we have focused on lifting the representation of women in our front line operator roles across refining and supply chain. This involves breaking down barriers to women working in shift based, operator roles which in the past have predominantly been held by men with a trades or technical background. Within our refinery, we have lifted the representation of women in operator roles from less than 10% to more than 25% within five years, and continue to drive programs to achieve gender equality in this area. Women now represent approximately 15% of aircraft refuelling roles across the Viva Energy aviation network.

Key actions and strategies include;

- Supporting flexible working arrangements (both formal and informal) for all team members, including those in operational areas. Re-designing roles to support part time and job share, and encouraging both men and women to participate in these arrangements.
- Providing 26 weeks of company paid parental leave for primary caregivers, and full time equivalent superannuation for team members on parental leave or working part-time with young children for 5 years after the birth of the child.
- Leadership development programs to build capability in managing diversity, building and sustaining an inclusive environment (including preventing inappropriate behaviours) and supporting the careers of female talent.
- Setting gender recruitment targets to lift the representation of women across our organisation, and pledging support for HESTA's *40:40 Vision* to increase the proportion of women in senior leadership across Australia's largest listed companies to at least 40% by 2030.
- Targeted recruitment programs to attract women to operational roles and adapting skills criteria to support applicants without prior experience or traditional skills. Adapting training programs to better support team members to build these skills and successfully integrate into the organisation.

We have taken and continue to take the following steps to identify key factors driving the gender pay gap:

- Regular deep dives into remuneration data, including a breakdown of base salary, allowances and overtime and an analysis of like-for-like gaps and split by business unit and pay level.
  - Building data review into the annual remuneration review process to interrogate the impact of salary increases and bonus payments, and ensure pay gaps are considered.
  - Applying rigour and analysis at points during the employee cycle where pay gaps may commonly arise – for example, at the time of the job offer or on promotion.
  - Sharing information with senior leaders each month via a dashboard that includes progress against gender targets such as in recruitment, resignations, and representation of women in management.
  - Reviewing and enhancing policies that can create pay gaps, such as those related to parental leave and superannuation. Reviewing employee survey data to uncover perceptions of remuneration management.
  - Using anecdotal evidence from listening sessions to identify any biases or barriers to the advancement of women.
-