



# Employer Statement

## Diversity, Inclusion & Belonging



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# CEO Statement

At 7-Eleven Australia, our commitment to diversity, inclusion and belonging sits at the heart of who we are and how we show up for our people, our customers, and the neighbourhoods we serve. As Australia's most convenient neighbourhood store, we are part of the everyday fabric of communities right across the country. That means creating a workplace and a customer experience that reflects the diversity of Australia and ensures everyone feels seen, heard, valued and respected.

We know when our workforce reflects the communities around us, we make better decisions, delivery better service, and strengthen the trust Australians place in our brand. Diversity brings new ideas; inclusion ensures those ideas are acted on; and belonging enables our people to bring their best to every shift, every project, and every interaction.

Our continued focus on gender equity, balanced representation, and inclusive leadership is essential to building a culture that supports high performance and drives long-term, sustainable success. This includes addressing structural barriers, setting clear targets, and holding ourselves accountable for progress. We recognise that while we've come a long way, there is always more to do and we are unwavering in our commitment to create meaningful, measurable change.

As we grow, evolve, and continue serving millions of customers every single day, we remain focused on fostering a workplace that represents all Australians and strengthens our connection to the communities that rely on us. When inclusion thrives inside our organisation, it shows up in our stores, in our service, and in the way we contribute positively for all Australian's to live a good life.

## **Fiona Hayes**

Chief Executive Officer and Managing Director  
7-Eleven Australia



Part 2

# Our Commitment to Diversity, Inclusion & Belonging

Diversity, Inclusion and Belonging (DIB) at 7-Eleven Australia is not a box to tick. While the numbers matter, our commitment runs deeper, shaping everyday experiences for our team members, our customers, and the neighbourhoods we serve.

We know inclusion drives better business outcomes, and we measure diversity and inclusion across our workforce, teams, leaders and the organisation each year.

This data helps us track better progress, understand gaps and ensure we are building a workplace where everyone can thrive.

We know that when inclusion is experienced by our team, that it:

**Boosts performance and innovation**

**Strengthens culture**

**Drives better customer service**

**Motivates our people**

**Increases trust, growth and transparency**

**Generates better business results**



## Our Commitment is

“To foster a workplace culture that balances performance with people. Where diversity is celebrated, inclusion is embedded, and belonging is experienced by every team member, ensuring that 7-Eleven is not only a great place to work but also a leader in inclusive employment practices in Australia.”

## Our Strategy

Focused on three key diversity pillars:

- 1. Gender Equity**
- 2. LGBTQIA+ Inclusion**
- 3. Cultural Diversity**

We work closely with our leading Australian partners, Diversity Council Australia, Pride in Diversity, and Sisterhood Club and submit to the WGEA (Workplace Gender Equality Agency) as well as AWEI (Australian Workplace Equity Index), to ensure our processes, policies, ways of working, and programs are evidence-based, effective, and aligned to best practice. We are committed to driving long-term, meaningful change through the structures, systems, policies and processes we put in place.



Part 3

# Gender Equity

Gender equity is a multifaceted, shaped by the combined influence of balanced representation, a narrowing pay gap, and fair, consistent systems that guide how people are recognised, rewarded and supported to progress, grow and develop.

## Representation

Gender representation imbalance occurs when the proportion of women and men in a team or organisation does not align with set targets or equitable distribution. It arises when one gender is underrepresented, particularly in leadership or decision-making roles.



## 7-Eleven Australia has a 40-40-20 representation target for gender balance.

This target corresponds to 40% female, 40% male and 20% any gender expression. This target applies across our organisation, including both leadership and non-leadership roles. Analysis of the 7-Eleven Australia pay gap indicates that the underrepresentation of women in leadership positions continues to contribute to the remaining gap at Support Office.

Our Executive team is committed to actively addressing gender imbalance in our leadership pipeline and across the business, but there is still work to be done to achieve full equity.

As of 2026, gender representation at the Executive and Board level meets our target; however, continued focus is required to sustain and extend this balance throughout the organisation.



Team Member Cohort	Representation to target
Corporate Store Team Members & Leaders	Balanced
Corporate Store Leaders only	Balanced
Corporate Store Team Members only	1 percentage point out of target range
Support Office Leaders and Team Members	Balanced
Support Office Leaders only	8 percentage points out of target range
Support Office Team Members only	Balanced
Executive Leadership Team	Balanced
Board of Directors	Balanced

# Pay Gap

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 and understanding 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.

This reward model is supported by additional reporting, bias awareness training, DE&I learning and literacy during our annual movement and promotions process, resulting in year on year equal representation of movements and promotions by gender across our workforce.

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.

Across most of our workforce, who are employed throughout our network of Corporate Stores, our pay gap remains less than 2% and has done so since 2023.

Our current combined pay gap, reflecting both our Corporate Store network and Support Office employees has been trending down since 2020.

## Combined Pay Gap Year on Year

Year	Combined Pay Gap
2020	8.5%
2021	8.5%
2022	6.5%
2023	6.3%
2024	4.4%
2025	0.4%

We remain committed to closing the gap further and ensuring transparency and accountability across workforce segments. We are making progress across our two key segments.

**Support Office 2024 pay gap: 11.4%**  
*(reduced from 15.3% in 2023)*

**Corporate Store 2024 pay gap: 1.8%**

# Contribution Model

One of the most significant systemic changes 7-Eleven has made is redefining how we assess and reward the contributions of our salaried workforce.

Our 'Contribution Model' is a skills-based model with evaluation focused on application of skills and overall contribution to the business goals. It moves away from traditional remuneration practices and introduces a transparent, equitable, and future focused approach. Built around a five-band framework, Capable, Skilled, Expert, Master and Guru, the model evaluates each team member's impact across three essential capability streams: Craft (or profession), Leadership, and Business Acumen.

**Craft**

**Leadership**

**Business Acumen**

These capabilities are critical to delivering on 7-Eleven Australia's strategic objectives and ensuring our reward practices support equity, clarity and growth for all.

This model, underpinned by our unique ways of working, policies and career promise, represents a fundamental shift in how we develop, reward, and recognise our people. It creates greater transparency, reduces bias in reward and recognition decisions, and reinforces a consistent and fair approach aligned with our organisational ethos.

Applied to all non-award remunerated employees, the model has significantly increased visibility around how remuneration decisions are made, removing the opacity that often exists in traditional pay banding. Importantly, our annual movements and promotions cycle has delivered equal progression outcomes for men and women for the last three years, demonstrating the model's impact in supporting equitable advancement.

## Spotlight on 7-Eleven Women in Technology (TechWISE)

TechWISE is 7-Eleven Australia's internal network for women in technology, focused on empowering, connecting, and supporting female talent across our tech teams and tech roles. Since its inception, the group has grown rapidly, attracting and retaining female team members by fostering a sense of community and belonging in a traditionally male-dominated space.

TechWISE hosts monthly sessions centered on topics that matter most to its members, from career development to emerging tech trends, complimented by bi-weekly walks, coffee catch-ups, and networking opportunities that deepen connection across the business.

The group also partners with the Sisterhood Club, expanding mentorship, collaboration, and support across 7-Eleven, helping to create an inclusive environment where women in technology can thrive, grow and lead.

The group has grown from just three women in technology to over 35 active members and allies. With strong retention, it has demonstrated the value of fostering connection, building community, and amplifying women's voices in areas of under-representation.



sisterhood  
club

# Spotlight on 7-Eleven Australia Parental Leave Policy

## Supporting ALL Parents at 7-Eleven Australia

Welcoming a child is a major life milestone, and at 7-Eleven Australia, we're committed to supporting every team member through that journey.

Our refreshed Parental Leave Policy and Handbook, launched in 2025 reflects a more inclusive, flexible and consistent approach for all parents.

### Inclusive Language

We've removed 'primary' and 'secondary' carer labels to recognise that all parents, regardless of gender, role, or path to parenthood deserve equal support. This change encourages shared caregiving, reduces barriers to career progression, and explicitly includes surrogacy.

### Immediate Access

Parental leave is available from day one of employment, ensuring equitable support for all team members.

### Comprehensive Guidance

Our updated handbook provides end-to-end support for all team members, informed by real team member feedback, to make the parental leave experience smooth, consistent, and supportive.

These updates strengthen our culture, reflect our commitment to diversity, inclusion and belonging, and ensure every parent feels valued while growing their family. Importantly our parental leave policy is available to our qualifying team members across both our support offices and corporate store network.



# Key Terms

Language is a critical tool in fostering inclusion and belonging. Using clear, respectful, and inclusive language ensures that everyone feels acknowledged and valued. At 7 Eleven Australia, we encourage the use of inclusive language, respecting the identities and lived experiences of all our team, customers and the neighbourhoods we serve every day.

## Pay Gap

The pay gap, as measured by WGEA is the difference between the average earnings of men and women across the workforce. It is one measure of gender equity but does not capture all dimensions. At 7-Eleven Australia, our pay gap is not caused by unequal pay for the same work; it reflects gender imbalances in representation specific to Support Office leadership roles.

## <2% Pay Gap Target

7-Eleven Australia has a gender pay gap target in place to reduce the gender pay gap across the organisation to less than 2%. This ensures that any differences in average remuneration between males and females are not materially impacting equity. The target reflects 7-Eleven Australia's commitment to fair and transparent pay practices, addressing representation imbalances, uncovering and reducing bias, uplifting literacy and reinforcing equitable opportunity across all roles and levels. Achieving this target demonstrates accountability, support equity and compliments broader diversity, inclusion and belonging objectives.

## Equal Pay

Equal pay is a legal obligation to provide the same pay for the same work, often referred to as 'same pay, same role.' 7-Eleven Australia's Contribution Model ensures transparency and equity in how team members are remunerated, removing the risk of gender bias in salary decisions.

## Representation

Representation refers to the proportion of different genders, cultural backgrounds, or other demographic groups across the workforce and within leadership. Strong representation ensures that decision-making, perspectives, and opportunities are inclusive of all groups. At 7 Eleven Australia, underrepresentation of women in leadership roles has historically influenced our gender pay gap.

## 40-40-20 Representation Target

7-Eleven has a gender representation target in place of 40-40-20, which aligns to 40% female, 40% male, and 20% any gender. This target ensures diversity at all levels of the organisation, including leadership, recruitment shortlists, and promotions. It promotes balanced representation and ensures no single gender dominates decision-making. The 20% category is inclusive of male, female, non-binary, or other gender expressions.

## Inclusion

Inclusion is the active practice of creating an environment where all team members feel valued, respected, and able to contribute fully. Inclusion goes beyond diversity by embedding practices and behaviours that make every person feel that they belong and that their voice matters. At 7-Eleven we align with the Diversity Council Australia's definition of inclusion which occurs 'when a diversity of people are respected, connected, progressing and contributing to organisational success.' Inclusive workplaces are proven to boost engagement, performance, wellbeing, and customer outcomes.



**Thank you.**