May 2026

2025/26 Shell Energy Employer Statement

Diversity has a key role to play in helping Shell Energy Australia achieve its strategy and deliver on our ambitions to provide the energy businesses and households need for today and tomorrow.

A diverse workforce, mirroring the customers and communities we serve, underpins better business decision-making, problem solving and performance. An inclusive culture respecting diversity allows our team to bring their authentic selves to work, enabling them to perform at and to their best.

Diversity is a complex issue. Gender diversity is one important measure of diversity, and, whilst the gender pay gap is a universally recognised metric of workplace gender equality, it is also a broad and highly contextual measure.

The comprehensive data analysis Shell Energy undertakes to support our annual WGEA reporting provides an opportunity to critically review the progress we are making and challenges us to consider the effectiveness and impact of our initiatives. We can't manage what we can't measure, and we need to understand the data to understand how we can best improve.

Shell Energy does not pay people differently based on their gender. The gender pay gap identified in the WGEA report reflects the fact that we have a lower proportion of women in senior leadership roles, and a higher concentration of women in roles that make up the lower gender composition pay quartile.

We know we have more work to do but the latest data shows that our programs and initiatives are driving year-on-year improvements.

Our long-term priorities include developing women leaders at every level – this involves building a pipeline of talent, with a particular focus on supporting women in management positions. We are committed to creating a workplace culture where everyone feels respected, valued and equal, and are also being much more intentional and coordinated about encouraging and supporting more women and girls to pursue careers in our sector.

Current strategies and future actions include:

- Annual remuneration reviews to close the gender pay gap and ensure pay parity in like-for-like roles. This process includes external market salary benchmarking and review of benchmark parity. The most recent review was completed in February 2026.
- Diversity outcomes in the company scorecard that is a focus for the Leadership team, along with corporate targets to increase the number of women in management positions.
- Membership of the Champions of Change Coalition, which now includes some 260 CEOs working across 16 national and industry-based groups to accelerate change on gender equality.
- Active learning and development program with a focus on supporting the pipeline of female talent; new mentoring program established in 2023 to support diversity.
- Succession Planning – diversity criteria is a key element of our Succession Planning process, aimed at ensuring good representation of female successors identified for critical roles.

We are confident these initiatives are helping to shape a more diverse future for our business. Shell Energy is committed to driving long-term change that will enable our business and people to grow and thrive.