

Our People, Purpose and Values

During 2017, Caltex embarked on a major cultural review that resulted in a newly defined purpose and refreshed organisational values.

Our employees helped to define the company's culture and refreshed values that would drive continued success for Caltex into the future, as well as provide a clear purpose to make Caltex a great place to work for our people.

In October 2017 Caltex announced that its purpose is to *make life easier*, whether this is for our wide range of customers who want the freedom of convenience, whether it's making the complex simple, or improving the way our employees work in an environment that will inspire them to work their best.

Five core values which represent an evolution from our earlier values have been launched, reflecting the strengths within our culture, while also propelling us to change and continually improve in important ways:

- Connect to win
- Find new ways
- Own it
- Make a difference for customers
- Never stop caring

Our new values tell a story about what is important to us as a business and how we need to work to deliver outstanding business results and deliver on our promise to make life easier.

In 2017, we continued to focus on enhancing key capabilities across the business, to enable the growth within our interconnected Fuels & Infrastructure and Convenience Retail businesses. Through acquiring new talent and building internal pipelines of talent, this goal is supported by our own Caltex Academy. Started two years ago, the Caltex Academy, in partnership with leading institutions, fosters a culture of learning and innovation by having a targeted approach that delivers structured career development and leadership programs and self-directed learning content for our employees' key stages of their working careers.



Employees
Number of
employees
4,724

Gender representation at Caltex



Caltex graduates and
CareerTracker Interns

Diversity and inclusion

At Caltex, we know that a diverse and inclusive workplace makes us more effective, more resilient and more vibrant. That's why we take a proactive approach to developing our workforce.

Gender equality

Reflecting our commitment to diversity and inclusion and our best practice programs to promote gender equality, we were proud to be awarded a 2017 Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency, for the third consecutive year.

To guide our progress toward gender equality, we have set a goal of 40% female representation in senior leadership positions by 31 December 2020. Women currently represent 37% of all senior leadership positions, and achieved 48% of all promotions to senior leadership positions in 2017. The female representation on the Caltex Leadership Team has been maintained at 37.5% and there has been an increase on the Caltex Board to 42% female representation (up from 29% in 2016). The pipeline of female talent and the representation of women in senior positions will continue to grow and be supported by the Caltex Leadership Academy and Talent programs.

Our gender pay differential stands at a minimal rate of 0.93% in favour of males on a like-for-like job basis, which is a reduction of 0.1% since 2016.

Indigenous employment

An ongoing focus for Caltex is to make a real difference in the lives of Indigenous Australians by providing sustainable employment and development opportunities. In 2017, the number of Aboriginal and Torres Strait Islander employees doubled, and the first Indigenous graduate, a former participant in the CareerTrackers program, moved into a permanent role. We also employed our first Indigenous school based trainee and continued our support of the CareerTrackers program, employing an additional three interns. This brings the total number of interns to nine since the partnership began in 2014.

In 2017, Caltex formed a Reconciliation Action Plan (RAP) Working Group with Indigenous and non-Indigenous employees from across the business. This group is developing Caltex's first RAP, which will build on and formalise Caltex's commitment to support reconciliation in Australia and will be launched in 2018.

Flexibility and inclusion

In 2017, Caltex launched a Flexible Work Program which is designed to help employees manage their career and balance it with their personal interests and commitments outside work. This program is designed to further embed our flexible work culture. 83% of employees surveyed in 2017 agreed that they have the flexibility to balance their work with their caring responsibilities, and we look forward to improving this even further.

Our BabyCare package also continues to provide practical and financial support to parents in their transition back to work, with 58 parents accessing the package in 2017. This innovative package aims to provide flexible work arrangements and options for parents wanting to return to work at Caltex.

Flexibility continues to be essential to parents, with over 50% of employees returning to a flexible work arrangement on their return from parental leave in 2017.

Case Study

A great start for Sofia

Now in its fifth year, our BabyCare package gives meaningful support for parents returning to work — providing primary caregivers with confidence and support when transitioning back to work. Until their child turns two, Caltex employees (who are the primary caregiver) have access to a range of offerings including a 12% bonus on annual salary, emergency childcare sessions and a childcare finding service.

For Caltex Telematics Manager, Jacques Lepron, our BabyCare package gave him and his wife Caroline great peace of mind.

"When my wife and I were expecting our first child, Sofia, we were overjoyed! But we were also worried about practical things like taking time out of the workforce and finding childcare when returning to work. It was also a challenging time, as Caroline was in the process of launching her new start-up business, which required more of her time and commitment."

This prompted Jacques to access our primary carers leave and allowed him the opportunity to spend quality time with Sofia, as well as helping his wife concentrate on the growth of her new start-up.

"I've now returned to work and already utilised the childcare finding service. The bonus has been a wonderful benefit for my family, not only to offset our childcare costs but also because, as working parents, it's comforting to have your company's full support."



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