

## Workforce Profile

### Equal Opportunity

Valvoline is committed to actively creating an environment where each team member is empowered to learn, grow and maximize their personal contribution. We conduct business in more than 140 countries, and our employees operate across cultures, functions and languages to solve the technical and logistical challenges created by a worldwide customer base. Valvoline employees differ in age, gender, race, nationality, language, personality, behavior, sexual orientation and religious beliefs. We have varying skills, abilities, education and experience. We believe a diverse workforce is critical to inspiring innovation and succeeding in today's world.

We have an active recruitment program to identify and attract diverse talent. Visit our Careers site to [learn more](#).

### Diversity, Equity and Inclusion

Valvoline does business in more than 140 countries. Our employees operate across cultures, functions, language barriers and time zones to solve the technical and logistical challenges created by a worldwide customer base. Valvoline employees differ in age, gender, race, nationality and language, as well as in personality, behavior, sexual orientation and religious beliefs. They have varying skills and abilities, including education, experience and functional capability. Their diversity reflects the countries and communities where they live and work, as well as the customers and constituencies they serve.

Valvoline is committed to actively creating an inclusive environment where each team member feels empowered to learn, grow and maximize their personal contribution. By leveraging the similarities and differences that shape each individual, we encourage and promote innovative thinking and drive the kind of sustainable, competitive advantage that will help Valvoline grow and create new value for our stakeholders.

To foster a more diverse and inclusive culture, Valvoline is focused on (1) promoting a culture of diversity and inclusion that leverages the talents of all employees, (2) implementing practices that attract, recruit and retain diverse top talent, (3) increasing our number of diverse suppliers, and (4) partnering with external groups that support or serve diverse populations.

Valvoline supports employee resource groups that provide members with a forum to communicate and exchange ideas, build a network of relationships across the company and pursue personal and professional development. Membership in any employee resource group is open to all employees.

## Total Workforce by Region

	Count of Pers. No.
AU & NZ	222
China	195
Europe	284
India	136
Latin & South America	24
MEA	22
North America	7,738
Rest of Asia	105
<b>Grand Total</b>	<b>8,726</b>

## Workforce by Gender

	Female	Male	Undisclosed
Australia and New Zealand	25.68%	74.32%	0.00%
China	31.28%	68.72%	0.00%
Europe	27.82%	71.48%	0.70%
India	21.32%	78.68%	0.00%
Latin and South America	25.00%	75.00%	0.00%
Middle East and Africa	27.27%	68.18%	4.55%
North America	15.88%	83.60%	0.52%
Rest of Asia	42.86%	49.52%	7.62%
<b>Grand Total</b>	<b>17.33%</b>	<b>82.09%</b>	<b>0.58%</b>

## Full and Part-Time Employment by Gender

	Female	Male	Undisclosed
Full-Time	17.89%	81.61%	0.50%
Part-Time	12.68%	86.05%	1.27%
<b>Grand Total</b>	<b>17.33%</b>	<b>82.09%</b>	<b>0.58%</b>

## Employment Classification by Gender

	Female	Male	Undisclosed
Regular	18.03%	81.42%	0.55%
Temporary	11.69%	87.49%	0.83%
<b>Grand Total</b>	<b>17.33%</b>	<b>82.09%</b>	<b>0.58%</b>

## Employee Benefits

Valvoline provides a wide variety of benefits to eligible full-time and part-time employees. These benefits help support Valvoline’s strategy to provide competitive programs in each country, aligning to the changing business environment and meeting the needs of our employees. This includes attraction, retention, inclusion, motivation, development, promotion, engagement and well-being (mental, financial and personal health).

Valvoline’s benefit plans are designed to build on the statutory and social benefits provided in each country and as a result vary by country. Valvoline offers the following benefits to employees in most of the countries where it does business:

- Retirement plans
- Healthcare plans — often including medical, prescription drug and dental coverage Life, Disability and Accident insurance plans
- Paid time off, holiday and leave programs
- Business travel accident insurance

## Training

Valvoline offers annual voluntary and compulsory regulatory/compliance training programs across the organization. Compulsory courses are assigned based on job role/function. Average training hours per employee by gender and employee category is not currently available globally. Valvoline Instant Oil Change delivers 146 hours of training per year per hourly employee. There is no gender variation. Management receives 9.2 hours on average.

Valvoline Instant Oil Change’s talent development strategy focuses on structured early learning supported by “just in time” resources, quick promotions, and a consistent “promote from within” strategy — all crucial for retention in a retail concept. New employees follow a detailed blended training plan based on the same building blocks on which they were hired. This results in their first certification within 60 days, and an additional promotion in another 120 days. Time-to-certification and second-promotion is tracked meticulously. Proprietary algorithms identify those who are falling behind schedule, and intervention occurs before more serious problems arise. More than 95 percent of employees are certified on-time.

As development progresses, attention turns to building appropriate bench strength for supervisory and managerial positions. Each employee’s readiness for promotion is reviewed regularly, allowing us to address geographical or job level weaknesses before they become talent or skill shortages. Employees are evaluated against key competencies monthly or quarterly (depending on position), allowing management to react to individual employee development needs. This focus on bench strength has yielded results, enabling us to continue our promote-from-within strategy: 100% of our service center managers,

100% of our area managers, and 93% of our market managers started in hourly positions. We are well positioned for this trend to continue.

### **Integrity and Honesty**

Valvoline is firmly committed to conducting business throughout the world in accordance with the highest legal and ethical rules and principles. Our Global Standards of Business Conduct is the cornerstone of this commitment and sets the standards for our actions. It was established as a guide to help employees understand the company's expectations and alert them to potential legal and ethical issues. Employees are encouraged to promptly report any potential violations of our Code of Business Conduct to the Legal Department or through our Employee Hotline, which is available 24 hours a day, seven days a week.

At Valvoline Instant Oil Change, we require one hour and twenty minutes of on-line compliance learning every year for every employee, most of which touches on these issues. Managers receive four hours of training in this category.

### **Continuing Education**

The opportunity to grow and develop skills and abilities, regardless of job role, division, or geographical location is critical to the success of Valvoline as a global organization. Development helps us to engage in our work and become more productive. It is also one way we live our value of "It all starts with our people."

Great development consists of three key components:

- Formal education opportunities (e.g., instructor-led classes)
- Experiential learning (e.g., stretch assignments, job shadowing)
- Learning from others (e.g., feedback, coaching, mentoring)

Employees around the world have access to all of these development opportunities. Our Learning Management System (LMS) is one way we help employees learn about our formal education opportunities so they can build job skills, professional skills, and management/leadership skills. These formal education opportunities may be delivered via eLearning, virtual classes, or in-person classes and cover topics from safety, compliance, customer service, sales and product training, as well as management/leadership skills and professional effectiveness.

Valvoline has many partnerships to ensure quality development opportunities. We work with leading universities, research organizations, companies, and industry and professional organizations and may attend seminars and training programs provided by industry trade and professional organizations.

Valvoline also provides tuition assistance for employees globally enrolled in higher education programs directed at improving their job performance or helping them prepare for a future job within our organization.

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**Freedom of Association and Collective Bargaining**

Valvoline respects and honors our employees' free choices and complies with all workplace laws and regulations including those associated with labor organizing activities. Approximately 1.9 percent of our operations are covered by collective bargaining agreements. At several of our European locations, work councils are established which require employers to provide company information for review and to engage in worker consultation on certain company decisions.

**Notification of Operational Changes**

Valvoline keeps its employees well informed of operational changes through a variety of communication channels. We communicate business and functional specific news through the following venues: our corporate intranet site, messages from our leaders, town halls, web casts, on-line forums, newsletters and mailings. Although there is no minimum time frame for notifying employees, Valvoline makes every effort to provide a reasonable amount of notice to all employees when there is a significant change. Valvoline complies with all regulations regarding notice to employees in countries where we operate.

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