

Gender Pay Gap Employer Statement

2022-23 Gender Equality Reporting

Toyota Motor Corporation Australia Limited

ABN: 64 009 686 097



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1. Key Terms used in this Employer Statement

Teammates

Toyota Motor Corporation Australia Limited employees.

Median Gender Pay Gap

The percentage difference between women's and men's median earnings. The median describes the figure in the middle of the dataset. Identifying the middle of the dataset assists in accounting for outliers in a data sample.

Base Salary

Annualised earnings including leave, penalty rates, shift loadings, workers compensation payments and employer funded parental leave.

Total Remuneration

Annualised actual earnings including base salary, superannuation, bonuses, incentives, commissions, overtime, fringe benefits, allowances, cashed out leave and any other payments in cash or other form. Part-time and casual salaries are converted to full-time equivalent earnings.

Gender Composition

The ratio of women and men within the workforce expressed as a percentage split.

2. Foreword

“As the President and CEO, fostering gender equality is a core commitment within our organization. We're dedicated to creating a workplace where everyone has the opportunity to thrive, regardless of gender.”

“Our 2025 Diversity, Equity, Inclusion & Belonging (DEIB) strategy is designed to ensure just that, with an emphasis on achieving pay equity for all.”

“Gender equality, it's not just a buzzword; it's a fundamental principle we've embraced for a long time at Toyota.”

“Our focus on gender equality at a leadership level has resulted in a significant increase in female representation at a senior level.”

“I'm motivated by a drive to build a workplace that reflects the values we hold dear.”



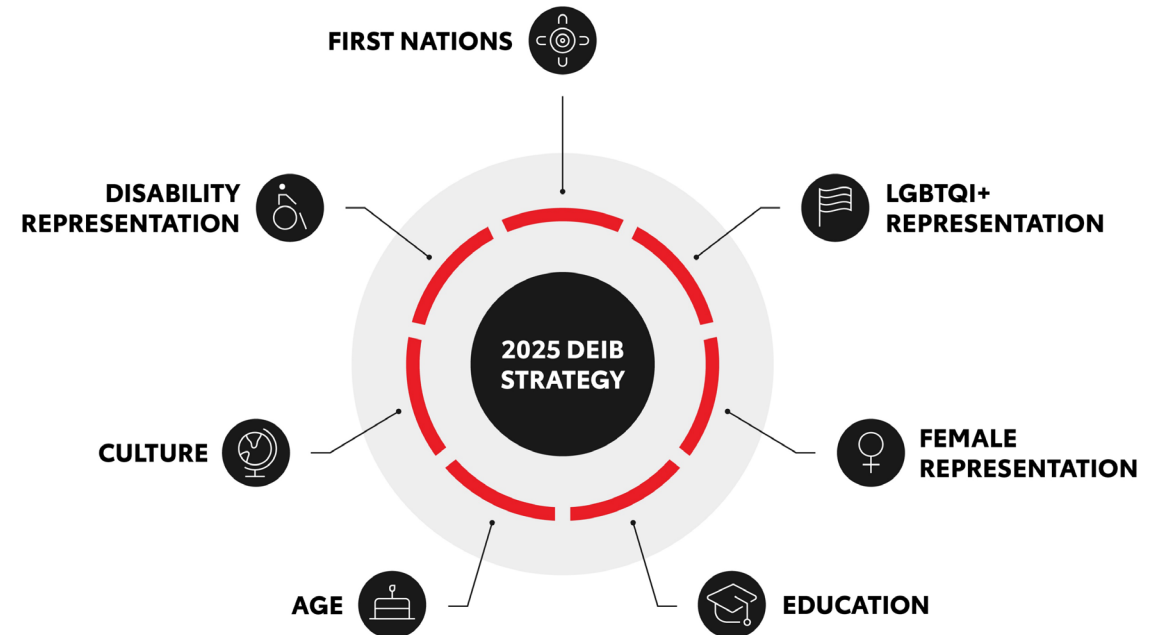
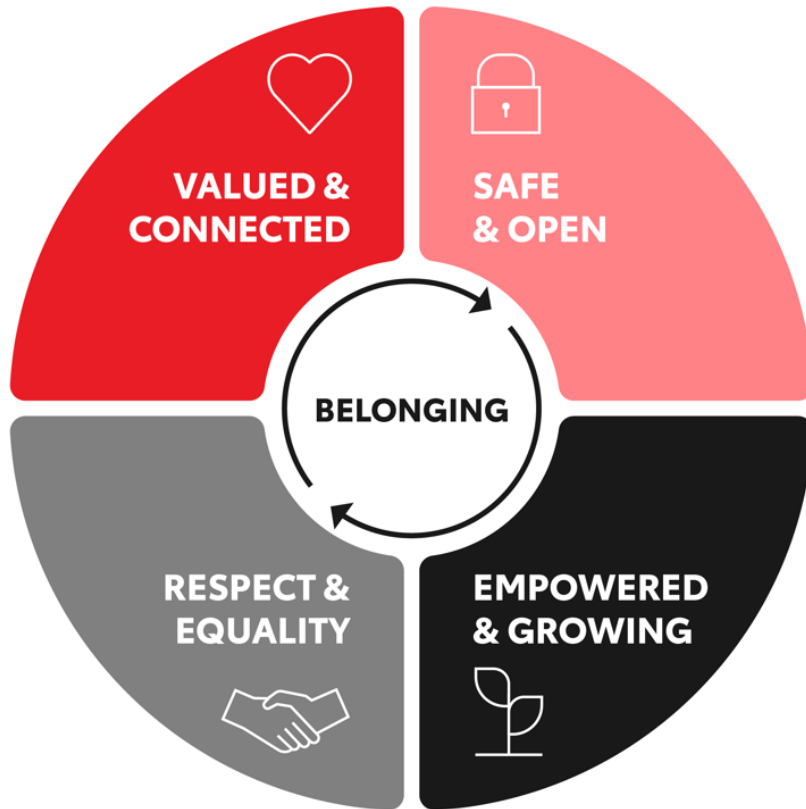
Matthew Callachor
President & CEO



Joanne Romano
General Manager
People & Culture

3. Our 2025 DEIB Strategy

Our 2025 DEIB strategy consists of diversity measures in line with our Employee Resource Groups and our belonging measure to achieve a sense of belonging and ultimately, happiness for all.



4. Our Gender Pay Gap

Reporting Period: 31 March 2023

The gender pay gap is the difference between the earnings for men and women, expressed as a percentage of men’s earnings. The gender pay gap is not the same as equal pay –which is where men and women are paid the same for performing the same role or different work of equal or comparable value.

We have controls in place to ensure equal pay. This includes a pay equity audit (Aug 2023) that shows an adjusted pay gap of **2.3%** after considering genuine factors such as years of service, time at level and performance – all of which may explain differences in pay for like roles.

Our gender pay gap has been calculated based on 1,523 employees that were employed on a permanent, contract or casual basis. For comparability, earnings have been annualised, and part-time and casual earnings have been converted to full-time equivalent.

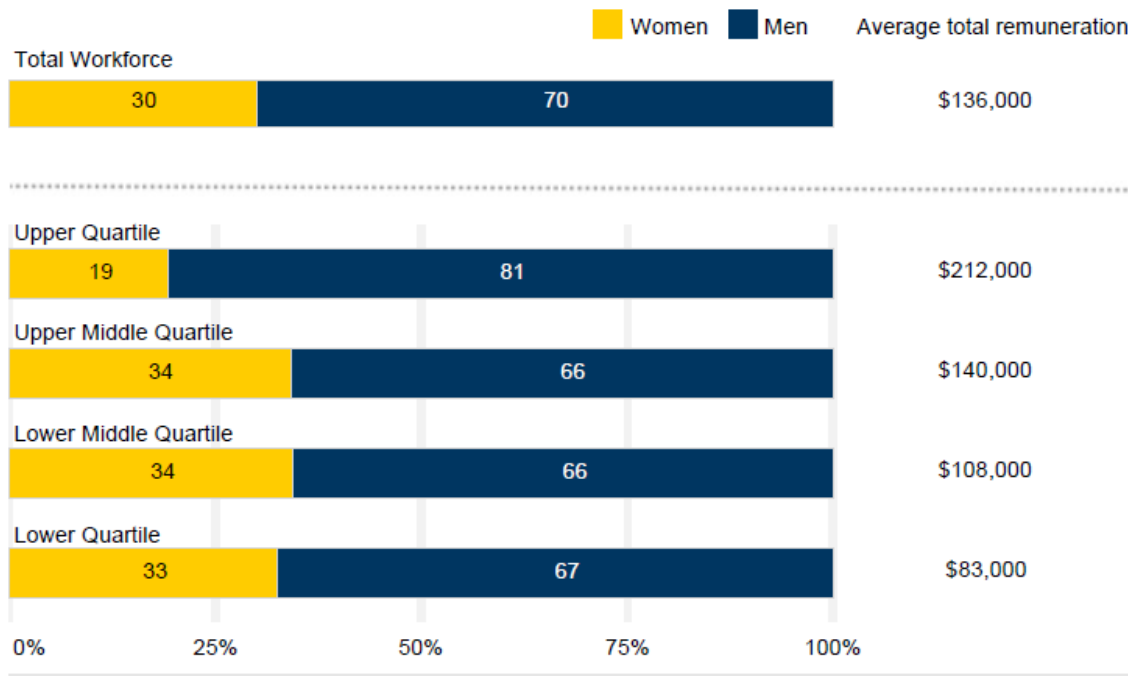
Median Gender Pay Gap	Toyota Motor Corporation Australia	Industry
Base Salary	7.8%	11%
Total remuneration	7.3%	15.6%

This has been benchmarked against organisations in the ANZSIC industry class of *Car Wholesaling*. This industry comparison group consists of organisations engaged in wholesaling new and used motor cars.

5. What's Driving Our Gender Pay Gap?

The gender composition of our workforce is the primary driver of our gender pay gap. The median earnings of women are comparatively lower than men because of their lower levels of representation in our middle / senior higher paying roles.

Based on the WGEA Data Explorer, women make up 23.9% of the Motor Vehicle and Motor Vehicle Parts Wholesaling industry, therefore achieving more gender balance is a common industry challenge.



Toyota Motor Corporation Australia Limited results

Key Points

- Historically, our challenge is being known as a male dominated industry.
- Our 2025 DEIB strategy drives us to balance representation of our teammates.
- This aims to reduce our gender pay gap, specifically in our senior management stream.

6. Our Actions

The following actions are specific commitments from our 2025 DEIB strategy that help us better attract, retain and promote female talent to help us achieve our gender balance ambitions.



Attraction & Recruitment

- Talent Acquisition Audit
- Improved parental leave benefits (*maintaining employer funded superannuation payments while on unpaid leave*)
- Our ongoing partnership with WORK180 supports us with raising our organisational standards to attract women into our workplace.

Progression

- Annual internal pay equity audits
- Salary adjustments
- External audit conducted by Korn Ferry
- The gender lens during our promotions and rotations process ensures we use this opportunity to increase our gender balance in leadership roles

Retention

- Female representation targets set at all levels
- Specific senior manager KPIs relating to female teammate retention
- Enhanced Hybrid Work Model

TOYOTA

**For all inquiries, please contact:
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