



TOYOTA IRELAND GENDER PAY GAP REPORT



INTRODUCTION

In Toyota Ireland, we pride ourselves on being a diverse, equitable and inclusive organisation which we believe has been key to our success over many years. We are committed to a workplace in which every member of our team feels respected and valued to be able to realise their full potential.

We believe diversity is a real asset within our business, helping us to reflect the ambitions and values of our customers and to deliver the highest standards of service to them via our nationwide network of dealers.

Over many years, our core company values have been **R**espect (for one another), **U**nity (across the entire organisation) and **A**mbition (to be the best at what we do).

We marry these values with what we ask of each other every day - that we are **R**elentless (in our pursuit to be better), **I**nventive (in our problem-solving) and **C**onsiderate (in our interactions with every one we encounter along the way).

Finally, we encourage everyone to be true to themselves, bringing **A**uthenticity and personal **I**ntegrity to their work.

We are committed to being an Employer of Choice - a company that people want to work for and one that they are happy to have chosen.

Our retention and engagement levels demonstrate that we are successful in this regard - with very low staff turnover and many of our team having over 25 years' service - and we believe that our strong blend of youth and experience continues to be a great asset to the success of Toyota Ireland.

However, we don't take loyalty as a given and are committed to ensuring that the personal experience of every employee is a positive one, enabling everyone to be and give their best.

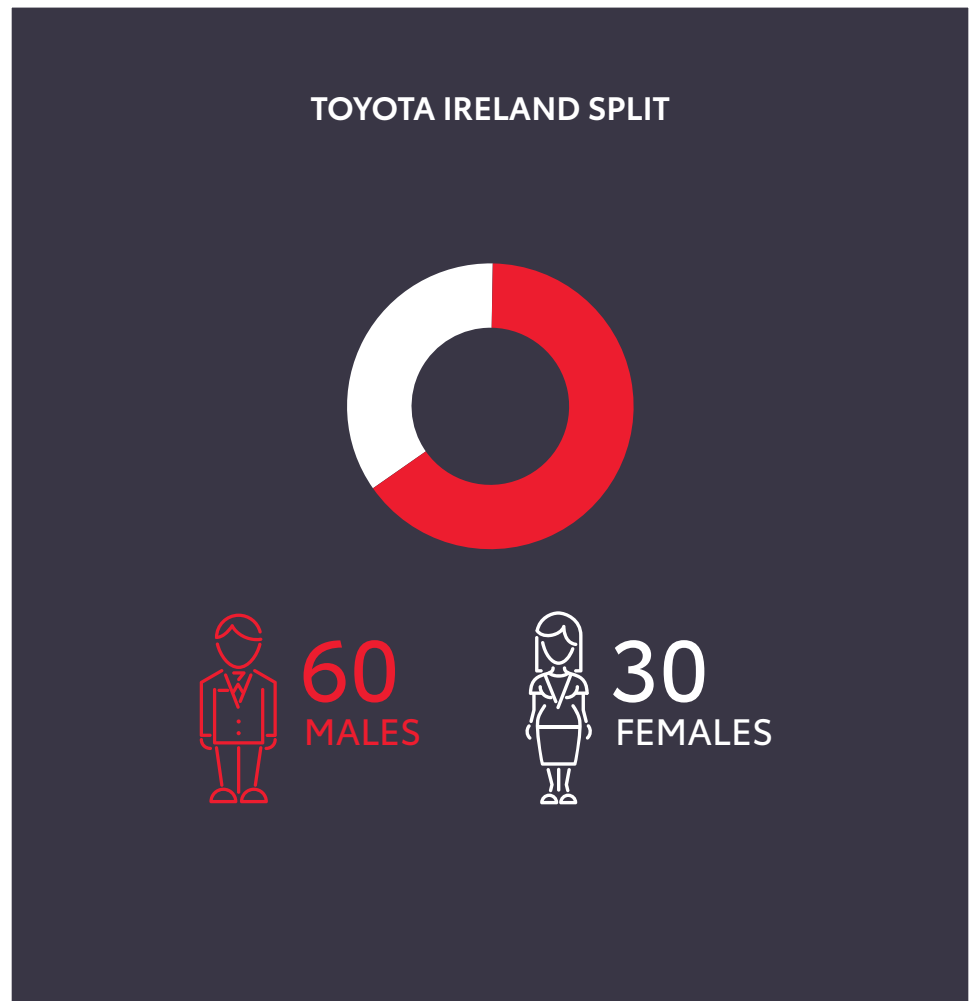


This is Toyota Ireland's first gender pay gap report. The data used for this report is from 1st July 2024 to 30th June 2025 inclusive. The report includes employees who may have exited the business during this period.

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in the average hourly wage of men and women across a business. It compares the pay of all men and women, not just those in similar jobs or with similar competencies, qualifications or experience.

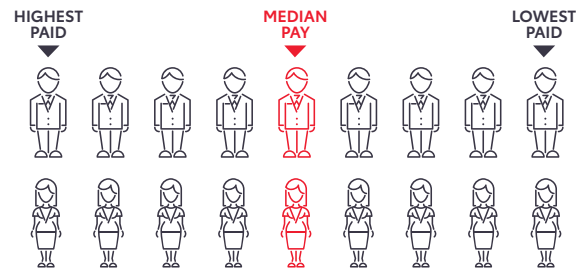
A gender pay gap **does not** indicate discrimination or an absence of equal pay for equal value work – it reports a gender representation gap primarily influenced by the number of men and women working in the organisation, within a particular industry, and their level of seniority.



KEY TERMS USED IN THE REPORT

Median

If all employees were lined up in a row in order of pay, from highest to lowest, the median refers to the actual salary of the individual, middle employee.



Mean

Otherwise known as the average, is where you add all the relevant salaries together and then divide by the total employees in the set.

$\div 4 = \text{MEAN}$

Bonus Distribution

The percentage of all male employees who are paid a bonus and the percentage of all females who are paid a bonus.

Benefit In Kind

The percentage of all male employees who are paid benefit in kind and the percentage of all female employees who are paid benefit in kind.

Pay Quartiles

Pay quartiles are calculated by splitting all employees in the company into four even groups according to their level of pay.

HOW TO CALCULATE THE MEDIAN HOURLY PAY GAP

Median of Male Pay - Median of Female Pay

€34 - €21

€34

Median of Male Pay

=38%

Note: Figures above are for illustration purposes only.

HOW TO CALCULATE THE MEAN HOURLY PAY GAP

Mean of Male Pay - Mean of Female Pay

€38 - €21

€38

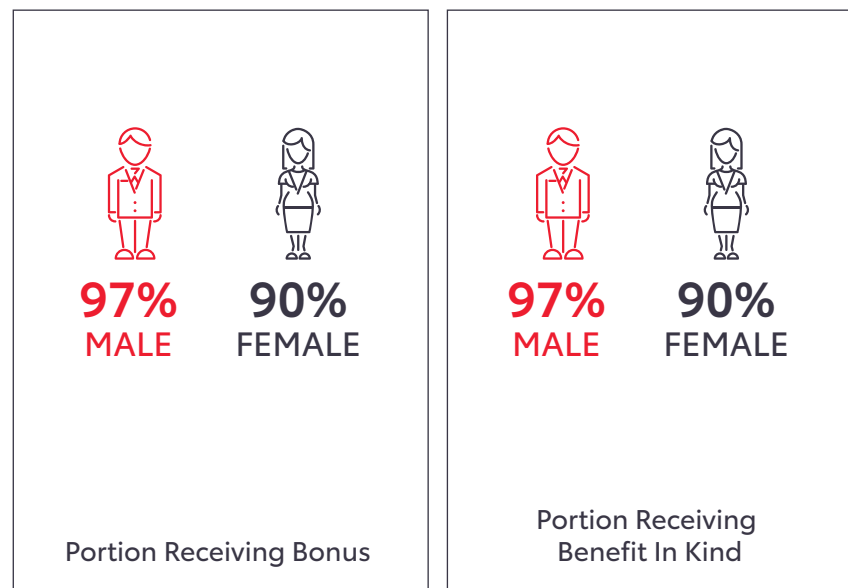
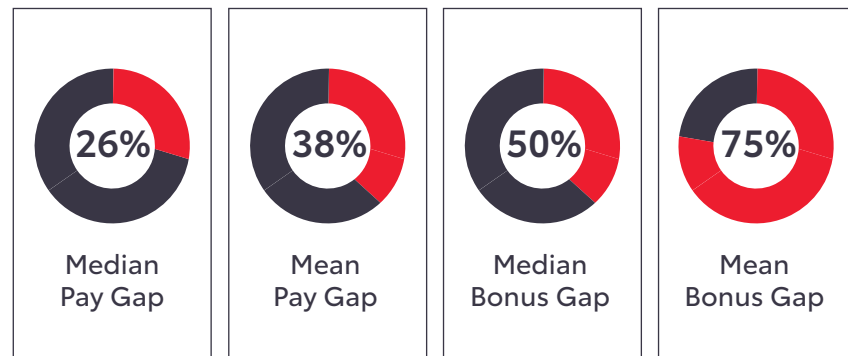
Mean of Male Pay

=45%

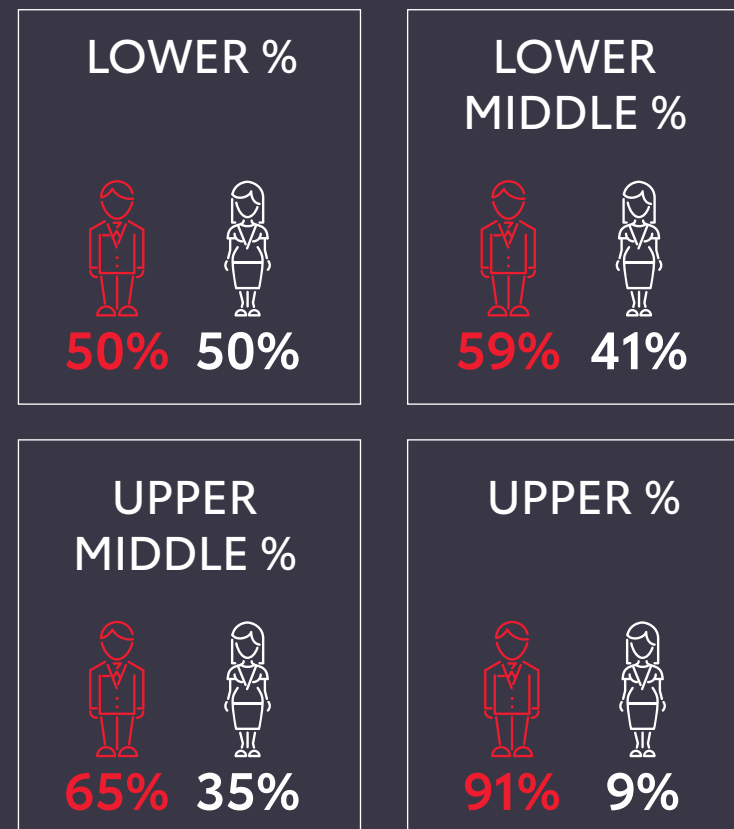
Note: Figures above are for illustration purposes only.



GENDER PAY FIGURES



PAY QUANTILES IN TOYOTA IRELAND



Understanding Our Gender Pay Gap

The data we have shared here shows that there is a pay gap between the genders working in Toyota Ireland. The hourly median gender pay gap at Toyota Ireland is 26% with an hourly mean gender pay gap of 38%. In line with statistics from across the country, our pay gap is a result of representation in our industry.

In short, there are fewer women in more senior, higher paying roles, in our company and industry.

This is something we would like to improve on and to do so will require us to counteract the more general trends in the motor sector.

The majority of the men who occupy the most senior positions in our company have risen through the ranks and we are committed to ensuring that such a pathway is as available to women as it is to men.

We are committed to creating opportunities that encourage women to work in Toyota Ireland empowering every individual to grow and reach their full potential.

Specifically, we

- ✓ Aim to attract new diverse talent.
- ✓ Ensure gender-balanced job advertising.
- ✓ Pay for the job, not the gender of the person doing that job.
- ✓ Foster personal growth and development.
- ✓ Offer flexible working hours.
- ✓ Guarantee fully topped-up maternity leave.

While we are proud of our workplace and believe its diverse make-up is both healthy and productive, we know that all of us will benefit from that balance finding its way into the more senior tier of the company and the current gender pay gap being reduced.

