

2025 Gender Pay Gap Report

Employer Statement

February 2026



Custom Fleet's commitment to gender equality and eliminating our Gender Pay Gap

As CEO of Custom Fleet, I am proud to lead a business where Diversity, Equity, Inclusion & Belonging (DEIB) is at the forefront of our culture and employee experience.

As part of Element Fleet management, our global Executive Team and our ANZ Leadership Team are deeply committed to eliminate our gender pay gap (GPG). With organisations over 100 people in Australia being required to report their GPG data to WGEA and for this to be shared transparently to the public, I am pleased to see the GPG conversation elevated to a higher level of awareness throughout the past year. The continued evolution and sharing of data will hold businesses to account to eliminate their GPG and expose those who do not prioritise this important work; I implore all CEOs and business leaders to make this a priority and find ways to develop true equity. While Custom Fleet has a GPG, we are proud to have improved both our mean and median GPG between the 2024 and 2025 reporting periods.

► The path forward to eliminate our GPG is clear. We need to increase the number of women in leadership positions as THE key action to reduce our GPG. Over the past year we are proud to have seen our representation of women in leadership positions grow to 37%. We continue to support women at Custom Fleet to develop their skills to be ready for leadership roles. Our Green Light program is Custom Fleet's emerging leadership program for women, a key initiative we kicked off in 2023 to tackle this challenge. We delivered our third Green Light program cohort in 2025 and were proud to achieve a global Platinum LearnX award and an Australian Institute of Training & Development (AITD) award for Best Diversity & Inclusion program. More of the initiatives we have implemented to progress gender equality are outlined in this statement.

We remain steadfast in our commitment to continually optimise Diversity, Equity, Inclusion and Belonging. The work we have passionately delivered over the past 3 years has created a truly positive, differentiated employment experience for our people. In Australia and New Zealand, we see the benefits of improving gender equality in our business every day – it differentiates our workforce and improves our culture in a male dominated industry, we see increased innovation through seeking broad perspectives, and overall, our women are more engaged than men in our workforce where higher engagement levels are proven to lead to better business outcomes.

In addition to our work to improve gender equality and eliminate our GPG, I also take the opportunity as part of this statement to reinforce my commitment to zero tolerance of sexual harassment, gender-based harassment and discrimination, and bullying across our entire workforce and those we do business with.



Chris Tulloch
CEO Custom Fleet



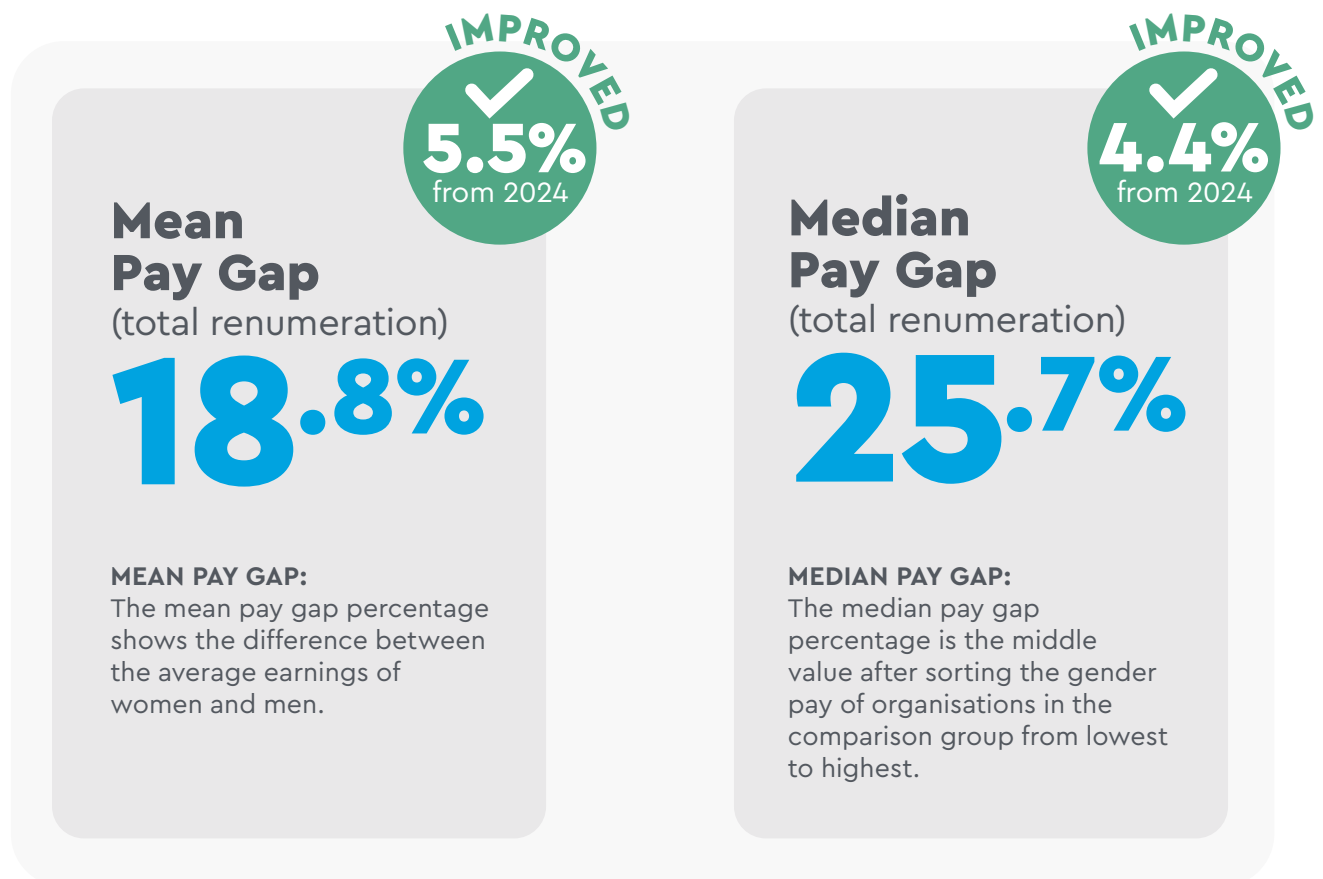
Custom Fleet's gender pay gap results

► As at 31st March 2025, Custom Fleet's gender pay gap statistics were:

Understanding the Gender Pay Gap:

GENDER PAY GAP:

The gender pay gap percentage is the difference in average earnings between women and men in the workforce. The Gender Pay Gap is different to equal pay. Equal pay compares pay for doing the same role. Our approach to pay is fair and gender neutral. We pay men and women equal pay for performing equal work.



► For more information, please download the WGEA Fact Sheet PDF: [Understanding Australia's Gender Pay Gap](#)



Why does Custom Fleet have a Gender Pay Gap?

Our gender pay gap is driven by how men and women are distributed across our workforce.

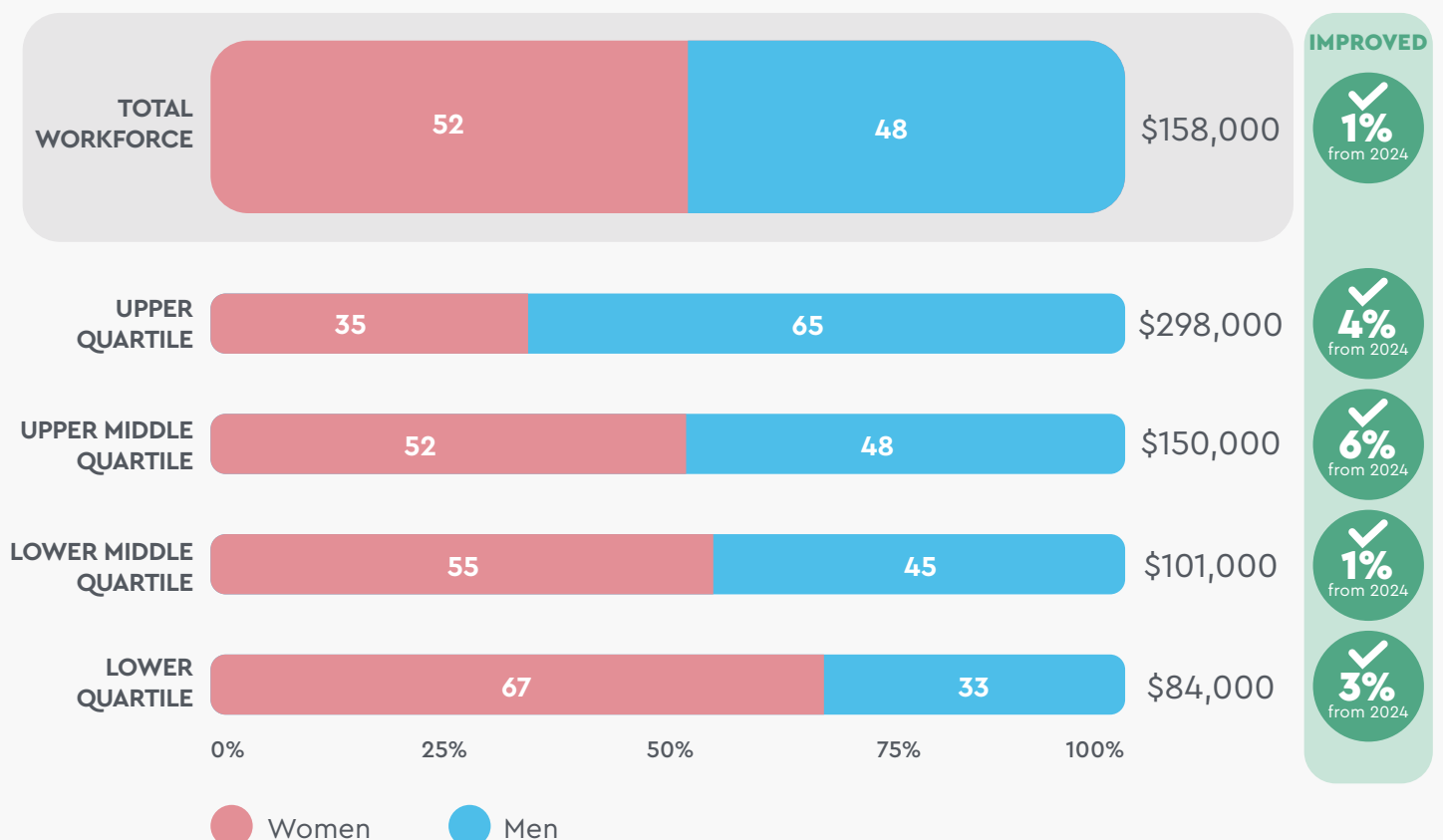
Put simply, this means that, on 31 March 2025, we had more women in the lower pay bands and more men in the higher pay bands.

As shared in our CEO's commitment statement, we need to increase the number of women in leadership positions as THE key action to reduce our GPG.

The steps we have taken to implement and continue programs focused on growing women's leadership capability and build our internal women leadership pipeline has led to women representation improving in the Upper, Upper Middle and Lower pay quartiles.

Gender Composition by Pay Quartile

Average total remuneration









Our Workforce Gender Composition Improvements

We have mapped Custom Fleet's job levels and pay bands to fit the required WGEA definition of workforce segments.

In the table you can see from top to bottom the most senior to most junior workforce segments and the percentage split of men versus women in each segment for 2024 vs 2025.

We are pleased to see there has been a positive change with an increase in overall female representation across all workforce segments with Key Management Personnel increasing by 20%.

Workforce Segments	 % Men 2024	 % Women 2024	 % Men 2025	 % Women 2025	YOY % Improvement
Overall Workforce	49%	51%	48%	52%	1%
Key Management Personnel	57%	43%	38%	63%	20%
Managers	65%	35%	61%	39%	4%
Non-Managers	45%	55%	44%	56%	1%



Custom Fleet's action and strategies towards Gender Equality and eliminating our GPG

Actions we have already taken:

- ▶ **DEIB Strategy:** Our 2022-2025 Diversity, Equity, Inclusion & Belonging Strategy outlined our clear commitment to achieve the [WGEA Employer of Choice for Gender Equality Citation](#). The citation outlines 161 actions employers must implement to achieve the citation – currently, only 115 private sector employers have achieved citation. WGEA had paused to review citation criteria and not taken EOCGE submissions from new employers for the past two years. With clarity around the newly launched criteria, Custom Fleet will submit for the citation in 2026 following completion of foundational work including the launch of our Gender Equality Strategy.
- ▶ **Pay Equity Review:** In January 2025, we completed a pay equity review with the purpose to assess fair and competitive pay across the business. Whilst the focus of this review was not on gender, the result of this analysis contributed to the reduction in our Gender Pay Gap.
- ▶ **Green Light – emerging leadership program for women + mentoring program:** Our award winning Green Light program launched in 2023 to support our top-rated women talent with the development they need in preparation to take on leadership roles in Custom Fleet. We delivered our third Green Light program cohort in 2025. In 2024 we were proud to achieve a global Platinum LearnX Award for this progressive work, and in 2025 we won a prestigious Australian Institute of Training and Development (AITD) Award for Best Diversity and Inclusion program. Our Green Light mentoring program also ran for the second year, pairing program participants with senior leadership mentors. For further information, read MaxMe's [Greenlight case study](#).
- ▶ **Work180 Employer Endorsement & job board launch:** as part of our inclusive recruitment solution to attract (and retain) more women to work for Custom Fleet, we partner with Work180. Our [Work180 employer page](#) and job board shows transparent information about our workplace policies and practices that support all women so they can make an informed decision about applying for roles at Custom Fleet. In 2025 we again achieved the Work180 Endorsed Employer badge as proof of our commitment to progressing gender equality and were named a Top 101 Employer for Women.
- ▶ **Gender-Neutral Parental Leave:** Our enhanced Parental Leave Policy, launched in 2023, makes no distinction between primary and secondary carers and provides 12 weeks paid parental leave for all parents. In January 2025 we amended the policy to include superannuation at full pay for 52 weeks on paid and unpaid parental leave. These policy changes have seen an increase in the number of men accessing parental leave and will continue to support gender equity in retirement outcomes. For further information, read the [Gender-Neutral Parental Leave launch blog on our website](#).
- ▶ **Reproductive Health Leave:** All employees, regardless of gender, are now entitled to five days of paid leave annually for reproductive health-related matters. This policy provides support to the often-gendered demands of reproduction and promotes flexibility, care, and removes stigma around reproductive health.
- ▶ **Business Scorecard Metrics:** our Global and ANZ Business Scorecard includes annual metrics and targets for Custom Fleet to achieve to improve the attraction, promotion and representation of women in our workforce. These visible targets hold us accountable to reach our gender equality goals.

Custom Fleet's action and strategies towards Gender Equality and eliminating our GPG

What's coming in 2026:

- ▶ **Launch of our Gender Equality Strategy:** in-line with our commitment to become a WGEA Employer of Choice for Gender Equality citation holder, we are partnering with Work180 to run employee listening workshops involving all employee demographics to inform the design of our Gender Equality Strategy.
- ▶ **Progress WGEA Employer of Choice for Gender Equality:** we are excited that WGEA has launched new citation criteria. This will anchor our gender equity work to externally benchmarked, progressive change. Along with developing our Gender Equality Strategy in partnership with Work180, we are committed to achieving this citation and adding to the current 115 employers in Australia who hold this citation.
- ▶ **Inclusive recruitment approach:** we are continuing to optimise our inclusive recruitment practices to attract top talent from diverse and underrepresented groups, including women. As part of our Sustainability Strategy 2030, we have set leadership representation targets of: 40% men, 40% women, and 20% flexible (men, women or gender diverse).
- ▶ **Gender Tick NZ:** as a business spanning across Australia and New Zealand, along with WGEA's Employer of Choice for Gender Equality citation catering to the Australian market, in 2026 we have also committed to maintain our Gender Tick certification for our New Zealand employees and market. [Read more about NZ's Gender Tick.](#)
- ▶ **Women in Automotive (WIA):** as an organisation committed to DEIB we also feel the responsibility to advocate for gender equality through our industry. We are proud to be members of WIA chapters in Australia and New Zealand. In New Zealand we are the foundation sponsor and Accord members. In Australia we are Gold Corporate members and sponsors of their new job board bringing automotive industry roles visibility to the WIA network.





customfleet.com.au
1800 812 681