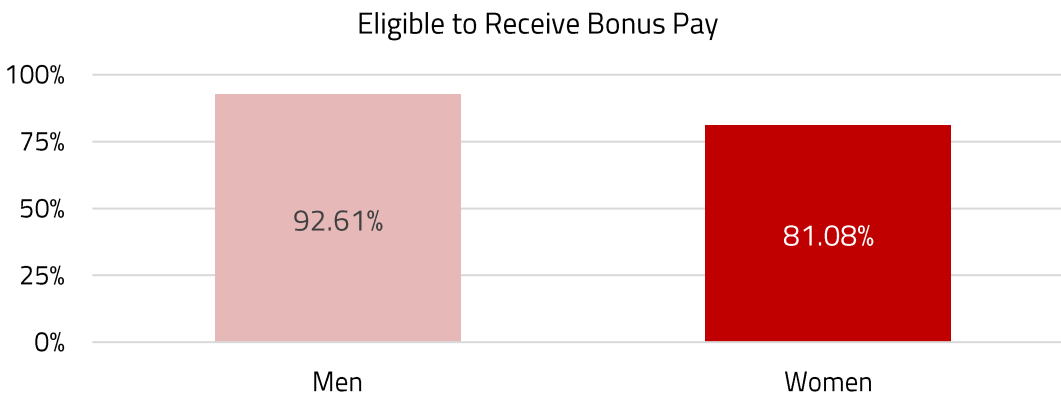


At Toyota Material Handling UK our approach to pay is a simple one. We want to reward all our team members fairly for the work they do. All of our processes and policies support our mission to reward all team members fairly. The following report is based on the snapshot date of the **5th April 2023**.

We pride ourselves on paying the real living wage to all our team members as we believe they make the difference and deserve to be paid a fair day’s pay for a hard day’s work.

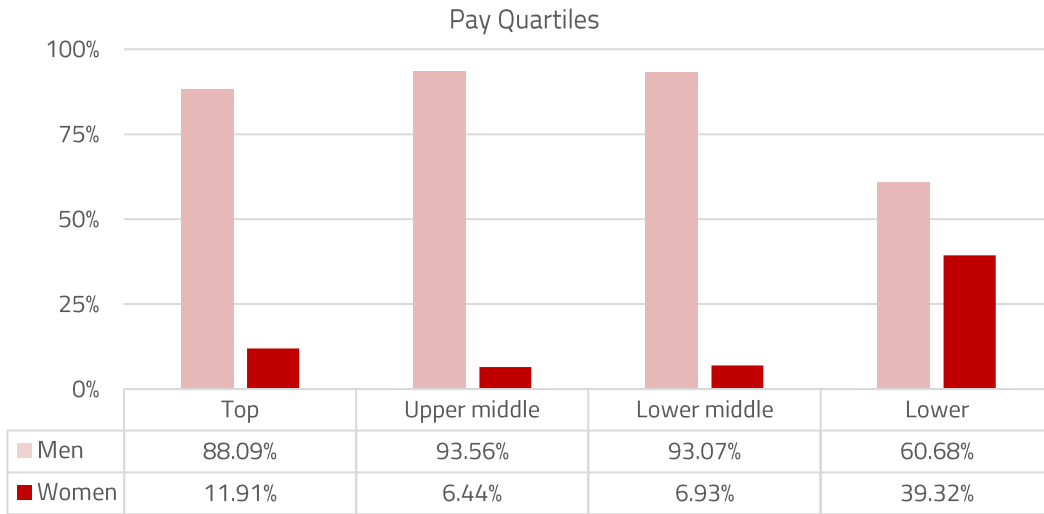
Gender Pay and Bonus Gap		
Difference between men and women	Mean	Median
Hourly rate	15.43%	16.42%
Bonus pay	56.43%	91.07%



The table above shows an overall mean and median gender pay gap based on hourly rates of pay. The mean and median difference on hourly rate is lower than the previous year, which shows we are closing the pay gap.

It also captures the mean and median difference between bonuses paid to men and women. As a one off, the company paid a cost-of-living bonus based on annual basic salary to all team members who were employed during a certain period. This accounts for the increase in the number of females who were eligible to receive a bonus and the greater difference between males and females, compared to the previous year.

The gender gap in our bonus pay reflects the type of industry in which we operate - engineering business. This year we have seen an increase in the percentage of females in the higher pay quartile compared to the previous year.



OUR FUTURE INTENTION

At the time of this snapshot, 84.05% of the workforce are male which we believe to be reflective of our industry type. However, we continue to encourage females to take up positions in predominate engineering and technical roles available within the company. This year we have seen an increase in the number of females who are working in roles including salespeople, technicians, and apprentices.

HOW WE ARE ADDRESSING THE GENDER PAY GAP

Recruitment

As part of our recruitment process, we seek to attract a diverse range of team members. We provide training to all of our leaders to ensure a structured and fair recruitment process. We have increased the diversity of images within our adverts and posts.

Monitor

We continually monitor gender pay gaps and actively address areas where differences occur. It is our normal practice to implement equal remuneration in roles which are identical.

Development

As part of our people strategy, development is the key to our success. Every team member regardless of gender is given the same development opportunities. We continue to develop talent and succession plans and work with all team members to help them achieve their potential. We have also introduced unconscious bias training into our induction programme.

Retention

Once we have the right people, we want them to stay and enjoy the Toyota experience. We offer a range of flexible working options at all levels of our business to support our team members. Following Covid-19, we have introduced a remote working policy.

Release

We have an exit interview process that allows team members to tell us exactly why they are leaving, this means we can identify trends and improve our attraction rates.

We have made great progress in balancing the pay of comparable roles within many areas of our business, this evaluation of roles will continue.

We confirm the data reported is accurate.



Nick Duckworth
Managing Director



Michelle Clark
Director – HR and QHSE