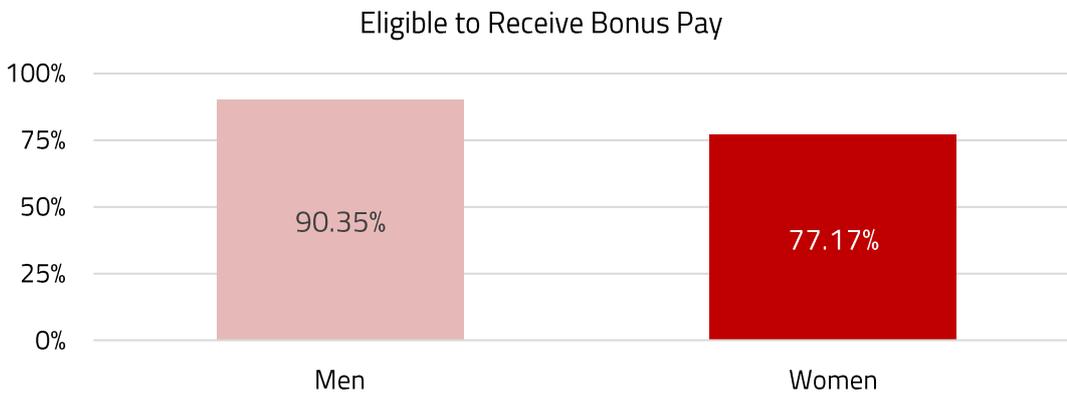


At Toyota Material Handling UK our approach is to reward our team members fairly for the work they do and provide positive employee benefits. Our processes and policies are designed to ensure we are fair and consistent and support our mission to be an employer of choice.

The following report is based on the snapshot date of the 5th April 2025.

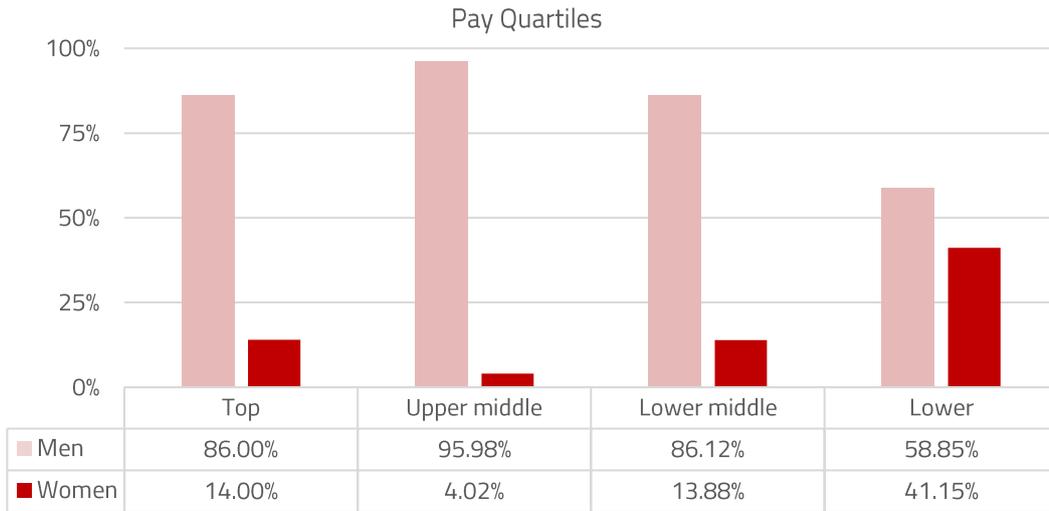
Gender Pay and Bonus Gap		
Difference between men and women	Mean	Median
Hourly rate	11.18%	12.98%
Bonus pay	51.92%	73.34%



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 at 1.84 and 1.89 percentage points respectively significantly 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. This year there was a significant increase in the number of team members who were eligible for a bonus due to a separate company bonus payment.

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, 82.3% of the workforce were 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 diverse range of team members. We provide recruitment 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. We have started a process to use an external organisation to develop a pay grading structure to create greater fairness and transparency.

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 and leadership programmes.

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. We have benchmarked our benefits package and improved our parental benefits, holiday entitlement and loyalty awards to further support our team members.

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 increased our retirement benefits to support team members who are taking the next step.

We have made great progress in balancing the pay of comparable roles within many areas of our business, this evaluation of roles will continue with the support of external providers. We will continue on our people strategy journey.

We confirm the data reported is accurate.



Nick Duckworth
Managing Director



Michelle Clark
Director – HR and QHSE