

At Toyota Material Handling UK our approach to pay is to reward all our team members fairly for the work they do and all of our processes and policies are designed to support this mission.

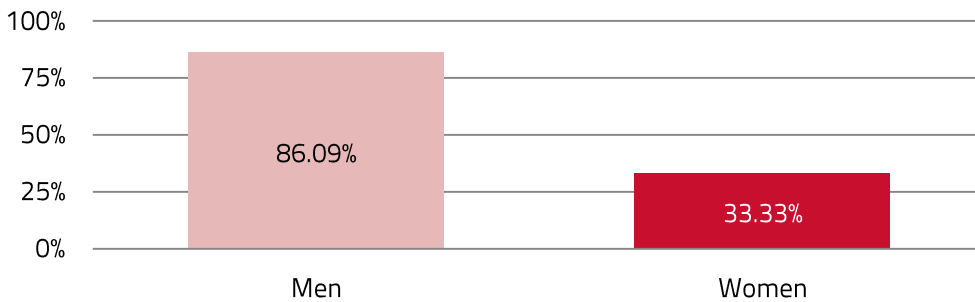
We pride ourselves on paying in excess of the living wage to all of our team members as we believe they make the difference.

**Gender Pay and Bonus Gap**

Difference between men and women	Mean	Median
Hourly rate – female lower	16.69%	17.97%
Bonus paid – female lower	41.91%	-1.96%

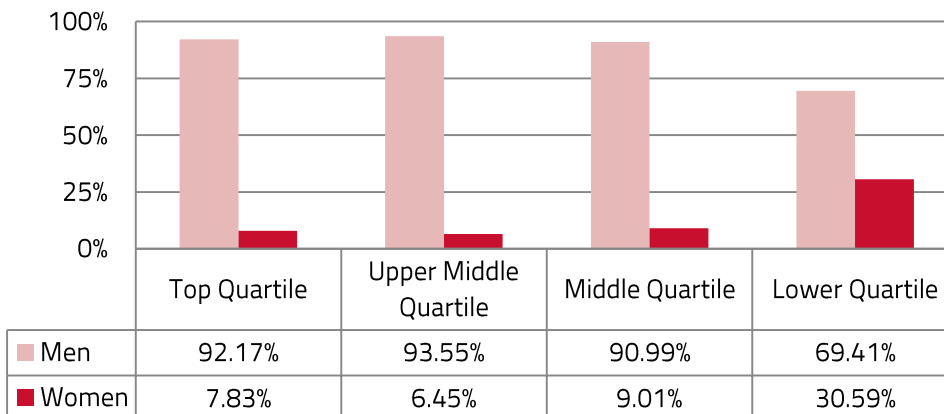
The table above shows an overall mean and median gender pay gap based on hourly rates of pay. It also captures the mean and median difference between bonuses paid to men and women.

**Eligible to receive bonus pay**



The gender gap in our bonus pay reflects our type of industry that we support. We currently have a higher proportion of males in our top pay quartile that are eligible for a bonus payment.

**Pay Quartiles**



### OUR FUTURE INTENTION

At the time of writing this report, 85% of our workforce is male which we believe to be reflective of our industry type. However, it is our intention to encourage females to take up positions in predominate engineering and technical roles available within the company.

#### **How we are addressing the gender pay gap**

##### Recruitment

As part of our recruitment process we seek to attract a mix of both female and male team members whilst balancing skills requirements. We:

- advertise on job boards specifically geared towards attracting a diverse range of candidates
- utilise specialist recruitment agencies who promote our roles to women who wish to return to work
- Use language in our job adverts that is gender neutral
- develop diverse candidate lists for jobs
- Interview people using diverse panels in order to avoid unconscious biases.

##### 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. In order to continue our people journey we will strive to improve our gender pay gap.

Apprenticeships - we continue to develop and expand our Apprenticeship programme to help colleagues shape their future career paths and achieve their aspirations.

We have adapted our recruitment process to develop more females and are pleased to confirm that over the last 12 months we have increased the number of women who occupy Business Leader roles by 25%.

##### 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.

Maternity and Paternity support – we have implemented a maternity and paternity bonus payment to help new parents manage those first months with their new baby, and introduced shared parental leave which means that colleagues can be flexible about the way they care for their baby.

##### Release

We have an exit interview process that allows team members to tell us exactly why they are leaving; this means we can identify gender specific trends if they occur and make required improvements.

We are making great progress in balancing the pay of comparable roles within many areas of our business and aim to continue in this manner.



Nick Duckworth  
Managing Director



Michelle Clark  
Head of Human Resources