

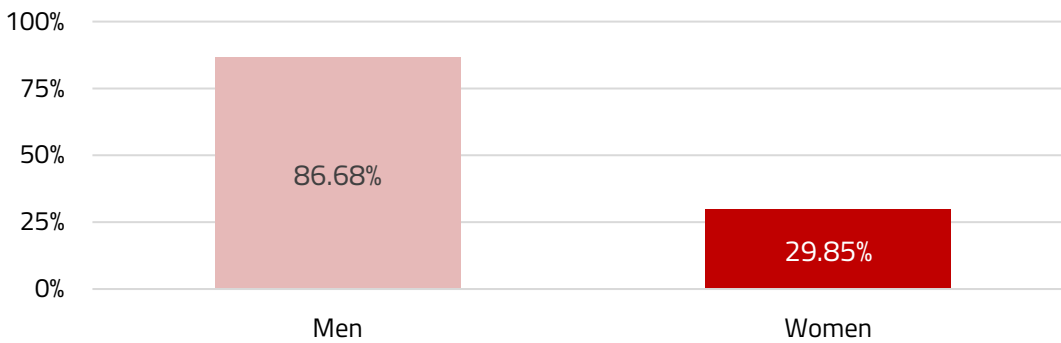
At Toyota Material Handling UK our approach to pay is a simple one. We want to reward all our team members fairly for the work they do. All of our processes and policies support our mission to reward all team members fairly. The following report is based on the snapshot date of the **5th April 2020**.

We pride ourselves on paying the real living wage to all of 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	15.54%	18.90%
Bonus pay	-4.98%	-21.11%

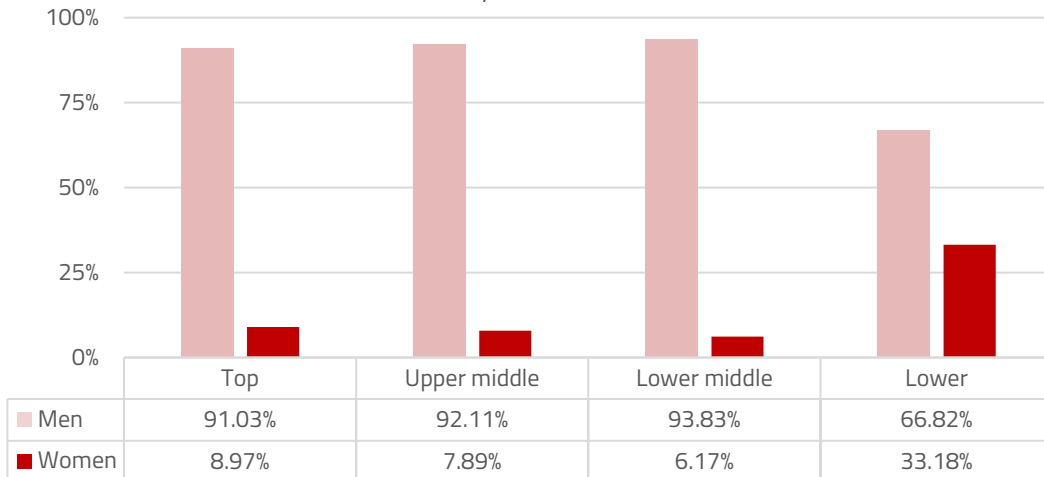
Eligible to Receive Bonus Pay



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.

The gender gap in our bonus pay reflects the type of our engineering business. 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 snapshot of this report, 86% of our workforce is male which we believe to be reflective of our industry type. However, it is our intention to encourage more females to take up positions in predominate engineering and technical roles available within the company. This year appointed our first female director to the board after a successful development plan. We will endeavour to strengthen our senior leader position.

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 provide training to all of our leaders to ensure a structured and fair recruitment process.

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.

In order to develop leadership within the organisation, we have created a number of team leader roles within our administration functions.

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.

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
HR and QHSE Director