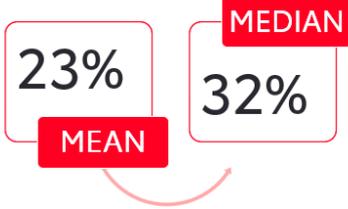


## GENDER PAY GAP 2025

### SALARY QUANTILES

Quartiles are ordered by individual hourly pay, split into four groups of the same size.



### SALARY DIFFERENCE BETWEEN MALES & FEMALES

Average hourly pay is the percentage difference between the average pay for men and women, based on the average male pay.

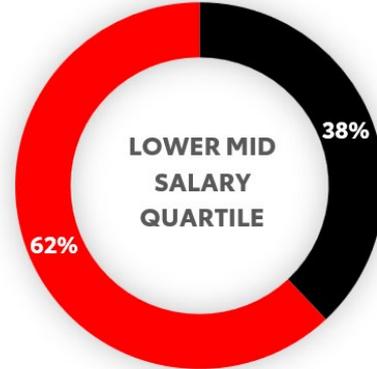
### OUR COMMITMENT TO REDUCING THE GENDER PAY GAP

This year's Gender Pay Gap report reinforces TFS's commitment to transparency and continuous improvement. For the third consecutive year, our gender pay gap has reduced, reflecting the progress we are making while highlighting where further action is needed. While the automotive and financial services industries have traditionally seen higher male representation, we remain committed to making steady, positive progress towards greater balance.

We recognise that lasting progress requires honesty, accountability, and sustained effort. This report outlines the practical actions we are taking to support equality across our organisation and reflects our focus on creating a workplace where fairness, opportunity, and inclusion are embedded, enabling everyone at TFS to perform at their best. Examples of actions we are continuing to take include:

- **Supporting flexible working** through ongoing review and enhancement of life leave policies to ensure they meet the diverse needs of our workforce.
- **Championing The Mum Hub**, a dedicated steering committee established to support working mothers and enable them to thrive in their careers. To support this, we're finalising the outcomes of a specific project which will identify opportunities to further enhance our maternity provision within the organisation.
- **Focusing on talent development** via internal development programmes such as the award winning Accelerate course, providing equitable opportunities for progression.
- **Driving forward our People Promise**, ensuring all employees have access to the tools and opportunities required for success.
- **Monitoring progress through our annual Belonging & Impact survey**, enabling us to measure the effectiveness of inclusion initiatives and identify areas for improvement.
- **Our inclusion strategy** ensures activities support positive change. For International Women's Day, we focused on mid-life women and the importance of supporting and retaining them in their careers.
- **Mandatory inclusion e-learning training** has been implemented to ensure a shared understanding of inclusion and to enhance the effectiveness of collaboration across the organisation.

We are committed to making progress and reporting our data transparently each year to measure our improvements.

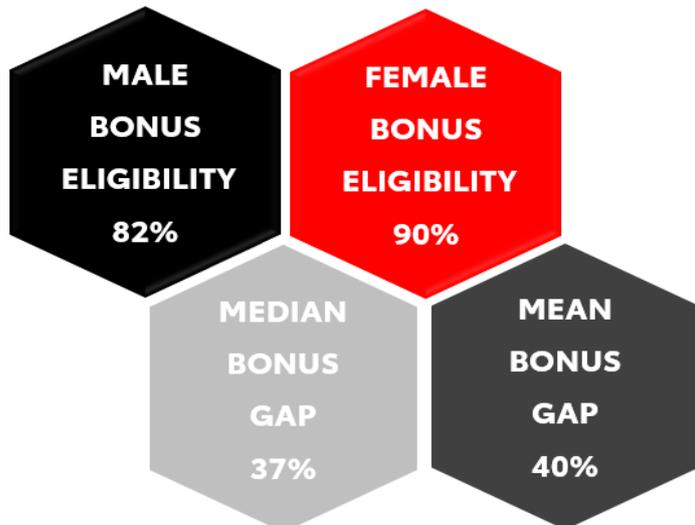


■ MALES ■ FEMALES

### BONUS DIFFERENCE BETWEEN MALES & FEMALES

Bonus pay is the percentage difference between the average bonus for men and women, based on the average male bonus.

All employees are eligible for a bonus, even if they are new joiners to TFS we provide a pro rata bonus.



This data is based on the snapshot date of 5<sup>th</sup> April 2025 and is considered a fair representation of TFS's Gender Pay Gap.

DENA BOND

Director of People & Culture