

TOYOTA (GB) PLC: GENDER PAY GAP REPORT 2025

Toyota (GB) PLC is committed to closing the Gender Pay Gap. We have robust pay and reward processes to ensure equal pay for equal work. Our key Gender Pay Gap focus area is to improve female talent progression.

What does our data tell us

- Our mean gender pay gap is 21.9%, up 0.9% since 2024.
- Men are more strongly represented at senior levels. Senior roles are usually filled through internal progression, so long-term improvement depends on strengthening our female talent pipeline
- 67% of our Emerging Talent intake in 2025 was female, strengthening the future leadership pipeline but having a small impact on our Gender Pay Gap

What progress have we made

- We delivered all actions from our 2024 gender pay gap report completing a female leadership 'Catalyst' development programme & embedding inclusivity and allyship training for all new starters and existing employees.
- To help working mothers in our business we have supported an employee-led 'Mum Hub' network group
- Our female talent has been recognised through awards in 2025, including recognition from the 'Automotive 30% Club'

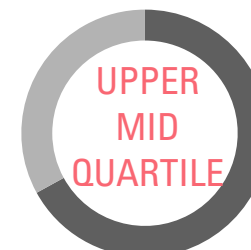
What's next

- Continuing our newly relaunched Employee Resource Group which provides a dedicated forum to champion diversity & inclusion initiatives supporting how we break down barriers to women's progression.
- Taking our well-established DEI Strategy to the next level
- Continue our focus on converting strong female representation through to senior progression, supported by our leadership development programmes



Male: 71%

Female: 29%



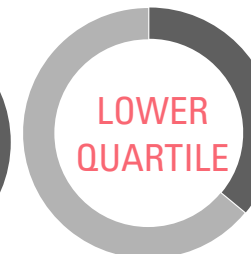
Male: 67%

Female: 33%



Male: 54%

Female: 46%



Male: 36%

Female: 64%

21.9%

Mean pay gap

The difference between the average hourly pay of men and women, expressed as a % of men's pay.

20.2%

Median pay gap

The difference between the middle hourly pay rate for men and women, expressed as a % of men's pay.



100%

The proportion of male and female employees who received a bonus



99%

41.6%

Mean bonus gap

The difference in the average bonus payment received by male and female employees.

35.4%

Median bonus gap

The difference between the median bonus payment received by male and female employees.