



Gender Pay Gap Report

TOYOTA (GB) PLC

Data Snapshot 5th April 2019

Introduction & Commitment

TOYOTA (GB) PLC is the sales and marketing company for Toyota and Lexus in the UK.

Toyota (GB) PLC continues positive progress

We wholeheartedly believe that diversity is critical to our future success. We seek and value input, impact and innovation from a range of talented people – irrespective of age, gender, race, religion or any other personal characteristic.

Our gap has closed by 1.5%, linked to the similar increase in the proportion of female employees in our top quartile.

We continue to reward all employees equally, with differences only on length of service at grade, and competency-based performance.

Our employees feel more fairly rewarded, as externally confirmed by our improved “Fair Deal” score in recent The Sunday Times “Top 100 Best Companies to Work For” survey.



Gender Pay Gap data (Snapshot Date 5th April 2019)



Hourly
Mean: 29.9%
Median: 33.4%



Bonus
Mean: 53.3%
Median: 59.7%

| Quartile Split | Male % | Female % |
|--------------------|--------|----------|
| Upper quartile | 82.4% | 17.6% |
| Upper mid quartile | 75.7% | 24.3% |
| Lower mid quartile | 68.9% | 31.1% |
| Lower quartile | 28.4% | 71.6% |



Men getting Bonus
99.5%



Women getting Bonus
99.1%

Toyota (GB) PLC context

What our data tells us about our pay gap

We pay men and women the same amount for work of equal value

We know this because of our externally benchmarked pay banding structure, internal performance review and alignment process, and rigorous recruitment policy.

In addition to our company-wide training programme, giving employees the skills to have good quality conversations, we provide support and coaching to staff at all levels, to help them fulfil their maximum potential.

Differences occur only due to length of time at grade and competency-based performance.

Attracting the best talent

We continue to recruit fairly and consistently

Analysis of our data continues to show a similar proportion of male vs female candidates throughout, from application to offer.

We do not currently attract male and female candidates equally, however, therefore need to proactively target the perception of our business and our industry, in order to increase attraction to TGB.

Additionally, we will continue to develop existing female talent to maximise their potential across the business.

In all our planning we need to factor in our consistently long service and low turnover, as this reduces our opportunity for change.

Success stories

We're proud of how we recognise and nurture talent

We had 4 winners at the Automotive 30% Club's “Inspiring Automotive Women” Awards, including the overall winner of “Inspiring Automotive Woman of the Year”. We have partnered with several external partners, to showcase the great careers that we can offer to schools and colleges.

Several of our women received nominations in the Autocar “Great British Women” awards.

We have a clear aim to be one of the best places to work and are proud to be in the Sunday Times “Top 100 Best Companies to Work For” for the 6th consecutive year, maintaining extraordinary levels of engagement for the 4th consecutive year.



Ongoing actions

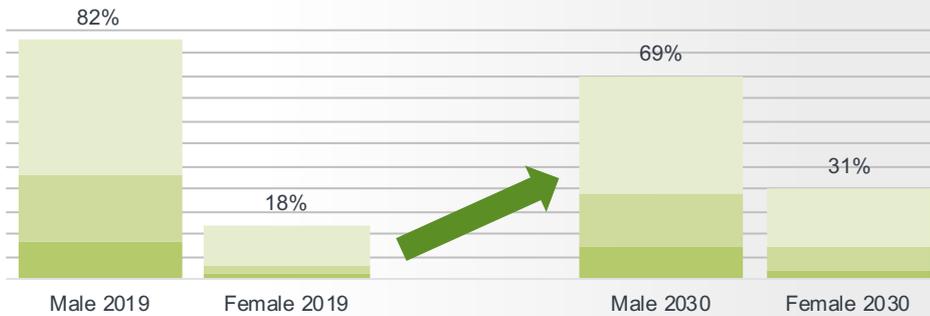
Enabling talent at all levels

We have rolled out a highly popular workshop to all female employees, to help understand and enable them to be their best in the workplace. We are taking feedback from and will use the output to determine appropriate next steps for all our employees.

We have introduced "Talking Wellbeing" training to help employees and managers have the right conversations in the right way to support mental wellbeing. This builds on our 'Talking Toyota' training for Conversational Superskills to enable conversations to be truly effective and two-way.

Current 30 in 30 status

We are currently on track to achieve our target



30%
OF SENIOR ROLES TO BE FILLED BY WOMEN BY 2030

Our aspiration

We maintain our 30 in 30 commitment

Our aspiration, without any positive discrimination, is for 30% of senior roles to be filled by women by 2030.

Based on the improvements we have made over the last 3 years, we are delighted to be on track to reach this goal.

Additionally, we will ensure this is sustainable by maintaining and growing our pipeline of female talent at lower grades.



The difference between Equal Pay and Gender Pay Gap

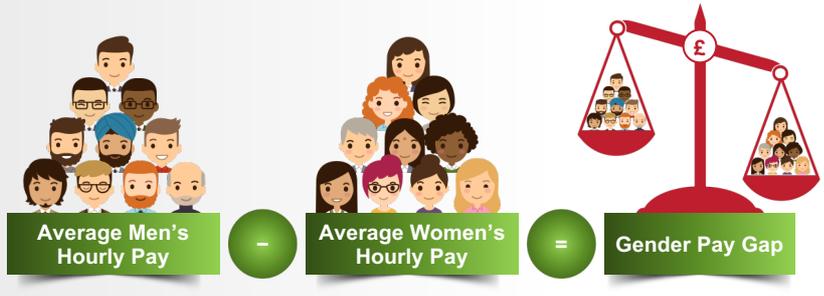
Equal Pay

Equal Pay is the right for men and women to be paid the same, when doing the same or equivalent work.



Gender Pay Gap

The Gender Pay Gap is the average percentage difference between all men's and all women's hourly pay, regardless of their role or level.



The information in this report comes from a data snapshot taken on 5th April 2019. This information is certified as a fair and accurate representation of TGB's Gender Pay Gap. Paul Van der Burgh, President & Managing Director, Toyota (GB) PLC.