




Gender Pay Gap Report


TOYOTA (GB) PLC

Data Snapshot from 6th April 2020 and 6th April 2021


Core reportable data



Hourly Avg.	2020	2021
Mean (1)	25.4%	20.1%
Median (1)	31.2%	21.0%




Bonus Avg.	2020	2021
Mean (2)	43.9%	45.5%
Median (2)	47.9%	50.6%



Quartile Split (related paragraph)	2020		2021	
	Male	Female	Male	Female
Upper quartile (4)	79.7%	20.3%	70.4%	29.6%
Upper mid quartile (4)	77.1%	22.9%	69.0%	31.0%
Lower mid quartile (4)	67.1%	32.9%	71.8%	28.2%
Lower quartile (4)	34.8%	65.2%	36.1%	63.9%



Men getting Bonus (3)
2020: 100%
2021: 100%



Women getting Bonus (3)
2020: 98%
2021: 99.1%

Average hourly pay is defined as the difference in the average pay for all men vs the average pay for all women, given as a percentage of the average male amount. Quartiles are ordered by individual hourly pay, split into four groups of the same size by headcount.

Where we are now – promotions, performance and pandemics!

Over the last few years of pay gap reporting, we have seen a shift in the right direction to close our pay gap, but it has taken a while to build momentum in the rate of change.

(1) When reviewing the 2020 snapshot data we saw that the gap was closing significantly from previous years, which was as a direct result of the work we have set in motion, enabling all talent to be recognised and maximised in a way that benefits both TGB and our people.

(1) In 2021 we're pleased to have seen a second significant increase, dropping our gap by 10% total over the two years combined. This is thanks to our performance related pay process, which is designed to award a higher increase to those who are paid less in their grade, so that they reach our benchmarked market rate quickly. As the measures we have taken to increase the proportion of women at TGB have taken effect, women are more likely to be newer in role, and therefore at the start of the salary grade. Typically, they would then be able to increase their pay through the clear and transparent pay and reward process.

(2) & (3) We don't differentiate eligibility for bonuses; everyone who is in post at the eligibility date is included. We were able to pay bonuses for both years covered in this report. Our bonus payments were impacted by the pandemic, as these are calculated as a proportion of base salary, which was static during 2020.

(4) We're delighted that we now have women making up 30% of the Upper and Upper Mid pay quartiles, and that we are ahead of schedule with our "30 by 30" goal; 30% of senior roles held by women by 2030. We have therefore revised our target upwards to achieve 40% of senior roles held by women by 2030.

Our total population is 38% women and 62% men. In the 2020 snapshot, we promoted a higher proportion of women than of men. We promote when a vacancy arises, using our talent pool, and in 2020, almost half all promotions were women, and half our senior level promotions were women. We continue to focus on ways to get more of our women ready for the next step in their career.

Preparing for the future

We check our annual performance ratings each year to ensure that all our people are treated fairly and consistently. We review our populations based on gender at each grade to make sure that there are no differences in ratings, other than those expected by performance / time in role. Lower turnover still gives us limited opportunities to promote within TGB, but our emerging talent stream is a valuable source of insight for us, and for future careers. We are looking to expand this with a wider range of work experience, placements and apprenticeships. We'll continue to make consciously inclusive choices around attraction and retention, and build our insight into the attractiveness of our roles to all talent.

A key part of this approach is a focus on changing perceptions of who we are, to enable us to attract a more diverse candidate population to our organisation. This is combined with our evolving view of the future skills and talent that we need to be successful in a changing environment. As we move to becoming a mobility company for the future, we will build inclusivity into our core ways of working.

We're getting smarter at interrogating our internal data, and exploring differences between internal employee groups. We can then use this to prioritise the actions we take to increase talent diversity across TGB and our internal Toyota family within the UK and across Europe.

We're continuing to support our people to be their best – from women-specific development & networking through the 30% Club and the "Women on the Verge of Brilliance" programme to our coaching-led management approach.

We've also taken advantage of the opportunities given by the way our business is transforming, which includes a closer relationship with all of the Toyota companies in the UK, and a global shift of focus from an automotive company to a mobility company. These changes are giving us an opportunity to look at what we do to attract, develop and retain great people, and we're really excited to move into the future with a forward-looking and innovative approach.

The information in this report comes from a data snapshots taken on 6th April 2020 and 6th April 2021. This information is certified as a fair and accurate representation of TGB's Gender Pay Gap. Agustín Martín, President and Managing Director, Toyota (GB) PLC. © 2021 Toyota (GB) PLC