Toyota Financial Services

GENDER PAY GAP 2026

20% MEAN

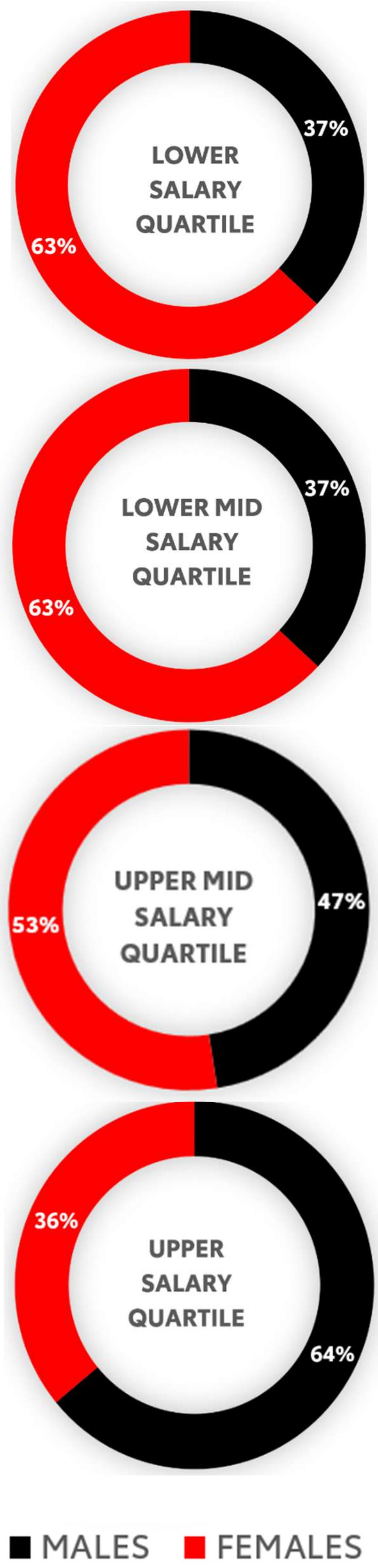
MEDIAN 30%

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.

SALARY QUARTILES

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



OUR COMMITMENT TO REDUCING THE GENDER PAY GAP

This year's Gender Pay Gap report reflects our continued commitment to transparency, inclusion and sustainable progress. Our results are reflective of the Gender Pay Gap figures within the wider financial services and insurance sector (ONS 2025). We are pleased to report a further reduction in both our mean and median results in 2026, building on the progress made in previous years. While our pay gap continues to be influenced by the underrepresentation of women in some senior and higher paying roles, we remain focused on creating greater balance across all levels of the organisation, through actions that support attracting, developing and progressing diverse talent, ensuring everyone has an equal opportunity to succeed. Actions we're taking that will support us to achieve improvements include:

- **Revitalising our Inclusion Strategy**, aligning it with our People Promise and Employee Lifecycle to ensure equity is embedded across all processes, practices and employee experiences. This is supported by enhanced leadership guidance that reinforces inclusive behaviours and practices and a sustained commitment to fostering Diversity, Equity, Inclusion and Belonging.
- **Championing The Mum Hub**, a dedicated steering committee established to support working mothers and enable them to thrive in their careers. Targeted support sessions have been positively received, demonstrating strong engagement across the organisation.
- **Continued Focus on Talent Development** through internal development programmes such as our award winning Accelerate programme, providing equitable opportunities for progression, alongside continued investment in Apprenticeship programmes.
- **Driving forward our People Promise**, ensuring all employees have access to the tools, support and opportunities required for success. Refresher workshops have delivered to further embed our People Promise commitments across the organisation.
- **Monitoring progress through our annual Pulse survey and Hive feedback platform**, helping us assess and understand the impact of our inclusion initiatives and identify opportunities for continuous improvement.
- **Mandatory neurodiversity awareness training for people managers**, to continue to build understanding of inclusive practices and helping to create an environment where all employees can thrive.
- **A strengthened Succession Planning & Talent Management** approach, enabling us to continue to identify future leaders earlier in their careers ensuring that both men and women are actively and systematically considered for development and progression opportunities, rather than relying on informal sponsorship.

We recognise that a sustained focus on internal pipelines, career progression and increasing female representation in senior roles, is essential to achieving further, long-term reductions in our results. We are committed to making progress and reporting our data transparently each year to measure our improvements.

MALE BONUS ELIGIBILITY 87%

FEMALE BONUS ELIGIBILITY 97%

MEDIAN BONUS GAP 44%

MEAN BONUS GAP 45%

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 5th April 2026 and is considered a fair representation of TFS's Gender Pay Gap.

DENA BOND

Director of People & Culture