

# GENDER PAY REPORT 2025

At Honda we believe that having an inclusive workplace where people are treated equally is fundamental not only to creating an environment where our people feel empowered and able to be themselves, but is also key to the future success of the company. Our fundamental belief is based around respect for the individual and as part of this, Honda is committed to creating equal opportunities for every employee.

We adhere to the UK Government's Gender Pay Gap reporting initiative and we believe transparency of the results across all large companies will help to make a positive difference moving forward.

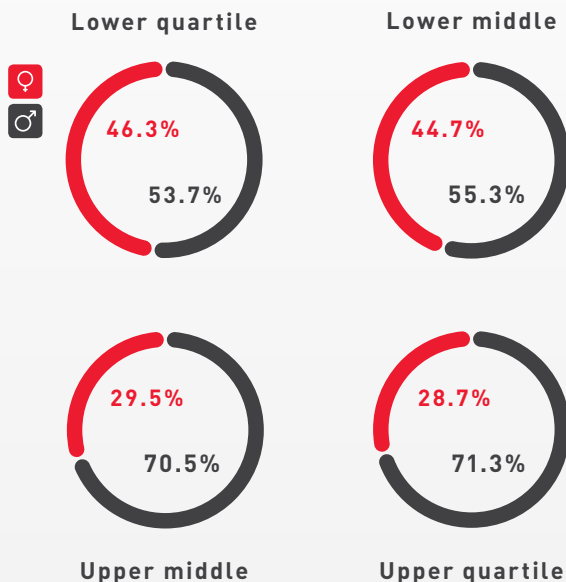
As required by UK legislation, the following report will detail our gender pay gap information for Honda Motor Europe and Honda Motor Europe UK.



## PAY DIFFERENCE BETWEEN **MALES & FEMALES** - **HONDA MOTOR EUROPE & HONDA MOTOR EUROPE UK**

### **PAY QUANTILES ACROSS HONDA MOTOR EUROPE & HONDA MOTOR EUROPE UK**

The charts below show the gender distribution across Honda Motor Europe and Honda Motor Europe UK, shown in four equally sized pay quartiles.



**11.1%**

Median hourly Pay Gap

**14.6%**

Mean hourly Pay Gap

The gender pay gap shows the difference between the average earnings of males and females. This is expressed as a percentage of male's earnings. Gender pay gap reporting is calculated in both mean and median averages. This helps give a more balanced overview of the gender pay gap across an organisation.

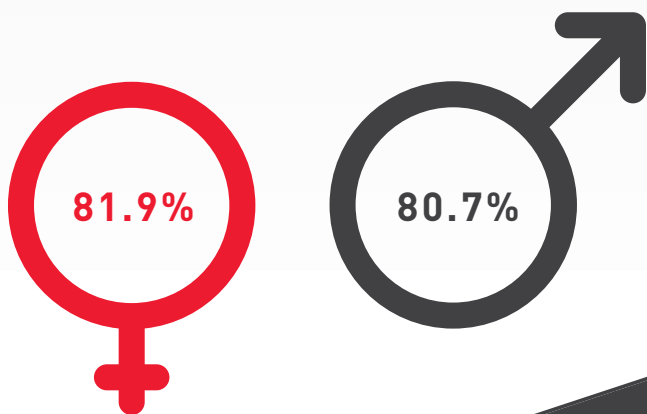
- The median average is calculated by listing all salaries in numerical order and selecting the middle number (if there is an even number of results, the median will be the mean of the two central numbers).
- The mean average is calculated by adding up all of the salaries and dividing it by the number of people in an organisation.

The chart above shows the gender pay gap for Honda Motor Europe and Honda Motor Europe UK.

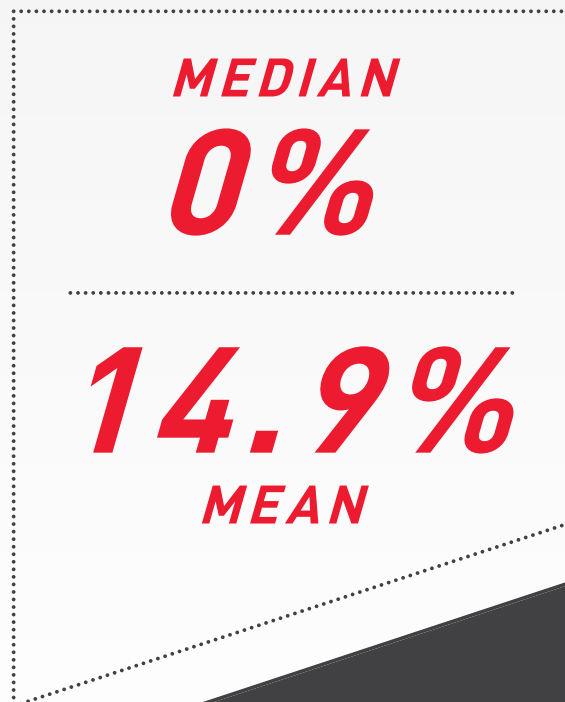
The gender pay gap differs from equal pay, which is the pay difference between males and females who carry out the same jobs, similar jobs or work of equal value.

*PROPORTION OF  
HONDA MOTOR  
EUROPE & HONDA  
MOTOR EUROPE UK  
EMPLOYEES WHO  
RECEIVED A BONUS*

Under gender pay gap legislation, a “bonus” is any cash or voucher payment in addition to base salary which is non-recurring and does not relate to a specific allowance. For Honda Motor Europe and Honda Motor Europe UK, this will include long service awards and the bonus scheme that was paid in the reporting period.



*BONUS DIFFERENCE BETWEEN  
MALES & FEMALES*



*WHAT DOES  
THIS TELL US?*

**Explaining HONDA  
Gender Pay Gap**

Our analysis highlights that the primary factor driving the gender pay gap in Honda Motor Europe and Honda Motor Europe UK is the split of males and females across grades and pay bands. Essentially, there is under-representation of females in senior (higher paid) grades and over-representation of females in junior (lower paying) grades.

This year there is an increased number of females in the lower middle quartile, which has led to an improvement in the gender pay gap for both female mean and median hourly pay. Additionally, the number of female promotions has positively affected the gender pay gap for both the hourly and bonus pay.

**HONDA commitment**

We are committed to bringing together people from different cultures, backgrounds, races and beliefs, and to promoting equal opportunities.

Through our leadership programmes, we include Diversity & Inclusion training. While promotion and progression at Honda will always remain linked to capability and performance, this training and our actions will ensure managers make objective decisions and encourage equal opportunities for all of our employees.

I can confirm that the data shown in this report is accurate.

**Hisahiro Shimada**  
Vice President

Honda Motor Europe &  
Honda Motor Europe UK

