

THE UK GENDER **PAY** REPORT --- **2018**



Who are Tata Global Beverages GB Limited?

With multiple global brands, the multi-national Tata Global Beverages Group delights with 300 million servings of our delicious natural beverages, every day.

In the UK, Tata Global Beverages manufactures and exports the much-loved Tetley Tea brand and consists of two sites; our manufacturing site in Eaglescliffe and our UK head office in Greenford.

On the snapshot date of 5 April 2018, we employed 464 employees across the UK.



The Tata Code of Conduct

We operate according to a comprehensive Code of Conduct which applies to all Tata Group employees across the globe and embodies five core principles of Unity, Integrity, Responsibility, Understanding and Excellence.

We are committed to providing a working and learning environment which promotes equal opportunities and diversity and prohibits discriminatory practices. We believe that differences in our people make a positive difference in our business. Working with people from different backgrounds drives creativity,

innovation and diversity of thought and gives us a competitive edge.

We have fair, transparent and clear employee policies which promote diversity and equality. Gender is not a factor in how our employees are remunerated, our decisions in relation to reward are based solely on performance, merit and competence. We are committed to attracting and retaining the best talent to the business and we encourage development and career progression for all colleagues regardless of gender.



Equal pay versus gender pay

The gender pay gap represents the difference between the hourly rate and bonus paid to men and women as a whole, calculated according to various criteria. This is affected by the demographics of the workforce as a whole.

In contrast, equal pay concerns the pay men and women received for undertaking the same or similar job.

As outlined above our pay systems are gender neutral and we are committed to providing equal pay. A gender pay gap can still arise where men and women undertaking equivalent work are paid equally because of workforce representation which means that there are more men in the higher levels of the organisation receiving greater remuneration.



Our Gender Pay and Bonus Gap

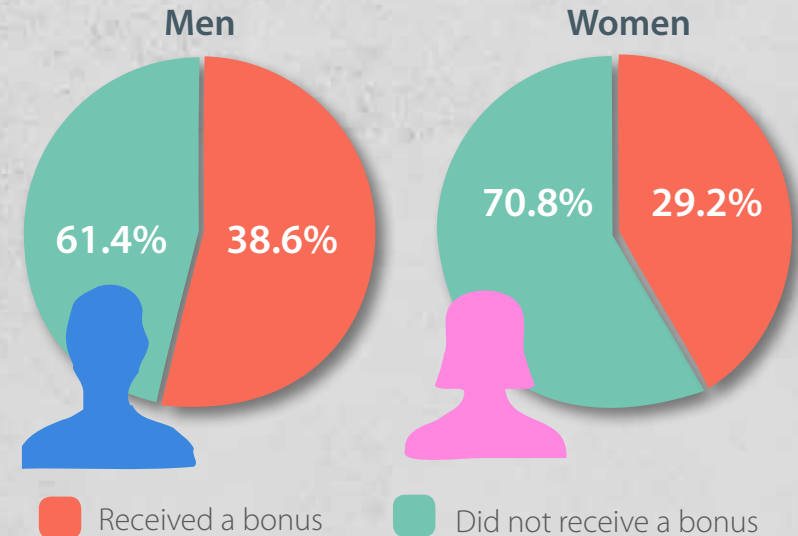
The Gender Pay Gap Regulations require employers with 250 or more relevant employees to calculate and publish data covering 6 specific metrics, which are set out below.

- The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees ;
- The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees;
- The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees;
- The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees;
- The proportions of male and female relevant employees who were paid bonus pay; and
- The proportions of male and female in the lower, lower middle, upper middle and upper quartile pay bands.

The information below sets out the overall hourly pay gender pay gap in favour of men on both a mean and median basis as at the snapshot date of 5 April 2018 together with the mean and median difference between bonuses paid to men and women for the 2016/2017 performance year (paid in June 2017).

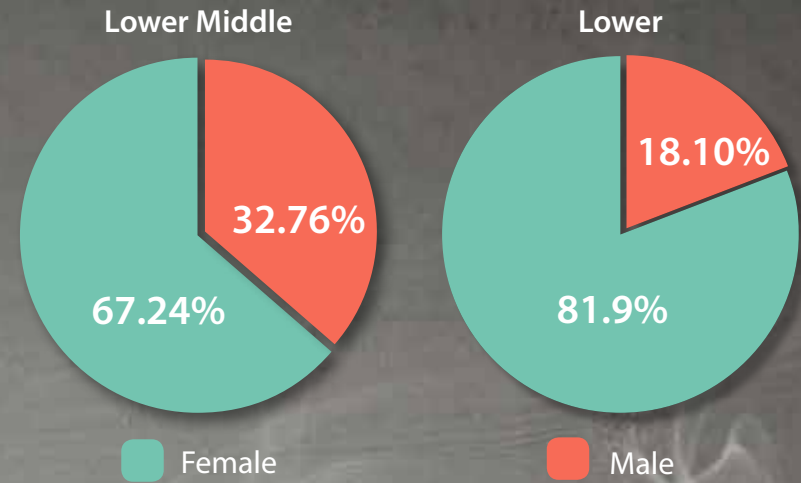
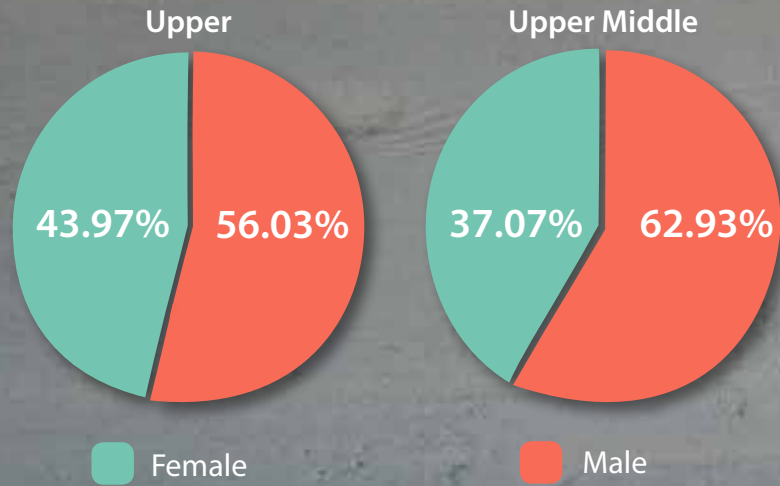
Hourly Pay		Bonus	
Mean	Median	Mean	Median
30.48%	33.33%	65.08%	57.15%

Proportion of Men and Women Paid a Bonus



Our Quartiles

The graphics below show the gender distribution across each quartile, each representing 116 employees.



What does our data show us

Despite a gender-neutral approach to pay, the gender pay gap for both hourly rates and bonuses is higher than we would like it to be. The gap is driven by a number of factors but most notably:

- The lower and lower middle pay quartiles are dominated by females due to the majority of the manufacturing roles being occupied by women.
- In contrast, the upper and upper middle quartiles are dominated by males. The highest quartile includes a number of global and regional senior management roles based in the UK so there is a significant spread of pay and bonus across this quartile.
- The distribution of genders across the quartiles and the factors set out above drive our bonus gap. No-one (male or female) in the lowest quartile is eligible to receive a bonus whereas everyone in the upper quartile is eligible for bonus.
- The vast majority of staff (whether male or female) did not receive a bonus but the value of the bonuses which were paid varies very significantly.

We confirm that the data reported is accurate.



Manesh Thakrar
CFO International