

# THE UK GENDER **PAY** REPORT --- 2017





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# Who are Tata Global Beverages GB Limited?

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With multiple global brands, the multi-national Tata Global Beverages Group delights consumers 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 2017, we employed 489 employees across the UK.



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# The Tata Code of Conduct

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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, 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 overleaf, 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, as demonstrated by the following example:

# 1

Hourly rate for men and women  
**£20** – 50 men 10 women

# 2

Hourly rate for men and women  
**£15** – 30 men 20 women

# 3

Hourly rate for men and women  
**£10** – 10 men 30 women

All staff performing equivalent work receive exactly the same hourly rate. However, because there are more men in the higher paid Band 1, and more women in the lower paid Band 3, the mean gender pay gap is 22.59% and the median pay gap is 37.50%.



# Our Gender Pay and Bonus

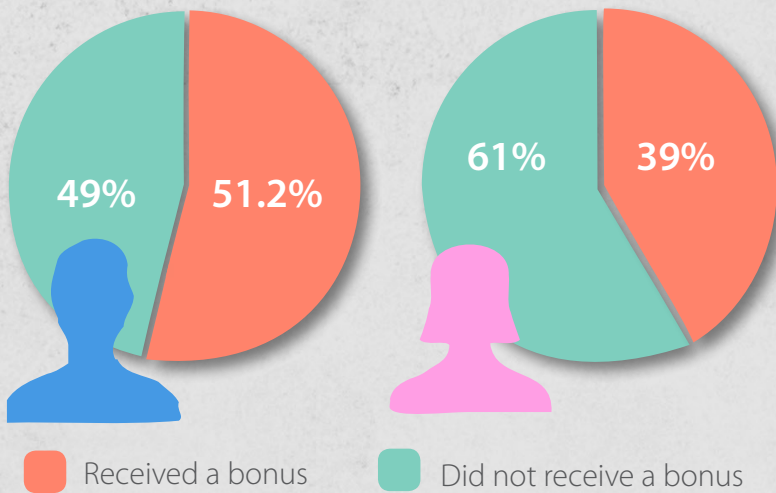
The Gender Pay Gap Regulations require employers with 250 or more relevant employees to calculate and publish:

- 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 2017, together with the mean and median difference between bonuses paid to men and women for the 2015/2016 performance year (paid in June 2016).

Hourly Pay		Bonus	
Mean	Median	Mean	Median
33.6%	33.4%	63.5%	53.5%

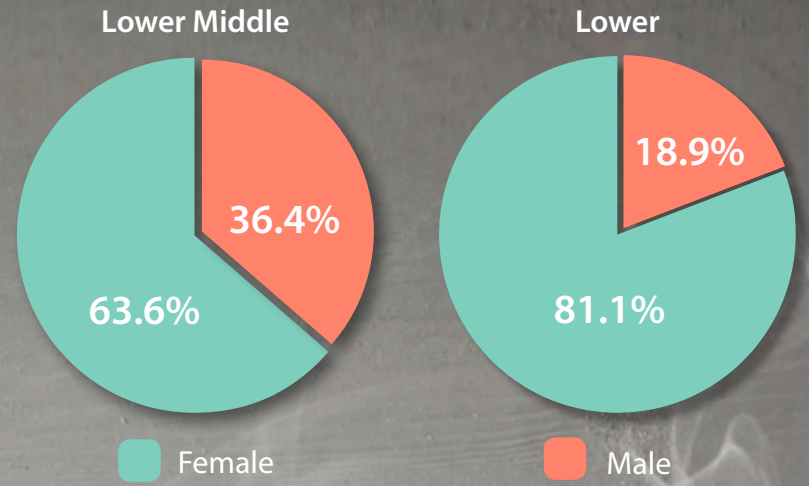
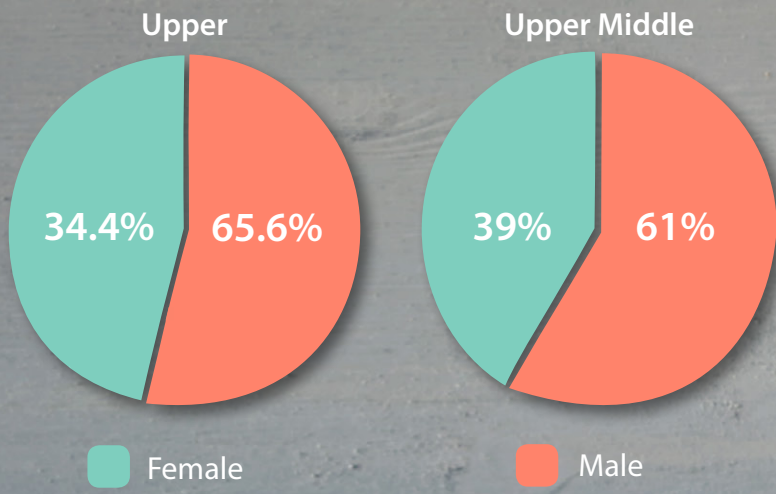
Proportion of Men and Women Paid a Bonus





# Our Quartiles

The graphics below show the gender distribution across each pay quartile, each representing just over 120 employees.





# What does our data show us

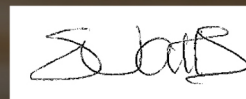
Upon reviewing our gender pay data as at the snapshot date, we can see that despite a gender-neutral approach to pay, the gender pay gap for, both, hourly rates and bonuses, is higher than we would like it to be. The gap is due to gender imbalance at the most senior levels of our business, which we are committed to improving over time.

Our data demonstrates that the gender pay gap for, both, hourly rate and bonus, is driven by the fact that the vast majority of our most highly paid employees are male.

- 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 data for the Upper Middle, Lower Middle and Lower Quartiles demonstrates a pay and bonus gap which is below the national average.
- Unusually, in the manufacturing sector, our production facility in Eaglescliffe is predominantly female. These factors also drive our bonus gap. For example, no-one (male or female) in the lowest quartile is eligible to receive a bonus.



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