



THE UK
GENDER
PAY
REPORT
2024

Who are Tata Consumer Products GB Limited?

Tata Consumer Products is a fast-growing major player in food and beverages and nutritional supplements.

Our vision is to build better lives and thriving communities. In the UK, our core brands are Tetley, Teapigs and Good Earth teas.

On the snapshot date of 5 April 2024, we employed 423 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 values of Unity, Integrity, Responsibility, Pioneering 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.



Live the
code

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.

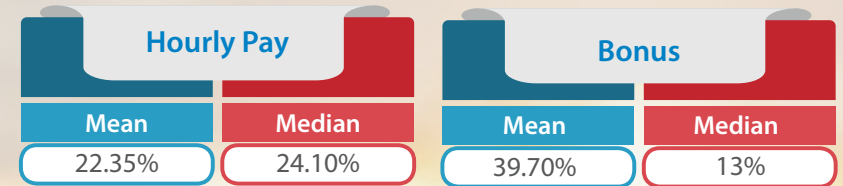


Our Gender Pay and Bonus

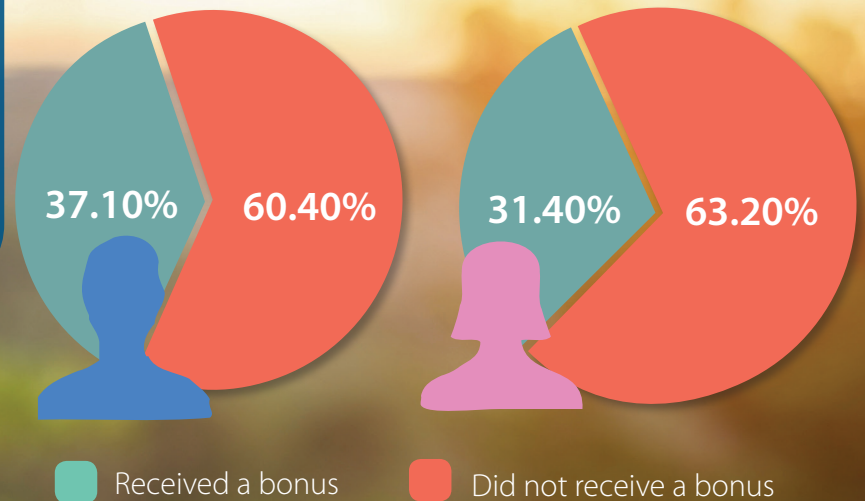
The Gender Pay Gap Regulations require employers with 250 or more relevant employees to calculate and publish data covering 6 specific metrics, which are set out below.

- 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 2024 together with the mean and median difference between bonuses paid to men and women for the 2022/2023 performance year (paid in May 2023) and long service award paid within the year.

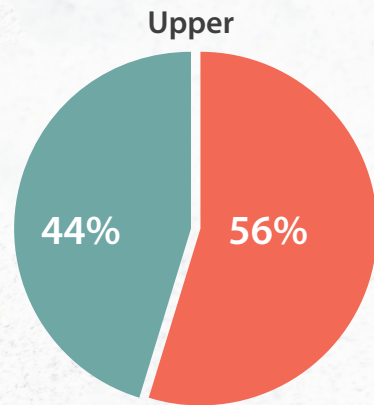


Proportion of Men and Women Paid a Bonus

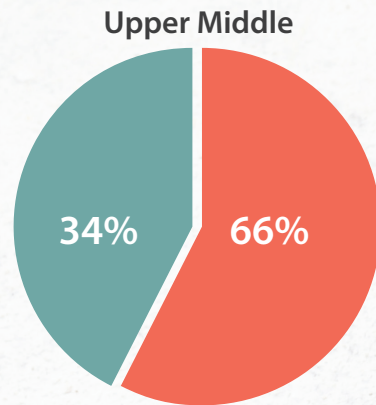


Our Quartiles

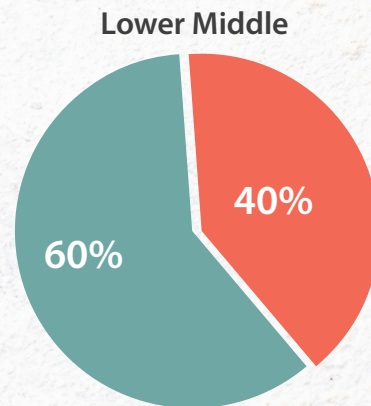
The graphics below show the gender distribution across each pay quartile, each representing just over 99 employees.



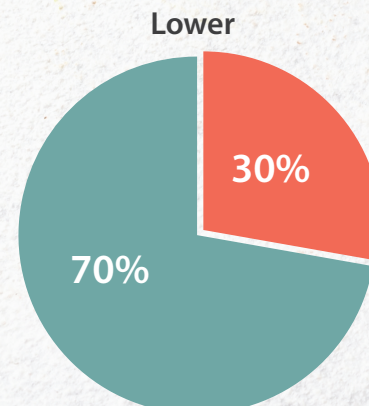
Female



Male



Female



Male



What does our data show us

At Tata Consumer Products, we stand 'For Better' and firmly believe that a progressive work culture brings out the best in people, enabling them to do more, and to do better.

Creating an environment where diversity is celebrated and everyone feels a sense of belonging strengthens our organisation. Equity means recognising and addressing the unique needs and challenges of each individual, ensuring everyone has the resources and opportunities to succeed. By embracing equity, we foster innovation, enhance our competitiveness, and drive towards a future where everyone can thrive.

Since we began reporting our metrics in 2017, we have observed a notable improvement in both our median and mean gender pay and bonus gaps and we have continued to make good progress during the current 2024 reporting period.

2024 saw improvements across all gender pay gap metrics, including our median and mean gender pay gaps, and median and mean bonus pay gaps.

- The Mean Hourly Pay gap reduced by 0.65%.
- The Median Hourly Pay gap reduced by 0.20%.
- The Mean Bonus Pay gap significantly reduced by 6.70%.
- The Median Bonus Pay gap reduced by a substantial 17.30%.

These positive changes have been achieved by maintaining a gender-balanced workforce with 53% female and 47% male; and through our commitment to a gender-neutral pay approach; implementing pay equity within teams; and introducing a consistent approach to pay mix across different functions. The organisational

changes made in 2023, including the shift to a flatter structure, have played a key role in advancing female representation by providing opportunities for women to take expanded roles.

The overall gaps in both hourly pay and bonus pay have decreased, but despite progress made, we acknowledge that the gender pay gap for both hourly rates and bonuses is wider than we would like.

Pay Gap

The disparities seen are primarily driven by the differing representation of genders across various pay quartiles within the company.

59% of our employee population are production-graded employees and in typically lower pay roles. 78% of these production grade roles are held by female employees, with 76% of these taking advantage of the flexibility we offer to work part-time hours/shifts to accommodate childcare needs and caregiving responsibilities.

Our pay quartiles are calculated by ranking our employees from the highest to the lowest paid and dividing them into four equal groups. The lower and lower middle pay quartiles are dominated by females, this reflects the previously mentioned high proportion of females we have in lower pay production grade manufacturing roles.

The majority of the upper and upper middle quartiles are male. This is driven by the higher number of male employees in the highest paid senior roles in the business, including our leadership teams.

Bonus Gap

The distribution of genders across different quartiles contributes to our bonus gap.

Our bonuses are performance-driven and calculated as a percentage of base pay. Hence with higher levels of base pay, Senior leaders with a larger percentage receive more substantial bonus payouts.

With the majority of senior roles in the business being held by men, this reflects in bonus payments being generally higher for men than women in the business.

In addition, our data indicates that higher performance ratings overall were achieved by highly paid male employees, which further contributes to the bonus gap.

Part-time work also impacts bonus payments. 65% of our female employees work part-time, this includes some senior leaders and others who earn performance-related bonuses. In contrast, only 20% of our male employees work part-time. With a greater proportion of women receiving bonus payments based on part-time salaries, compared to their male counterparts, this is a further contributor to the bonus gap.

The performance-related bonus comprises both individual performance and company performance. Employees on maternity leave only receive the bonus payment for the company portion during maternity leave. This is a contributor to the bonus gap.

A further consideration is that the bonus pay includes performance-related bonuses and long service awards. The majority of employees in the lowest quartile, regardless of gender, are not eligible to receive a performance bonus, whereas the majority in the upper quartile are eligible.

Long service awards can be received by any employee with long service, regardless of their position within the quartiles. However, these amounts are not as significant as the performance-related bonuses.

As a business we are continuing to evolve and implement organisation change to benefit our drive to improve diversity and inclusion.

There has been a slight increase in female representation at the senior leadership level and from April 2023 to April 2024, a higher proportion of promotions were awarded to women, 75%, compared to 25% to male employees.

Furthermore, to continue with development opportunities for our team 75% of the participants in the Leadership Voyage Development Program were female employees.

As part of our "For better" people strategy to become a diverse and inclusive employer, we offer flexible and hybrid working arrangements along with a range of health and wellbeing initiatives. Combined, these efforts have helped to foster a supportive and inclusive culture which has benefitted the gender balance in our business and retention levels.

We continue to analyse our data at a granular level to understand the reasons for our pay and bonus gaps so that we can work to address the challenge, for gender and diversity in general. With an understanding of the gender representation across all management and support levels within the business we are working to ensure that we attract, retain and advance diverse talent within the organisation. We confirm that the data reported is accurate.



Sam Calley
SVP & Head –
International HR

