

R. TWINING AND COMPANY LIMITED

GENDER PAY GAP REPORT

2018

TWININGS

WELCOME TO OUR GENDER PAY GAP REPORT

"Twinnings has been creating the world's finest teas for over 300 years and 2018 was yet another year of strong performance and great results from our talented and passionate team."

We continue to build the environment where our talented people can thrive and succeed in achieving not only great business outcomes, but also fulfilling their own personal career ambitions. Key to this high-performing environment is ensuring that there are no barriers of any kind to their talent.

Our 2018 Gender Pay data continues to show more positive results compared to the UK gender pay gap mean* and median** and, very encouragingly, we have seen an increase in the proportion of women in the upper pay quartile (from 42.7% in 2017 to 47.4% in 2018).

We confirm that the information and data reported are accurate as on 5th April 2018 and in line with the Gender Pay Gap Information Regulations 2017.



STEVE NAPIER

International HR Director

* Mean pay gap: The arithmetic average pay of all men in comparison to the arithmetic average pay of all women.

** Median pay gap: When pay of all men and women is lined up in order, the median pay gap is the percentage difference between the mid-point of the range for women and men.

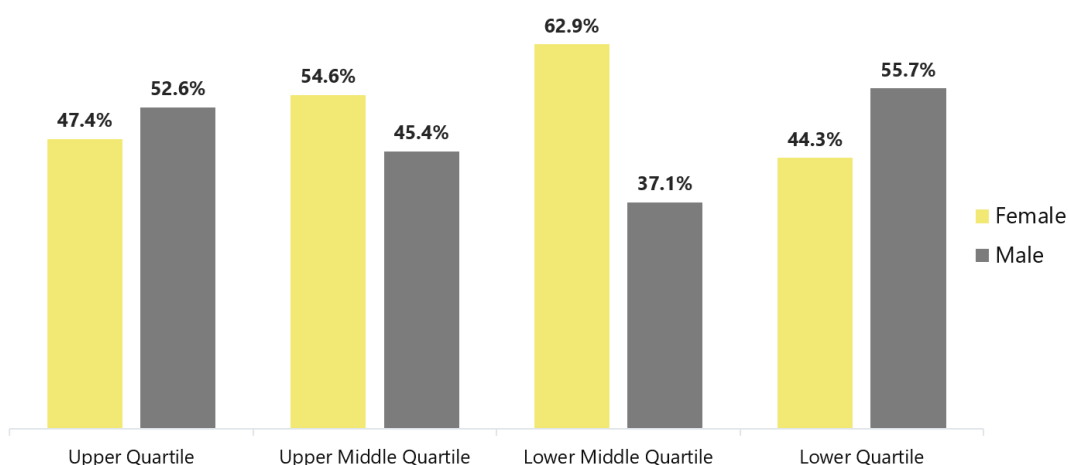


GENDER PAY STATISTICS

PAY GAP

MEAN	MEDIAN
14.5%	7.0%

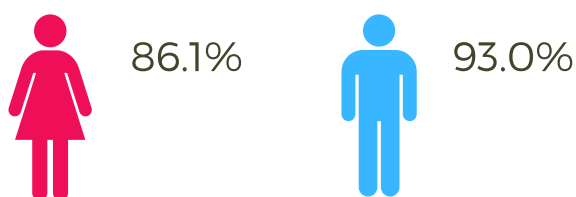
PERCENTAGE OF EMPLOYEES IN EACH PAY QUARTILE



BONUS GAP

MEAN	MEDIAN
50.6%	19.5%

PERCENTAGE OF EMPLOYEES RECEIVING BONUS



The bonus gap continues to be the biggest area of difference between the genders and is as a result of strong year of business performance and a continuing higher proportion of males in our most senior leadership positions. This will of course take time to address and so we should not expect to see a significant change overnight; however, we will continue to focus on putting the right level of development support in place to enable women to reach these most senior of positions in our business in the future. Initiatives such as our two-way mentoring scheme for key female talent and our working parents' programme will help us continue moving forward in this area.