



GENDER PAY GAP REPORT 2019

R. TWINING AND COMPANY LIMITED



TWININGS™



Welcome to our Gender Pay Gap Report

“Great people work here! Twinings has been making the world’s finest teas for over 300 years and in 2019 our talented and passionate team have delivered yet another year of great results.”

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 2019 Gender Pay Gap Report results show a mean gender pay gap of 19.5% and median of 14.6%.

We confirm that the information and data reported are accurate as on 5th April 2019 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.





2019 Gender Pay Statistics

BONUS GAP

Mean	Median
55.0%	30.5%

PERCENTAGE OF EMPLOYEES RECEIVING BONUS



■ Male – 92.0%

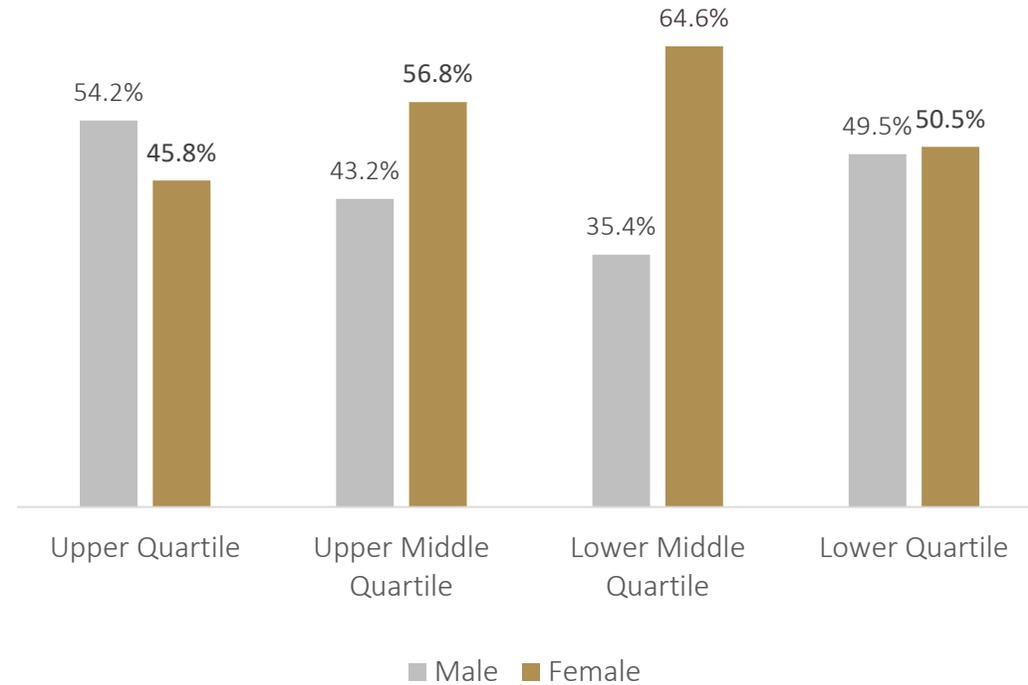


■ Female – 88.0%

PAY GAP

Mean	Median
19.5%	14.6%

PERCENTAGE OF EMPLOYEES IN EACH PAY QUARTILE





Moving Forwards

We've done the analysis in order to understand what sits behind our data and, in 2019, we can identify two key factors behind our results. Number one, the ongoing, higher proportion of men versus women at the most senior levels in our organisation; and number two, most significantly in 2019, there has been a higher proportion of women joining the organisation in more junior roles. These factors are also reflected in our lower and upper pay quartile figures.

We will be continuing to offer career development support to women who wish to develop their careers to the highest levels within our business through initiatives such as two-way mentoring, flexible working, parenting support and our leadership & mini-MBA development programmes. The results of this career development support will take time to come to fruition in terms of altering the composition of our organisation, particularly at the senior leadership level, but we are passionate about building an environment where there truly are no barriers to talent.

