



GENDER PAY GAP REPORT 2020

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 2020 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 2020 Gender Pay Gap Report results show a mean gender pay gap of 18.3% and median of 7.4%.

We confirm that the information and data reported are accurate as on 5th April 2020 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.





2020 Gender Pay Statistics

BONUS GAP

Mean	Median
45.2%	26.2%

PERCENTAGE OF EMPLOYEES RECEIVING BONUS



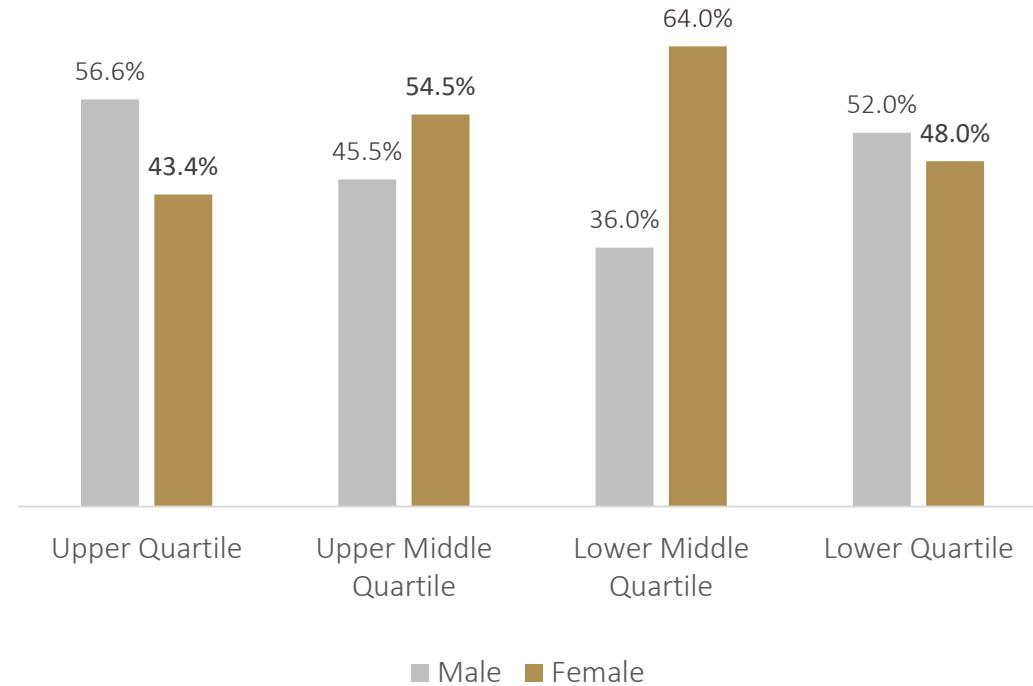
■ Male – 92.1%

■ Female – 88.0%

PAY GAP

Mean	Median
18.3%	7.4%

PERCENTAGE OF EMPLOYEES IN EACH PAY QUARTILE





Commentary On Our 2020 Results

Our 2020 Gender Pay Gap Report results shows a narrowing of the mean gender pay gap to 18.3% from 19.5%. This shift is as a result of very comparable recruitment of women and men throughout the year in terms of role levels and starting salaries. The new starter salary pay gap actually stands at minus 2.6% which has naturally contributed to the reduction in the gap at organisation level.

There has also been an almost 10% reduction in the mean bonus gap which now stands at 45.2%. Analysis indicates that this is mainly as a result of significantly higher business performance in the BUs where women feature prominently

at Senior Management Team level & lower business performance in BUs where men alone form the SMT.

Bonus entitlement has stayed consistent across the year with 88% of women and 92% of men qualifying for a bonus payment in the year.

Our support to anyone wishing to build a fulfilling career at Twinnings remains undiminished and we continue to offer a range of development programmes and support packages to help people balance both busy and successful careers and homelives.