

Finlays Gender Pay Gap

April 2020 Data – Publish March 2021



CONFIDENTIAL INFORMATION: This document contains confidential information and proprietary information belonging to James Finlay Limited and its Group of Companies. Do not copy or circulate.



Gender Pay Gap at Finlays

We continue to remain committed to creating a diverse and inclusive place of work for all our people, wherever they work within our global business.

Over the course of the last few years we have placed increasing emphasis on developing robust and clear processes to enable us to deliver against this promise.

For us, building a gender balanced workforce is a core part of our journey to become an even more innovative and high performing company. It is also a vital part of our ability to reflect and serve our customers in every area of our business.

Tamie Hutchins, Group HR Director



What is the Gender Pay Gap?

The Gender Pay Gap is the difference in pay between all the men and all the women employed at Finlays, explained through various statistics. It is influenced by a range of factors, including the demographics of the business as a whole or the demographics of the division.

It is different from equal pay, which is about a man and a woman receiving equal pay for the same or a similar job.

At James Finlay, we are committed to closing the gender pay gap, to equal pay and to fostering a transparent and fair working environment that rewards employees based on their performance and contribution to the success of our business.

MEAN PAY GAP:

The mean pay gap is the difference in the average hourly pay for all women compared to all men within Finlays

MEDIAN PAY GAP:

The median represents the middle point of the population. If we separately listed out the pay of all males and all females in Finlays, from highest to lowest, our median pay gap is the difference between the middle female's pay compared to the middle male's pay



James Finlay in the UK

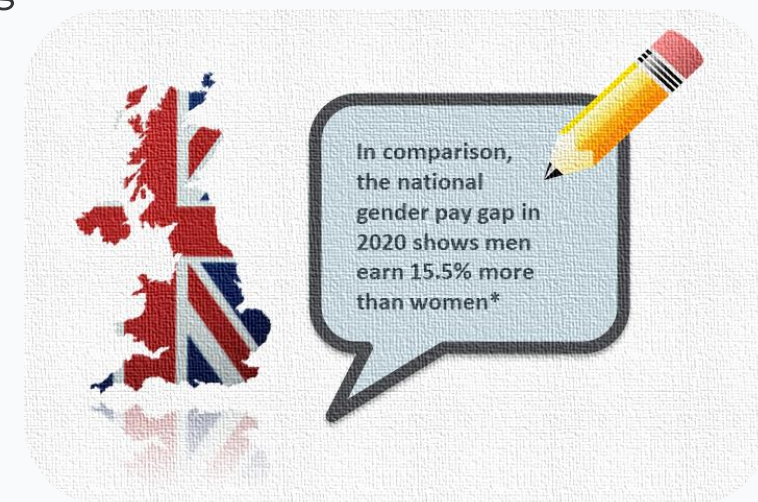
Our business in the UK is made up of three divisions:

1. James Finlay Limited - our Global Head Office based in London
2. Finlay Beverages Limited - our largest manufacturing site in the UK, based in Pontefract
3. Finlay Hull Limited - our smaller manufacturing site in the UK

Looking at our total workforce in the UK, our gender pay gap analysis shows the following

OUR PAY GAP:

- Our mean hourly pay for men is 4.4% higher than that of women
- Our median hourly pay for men is 2.2% higher than that of women

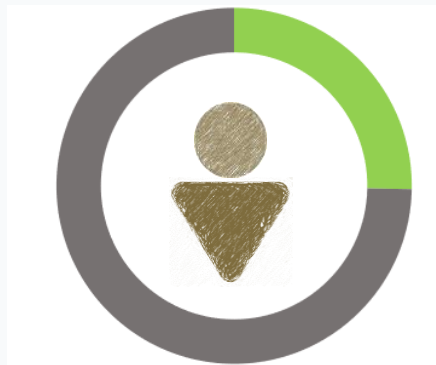


James Finlay in the UK

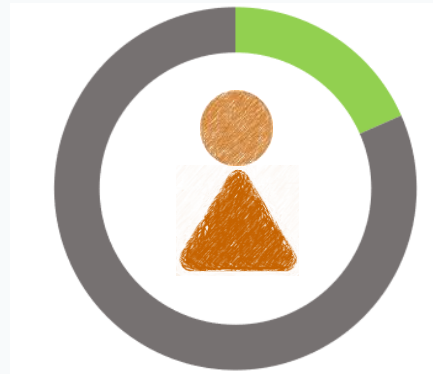
OUR BONUS PAY GAP:

- Our mean bonus pay for women is 2.0% higher than that of men
- Our median bonus pay for women is 166.4% higher than that of men

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS:



23.9% of our male employees received a bonus in 2019

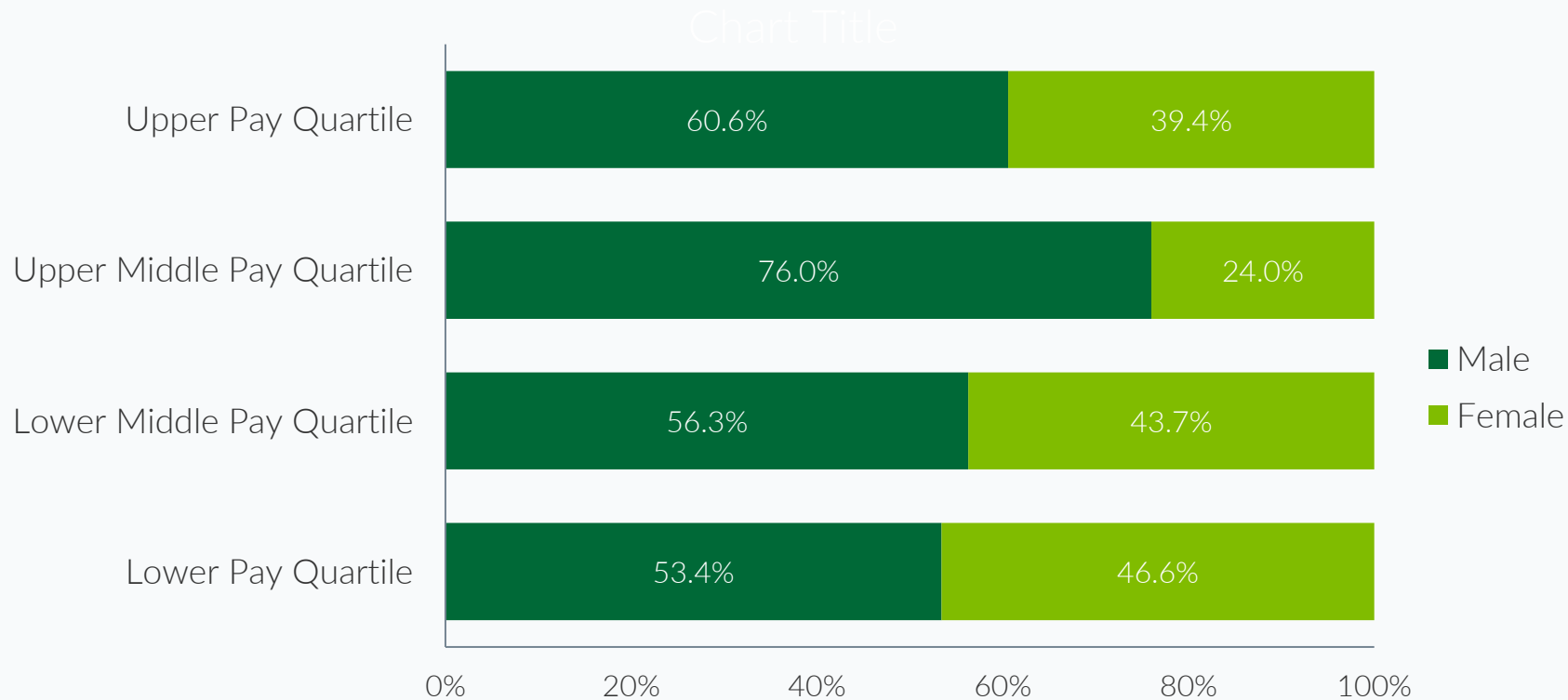


15.1% of our female employees received a bonus in 2019

James Finlay in the UK

Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups, with the percentage of men and women in each quartile.

We have 414 relevant employees in the UK, with 104 in the Upper and Upper Middle Pay quartiles and 103 employees in each of the Lower Middle and Lower Pay quartiles



Finlay Beverages Limited

Finlay Beverages is our largest manufacturing site in the UK, based in Pontefract.

The site manufactures and packs a variety of tea and coffee products for retailer and food service customers. As with many manufacturing facilities in the UK, the site has historically been male dominated. Over recent years, the site has increased its female employee demographics. The site now has a 61%:39% male to female ratio.

We are obliged to report the data separately for Finlay Beverages Limited as the number of employees exceed 250.

OUR PAY GAP:

- Our mean hourly pay for men is 12.1% higher than that of women
- Our median hourly pay for men is 9.8% higher than that of women

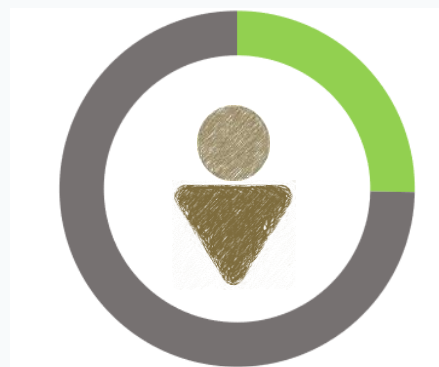


Finlay Beverages Limited

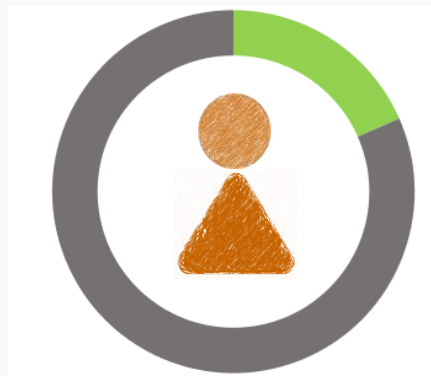
OUR BONUS PAY GAP:

- Our mean bonus pay for women is 7.6% higher than that of men
- Our median bonus pay for women is 7.6% higher than that of men

PROPORTION OF MEN AND WOMEN RECEIVING A BONUS:



1.1% of our male employees received a bonus in 2019

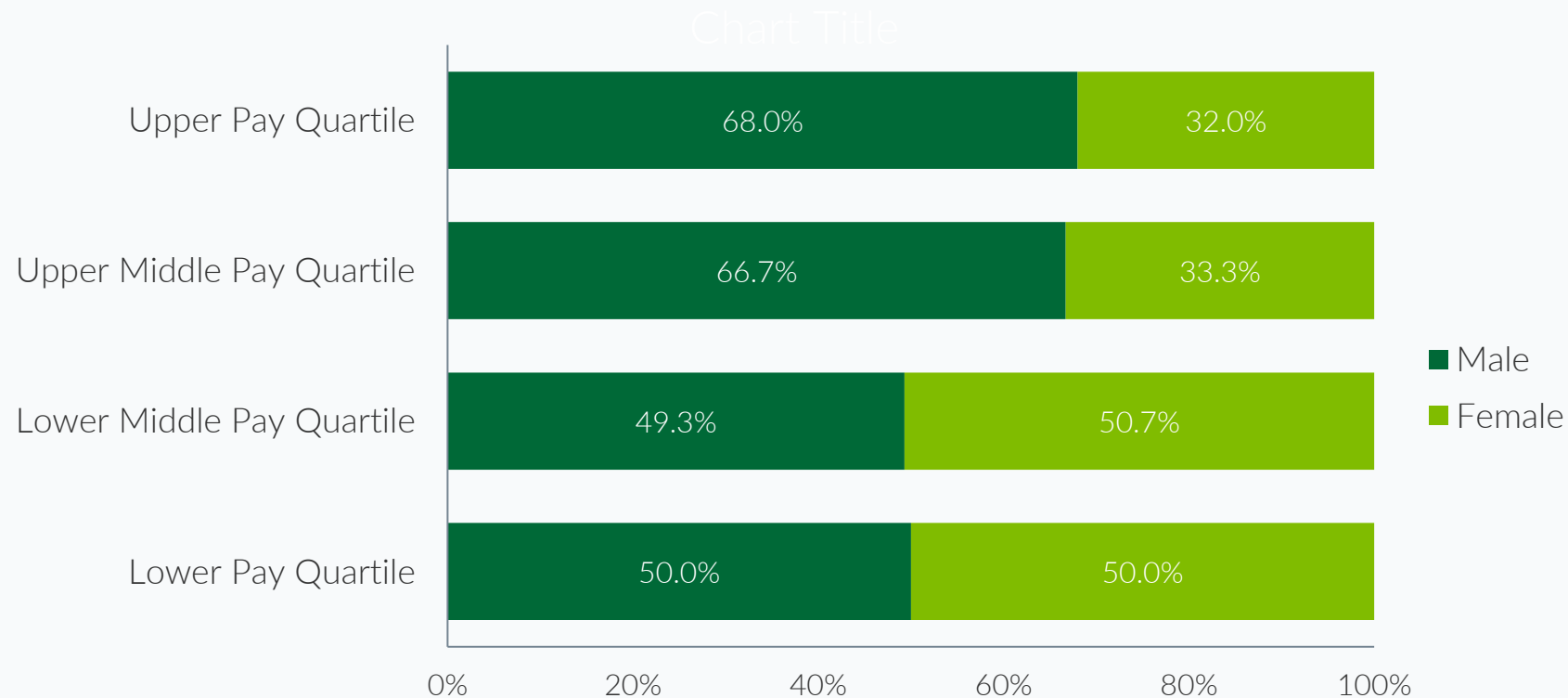


0.8% of our female employees received a bonus in 2019

Finlay Beverages Limited

Quartiles represent the pay rates from the lowest to the highest for our UK employees, split into four equal sized groups, with the percentage of men and women in each quartile.

We have 299 relevant employees in the UK, with 75 in the Upper, Upper Middle and Lower Middle Pay quartiles and 74 employees in the Lower Pay quartile





From today to the future...

We are committed to creating a diverse and inclusive place of work for our people.

We know that that the changes needed won't be easy, that they will take time and that we will face challenges.

As with many other employers within the production and manufacturing industry, we currently employ more men than women in both of our UK factory environments. Whilst we have made improvements in the overall gender split across our UK businesses, we currently have a stronger male representation in key senior roles in every division.

For this reason gender balance and equality are key facets of our Sustainability Strategy goals. These having been designed to help us create a more balanced workforce across our organisation. We take our commitment to this very seriously.

Our Focus Areas

1

Recruitment and Retention – we will seek to deliver fully diverse talent pools in all UK locations

2

Culture – we will build a culture within which our people understand our goals, live our shared values, are empowered to give their best and within which they feel inspired to contribute fully to our success

3

Progression – we will seek to provide opportunities for individuals to develop their potential and progress in line with their capability, aspirations and business needs



Our Focus Areas

4

Leadership Pipeline – we will seek to grow and strengthen our female leadership pipeline

5

Reward – we will seek to provide a fair and proportionate remuneration for our people that is: equitable regardless of gender, reflective of market forces and recognises individual performance and contribution





We confirm the data reported is accurate:



Signed on behalf of James Finlay in the UK by:

.....
Guy Chambers – Group Managing Director

.....
Tamie Hutchins – Group HR Director

.....
Subathra Vaidhiyanathan – Head of Sustainability





Finlays

Since 1750

The Future of Beverages.
Since 1750.

