



# **UK GENDER PAY GAP REPORT**

**SNAPSHOT DATE: MARCH 31, 2018**

### 1. Organisational Context

Tata Technologies Limited has a strong commitment to equality for all regardless of gender, gender reassignment, race, age, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity or disability.

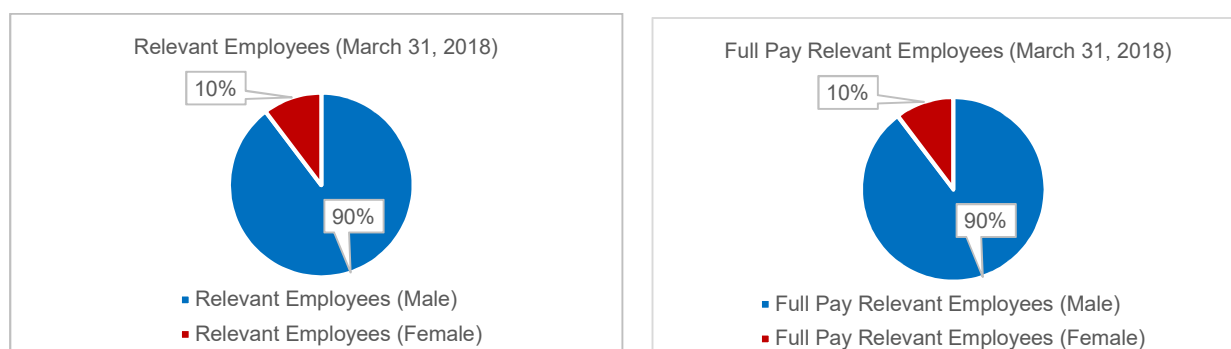
This report sets out where Tata Technologies Limited fulfils the reporting requirements and analyses the figures in more detail.

#### 1.1 Organisational structure

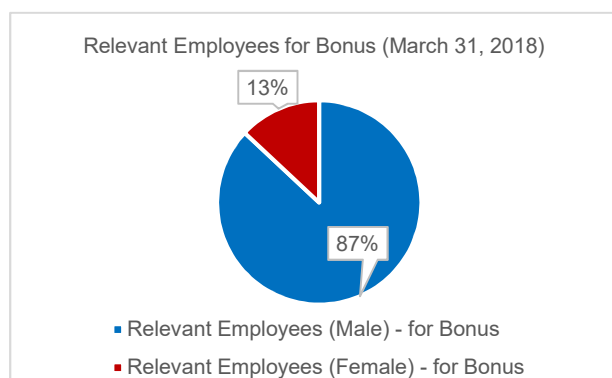
Tata Technologies uses Work Levels (ie., grading structure) which are designed to reflect representative levels of work in the organisation, with each level reflecting the current level of responsibilities, competency, skills and requirements, as defined by the organisation, as well as the manner in which it can adequately reflect the increasing levels of responsibilities undertaken by an employee.

Each work level is clearly differentiated based on scope and dimension of the role (ie. *knowhow, problem solving, decision making and accountability*) as well as the level of financial responsibility, supervisory responsibility, functional complexity, geographic scope and autonomy.

### Tata Technologies relevant employee gender breakdown 31 March 2018



As at 31 March 2018, Tata Technologies had 611 relevant employees of which 10.3% were female. Tata Technologies had 611 full pay relevant employees of which 10.3% were female.

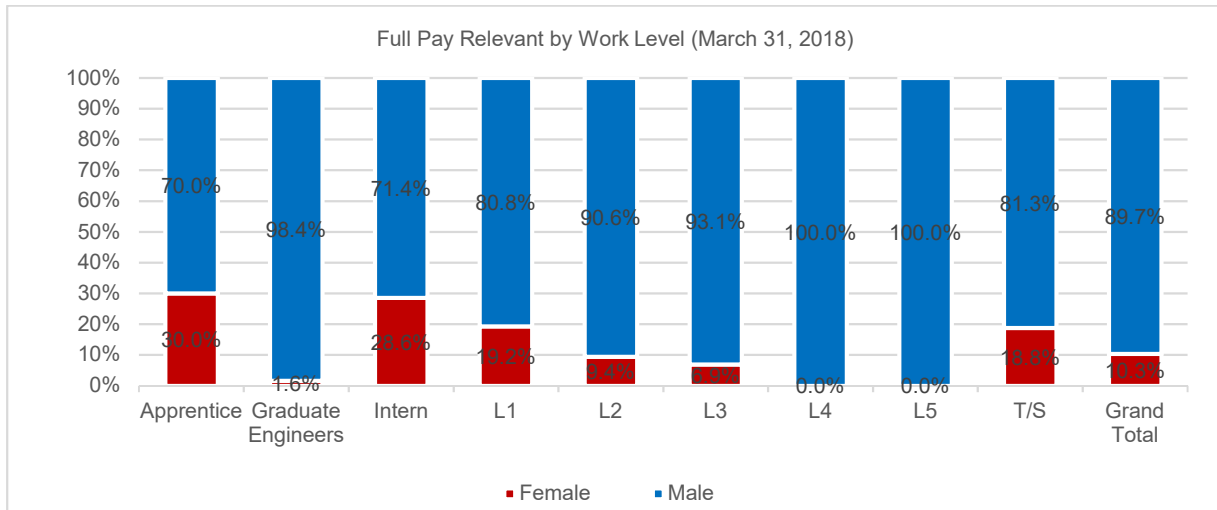


Breaking this down further reveals there is a higher proportion of relevant male employees in most grades. The exception is at junior level where the proportion of females is more.

## 2. Analysis

### 2.1 Ordinary pay

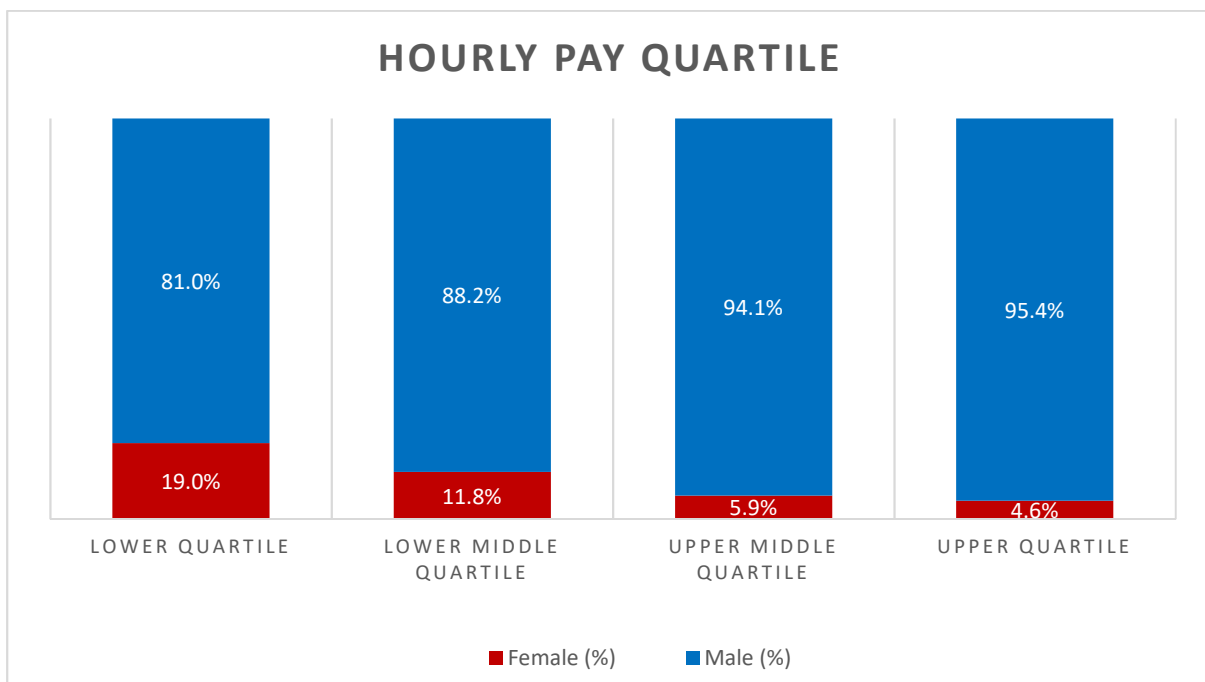
The mean gender pay gap is the difference between men’s and women’s average hourly pay. For Tata Technologies’ full pay relevant employees the mean gender pay gap is 21.2% in favour of men. The median gender pay gap is 13.3% also in favour of men.



**21.2%** Mean gender pay gap  
**13.3%** Median gender pay gap

**2.2 Hourly pay quartiles**

The hourly pay quartiles show the proportion of male and female full pay relevant employees in each quartile, when they are arranged in order of hourly pay rate.



**2.3 Bonus pay**

Tata Technologies operates a performance pay scheme which recognises and rewards individuals for achievement relating to their job role. Pay-out is based on a combination of Company and Individual performance. All eligible employees received performance pay; pay-out is pro-rated based on employee’s date of joining in the financial year.

This scheme is not applicable to employees in Sales roles where employees receive commission based on target achievement. Employees in Executive levels are not eligible for performance pay and are eligible for bonus pay-out based on specific achievements as laid out in their bonus scheme.

Analysis revealed overall Tata Technologies has a mean bonus pay gap of 38.6% in favour of men, and a median bonus pay gap of 14.4% also in favour of men.

**38.6%**      **Mean bonus pay gap**  
**14.4%**      **Median bonus pay gap**

### 3. Actions

Tata Technologies has a gender pay gap in relation to ordinary pay and we recognise the importance to seek continuous improvement in the diversity of our workforce to ensure we close the gap in the coming years. Some of our current initiatives in this regard are:



**Talent Acquisition:** Tata Technologies is an equal opportunities employer and we seek to recruit a diverse workforce. Our Talent Acquisition process used diverse sources of hiring to tap a diverse talent pool. Our job descriptions are non-discriminatory and we use an analytical job evaluation methodology to ensure any biases in talent acquisition process is eliminated. We intent to train all our interview panel members and hiring managers on a mandatory unconscious bias training.

**Flexible working:** At Tata Technologies, we recognise the need to offer flexible working at all levels. Tata Technologies policy is to look favourably on flexible working arrangement requests at all levels of the organisation provided that the needs and objectives of both the organisation and the employee can be met. The Company offers a wide range of options including reduced hours, flexi time, compressed hours, working from home and term time working.



**Performance and Reward:** Tata Technologies' performance and reward strategy includes equality as a key priority. Performance pay and bonus schemes are based on individual performance. At the time of annual assessment, care is taken to eliminate any biases by discussing cases at various levels during the calibration meetings. Performance rating for female employees who have been on maternity leave is protected. Work is underway to address the impact of the annual pay review and do more analysis of bonus gender pay gap to ensure where possible gender pay differences are addressed.



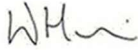
**Diversity & inclusion work-group:** We have an active employee network which focuses on Diversity and Inclusion to proactively identify excluded groups and devise ways to include them in our workplace as employees and/or through our service providers, beyond what is required by law. As part of our focus on encouraging female students into STEM disciplines, we have started working with the local community as well as scholarships like Ada Lovelace.

Tata Technologies has been in the Engineering services space with large OEMs. The industry itself has operated in a highly male dominated environment, however, we have seen huge progress having been made in removing gender bias and more female students opting for STEM as well as taking up core engineering roles.

While we still have a skew towards male applicants in our talent pool, we are confident that with the above initiatives in place, raising awareness, highlighting barriers and influencing action, we can further reduce these gaps, across all business areas.

**4. Declaration**

The data reported by Tata Technologies is accurate and has been calculated according to the requirements and methodology set out by the Government Equalities Office.

**Signature**

**Warren Harris**  
**Managing Director and CEO**

**Date: April 3, 2019**



**Anupal Banerjee**  
**Chief Human Resource Officer**

**Date: April 3, 2019**