



## UK Gender Pay Report Summary 2016/17

### Our Philosophy

As the world's only vertically integrated sustainable energy company, our mission is to accelerate the world's transition to sustainable energy. To achieve our goals, our compensation programmes are designed to attract, retain and incentivise talented, highly qualified and committed individuals who share our philosophy and desire to work towards our mission.

Our compensation programmes reflect our startup origins in that they consist primarily of base pay and equity. We do not yet have a company-wide cash bonus programme. We have a strong pay for performance philosophy and seek to align everyone to our long-term success and most reward our strongest performers.

### Our Numbers

This Gender Pay Report looks at average pay differences between men and women across all roles in the UK. It is distinct from equal pay, which considers pay differences between men and women who carry out the same or similar jobs. The data in this report is based on a snapshot of base pay on 5th April 2017 and any bonus/equity awards received in the twelve months prior to this date.

- Our median base pay is 3.8% higher for our female employees with the mean base pay being 4.6% higher.
- A higher proportion of our female employees are represented in the upper quartile levels of base pay than in the lower quartile levels:

Base Pay Quartile	Women	Men
Upper 25%	22.1%	77.9%
Upper Middle 25%	25.3%	74.7%
Lower Middle 25%	20.0%	80.0%
Lower 25%	14.7%	85.3%

- For total compensation (including both base pay and bonus awards) the median was 0.12% higher for women and the mean was 0.9% higher for women. For bonus awards alone (including cash and equity incentives) the median was equal for women and men with the mean being 38.5% lower for our female employees.

### Our Commitment

Throughout Tesla, women are making tremendous contributions towards our mission. We believe in having a diverse and inclusive workforce comprised of talented, driven, and authentic individuals. We value talent at all experience and career levels, as long as they are passionate about and committed to our mission. We insist upon diversity and inclusion not just because it's the right thing to do, but because our differences enable us to build innovative products that are changing the world.

Julia Dormaar, Director HR EMEA

This report is dated 15<sup>th</sup> March 2018