



UK Gender Pay Report Summary 2018/19

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 programs are designed to attract, retain and incentivize talented, highly qualified and committed individuals who share our philosophy and desire to work towards our mission.

Our compensation programs reflect our startup origins in that they consist primarily of base pay and equity. We have a strong pay for performance philosophy and seek to align everyone to our long-term success and 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 2019 and any bonus/equity awards received in the twelve months prior to this date.

- Our median base pay is 7.1% higher for our female employees, with the mean base pay being 16.0% higher.
- A higher proportion of our female employees are represented in the upper quartile levels of base pay than in the lower quartile levels. Since the 2019 snapshot, we saw an additional 2.1 percentage point increase of women occupying senior roles within Tesla, with a 1.8 percentage point increase in women occupying roles in the Upper Middle and 7.6 percentage point increase in the Lower Quartile roles:

Base Pay Quartile	Men	Women
Upper 25%	72.7%	27.3%
Upper Middle 25%	79.7%	20.3%
Lower Middle 25%	83.1%	16.9%
Lower 25%	81.6%	18.4%

- For total compensation (including both base pay and bonus awards) the median was 7.7% higher for women and the mean was 7.1% higher for women. For bonus awards alone (including cash and equity incentives) the mean was 46.3% lower for women, and the median being 25.0% higher for our female employees.

Our Commitment

Tesla sits at the intersection of two industries creating a unique working environment and culture. Having a diverse workforce of talented and driven individuals helps us succeed in transitioning the world to sustainable energy. We value diversity of all elements – from our Interns and Apprentices to our People Managers and Directors. Our employees are promoted as quickly as their talents and work allow, regardless of race, gender, beliefs, educational background or anything else. 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.

Mariam Khalifa, Interim EMEA HR Director



This report is dated 27 March 2020.