

## Our 2019 Gender Pay Gap Report

Throughout 2019, Tata Steel UK Ltd, continued to place our people at the centre of everything we do. I know that that the pride and passion of our employees is part of why people work for Tata Steel in the UK and this was evident in recent work reviewing our employee value proposition. Our employees told us the feeling of togetherness, along with working for an organisation that is both pioneering and responsible, were reasons that they work for the Company..

Whilst, our gender pay gap remains low compared to national standard (median pay gap = 17.3%), as a business we continue to review and monitor the diversity of our organisation. Compared to the previous year, female representation has remained at 11%. However, analysis of our new starters across a 12 month period demonstrated that new female employees made up 18% of our new entrants.

Our recruitment teams ensure that all our adverts are gender neutral and consider the most appropriate forums to advertise in order to attract a diverse range of applicants. We ensure we have regular presence on both social media and LinkedIn and widely publicise any activity the organisation participates or leads in with regards to STEM. Our employees have actively supported many, events such as:

- **School and University Liaison** - employees, Tata Packaging Recycling Unit and Recruiters visit schools and universities, all with the aim of promoting the company, the work we do and the careers and opportunities that are available;
- **IET events** – supported a number of events to celebrate the Women’s Engineering Society Centenary,
- **Aspire2beSteel** - a two day event for girls in year 8 to ignite pupils interests in STEM projects by showing them the interesting things they could work on in the future
- Sharing our experiences with other employers on Diversity related topics and
- **Women of Steel campaign** which has been nominated for a national radio award. The aim of the campaign was to inspire and enthuse young girls and women to strive and reach for their dreams, to think outside of the box when it came to a career and challenge the gender stereotypes that might be holding them back. The campaign supported by Tata employees will hopefully have inspired the next generation of engineers, scientists and steelworkers
- **Steel Womens Network** – internal networking group which welcome all employees to participate and holds a number of sessions during the year with relevant discussion topics

I believe that having a diverse workforce can and does bring many benefits to our industry. Our organisations gender split very much reflects many other similar organisations. For example, in functional areas such as HR, Finance, Legal and Sales & Marketing we have a good balance of genders working in our organisation. Our main challenge, very similar to other manufacturing organisations is how we impact on the societal norms and bias that are typically seen in areas such as Manufacturing and

Engineering. Through our activity in promoting and supporting STEM subjects we hope to see the gender balance change over time.

I confirm that the information contained in this report is accurate.

A handwritten signature in black ink, appearing to read 'Tor Farquhar', with a long horizontal stroke extending to the right.

Tor Farquhar

Executive HR Director, Tata Steel UK Limited

Our Results

Gender Pay Gap	
Mean	0.31%
Median	3.78%

The table above shows our overall mean and median gender pay gap based on hourly rate of pay as at the snapshot date of 5 April 2019. Within Tata Steel UK Ltd, approximately 89% of our workforce are male, and 11% are female. Over half of our female employees are employed in Professional, Managerial or Technical roles compared with just over a third of our male employees.

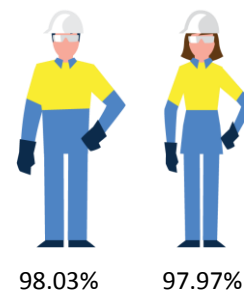
Gender Bonus Gap	
Mean	5.75%
Median	16.67%

The second table captures the mean and median difference between bonuses paid to men and women at Tata Steel UK in the 12 months ending on 5 April 2019.

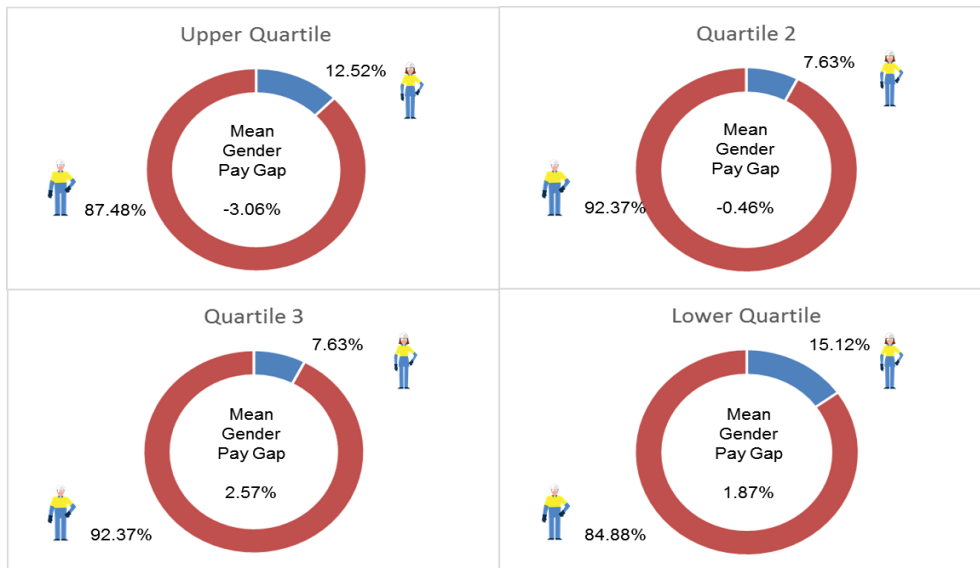
With regards to bonus pay, the majority of our workforce receive a bonus through collectively negotiated schemes. This means that regardless of gender the same bonus percentage would be received, with the amount paid to individuals determined by their basic salary plus other allowances. Senior Managers receive a bonus payment which takes into account both company and individual performance. When considering the bonus gap results, it is worth noting that bonus payments are based on an employee's total earnings which would include overtime pay. Within Tata Steel UK Ltd, most overtime is worked in our manufacturing based roles which currently have a higher proportion of male employees.

Reviewing the percentage of bonus payments paid to colleagues during the year 2019, there is little difference between those who received a bonus when considering gender.

% of employees who received a bonus in



## Pay Quartiles



The quartile results demonstrate that females are represented across all of our pay quartiles. When using the same calculation to calculate the gender mean gap for each quartile, it is worth noting a gender pay gap of -3.06% (highest quartile) and -0.46% in quartile 2. Results for quartile 3 and the lowest quartile are 2.57% and 1.87% respectively.

## The Future

Going forward, our focus continues to remain on ensuring we recruit and retain a diverse workforce in the UK and to ensure that opportunities within our business to progress, develop and contribute are equally available to all employees.

This will be supported through:

- the ongoing development and implementation of the diversity and inclusion roadmap
- continuous review and development of policies and practices to ensure that they support diversity and inclusion
- improved communication of opportunities across the business
- monitoring key diversity and inclusion statistics to enable appropriate action planning

Our people remain our key asset. Together we make the difference.