

Our 2017 Gender Pay Gap Report

During 2017, we launched our revised mission and vision to our employees which continues to place our people at the centre of everything we do.

The core principles of our human resources policy at Tata Steel UK are: equality of opportunity, continuing personal development, fairness, mutual trust and teamwork. These principles are underpinned by the five Tata Group core values: integrity, excellence, unity, responsibility and pioneering.

We believe it is vitally important to recruit new talent, as well as nurture and motivate our existing talent. This is why throughout 2017 we continued to develop our leadership and line managers, recruit future talent through apprentices and graduates and continued to review professional development and training opportunities for all our employees.

In recent years, we have renewed our standard HR processes and these have been designed to ensure that our policies and practices are applied to our whole workforce regardless of gender.

Relative to national and industry statistics our gender pay gap is at the lower end. Whilst we recognise that only 10% of our employees are female, our female colleagues are represented at every level within our organisation – not because we have set a target, but because we believe that that having the right people in the right job is important.

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



Tor Farquhar

Executive HR Director

Tata Steel UK Limited

Our Results

Gender Pay Gap	
Mean	1.67%
Median	4.34%

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 2017. Within Tata Steel UK Ltd, just under 90% of our workforce are male, and just over 10% 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	6.64%
Median	19.56%

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 2017.

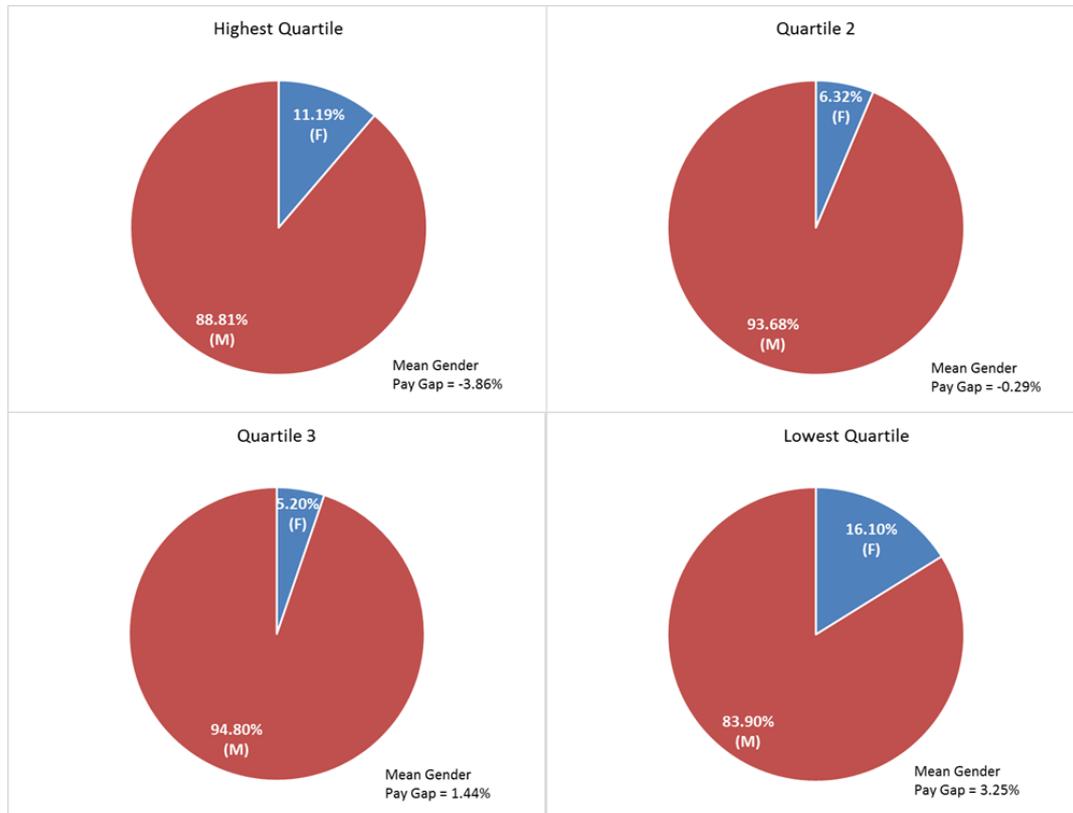
With regards to bonus pay, the majority of our workforce all receive a bonus through collectively negotiated schemes. This means that regardless of gender the same bonus percentage would be received, with the amount paid to individuals determined by their basic salary plus other allowances. Senior Managers 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 2017, there is little difference between who received a bonus when considering gender.

% of employees who received a bonus in 2017



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 -3.86% (highest quartile) and -0.29% in quartile 2. Results for quartile 3 and the lowest quartile are 1.44% and 3.25% respectively.

The Future

Going forward, our focus will 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.

Our aim, through our work with Schools and Universities and supporting STEM activity is to increase the diversity of our organisation to ensure that we continue to have the best people who can take our industry forward.

Our people remain to be our key asset. The pride and passion of our UK workforce has been demonstrated in recent years to many people across the UK. Together we make a difference.