

# Gender Pay Gap Report

## 2022



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## Welcome

At Tata Chemicals Europe we are committed to embedding diversity and inclusion at the core of our organisation by creating an inclusive workforce which feels valued and motivated regardless of gender, sexual orientation, age or race. We are mindful of the challenges presented to industries such as ours where operations are a largely male dominated environment. We know this can create data imbalances when reporting, but we remain focused on achieving greater diversity through innovative thinking, strategic action and investment in the development and growth of our employees and the communities in which we operate.

Pivotal to this strategy is holding ourselves accountable for ensuring that we promote opportunities for women within recruitment, and both career and personal development.

This report shows our UK Gender Pay Gap figures for 2022 and this demonstrates that, despite the significant difference in numbers of male and female staff, our commitment to equality is unwavering.

We are particularly encouraged that the results show an improvement on last year's data and highlights our continued efforts towards closing the pay gap. This has been achieved by increasing the proportion of women in senior roles, driving recruitment and retention strategies and providing a range of benefits which enable women from all backgrounds to thrive within our organisation.

## Filling in the gaps

### Recruitment Focus

We have reviewed and refreshed our values to ensure that everyone is attracted to apply for roles within TCE.

We have participated in many STEM events at schools and colleges and in 2022 acted as mentors for Y11 pupils at Loreto Grammar School for Girls as part of a Careers' Evening at the school. This gave us the opportunity to showcase the many roles on offer within TCE and to talk to the girls about working in the chemical and manufacturing industry. There are more sessions planned with local schools for 2023.

### Wellness investment

The wellbeing of all our staff is paramount and based on feedback from both our male and female colleagues we decided to offer some specific support on the menopause for all our colleagues.. We organised a workshop with the content tailored to include advice and guidance for managers managing female staff going through the menopause and how to ensure they are supported. With a recently updated TCE Menopause Policy and a range of communications issued throughout the year we are confident that our female staff feel supported and empowered to be open and honest about their menopause experiences and not feel it holds them back in their career development.

### Senior Leadership commitment

During the year, a new female COO has been appointed and we have also increased female representation within our senior leadership with some key appointments including a new Head of Supply Chain. With the development of our female staff a key priority through a range of programmes, we believe this will ensure and encourage even more of our existing female staff to move upwards through the Company.

### Focus on benefits

We are proud of our benefits package at TCE and are keen to promote our flexible working as a key pillar. From flexible and hybrid working, enhanced maternity and paternity pay policies plus the ability to purchase additional holidays, we believe we are an attractive

employer for anyone wanting to achieve a good work/life balance.

### Career and personal growth

Following a networking event in 2021 we took the positive feedback that female staff very much welcomed the opportunity to network in a 'safe space' and so invited a group of female staff to participate in the Women Leaders' Association (WLA) conference 'How to build a sustainable future' which enabled staff to share experiences and learnings and build connections within the professional working environment.

In addition, and also via the WLA, we organised free 1-1 coaching sessions to all our female staff on a range of topics such as leadership, resilience and wellbeing. The uptake and feedback was extremely positive and some of those coaching relationships have continued beyond the session, which demonstrates that women do benefit from provisions such as this 'Coachathon' programme.

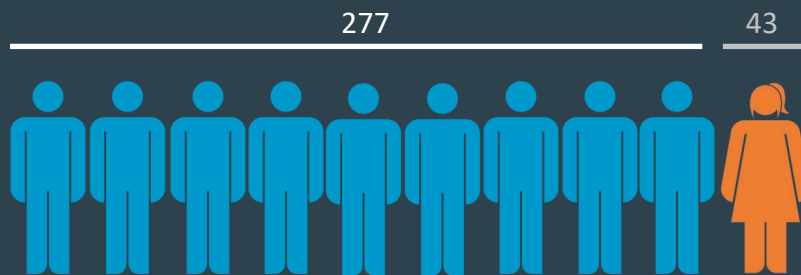
We will continue to collaborate with and support the WLA and we will be sponsoring them at their next conference in 2023. Our commitment to closing the gap is as strong as ever and I am proud to be part of an organisation which continuously strives to improve and never shies away from the challenges in order to make progress.

**Karen Lounds,**  
Business Services Director

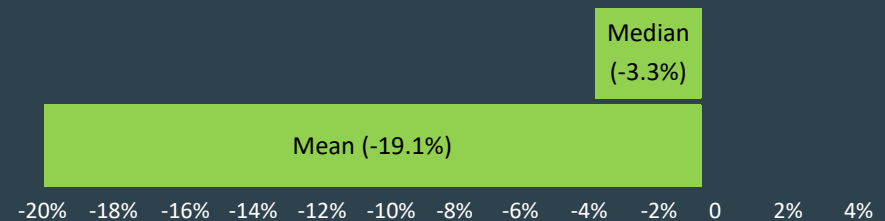


# Mean and Median Gender Pay Gap

320 full pay relevant employees captured at the snapshot date:



Mean and Median Gender Pay Gap 2022

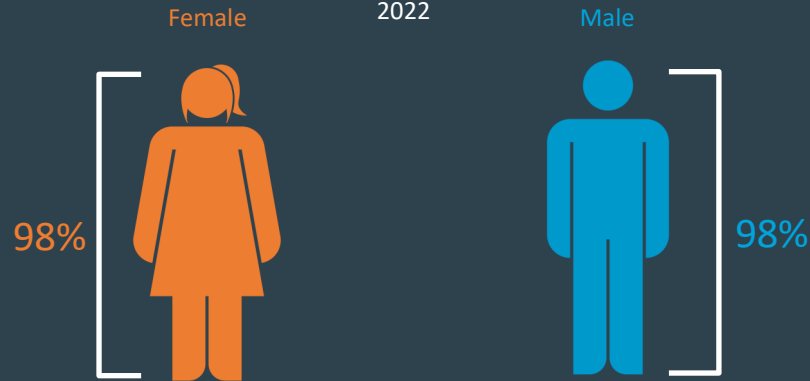


The TCE mean and median pay gap both favour our female employees by 19.1% and 3.3% respectively.

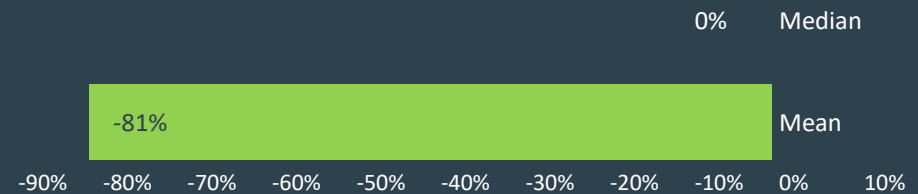
It is also worth noting that the improvement to the mean and median pay gaps from 2021 reflect the increase in female senior leaders in our organisation.

# Bonus Pay Gap

TCE proportion of male and female employees receiving bonus in the period April 2021-April 2022



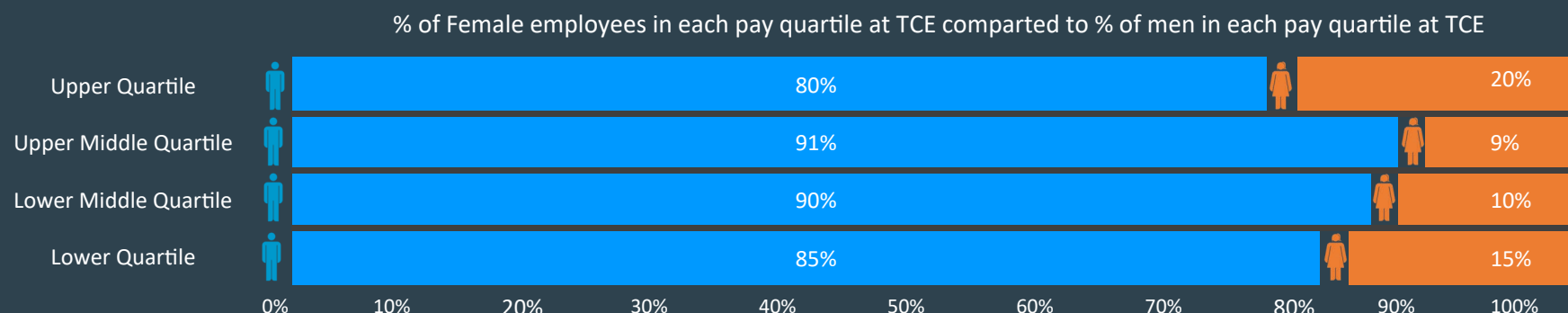
Mean and Median Bonus Pay Gap April 2021-April 2022



There are 329 relevant employees at the snapshot date included in the bonus pay gap calculations.

Both the mean and median bonus pay gap have improved this year in favour of female employees with a 0% median bonus pay gap and -81% mean bonus pay gap.

# Proportion of Males & Females Per Pay Quartile

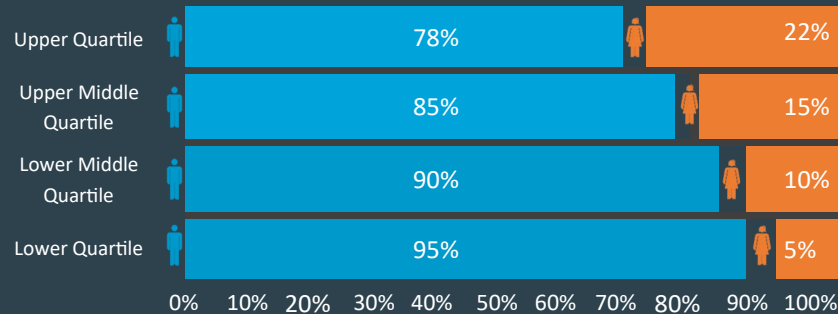


The figures this year show a significant increase in the numbers of women in the Upper Quartile band which is reflected by the number of female senior leaders now in the organisation.

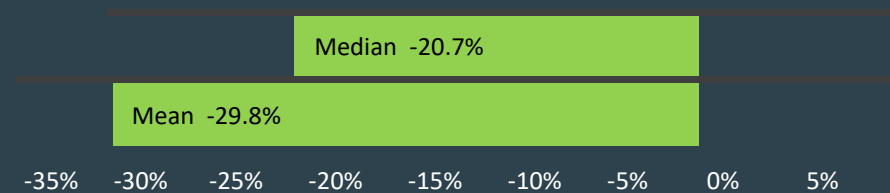
# A Broader View

There have been improvements in the numbers of women holding senior positions in 2022 through concerted recruitment practices, and this is reflected in the numbers outlined. The mandatory reporting requirements for this report do not provide any context behind these statistics. In our organisation where shift working is a large part of plant based jobs due to the 24/7/365 nature of our operations, the out-of-hours working allowances skew the data to show, at first glance, a more favourable picture towards male workers. When these allowances are removed, the picture becomes more favourable.

TCE Proportion of Males & Females by Pay Quartile based on hourly rate (excluding shift and out-of-hours payment).



Mean and Median Pay Gap (excluding shift allowance and out-of-hours payment).



This normalised data shows an increase in both the mean and median pay gap in favour of women.



**Bernadette Thompson**  
Head of Supply Chain

*'I firmly believe in the value of having strong female role models and mentors in senior positions and although I am myself in a senior position, I have benefitted enormously from counsel and mentoring, particularly as I am relatively new to TCE. I am proud that we promote an open culture, encouraging and promoting dialogue across our functions whilst providing opportunities for training and continuous development. Being part of a healthy, inclusive environment with strong female leaders is so important to driving success and I believe we excel in this area'*



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# Striking The Balance

## Reaching out

Driving up female representation in the manufacturing industry is a key priority for us. With the impact of the pandemic on female routes into the workforce taking a real hit, we are committed to continuing our work via our STEM programme. Reaching out to young people as they are making decisions about career options, we are working with local education representatives to visit schools and talk to the students about the plethora of opportunities available in our organisation.

## A flexible approach

We understand the importance of supporting staff to enable a good work-life balance. With a 'Flexible Working' policy already in place we are pleased to be able to now have in place an official 'Working from Home' policy which affords staff, where possible, the possibility of requesting to work from home for a significant proportion of their working time. In addition, we have also continued our initiative to enable staff to buy more holidays as well as aiming to accommodate as much flexible working via job sharing, core hours and part time hours as possible.

## Learning from others

At TCE we believe that we must be flexible and dynamic in our approach to supporting our female staff and what better way to learn than to look to the experts in the field. We are now working with a leading executive coach and founder of the Women Leaders' Association to plan a programme of events and initiatives to engage with our female staff as we address those fundamental questions of: 'What stops women progressing in the workplace?'; 'What can we do to retain female staff and encourage career development into all roles regardless of type?'. We are excited to be leading this programme at TCE.

**We are proud to support flexible working to help all our staff achieve a greater work-life balance. From hybrid working to part-time and job sharing opportunities, we understand the importance of creating a more inclusive working environment. Vicky Graham, Customer Services Representative, talks to us about how she's been able to benefit from the flexible working arrangements afforded to her by TCE and underlines the importance of flexibility in staff retention, particularly for female staff following maternity leave.**



*"For the last 8 years I have been able to work part-time in a job-share role at TCE. Having this degree of flexibility has allowed me to be able to return to work following maternity leave and, with the ability to modify my working hours occasionally to fit in with changing child-care arrangements, it has reduced the stress which challenging child-care situations can bring. Being able to continue working is hugely important to me and with the added flexibility of hybrid working I feel that I've achieved a fantastic work-life balance. Spending time with my children but still being able to remain working in a fulfilling role whilst not feeling I have to choose one over the other is such a valuable thing."*

Be part of a team with strong values

# Leading The Way

We have talked a lot about how to attract more females into the manufacturing industry, the work doesn't stop there. Female staff must be encouraged to progress within the organisation in all sectors and not be deterred from developing their careers. Competence, skills and attitude are what underpins our recruitment ethos and we fully support staff development, regardless of gender, in all parts of the organisation.



**Jo Graham—Chief Operating Officer**

*"I started my career 30 years ago as an engineer and at that time I was often the only woman in a team. I progressed through various companies moving from technical engineering posts to general management and I'm now delighted to be Chief Operating Officer (COO) here at Tata Chemicals Europe and am one of a number of women holding senior positions in the organisation. In the time I've been here I have had a very positive experience and find the culture to be very inclusive, with CSR and STEM programmes in place to encourage girls to consider careers in manufacturing as well as a range of benefits and policies to support women in the workplace. TCE values the contribution our women bring to the table and with women in senior and technical positions, our opinions and work are valued as equal. As COO I have the opportunity to steer a path for future generations; we are not a 50/50 gender split so I encourage all girls and women to apply for positions. I welcome and celebrate diversity and I hope I can set the example for future leaders to inspire women and girls to have the confidence and belief that the manufacturing industry is a place in which they can thrive."*

## And finally...

With 2022 our first 'normal' year post-pandemic we have been pleased to recommence many of our initiatives, such as school visits and networking events. Limiting the damage caused by the pandemic is at the forefront of our minds and which is why we've taken steps to prioritise the wellbeing of all our staff and have continued with some positive changes, borne from the pandemic such as hybrid working.

We believe we are in good shape to continue our work and with a new set of values underpinning our strategy we are optimistic that we can yield continuous improvement.



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# Publishing Requirements & Definitions

## Definitions

Pay includes basic pay, paid leave, maternity pay, sick pay, area allowances, shift premium pay, bonus pay and other pay (including car allowances paid through the payroll, on call and standby allowances, clothing, first aider or re warden allowances)

- It does not include payments from a different pay period, overtime pay, expenses, the value of salary sacrifice schemes, benefits in kind, redundancy pay, arrears of pay and tax credits
- Calculation of hourly pay rate is:  $(A * B) / C$  A = Pay i.e. pro rata bonus + April's ordinary pay, not including overtime) B = Multiplier i.e. 7 days in week/30.44 days in month C = Employees actual weekly working hours (e.g. 37.5)

## Publishing requirements

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males receiving bonus payment
- The proportion of females receiving bonus payment
- The proportion of males and females in each quartile pay band

