



Gender Pay Reporting 2018

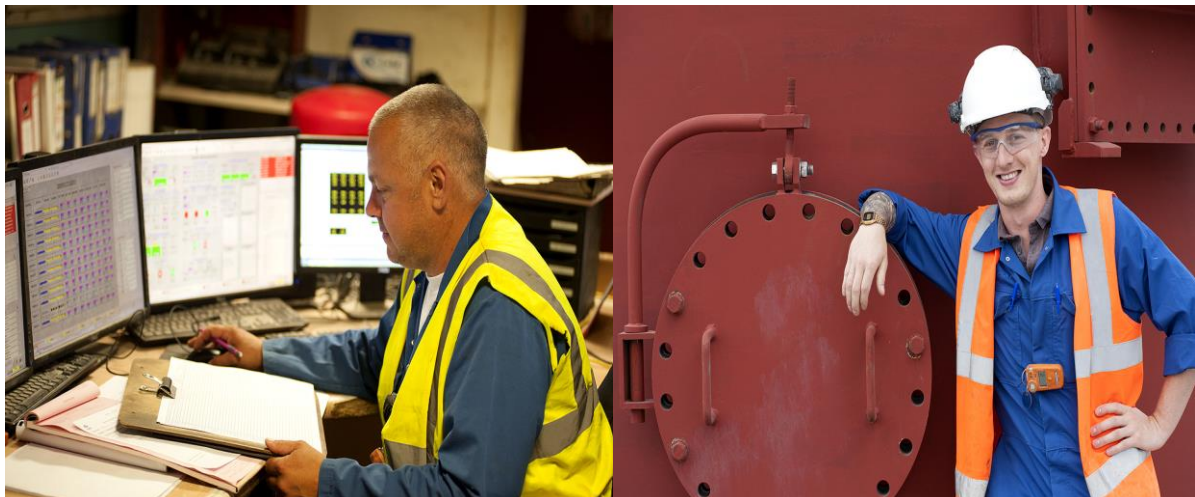
TCE Group Limited is one of Europe's leading producers of sodium carbonate, salt and sodium bicarbonate as well as other products. The group employs approximately 317 in Tata Chemicals Europe (TCE) with a further 59 employed by British Salt Limited, mainly in the Operating and Maintenance functions of our 3 plants based in Northwich and Middlewich. We have a relatively small group office employing around 75 people.



For the purposes of this report we are reporting on the TCE business. Our employee demographics relating to male and female are made up as follows:

Male	Female	Total
280	37	317

99% of the shift teams at TCE are males. Many of these roles attract shift pay which affect our figures disproportionately in some of the pay quartiles.





TCE Group Limited is committed to ensuring we pay based on merit not gender. We employ a pay and grading structure, and employees in our union recognised population are predominantly paid the same rate for the job. There is some flexibility in salaries paid to employees in management roles, and this is based on knowledge, skills and experience as well as market conditions. Gender is not a factor in how much we pay.

Tata Chemicals Europe Limited has published the following data on the required six metrics for April 2018:

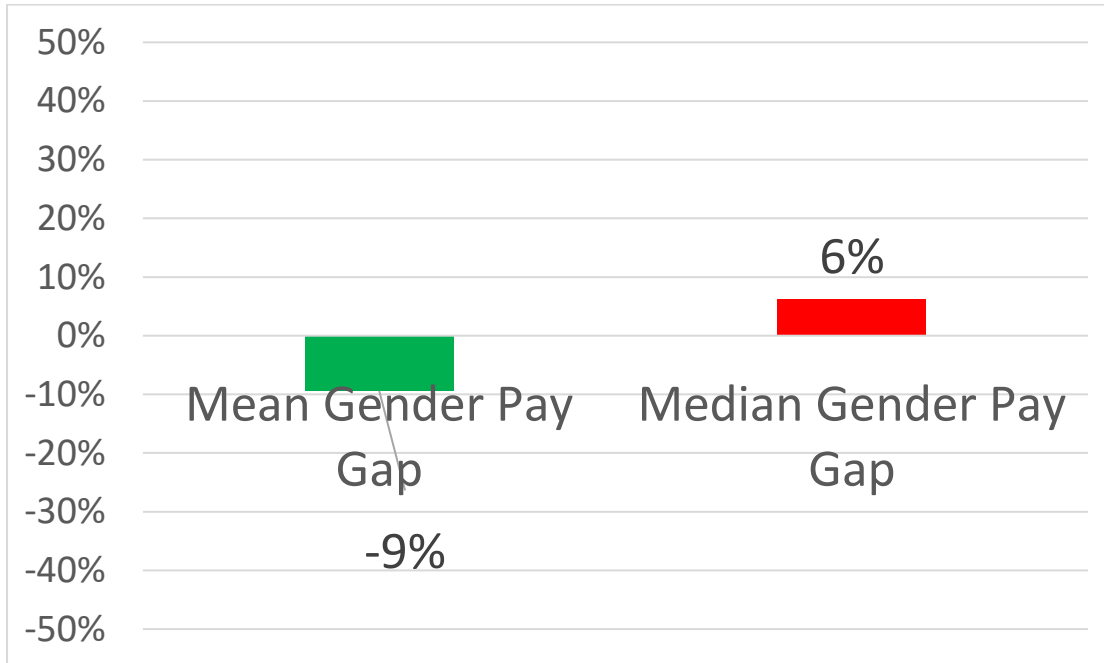
- The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees ('the mean gender pay gap')
- The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees ('the median gender pay gap')
- The difference between the mean bonus pay paid to male relevant employees and that of female relevant employees ('the mean gender bonus gap')
- The difference between the median bonus pay paid to male relevant employees and that of female relevant employees ('the median gender bonus gap')
- The proportions of male and female relevant employees paid bonus pay ('the proportions of men and women getting a bonus')
- The proportions of male and female relevant employees in the lower, lower middle, upper middle and upper quartile pay band ('the proportion of men and women in each of four pay quartiles').

TCE – Gender pay reporting

At TCE we have used the above definitions to produce the required Gender Pay reporting as required, and have taken the time to analyse what it means for TCE and have provided additional commentary to explain the results.

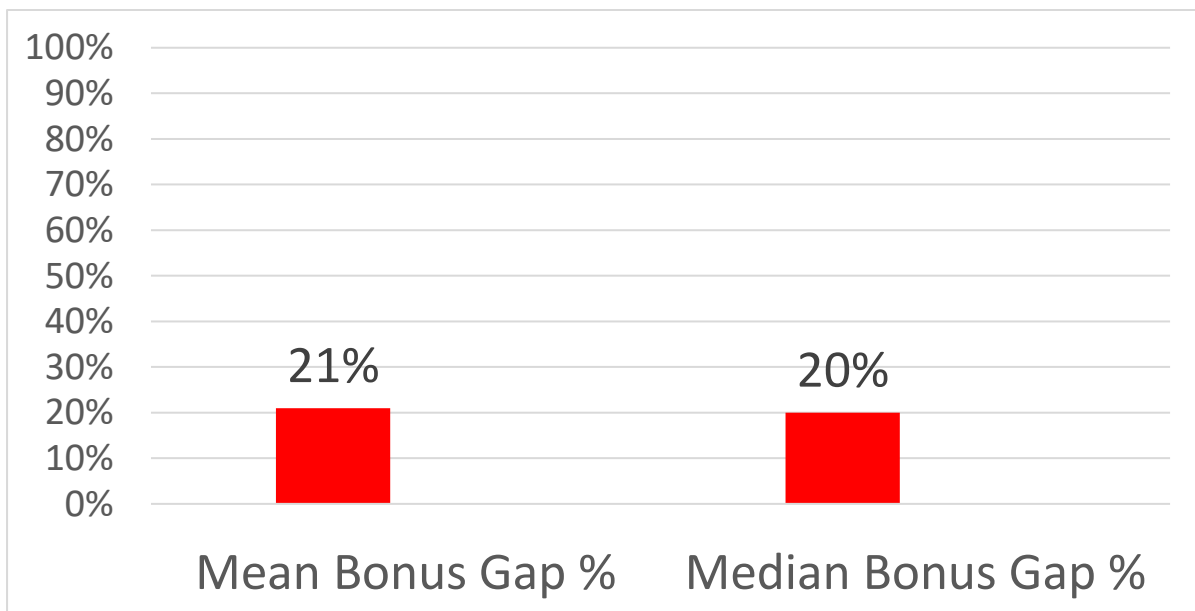


TCE Mean & Median Gender Pay Gap 5th April 2018



The analysis provided shows the mean hourly pay rate in TCE is 9% lower for men than for women. Median pay is approximately 6% in favour of men.

TCE Mean & Median Bonus Gap % - 6th April 2017 – 5th April 2018

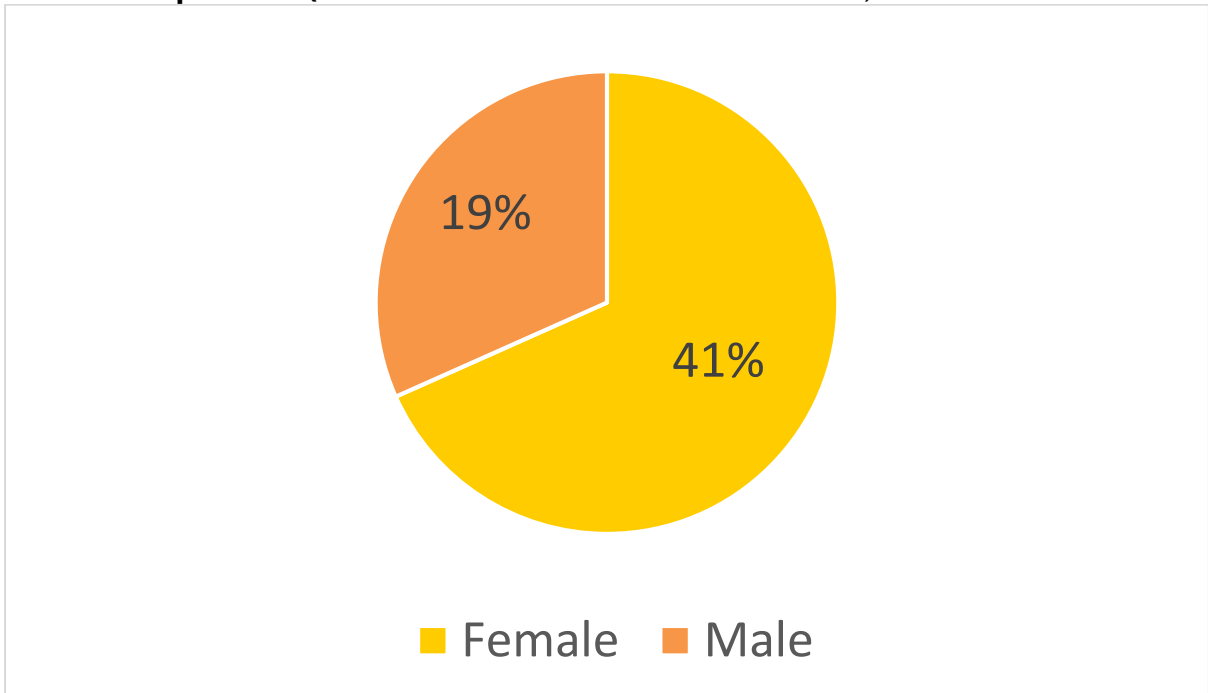


The difference in the bonus pay metrics is skewed by the relatively small number of senior positions within the Company and the larger general employee gender split.

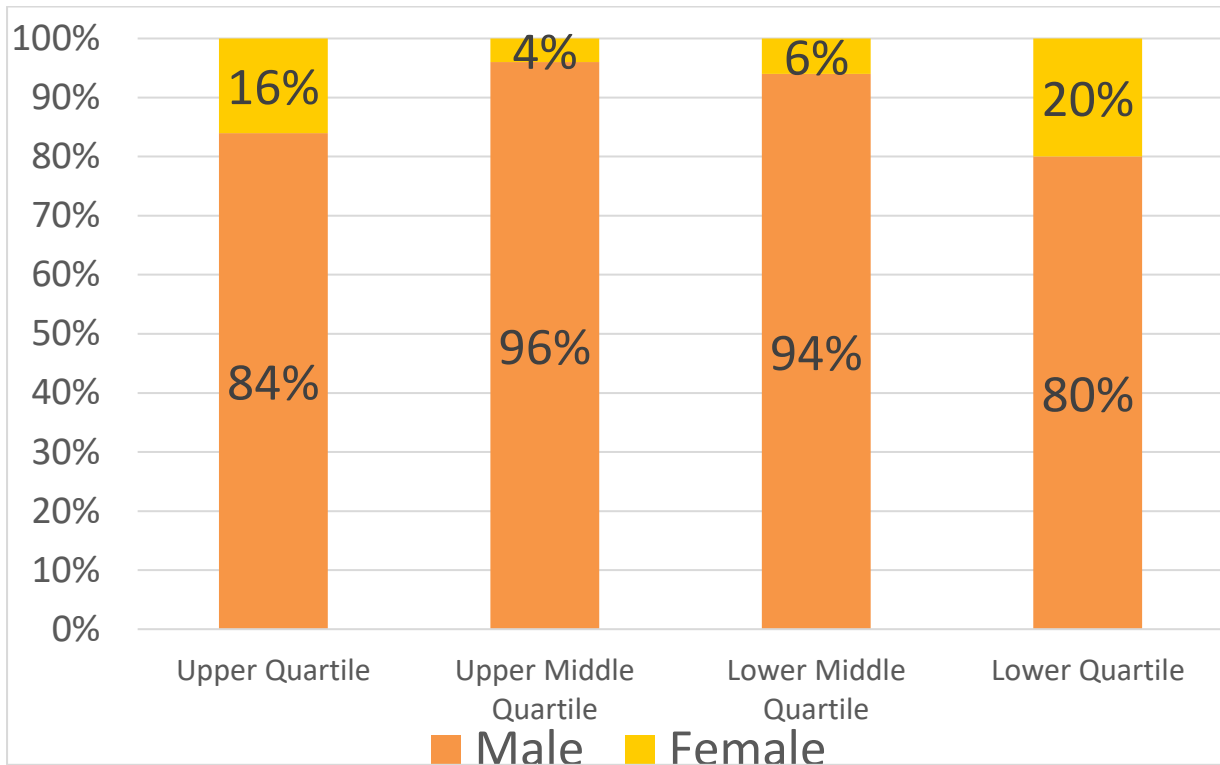


The chart included below reflects the bonus ratio in a more representative manner.

TCE Proportion of Male & Female employees receiving bonus in the period 6th April 2017 - 5th April 2018 (Male: 53 out of 280 Female: 15 out of 37)



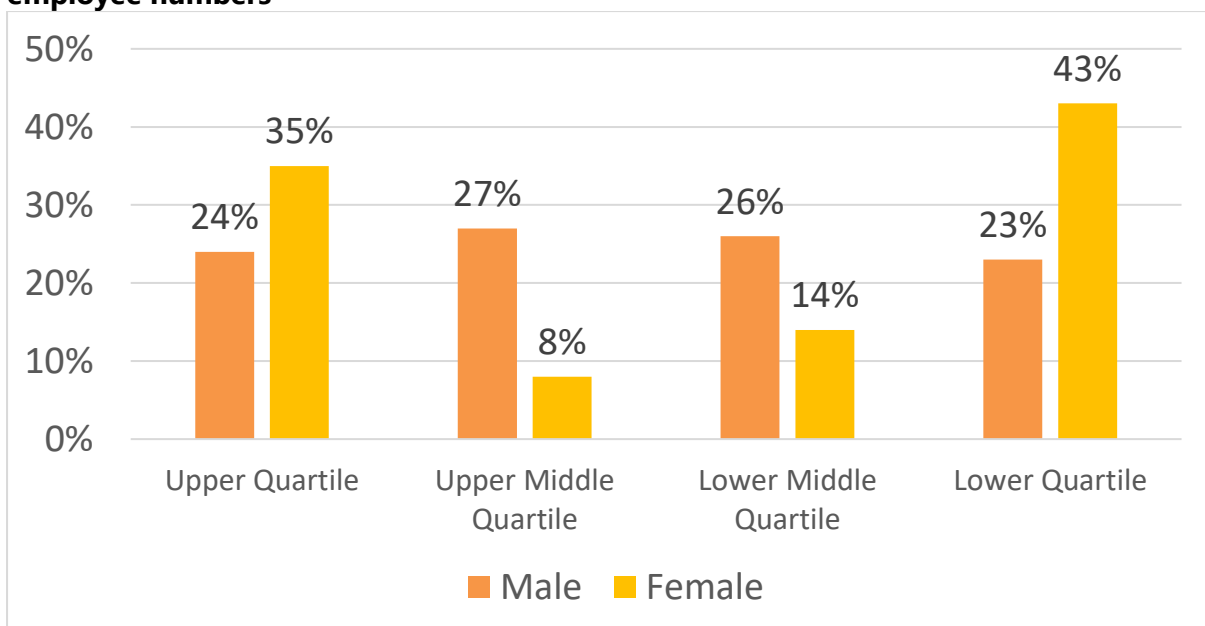
TCE Proportion of Males & Females by Pay Quartile, based on Hourly Rate



The figures outlined above as per the statutory requirements, do not take account of the greater proportion of males that are employed.

The ratio of male: females employed is 88/12. We have therefore produced the figures outlined below to give a clearer representation of the business pay ratios.

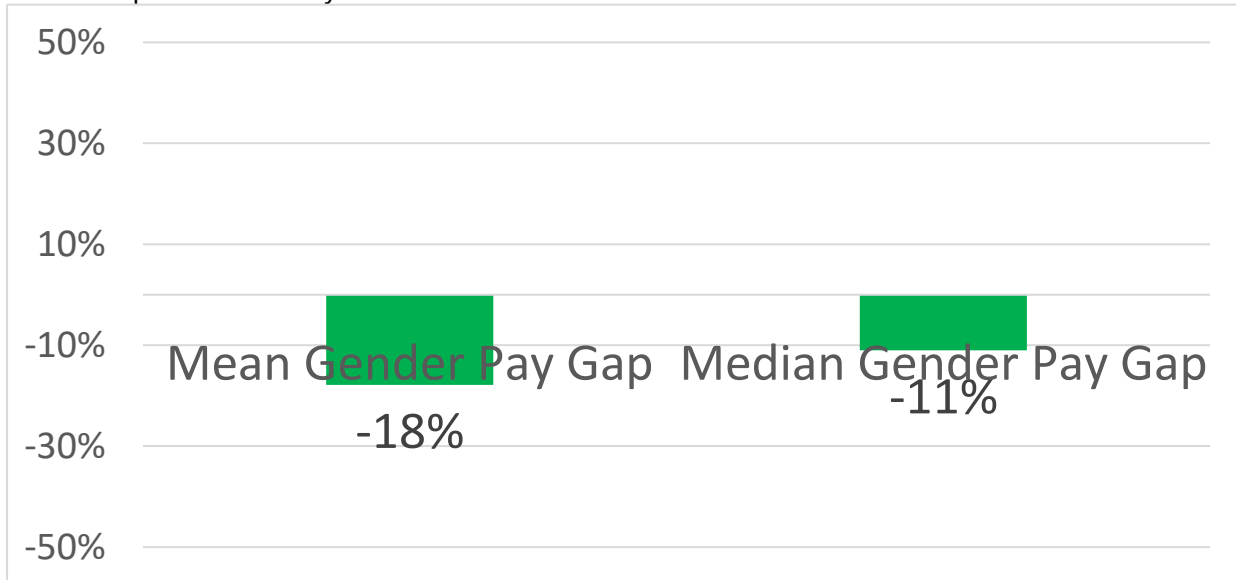
TCE Males & Females in each Pay Quartile as a percentage of overall male and female employee numbers





TCE Mean & Median Gender Pay Gap (excluding shift allowance & out of hours payments) - 5th April 2018 (April Payroll).

*99% of shift personnel are men and removing these payroll elements represents a more balanced picture of salary.



TCE – Addressing the issues

At TCE we do our best to encourage women to reach senior roles. The Board of Directors is nearly **30%** women at TCE despite a general workforce ratio of 88/12 male/female and we actively work hard to ensure that women are given every opportunity to progress in our Organisation and that promotions are, without exception, entirely based upon merit and performance.

To ensure the strongest pool of opportunity and talent are developed there are a number of gender-neutral initiatives we have implemented to address the wider societal issues:

- Flexible working – We actively encourage part time working for both men and women. We have flexible start and finish times in order to support employees who have care or travel requirements. As an example, one of our Directors works part time.
- We offer salary sacrifice schemes to allow employees to buy additional holidays or child care vouchers.
- We work within the local community and schools to encourage female students into the manufacturing and scientific disciplines.
- Promotion of people in TCE is based on objective competency measures and metrics. We ensure our job adverts are gender neutral and free from any discrimination.



Summary

TCE is a manufacturing company which produces high volumes of commodity chemicals. As a company founded in 1873, it has historically operated in a very male dominated industry and huge progress has been made in removing the traditional gender bias.

In certain operational roles, the applicants for vacancies are still skewed heavily towards males, but TCE will continue to actively promote the opportunities for females in these roles through community engagement and work with schools to ensure our recruitment processes are fair by all who apply with the appropriate qualifications.

Addressing any identified gender inequality in the workplace will actively continue and we will ensure that we continue to develop policies and practices that address bias and continue to promote the inclusivity of talent in the organisation on a gender neutral basis.

Handwritten signatures in black ink. The signature on the left is 'Martin Ashcroft' and the signature on the right is 'Karen Lounds'.

Martin Ashcroft
Managing Director

Karen Lounds
General Manager, HR and IT