

Gender Pay Report 2026

Tata Steel UK’s Corporate Social Responsibility strategy places its people as one of the five key areas of focus.



We aim to make our company a great place to work. I firmly believe that by fostering a truly inclusive culture where every employee feels empowered to bring their authentic self to work, is fundamental to achieving this vision.

We often talk about the Steel community, and our ambition is for every employee to experience a sense of welcome, value and belonging. As Tata Steel UK continues to evolve and adapt within the industry, our commitment remains on advancing an inclusive environment for all, driven by continuous improvements towards our inclusion objectives and ambitions. Our Inclusion and Diversity Steering Group are leading projects in key areas to support this ambition.

The gender pay gap is just one of the ways in which we monitor our progress in this important area. We acknowledge the imperative to expand female representation across all facets of our business, particularly in critical areas such as engineering, manufacturing, and technical roles. Simultaneously, we are dedicated to sustaining our female talent pipeline in integral functions like sales & marketing, human resources, and finance.

Our people consistently tell us that career progression is important to them. Our ongoing review of ‘Talent Board nominees’ – individuals identified for their key potential – reflects 24% female representation. While we aspire to achieve equal representation, these statistics are encouraging, especially when considered against the current 10.5% of female workforce across all roles at Tata Steel UK.

We recognise that our journey towards inclusion is ongoing and will continue to encourage applications from females when we advertise our employment opportunities; we will continue to encourage all our people to progress through the organisation at all levels; and we will continue to encourage participation in, and the creation of, our employee-led networks.

Our Steel Women's Network exemplifies this commitment, successfully hosting events including a recent panel discussion highlighting the mentoring programme within the business. We are proud to report that 27% of our recognized mentors are female, with women constituting 40% of our mentee population. This initiative underscores our dedication to supporting professional development and career growth. By consistently raising awareness and proactively addressing critical topics, we aim to reduce barriers to inclusion that our employees may encounter.

The core principles of Tata Steel UK's human resources policy are equality of opportunity, continuing personal development, fairness, mutual trust and teamwork. These principles are firmly underpinned by the Tata Group core values: pioneering, excellence, responsibility, unity and integrity. Together they form the fundamental foundations for our organisation, and our culture, to thrive.

At Tata Steel UK we strongly believe that having a diverse workforce can bring many benefits to our industry, now and as part of our exciting future. Of course, I know there is more we must do. That is why our company's focus remains on increasing inclusion within our business and closely monitoring our progress towards our inclusion targets and goals.



Chris Jaques
Chief Human Resources Officer,
Tata Steel UK Limited



Our results

The Gender Pay Gap is a measure of the percentage difference in hourly pay or bonus of men and women working for Tata Steel UK Limited. This regardless of their role in the organisation or length of service. It is important not to confuse the pay gap figures with an equal pay comparison. Equal pay is a direct comparison of two employees doing the same or comparable work. Equal pay is not covered in this report.

The mean is a calculation of the average hourly pay or bonus including all relevant additional payments. The median is the pay or bonus of the middle employee when all employees are listed in order of pay or bonus.

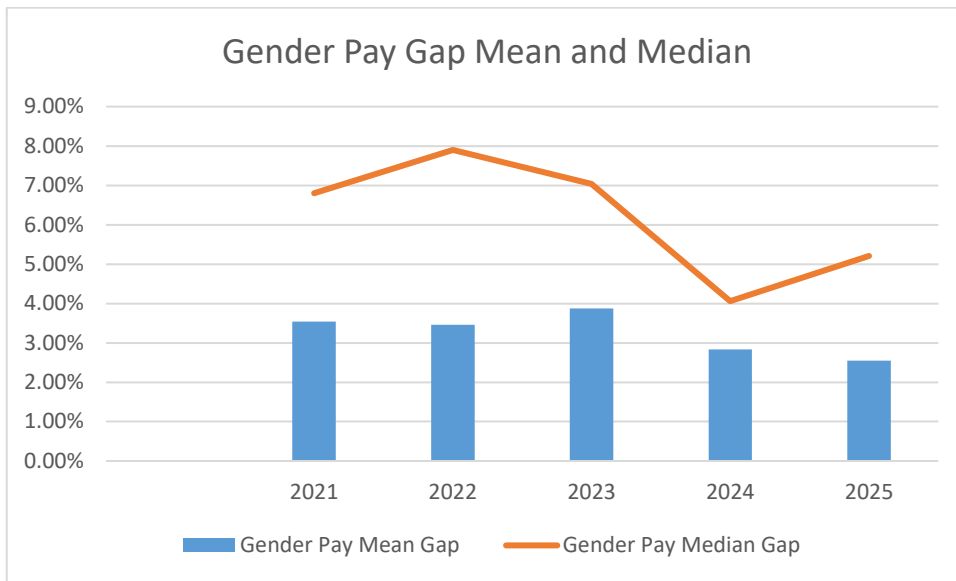
Gender Pay Gap	
Mean	2.55%
Median	5.21%

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 2025. Within Tata Steel UK Ltd, approximately 89% of our workforce are male, and 11% are female. 60% of our female employees are employed in Professional, Managerial or Technical roles compared with just over 32% of our male employees.

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 is based on 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 operations based roles which currently have a higher proportion of male employees.

Gender Pay Bonus Gap	
Mean	19.50%
Median	21.90%

The following graph indicates the Gender Pay results since 2021.



Reviewing the percentage of bonus payments paid to colleagues during the year prior to 2025, there is a small difference between those who received a bonus when considering gender compared to previous years.

The table below shows the representation of males and females in each quartile (pay quartiles by gender) and the gender pay mean gap by quartile.

Both the upper and lower quartiles have the most representation of females compared to male colleagues. We can see that the Gender Pay mean gap is in favour of women in the upper two quartiles.

The Company recognises that increasing female representation could mean that the gender pay mean gap may appear to deteriorate whilst we support new female colleagues to progress their career.

	Men	Women	Gender Pay Mean Gap (by quartile)
Upper Hourly Pay Quarter	88%	12%	-1.87%
Upper Middle Hourly Pay Quarter	92.5%	7.5%	-1.39%
Lower Middle Hourly Pay Quarter	92.8%	7.2%	0.95%
Lower Hourly Pay Quarter	82%	18%	-0.28%

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:

- A continued focus on inclusion and making small incremental changes
- Continued review of working practices, and supporting flexible working practices where practical
- improved communication of opportunities across the business
- continued support of STEM activity within schools and higher education
- raising awareness of diversity and inclusion through a variety of awareness programmes and communications
- Supporting our employee networks develop within the business and raise awareness of topics that impact our employees

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