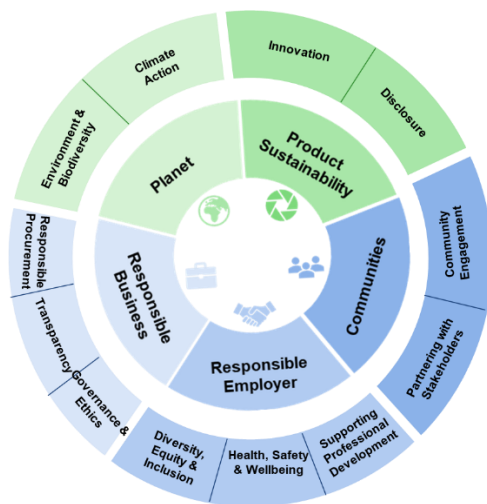


## Gender Pay Report 2025

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 creating an inclusive environment for our workforce, one where every employee brings their true self to work, will help us achieve this.

We often talk about the Steel community, and we want every employee to feel safe, feel welcome, feel valued and ultimately feel they belong at Tata Steel UK.

Like all businesses, Tata Steel UK will continue to change and adapt, but ours is a company that is firmly committed to maintaining its focus on creating an

inclusive environment for all by making continuous improvements towards our inclusion goals and ambitions.

The gender pay gap is just one of the ways in which we monitor our progress in this important area. We know that we must find more opportunities to increase representation of females right across our business, particularly in areas such as engineering, manufacturing and technical, but we also need to ensure that we maintain our female population in areas such as sales & marketing, human resources and finance.

Our people have told us that career progression is important to them. We continue to review our 'Talent Board nominees' who have been identified as having key potential and I can report that we have 26% female representation on Tata Steel Talent Boards. And while, we have not achieved an equal 50% representation, the statistics are encouraging given females represent just 10.5% of employees in all roles across Tata Steel UK. We recognise there is more we can do in this area; we 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 has continued running events on topics such as career growth. I am also aware

of the exciting calendar of events planned for this coming financial year. By continuing to raise awareness and challenge these important topics we hope to continue to break down potential barriers to inclusion, which our employees may face.

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.



A handwritten signature in grey ink that reads "Chris Jaques".

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	2.83%
Median	4.06%

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 2023. Within Tata Steel UK Ltd, approximately 89.5% of our workforce are male, and 10.5% are female. Over 60% of our female employees are employed in Professional, Managerial or Technical roles compared with just over 30% 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.

Of our female population only 3% work within operations area compared to 55% of our male colleagues.

Gender Pay Bonus Gap	
Mean	12.37%
Median	18.36%

Reviewing the percentage of bonus payments paid to colleagues during the year prior to 2024, there is a small difference between those who received a bonus when considering gender compared to previous years.

% of employees who received a bonus



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	88.4%	11.6%	-1.36%
Upper Middle Hourly Pay Quarter	93%	7%	-1.09%
Lower Middle Hourly Pay Quarter	93.8%	6.2%	0.35%
Lower Hourly Pay Quarter	82.7%	17.3%	1.52%

## 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.