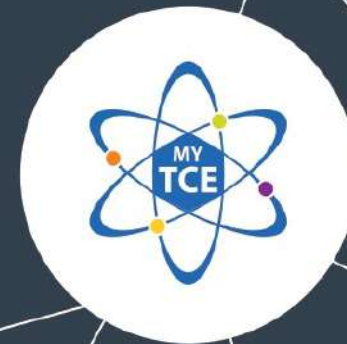


Gender Pay Gap Report

2021



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Welcome to our annual **Gender Pay Report 2021**. Although gender pay reporting is a government mandated exercise, at TCE we do welcome this annual opportunity to scrutinise and review our own data and really ask ourselves the question - 'is there more we can be doing to improve the gap on gender pay?'

The landscape

The world of manufacturing continues to be male dominant, presenting a challenge when it comes to the recruitment of females in the business, and as employers we continue to point to an unmet demand for higher level STEM skills, which is particularly acute in manufacturing, construction, engineering, science and technology. In addition, the knock on effect of the Covid-19 pandemic has placed an additional strain on efforts to get girls into the industry with a direct impact on volunteering and internships, previously excellent and vital routes into our industry for females. Recent reports show that a proportion of female STEM students are now looking for any job, rather than one in their preferred STEM sector.

The view from TCE

We continue to be proud of our ongoing work at TCE on gender pay. As a female leader myself, I am wholeheartedly committed to ensuring that our framework and pay structure ensure equality within the organisation and that we recognise and applaud the positive contribution made by all our female staff. In light of the challenges we face as an industry I believe we must all redouble our efforts at grassroots level by reaching out to local schools and colleges and demonstrating how interesting and varied a career in chemical manufacturing can be. We recognise that currently there can be a perception of our industry and overcoming this is crucial to the attraction and recruitment of female talent. I hope we will reap the benefits further down the line.

A further conundrum is, once we have recruited how do we retain? I firmly believe that a company which recognises the value of all employees and their interests outside of work, can promote a great work/life balance. For women, actively recognising and promoting flexible working opportunities and career progression is paramount. I have worked part time at TCE whilst also being a Director and it can work, so I am committed to our 'Flexible Working' policy and more recently of our 'Working from Home' policy, which allows all office-based colleagues the ability to work from home for 40% of their working week.

The data in this report is positive for us at TCE. With a mean average of -7.4% which is favourable towards women and a median 2.8% in favour of men, so we are in a good position. It is even more encouraging in the wider context of the manufacturing industry as a whole in which the gender pay gap is 15%.

We mind the gap

- As part of our wider CSR initiatives we work with local schools and colleges to advocate the great careers within our industry
- Flexible and part-time working continue to be actively encouraged wherever possible in addition to the introduction of buying additional holidays and our enhanced maternity and paternity pay policies. With the additional flexibility created by our official 'Working from Home' policy, this has created a more flexible environment.
- We have strong representation on the board of directors, and we have recently appointed a female COO, who will join the Company in March 2022.
- Championing initiatives and drive to promote female issues that could create barriers in the workplace e.g. menopause awareness
- Participation in Women Leaders' Association (WLA), including group workshops, networking sessions. Karen Lounds was on the judging panel for a WLA Rising Star Award competition.
- Reviewed and refreshed our job specification and adverts to appeal to a more diverse audience, using a gender bias software tool.

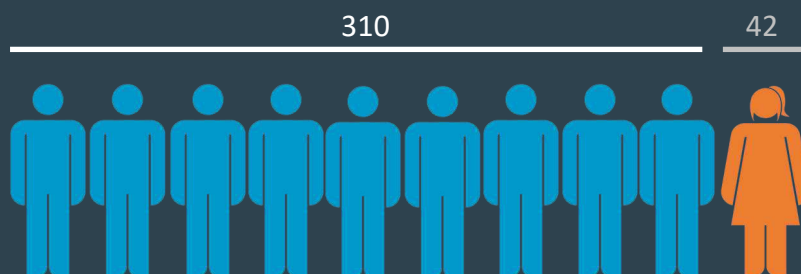
I am confident that we are making progress in this area, despite the setbacks presented by the pandemic. As we enter a period of more stability, I hope you are as encouraged as I am as you read the rest of this report that our commitment to gender pay parity is real.

Karen Lounds,
Business Services Director

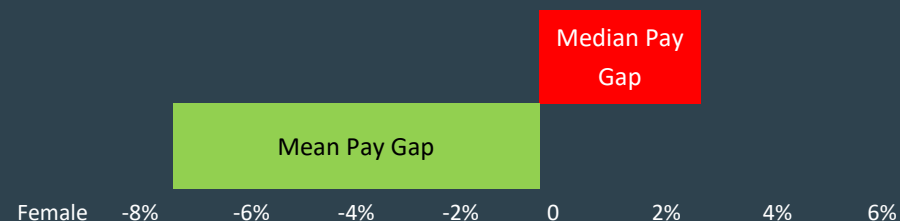


Mean and Median Gender Pay Gap

352 employees captured in this Gender Pay Report:
12 % of the total population are female



Mean and Median Gender Pay Gap 2021



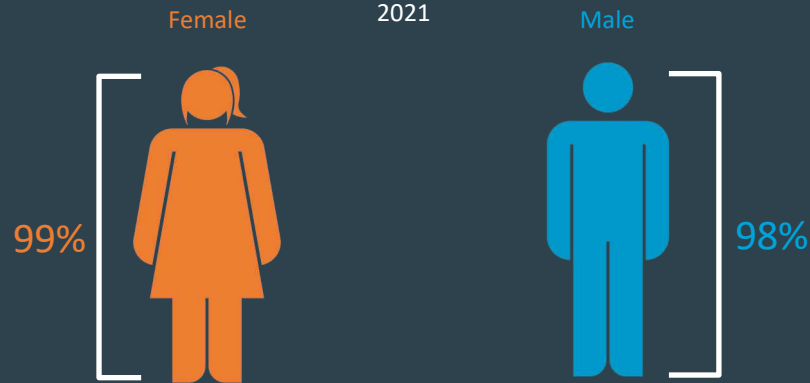
The TCE mean pay gap favours our female employees by 7.4%; the median is 2.8% in favour of men, which is the most widely reported figure.

The median calculation is heavily influenced by the larger number of male employees in comparison to female employees, which presents a distorted picture of the organisation.

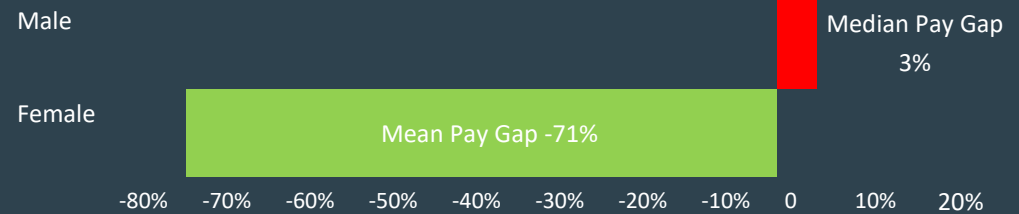


Bonus Pay Gap

TCE proportion of male and female employees receiving bonus in the period April 2020-April 2021



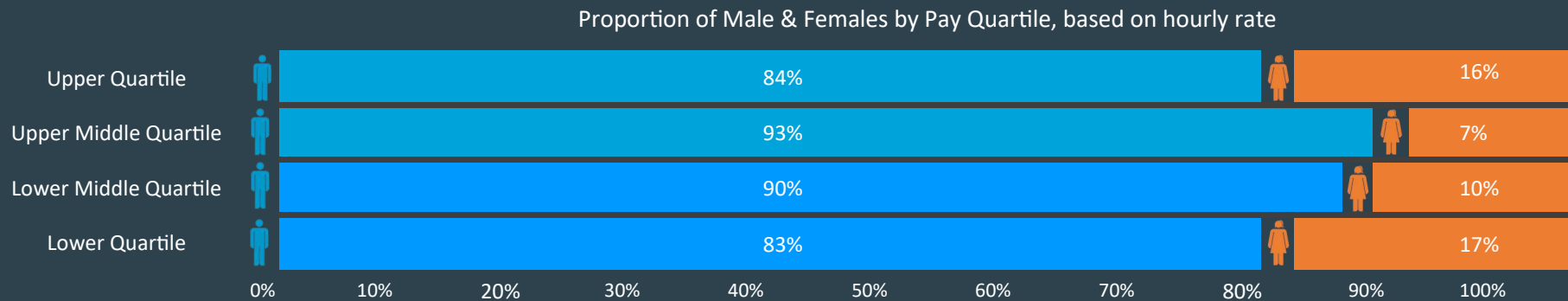
Mean and Median Bonus Pay Gap April 2020-April 2021



The TCE mean bonus pay gap favours our female employees by 71%, the median is 3% in favour of men, which is the most widely reported figure.



Proportion of Males & Females Per Pay Quartile



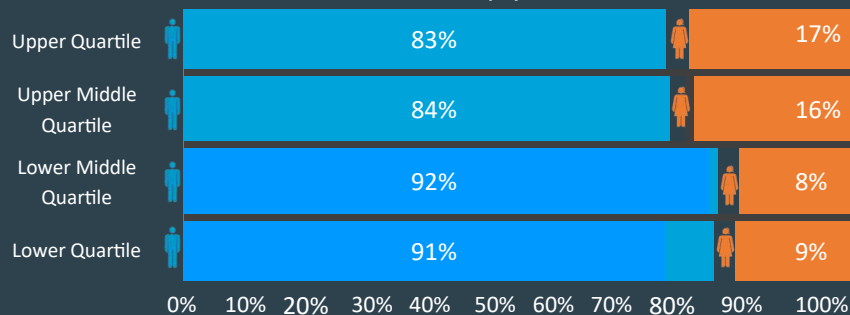
Since 2020 the picture has remained fairly static with a slight decrease in the Upper Quartile and Lower Quartile areas. However, with the significantly higher number of males to females in the organisation this doesn't really tell the story. The narrative changes significantly when we dig a little deeper and analyse the facts beyond those required in mandatory reporting. Read on to see how.



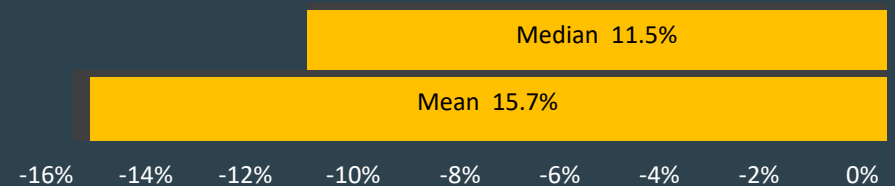
Putting it all into Perspective

At TCE we strongly believe that although there is work to be done in the industry as a whole, the mandatory data doesn't reflect the bigger picture. Although women are afforded the same opportunities as men within the organisation it is a fact that heavy industry continues to be male dominated with shift personnel mainly being men. This impacts our reporting data as the out-of-hours working allowance distorts the gender pay gap figures giving the impression that our male employees are treated more favourably. When we consider the data once shift pay and out-of-hours working allowances have been removed from the equation, we believe we are in a healthy position.

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).



When looking at the proportion of males and females overall (excluding shift allowance and other out of hours allowances), it shows that women are paid 15.7% more than men on average (or 11.5% in median terms) This is largely due to more women being in senior roles in the organisation.

Taking the Pay Quartiles without shift and out of hours' allowances increases the proportion of females in the Upper Middle and Upper Pay Quartiles.



Mandy Shepherd
Head of Procurement

"Working in an environment that is male dominated such as the chemical industry can be challenging. However at TCE I have experienced nothing but positive interactions with all my male colleagues. They have offered me support and guidance during my 7 months here as Head of Procurement and this has enabled me to successfully implement a 'Procurement Strategy' across the business"



TATA CHEMICALS EUROPE

Making work 'work' for all

Reaching out

Driving up female representation in the manufacturing industry is a key priority for us. With the impact of the pandemic on girls' 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 proportion of their 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.

Cristina has recently returned to work in her role at TCE following a year's maternity leave following the birth of her daughter, Olivia.



"As an Account Manager at TCE in a busy full-time role, I had thought about what I would want to do when I went back to work and in the latter part of my year's maternity leave I decided that I wanted to return on a part-time basis.. So I was really grateful that the Company was accommodating and flexible in my desire to work 3 days a week and we had an open conversation about which days would work best for both the business and me. As my family are in Spain this flexibility was even more valuable as it enables me to return home for long weekends which is so important for me. It has also meant that I am able to spend more time with my daughter and she has a good balance between my husband, nursery and me. Although the adjustment was difficult and a huge shock after so long away from the office, I have been supported brilliantly by my colleagues and my Line Manager and this helped to reduce the worries about leaving my daughter and the juggling act of being a working mum. I would stress the importance of KIT days as these are really useful to help with that transition from maternity leave back to work, particularly as the pandemic has made it more difficult to connect to colleagues. For me TCE has definitely been a flexible employer and I am enjoying settling back into my role."

Be part of a team with strong values



TCE Case Study

Although 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.



Nicky Beresford – Centre of Excellence Manager

Currently working part-time as a Centre of Excellence Manager, Nicky's 8 years at TCE have seen her experience different roles, different working patterns and some personal challenges.

"I originally joined TCE in a full-time role 8 years ago as a Customer Services Manager, my first role after having my son, Fletcher who was one at the time. However, after a year, I decided I wanted more time with Fletcher and successfully applied to drop one of my days. This has afforded me such a better work/life balance for which I am really grateful. The last few years have also been a challenge for me personally as I had a serious illness diagnosis which meant that I needed additional flexibility and support. TCE have been amazing in supporting me through my illness and treatment and then when I changed roles I was encouraged and supported to develop my leadership skills as I moved into a project role which, although it moved me out of my comfort zone, was a great career opportunity. I am now the Centre of Excellence Manager and with a very strong female leader in Mandy Shepherd, I genuinely love my job – I love the challenge, the flexibility and the variety. TCE's approach to flexibility as well as career development has meant that I have been able to grow into my role and not be at all disadvantaged by not working full-time which is an absolute credit to the company."

Final word

As we seem to be emerging from the most restrictive period of the coronavirus pandemic, we are cautiously optimistic that we can press on full steam ahead with our efforts to engage and support our existing and potential female staff. Whilst the number of female employees remains on the low side, we are encouraged by the results of the data when examined in more depth. Although we have much to celebrate, we do acknowledge that the pandemic has created an additional challenge in our journey.



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

