



Core purpose

Our core purpose is to act as a trade association representing UK manufacturers of salt – including domestic salt, catering salt, water-softening salt, industrial salt and de-icing salt – and these are regarded as Full Members. Membership also includes other companies that are engaged in the distribution of salt or the provision of technical services relating to salt – and these are regarded as Associate Members.

Vision

Our vision is that people everywhere understand the nature, value and importance of salt as an essential part of life; be it in terms of health and nutrition, keeping our roads open and safe in the winter time, for water softening, agricultural feedstocks, and for its widespread use in industrial processes which manufacture thousands of products that people use every day.

Mission

The Salt Association provides services to salt manufacturers and other associated companies in the UK by helping to establish a favourable operating environment for them. This is achieved by:

- providing a forum where members can exchange non-competitive knowledge, scientific information and best practice on salt research, legislation, diet and nutrition, technical training and safety, health and environmental issues
- defining unified industry positions on key issues and representing the views and objectives of the salt industry to the UK government and relevant agencies and stakeholders in the UK, Europe and globally
- promoting a balanced exposure for scientific research on salt and human health, and on salt as a de-icing agent
- working with members and key industry stakeholders to develop and deliver outputs for mutual benefit
- providing a focus for media relations stemming from the above



Organisation

Full Members

- British Salt Limited
- Compass Minerals Limited
- ICL UK Limited
- INEOS Enterprises Limited
- Irish Salt Mining & Exploration Company Limited

Associate Members

- J C Peacock & Company Limited
- Wilson Salt Limited

Executive Council

The Executive Council is responsible for the overall governance of the Association in accordance with a constitution which it agrees. It also determines the Association's strategy and policies, and oversees delivery of the its work programmes.

Working Groups

Two Working Groups are established – one for Winter Salt issues and one for Non-Winter Salt issues – to assist in the translation of the Association's strategic objectives to a programme of specific work and the delivery of specified actions. They report to the Executive Council.

Officers

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|---------------------|------------------------------------------|
| Chairman: | Mr Gordon Dunn, Compass Minerals Limited |
| Vice Chairman: | Mr Paul Rands, INEOS Enterprises Limited |
| Executive Director: | Mr Philip Burgess |

Benefits of membership and engagement

Companies are members of the Salt Association to:

- Secure alignment across the industry on key external issues
- Contribute to, and access unified industry policies and approaches to key relevant strategic issues
- Receive the benefits of a strong representative body that speaks with one voice to all the industry's key stakeholders and acts effectively on behalf of the industry
- Safeguard the industry, through membership unity, in terms of crisis or exposure to adverse media coverage
- To receive regular and reliable information, in timely fashion, on relevant legislative, regulatory, political, economic, scientific and technical issues affecting the salt industry
- Participate in an effective forum for the exchange of non-competitive knowledge, information and best practice

Government and its agencies should consult the Salt Association because:

- The Salt Association provides the most effective means of establishing excellent lines of communication between Government and its agencies and the salt industry
- The UK salt industry contributes significantly to the UK economy, creating profits and revenues for the Exchequer, employment and keeps the nation's roads network open during freezing winters. In an average year, some 2-3 million tonnes of salt are produced by our members that supply a wide range of UK industries from food manufacturing to pharmaceuticals; from petrochemicals to water treatment; from dyes to drilling fluids and many more industrial applications in addition to the winter service (de-icing) treatment of roads and highways

- The Salt Association can identify the effects of policy measures on the industry and act as an additional resource in ensuring the actions of Government and its agencies achieves its desired purpose
- The Salt Association has extensive knowledge of the salt industry which can be quickly passed on to policy makers. We are a leader in the salt industry's thinking and standard setting, identifying emerging issues, building proactive policies and developing a strategic plan which incorporates practical solutions. It is therefore possible for the Salt Association to partner Government and its agencies to bridge mutual gaps in understanding
- The Salt Association's representations to Government on policy matters can be backed up with the best available evidence gathered from its members. This would be of help in assessing the costs and benefits of policy proposals

Other stakeholders should engage with the Salt Association and its members because:

- We are the voice of the UK's salt industry, delivering benefits to members and to Government and its agencies as listed above
- The Salt Association is willing to work with other stakeholders across the industry to minimize areas of difference and maximize areas of common ground. This can be achieved through networks, forums and alliances which can provide a focus for collaborative work on policy and delivery
- Salt Association members sign up to a Code of Practice giving a minimum standard of operation that they are expected to meet in order to be members
- Salt Association members producing de-icing salt support the Salt Assurance Scheme (SaltAS) which demonstrates to specifiers and users that their salt supplies meet all relevant quality standards and conform to their tender requirements



Strategic objectives

	Objective	How objective will be achieved
1	Enable the Association to be effective by:	
1.1	<ul style="list-style-type: none"> • ensuring it is properly resourced in financial and human terms 	All members will pay an annual subscription An Executive Director shall manage the affairs of the Association on a day-to-day basis and this role shall be outsourced by contract
1.2	<ul style="list-style-type: none"> • ensuring it has a clear strategy which sets out the Association's purpose, structure and objectives and how they are to be achieved 	The Association's Strategy 2017-2020 provides this
1.3	<ul style="list-style-type: none"> • engaging with key relevant industry partners and stakeholders 	Partners and stakeholders are identified by the Winter Salt and Non-Winter Salt Working Groups respectively as part of the planning process for the Association's strategy; and are grouped as "manage closely", "keep informed", "keep satisfied", and "monitor"
2	Ensure the Association is legitimate by:	
2.1	<ul style="list-style-type: none"> • representing the UK salt industry, with salt manufacturers at its core and other salt industry-related companies as appropriate 	Agreement of, and adherence to, a Constitution for the Association and any associated policy for membership development
2.2	<ul style="list-style-type: none"> • adhering to the letter and spirit of competition law, at all times 	Competition law guidelines to be issued and reiterated before all meetings
2.3	<ul style="list-style-type: none"> • ensuring it is professional and ethical in its approach to the planning and delivery of work programmes 	Membership is granted on condition of adherence to a code of conduct agreed by the Executive Council and reviewed annually at the AGM High-calibre people from the membership shall be engaged to contribute to the Association's work programme
2.4	<ul style="list-style-type: none"> • active participation on the Association's Executive Council and Working Groups from all members 	In accordance with the Association's constitution

3	Promote a greater understanding of safety, health and environmental issues across the industry and the mitigation of safety risks by:	
3.1	<ul style="list-style-type: none"> being a forum for members to exchange non-competitive knowledge, information and best practice 	Through the Winter Salt and Non-Winter Salt Working Groups
4	Represent the industry's interests in the legislative and regulatory process in the UK and in Europe by:	
4.1	<ul style="list-style-type: none"> having an effective mechanism for consulting members and understanding their views 	Through the Winter Salt and Non-Winter Salt Working Groups, and by appointing named individuals from within the membership as issue-specific champions where possible and appropriate
4.2	<ul style="list-style-type: none"> monitoring and anticipating any relevant legislative, regulatory, political or economic factors which may significantly affect the industry 	Through the Winter Salt and Non-Winter Salt Working Groups
4.3	<ul style="list-style-type: none"> being proactive in shaping policies and initiatives that will benefit the industry 	Through effective relations with key stakeholders in the UK, Europe and Worldwide (see 1.3 above)
4.4	<ul style="list-style-type: none"> putting forward to the UK Government and its agencies and the devolved administrations across the UK well-researched, cogently argued cases; and to be a respected and credible advocate for the salt industry 	Through strong relations with EU-Salt
4.5	<ul style="list-style-type: none"> contributing to the debate on a European level 	Through effective relations with key stakeholders in the UK, Europe and Worldwide (see 1.3 above)
4.6	<ul style="list-style-type: none"> developing a clear position on Brexit and its likely effect on industrial competitiveness, and lobbying on behalf of the industry where appropriate 	
5	Supply sound information to members by:	
5.1	<ul style="list-style-type: none"> proactively seeking, identifying and communicating any relevant information with respect to the industry, other stakeholders across the salt industry, or the science of salt as it affects health and nutrition, de-icing practices or other industrial applications 	Through the Winter Salt and Non-Winter Salt Working Groups
5.2	<ul style="list-style-type: none"> initiating and coordinating relevant and appropriate action with respect to 5.1 	Through effective relations with key stakeholders in the UK, Europe and Worldwide (see 1.3 above)
6	Promote good public relations and communications by:	
6.1	<ul style="list-style-type: none"> building alignment between members and key stakeholders across the salt industry on important external issues facing the industry 	Work with GoPublicity Ltd to explore all opportunities and to make best practical use of the Association's website, blog site and social media sites – Facebook, Twitter, LinkedIn
6.2	<ul style="list-style-type: none"> acting as a focal point for public and media enquiries on the salt industry, and representing the industry to the media 	Seek opportunities to raise the Association's profile at principal events of significance to the salt industry
6.3	<ul style="list-style-type: none"> establishing and making effective use of a range of communication platforms, including social media, so that the Association becomes more widely known as a respected voice for the salt industry 	

7	Promote standards and product quality by:	
7.1	<ul style="list-style-type: none"> championing the UK salt industry to defend against the imposition of standards which could put members at a competitive disadvantage 	Through the Winter Salt and Non-Winter Salt Working Groups, and by appointing named individuals from within the membership as issue-specific champions where possible and appropriate
7.2	<ul style="list-style-type: none"> defending the UK market against the importing of products that are not as stated 	
7.3	<ul style="list-style-type: none"> championing the benefits and value of SaltAS to drive consistent quality salt products 	
8	Promote education by:	
8.1	<ul style="list-style-type: none"> re-energizing the Association's salt education initiative 	Engage with York University to enhance website content; and also with the Salt Museum

The voice of the UK salt industry for the manufacture of de-icing, food-grade and industrial salt.

Salt – an essential part of everyday life.

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