



# Gender Pay Report 2017

TATE & LYLE  
SUGARS

## Welcome to our gender pay report



For 140 years our employees have taken pride in “making life a little sweeter” by providing customers and consumers with quality sugars and syrups. We believe in creating an environment of mutual respect that will encourage our employees to thrive. Ensuring we encourage career progression for colleagues in the business, regardless of gender, is extremely important to us.

As you can see from the results in this report, we remunerate and reward colleagues based on performance and contribution. We aim to always employ the best person for the job, and we endeavour to make sure that our recruitment, training and development and our remuneration policy is fair and does not contain any unintentional bias.

As is commonly found within the manufacturing industry, there are more male employees than female in our business. Women make up just **24%** of all people employed in STEM industries and in engineering, this is even lower at **11%\***. The majority of our workforce (**72%**) perform operational roles based in our factories therefore we do have a gender imbalance. This is why we believe it is really important that we all continue to encourage young women to study STEM subjects in education, identify ways to attract women to the manufacturing industry and then support their continued professional development. We are delighted by the fact that we have had good participation by females in our graduate programme and have seen their successful progression into Operations management roles.

I am encouraged by the progress we are making towards gender equality. Relative to national and industry statistics, our gender pay gap is at the low end. We remain committed to working to close this gap even further over the next few years.

A handwritten signature in black ink that reads 'Gaynor Powley'. The signature is written in a cursive style.

**Gaynor Powley**  
Senior Director, Human Resources  
Tate & Lyle Sugars

\* Source: Women in STEM workforce 2017, WISE Campaign

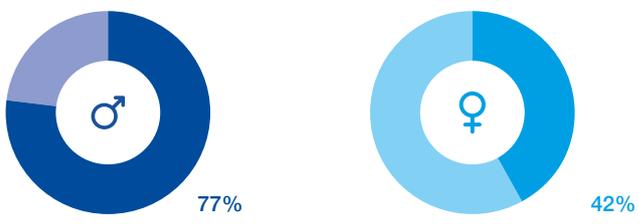
# Our gender pay statistics

Male Female

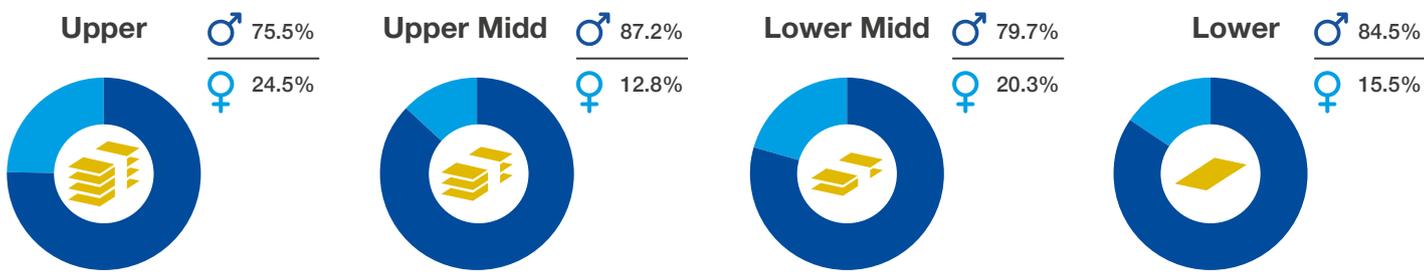
## Gender pay gap and bonus pay gap

	Mean	Median
Gender pay gap	0.2%	1.2%
Bonus pay gap	55.1%	100%

## Proportion of males and females receiving a bonus payment



## Male and female earnings by quartile



## Understanding the statistics

Encouragingly, our mean gender pay gap (0.2%) is low relative to the UK average of 18%.

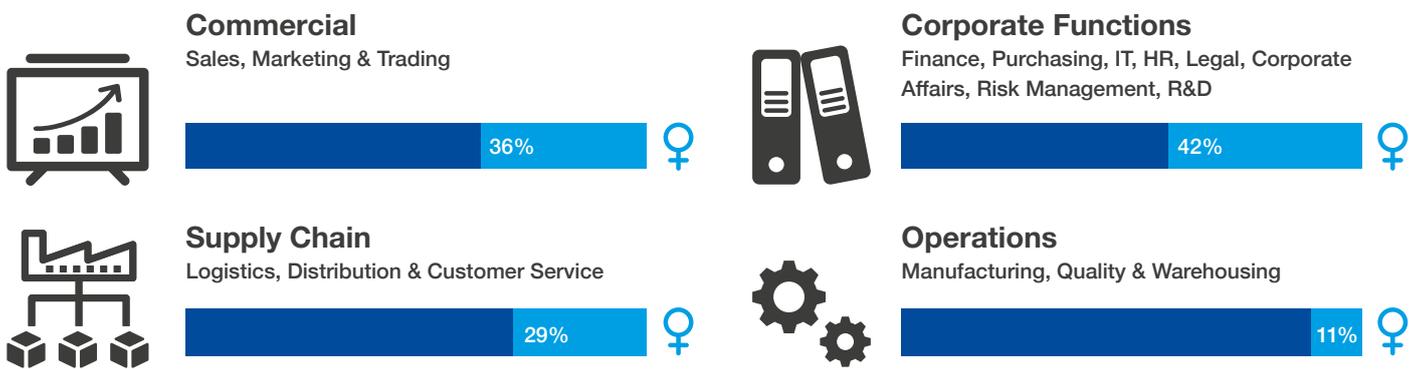
This gap exists because women currently hold fewer management positions than men. Although 77% of managerial positions are currently held by males, women in our workforce primarily perform skilled technical and professional jobs with earnings commensurate to the advanced qualifications required, therefore reducing the gender pay gap.

When it comes to variable pay, we have bonus schemes in place for both our factory employees

and managerial positions. 71% of factory employees are male, and 77% of managerial positions are male. However, there is a more limited bonus scheme for administrative, technical and professional employees in non-managerial level roles. Therefore, as more of our factory and management roles are held by males, more men than women receive a bonus. Additionally, the presence of more senior males in the bonus pool has a distorting effect on the mean bonus gap.

Although a bonus pay gap exists that is larger than we would like, we have the highest proportion of female colleagues in the top pay quartile.

## Gender split by function



## Policies and actions



Tate & Lyle Sugars aims to provide an inclusive culture, which values its employees and offers opportunities to grow.

We have in place a strong “total rewards” policy which guarantees that compensation is fair across the company depending on the role employees perform, regardless of gender.

We have schemes and policies in place to facilitate a work life balance and family focus. For example, the company has in place a policy of enhanced maternity pay which includes a return to work bonus.

Our people processes related to recruiting, talent management and compensation and benefits have all been designed to ensure that they support equality of men and women at all levels and throughout their career development. These include:

- **Group-wide grading structure enables robust benchmarking based on role.**
- **Market analysis and performance based pay principles applied in salary reviews.**
- **Annual equal pay audits to highlight and prevent any imbalance.**

We remain committed to attracting and retaining the best talent and to ensuring that gender is never a factor in decisions. During 2018/19 we will take the following new actions:

- Review the way the bonus scheme works.
- Deliver diversity training to hiring managers.
- Review the content, language and visuals of job descriptions and adverts and critically analyse required skill sets to ensure they are bias free.
- Benchmark other Company diversity strategies.
- Establish strategic partnerships with female STEM networks to encourage young women to study STEM subjects in education and attract women to the manufacturing industry.
- Establish a working group to understand the employee experience for existing female staff and shape any further action plans.

---

I confirm the data reported is accurate and correct.

**Gaynor Powley**  
Senior Director, Human Resources  
28 March 2018