



Gender Pay Gap Report 2019 & 2020 (combined)



**TATE & LYLE
SUGARS**

Welcome to our gender pay gap report



In 2020, the Government extended the timeframe for companies to submit their Gender Pay Gap data until October 2021, due to the Coronavirus. This report contains both our 2019 and 2020 data combined into one single Gender Pay Report. As we publish it, it seems only right to reflect on the impact that the pandemic has had on us all over the last 18 months, and the challenges we have faced both at home and in the workplace.

During these unprecedented times, our focus as an employer has been on keeping our colleagues safe whilst making sure our operations could continue so we could fulfil our duty to keep the nation fed.

Very early on, we could see that people's lives were being turned upside down and that we were all dealing with not only the fear of the virus itself, but also the unexpected pressures of juggling work, family and home-schooling.

Work-life balance has always been an important topic and one that overlaps heavily with the matter of gender equality, but it became even more of a focus during the pandemic. I believe that the perspectives and expectations of women and the roles they fulfil, both at home and work, have been positively challenged during this time. And that the balance of family responsibilities has become even more important to us all.

It is essential for us, if we want to be an employer of choice, to provide a culture where our people feel empowered to manage their own work-life balance in order to perform to the best of their ability without compromising on what is important to them personally. I talk later in the report a little more about the steps we have taken in the past year to make sure that our people, regardless of gender, can achieve the balance they need.

In terms of gender pay, the link to work-life balance might seem tenuous. But I believe, like many others, that offering greater agility and flexibility to all workers in any industry is key to eliminating any barriers or biases and creating more opportunities for women to excel in the workplace. I can only be hopeful that this will be a positive and lasting change in our society, arising from what has been a very tough time for all.

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

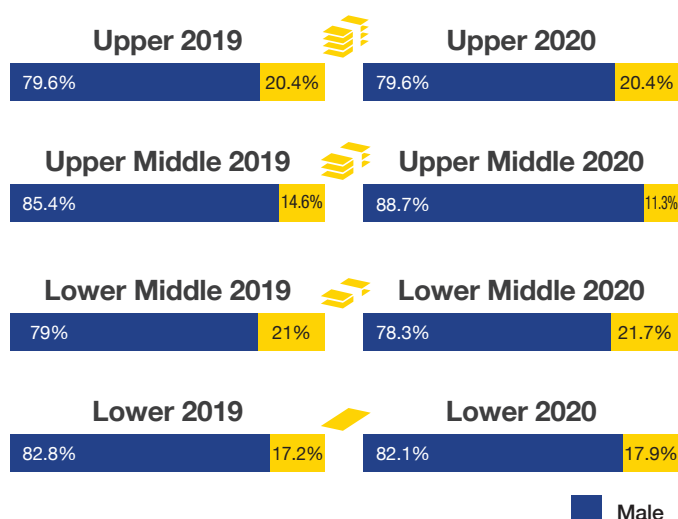
Gaynor Powley
Senior Director, Human Resources
Tate & Lyle Sugars

Our gender pay gap statistics

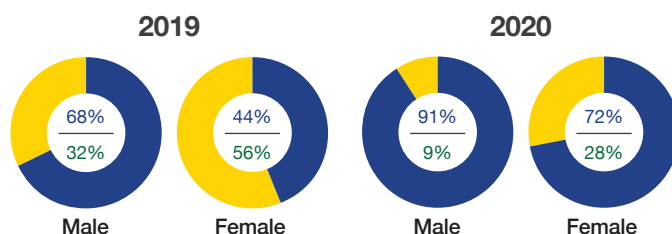
Gender pay gap & bonus pay gap

	Mean		Median	
	2019	2020	2019	2020
Gender pay gap	3.8%	2.7%	1.9%	7.1%
Bonus pay gap	29.4%	33%	100%	0%

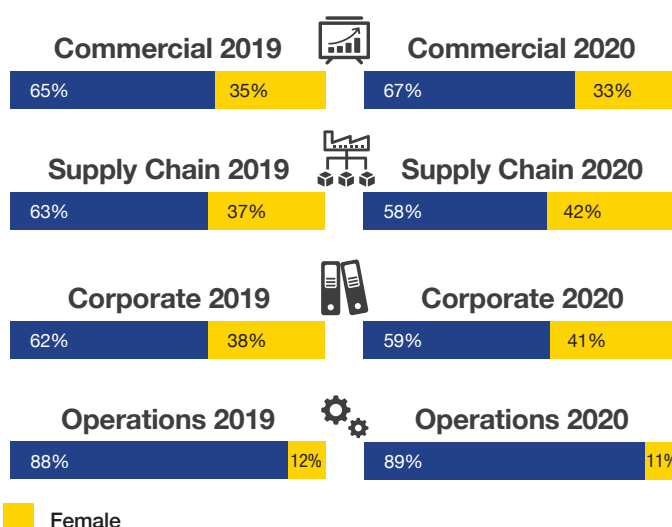
Male and female earnings by quartile



Proportion of males and females receiving a bonus payment



Gender split by function



Understanding the statistics

Our overall gender pay gap increased since our last report from 1.9% in 2018 to 3.8% in 2019, but was followed by a positive decrease in 2020 to 2.7%. These variations from year to year are primarily due to changes to the demographics of our workforce, resulting from those choosing to leave the business and those joining. Even small variances to the balance of roles held by males and females tends to have a significant impact on our gender pay gap.

Between 2018 and 2019, we saw an overall increase in the number of females in both our factory production roles and our administrative and junior professional roles. Whilst the increase in the number of females in these areas is positive (particularly in operations), we also saw the number of females in senior management reduce; the combined result of which was in an increase to our gender pay gap.

Between 2019 and 2020 we saw the number of females in senior positions increase whilst the number of females in operational and administrative roles remained consistent with the prior year. In addition, due to some organisational changes, we saw an overall increase in the number of junior professional positions

created within the business and the balance of males in these positions increased (therefore reducing the overall mean of male salaries), which in turn reduced our gender pay gap from the prior year.

The bonus gap has changed significantly from prior years, due to important changes to make our bonus schemes more inclusive of efforts by everybody in the business. In our last report, we confirmed that from 2019 we would expand our bonus scheme to colleagues in administrative, technical and junior professional positions. The impact of this change can now be seen in the 2020 data, where we can see that a greater number of females received a bonus (increasing to 72% from 42% as reported in 2018) and the mean bonus gap has also been reduced to 33% (from 41.6% as reported in 2018). The full targets of our factory bonus scheme were not met in 2019 but in 2020, a combination of full and threshold targets were met, resulting in a higher payment than the prior year. This higher payment of the factory bonus in 2020, together with the fact that a greater number of females were in receipt of a bonus, are the reasons that the median pay gap has reduced entirely to zero.

Policies & Actions

At Tate & Lyle Sugars we are always thinking about the future needs of our people and the important role we play in supporting those needs as an employer. In January 2021, we made an open commitment to our colleagues that we will strive to be their Employer of Choice; the employer they choose to work with, above all others. In doing so, we reinforced our commitment to **inspire, engage, develop, empower** and **reward** our colleagues throughout their career.

In making this commitment, we celebrated the great benefits, experiences and opportunities we already offer to colleagues and also communicated important enhancements too. Our aim, in addition to supporting wellbeing and empowering colleagues to work in the way that is most effective for them, was to **prioritise diversity & inclusivity** within our culture and **advance gender equality** both at work and at home. Amongst other things, we:

- introduced a new **Annual Leave Purchase policy**
- increased paid-time off for **Paternity Leave**
- introduced **additional leave entitlement** for parents returning to work after a period of **Maternity** or **Shared Parental Leave**
- introduced **SweetBalance**, our agile working policy



In addition to launching our Employer of Choice Commitment, we have taken a number of steps to continue advancing our inclusion agenda. We have provided **unconscious bias training** to all managers responsible for hiring and have supported this with additional changes to our **recruitment practices** to eliminate potential bias and limit individual decision-making in hiring. We are also proud of our colleague-led **Women's Support Network** which has grown remarkably, holding quarterly events addressing topics like developing personal brand and dealing with imposter syndrome, whilst hearing from inspirational guests who have shared their experiences passionately.

Alongside our colleagues globally, we have also participated in a review of diversity & inclusion within our organisation, led by our parent company. We remain focussed on attracting and retaining the best talent and our commitment as an Employer of Choice is to ensure that everyone feels **part of our winning team**, regardless of gender or any other factor. Together with our parent company and global colleagues, our focus is on:

- Actively seeking to increase diverse representation in our leadership population, working toward diverse representation across all levels in the organization
- Continuing our efforts to improve our talent management processes further, to eliminate potential bias
- Striving to represent the diversity of the communities where we operate