



# Gender Pay Report 2018

**TATE & LYLE  
SUGARS**

## Welcome to our gender pay report



As we release our 2018 Gender Pay Report, we have reflected on the positive insights that the focus on gender pay has provided us. Prior to the introduction of the Gender Pay Gap requirements, our attention as an organisation has always been on ensuring pay parity between women and men in equal roles. Of course, this will always continue to be important to us; but what has become of more interest is our employee demographic and how this influences our gender pay report.

As we stated in the 2017 Gender Pay Report, operating within the manufacturing industry means that our ability to attract women is challenged by the overall participation of females in the STEM\* labour market. Within our business, the majority of female team members are employed in professional and middle management positions but only 7% of our non-management factory roles and 17% of our senior management roles are held by female colleagues.

Our challenge is to understand what barriers, whether perceived or real, may be restricting us from attracting a greater balance of males and females into all roles, at all levels and across all functions within our organisation.

Our remuneration policy will continue to be based on performance and contribution to be fair and unbiased. However, whilst our gender pay gap remains at the lower end relative to national and industry statistics, we are committed to influencing a more equal balance of gender participation across all areas of the business in the future.



A handwritten signature in black ink, reading 'Gaynor Powley'.

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

\*Science, Technology, Engineering & Maths

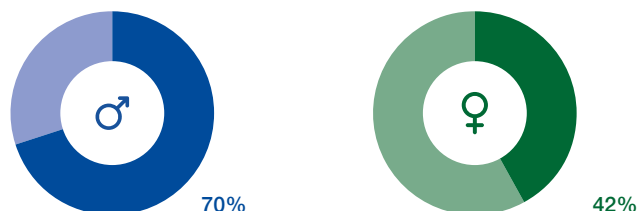
## Our gender pay statistics

■ Male ■ Female

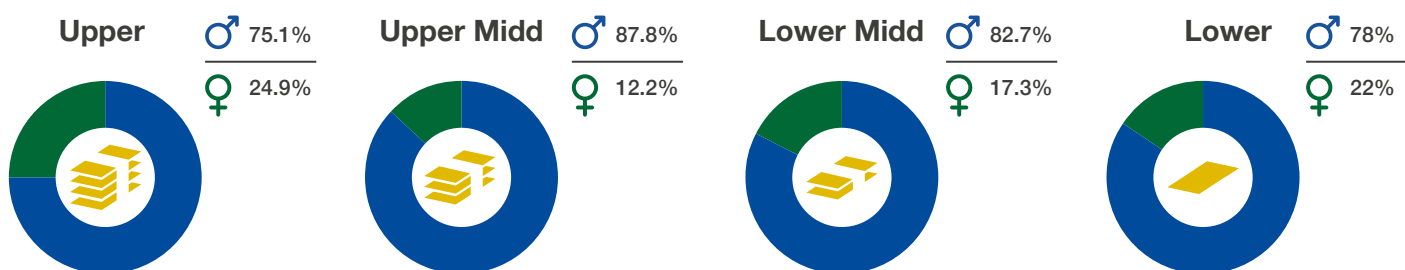
### Gender pay gap and bonus pay gap

	Mean	Median
Gender pay gap	1.1%	1.9%
Bonus pay gap	41.6%	100%

### Proportion of males and females receiving a bonus payment



### Male and female earnings by quartile



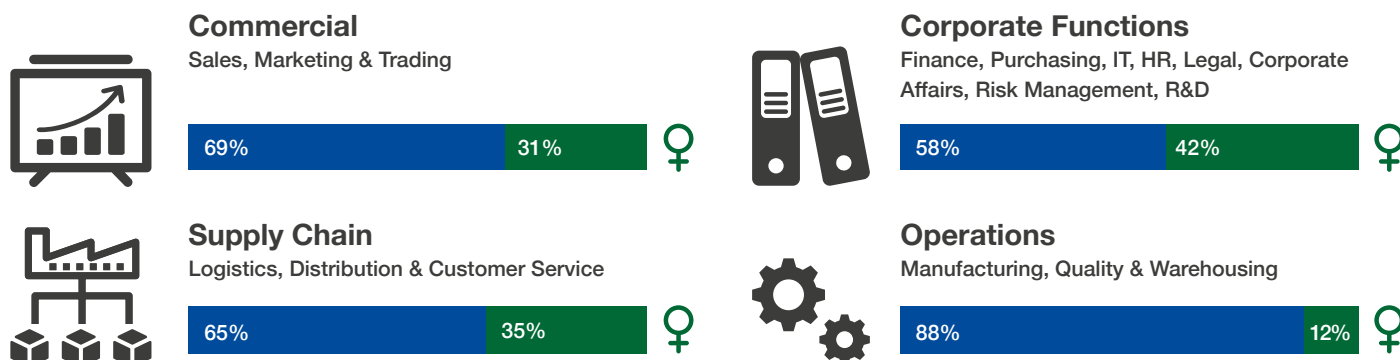
### Understanding the statistics

Since the 2017 report, our mean gender pay gap has increased to 1.1% from 0.2%. This increase is a result of organisational changes in the reporting period which included a number of senior level promotions, combined with a reduction of a number of positions in our professional and administration group.

The overall gap, as detailed in our 2017 report, exists because women hold fewer management positions than men. Conversely, more men hold factory roles than women, which means that we have a higher proportion of men than women at both the lower and upper pay quartiles.

The bonus gap has reduced from 55.1% in 2017 to 41.6% in 2018, primarily due to a reduction in the overall funding basis of the scheme. Although reduced, this gap continues to exist as we have bonus schemes in place for our factory colleagues and managerial positions, with a limited scheme for administrative, technical and professional positions which are held by the majority of our female colleagues. We have reviewed our management bonus scheme in 2018 and will be expanding eligibility to a wider population from the start of the 2019 financial year, which we expect to have a positive impact on the bonus pay gap in future years.

### 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. In the last report, we committed to a number of actions:

- We undertook a review of the bonus scheme and as a result have **expanded eligibility to a wider population from October 2018**. We anticipate therefore that this will reduce the bonus pay gap in the 2019 report
- We have **engaged with female STEM networks**, participating as an employer at a recent Women in STEM conference to discuss employment opportunities
- We held a series of events with our female colleagues during International Women’s Day celebrations to obtain their **perspectives on attracting and retaining female talent** in our organisation

We continue to be committed to ensuring our talent attraction methodologies are unbiased and our hiring managers are equipped to assess talent fairly.

### In 2019/20, we will:

- Continue to **widen our engagement and partnership with female STEM networks**
- Develop our **school outreach programme** to provide experiences and insights to local young women with a particular focus on STEM careers
- In response to the feedback from our colleagues, seek to **expand our mentoring network** to focus on providing female colleagues with access to mentors, in response to feedback received internally.

