

# Gender Pay Report 2022



**TATE & LYLE  
SUGARS**

## Welcome to our gender pay report



I usually like to take this opportunity each year to reflect on the year in focus and 2021-2022 is a year that continued to be impacted by the effects of the COVID-19 pandemic. Thankfully, by the end of the period covered by this report, we were all on the path to transitioning 'back to normality' after a difficult and unprecedented time in our lives. However; as we all know, the new normal has become significantly different to that which we knew before.

Our experience in the post-pandemic environment, like most other businesses, has been influenced significantly by the dynamic and ever-changing labour market. We have seen more movement of talent as colleagues relocate to be closer to the families they were separated from for so long, increasing demand for agile working in the post-pandemic environment and we have also seen (and continue to see) financial pressures on individuals and businesses alike, as a result of the volatile economic climate we are operating in. All of these factors and more have changed the profile of our colleague demographics and therefore our gender pay data as you will read throughout this report.

What has continued to be our biggest priority throughout this time and as we move towards the future, is our commitment to be an Employer of Choice. I referenced the launch of our commitment in the 2019/2020 gender pay report and since then we have worked hard to continuously evolve the suite of benefits and experiences we provide that support our colleagues and their families, incorporated within the five pillars of our commitment that are designed to Inspire, Engage, Develop, Empower and Reward. It is our aim that this commitment provides an inclusive and empowering workplace for all to enjoy.

A handwritten signature in black ink that reads "Gaynor".

**Gaynor Powley**  
Senior Director, Human Resources

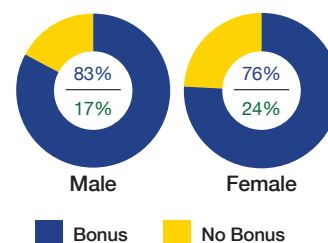


## Our gender pay gap statistics

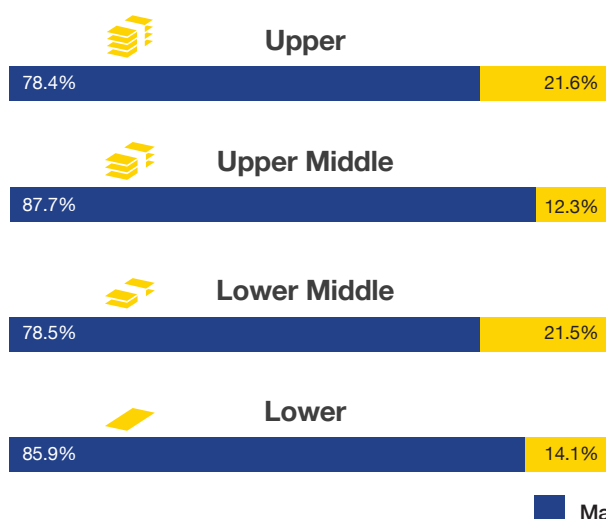
### Gender pay gap & bonus pay gap

|                | Mean  | Median  |
|----------------|-------|---------|
| Gender pay gap | -0.6% | 0.4%    |
| Bonus pay gap  | 14.8% | -133.3% |

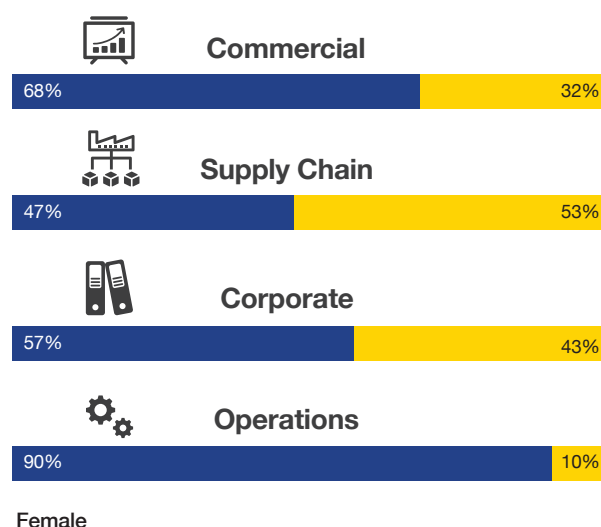
### Proportion of males and females receiving a bonus payment



### Male and female earnings by quartile



### Gender split by function



### Understanding the statistics

Our gender pay data changes year on year as our colleague demographic changes. In the year we first reported gender pay data (2018), our median gender pay gap was 1.9%. It has fluctuated in the years in between, reaching 7.1% at its highest point (2020) but in 2022 reduced again to 0.4%. This is significantly below the national average of 14.9% for all employees (8.3% for full time employees) (Source: www.ons.gov.uk April 2022).

Throughout October-December 2021 we increased our headcount in our packing operations by approximately 34%. The majority of new hires joining us at that time were male, resulting in an increase in our overall male population within positions in our lower pay quartile. This is the primary factor driving the reduction in our gender pay gap during this time.

Our bonus pay gap has changed significantly since we first reported in 2018. At that time, the bonus pay gap was a mean of 41.6% and a median of 100%. In 2022, we saw a mean of 14.8% and a median of -133.3%. A positive decision was taken in 2019 to extend the bonus scheme to the lower grades in our salaried colleagues. This increased the bonus potential for a

larger proportion of female colleagues in administrative and junior professional roles and has resulted in a reduction to the overall mean bonus gap value over time.

The value of the median bonus pay gap is more directly linked to the difference in the value of bonus payment amongst our salaried and operational colleagues. In the 2021 reporting period, the median bonus pay gap was -300.2%. The operational bonus scheme targets were not fully met that year and as we have a larger proportion of male colleagues in this group, more male colleagues received a lower bonus payment than the salaried group where we have a higher proportion of female colleagues. Achievement of the operational bonus scheme targets improved in the 2022 reporting period, so the value of the bonus paid was higher than the prior year, however; this population continues to be predominantly male so the median continues to be lower amongst males, than amongst females.

The overall proportion of males and females receiving a bonus has not changed significantly since our last report, with 76% of females receiving a bonus (vs. 77% in 2021) and 83% of males receiving a bonus (vs. 90% in 2021).

## Policies & Actions

I wrote about the launch of our Employer of Choice commitment in our 2019/2020 gender pay report. This is our commitment to our colleagues that we will strive to provide them with the best experiences so that they choose us as their employer, over any other.

In the time following that report, we have proudly continued to evolve our commitment and adapt it so that we focus on the changing needs of all of our colleagues. Enabling gender equality is a key part of this and we try to support this through:

- Our SweetBalance policy which empowers non site-critical colleagues to work in a way that enables them to achieve the work-life balance that is important to them, particularly in the post-pandemic climate. We believe this approach to agile working is an important factor in driving gender equality, enabling the balance of family roles between men and women and helping to challenge stereotypes and unconscious bias.
- Our employee-led Women’s Support Network which is now a well-established and respected forum in driving forward the agenda for gender equality. With rotating Co-Chairs, the group continually moves the dialogue forward, providing fully inclusive opportunities for networking and learning.

- Our focus on wellbeing which remains a core part of our Employer of Choice commitment. As well as launching access to a new wellbeing app that provides extended access to GP services, mental health support, financial education and other assistance programmes, we also recently launched our Menopause Support Policy. We held a number of webinars and line manager training events to support the launch of the policy, as well as hosting an event led by expert guest speaker Kate Muir. Highlighting the effect of menopause on colleagues at work, whether it be directly or indirectly, has provided great insight and understanding and has opened up the dialogue about its impact in a positive way, amongst both men and women equally.

Given that nearly one million women have had to leave the workplace due to uncomfortable menopausal symptoms\*, having a policy that clearly sets out the support we can provide and also encourages people to feel comfortable to request it is an important step towards retaining female talent and limiting any impact to the overall gender pay gap as a result of this unnecessary loss of participation in the workplace.

And finally, our global diversity & inclusion agenda continues to prioritise increasing diverse representation in our leadership population. In the UK, the participation of females in senior operations roles has increased from 25% to 40% in the time since our last report. This focus on increased diverse representation will be driven across all levels of the organisation, ensuring our talent processes do not enable bias and that we represent the diversity of the communities in which we operate.



Colleagues with Kate Muir, our guest speaker on the topic of supporting Menopause at Work



\* (CIPD/Bupa Study 2022)