

Gender Pay Report 2023



**TATE & LYLE
SUGARS**

Welcome to our gender pay report



This gender pay report is for the period April 2022 to April 2023, so as is usual with gender pay reporting, we are publishing this one year after the period reflected within the data.

As we emerged in 2022 from what we refer to as the pandemic period, the external world continued to be turbulent and we remain unsettled as both a global community and economy, as a result of difficult conflicts across the world.

In the UK we saw inflation peak in October 2022 at its highest level for over forty years, leading to a dramatic increase in the cost of living which affected every household.

In turn, this led to a dynamic labour market in which we saw greater attrition with increased movement between employers in the search for near term pay growth. As an employer, this was a significant challenge as the fight to retain talent and skills became less focussed on the importance of our broader employer value proposition and more about our ability to anticipate and respond to the market.

It does mean of course, that our internal workforce demographics have changed during this time and as such our gender pay data has too – but this will always be the case given the process for calculating gender pay differences.

Positively, we have seen greater stability in the period after April 2023, with inflation levels coming down and the labour market returning to pre-pandemic norms.

Regardless of the external outlook, our priority to be an Employer of Choice persists and we will continue to strive to provide our colleagues with a positive and inclusive workplace in which they can excel, equally.

A handwritten signature in black ink that reads "Gaynor". The signature is fluid and cursive.

Gaynor Powley
Senior Director, Human Resources

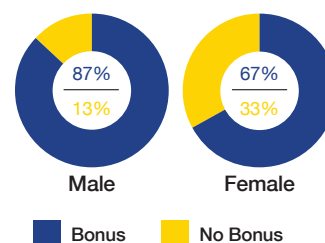


Our gender pay gap statistics

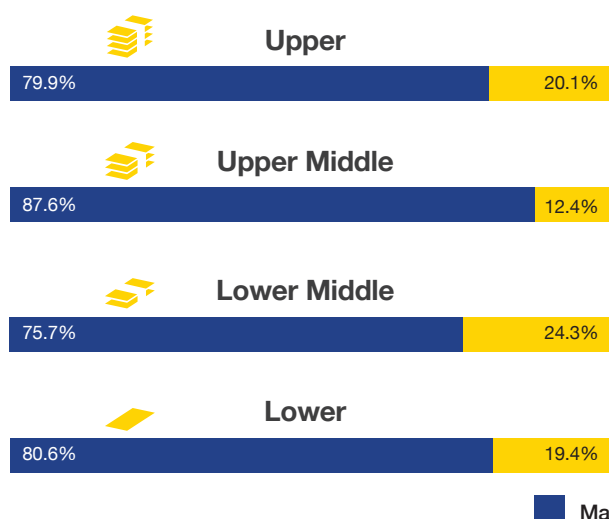
Gender pay gap & bonus pay gap

	Mean	Median
Gender pay gap	3.79%	4.46%
Bonus pay gap	23.57%	0.00%

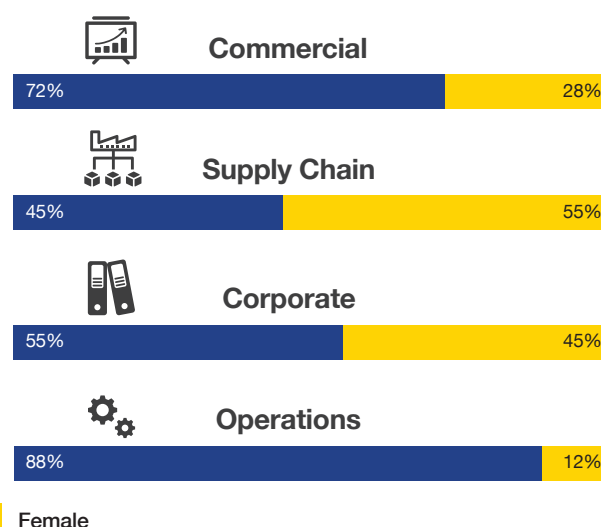
Proportion of males and females receiving a bonus payment



Male and female earnings by quartile



Gender split by function



Understanding the statistics

In the time we have been reporting on gender pay, our mean gender pay gap has fluctuated between -0.6% and 3.8% and our median gender pay gap has fluctuated between 0.4% and 7.1%. In 2023, the mean pay gap was 3.79% and the median pay gap was 4.46%.

The balance of females and males in our workforce has changed slightly as we have increased our overall headcount, with an increase of females (and naturally, an equivalent decrease in males) by 2%. We have seen an increase in our median pay gap between 2022 and 2023 primarily because we had an increase in females paid in the lower and lower middle quartiles. Positively, this is in part due to an increase in female participation in our early career programmes for graduates and internships. An increase in females in junior professional roles within our supply chain organisation and in warehouse supervision has also contributed to this change.

Our bonus pay gap has also fluctuated since reporting began, but overall the mean has reduced from 41.6% in 2018 to 14.8% in 2022 and the median changed inversely from 100% to -133.3% during the same time. In 2023 our mean bonus gap has increased slightly to 23.57% and the median value is now 0%. The primary reason for this is that the value of the bonus paid to our operations colleagues was greater in 2023 than in 2022 and this is the group in which we have a predominantly (88%) male workforce.

The proportion of females receiving a bonus also decreased to 67% in 2023 (from 76% in 2022). This is linked to the increase in females in positions in the lower and lower middle pay quartiles such as our internships which are less likely to automatically qualify for bonus entitlement.

Policies & Actions

At a global level, we are committed to ensuring diversity and inclusion throughout our business. We continue to focus on ensuring our talent processes do not enable bias and that our workforce reflects the diversity of the communities in which we operate. An example of this is our focus on the diversity of participant selection for leadership programmes. Although our workforce is predominantly male, 42% of participants in our development programme for emerging leaders in Europe in the last 5 years were female, with a 100% retention rate of those participants at the time this commentary was published.

Locally, our employee-led Women's Support Network (WSN) also continues to move forward the inclusion agenda and under its latest Co-Chair rotation has recently revisited its priorities by seeking feedback from colleagues across the business. The three core aims of the WSN are to create opportunities for informal and formal networking, develop the skills of women in our business, and influence both internally and externally within our community, to drive gender equity and support inclusivity. Looking ahead, as well as internal events and education initiatives, externally the WSN has ambitions to increase support for Science, Technology, Engineering & Maths (STEM) education through volunteering and meaningful work experience placements particularly targeting female students in the community.

We continue to deliver our Employer of Choice commitment through our broad employer value proposition that aims to Inspire, Engage, Develop, Reward and Empower our colleagues. We continuously review and evolve our policies, benefits and communications to ensure that they support our colleagues throughout all stages of their lives and careers and ensure a culture of inclusivity throughout our business.

