

Gender Pay Report

2025

Welcome to Tate & Lyle Sugars' 2025 Gender Pay Gap Report.

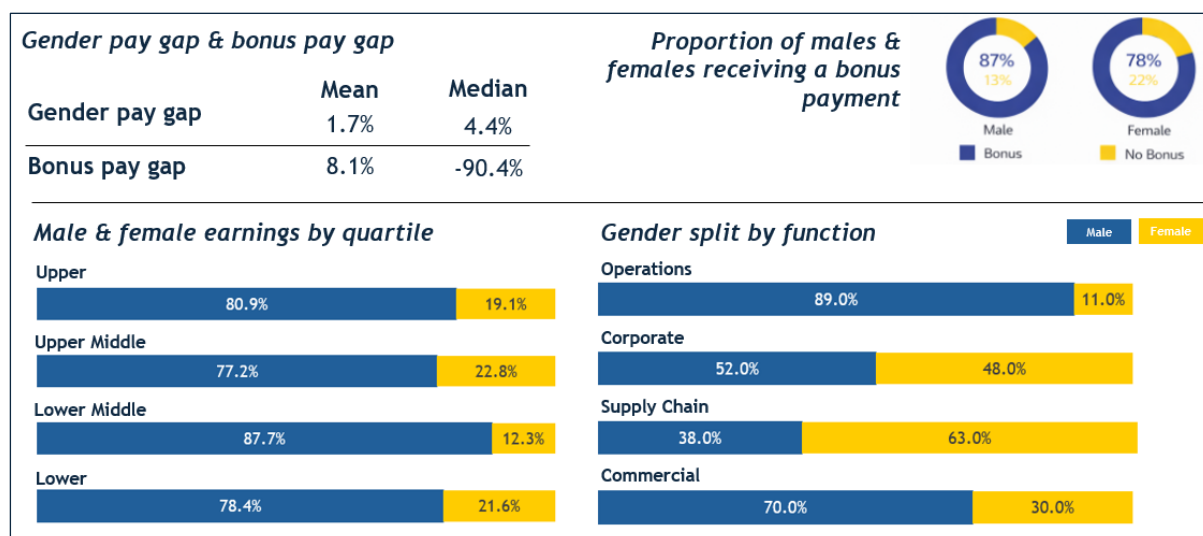
At Tate & Lyle Sugars, we are committed to creating a workplace where everyone can contribute, develop and succeed. We believe that building a diverse, equitable and inclusive organisation is fundamental to our long-term success and to delivering the best outcomes for our people, our business and the communities we serve.

This report provides an important opportunity to be transparent about our gender pay gap, to explain the factors influencing our results, and to outline our commitment to meaningful and sustainable progress.



Gaynor Powley
Senior Director,
Human Resources Europe

Our gender pay statistics



Understanding the statistics

Gender pay gap

In 2025, our mean pay gap was 1.7% (compared to 3.0% in 2024) and our median pay gap was 4.4% (compared to 2.7% in 2024).

Whilst overall headcount reduced between 2024 and 2025, our workforce demographics have not significantly changed, with the split between males (81%) and females (19%) remaining consistent. There has however, been an increase of females in the “upper” earnings quartile (from 22% to 24%) which has contributed to the 1.3% reduction of the mean pay gap.

Bonus pay gap

Our mean bonus pay gap was 8.1% (compared to 16.2% in 2024) and the median pay gap is -90.4% (compared to -64.8% in 2024) meaning that the median bonus value for females is 90.4% higher than the median bonus value for males.

The upward change in the mean bonus pay gap is due both to the percentage of females receiving a bonus in 2025 increasing from 2024 (from 71% to 78%) and the increase in females in the upper earnings quartile.

Our commitment

We are committed to fostering a workplace where all colleagues feel valued, respected and able to thrive, regardless of gender. This commitment is embedded in our culture, policies and people practices, from how we attract and develop talent, to how we reward, support and retain our employees. Our approach is grounded in fairness and equitable access to opportunities based on skills and potential.

While our gender pay gap is far lower than the national average, gender balance across our organisation is reflective of a broad range of factors, including the pipeline of entry-level talent across all disciplines in the industry we operate in, so we continue to focus on:

- Ensuring fair and unbiased recruitment, promotion and reward processes
- Opening our doors to local schools and investing in our community to encourage and inspire young girls and underrepresented groups
- Providing a broad range of benefits to support all colleagues at different life stages
- Regularly seeking feedback from colleagues to understand and continuously improve their experience at work
- Empowering our colleague-led Women's Support Network to create opportunities which connect and develop our female colleagues

Our ambition is to be an Employer of Choice, where everyone can contribute fully and build a rewarding career. We will continue to listen to our people, measure our progress transparently, and take action to remove any barriers and ensure equal opportunities for all.

Addressing gender balance across our business is not a standalone activity, but part of our wider commitment to creating a fair, inclusive and high-performing workplace for current and future generations of colleagues.