

Gender pay report 2019

TATE & LYLE



Gender equality in the workplace is a key issue for society today, particularly the question of whether women have the same opportunities and are treated fairly in relation to their male colleagues. This is behind the UK government's requirement for organisations with more than 250 employees in the UK to publish a gender pay gap report, showing the relationship between men's and women's pay.



We employ a relatively small proportion of our global workforce in the UK, and each of the two businesses through which we employ people has fewer than the 250 threshold for reporting. However, we believe in the principles of fair pay and progression, and so we have decided to publish our own gender pay statistics for our UK employee population.

It's also an opportunity to set the statistics in their proper context – our belief that the workplace should be equitable for all. At Tate & Lyle, we want everyone to fulfil their potential, and make the best contribution they can to the success of our Company. And it is only right that what they are offered in return is fair.

As you'll see from this report, while our headline statistics have improved since last year, in the UK we currently have a gender pay gap that favours men, because we have more men than women in more senior, higher paid roles. This is because our global headquarters is in London, and many of our senior leadership roles are based there, a majority of which are currently held by men.

I'm pleased to say, though, that, had we been reporting gender pay a few years ago, the numbers are likely to have been more heavily skewed, because we've made a lot of progress in improving gender diversity at increasingly senior levels. And we're continuing to promote diversity in all respects at every level in the Company.

I'd also like to add that we recruit and promote people entirely on merit. Improving diversity is about ensuring that all those with the right talent – whether men or women, and whatever their background – feel welcomed and valued and can do their best work here at Tate & Lyle.

Nick Hampton
Chief Executive

Tate & Lyle:
A place where
everyone can
fulfil their
potential

What is the difference between gender pay and equal pay?

Gender pay – the subject of the UK's new legislation for companies with more than 250 employees in the UK – looks at the difference in average pay between ALL men and women within a company. It's not about whether men and women are paid the same for equivalent roles, it's about the overall balance of pay between men and women, which is affected by a number of different factors.

Equal pay compares the pay of a man and a woman who do work of equivalent value within a company. The UK introduced equal pay legislation in 1970 – 'equal pay for equal work', which means that by law companies must pay the same for the same job regardless of gender. This important principle is enshrined in our employment policies and practices.

This report is about **gender pay**.

Explaining the gender pay calculations – mean and median

Under the new legislation, companies are required to report their mean and median pay gap and their mean and median bonus gap, along with the ratio of men to women in each pay quartile.

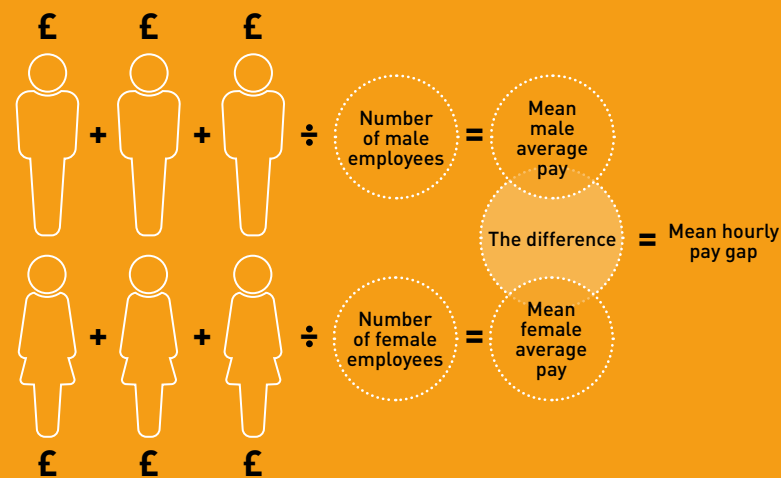
Mean

The mean is worked out by adding together all the hourly rates of pay for each gender and then dividing the total by the total number of people of that gender. The mean pay gap is the difference between the two numbers, expressed as a percentage. This calculation is also done for the bonus pay in the same period to find the mean bonus gap.

Median

If all women were lined up in order of how much they are paid, the median would be the amount paid to the woman in the middle of the line. The same applies to men. The median pay gap is the difference between these two numbers, expressed as a percentage. As above, this calculation is also done for bonus pay.

Mean



Median



What is Tate & Lyle's UK gender pay gap?

Pay gap

Mean pay gap

16%

The difference in mean hourly pay for men and women

Median pay gap

9%

The difference in median hourly pay for men and women

Bonus gap

Mean bonus gap

26%

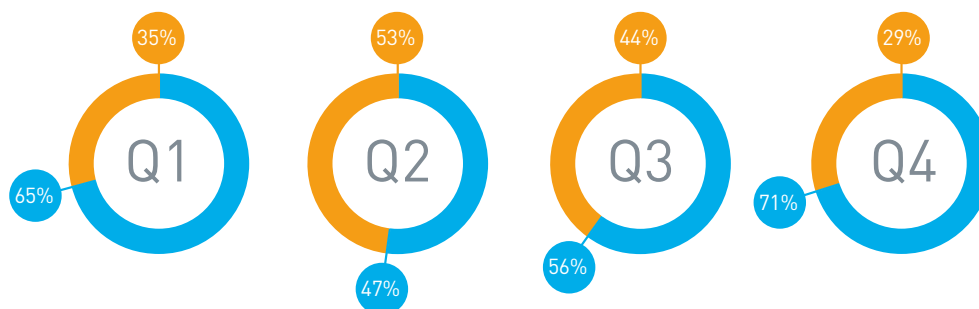
The difference in mean bonus paid to men and women

Median bonus gap

23%

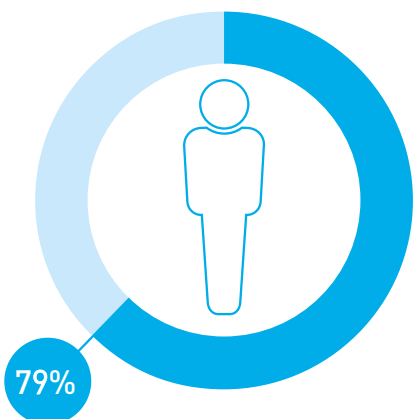
The difference in median bonus paid to men and women

Ratio of men to women in each pay quartile, lowest to highest

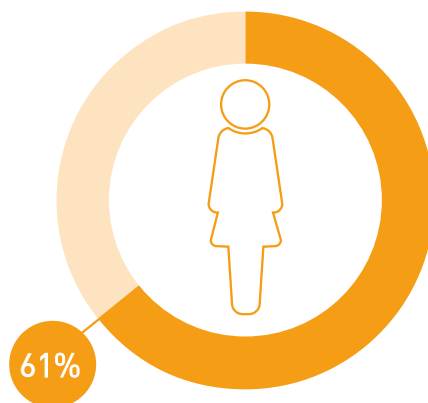


Bonus recipients

Men receiving bonus



Women receiving bonus



Why the disparity in the UK?

Our UK employee population represents just 6% of our global employee population, but it is heavily weighted towards senior roles, given that our global head office is in London. At senior levels, to align pay with Group financial performance, a greater proportion of total pay is given as bonus.

If we look at our UK employee population excluding the most senior roles (representing c. three-quarters of our UK employees) we find there is no difference in median pay by gender. However, we have more men than women in the most senior (and highest paid) roles, which drives our overall pay gap, and explains why the bonus pay gap is the widest.

What has changed since last year?

In the UK our pay-gap has reduced. We report a median pay gap of 9% across all UK employees (compared to 11% last year). Across the Group, while female representation in our senior management population has risen significantly over successive years, we recognise this remains a focus area. With this in mind, we are pleased to have improved the gender mix of our Executive Committee, with two female appointments made during the year.

Data in this report is as at 5 April 2018, consistent with UK reporting requirements.

Promoting more women to senior roles

If we are to take one message away from the UK gender pay exercise, it is that we need to work harder to ensure that women are better represented at the most senior levels in our Company.

We are pleased with the progress we've made so far – in just the last six years we've increased the proportion of women in the Company as a whole by 20% and in senior management by 47%, doubling the number of female senior managers. But clearly, there is more to do.

One initiative is our active and growing women's network group dedicated to the professional growth of women in the workplace. The group focuses particularly on personal development and mentoring, but also on working conditions, education, and engagement with local communities. The Global Operations team, under President Melissa Law, has set up a 'diversity and inclusion' council to look at our culture, to ensure our policies are inclusive, and to promote our people's wellbeing.



20%

Increase in the proportion of women in the Company as a whole since 2011

47%

Increase in women senior managers since 2011

Promoting an inclusive and diverse culture for all

An inclusive and diverse culture isn't just about gender balance. At its heart it's about making sure that everyone can give of their best. We're promoting this in a number of ways.

Recruitment/early career

It's all too easy just to recruit 'someone like me', so we're helping our managers be more objective when recruiting, through 'unconscious bias' training. And, we're working with our recruitment partners to make sure we have a similar number of men and women on our shortlists. We've also revamped our college recruitment strategies to attract more diverse junior engineers, specifically targeting conferences and recruiting fairs.

Working conditions and benefits

We offer a competitive set of benefits and working conditions and we keep these under careful review. Here are some examples of recent improvements:

- Ensuring access to nursing/mothering rooms at all major locations, including plant locations
- Implementing a 'summer hours' work schedule in the US to enable staff to manage their work and schedules during summer months
- Updating the maternity/paternity policy in the US, with significant enhancements coming into force during the last year.

Personal development

We have completely refreshed our capability development framework, and have significantly enhanced the offering for technical, personal and leadership development programmes. We have accelerated participation of women and other under-represented groups in these programmes, specifically in our Global Leadership Programme and Future Leaders Pool.

Personal wellbeing

A key part of Tate & Lyle's purpose is to focus on how we can help our employees improve their personal wellbeing. We launched a taskforce to look at physical, emotional and mental health that builds on various global and local initiatives already in place on physical activity and sports, healthy eating, and lifestyle.