

Gender pay report 2021



TATE & LYLE

Gender equality in the workplace is front of mind for us, and for society. We think about gender equality in a broader context, one that is intersectional, looking at the multiple dimensions of our people's identities. Through our Equity, Diversity and Inclusion strategy, we commit to transparently providing updates on our goals and our progress.



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-person threshold for reporting. However, we believe in the principles of fair pay and equitable progression, and so we have decided to voluntarily publish our gender pay statistics for our UK employee population.

It's also an opportunity to set the statistics in their proper context – our overarching belief that the workplace should be equitable, diverse and inclusive for all. You can read more about our Equity, Diversity and Inclusion strategy at: [Equity, Diversity and Inclusion | Tate & Lyle \(tateandlyle.com\)](https://www.tateandlyle.com/equity-diversity-and-inclusion)

At Tate & Lyle, we believe in the power and potential of diverse perspectives to unlock innovation and to accelerate the global growth of our business. We are committed to all our employees being seen, heard and valued, and our teams reflecting the local communities we serve. As a global business founded on expertise and creativity, we celebrate how our unique differences generate better ideas and deeper insights into our markets and in support of our customers.

As you'll see from this report, our median pay gap has significantly improved over the past two years. In April 2020 the gap was 3.2%; by April 2021 the gap had become -1.7% in favour of women, primarily because we have increased the number of women in senior roles at our global headquarters in London. This increase was achieved both through promotions and new hires.

We are pleased with the increase in representation of women on our Board (36%) and Executive Committee (44%) (at 31 March 2021). We are making good progress in our goal to achieve gender parity in our leadership roles by 2025, with the number of women in such roles increasing from 27% (at 31 March 2020) to 32% (at 31 March 2021). However, we still have more work to do in several areas such as our senior plant management where we lack representation of women. We are committed to measuring and transparently reporting our progress and to expanding our representation goals.

I am proud of our progress in gender equality, and in equity, diversity and inclusion more broadly over the past year, but we are not yet where we want to be. Equity, diversity and inclusion are vital to us living our purpose – and we can, and will, do better.

Nick Hampton

Chief Executive

Tate & Lyle:
A PLACE
WHERE
ALL OUR
EMPLOYEES
CAN BE SEEN,
HEARD AND
VALUED

WHAT IS THE DIFFERENCE BETWEEN **GENDER PAY** AND **EQUAL PAY**?

Gender pay – UK legislation requires all companies with more than 250 employees in the UK to report on 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 UK 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.

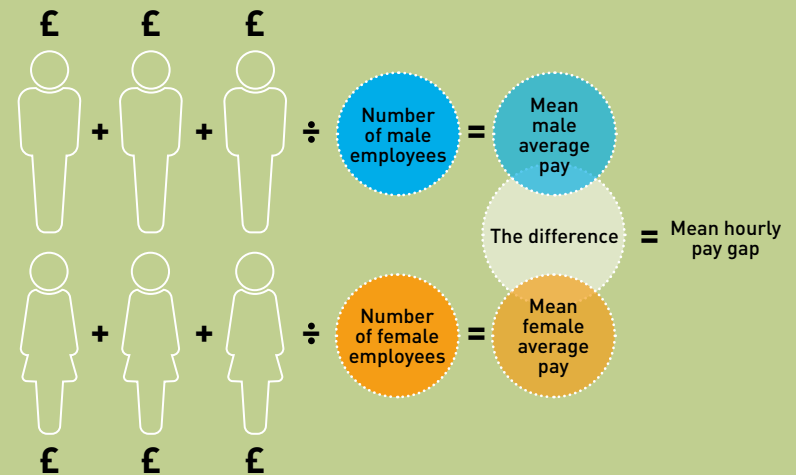
Mean

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. The same calculation is also done for bonus pay in the same period, to find the mean bonus gap.

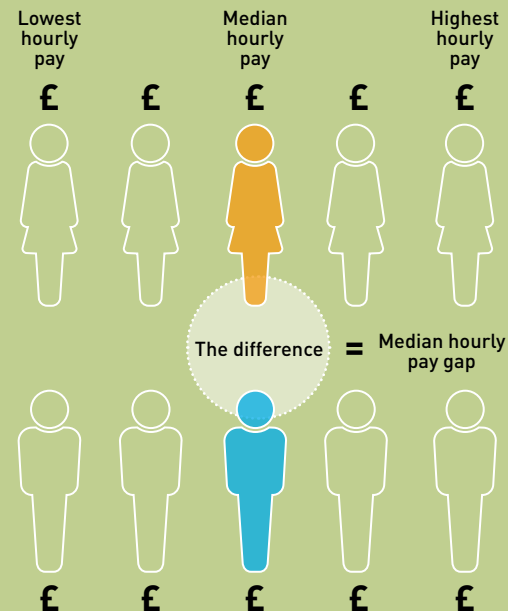
Median

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?

Why the disparity in the UK?

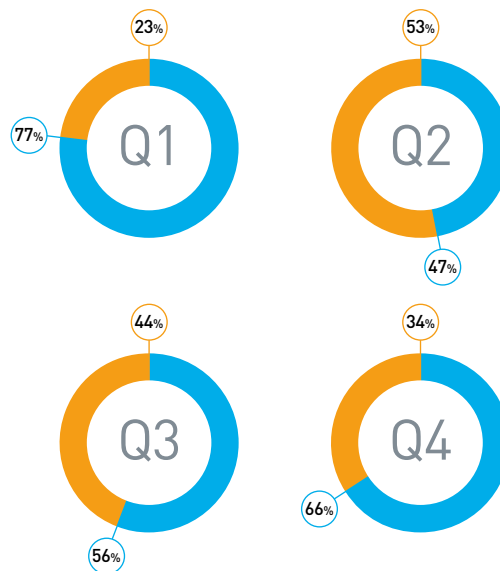
Our UK employee population represents about 7% of our global employee population, but is heavily weighted towards senior roles, given that our global head office is in London. At senior levels, to align pay with Group financial performance, a greater proportion of total pay is given as bonus. As we have promoted and hired more women over the past two years, we have seen both the gender pay gap and the bonus gap in the UK reduce significantly.

What has changed since last year?

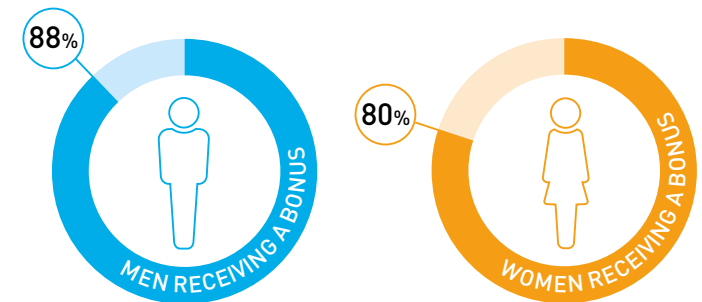
Our mean pay gap has reduced by over 15%. The bonus gap has also narrowed, with the number of employees who received a bonus increasing from 77% men and 61% women to 88% men and 80% women. Eligibility for bonus is linked to job level; however, a discretionary bonus was paid to all eligible employees (based on hire dates) for their support during the pandemic, and this has been reflected in these results. Although our overall headcount has not changed, the makeup of men and women within our UK employee population has – with an increase in women in senior management, and a reduction in women at lower levels. All these changes affected our gender pay gap figures, with women at our UK employee population now being paid slightly more than men.

Pay gap		Bonus gap	
Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap
2021	2021	2021	2021
-1.5%	-1.7%	20%	-8.6%
2020	2020	2020	2020
15%	3.2%	32%	-11%
The difference in mean hourly pay for men and women	The difference in median hourly pay for men and women	The difference in mean bonus paid to men and women	The difference in median bonus paid to men and women

Ratio of men to women in each pay quartile, lowest to highest (2021)



Bonus recipients (2021)



Data in this report is as of 5 April 2021, consistent with UK reporting requirements.

FEATURING OUR PROFESSIONAL WOMEN'S NETWORK

Our Professional Women's Network plays an important role in our equity, diversity and inclusion progress. This was Tate & Lyle's first Employee Resource Group and remains its largest today by membership.

20+

countries represented
in membership and
event attendees

33%

of Latin America region
engaged in new chapters

Our Professional Women's Network focuses primarily on personal growth and development, but also on working conditions, education, and engagement with local communities. The Network has chapters in countries and cities, plants, labs and offices across the US and UK. It recently expanded to create new chapters in Latin America, reaching 33% of our employees in the region with its launch event. In the year ahead, we aim to create new chapters for our colleagues in Turkey, the Middle East and Africa, as well as our colleagues in Asia Pacific.

Claire-Marie O'Grady,
Company Secretary, and Chair of our
Professional Women's Network:

"I believe that empowering the extraordinary women in Tate & Lyle doesn't just make good business sense (which research says it does), but it can also create positive change beyond Tate & Lyle, and thereby contribute to narrowing that gap and Improving Lives for Generations. And let's not forget that gender equality is not a 'women's issue' – it's good for men too, and we're in this together. An increasing number of men today advocate for, and support, women in the workplace, and the wider community, which is changing the dynamics of gender issues in today's business world for the better."



PRIORITISING EQUITY, DIVERSITY AND INCLUSION FOR OUR PEOPLE, CUSTOMERS AND COMMUNITIES

Tate & Lyle is proud to support the UN Sustainable Development Goals (SDGs). We have determined that five of the SDGs are most closely aligned to our purpose and thus where we can have most impact. One of these five is Gender Equality. We not only prioritise gender equality within Tate & Lyle, but also work to increase our impact across our supply chain and in our local communities.



Equity, diversity and inclusion are vital to our purpose

People are at their best when they feel they can be themselves, and businesses are at their best when everyone can be seen, heard and valued. This is why equity, diversity and inclusion together are a key business-wide priority for us, affecting our current and future employees, our customers, our supply chain and our communities. This is not simply because it's the right thing to do, but because our purpose demands it.



Developing outreach programmes that make a difference

We are committed to supporting women and students from diverse backgrounds in exploring and understanding careers in agriculture, food and other areas. Our teams participate in numerous scholarship and mentorship programmes, including Women Changing the Face of Agriculture (US), FastFutures (UK), Chicago High School for Agricultural Sciences/Link Unlimited Scholars (US), and the South African Association for Food Science & Technology (South Africa).

Supporting women towards a more sustainable future

We support the power and potential of women across the agricultural supply chain. Through our new sustainable stevia programme in China – in partnership with Earthwatch Europe, and supported by Nanjing Agricultural University – we are helping local farmers in the Dongtai region of Eastern China develop and adopt sustainable growing practices. Many of the smallholdings in this programme are owned by women.



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