

GENDER  
PAY  
REPORT  
2022



Gender equality in the workplace is front of mind for us and for society. We view 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 provide 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 customers.

As you'll see from this report, our median pay gap has improved significantly since last year. In April 2021, the gap was -1.7% therefore, in favour of women. By April 2022, this gap had

increased to -9.6% in favour of women – primarily because we have increased the number of women in senior roles at our global headquarters in London, through both promotion and new hires.

We are pleased with the increase in representation of women on our Board (45%) and Executive Committee (56%), both as of 1 June 2022. We're also making good progress towards our goal of achieving gender parity in leadership and management roles by 2025. As of 1 April 2022, of our top five employee bands, representing over 500 managers, 42% were women. We are committed to measuring and transparently reporting our progress, and to expanding our representation goals. That's why this year we launched a set of new targets and commitments to measure our progress in equity, diversity and inclusion over the next eight years. These are set out later in this report.

I am proud of our progress in gender equality, and in equity, diversity and inclusion more broadly over the past year, including the launch of our Global Parental Leave Policy – 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.

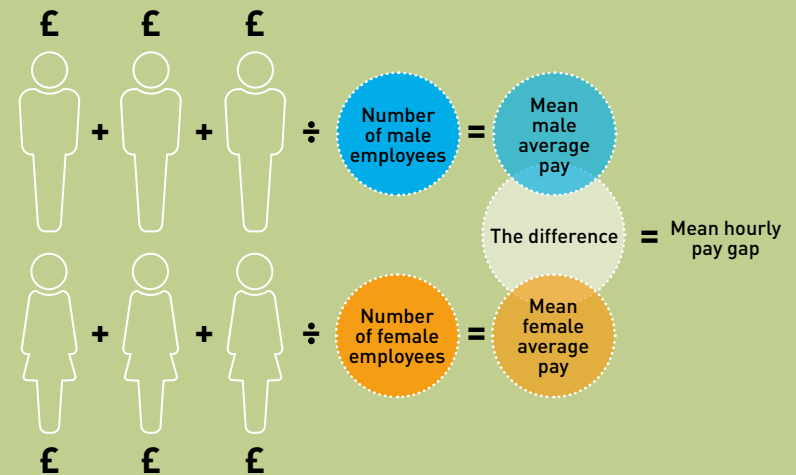
## Mean

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.

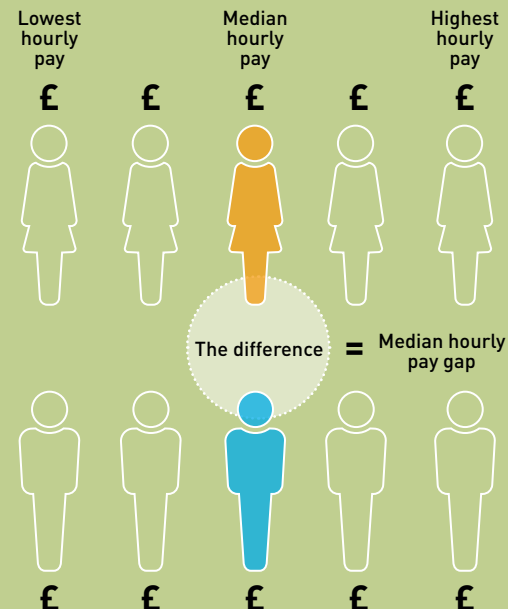
## Median

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 5% 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 and also changed the shape of our management team, we have seen the median gender pay gap in the UK move in favour of women.

## What has changed since last year?

Our mean pay gap has continued to move in favour of women by over 10 percentage points. The mean bonus gap has narrowed, as we continue to recognise the majority of our employees with at least six months' service through some form of discretionary reward or recognition for the year.

Our overall headcount in the UK has increased slightly, by 3%; however, the proportion of men and women within our UK employee population has changed more significantly – with an increase in women in senior management, a reduction in men in senior management, and a reduction in women at lower levels. All these changes affected our gender pay gap figures, with women in our UK employee population now being paid slightly more than men.

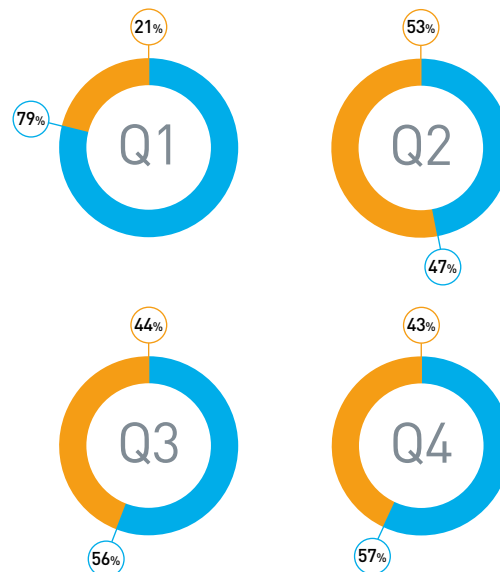
### Pay gap

Mean pay gap	Median pay gap
<b>2022</b>	<b>2022</b>
<b>-12.5%</b>	<b>-9.6%</b>
<b>2021</b>	<b>2021</b>
<b>-1.5%</b>	<b>-1.7%</b>
The difference in mean hourly pay for men and women	The difference in median hourly pay for men and women

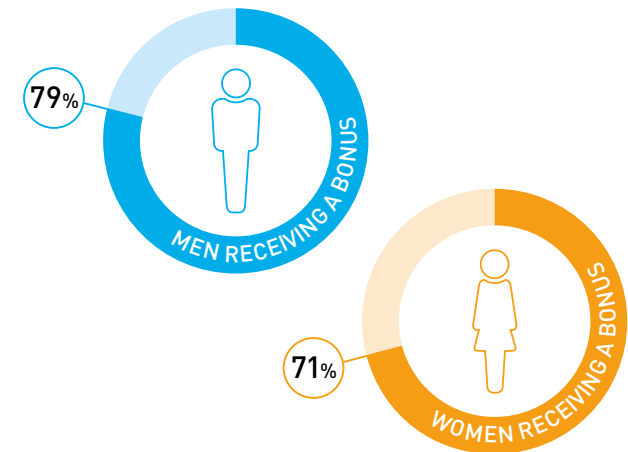
### Bonus gap

Mean bonus gap	Median bonus gap
<b>2022</b>	<b>2022</b>
<b>5.1%</b>	<b>3.5%</b>
<b>2021</b>	<b>2021</b>
<b>20%</b>	<b>-8.6%</b>
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 (2022)



### Bonus recipients (2022)



Data in this report is as of 5 April 2022, consistent with UK reporting requirements.



# IGNITE – THE NETWORK FOR TATE & LYLE WOMEN AND THEIR ALLIES

**In September 2022, Tate & Lyle’s first (and still largest) Employee Resource Group, the Professional Women’s Network, re-launched as IGNITE – The Network for Tate & Lyle Women and their Allies.**

The new name reflects the fully inclusive nature of the network. It’s genuinely open to everyone, men as well as women, inviting all Tate & Lyle colleagues to come together to achieve and promote the goal and benefits of gender equality, in Tate & Lyle and beyond.

IGNITE focuses on empowering women at all levels in the workplace; not only through personal development and mentoring, but also through working conditions, education and engagement with local communities.

Through speaker and networking events, and educational discussion sessions, IGNITE will encourage its members to actively challenge, grow, learn and empower each other.

Geographically, IGNITE has sub-groups in countries and cities, plants, labs and offices across the US and UK. We expanded recently to create new sub-groups in Latin America and Asia Pacific.

In the year ahead, we will continue to encourage our colleagues across the globe to build, evolve and create sub-groups which live and breathe IGNITE’s vision, mission and goals.

**Claire-Marie O’Grady, Company Secretary, and Chair of IGNITE:**

“We have extraordinary women throughout Tate & Lyle and we look to empower them to reach their full potential, not just within our workplace, but also in their wider lives and communities. We’re excited by our global connected community and the genuine and long-lasting change that we can create today and for tomorrow. We recognise that change comes from having powerful allies and we seek to involve all genders in our community.”



# 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); LINK Unlimited Scholars at Chicago High School for Agricultural Sciences (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 sustainable stevia programme in China – in partnership with Earthwatch Europe, and supported by Nanjing Agricultural University – we are helping local farmers in the Dongtai, Jiangsu and Linze, Gansu regions of China develop and adopt sustainable growing practices. Many of the smallholdings in this programme are owned by women.



# OUR TARGETS FOR EQUITY, DIVERSITY AND INCLUSION

We have launched a set of clear goals and targets with a baseline of 1 April 2022, spanning our four equity, diversity and inclusion pillars – systems, talent, culture and society. These will enable us to measure our progress and integrate equity, diversity and inclusion further into our culture and purpose.

<p><b>SYSTEMS</b> Integrate equity, diversity and inclusion into core organisational structures, policies and practices, to promote equitable advancement, retention and reward.</p> <hr/> <p><b>2023</b> 50 high potential employees from under-represented groups will be sponsored for advancement</p> <hr/> <p><b>2025</b> In each region, we will achieve parity between minority and majority groups in attrition rates, and employee engagement scores on equity, diversity and inclusion</p>	<p><b>CULTURE</b> Educate all to achieve the equity, diversity and inclusion competence needed to create and sustain an inclusive culture.</p> <hr/> <p><b>2022</b> 10% of Employee Resource Group leaders' paid time will be spent on ERG work</p> <hr/> <p><b>2025</b> Employees, managers and leadership will spend 10, 15 and 20 hours each respectively on equity, diversity and inclusion training</p>
<p><b>TALENT</b> Ensure the diversity of our workforce reflects the local communities we serve.</p> <hr/> <p><b>2025</b> We'll achieve gender parity in leadership and management roles</p> <hr/> <p><b>2030</b> Teams at all levels will be representative of their local communities</p>	<p><b>SOCIETY</b> Listen to, speak to and serve society by delivering progress on equity, diversity and inclusion for and with our customers, communities and suppliers.</p> <hr/> <p><b>2030</b> Employees will have spent 50,000 hours volunteering for projects aligned with our purpose and our priority UN SDGs, with an ambition to reach 20,000 hours by 2025</p> <hr/> <p><b>2030</b> We will expand our spend with diverse suppliers globally, with interim goals achieved for North America supplier diversity by 2027</p>