



TATE & LYLE

Gender pay report

2024



Tate & Lyle:

A place where all our employees can be seen, heard and valued

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. 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.

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.

We look to embrace equity, diversity and inclusion in everything we do – in our policies and systems, developing new ways of working, educating our people, and hiring new people. In 2022, we set targets for the next eight years to measure our progress. You can read more about our Equity, Diversity and Inclusion strategy at: [Equity, Diversity and Inclusion | Tate & Lyle](https://www.tateandlyle.com/equity-diversity-and-inclusion) ([tateandlyle.com](https://www.tateandlyle.com))

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 in April 2024 is 1% in favour of women (from 13.1% in favour of women in April 2023).

We're also making good progress towards our goal of achieving gender parity in leadership and management roles by 2025. As of 1 April 2024, of our top five employee bands, representing over 500 managers, 45% were women. We are committed to measuring and transparently reporting our progress, and to expanding our representation goals.

The management team and I are 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.

Nick Hampton
Chief Executive

Explaining the gender pay calculations – mean and median

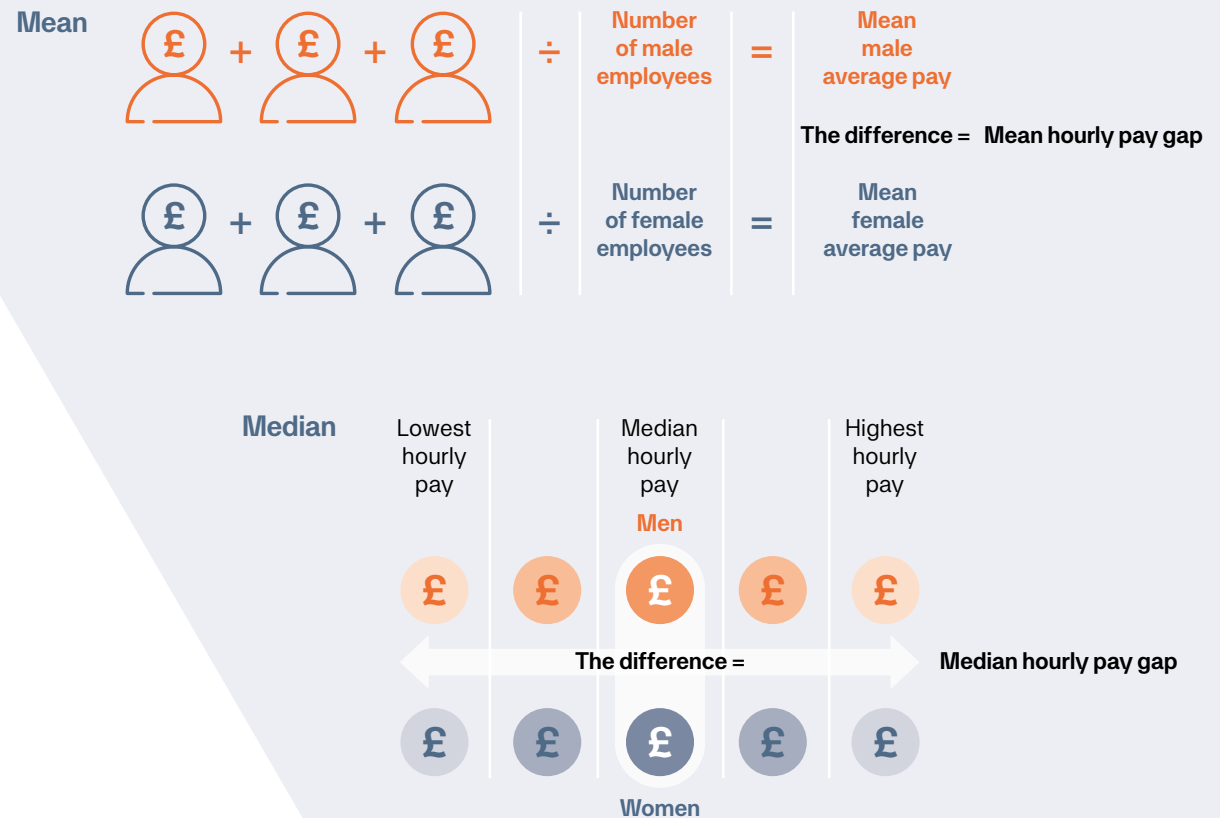
Under UK legislation, companies are required to report their mean and median pay gap and their mean and median bonus gap, along with the ratio of men to women in each pay quartile.

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.



What is Tate & Lyle's UK gender pay gap

Why the disparity in the UK?

Our UK employee population represents about 6% 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.

What has changed since last year?

Our mean pay gap continues to be in favour of women by 1%. The mean bonus gap has widened, 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 decreased slightly, by 4%. However, the proportion of men and women within our UK employee population has changed more significantly – with an increase in the number of men joining or being promoted into management roles, whilst we have seen a reduction in women at lower levels. These changes affected our gender pay gap figures, with women in our UK employee population narrowly being paid slightly more than men.

The bonus paid in June 2023 was close to maximum. This resulted in the bonus gap increasing in favour of women, as the calculation was based on eligibility and basic pay during 2023, a period in which we had hired or promoted more women.

Pay gap

Mean pay gap 2024

-10%

(2023: -15.2%)
The difference in mean hourly pay for men and women

Median pay gap 2024

-1%

(2023: -13.1%)
The difference in median hourly pay for men and women

Bonus gap

Mean bonus gap 2024

12%

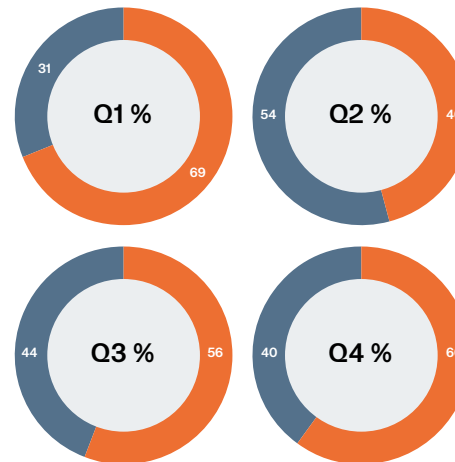
(2023: 25.7%)
The difference in mean bonus paid to men and women

Median bonus gap 2024

-54%

(2023: 0.3%)
The difference in median bonus paid to men and women

Ratio of **men** to **women** in each pay quartile, lowest to highest (2024)



Bonus receipts (2024)

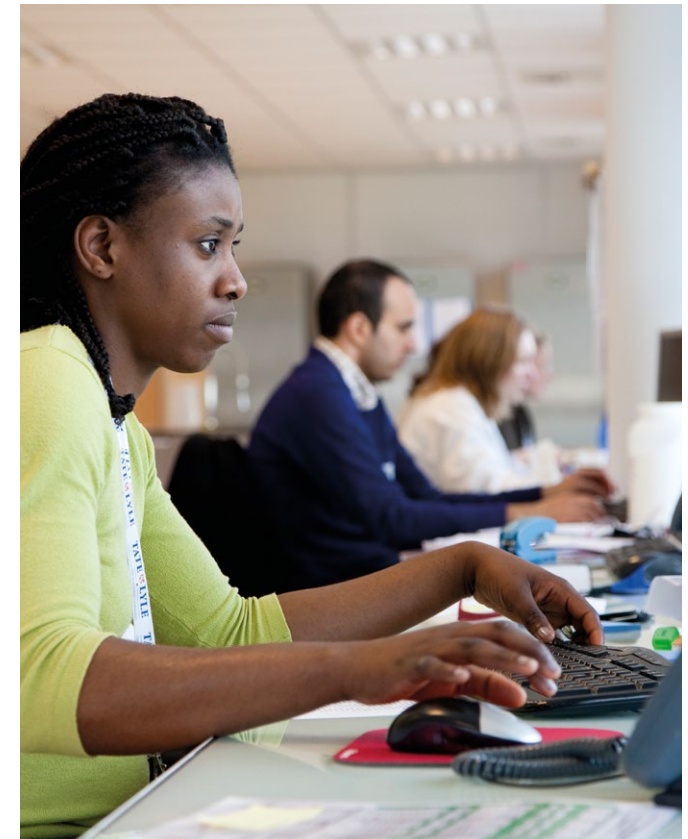


Data in this report is as of 5 April 2024, consistent with UK reporting requirements.

Our targets for equity, diversity and inclusion

We have a set of clear goals and targets spanning our four equity diversity and inclusion pillars – systems, talent, culture and society. These enable us to measure our progress and integrate equity, diversity and inclusion further into our culture and purpose. The baseline for each target is 1 April 2022 and we measure progress on 31 March each year (see our Annual Report 2024 for more information).

Systems 2024 2026	<p>Integrate equity, diversity and inclusion into core organisational structures, policies and practices, to promote equitable advancement, retention and reward.</p> <p>30 high-potential employees from under-represented groups will be sponsored for advancement</p> <p>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>	Culture 2023 2026	<p>Educate all to achieve the equity, diversity and inclusion competence needed to create and sustain an inclusive culture.</p> <p>10% of Employee Resource Group leaders' paid time will be spent on ERG work. This target was met on 31 March 2023</p> <p>Employees, managers and leadership will spend 10, 15 and 20 hours each respectively on equity, diversity and inclusion training</p>
Talent 2025 2030	<p>Ensure the diversity of our workforce reflects the local communities we serve.</p> <p>We'll achieve gender parity in leadership and management roles</p> <p>Teams at all levels will be representative of their local communities</p>	Society 2030 2030	<p>Listen to, speak to and serve society by delivering progress on equity, diversity and inclusion for and with our customers, communities and suppliers.</p> <p>Employees will have spent 30,000 hours volunteering for projects aligned with our purpose and our priority UN SDGs, with an ambition to reach 10,000 hours by 2025*</p> <p>We will expand our spend with diverse suppliers globally with interim goals achieved for North America supplier diversity by 2027</p>



*Adjusted to take into account the change in our employee footprint following the sale of Primient in 2022.