

# British Sugar

## – Gender Pay Gap Report

Paul Kenward, Managing Director, British Sugar

Last year when I shared our gender pay report I started by saying I was hugely proud of all our people. This remains the case. Attracting, retaining and developing the best people is critical to our success and part of this is encouraging everyone to achieve their potential wherever they work and whatever they do.

Our updated information on how we perform on pay when it comes to gender demonstrates that we have made steady progress and continue to move in the right direction.

We recognise the continued impact of our long service trends and do what we can to narrow the gap.

Like any business we've seen changes over the past year as new people have joined us and others have moved on to the next stage in their career or earned a welcome retirement. We've also been investing in the new skills we will need for the future - focused on achieving our strategy of being at the heart of a thriving homegrown sugar industry.

We still retain our history of a highly technically skilled and long serving workforce that is male dominated. Our gender make-up as a company has seen very similar trends to other companies with a strong engineering focus. We see this continue to the present day as, whilst we've seen a gradual increase in female employees at all sites and in senior management roles, our workforce remains male dominated.

### Gender Pay Gap Reporting

At the mean, women's hourly pay rate is

**15.1%**

lower than that of men

At the median, women's hourly pay rate is

**20.3%**

lower than that of men

At the mean, women's bonus pay rate is

**67.2%**

lower than that of men

At the median, women's bonus pay rate is

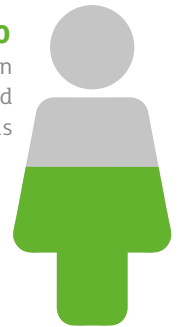
**29.6%**

lower than that of men

**31.2%**  
of men received a bonus



**49.2%**  
of women received a bonus



## Proportion of men and women in each quartile

	Female	Male
Upper Pay Quartile	17.5%	82.5%
Upper Middle Pay Quartile	18.4%	81.6%
Lower Middle Pay Quartile	21.5%	78.5%
Lower Pay Quartile	37.0%	63.0%

Gender pay and bonus gaps are calculated using the mean (average) and the median (central value in the data list). Each measure is used to calculate the mean and median for women and men and to identify the percentage difference between the two.

We have a strong focus on training and development and we actively attract, recruit and develop female apprentices onto our development schemes. We ensure that a female manager is at every careers fair, interview, assessment centre and development centre. In 2018 we welcomed 12 new graduates – a third of these new recruits are female.

We have also this year launched new company values and are updating our people policies and processes to ensure that they help us to live our values every day and are inclusive and fair of all employees.

Together with my leadership team we continue to promote a culture where all are welcome, all contributions are recognised and promotion is based purely on talent, regardless of gender, sexuality, ethnicity, or any other characteristic.

I confirm the data and information is accurate as of 5th April 2018 and in line with the Gender Pay reporting regulation.



**Paul Kenward**  
Managing Director, British Sugar

