

British Sugar

Gender Pay Gap Report 2022



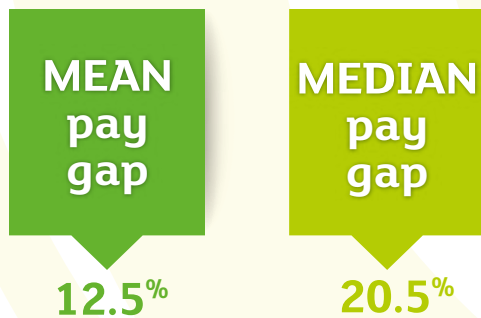
Mark Bainbridge, Interim Managing Director, British Sugar

Today I'm sharing with you updated information on how we perform on pay when it comes to gender.

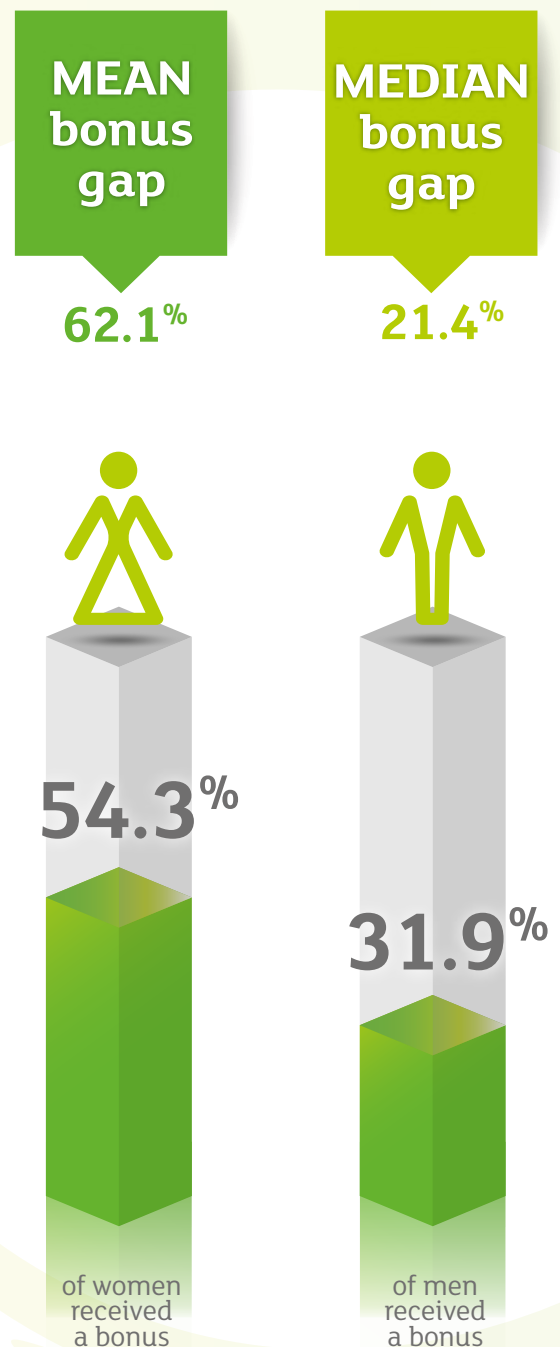
This report is a legal obligation for organisations of over 250 employees. It is also a useful tool in interrogating where we are doing well and where we might need to make some improvements.

How are we doing?

The figures outlined **below** are for British Sugar PLC. Despite an increase in last year's mean and median pay gaps, British Sugar has made significant progress on the mean pay gap over the last five years. Whilst it is disappointing to see an increase in the headline numbers for 2022, when we do a deeper dive, we can see this was driven by a number of varying factors, including reductions in headcount.



Gender Bonus Gap



* The Gender pay gaps provide both the mean and median data. The mean is calculated by comparing the mean female pay vs. the mean male pay. The median rates are calculated by comparing the median (or middle) value for females vs. males.

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How is British Sugar addressing the Gender Pay Gap?



We have been working hard to drive our inclusion and diversity agenda, of which gender is one aspect. This work is being steered by a cross business working team – our Inclusion and Diversity Group. Sponsored by Jonathan Willis, our Finance Director, the I&D Group has now developed a vision, a strategy, and a plan to ensure British Sugar is continuously improving our performance in this area, which in turn will positively impact our pay gap.

Highlights from our work this year include:



Established the I&D team to maximise cross business representation and inclusivity



Formulated a communications and engagement approach around “starting the conversation, making the change and being the change”



Development of new I&D and Dignity at work policies



Commenced roll out of our “Creating a Shared Understanding” around Inclusion and Diversity Workshops” with to date over 124 workshops delivered to line managers.

Proportion of men and women in each quartile



Upper Quartile	75.8%	24.2%
Upper Middle Quartile	86.0%	14.0%
Lower Middle Quartile	73.9%	26.1%
Lower Quartile	61.0%	39.0%

These workshops will be rolled out to the whole business over this financial year.

This work is helping us to further develop our on-going activities, including a focus on recruitment as well as early careers development, an important part of our longer term I&D strategy.

I confirm the data and information is accurate as of 5th April 2022 and in line with the Gender Pay reporting regulation.



Mark Bainbridge
Interim Managing Director, British Sugar