

# GENDER PAY GAP REPORT 2024

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# WELCOME TO BRITISH SUGAR'S GENDER PAY GAP REPORT 2024

Here at British Sugar, we want everyone to feel welcome and able to thrive by fostering an inclusive and diverse culture. As leaders, we are committed to developing and promoting people based on their performance and potential. And we want to make sure every single employee feels included and heard. This is the right thing to do for our people as well as our business. By building a place of work where everyone feels valued, respected, empowered, and enabled, we will both attract and keep the best talent from as broad a pool as possible.

As you'll see within this report, we are pleased to have reduced our gender pay gap this year. Our diversity and inclusion strategy is continuing to move us along on our journey.

We will build on an action-packed year, with more new and exciting initiatives and events across our business. We recognise the challenges that we face as a manufacturing business in the STEM (Science, Technology, Engineering, and Maths) sector and are working hard to encourage more diversity at every level - from apprenticeships through to senior leadership roles.

Furthermore, we have lots more planned for this year, with a focus on our pay strategy, a commitment to hold more meaningful diversity data to inform positive action and the continuation of our educational spotlight events. We are looking forward to seeing these plans bear fruit, to benefit our business as well as every single one of our employees.



**Keith Packer**  
Managing Director



**Steve Lazenby**  
Interim People Director

*I confirm the data, and information is accurate as of 5th April 2024  
and in line with the Gender Pay Gap reporting regulations.*



## What's the difference between Equal Pay and Gender Pay?

Equal pay is a measure of whether males and females are paid equally for the same work or that of equal value.

Gender pay is not about measuring parity of pay for roles. It compares the average pay by gender for all roles collectively regardless of level or type. It's a measure of how consistent a proportion of males and females are, at all levels throughout an organisation.



# GENDER PAY GAP EXPLAINED

Under The Equality Act 2010 the UK government introduced annual compulsory reporting of the gender pay gap for organisations with 250 or more employees by April 2018. For the UK (as a whole) the gap has reduced in the last 10 years but is still in favour of males.

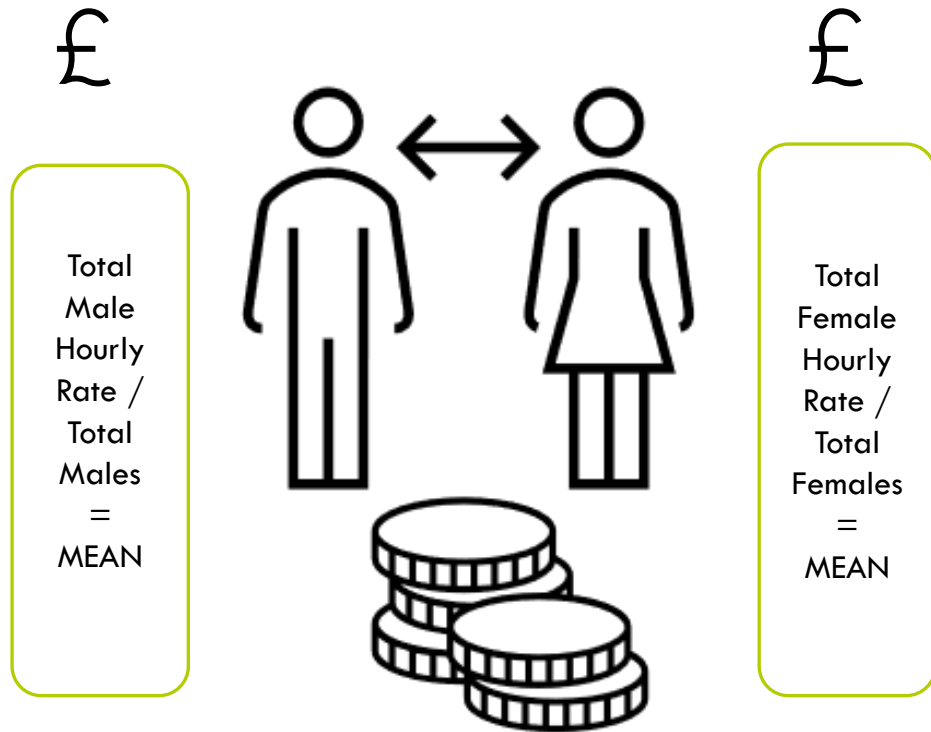
The gender pay gap is defined as the difference in mean and median pay between males and females.

The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job.



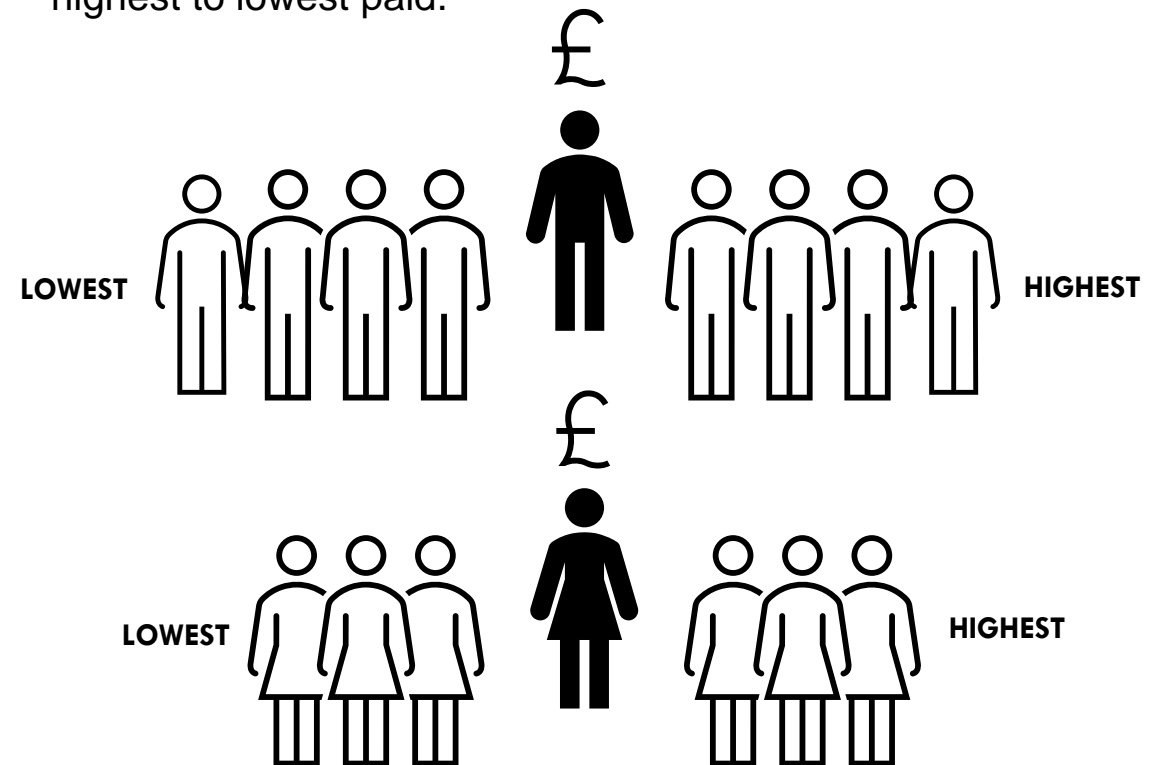
# MEAN PAY GAP

The **MEAN** (average) gender pay gap figure we must report uses hourly pay of employees to calculate the difference between the mean (average) total hourly pay of males, and the mean (average) total hourly pay of females.



# MEDIAN PAY GAP

The **MEDIAN** gender pay gap figure we must report is the difference between the hourly pay of the median full-pay relevant males and the hourly pay of the median full-pay relevant females. The median for each is the male or female who is in the middle of a list of hourly pay ordered from highest to lowest paid.



# OUR GENDER PAY GAP RESULTS

## British Sugar PLC Results

this includes employees from British Sugar, ABF Sugar, Riverside and Silver Spoon.

### MEDIAN GENDER PAY GAP

12.4%

### MEAN GENDER PAY GAP

2.5%



## British Sugar Results

this includes employees from British Sugar only

### MEDIAN GENDER PAY GAP

13.9%

### MEAN GENDER PAY GAP

1.9%

The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands are summarised as follows:

% Employees In each quartile	Male	Female
Upper Quartile	71.7%	28.3%
Upper Middle Quartile	83.8%	16.2%
Lower Middle Quartile	76.3%	23.7%
Lower Quartile	65.2%	34.8%

% Employees In each quartile	Male	Female
Upper Quartile	79.1%	20.9%
Upper Middle Quartile	88.0%	12.0%
Lower Middle Quartile	80.1%	19.9%
Lower Quartile	71.5%	28.5%

Quartiles are calculated by listing the hourly rates for each employees ranked lowest to highest, the data set is then divided into four groups.

# OUR GENDER BONUS GAP RESULTS

## BRITISH SUGAR PLC RESULTS

The figures outlined are for British Sugar PLC – this includes employees from British Sugar, ABF Sugar, Riverside and Silver Spoon.

**MEDIAN GENDER BONUS GAP**  
**-25%**

**MEAN GENDER BONUS GAP**  
**39.3%**

**Employees receiving a bonus**  
**MALE 31.4%**  
**FEMALE 54.8%**

The figures outlined are for British Sugar – this includes employees of British Sugar only.

Our gender representation has remained consistent compared to last year, reflecting stability in our workforce demographics. However, this year's analysis reveals a negative Mean bonus gap of -5.9%. This shift is primarily due to changes in bonus payouts, where we have observed a relative increase in bonuses awarded to female employees compared to their male counterparts.



## BRITISH SUGAR RESULTS

this includes employees from British Sugar only.

**MEDIAN GENDER BONUS GAP**  
**0.0%**

**MEAN GENDER BONUS GAP**  
**-5.9%**

**Employees receiving a bonus**  
**MALE 23.3%**  
**FEMALE 35.4%**



# WHAT ARE WE DOING TO CLOSE THE GAP?

Our Inclusion & Diversity objectives continue to be a key part of the "**Strongly Led and Living Our Values**" pillar of our business strategy.

This year our focus will continue in three areas outlined below. We will continue to track progress through our Diversity People Data and Leadership Pulse Survey questions.

## Awareness & Training



We are committed to raising awareness and providing learning so that we are equipped with the knowledge and skills necessary to foster an inclusive workplace.

## Diversity People Data



By enhancing our collection and analysis of diversity data, we aim to better understand our workforce's composition and identify areas where we can make impactful changes.

## Attracting Underrepresented Talent:



We are developing recruitment best practice toolkits for our Hiring Managers so that we attract and hire a diverse range of candidates who align with our values and vision for the future.

*'British Sugar's Inclusion and Diversity vision is to create an environment where everyone can thrive within a culture of inclusion, a culture that empowers and respects everyone'.*



# OUR PLANS IN ACTION, IN 2023/2024

## Spotlight Inclusion Events

Our **Spotlight Inclusion Events** are designed to bring people together locally, face-to-face, to foster a deeper understanding of key inclusion topics. These events serve as a platform to:

- **Raise Awareness:** We address crucial topics by sharing powerful personal stories that resonate and inspire.
- **Demonstrate Board Allyship:** Our Board members actively participate, sharing their personal "why" to underscore their commitment to inclusion.
- **Encourage Everyday Inclusion:** We challenge everyone to think about how they can contribute to a more inclusive environment in their day-to-day work.

We have hosted educational events focused on **Women, Neurodiversity and Mental Health and Wellbeing.**

These events are vital in driving our inclusion efforts and ensuring that everyone feels valued and supported.

**Neurodiversity – Newark Event**



**Health & Wellbeing – Bury Event**



**Spotlighting Women – Peterborough Event**



### Spotlight Inclusion feedback:

The feedback from our first Spotlight Inclusion event has been incredibly encouraging and reflects the positive impact of these sessions:

"I really enjoyed how personable yesterday's session was, it felt like a safe space to discuss and share our past experiences where we haven't felt included"?

"I came out feeling so uplifted and positive about the change we are all driving together."





# Apprenticeships at British Sugar

## **Launch of our Apprenticeship Careers site and recruitment campaign**

We are proud of our Apprenticeship schemes at British Sugar and continue to drive to action with more schemes in the pipeline. Our new Apprenticeship site went live in September 2023, and we are pleased with our progress to date with improving our gender balance in traditionally male occupied roles.

[Learn more from our Apprentices](#) including our Female apprentices who have since secured permanent Technician roles with us.

# National Inclusion Week 2023

launching our British Sugar video to help Take Action and Make Impact

“Inspiring”

“Powerful”

“Thought provoking”

We launched a video with people you may know or see around British Sugar and decided to launch this during National Inclusion Week as this year's theme is **“Take Action, Make Impact”**.

We wanted to join companies across the nation to help raise awareness of the need for inclusive workplaces and to understand some of the barriers our British Sugar people face in their day-to-day work. These barriers might result in them feeling less included and if we do not remove these barriers, they are more likely to feel that their contributions, thoughts, and ideas are not valued as much as others.





This module was designed to reinforce our belief that when people feel included, they perform better, and diverse teams can achieve higher levels of creativity and innovation. Additionally, an inclusive workplace helps us attract, recruit, and retain the talent and skills necessary for our current and future success.

To support the learning module, we also created an Inclusive Language Guide and a Line Leader Conversation Starter Guide. These resources are intended to help teams discuss and implement local actions that foster a more inclusive culture.

We created a bespoke E-learning module called

# Conscious Inclusion Module

Understanding Inclusion, Diversity, and Equity: What these concepts mean and why they are crucial to our success.

The Value of Authenticity: The importance of people feeling comfortable being themselves at work.

Appreciating Differences: Building awareness and appreciation for both 'visible' and 'invisible' differences among our colleagues.

The Need for Conscious Inclusion: Recognizing the importance of being intentionally inclusive and actively managing biases.

These resources are integral to our ongoing efforts to create a workplace where everyone feels valued and empowered to contribute fully.





# FUTURE SENIOR LEADERS PROGRAMME

We announced the launch of our new Future Senior Leaders Development Programme, which included a dedicated masterclass on Inclusive Leadership. This addition underscores our commitment to equipping our high-performing and future leaders with the skills necessary to lead inclusively.

To ensure equity in the selection process, we advertised the programme widely and applied consistent criteria for selection. We are proud to report that this approach resulted in 25% of the programme participants being women, reflecting a significant improvement in senior leader gender representation.

## **Board Masterclasses**

We invested in Board masterclass sessions throughout the year. These sessions are designed to enhance awareness of inclusive leadership and support our Board team to be effective allies and role models for inclusion.



# INTERNATIONAL WOMEN'S DAY 2024

## #InspireInclusion



We recognised International Women's Day with this year's theme "Inspire Inclusion" - why?



To mark the occasion, we kicked off the celebrations with a video message from Maria Franklin, our People Director. Maria shared her insights on the significance of inclusion and outlined key actions we can take as an inclusive business.

In addition to the video, we introduced several initiatives to honour and appreciate the incredible women at British Sugar:

- **Wall of Thanks:** We created a dedicated space to acknowledge and celebrate the contributions of our female colleagues.
- **Recognition Badge:** A special badge was added to our Recognition platform to highlight and reward acts of inclusion and support.
- **IWD-Themed Cupcakes:** We shared cupcakes to celebrate and bring a touch of joy to our team, reinforcing our commitment to a supportive and inclusive environment.

These efforts reflect our dedication to creating a workplace where everyone can thrive within a culture that respects and empowers all individuals.