



# Gender Pay Gap Report 2025



# Welcome Message



**Keith Packer**

Managing Director

We are pleased to share our **2025 Gender Pay Gap Report**.

Aligned with our Must Win Battle of being Strongly Led and Living our Values, and as part of our continued commitment to creating an inclusive environment where everyone can be themselves, where difference is valued, and where all individuals have equal opportunities to thrive - we reflect on what has been a productive and impactful year for our business.

In manufacturing - an industry where roles have historically been male-dominated - we recognise the importance of building a more balanced and inclusive workforce. This goes beyond representation; it's about ensuring equity in pay, progression, and opportunity at every level of our business. We're committed to creating a culture where more women can thrive in senior roles at British Sugar. This year, I've helped senior women grow their careers by offering the Women in Food: Rising Stars programme and supporting a colleague into her first NED role, building the experience and confidence to lead at the highest level. Looking ahead, I'll continue to challenge barriers and back initiatives that create lasting change for women in leadership across our industry.

*I confirm the data, and information is accurate  
as of 5th April 2025 and in line with the Gender  
Pay Gap reporting regulations.*

# Maria Franklin

## People Director



On my return from maternity leave, I feel incredibly proud of the activities and accomplishments delivered by our people during my time away.

It's inspiring to see the positive momentum across all our sites, with teams working together to drive key initiatives and raise awareness on important topics. This collective effort is helping to build a culture that reflects our values and makes British Sugar a truly great place to work. Please do take a moment to read on and explore all the incredible work that has taken place.

Thank you to everyone for your continued dedication and hard work over the past year. I'm delighted to be back - and excited for what we'll achieve together in the next chapter.

### **I'd like to highlight a few areas that particularly stood out to me:**

#### **Family Friendly Policy Enhancements**

Our Family Friendly Policy now includes Neonatal Care Leave and time off for ongoing fertility treatment. It's also encouraging to see increased uptake of Shared Parental Leave - eight male employees have taken advantage of this in the past 12 months, supporting a more balanced approach to childcare and helping reduce career disruption for women. I've personally benefited from the flexibility offered when returning from maternity leave, which has helped me navigate the balance between childcare and career commitments.

#### **Flexible Working**

Our Universal Flexible Working Policy demonstrates our commitment to creating a flexible, output-focused work environment. It reinforces our aim to support every employee in achieving a healthy work-life balance.

#### **Education and Raising Awareness**

We've made our Sexual Harassment Policy and Conscious Inclusion training mandatory for all employees, with annual refreshers to ensure continuity.

#### **Leadership Development Programmes**

Since the launch of our Future Senior Leaders Programme - with 23 participants - 21% have been promoted into Board -1 roles, with 60% of those promotions awarded to women. In March 2025, we launched our Aspiring First Line Leader Programme, which received 51 applications and is helping us strengthen succession planning and critical first-line leadership capabilities.

#### **Apprenticeship Success**

We welcomed 24 new apprentices in our 2024 intake, with increased female representation. We've expanded into areas such as Agriculture, IT and Commercial, alongside our established Engineering programmes. Impressively, we've achieved an 80% retention rate over 10 years.

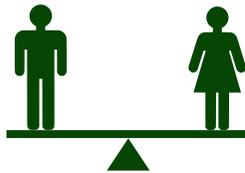
# Gender Pay Explained

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 2025. 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.

## 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**. ITS A MEASURE OF HOW CONSISTENT A PROPORTION OF MALES AND FEMALES ARE, AT ALL LEVELS THROUGHOUT AN ORGANISATION

# Gender Pay Explained

## MEAN PAY GAP

The **MEAN** (average) gender pay gap figure we must report uses **hourly pay** of employees to calculate the difference between the (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.



# What's included in the Gender Pay & Bonus Gap Calculation?

The population in scope is defined as a **full pay relevant employee** and follows a consistent ruleset to establish who should be included. Workers supplied and employed by agencies and those receiving nil pay for the reasons other than leave are not included.

'**Full pay relevant employees**' consist of but are not limited to - employees of Great Britain, employees on a **permanent and fixed term contract** of employment (including apprentices), part time and job share employees and employees on leave receiving full, or less than full pay.

## Pay Gap

All hourly rates are taken as at the snapshot date, which is **5 April 2025**, and forms the basis of the calculation which is defined as '**ordinary pay**' this is then used to establish what our **Gender Pay Gap** is

'**Ordinary Pay**' consists of but is not limited to: base salary, Sick Pay, Family Leave pay, shift pay, allowances/premiums.

It **does not include** such things as: payments to rectify an underpayment, overtime, recognition provided in gifts, vouchers etc, expenses reimbursement, pay in lieu of annual leave, employer pension contributions.

## Bonus Gap

'**Bonus Pay**' consists of but is not limited to: all performance/productivity related incentive/bonus payments, non-consolidated bonuses, sign on bonuses, vouchers relating to recognition, long term incentives.

The relevant bonus period is defined as the **preceding 12-month period** that ends on the snapshot date (**i.e.: 6 April 2024 – 5 April 2025**).

# Our Gender Pay & Bonus Gap Results

These figures include employees from British Sugar only

**14.1%**

MEDIAN GENDER PAY GAP

**3.4%**

MEAN PAY GAP

**0.0%**

MEDIAN BONUS GAP

**49.7%**

MEAN BONUS GAP

# Our Gender Pay Gap Result

The increase in our gap this year is mainly due to one female Board team member taking maternity leave and a few female employees leaving for new jobs outside the company.

Compared to last year, our total number of employees has increased by 0.7%. Within that growth, the number of male employees has gone up by 0.9%, while the number of female employees has stayed the same.

We are aware of this change and are taking focused steps to address it. This includes continuing to support promoting women in STEM and using inclusive hiring and promotion practices.

We understand that this data shows a single point in time. As with every year, there may be short-term changes that don't reflect long-term trends.

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

<b>% Employees In each quartile</b>	<b>Male</b>	<b>Female</b>
Upper Quartile	80.90%	19.10%
Upper Middle Quartile	87.00%	13.00%
Lower Middle Quartile	79.50%	20.50%
Lower Quartile	72.30%	27.70%

*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 Result

Our gender representation has shifted slightly, reflecting a change in the overall workforce demographic.

## The key factors contributing to this shift include:

- **Headcount:** There has been a reduction in the number of employees from both genders receiving a bonus, primarily due to senior leaders, particularly females, leaving the business. This has contributed to a notable shift in the data, moving from a negative to a positive figure in some areas.
- **Business Performance:** Males continue to hold a significant number of senior roles with higher bonus opportunities, overall business performance impacted bonus outcomes. Specifically, the performance targets associated with these senior roles were not fully achieved, resulting in lower-than-expected bonus payouts.
- **Personal Performance:** The proportion of leaders receiving the highest performance ratings (5 or 6) declined slightly, from 61% in the 2023 bonus year to 58% in the 2024 bonus year. This has also influenced bonus distributions.
- **Other Payments:** In addition to performance-related bonuses, the data includes campaign bonuses - typically associated with roles predominately held by males - as well as retention, joining, referral and long-service payments.

The proportions of male and female employees who were paid bonus pay during the relevant period.

Employees receiving a bonus	
MALE 19.7%	FEMALE 33.2%



# Inclusion & Diversity

While we acknowledge that disclosing ethnicity is not mandatory or a legal requirement, our vision is to build an inclusive environment where everyone can be themselves, difference is valued, and all have equal opportunities to succeed.



The I&D Group's mission:  
To support the delivery of I&D Activity, be present and visible allies across the business and be the voice of the business in driving change.



In doing so, we have worked to encourage our people to voluntarily provide their Ethnicity data, and 28.5% of British Sugar employees have completed this. Whilst we recognise that our ethnicity data is not sufficient for us to draw meaningful conclusions, we are hopeful that this will increase over the next few years.

# Reflecting on our year

We've been active across our business and in our communities engaging and inspiring future talent, raising awareness of important topics, driving progress on key strategic priorities, celebrating major milestones, and building on our impactful Spotlight Inclusion events.

## Spotlight Events



### **Menopause Awareness Event - Wissington**

Raising awareness on this wellbeing topic that affects all indirectly (as a friend or family member of someone going through it) or directly as a female.



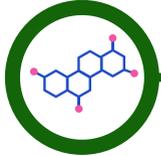
### **Pride Event - Cantley**

Really proud to share the fantastic Pride Event raising awareness and understanding of LGBTQIA+ Pride. There were also personal stories from our colleagues which brought it to life for all.



### **Disability, Visible & Hidden Event - Riverside**

Focusing on raising awareness of disabilities - both visible and hidden. This is the first time this important topic has been covered at one of these events.



### **Menopause Hormone Therapy Event - Peterborough**

Marking World Menopause Day

# Milestones & Events

## British Sugar Conference

We kicked off the year with our **British Sugar Conference** - we launched an invitation to share **individual diversity data** in our People Hub platform. This is another of our key strategic priorities so that we have great data as insight to inform future positive actions.



## Celebrating Women in Engineering

Brought to us by the **Women's Engineering Society (WES)**, a celebration of the amazing work that **women engineers** across the globe are doing.



## Mental Health Awareness

**Marking Mental Health Awareness Week and World Mental Health Day.**

It is time to prioritise Mental Health in the workplace. We have Mental Health First Aiders at all our sites, and their details are publicised on site notice boards.



## International Day of Women and Girls in Science

To help us celebrate, **Charlotte Stainsby** has been telling us about life as a Scientific Project Lead (Gene Editing)! Read more on our [LinkedIn](#) Page.



# Inspiring Talent

## Norwich Science Festival

Promoting the homegrown sugar industry, demonstrating the sugar making process and sharing our sustainability story.



## Promoting our Apprenticeships Schemes

Great evening at Hampton College meeting the employees of the future. Students and parents learning a bit more about the benefits of working for British Sugar through our Apprenticeships.



## Bury St Edmunds Careers Fair

Talking to over 850 students at a Careers Fair held in Bury. Getting the next generation engaged in science, maths and understanding more about our sustainability journey.



## National Apprentice Week

Celebrating our Apprentices and recruiting for our 2025 intake.



# British Sugar PLC Pay & Bonus Result

British Sugar PLC is made up of British Sugar, ABF Sugar, Silver Spoon and Riverside

MEDIAN PAY GAP	MEAN PAY GAP
<b>9.70%</b>	<b>2.00%</b>

% Employees In each quartile	Male	Female
Upper Quartile	72.50%	27.50%
Upper Middle Quartile	82.00%	18.00%
Lower Middle Quartile	75.40%	24.60%
Lower Quartile	67.80%	32.20%

MEDIAN BONUS GAP	MEAN BONUS GAP
<b>0.00%</b>	<b>23.50%</b>

Employees receiving a bonus	
<b>Male</b> <b>22.8%</b>	<b>Female</b> <b>39.2%</b>

**To get in touch or for more information please email  
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