

British Sugar

Gender Pay Gap Report 2023





British Sugar is the leading producer of sugar for the British and Irish food and drink markets, processing around eight million tonnes of sugar beet and producing up to 1.2 million tonnes of sugar each year. We have almost 1,200 people across our 5 sites in the UK. We work in partnership with around 2,300 growers and our customers to deliver a world class product that is made to the highest standards every day. We do this by putting our people at the heart of everything we do.



Keith Packer
Managing Director



Maria Franklin
People Director

We are committed to promoting an inclusive and diverse culture; a culture where everyone feels valued, respected, empowered, and enabled. As a dynamic and constantly evolving business, we are committed to recruit, develop, and retain colleagues from as broad a talent pool as possible. As a new Managing Director and People Director, this is an area of priority for both of us and we feel strongly that it is our duty to ensure no one feels excluded from applying for a role or progressing because of their gender or background.

Although we are delighted to have made progress on our gender pay gap this year, we know we have more to do in this area. This report outlines a number of actions which we have put in place and are looking to develop further. We recognise we face particular challenges as a manufacturing business in the STEM (Science, Technology, Engineering, and Math) sector, but we are working to encourage more diversity at every level - from production to senior leadership roles.

We are excited about our plans and will focus this year on further developing our policies to attract and retain a talented and diverse workforce; making sure we offer excellent benefits, flexible working options, supportive working policies, and ongoing progression opportunities. We are both excited about these plans, which will benefit both our business and our employees.

I confirm the data and information is accurate as of 5th April 2023 and in line with the Gender Pay Gap reporting regulations.



The mean and median gender pay gap

All organisations with more than 250 employees in the UK are legally required annually to publish their gender pay gap information. For us, this insight allows us to understand this pay data and identify where we can improve opportunities for our people.

The pay gap is not the same as equal pay. Equal pay is the right for men and women to be paid the same when doing the same work or work of equivalent value – this has been a legal requirement since 1970.

Mean

The mean is the percentage difference between average hourly earnings for men and women for all our roles at all levels of our organisation. The more women in senior leadership roles in an organisation the narrower the gender pay gap.

Median

The median is the “middle” of a sorted list of numbers. To find the median, we place the numbers in value order and find the middle number.

10 11 13 15 16 23 26

Middle Number

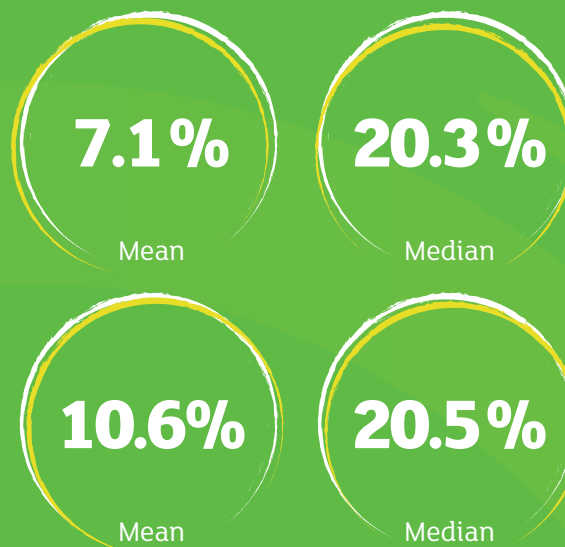


British Sugar only Pay & Bonus Gap Results 2023

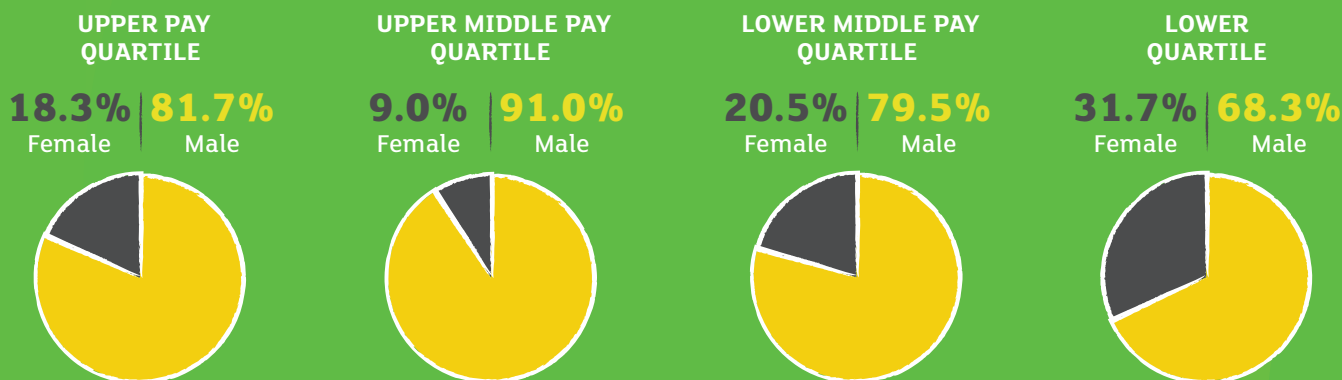
The figures outlined are for British Sugar only, however, we will still report the British Sugar plc numbers, which include employees from other businesses, such as Riverside, ABF Sugar and Silver Spoon, externally.

Our 2023 result is mainly driven by movement within our Senior Leadership Teams. Whilst we have seen a slight reduction in overall headcount compared to 2022, we have increased our Female population by 0.91% with several senior appointments both through external hires and through internal growth and recognition.

Gender Pay Gap



Proportion of male and female colleagues in each pay quartile

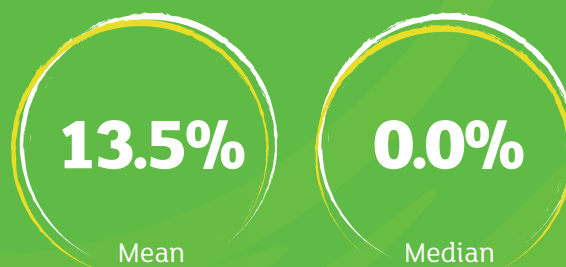


Gender Bonus Gap

36.7%
of women
received
a bonus



21.8%
of men
received
a bonus



BritishSugar

British Sugar actions to help narrow our Gender Pay Gap



Growing our People

We believe in taking action to help our people grow their careers in British Sugar and have consciously built inclusion into how we do this.



Business Critical Role - Development Assessment

We invited everyone who wants to be a future Site General Manager to apply for a development assessment. We used inclusive job design to describe the requirements of the role to help attract under-represented talent and ensure objective decision making and development feedback. Our people were supported with development assessment conversations to identify their gaps, psychometrics to help inform strengths and increase self-awareness and one-to-one development plan coaching.



Future Leaders Programme

We are about to launch a Future Senior Leaders programme with an external expert provider. We are inviting everyone to apply if they meet the open, transparent, and objective eligibility criteria. The programme will also build Inclusive Leadership capability for our future leaders.



Advertising salary bands / pay points

We recommend all our vacancies are advertised with a salary band / pay point so that people know the salary on offer before applying.



Emerging Talent

For our apprenticeship recruitment campaign, we featured our current female apprentices to promote female representation in our factory environments and help attract more women to apply. One of our female apprentices shared their story at British Sugar from apprenticeship into first role and we celebrated their achievement of a distinction in their apprenticeship award.



INTERNATIONAL WOMEN
In ENGINEERING DAY
23 June 2023

Celebrating Women in Engineering

For International Women in Engineering Day (INWED) 2023, we celebrated our women engineers and our commitment to help promote the career path to the engineers of the future. One of our female engineers visited the local Girl Guide unit to talk about her career and inspire the women engineers of the future, as well as bring the homegrown sugar industry to life. With this year's INWED theme being 'Make Safety Seen,' she also took along a range of PPE for the girls to try on, demonstrating how she keeps herself and her colleagues safe on site.

Our priorities for the future.

1

Learning – creating a conscious inclusion module for everyone to complete.

2

Set our Inclusion & Diversity group up for success – ensuring a diverse representation of British Sugar people as the voice to help shape our future priorities and actions.

3

Gender data analytics - providing meaningful data to track how many women we hire, promote, and see leave British Sugar to inform action.

4

Inclusive hiring audit – pinpointing how we can be more inclusive in how we attract and retain talent and inform the development of tools and learning for Hiring Managers.

5

Policy and guidelines review and evolved - ensuring inclusive best practice.





Creating an Inclusive Culture



Agile working

We have an agile working policy and believe it is critical to our business success that individuals have support from the Company to achieve balance in their lives. British Sugar is committed to flexible and agile working; it supports our aim for every employee to strive for a healthy work life balance and ensures we create a workplace which focuses on outputs and results.



Education Workshops

We developed a 'creating a shared understanding' workshop and Hiring Manager recruitment training for our managers. This includes an awareness of gender bias and gender inclusion.



Menopause friendly

We have raised awareness and education around the menopause and signposted where our people can go for support.



Women in ABF

Supports Women across the group to develop and build their careers through networking, cross-business awareness, and personal development. British Sugar's Women are invited to join events to share their experience and help raise awareness and inform action to be more consciously inclusive in how we behave and act.



BritishSugar