

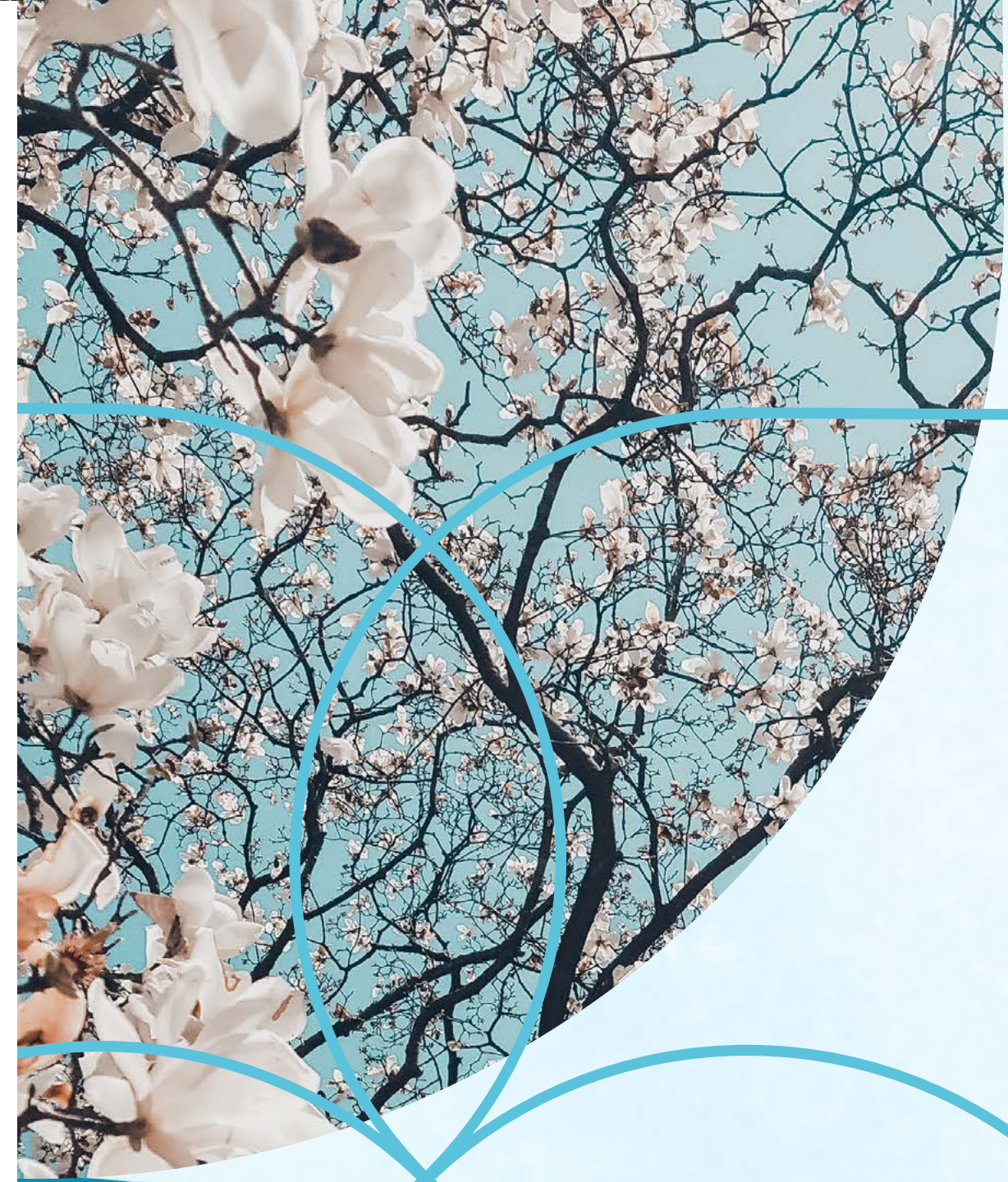


SBFE

# Sustainability

Report

2023



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This is our third sustainability report. It covers calendar year 2023. Our Scope 1 and 2 carbon data and our water reduction data has been independently assured by KPMG. Our Scope 3 data is pending verification.

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# Letter from our CEO



**Pierre Decroix**

Chief Executive Officer,  
Suntory Beverage  
& Food Europe

It was with the sense of duties and responsibilities that I accepted the opportunity to become CEO of SBFE in early 2024. Not only because I am excited to lead a great company with iconic brands, but because I could make an impact. And also because it gives me the chance to pursue my twin passions: sustainability and diversity. I believe these not only drive progress, but also commercial success. My overall vision for the future of our business is one of sustainable, profitable growth delivered by a diverse and richly capable team. This is just the right thing to do.

“Growing for Good” has been part of our reason for being since the creation of the Suntory Group in 1899 and continues to be our compass today. And the Suntory Spirit, of being bold and working with an entrepreneurial spirit, being in a hurry while also taking the time to get things right, powers us forward in this mission.

It is clear to me that transparency and accountability are the foundations of progress, and we will only achieve the targets and goals we have set ourselves across our sustainability framework if we report on our progress so far. This means celebrating achievements, as well as recognising challenges and setbacks. I am therefore delighted to welcome you to our second full sustainability report, which sets out in detail our activities over the past year.

One of the ways in which all Suntorians express “Growing for Good” is by acting with a Gemba mindset – our unique way of understanding the needs of all of our stakeholders and seeking to exceed them, and building greater connections with our local communities. This year we launched ‘Together for Good’, our company volunteering platform which helps employees come together to give back to society, embedding our values still further. I am excited that we are already witnessing great employee engagement with the platform.

We made good progress in reducing our environmental impact, reaching a 19.4% reduction in Scope 1 and 2 GHG emissions, alongside a 14% reduction in Scope 3, against our 2019 baseline.

We have also demonstrated resilience and strength in overcoming adverse situations, such as the flood at our Toledo factory, an event which impacted production but also demonstrated our Suntory ‘better together’ spirit in action, as colleagues from across Spain came together help clean up the site.

Supporting consumers to have healthier drinks options is a central part of our strategy for our drinks, and this year we continued to increase our range of lower-calorie drinks, while also reducing sugar by 26% since our 2015 baseline. For our people and partners, we continue to make progress on diversity, equity and inclusion. I am proud of the fact that 50% of our SBFE Executive Committee are now women, testament to our progress in supporting women into leadership positions.

As always, we recognise that there is more work to do to achieve our sustainability ambitions. Being innovative in our thinking and collaborating with partners will be critical. We are working with green-technology partners to find new packaging solutions, creating new product reformulations with our R&D scientific teams, and embracing new regenerative agricultural techniques with our farmers. With my team around me, and our forward-facing spirit, I am confident that we will continue to push boundaries and find new ways to fulfil our promise of growing for good. I look to the year ahead with optimism and anticipation.

# Executive summary

## Our Drinks

**Almost tripled** the volume of drinks sold with sugar below 5g/ 100ml compared to 2015, and launched new low sugar/ calorie drinks, providing consumers with healthier options

**26%** reduction in added sugar against our 2015 baseline



## Our Resources

**Regenerative agriculture pilot** project launched at a Ribena blackcurrant farm

**44%** recycled plastic in our bottles

**19.4%** reduction in Scope 1 and 2 GHG emissions and 14% reduction in Scope 3 emissions compared to 2019 baseline



## Our Society

**Over 1 million** Euros donated to good causes and community initiatives

**Together for Good** launched, bringing employees together to give back to society, with 2,314 hours of employee volunteering, supporting 34 different causes



## Ourselves and Partners

**50%** of our SBFE Executive Committee are now women

**MySU 3.0 launched** our revamped online learning platform, with 9,484 hours of online training completed by our people



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# SBFE at a glance

## About Suntory Beverage & Food Europe

Suntory Beverage & Food Europe (SBFE) was established in 2014 and is a regional division of the Japan-based Suntory Group, one of the leading global drinks companies. We're proud to be part of a family-owned business with an inspiring 120-year heritage and we are guided by Shinjiro Torii's founding spirit. SBFE is made up of 3,200 passionate people working on hugely iconic brands including Schweppes\*, Orangina, Lucozade, Ribena, La Casera, Oasis\*, Pulco and MayTea with a commitment to producing great-tasting, healthier drinks. Due to organisational changes, our African business conducted in Nigeria, Kenya and South Africa, which was previously reported in the 'Asia-Pacific business', has been reclassified to the SBFE business, starting from the year ending December 2023.



\*Owned and commercialized within SBFE respective territories. All references in this report to these brands should be interpreted accordingly.

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1899

Shinjiro Torii establishes Torii Shoten – he starts with the production and sale of port wine



1972

Suntory establishes Suntory Foods Limited, our beverage and food division

1979

Suntory Foundation is established



2003

Suntory launches its Natural Water Sanctuary Initiative in Japan to improve water resource cultivation and preserve biodiversity

2009

Welcomed Orangina Schweppes Group to Suntory/Suntory Foundation for Arts established



2013

Welcomed Lucozade Ribena Suntory to Suntory

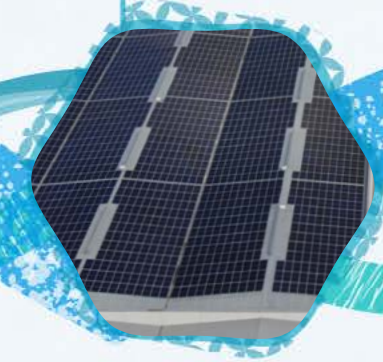
2017

The Suntory Group Sustainable Water Philosophy established



2021

Suntory Group's 2030 GHG emissions reduction targets are approved as 1.5°C aligned targets by the Science Based Target initiative



2023

Suntory Group adopts a new company purpose: to inspire the brilliance of life, by creating rich experiences for people, in harmony/ Mizuiku is launched in the UK



1921

Establishment of Hojukai, the origins of Giving Back to Society. (It is a social welfare organisation)



1990

Suntory Fund for Bird Preservation charitable trust established



1973

Save the Birds! Campaign is launched in Japan signifying the starting point of efforts to preserve the natural environment and biodiversity

2004

Suntory launches Mizuiku in Japan, its nature and water education programme

2011

Suntory Beverage & Food Limited is established

2014

Suntory Beverage & Food Europe (SBFE) group of companies is established / "Suntory Environmental Vision towards 2050" developed


2020

Mizuiku educational activities delivered in France in partnership with Grand Parc Miribel Jonage

2022

Mizuiku is launched in Spain

# Key stats



**€2.2 billion**  
(NSV 2023)




**8** iconic brands



Operational in  
**60**  
countries



**9** production and research facilities



**2.6 billion litres**  
sold in 2023



**3,410**  
employees





# Value chain



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# Our philosophy

In early 2023, we unveiled our new purpose *to inspire the brilliance of life, by creating rich experiences for people, in harmony with nature, along with the values that our employees should embrace to achieve it: Growing for Good, Yatte Minahare and Giving Back to Society*. This rearticulation of our philosophy encapsulates what we value and embrace most as a business. We are not just a manufacturer of products. We are a company that creates rich experiences, joy and inspiration, in each and every one of our consumers and customers. Following the launch of the purpose in April, we have been focusing on embedding it throughout our company, ensuring it is something that drives our action and inspires our people.

We are keenly aware that we cannot achieve “the brilliance of life” without the brilliance of the earth and society. Our purpose is therefore supported by the idea of Growing for Good, which as well as being one of our three values, is also the organising idea and frame for our sustainability strategy. Growing for Good sets out our focus on sustainable growth – born from our belief that both good and growth are equally important, and intimately connected to each other. The bigger we are, the greater our positive impact can be.

Our purpose and values apply to the company as a whole and each individual. It’s not just about supporting the company’s growth, but growing ourselves: learning and trying new things, and becoming better in everything we do. And it is not something that we simply aspire to, it is a mindset that drives our business every day. A mindset that compels us to run an efficient and agile company that invests in its people and focuses on sustainability to deliver success.

We want to be a company that always has a positive impact on its community. We want a better future for everyone, and we take concrete steps to make that happen.



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## Our purpose

To inspire the brilliance of life by creating rich experiences for people, in harmony with nature.

## Our values

- **Growing for Good:** We are committed to inclusively growing. As we expand our reach, operating footprint and global influence, we strive to benefit all stakeholders and contribute to society.
- **Yatte Minahare:** With the conviction to challenge convention and the courage to dream the impossible, we willingly pursue bold goals with tenacity, undaunted by failure. Innovation isn't easy, but by forging ahead, we'll find a way.
- **Giving Back to Society:** We reinvest our profits not only to advance our business and people, but also to better society and the environment. We dedicate our time and skills to enrich the lives of others in the communities in which we live and work.



## Our behaviours

Our behaviours, called our Suntory Leadership Spirit, define exceptional performance with a set of competencies across all Suntory Group companies. These behaviours are used to measure employees' "How," and are weighted equally with performance against their goals (their "What").

- **Yatte Minahare:** Acts with a pioneering spirit, commitment and strong will to create value and deliver results. Cultivates innovations through experimentation and learning from success and failure along the way.
- **Gemba Focused:** Acts with a Gemba mindset to gain insight on the needs of consumers, customers and colleagues, identifying new opportunities to create and deliver value.
- **Better Together:** Works collaboratively with others across teams and boundaries. Encourages diverse perspectives and creates an inclusive culture that breaks silos, works beyond hierarchies and leverages our collective power.
- **Future Oriented:** Anticipates future possibilities and takes an enterprise-wide view, balancing immediate needs with a long-term perspective. Develops appropriate plans in the context of our value of "Growing for Good."
- **Commitment to Growth:** Demonstrates commitment to personal growth of self and others. Takes a holistic and long-term approach to balancing personal wellbeing and career progress with organizational goals.

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# Growing for Good

Our Growing for Good sustainability strategy sets out the most important social and environmental impacts of our business and drives action that benefits our consumers, partners, employees, and the communities in which we operate. Our overall goal is to maximise the positive impact we can make.

This means creating drinks that bring joy to people’s lives while helping them to keep healthy and active, supporting and developing our employees, and engaging with our communities through initiatives that change lives. At the same time, we are working to minimise the negative impacts of our business by reducing carbon emissions and water use, committing to sustainable packaging and ensuring our supply chain is ethical and transparent.

Our Growing for Good framework is aligned to the UN’s Sustainable Development Goals (SDGs) and forms the basis of our Growing for Good strategy. It is made up of four key pillars: Our Drinks; Our Resources; Our Society; and Ourselves and Partners. The framework was first developed in 2018 following a materiality assessment to identify the sustainability issues that are material to the running of our business. Since then, we have continued to listen to stakeholders and monitor the landscape for emerging issues of importance and refreshed our framework and strategy accordingly. This year we also conducted a renewed materiality process, which led to further evolutions to our approach. More detail on this is provided below.



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# Our Growing for Good framework



## Our Drinks

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING



## Our Resources

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND



## Ourselves and Partners

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

3 GOOD HEALTH AND WELL-BEING



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Our strategy is underpinned by our [Sustainability Policy](#). This Policy sets out our approach to sustainability across SBFE, as well as some additional sustainability commitments, such as to comply with relevant environmental and sustainability laws and regulations, to develop management systems throughout our operations to continuously improve our sustainability performance, and to engage and educate our employees on sustainability issues and requirements to ensure accountability is embedded across the business.

Our Growing for Good strategy is closely integrated into our corporate strategy as a key area of delivery for the business. Each year, as part of our SBFE strategic priority setting, we define a set of sustainability priorities based on our business needs, stakeholder input and external factors.

**In 2023, our sustainability priorities were:**

	Sustainable packaging with a focus on recycled plastic		Sugar reduction
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	Reducing our emissions		

We also committed to embedding our value of Giving Back to Society in all our employees. These priorities were communicated to all employees across SBFE.



## Our materiality process

In late 2022 and early 2023, we worked with sustainability and business consultants to undertake a double materiality process to refresh and update our understanding of the impact we have on society and the environment, and the impact that social and environmental issues have on our business. The move to taking this 'double materiality' approach has helped deepen the links between our sustainability strategy and business planning, and between functions such as sustainability and risk. It has also helped our business prepare for a comprehensive, regulatory-compliant materiality process which will be conducted in 2024.

Our process included:

- a benchmark of industry peers
- a review of external sustainability standards and ratings including MSCI and SASB
- a future-focused horizon scanning to identify emerging issues and ways in which existing issues are changing
  - an employee survey to understand colleagues' views of strategic priorities
- a series of 'deep dive' interviews with external experts on topics we identified as being particularly important for our business, including ultra-processing, water, sugar, Net Zero, sustainable agriculture, responsible drinking and fair wages across the supply chain.

The process culminated in a series of working sessions to explore the findings and the implications for our strategy and framework. The outputs of this process, together with some feedback from our internal auditors, led us to evolve our framework and strategy to ensure it continues to reflect our business and the world around us.

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# Stakeholder engagement and partnerships

Our Growing for Good strategy and sustainability priorities are continually informed by the perspectives of internal and external stakeholders. We maintain an ongoing dialogue with these stakeholders through a variety of channels. Maintaining this dialogue ensures that we act on the issues that matter most to our stakeholders and which will impact on our long-term business success.

## Our approach to stakeholder engagement

- **Business partners and suppliers:** We regularly engage with business partners and suppliers across our value chain to improve product quality and share sustainability best practice.
- **Consumer and customers:** We respond to consumer enquiries, complaints and comments through channels including our consumer contact centres and social media, and we engage with consumer groups to gather feedback on our products and marketing. Dialogue with customers is maintained by our commercial team and through customer performance surveys. We also provide brand and company updates on our website.
- **Governments, NGOs and civil society organisations:** We meet with governments, NGOs, and civil society organisations on a regular basis and engage with them through our participation in relevant industry forums and stakeholder consultations. We also ensure we disclose company activities that may be of interest to them on our SBF E website.
- **Employees, other workers and trade unions:** We connect regularly with employees through our surveys and engagement forums and provide a whistleblowing hotline for raising issues of concern. We also communicate information to employees through our company channels.



We know we cannot solve the sustainability challenges we face alone – collaboration is essential. That’s why we also participate actively in external initiatives and membership associations to increase the impact we have and to help us deliver our purpose and sustainability strategy. While we contribute to a much broader range of initiatives, our key partnerships, projects and associations are set out below.

- [Apprentice Nation](#)
- [Carbios](#)
- [Cool Farm Alliance](#)
- [FareShare](#)
- [The Farming and Wildlife Advisory Group](#)
- [Science-Based Targets Initiative \(through Suntory\)](#)
- [Secours Populaire](#)
- [Sedex](#)
- [Severn Rivers Trust](#)
- [Signatory to the EU Code of Conduct on Responsible Business and Marketing Practices](#)
- [Sustainable Agriculture Initiative](#)
- [UNESDA, BSDA, BRF, ANFABRA, WFA, ICBA](#)

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# Progress against our priorities

Pillar	Target	2023	Status
 Our Drinks	35% less added sugar in our drinks by 2025	26%	Needs attention to meet target
	Double the volume of drinks sold with sugar below 5g/100ml by 2025, from a 2015 baseline	2.9x	On track or ahead
 Our Resources	50% reduction in Scope 1 & 2 GHG emissions by 2030, from a 2019 baseline	19.4%	On track or ahead
	30% reduction in Scope 3 emissions by 2023, from a 2019 baseline	14%	Needs attention to meet target
	100% sustainable plastic packaging by 2030		On track or ahead
	50% recycled packaging in our bottles by 2025	44%	On track or ahead
	100% recyclable packaging by 2025	75%	On track or ahead
	Zero waste to landfill from SBFE owned factories and warehouses by 2023	1.3%	Needs attention to meet target
	Recycle 99% of our non-hazardous waste from SBFE owned factories and warehouses by 2030	94.2%	Needs attention to meet target
	50% reduction in food waste by 2050, from a 2019 baseline*	+27.5%	Needs attention to meet target
20% water intensity** reduction in our direct operations by 2030 (against 2015 baseline)	15.81%	On track or ahead	



\*Data based on new scope. Scope for food waste was redefined in 2023 to cover 100% of SBFE food supply chain and to exclude food redirected to animal feed or food banks.  
 \*\*Volume of water withdrawn per kilolitre of production.



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# How we manage risk

At SBFE, our GRCL (Governance, Risk, Compliance and Legal) function is responsible for minimising and managing risk, securing best practice compliance, and driving ethical behaviour.

The function, which is comprised of Risk, Internal Controls, Internal Audit and Legal, is led by the SBFE Chief GRCL Officer, who is a member of the SBFE Executive Committee. Together, the Risk and Internal Controls teams help to safeguard the business by ensuring a strong control environment is in place, that risks are identified and mitigated with appropriate control mechanisms, and that those controls are communicated and monitored.

Risk identification takes place at a variety of different levels within SBFE as part of an on-going cycle of risk management. Multiple channels and sources of internal and external information are used to identify risks, such as internal risk workshops, publicly available risk briefings and connections with professional associations.



In 2023, SBFE implemented a new software platform to improve the efficiency of the risk management process. The SBFE Risk Management software platform enables any employee to identify and log new risks. The SBFE Risk Management team then reviews and assigns risks to the relevant owners for assessment and management; and the team may also identify and flag new risks based on review and analysis of internal and external information. Risks are assessed using a standardised set of assessment criteria focused on four key measures (impact, likelihood, velocity and management preparedness). The assessment of risks is conducted by internal subject matter experts, who act as Risk Owners, with sufficient knowledge of the risk to assess it appropriately.



Each risk is assigned an Executive Risk Owner, a member of the SBFE Executive Committee, who has overall responsibility for the assessment and appropriate mitigation of the risk, and an Accountable Risk Owner and Risk Owner, who have responsibility for ensuring the risk is properly managed with appropriate mitigations and action plans defined and acted upon. Accountable Risk Owners and Risk Owners are either members of Local or Functional Leadership teams or extended Leadership teams. This ensures they have appropriate subject matter expertise and authority to mitigate and report outcomes to Executive Risk Owners as a means of assurance.

Our GRCL function delivers Enterprise Risk Management (ERM) training to our Accountable and Executive Risk Owners, as well as operational risk management training to our market and functional Risk Owners. The training covers the ERM processes, the basic principles of risk management, and the SBFE ERM Governance cycle.

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Risks are monitored and reported on, on an on-going basis, through the Risk Management platform, enabling the SBFE Risk Management team to maintain a holistic overview of the process, progress, and total risk portfolio of SBFE. Newly identified risks and progress towards managing existing risks are also formally shared twice per year during risk meetings held with regional, market, and function leadership teams. This process helps to ensure there is increased awareness of risks and knowledge sharing on the steps required to mitigate them.

ESG risks, including climate risks, form part of the SBFE total risk portfolio and are incorporated into this risk management process. The CEO is the Executive Risk Owner for all climate related risks, while the Sustainability Director acts as the Accountable Risk Owner and is responsible for their assessment and management. In 2022, the Suntory Group conducted an assessment of the climate related risks and opportunities that affect the business and society. This assessment was published on the Group's website as part of its TCFD disclosure.

In 2021, SBFE also conducted an ABC risk assessment across the European business, supported by PwC. This assessment identified a number of risks which we continue to address. Conflict of interest and third-party due diligence were identified as top regional risks and throughout 2022 and 2023 we have been addressing these as a priority. A new Conflict of Interest policy and disclosure process was launched across our Extended Leadership Team in 2023, as was an updated version of our third-party due diligence tool, Catalyst.



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# Sustainability governance

Our SBFE Director of Sustainability reports directly to the SBFE CEO. The SBFE Director of Sustainability sits on the SBFE Sustainability Steering Committee, while the SBF International CEO sits on the Suntory Beverage & Food (SBF) Board and the SBF Sustainability Committee. The SBFE CEO reports directly to the CEO of SBF International.

Both the SBFE Executive Leadership Team and the SBF International CEO receive updates on sustainability from the SBFE Sustainability Steering Committee and the SBFE Director of Sustainability. The SBFE Sustainability Steering Committee is supported by focus area taskforces and sustainability managers in each of our markets. The Committee provides updates to the SBF Sustainability Committee, which ultimately reports into the Suntory Holdings Board of Directors through the Global Sustainability Committee.

Our strategy is supported by a number of external frameworks, initiatives and accreditations. Each pillar and focus area is aligned to one or more of the United Nations' Sustainable Development Goals and our commitments fully support the EU's objectives around healthier food and drink and the circular economy. We're a signatory of the EU Code of Conduct on [Responsible Food Business and Marketing Practices](#). This Code of Conduct provides 'a common aspirational path towards sustainable food systems' and we continue to map and report on our progress against it.

We are also an active member of UNESDA, the European soft drinks trade association, seeking to shape and uphold their sustainability commitments. In our priority markets we are also members of local trade associations, for example we participate in the British Soft Drinks Association, the French Soft Drinks Association (B.R.F.) and the Spanish Soft Drinks Association (ANFABRA).



**SUSTAINABLE  
DEVELOPMENT  
GOALS**



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# Our Drinks

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# Less sugar

Embracing a balanced diet with limited sugar intake can lead to healthier living and help mitigate health concerns such as obesity. Failing to consider the negative impacts of sugar would not only be bad for our impact on society but it could also create regulatory and reputational risks for our business. For a long time, SBFE has recognised the opportunity to evolve our portfolio to reduce added sugar and create new and exciting low-sugar alternatives, setting ourselves ambitious targets in this area.

## Policies and approach

At SBFE, we're proud to be setting the standard as an industry leader in sugar reduction.

In 2015, the companies that make up SBFE came together to develop a long-term ambition to reduce added sugar by 35% across our portfolio by 2025. This reflects the importance we place on healthier nutrition, which is a key component of our sustainability strategy. Through UNESDA, the European Soft Drinks Association, SBFE has also joined industry peers to commit to reduce average added sugars in European soft drinks by 10% from 2019 to 2025.

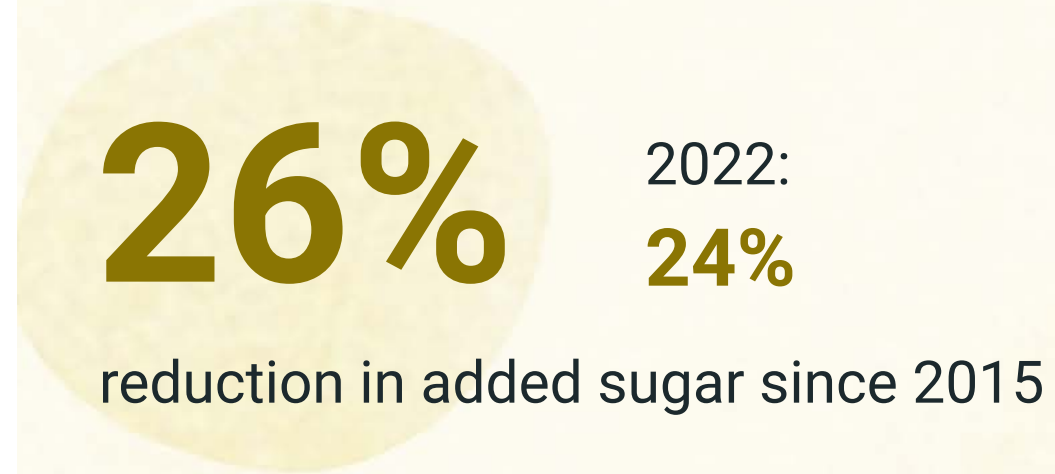
To achieve these commitments, we are working on two complementary initiatives. One is to reformulate many of our existing drinks to lower the sugar content. The second is to create new, lower-sugar, lower-calorie drinks, to broaden the range of healthier options for consumers. Reformulation of drinks, particularly iconic flavours like Orangina, Lucozade and Ribena, is not easy. So, we have made significant investment in research and development over a long period of time, with our taste and nutrition experts working tirelessly to innovate, seek out new approaches, and share best practice across the world.


We track the sugar levels across our portfolio through our sugar database and report progress against our sugar reduction commitments through our annual submission to the EU Code of Conduct on Responsible Food Business and Marketing Practices.

We have a dedicated programme lead who coordinates our sugar reduction efforts and tracks our progress against our commitments.




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 **25% reduction from 2015–2030**



 **Double the volume from 2015–2030**

## Progress

Since 2015 (our baseline year), we have reduced the added sugar in our portfolio by 26%. To reduce the sugar content in our existing drinks, our focus has been on reformulating our recipes. In 2023, this included reducing the sugar content of our Schweppes Indian Tonic in Spain by 58%, down from 5.4g/100ml in 2022 to 2.4g/100ml, and reducing the sugar content of our Schweppes Bitter Lemon in Belgium, Poland and Central Europe by 46%, down from 7.8g/100ml in 2022 to 4.2g/100ml.

We also launched several new low or zero-calorie formulations across our portfolio, all of which have contributed to our sugar reduction ambitions. In 2023, 17% of the volume of drinks we sold were low or no-calorie and we almost tripled the volume of drinks sold with sugar below 5g/100ml compared to 2015. Our efforts in 2023 mean that we have now reduced the added sugar in our French portfolio by 15% compared to our 2015 baseline, a significant improvement compared to the 10% reduction we had achieved by the end of 2022. In Spain, we have reduced the average sugar content of all our brands in our portfolio by 34% compared to 2015. See our Spotlight on [New zero sugar/calorie drinks](#) below for more information about our new product launches and renovations.

A useful indicator of our sugar reduction efforts, particularly in France, is the Nutri-Score, a front-of-pack nutritional rating that informs consumers about the overall nutritional quality of a product, allowing them to make informed choices at a glance. In 2023, the Nutri-Score algorithm was updated. To achieve Nutri-Score C (the highest a soft drink can be rated), the sugar content of a drink cannot exceed 6g/100ml, whereas previously the limit had been 3g/100ml.

This change also resulted in low calorie sweeteners receiving negative points, contributing to a lower rating. Adapting to this change has proven to be a challenge, as sweeteners are often the most effective tool when exploring options for sugar reduction and low-calorie drinks. However, our ongoing efforts to gradually reduce the sugar in our drinks so that consumers can slowly adapt to less sweet drinks, means we are well-equipped to adapt to this change, and we continue to explore options to expand our efforts further.

## Future plans

We will work toward achieving an overall 30% reduction in added sugar against our baseline by the end of 2024.

We will do this through further reducing the sugar content in our Oasis Tropical France. This reformulation will lead to the largest proportion of our forecasted sugar reduction in 2024 as Oasis Tropical France is one of our best-selling drinks. We will also focus on reformulating Orangina Rouge and Schweppes Mojito in Europe, as well as reducing sugar content in the Orangina sold in Cameroon and the Ivory Coast.

We also plan to launch a low-calorie version of Schweppes Indian Tonic in Switzerland and Norway, and extend our low sugar Lucozade Original to the Caribbeans. We may not reach our ambitious goal of reducing added sugar by 35% by 2025, but we will be very close, and we will continue our sugar reduction journey beyond our own voluntary deadline.

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# Spotlight on: New zero sugar/calorie drinks

Over the year, we have launched a range of exciting new drinks, to provide consumers with healthier, low-calorie and low-sugar options.



In GB&I, we had zero sugar launches for two of our Lucozade brands: Lucozade Sport and Lucozade Alert. Containing only 4kcal per serving and zero sugar, Lucozade Sport Zero Sugar was created to meet growing consumer need for a great tasting, low calorie and zero sugar hydration drink. Lucozade Alert Zero Sugar Mango Peachade was the brand's first move into the zero-sugar energy segment, reflecting the growing demand among our consumers for more low- and no-sugar options.

In France, we also launched sugar-free Oasis Tropical, Orangina Zero and reduced sugar Pulco Citronnade, as well as low calorie versions of Schweppes Indian Tonic and Agrumes in Martinique and Reunion. These launches contributed to the progress we are making on sugar throughout our SBFF portfolio. By the end of 2023, 37% of our SBFF portfolio contained a maximum of 5g of sugar per 100ml.

In Spain, we launched Schweppes Orange Zero, meaning that 98% of our Spanish portfolio is low or no-calorie, and that we have reduced the average sugar content by 59% compared to 2006.

In Poland we launched low calorie versions of Dr Pepper and Schweppes Wild Berry, and in Central Europe, we also launched low calorie versions of the entire Schweppes portfolio, including Indian Tonic, Agrumes, Ginger Ale, Orange and Bitter Lemon.

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# Responsible formulation

The way we formulate our drinks is always changing based on new technology, research and consumer preference. We want to ensure our products not only meet all regulatory and health standards, but that they can be part of a balanced diet without having a negative impact on our consumers and society. We therefore constantly monitor leading research and consensus to ensure the quality of our products and reduce any risk our business could otherwise face. This constant evolution and innovation is an opportunity for us at SBFE to be ahead of the curve and continue to delight customers in the long-term.



## Policies and approach

Beyond reducing the sugar content in our drinks, we are also committed to increasing the use of natural ingredients in our products. This means reducing the number of preservatives, artificial colours and artificial flavours across our portfolio.

To track our efforts, we have created a database which contains the number of preservatives, artificial colours and artificial flavours contained in each drink. This allows us to regularly monitor our progress in improving the natural profile of our drinks and identify areas which require particular focus for improvement.

We are also working closely with SBF Japan to develop natural additives and modulators, as part of a global initiative designed to deliver natural replacements for the additives currently in our drinks. This includes development activity around existing natural alternatives such as Stevia and fruit materials.

We are members of UNESDA, the European Soft Drinks Association, and work with them to campaign against the use of non-scientific reporting surrounding ultra-processed foods. We advocate for the importance of balanced and informed reporting, at a sectorial, national, European and International level.

In 2023, we developed our SBFE Responsible Marketing Code, which contains guidance on responsible consumption, detailing how we inform consumers of nutritional content through on-pack and online nutritional information, how we depict responsible consumption of our products and how we provide consumers with sufficient information to make informed choices. This Code, which will be launched in 2024, also covers how we market products containing alcohol, outlining how we will not advertise any product to consumers below the legal purchase age or depict irresponsible consumption, and that all marketing must include a legal purchasing age indicator.



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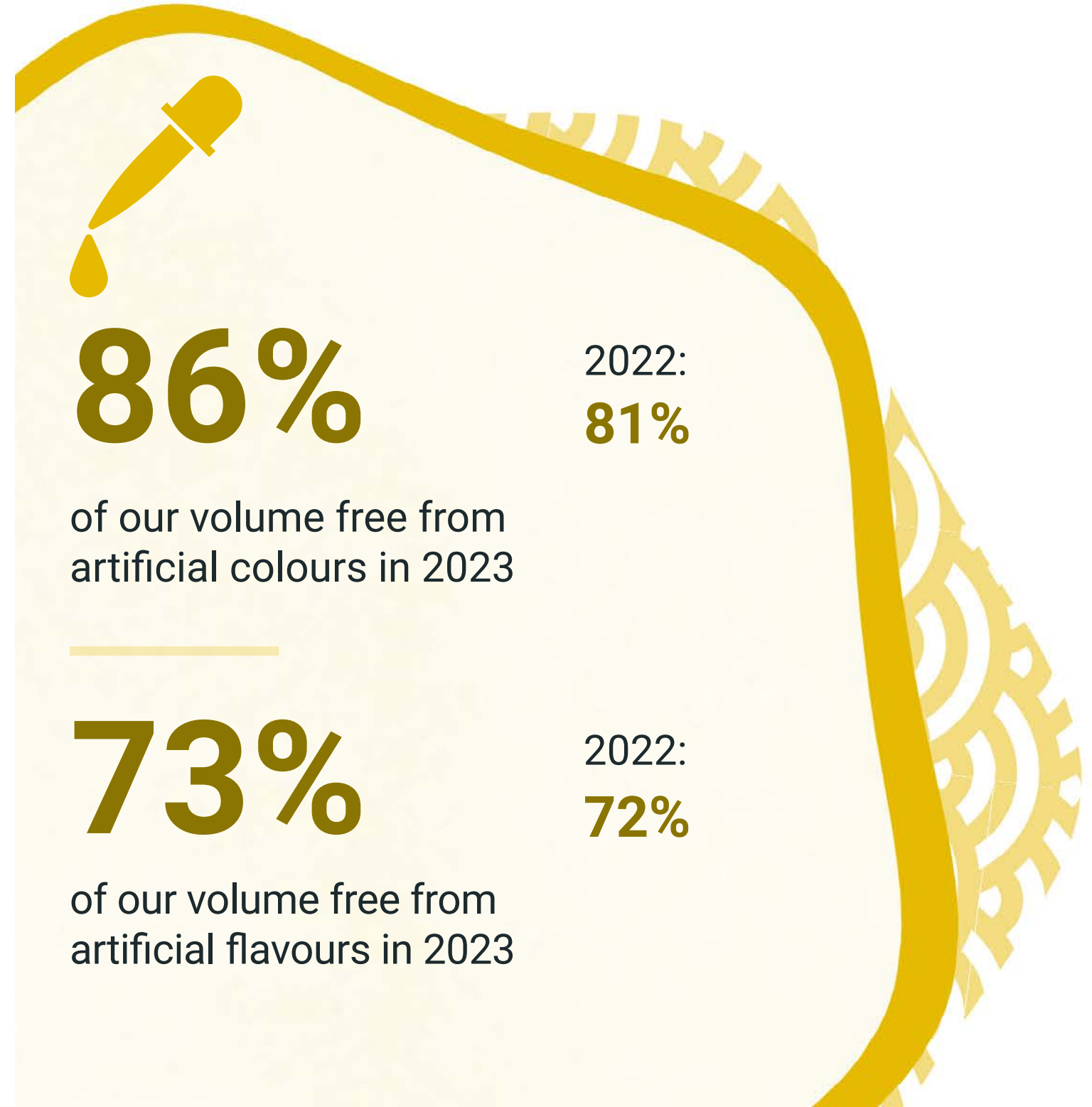
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# Progress

In 2023, we continued to make progress in replacing artificial ingredients with natural alternatives across our products. In 2023, recipe changes resulted in 86% of our total volume being free from artificial colourings, up from 81% in 2022, and 73% of our drinks being made with natural flavourings, up from 72% in 2022.

As part of our focus on core brand innovation, we work closely with our brands, including Schweppes, Lucozade, Orangina, Ribena and Oasis to identify what makes our drinks unique and explore how we can develop natural solutions to enhance the unique value of our drinks. For example, through our core brand innovation programme, Schweppes and Lucozade launched new formulas last year which resulted in significant sugar reduction, and in the case of Lucozade, the removal of aspartame.



## Future plans

Moving forward, we plan for all employees to have access to our SBFE Responsible Marketing Code e-learning course, following its publication in 2024. The code includes guidance relating to responsible formulation, ensuring that no alcohol is pre-mixed with energy drinks. Employees in the UK who market and sell alcohol will also receive training, in preparation for the launch of the first alcohol ready-to-drink (RTD) product in the UK in 2024.

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# High quality

Quality control is essential to the success of our business and is at the heart of all our processes and governance. This focus means that we avoid any errors or unintended consequences that could cause issues for consumers, communities, society and our own business. We want to lead our industry in this regard, seeing our investment in quality as a long-term investment in our own success.



## Policies and approach

Our 'All for the Quality' Policy outlines our commitment to producing high quality products and services that meet or exceed relevant safety and quality standards, and that respond to the desires of our consumers and customers.

Adherence to our quality policy is included as part of our quality standards, a set of common standards and requirements for soft drinks, which is deployed in all of our markets. These standards apply to all stages of our supply chain, including bottlers and factories. Our quality standard is internally and externally audited with certification FS22000. In addition to this, many of our production lines are also certified by other international and food related standards. We also ensure that relevant employees receive training that is closely aligned to our All for Quality Policy.

Our Global Quality Programme helps us anticipate issues and address them quickly so that we can continue to provide consumers with the highest quality products. Our employees work continually to maintain and improve the quality of our processes, including through product planning, development, material procurement, manufacturing, distribution, and sales services.

Our Product Quality Assurance (PQA) Lab in Spain plays an important role, through monitoring the products we produce in Europe to ensure that they consistently meet our high-quality standards from manufacturing to the point of consumption. The lab carries out monthly analysis of both the products that leave our manufacturing facilities, and the products displayed on the market, in order to ensure that there are no packaging, content or flavour issues. Around 15,000 samples each year are analysed from across our markets. This includes checking samples from over 80 bottlers and trade locations across Europe, which provides us with insight into consumers' perceptions of quality in each market. The PQA lab also contributes to new product development and the validation of new bottlers and product lines.

In 2023, we appointed a new QEHSS (Quality, Environment, Health, Safety and Sustainability) Director, who sits on the SBFE supply chain leadership team. We also have a Director of QEHSS for each country of production who also sits on local supply chain leadership team, and reports to the company wide QEHSS Director. We work closely with experts at group level who are responsible for identifying potential quality risks and taking relevant action to mitigate these.

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## Progress

In 2023, we began implementing a water quality programme across SBFE, designed to ensure that the water we use is compliant with incoming quality standards.

We also began digitalising the process of checking our products across our production lines, beginning in our Meyzieu factory. This has included going paperless, helping to make product data immediately accessible. This has improved our reliability, responsiveness, efficiency and gap spotting process.

## Future plans

In 2024, we will be developing a new quality policy and rolling out a new audit for hygiene standards.

We will also continue to rollout the digitalisation process across our manufacturing sites. We also plan to develop consumer-centric sensory tests across our factories, in addition to our existing sensory tests and training carried out by external experts. This will be accompanied by the deployment of new standards and employee training.

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# Reducing emissions to reach net zero

The climate crisis will have – and already is having – devastating impacts on ecosystems, communities and lives around the world. It will also create significant risk for businesses like ours, whose supply chain and operations will be increasingly disrupted by a changing climate and more frequent extreme weather events. We must meet the net zero emissions target that we have set and hope to do so in way that also improves the resilience and long-term sustainability of our business.

## Policies and approach

In 2019, we set ambitious near-term emissions reduction targets approved by the Science Based Targets initiative. By 2030, we are committed to reducing our Scope 1 and 2 GHG emissions by 50% and our Scope 3 emissions by 30% from our 2019 baseline. We are also working to achieve net zero carbon emissions by 2050 or sooner across our whole value chain.

To achieve these targets, we have established two reduction programmes, one focused on Scope 1 and 2 emissions, and the other on Scope 3 emissions. For each programme, we have set out regional and local roadmaps and associated action plans which are coordinated centrally. Actions identified to reduce Scope 1 and 2 emissions include improving energy efficiency at our factories, sourcing renewable energy for our factories and owned offices, producing our own renewable energy, and reducing the carbon footprint of our fleet.

We currently calculate our Scope 1 and 2 emissions twice a year, and our Scope 3 emissions once, as part of annual total carbon footprint calculation. We compare these results to our annual targets and assess our trajectory towards our 2030 ambition, adjusting roadmaps and project priorities where necessary to keep our progress on track. In 2023, we recalculated our 2019 carbon footprint (our baseline), as well as our subsequent 2020, 2021 and 2022 carbon footprints as some of our data points had been retroactively corrected.

These included the recycled content of our packaging across all markets, the hypothesis we use to calculate the emissions associated with freight for SBF Iberia, the emissions associated with the use of our sold products (which now include the CO<sub>2</sub> released from our carbonated drinks), some emissions factors, and our Scope 1 energy consumption data. Our current and historic carbon footprint calculations now give a more accurate account of our total GHG emissions (these are shown in the data presented here and in the tables at the end of this report).

In 2023, we introduced a new role to strengthen our climate activity. The new Climate Manager is responsible for leading the company’s climate transition plan, coordinating functions and markets to collectively deliver the goal of net zero by 2050 or sooner. We also launched the SBFE Climate Council, a team of internal stakeholders tasked with creating an actionable roadmap for reducing Scope 3 emissions, preparing the roadmap for our transition to net zero, and planning adaptation strategies to ensure business resilience against climate-related physical risks and transition risks. The Council will provide a collaborative forum for colleagues from across the business and our markets to discuss climate issues, risks and opportunities, review policies and progress, and co-ordinate decision making. It will meet every two months and include representatives from sustainability, procurement, supply chain, legal, risk, research and development, and finance.

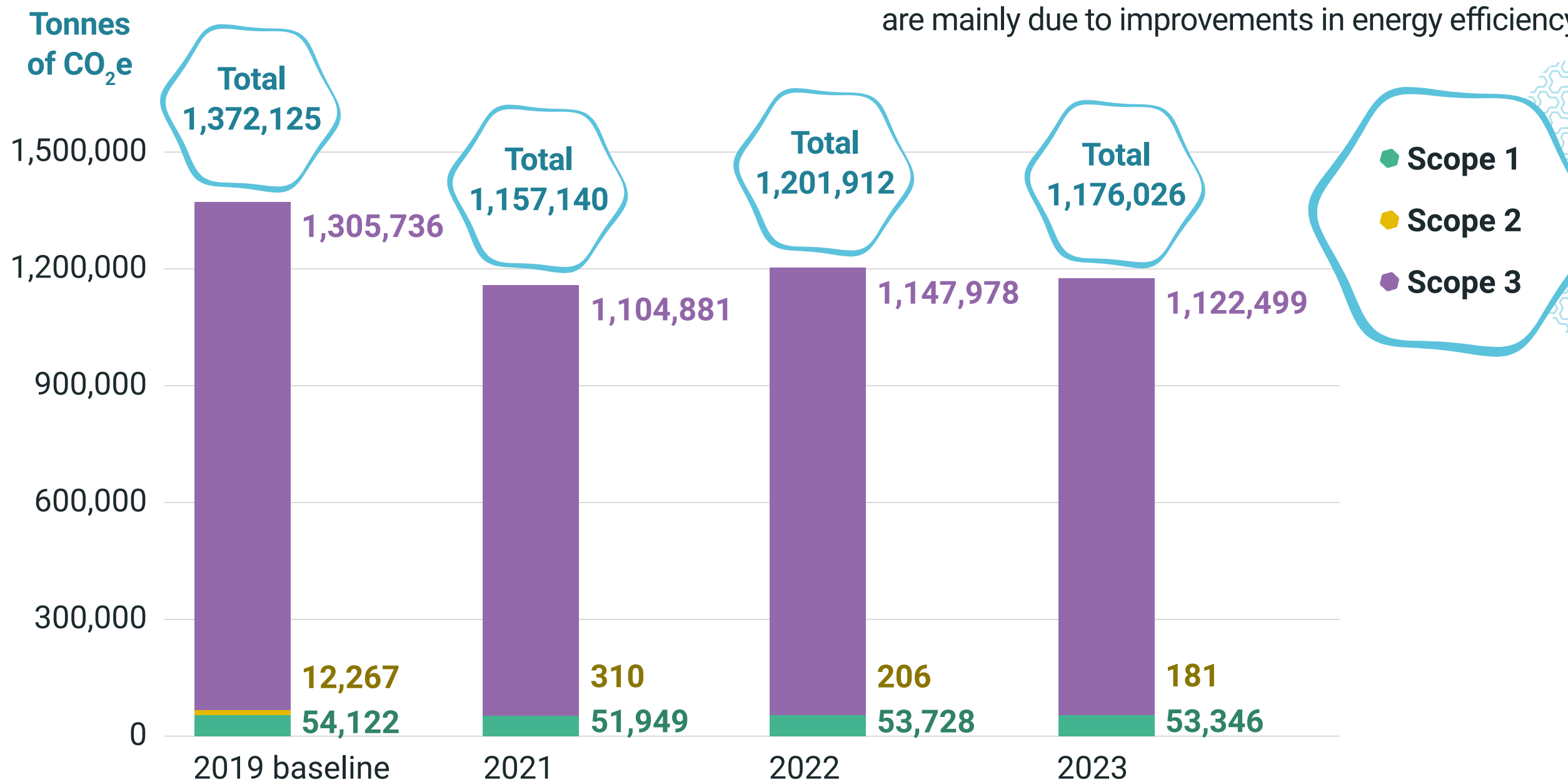


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# Progress\*

In 2023, our overall carbon footprint decreased by 2.15%. This means that we have reduced our carbon footprint by 14.29% from our 2019 baseline and are on track to meet our emissions reduction targets. Our Scope 1 emissions decreased by 0.17%, resulting in a 1.4% decrease from our 2019 baseline. Despite reducing our Scope 1 emissions in 2023, our progress was slower than we anticipated. This was due in part to reliability issues at one of our factories which meant we had to temporarily use gas oil, and issues with boiler performance at another factory.

Our market-based Scope 2 emissions reduced by 11.91% in 2023, resulting in a 98.52% decrease from our 2019 baseline. Reductions in market-based emissions are mainly due to the increased use of renewable energy, as well as improvements in energy efficiency. We achieved this reduction in market-based Scope 2 emissions by introducing more renewable energy contracts across SBFE and reducing our reliance on grid connections in some locations through the development and use of on-site renewables. For example, the solar panels we installed at our Toledo factory in Spain in 2023 are estimated to produce 13% of the factory's average annual electricity demand, reducing our carbon footprint by 615 tCO<sub>2</sub>e every year. Our location-based Scope 2 emission reduced by 6.62%, resulting in a 33.6% decrease from our 2019 baseline. Reductions in location-based emissions are mainly due to improvements in energy efficiency.



\*Scope 3 data pending verification.

# 19.37%

reduction in Scope 1 and 2 GHG emissions compared to 2019 baseline

50% reduction by 2030

# 14.03%

reduction in Scope 3 GHG emissions compared to 2019 baseline

30% reduction by 2030

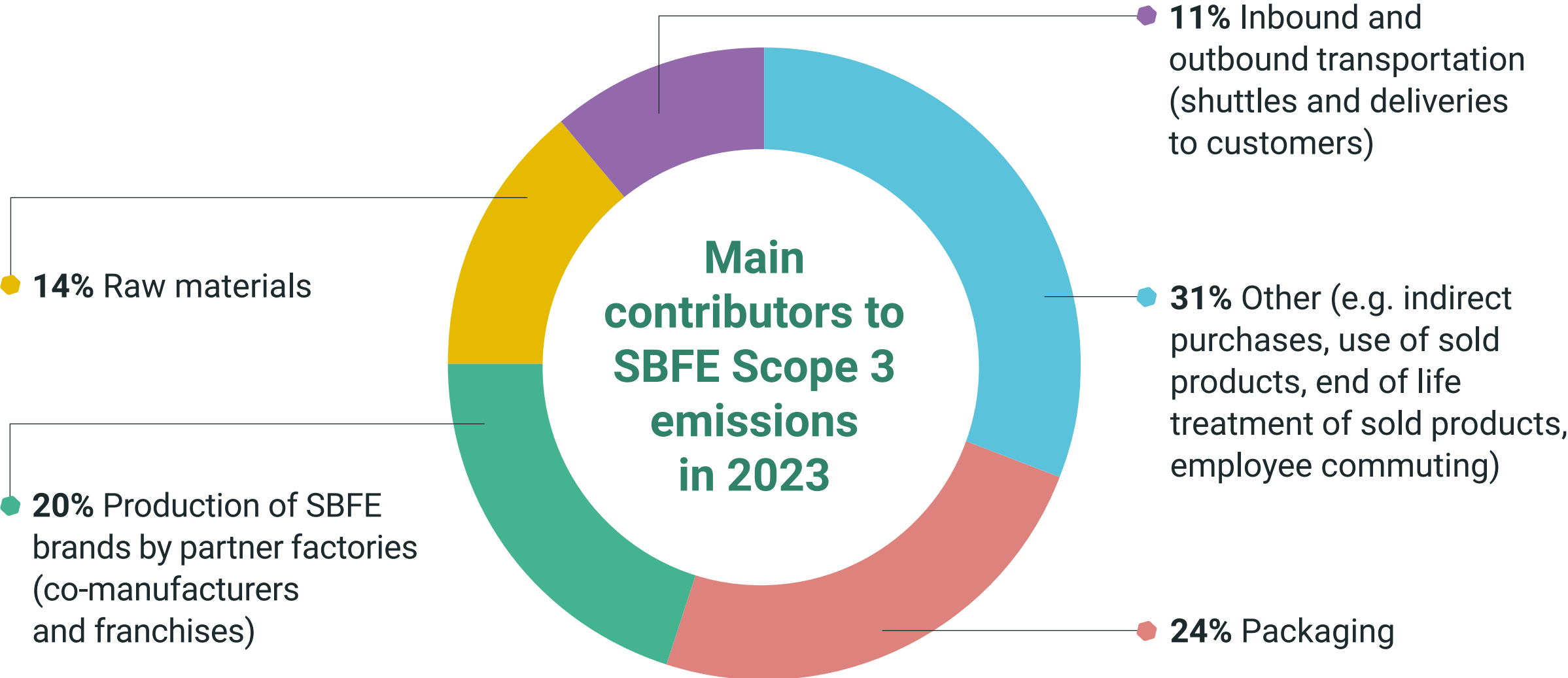
We continued to introduce measures to optimise energy efficiency at our factories in 2023. These included improving the efficiency of our boilers, running heat recovery projects, adjusting roof ventilation revolutions, insulating equipment, and replacing sugar pasteurisation with UV treatment at two factories in France. Replacing the sugar pasteuriser used at our Meyzieu factory with a UV system will save 225 tCO<sub>2</sub>e every year, while the launch of a heat pump at this factory will save a further 330 tCO<sub>2</sub>e every year. We are encouraged by the progress we are making at our factories and want to enable our teams to learn from one another. That's why in 2023, we set up an SBFE CO<sub>2</sub> Scope 1 & 2 and Water taskforce to explore good practices, both within SBFE and externally, and share our learnings across the business.

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We also continued our focus on transport in 2023. In Spain, we upgraded 350 vehicles to hybrid technology, meaning 87% of our vehicles are now hybrid and 2% are electric. We will be upgrading the remaining 11% during 2024, so that by 2025 100% of the fleet will be hybrid or electric and the move towards electric will accelerate. While in France, we updated our company car policy so that each category now includes an electric vehicle option. Across our entire catalogue of company cars, only one 100% fuel vehicle remains, with the rest now a combination of hybrid and electric. Finally, in the UK, we installed eight electrified charging stations at our UK head office, with 12 more due to be installed at our factory site in March 2024.

In 2023, we reduced our Scope 3 emissions by 2.22%, which means we have now reduced these emissions by 14.03% compared to our 2019 baseline and are still on track to meet our 30% reduction by 2030 target.

To help us identify new opportunities to reduce our Scope 3 emissions, we continued to build on the work we did in 2022 to identify our top emitting categories and subcategories and map our suppliers across these. In 2023, our four top emitting categories were packaging, raw materials, logistics and the production of SBFE brands by partner factories (co-manufacturers and franchises) and we have already started working with key packaging suppliers to achieve a 4% year-on-year reduction in their emissions. We are working with our can, glass and PET suppliers, as well as our corrugated and board suppliers, to collect information on their carbon footprint, understand the progress they have already made in reducing emissions, explore their emissions reduction plans for 2030 and 2050, and identify ways in which we could help.



# Future plans

We will continue to identify new ways to reduce our energy consumption and additional measures we can introduce to optimise energy efficiency at our factories.

In Spain, for example, we will be replacing two old compressors with new variable speed compressors to reduce electricity consumption. We will also be exploring the use of onsite renewables at all production facilities across SBFE, including the installation of solar panels at our factories in GB&I and France.

On Scope 3, we plan to set up a new GHG emissions calculation system that will increase the accuracy and frequency of our carbon footprint reduction monitoring, allowing us to be more responsive and take correction action if needed. We will also keep focusing on our top four emissions categories, engaging with top suppliers from each category and collecting more primary data from them to improve our future carbon footprint calculations. As part of this engagement, we will be encouraging them to set emissions reduction targets and collaborating with them on their decarbonisation roadmaps. Specifically, with our logistics suppliers, we will be scaling up the use of biofuels and trialling other greener transport options, such as electric trucks, while with our packaging suppliers the focus will be on eco-design and circularity. Finally, our work on raw materials will be focused on our regenerative agriculture pilots (see [Sustainable agriculture](#) for more information), where we plan to start using the Cool Farm Tool to estimate the impact of regenerative practices on GHG emissions.

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# Accelerate sustainable and circular packaging

Packaging is essential to protect the safety and quality of our products but if not managed responsibly it can negatively impact the environment across its lifecycle – from production to disposal. At SBFE, our primary packaging impact is the bottles that hold our drinks. How these bottles are made, what they are made of, their material properties, and how they are disposed of are all crucial for our impact. As our understanding of these impacts continues to improve, it is ever-more critical – for the world and in order to manage risk to our business – that we minimise them.



## Policies and approach

The sustainability of our packaging, and what happens to it when it's empty, is hugely important to us. The soft drinks industry has been built around convenience first and foremost. Now, there are other competing priorities, and it is our job to make these bottles and containers as sustainable as possible.

In 2019, we announced our goal to be the first global drinks company to use 100% sustainable plastic packaging by 2030. By this, we mean using packaging made from plant-based materials, recycled plastic, or plastic that is not made using fossil fuels, all of which have a lower carbon footprint. To achieve this goal, we have set ourselves the objective of using a minimum of 50% recycled plastic content on average across our portfolio by 2025 or sooner, and no more virgin plastic from fossil fuels by 2030. We are focusing initially on our three best-selling brands, with a goal to use 100% recycled plastic in our Lucozade, Oasis and Schweppes bottles by the end of 2025.

We design our products for circularity and are aiming for 100% of our primary packaging to be recyclable by 2025. Plastic is precious, so we want to collect and recycle as much as we can to create new bottles. Recognising the limitations

in current recycling technologies, we invest in new and innovative ways to tackle waste and create true circularity. Since 2019, we have been part of a consortium founded to scale the pioneering 'enzymatic' recycling technology from Carbios. This ground-breaking technology completely breaks down plastic during the recycling process, allowing it to then be used for food grade plastic packaging applications such as our bottles, which can then also continue to be indefinitely recycled back into bottles in the future.

In line with the Single Use Plastics Directive, we are also in the process of transitioning all caps used on our ready to drink plastic bottles to tethered designs so that they can be captured for recycling along with the bottles. These changes need to be made by the start of July 2024.





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Where possible, we are trying to transition away from excessive plastic packaging. For the can and glass bottle multipacks that we manufacture in house, we are working to move from plastic film to card, giving careful consideration to the impact of any proposed changes on GHG emissions.

Alongside our efforts to improve the sustainability of our plastic consumer packaging, we are exploring improvements we can make to our glass bottles and our secondary packaging. In addition to our efforts to lightweight our glass bottles, we are working to increase the proportion that are returnable. In Spain and France, for example, some of the Schweppes and Orangina brand glass bottles that we provide to restaurants and bars can be returned to us so that we can wash and refill them. The proportion of our glass bottles that are returnable is still small, but we have ambitions to increase this. And on secondary packaging, our focus has been on increasing the percentage of recycled content across our plastic packaging.

## Progress

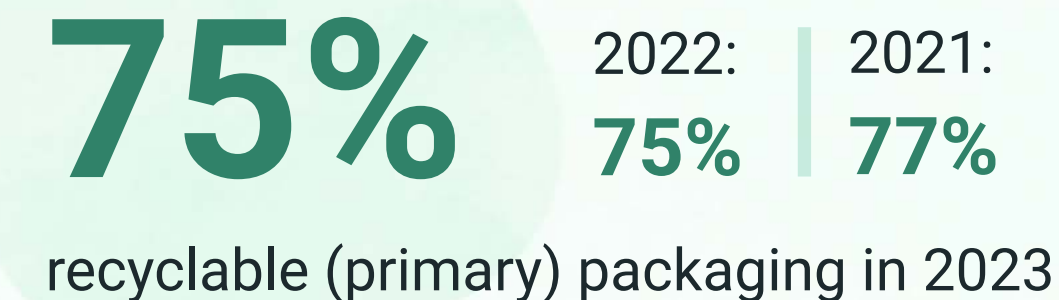
We continued to make good progress towards achieving our packaging targets in 2023.

We increased the use of recycled plastic (rPET) in our bottles from 36% in 2022 to 44% in 2023 and are on track to achieve 50% recycled content by 2025. This was the result of significant progress across our best-selling brands, including Schweppes, Oasis and Lucozade. For example, in France our Schweppes 1 litre and 1.5 litre bottles are now made from 100% recycled plastic and our entire Oasis portfolio has transitioned to bottles made from 100% recycled plastic, a major milestone for us. Overall, 74% of our French portfolio was packaged in 100% recycled plastic in 2023, a drastic increase from 16% in 2022. Meanwhile in Norway, we transitioned to 80% recycled plastic for Schweppes 0.5 and 1 litre bottles and in Spain we transitioned La Casera 0.5, 1 and 1.5 litre bottles to 25% recycled plastic.

We also worked hard to increase our use of recycled content in our secondary packaging. In 2023, we worked to source and incorporate recycled polyethylene into the shrink films we use in our secondary packaging and achieved 48% recycled plastic overall. In Spain, all case and multipack shrink films (except the anti-stick film of multipacks) increased from 50% to 70% recycled plastic.



**Minimum of 50% by 2025**



**100% by 2025**



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Alongside our work to increase the recycled content of our packaging, we also made good progress in reducing our use of plastic in our packaging. By downgauging the sleeves on our Lucozade Sport bottles we were able to reduce our use of plastic and as a result the carbon emissions associated with the production of these bottles. For example, we reduced the gauge on the 500ml shrink sleeves (excluding the Lucozade Sport Orange) from 50 to 45 micron, saving 11 tonnes plastic and 26 tonnes of CO<sub>2</sub> and we reduced the gauge on the 12x500ml printed shrink film from 65 to 55 micron, saving 12 tonnes plastic and 24 tonnes of CO<sub>2</sub>. While in our tertiary packaging, we downgauged some of the pallet stretch film used in our GBI market, saving 30 tonnes of plastic and 80 tonnes of CO<sub>2</sub>.

We also reduced our use of other packaging materials, including cardboard and metal. For example, in Spain we changed the structure of the cardboard rings used to group our cans (from PremCollar to CanCollar), reducing our use of cardboard by 231 tonnes and saving 226 tonnes of CO<sub>2</sub> annually. We also transitioned our 330ml sleek format steel cans and our 250ml cans to aluminium, dramatically reducing their weight.

Finally, we continued to work towards our target of 100% of our primary packaging to be recyclable by 2025. Overall, 75% of our primary packaging material was recyclable in 2023, no change from 2022. This was expected as the remaining 25% of our primary packaging, which includes our Lucozade Energy brand, is due to be transitioned to fully recyclable material in 2025.

However, we did make some progress in 2023, including in Spain where we transitioned our 275ml Trina full sleeve to a label, enabling the pack to be recycled. Similarly, by removing the print from 50% of our Lucozade Energy sleeve, we were able to improve the recyclability of these bottles in the UK as they can now be identified as clear plastic at recycling sorting centres. We also made good progress in implementing tethered caps so that they can be captured for recycling. In GB&I we continued trials for tethered caps, in preparation for their introduction in 2024. While in France, we began transitioning to tethered caps for Oasis bottles, which has resulted in a 15% reduction in plastic, saving 75 tonnes of plastic annually.

However, we do still face some challenges to meeting our 100% recyclable packaging by 2025 target. One challenge we have is finding an alternative material for our Lucozade Sport cap valve that provides an unaltered drinking experience while being 100% recyclable. Ensuring our Lucozade Sport Carbo Gel laminate material is 100% recyclable is also a challenge. We are working with suppliers to explore alternative mono material options that are recyclable and also maintain the shelf life and stability of the product, but finding a suitable solution is not easy.



## Future plans

In 2024, we will complete the transition of our caps to tethered designs and continue to increase the amount of recycled content in our bottles, in line with our target. In 2024 we plan to transition from 25% to 100% recycled plastic in our La Casera 0.5L bottles, and to extend this to our 1 and 1.5L bottles. We will also be exploring new solutions to help us minimise our packaging and packaging waste, such as refill solutions for different consumer occasions and the use of returnable bottles sold through our retail and hospitality channels.

Finally, we will be continuing our work as part of the consortium partnership with Carbios. We are working on validation and commercialisation plans to introduce a proportion of bottles made with Carbios material for 2026 onwards, a significant step on our journey away from using fossil fuels.

# Water stewardship

Water is essential for us to produce our drinks. It is therefore critical that we conserve water as much as we can, that the water we use is sourced in a sustainable way, and that we ensure the water that leaves our operations is clean and safe. Without this focused approach we risk negative impacts to the environment and society through water pollution and by potentially contributing to water shortage, particularly in water-stressed areas such as Toledo, where one of our factories is located.



## Policies and approach

Water is part of everything we do as a business. To protect this precious resource for future generations, we are constantly innovating to reduce water consumption in our operations and investing in the ecosystems surrounding our water sources.

We aim to reduce the water intensity\* of production at our owned factories by 20% (against the 2015 baseline) by 2030. To drive progress towards this goal, we set water reduction targets at each of our factories and outline tailored roadmaps to achieve these.

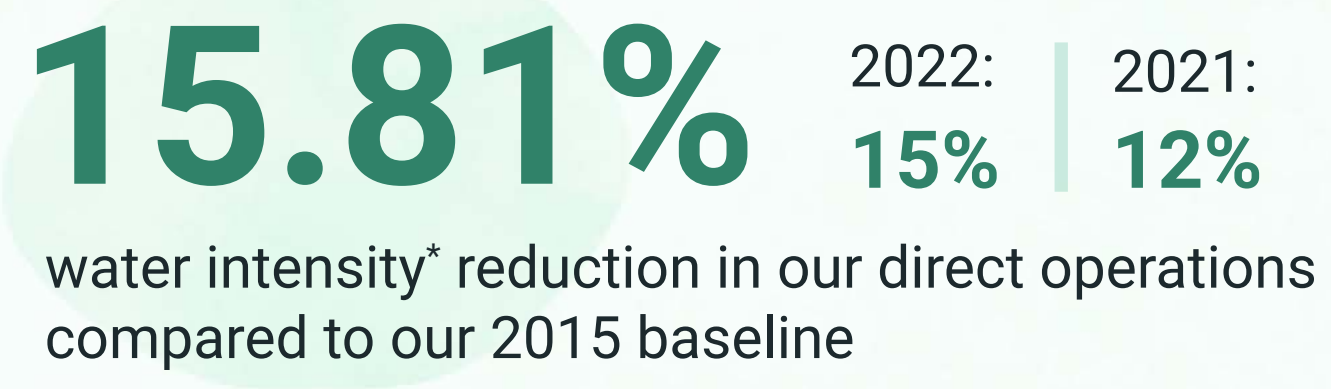
Progress against these roadmaps is monitored closely. To help promote sustainable water management at our factories, we invest in new technology to reduce our water consumption and create new internal initiatives that allow us to be as water efficient as possible. We also closely monitor and manage the quality of the water we discharge from each factory, in line with applicable regulations.

In addition to water reduction activities at our factories, we also invest in water conservation and education initiatives.



\*Volume of water withdrawn per kilolitre of production.

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**20% reduction by 2030**

\*Volume of water withdrawn per kilolitre of production.



Since 2015 (our baseline year), we have reduced the water intensity of production at our owned factories by 15.81%. This is a slight improvement from 2022 when we had reduced water intensity by 15% and one step further towards our 20% by 2030 target.

This progress is the result of several projects in 2023, including the installation of a new osmosis system to recover wasted water at our Toledo factory and the introduction of a new UV system to disinfect the sugar solutions used at our French factories. We were also able to reduce water consumption at our Spanish factories by making modifications to our water treatment plant and by optimising the use of rinse water in our clean-in-place system. The latter will help us to save 10,000 kL of water a year. We are encouraged by the progress our factories are making and want to support them to learn from each other. That's why in 2023 we also set up an SBFE Water Taskforce in 2023, to enable our factories to share effective practices.

Unfortunately, we faced some unforeseen challenges in 2023 which prevented us from making more progress against our target. In September, the overflowing of a local stream caused flooding at our Toledo factory and the surrounding area. The factory had to stop production for two weeks while it was cleaned and repaired. Not only did this result in considerable material losses for the business, but also the significant consumption of water used during the cleaning process. We also had some operational issues in our production lines in France which led us to consume more water than planned, especially to clean the equipment.

However, some of the other challenges we faced also presented opportunities. For example, in France, the process of building water conservation plans in the event of drought presented both a challenge and an opportunity. It forced us to reconsider our ways of working but also encouraged us to explore new practices that we can implement to reduce our water consumption.



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**Alongside our water reduction efforts, we continued to support water conservation and education initiatives in 2023.**

**Mizuiku (UK)**

Following the success of the pilot with Severn Rivers Trust in 2022 (see page 32 of our 2022 Sustainability Report for more information), we officially launched the Mizuiku programme in the UK in 2023. Mizuiku was launched by Suntory Holdings in 2004 so that younger generations would have the opportunity to learn where their water comes from and understand the significance of the forests that nurture this natural resource. Starting in Japan, the programme has expanded to Vietnam, Thailand, Indonesia, France, China, Spain and the UK joined in 2023. There are tailored initiatives for each country and as of 2023, 458,700 people across the world have taken part.

The UK launch focused on the outdoor part of the Mizuiku programme – ‘The Outdoor School of Forest and Water’ – designed to provide participants with interactive, hands-on experiences that help them appreciate the importance of natural water sources. From May until October, families could book onto free sessions at five different riverside locations along the River Severn, which runs close to where our GB&I factory is based in Coleford, Gloucestershire. The sessions were once again run by Severn Rivers Trust – the only charitable trust to cover the whole of the UK’s longest river – and highlighted the critical link between the River Severn and the nature surrounding it. A total of 665 people took part in the programme in 2023.



*We are delighted to be continuing our successful partnership with SBF GB&I and to be part of the official global programme this year. As part of our mission to empower people to take action for their rivers, we are increasing the number of workshops and adding more locations so that even more families can take part this year.”*

**Joe Pimblett, CEO at Severn Rivers Trust**



**Guardianes del Tajo (Spain)**

In Spain we completed the second year of our Guardianes del Tajo initiative, a three-year conservation project operating in the Guajaraz Reservoir, one of three reservoirs that provide water to our factory in Toledo. This year our focus was on establishing indicators to enable us to monitor the biodiversity around the Guajaraz Reservoir, identifying, characterising and quantifying the possible groundwater flow in the Guajaraz river basin, and collecting monthly data on flow rates at various points in the Guajaraz basin. We also constructed two small ponds to provide water points for local wildlife, such as the Iberian lynx, and started a project to regenerate areas of scrubland surrounding the Guajaraz Reservoir where the vegetation is very degraded. A number of our colleagues volunteered with this project during 2023, helping with planting activities on a plot of land that borders the Reservoir. As part of the project, we also continued to provide water education to children in the province of Toledo through our Mizuiku programme. In 2023, we reached 1,276 children, running activities both in schools and around the Reservoir itself.



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### Grand Parc Miribel (France)

In France, we continued our long-standing partnership with Grand Parc Miribel Jonage, helping to preserve and restore the precious and biodiverse alluvial forest around the Rhone and provide ecological education programmes for local families. In 2023, we launched a project to renovate the permanent exhibition at Iloz, the Grand Parc’s educational centre dedicated to water and nature. We also continued to participate in the reforestation of the Grand Gravier plot (known as “Orangina”), replanting staking trees to support the longer-term growth of valuable hardwood trees. This project has numerous environmental benefits, from offsetting carbon emissions to preserving the quality of the groundwater. By the end of 2023, we had replanted 3.5 hectares of the 10-hectare plot. The Grand Parc Miribel was also the site of some of our Mizuiku activities in France. In 2023, we reached 780 children in France through our Mizuiku programme, with activities taking place both in schools and in the Grand Parc.

## Future plans

We will continue to implement initiatives to reduce water consumption at our factories. For example, we plan to install water recovery purge towers and washer boxes at our Toledo factory. We will also start using the Water Modelling Tool (WMT) to accurately monitor water consumption at our French factories, with monthly and annual reporting, consumption forecasts and systems to compare performance with historic data. While in our UK factory we will be implementing a Building Management System to track and trend utilities including water.

We will also continue to support our water conservation and education initiatives in the UK, France and Spain. We plan to build on the success of our Mizuiku launch in UK, with the aim of bringing water education closer to key communities along the River Severn, particularly those regions closest to our factory in Gloucestershire. We have 30 public workshops planned which will take place across five different locations along the river. We will also be exploring new partnerships to accelerate the development of our Mizuiku programme in France and a new Natural Water Sanctuary project at our Gadagne factory. As part of this project, we will be exploring different educational and scientific initiatives and working to protect the underground aquifers.

Finally, 2024 will be the third year of our Guardianes del Tajo initiative in Spain. We will continue to work on the projects we started in 2023, such as the collection of monthly data on flows at various points in the Guajaraz basin, and to offer volunteering to our employees and educational opportunities to children in the local area. We also will be launching several new studies and projects, such as one to improve the environment of the Layos stream and holding a technical conference in Toledo update the public and other interested parties on the progress of the project.



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# Less waste

Waste generated by our operations and consumer waste can have a negative impact on the environment through pollution, litter, and wasted natural resources like food. Creating waste is also a risk for our business as it reduces efficiency, and, particularly in the case of litter in the environment, has a negative impact on our brand reputation. The opportunities to 'close the loop' and turn what waste does exist into useful resources for our business and society is significant.



## Policies and approach

At SBFE, our waste management efforts are guided by three main goals; to send zero waste to landfill from our SBFE owned factories and warehouses by 2023, to recycle 99% of our non-hazardous waste from these sites by 2030, and to halve our food waste by 2030.

In 2023, we updated our recycling target to reflect the fact that a small proportion of the waste from our factories, such as the microwaste (which includes sweepings), cannot be recycled at this time.

At each factory, we set annual waste targets aligned to our 2030 goals. To track our progress against these targets, we analyse and record the quantity of waste generated at each site, broken down by waste type and treatment process, on a monthly basis. This allows us to identify areas that require improvement and introduce corresponding, tailored action plans where necessary. As part of this, we have established an inventory at each factory of all the materials which are not yet being recycled so that we can identify quick wins and department specific opportunities.

To help us drive progress towards our goals we have also set up an SBFE Waste Taskforce, with specific groups dedicated to Industrial Waste Management and Food Waste Reduction. The taskforce, which brings together specialists from each factory, market, and specific departments, such as procurement, meets regularly to share learnings and promote the deployment of best practice across the business. We also work closely with our waste management suppliers to maintain their alignment with our internal requirements and objectives.

At SBFE, we also implement our own Environmental Standards across all factories, as part of our Environmental Health Safety Risk (EHSR) Standards. The implementation of these standards and applicable EHS regulation is externally audited every two years.

# Progress

In 2023, 94.2% of the non-hazardous waste from our factories and warehouses was recycled, keeping us on-track to meet our 99% by 2030 target.

We implemented various initiatives across our markets to improve segregation and increase recycling. For example, in France we implemented a new system for recycling cigarette butts at our factory in Donnery, we began the sorting and recycling of plastic strapping at our factory in Gadagne and we introduced a new system to sort low density polyethylene (LDPE) films at our Meyzieu factory. At our Coleford factory we introduced a new flexible plastics recycling system, mainly for PPE, and in Genval we also introduced a system to sort LDPE film.

In 2023, we sent 1.3% of the non-hazardous waste from our factories and warehouses to landfill, meaning we just missed our target to send zero waste to landfill by 2023. Our ability to meet our waste targets in 2023 was hindered by extreme weather events. The flood event that occurred at our Toledo factory resulted in damaged materials and fouled ingredients which were impossible to separate from the mud that had been brought into the factory, and therefore had to be sent to landfill. To safeguard against this in the future, we will be reviewing the measures we have in place to prevent flooding at the factory. Despite this unfortunate event, we did continue to find alternatives to landfill at our factories. For example, we found an alternative for obsolete part of conveyers and Plexiglas, both of which are now recycled. To maintain our focus in this area, we will be moving to a rolling annual target of zero waste to landfill.



of waste from SBFE owned factories and warehouses sent to landfill in 2023

**Zero waste to landfill by 2030**



of the non-hazardous waste from SBFE owned factories and warehouses recycled in 2023

**99% recycled by 2030\***



increase in food waste in 2023 compared to 2019 baseline

**50% reduction by 2030**

\*Target updated in 2023 to reflect the fact that there is some waste that is not possible to recycle.  
\*\*Data based on new scope covering 100% of SBFE food supply chain and excluding food redirected to animal feed or food banks.  
\*\*\*Data based on old scope.





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The flood at Toledo also hampered our progress on food waste. In 2023, we redefined our scope for food waste to cover 100% of the food supply chain and exclude food redirected to animal feed or food banks.

Across the year, we produced 4,754.185 tonnes of food waste, a 27.46% increase against our 2019 baseline (3,730 tonnes) and a 14.45% increase from 2022. This lack of progress was in large part due to the flood which resulted in the disposal of large amounts of fouled ingredients. Despite this setback, we continued to explore ways to reduce food waste across our markets. In GB&I we have been working on improving the accuracy of our forecasting, so that we can optimize our minimum order quantities, and increasing the range of stock we can donate to charity. While in France, we have been exploring ways to reduce food waste during manufacturing through our Kaizen (the Japanese word for continuous improvement) forum.

Finally, we continued to strengthen our waste management processes across our operations in 2023. At the start of the year, we launched a new EHS data management system to further manage and reduce our waste. While in Spain, we launched a new waste management tender which included sustainability requirements and objectives. New contracts have already been signed in Toledo and Carcagente, with defined year on year improvement objectives.



## Future plans

Looking ahead, we plan to increase our engagement with our supply chain production teams to bring to life the reality and implications of our waste streams and will continue to build specific sustainability targets and KPIs into new contracts with waste management suppliers.

We will also be using data to identify high wastage areas in the business to focus on, and empowering our colleagues to use the Kaizen process to explore new and interesting ways to reduce waste.



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# Sustainable procurement – environment

Our responsibility for the environment runs throughout our value chain, making our procurement processes critical for reducing negative and increasing positive impact, and promoting resilience. The diversity of our supply chain means we must consider a range of environmental impacts specific to individual ingredients and geographies. The sustainability of our supply chain also presents significant potential business risks, particularly as the impacts of climate change increasingly affect the availability and safe and timely transit of ingredients into our operations. Improving the resilience of raw material production and the supply chain that delivers them into our business represents a valuable opportunity to futureproof our operations.

## Policies and approach

It's important for us to closely trace where our ingredients come from, and the environmental conditions in which they have been produced, processed and sold.

In 2023, we launched our SBFE Sustainable Sourcing Policy to ensure that our procurement activity continues to support the production of high-quality, sustainable products. The policy sets out our sourcing process and the sustainability standards all suppliers across SBFE are required to meet. For example, it is now mandatory for prospective suppliers across all procurement categories to have a sustainability strategy in place that covers carbon emissions reduction, be collecting data on GHG emissions and be monitoring their ESG performance on a regular basis.

Our sustainable sourcing programme guides our efforts to increase transparency across our supply chain and ensures high environmental standards are being upheld. We monitor and assess our suppliers' risk exposure using Sedex. All new direct suppliers must register on Sedex, take part in a risk assessment process, and complete a SMETA (Sedex Members Ethical Trade Audit) audit, which covers environmental performance, as well as labour standards, health and safety, and business ethics.

You can read more about our new Sustainable Sourcing Policy and how we screen and audit our suppliers [here](#).



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# Progress

Our teams worked hard in 2023 to improve the sustainability of the materials we procure, particularly those associated with our marketing and packaging. Improving the sustainability of our point of sale (POS) items has been a focus for our Procurement Team since 2019.

In 2019, SBFE was working with 32 different suppliers which made it difficult to streamline our activity and have a positive impact on the planet. We are now working with only one supply partner who shares our bold sustainability ambitions. This has led to 97% of our POS items being made from recycled cardboard in 2023, well above the industry average of 60%. The majority of our retail display units are also 100% recyclable, and we are working hard to transition the remaining units to recyclable materials as soon as possible. To make the units easily recyclable, we use bamboo instead of plastic strips, ink based on vegetable oils or UV, and glue that does not damage the environment.

We have also reduced the number of chiller (fridge) providers we work with and moved to working with providers based in Europe where possible. These changes, which mean we will no longer source chillers from China, reduced our Scope 3 carbon footprint by 31 tCO<sub>2</sub>e in 2023, equivalent to 331 flights from Paris to London.

Our packaging has also been a focus in 2023. 100% of the board, corrugated and paper labels we source for our packaging are produced using FSC or PEFC certified paper. These certifications aim to protect nature against deforestation. As with our chillers, we have also been looking at the distances our packaging materials travel before they reach us. In 2023 we re-designed our sourcing network and reduced the distance the resins we use for our rPET preforms need to travel by 200,000 km. To counter the high price of rPET in Europe, some producers and end-users are increasing their sourcing of the flakes and resins needed to make their packaging from outside Europe. At SBFE, we want to reduce the distance our materials travel where possible, so we have maintained and further strengthened our local European sourcing of rPET with existing partners.

Alongside our marketing and packaging materials, we have also been focusing on our raw ingredients. More than 90% of our sugar comes from local sugar beet grown in France, the UK or Spain, and in 2023, 98% of our sugar was procured from sustainable sources. This was the result of our sustainable agro-materials scheme which you can find out more about in the following section: [Sustainable agriculture](#). Sugar is an energy intensive industry so there is a strong focus to reduce factories' energy usage. We have ensured that all our sugar suppliers have CO<sub>2</sub> reduction targets in place for Scopes 1, 2 and 3.



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### Glass suppliers

When buying glass for our hero bottles, we ensure that our suppliers can support and contribute to our Growing for Good ambition and targets. Our key glass suppliers have:



Set science-based emissions reduction targets through the SBTi



Completed a SMETA audit and are compliant across all four pillars (labour, health and safety, environment, business ethics)



Committed to 100% electric forklifts by 2030



A fleet where 100% of trucks meet Euro 6 emissions standards

In addition, individual suppliers are implementing additional initiatives to further reduce their environmental impact. For example, in 2023 one of our glass suppliers launched a solar project in the south of Spain, while another is developing the furnace of the future which will operate on a blend of renewable fuels, electricity, and low carbon hydrogen. The furnace has the potential to reduce their carbon emissions by 90%.

## Future plans

We will continue to identify further opportunities to improve the environmental sustainability of the materials we source and the suppliers we work with. You can read more about our 2024 plans to assess and evaluate our suppliers in [\*Strengthening human rights\*](#).



# Sustainable agriculture

The agricultural sector represents one of the largest contributors to global emissions, and some agricultural practices can have a negative impact on local environments and biodiversity. Longer-term thinking in agriculture is leading to a re-evaluation of best practice, with more sustainable agricultural practices reducing negative environmental impacts while also reducing long-term risk to farmers and food producers. Many of our products contain agricultural products such as fruit and sugar, so, particularly where we have direct relationships with growers, we have a great opportunity to support this transition towards a more sustainable industry.

## Policies and approach

Our approach to sustainable agriculture is designed to address the risks outlined above and unlock opportunities for SBFE and our network of farmers.

It is guided by our Sustainable Sourcing Policy but focuses specifically on the following three areas:

1. Sustainable certification of our agricultural materials (agro-materials)
2. Programmes to improve the sustainability of key ingredients
3. Regenerative agriculture pilot projects

### Sustainable certification of our agricultural-materials

In 2022, we started monitoring the volume of agro-materials we use that are compliant with our sustainable sourcing programme. Our goal is for 75% of our agro-materials to be sustainable by 2025, and 100% by 2030. To be considered 'sustainable', both the growing and processing of the agro-material needs to meet an SBFE approved standard, such as Gold or Silver in the Sustainable Agriculture Initiative's (SAI) Farm Sustainability Assessment.

### Programmes to improve the sustainability of key ingredients

We work closely with farmers and partners on specific programmes to ensure the long-term viability of the environments in which our key ingredients grow. For example, our SBF GB&I Farm Stewardship Programme aims to boost biodiversity on blackcurrant farms across the UK. Over the last five years, SBF GB&I has been working with The Farming and Wildlife Advisory Group (FWAG) to deliver on-farm conservation support to the UK's blackcurrant growers. Each farm involved in the Programme follows the Six Point Plan (6PP) we developed to support the sustainability of blackcurrant production. It covers the management and maintenance of hedgerows, rough grass buffers, green headlands, farmland birds, pollen and nectar, and mature trees. The Programme now sees conservation advisors from FWAG and SBF GB&I's in-house agronomist provide tailored advice to growers across 34 blackcurrant farms on how to protect and enhance natural capital, such as soil, water and priority habitats.



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In 2022, we also launched a new project in partnership with Qimpexx, our quinine supplier in Madagascar. The aim of this project is to help local communities protect and restore the land in two areas of Madagascar that are at risk of environmental degradation due to deforestation and climate induced extreme weather events. We are doing this by supporting these communities to create sustainable and resilient agro-forestry systems that will not only guarantee food and income for future generations, but also protect biodiversity. With the help of our partners, we aim to support 4,000 farmers to develop a multi-layered agro-forestry system on a total of 2,600 hectares of farmland. In addition, the project will support these farmers to sell their produce to local, regional and international buyers, increasing their income by 200%. The proposed agro-forestry system will include chinchona trees, the tree from which quinine is extracted, as well as clove and cinnamon trees. The project will also promote the introduction of various fruit trees, such as bananas, and cash crops at ground level, such as ginger, soy and white/green beans.

**Regenerative agriculture pilot projects**

Finally, we collaborate with Suntory Holdings on regenerative agriculture pilot projects to better understand what contribution regenerative agriculture practices can play in achieving our Scope 3 emissions reduction target. In 2023, a three-year pilot test began for each raw material to determine what impact regenerative agriculture could have. At SBFE, our focus is on addressing the key agricultural raw materials of our brands, starting with blackcurrants, orange juice and sugar. From 2027, the focus will be on working with our suppliers to scale up effective regenerative practices so that we can meet our Scope 3 emissions reduction target in time.


**Progress**

In 2023, 62% of the agro-materials we used were sustainable, meaning we are on track to meet our target for 75% of our agro-materials to be sustainable by 2025.

We continued our focus on sustainable palm oil in 2023, reviewing its use across our portfolio, removing it where possible and moving to RSPO mass balance certified palm oil if removal was not possible. These efforts have resulted in 81% of the palm oil we use being RSPO mass balance certified, up from 77% in 2022.

**62%** 2022: **55%**

of our agro-materials were sustainable in 2023

 **100% by 2030**



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We also continued to invest in programmes to improve the sustainability of key ingredients, such as the SBF GB&I Farm Stewardship Programme with Ribena growers.

As of 2023, the Six Point Plan has been fully embedded into participating farmers’ practices, with some taking it even further by participating in the pilot regenerative agriculture project with Suntory. The outcome of this programme will inform a potential future programme to scale-up beneficial regenerative agriculture practices.

Our new quinine project in Madagascar has also been progressing quickly. A total of 1,967 farmers have already been contracted in the first two years of this six-year project, equating to 76% of the project target and together they have so far planted nearly one million cinchona seedlings. As each farmer owns on average one hectare of farmland, a total of 1,967 hectare of farmland (49% of the project target) has been improved via intercropping, fire prevention, and the conservation of endemic tree species.

In 2023, we also successfully launched our first pilot regenerative agriculture project, focused on blackcurrants for Ribena, and began scoping and preparing the ground for two new projects due to start in 2024, one focused on oranges and the other on sugar. For more information on our blackcurrant project, see the Spotlight on [Ribena Blackcurrant regenerative agriculture pilot](#).



## Future plans

We will continue to work with our suppliers to achieve our target of 100% of our agro-materials to be sustainable by 2030, including increasing the proportion of our palm oil that is RSPO certified, and to support our partners on our agro-forestry programme in Madagascar.

We will also be working on several different regenerative agriculture pilots. For example, we will be starting our pilot regenerative agriculture project focused on sugar beet production, exploring the impact of these practices on GHG emissions, water retention and soil organic matter, and continuing our pilot on oranges. One of the major challenges we faced in 2023 was the around the future reliability of our orange juice supply due to climate change and greening disease (HLB). In 2024, we will therefore be addressing this risk through the pilot regenerative agriculture project we are running together with the French agricultural research and cooperation organisation CIRAD and INRAE, France’s National Research Institute for Agriculture, Food and Environment. We could also benefit from other research initiatives happening on this issue through our participation in the Citrus HLB consortium. Finally, we will be working with suppliers to prepare a fourth regenerative agriculture pilot project in Spain focused on grape juice and wine.



# Spotlight on: Ribena Blackcurrant regenerative agriculture pilot

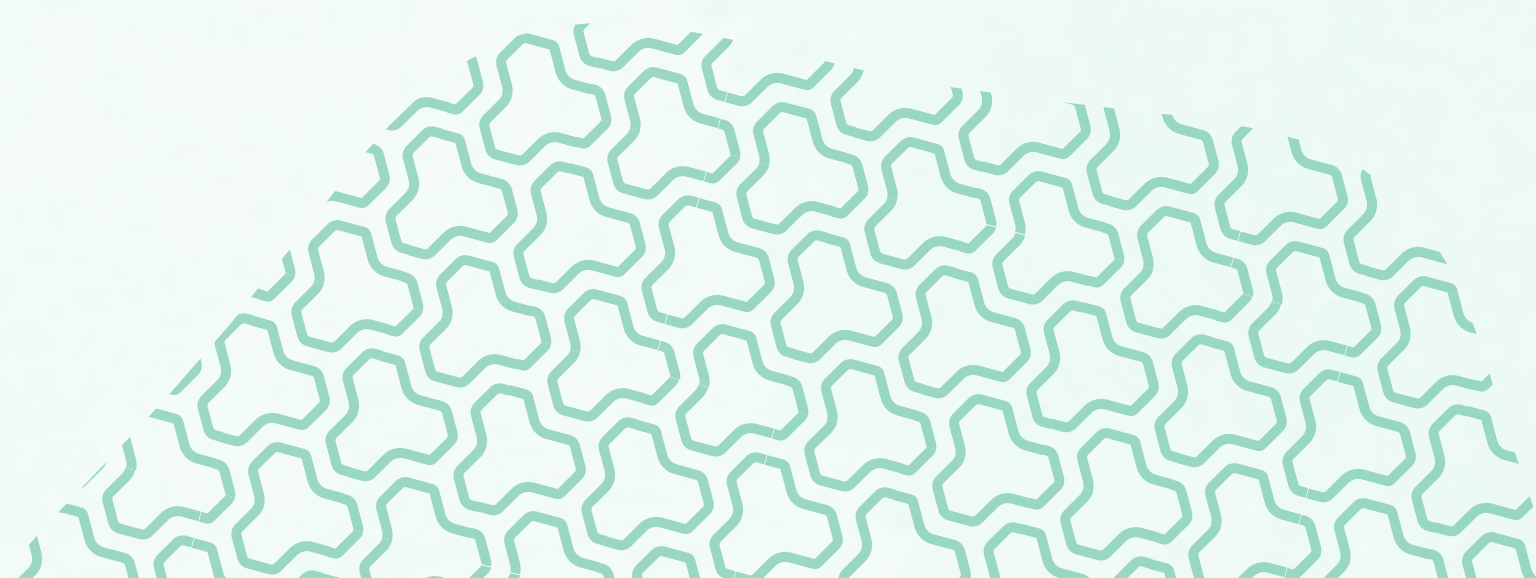
In April 2023, SBF GB&I launched a pilot regenerative agriculture project on one of its Ribena blackcurrant farms in Norfolk in collaboration with the University of East Anglia, Suntory Holdings and Soil Ecology Laboratory. The project aims to reduce Scope 3 GHG emissions from blackcurrant production and improve soil health so that it can support plant resilience and sequester more carbon.

The project is focusing on minimising external inputs while improving soil health, plant nutrition and environmental protection through:

- Sap sampling to better understand and optimise blackcurrant plant nutrition – the theory being macro and micro-nutrient imbalances affect plant resilience and attack by pests and diseases
- Utilisation of novel and organic inputs to replace conventional fertilisers and crop protection
- Creation of diverse alleyway swards to feed the soil and increase carbon
- Improvements to soil health and carbon sequestration through the utilisation of compost extracts to restore soil microbiology

To ensure accurate and consistent carbon reporting, the Cool Farm Tool is being used to quantify the on-farm greenhouse gas emissions and soil carbon sequestration. We anticipate the results will be reported via peer-reviewed scientific papers charting the project’s findings.

We hope that the principles and learnings developed from this project will lead to a step change in sustainable production not just in blackcurrants, but for many other crops – creating a blueprint that could support other growers as they start their regenerative agriculture journey.





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# Our Society

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# Community impact

Supporting our community helps us to positively impact those closest to us and gives our employees a chance to support causes that are important to them. Each of our sites, from factories to offices, plays an important role in its local community, and at a wider level our business and brands have an impact on the communities in which we operate. We want to ensure the impact we have is positive, meaningful, and speaks to the values we have as a business.

## Policies and approach

Supporting and nurturing the communities we are part of has been part of our company ethos since Suntory's founder, Shinjiro Torii, launched the company in 1899.

Giving Back to Society remains deep rooted within Suntory's global purpose and is a strongly held company value. This drives us forward and makes us determined to deliver activity which is impactful in delivering positive change. Every year, SBF E supports a range of important causes through financial and product donations, as well as employees time.

In 2023, we launched 'Together for Good', a new way for our employees to come together and demonstrate how we are living our company value of 'Giving Back to Society'.

The 'Together for Good' programme is designed to bring all employees together to give back to society through volunteering, charitable giving, fundraising and performing small acts of kindness and sustainable behaviours. To deliver the programme, we have teamed up with Benevity, the world's largest employee purpose platform. Through the platform, our employees can access thousands of community-based and online volunteering and mentoring opportunities, as well as take part in personal challenges related to sustainability. To support our employees to work 'Together for Good', we give all employees a day of paid leave each year to volunteer for charities which they are passionate about.

We set measurable goals and targets across all markets for employee engagement with the Together for Good programme, further underscoring its importance to us.



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# Progress

In 2023, we continued to uphold our company value of 'Giving Back to Society', donating over 1 million Euros to good causes and community initiatives.

This included €144,258 donated directly to charities through SBFE direct donations, employee match funding and salary contributions, €328,643 worth of soft drinks donated to charities and good causes, and €677,236 of financial support to community partners for our corporate or branded activations, such as our Mizuiku project and Apprentice Nation.

In 2023, our employees truly embodied the spirit of 'Giving Back to Society' and we witnessed remarkable interest in the 'Together for Good' platform. We saw 41% of employees registering with the platform in the first ten months, well above the Benevity benchmark of 34.4% in the first year. It's heartening to witness the positive impact we've collectively made. In 2023, 18.3% of our employees engaged with the platform and participated in either challenges or volunteering activities. Together, we volunteered for a total of 2,314 hours, participated in 34 causes, and completed 2,032 challenges. Our combined efforts in challenges and volunteering activities helped to save 205,570 litres of water and a total of 6,837kg of CO<sub>2</sub>. To find out more about our what our employees got up to see our Spotlight on: [Volunteering through Together for Good](#).



We also donated over €300,000 worth of soft drinks in 2023. For example, our team in Great Britain donated a total of 410,400 drinks to FareShare over the course of the year. These donations are distributed by Fareshare to disadvantaged communities in the UK to help tackle food poverty whilst also reducing carbon emissions from food waste. It is estimated that in 2023 our product donations avoided 205 tonnes of embedded CO<sub>2</sub>e and 274m litres of water from going to waste. We work similarly in Ireland with food distribution charity FoodCloud. In 2023, they redistributed 379.4 tonnes of our surplus drinks, which equates to 903,327 meals and 1,214.1 tonnes of CO<sub>2</sub>e avoided.

We also continued to provide financial support to good causes in our communities. In response to the humanitarian crisis in Ukraine, our colleagues in Spain donated €9,375 to the Spanish Red Cross and contributed €1,400 to the Spanish Federation of Food Banks, equivalent to 1,321kg of food. The company also donated €2,000 to the Alimentum Foundation, which supports initiatives responding to the challenges society currently faces in relation to food. While in France, we donated €249,199 to Secours Populaire Français as part of our Oasis brand activation.



€144,258

in charitable donations

€328,643

worth of product donations\*

€677,236

to community partners and programmes\*\*

\*Total value of products donated.

\*\*Financial support to community partners and programmes.



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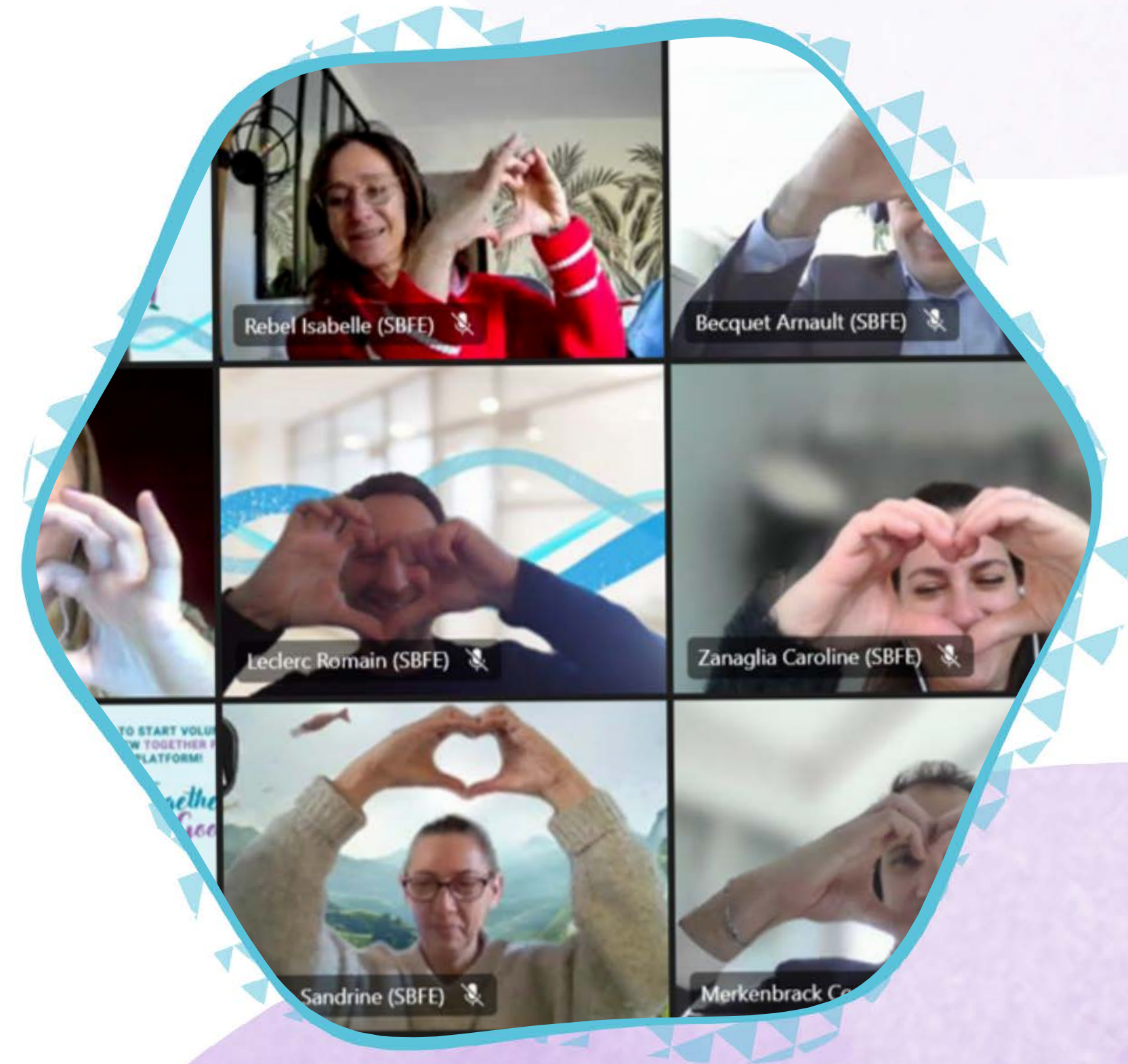


Supporting our colleagues to live our company value of 'Giving Back to Society' is really important to us so following the success of last year's Green Planet Awareness Week, we decided to run this internal communications event again. Over two weeks in November, our employees were able to listen and participate in conversation and activities with the goal of inspiring, informing, and educating employees about our sustainability ambitions, work and progress. More than 1,000 employees participated in the event across the two weeks. In the first week, we focused on Giving Back to Society with panel discussions highlighting our COOs own experiences of volunteering. We also used this time to promote 'Together for Good', encouraging employees to register with the platform and participate in volunteering activities and small challenges. In the second week, we shifted our focus to water stewardship, an integral part of our sustainability activities.

## Future plans

Encouraged by the excellent engagement with the 'Together for Good' platform in 2024, we will be working to achieve our target of 50% of our employees signing up to the platform.

Converting registrations into participation in activity can be a challenge, so increasing employee participation in activities in 2024 will be a key priority. It is our ambition to have more than 50% of our employees actively participating in a 'Together for Good' activity by 2025.



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# Spotlight on: Volunteering through Together for Good



**2,314 hours**  
of volunteering  
**34 causes**  
supported

In 2023, our employees accessed countless opportunities through our new Together for Good platform, volunteering their time to support a wide range of causes, from providing food to people in need, to reforesting neglected land. Here's a snapshot of what they've been up to...

## European Export and Commercial Markets and Benelux

Our team in Genval, Belgium closed the warehouse and offices for half a day, so all employees could take part in a local lake clean-up, collecting **96kg of rubbish** in total.

In Poland, **12 colleagues** from our Warsaw office cleaned up the Kabacki Forest, removing any rubbish people had left behind.

Our colleagues in Amsterdam volunteered in a homeless shelter, cooking a three-course meal for **60 people**. They also worked to prepare a vegetable garden for a local neighbourhood initiative and picked apples, packed food boxes and organised a food collection for their local foodbank.



## France

**46 colleagues** took part in a beach clean-up session with the NGO "1 Déchet par Jour".

**36 colleagues** helped to distribute breakfasts to people in need with the charity La Chorba.

**14 colleagues** helped to pack food parcels for students in need.



# Spain

More than **100 colleagues** took part in a reforestation project as part of our Guardianes del Tajo initiative.



After a flood in our Toledo factory, a **group of volunteers** from our head office helped fellow factory workers clean up our factory.



Our legal team **volunteered at Euston Food Bank**, helping to prepare and cook meals for those in need in and around London.

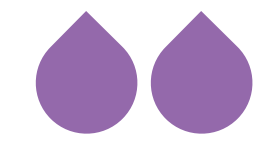


# Great Britain and Ireland



We also **promoted volunteering opportunities** with our longstanding charity partner FareShare, which our COO Carol Robert thoroughly enjoyed!

**20 colleagues** from the R&D team helped develop the community garden at Sunshine of Hounslow, an organisation that supports the local community through health and wellbeing activities and advice.



*I've been helping the amazing volunteers at Slough Foodbank to support people in the local community with emergency food. I was in the warehouse filling up individual food baskets, stacking them ready to go out to those in need. I couldn't quite believe the scale of the operation, all run with limited full-time staff and mainly by an incredible group of passionate volunteers committed to giving their time and energy to the foodbank. The team were amazing and so welcoming, spending time sharing their experiences with us over a cup of tea and a biscuit. It was humbling listening to stories from the volunteers about how high the demand for food parcels currently is, but it really reinforced how much support they need right now.*

*I arranged my volunteering day through the Together for Good platform, and I'd urge everyone to make sure they are not only signed up but looking for opportunities to go out and give their time to benefit the local community."*

**Carol Roberts, Chief Operating Officer, Suntory Food & Beverage GB&I**

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# Brand and marketing impact

Brands, and the way they communicate, have a significant influence and voice in the societies in which they operate. This influence can be positive, with brands being seen as valued actors in building a better world, or it can be negative, as in the case of damaging marketing messaging or greenwashing. We believe in the purposeful and positive power of our brands, and welcome increased regulation that creates risk for companies failing to meet marketing guidelines.

## Policies and approach

Consumers love and are loyal to our brands for a number of reasons, from the great taste and affordability of our drinks to the feelings of connection they have when the brand's purpose and the values it displays chime with their own.

Our approach to developing connections between our consumers and our brands starts with listening to them. We make sure to immerse ourselves in the places where they shop and make decisions, getting close to them and exploring how they relate to our brands, as well as their motivations, likes, hopes and desires. This gives us a deep understanding of the ways in which our brands align with their passions and how we can move forward, and it guides our selection of partners and causes to work with.

We don't believe that all brands should have a mission or purpose, but in the cases where it makes sense, and is relevant and credible, we grasp the opportunity to create value and long-lasting impact – making the most of their huge potential to create positive results for society.

We recognise the importance of giving consumers nutritional information about our products so that they can make informed decisions and positive choices about what they consume. Across our markets, we are signatories to standards and guidelines that ensure we practice responsible marketing and labelling practices, and therefore facilitate positive choices.



We actively contribute to UNESDA's health and nutrition commitments and continue to uphold its Responsible Marketing Code of Conduct. We closely follow UNESDA guidance and do not sell or advertise soft drinks in primary schools. Where we are authorised to do so, we sell only sugar free and low-calorie soft drinks in secondary schools and only use unbranded vending machines, without logos or commercial communications. In 2023, our brands were audited by UNESDA to review their compliance with its responsible marketing to children commitment, as well as with local laws and regulations around advertising, marketing and promotions, and we are taking corrective action where necessary.



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In December 2023, we developed our SBF E Responsible Code of Marketing, which all employees, partners and suppliers who work on our marketing communications must adhere to.

In line with the Code, we do not directly market to children under the age of 16, a new requirement that applies to all countries that we sell in. The new Code also includes rules on the marketing of alcohol products, to reflect the growing expansion of our business into alcoholic beverages.

In Spain, we are a member of Autocontrol, the Spanish not-for-profit association that acts as a self-regulatory and supervisory body for the advertising industry in Spain. Through our membership, we have committed to comply in all commercial communications with Autocontrol's Code of Advertising Conduct, which is based on the International Chamber of Commerce's International Code of Advertising Practice. We are also signatories of the NAOS strategy for nutrition, physical activity and obesity prevention and the PAOS Code, an advertising framework for obesity prevention. The goal of the NAOS strategy is to reverse the trend of obesity, promote healthy eating and encourage physical activity, while PAOS's self-regulatory code monitors food advertising on television to children aged 12 years old and under, and internet advertising that targets children under 15 years old. We also participate in the HAVISA scheme for healthy lifestyle habits, using messages that promote healthy eating and regular physical activity in our TV advertisements. Each month, we include new messaging, such as encouraging viewers to 'eat a varied, balanced and moderate diet' or to be 'physically active on a daily basis'.

In France, we provide clear nutritional labelling to help consumers make healthier choices. On our website, we have developed educational content around the reference portion based on the recommendations of EFSA and ANSES, the French Agency for Food, Environmental and Occupational Health and Safety. Finally, we report our progress against our sustainability commitments, including sugar reduction commitments, through our annual submission to the EU Code of Conduct for Responsible Food Businesses and Marketing Practices.





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# Progress

Our brands were busy in 2023, from helping to kickstart young people’s future in the UK, to supporting families and raising awareness of environmental issues in France. Here are some of our key programmes and partnerships:



## Lucozade: Unlocking potential

Our Lucozade partnership with Apprentice Nation is all about helping 16-24 year olds unlock their potential. Together, we have inspired and engaged over 26,000 young talents, helping them embark on a journey towards a career they’ll love. In 2023 we again awarded Apprentice Nation members with bursaries to help kickstart their future – 640 young people signed up for a bursary and we awarded £10,000 worth of funding in total. We also hosted 26 members for another year, giving them first-hand experience of our marketing department and working on a brand like Lucozade. For a more detailed overview of our partnership with Apprentice Nation, [see page 46 of our 2022 Sustainability Report](#).

Our work with Apprentice Nation also made the shortlist for Marketing Week’s Trailblazer Award. Since the launch of this partnership in 2021, Apprentice Nation members have attended over 50,000 courses, 200 mentor sessions, and applied for over 3,000 early career and apprenticeship opportunities. In addition, 86% of members have gained at least one new work-ready skill, and 75% reported an increase in confidence for themselves and their future.



## Oasis: Supporting families

Since 2021, Oasis has supported families through its long-standing partnership with ‘Secours Populaire Français’, an NGO dedicated to fighting poverty and discrimination. Through its brand activity, Oasis helps to raise money and awareness for the charity. In 2023, we strengthened this partnership through a series of initiatives. For example, 130 of our employees helped to raise awareness of the charity through in-store activations in over 350 supermarkets and hypermarkets, while a further 100 helped to raise awareness at events held in 50 Métro Halles in France as part of our partnership with the Métro chain. SBF France also donated €249,199 to the charity and we organised a clothing collection at some of our French offices and factories, as well as the Métro head office. Together we collected 1,160kg of clothes, equivalent to the weight of a giraffe!



## MayTea: Promoting biodiversity

In 2023, MayTea continued its partnership with the association La Sauge, which uses its urban farms around Paris to raise awareness of the issue of sustainable food, the cycle of the seasons, ecology, recycling and the proper use of resources. MayTea also continued to support the biodiversity reserve in the Grand Parc Miribel Jonage in the Greater Lyon area. The brand is funding a tree planting project focused on the planting of orchards and food-producing shrubs.

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## Future plans

We are committed to using the power of our brands responsibly and will carry on creating long-lasting impact where possible.

This year, we have challenged ourselves to think about how we reach people through our marketing efforts, developing our new marketing code. In 2024 we plan to roll out training around the SBFE Responsible Marketing Code to all relevant employees and marketing agencies to ensure our marketing practices are inclusive and reflective of the audiences we want to reach. Training on this code will take place online and face-to-face, and be supported by an updated internal compliance process.



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# Ourselves and Partners

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# Diversity, equity and inclusion (DEI)

Businesses have a vital role to play in creating a more just and equitable society. Not only does the work of DEI help our societies overcome systemic unfairness and discrimination, it can also make businesses more successful. By championing a more diverse and inclusive workplace we have the opportunity to create a more innovative and collaborative team that can better respond to the needs of our consumers.

In 2021, in support of our mission, we launched our SBFE-wide DEI strategy and priorities, led by our CEO. The strategy sets out how we as a business aim to create a diverse workforce and inclusive workplace. We seek to promote diversity across key categories, including disability, race and ethnicity, age, LGBTQI+ and gender, with a particular focus on 'Women in Leadership'. In line with Suntory's global target, our goal is for 30% of our senior executives and executives to be women by 2030. Our efforts to achieve this target are focused on changing mindset and implementing stretch assignments, especially in regions and functions with lower gender ratios, such as production and sales. Our DEI strategy also drives action on key areas of inclusion, such as inclusive leadership and culture, recruitment and development, and DEI policies.

- 1. **Inclusive leadership training:** All People Managers have a better understanding of their role as inclusive leaders.
- 2. **Inclusive recruitment:** Our People & Culture team understand the steps to make each stage of the recruitment process more diverse, equitable & inclusive.
- 3. **DEI awareness building:** All employees have a basic understanding of DEI and know where to find resources.

Employees who are passionate about DEI can connect with like minded colleagues through our Employee Impact Group. Originally created in 2020 to help shape our DEI strategy, the Employee Impact Group is a place for our people to share their experiences, insight and understanding of both DEI issues and SBFE's business day-to-day. We also have a DEI Champion in each market who is part of the Employee Impact Group and responsible for implementing local initiatives.

We know that building a tailored approach to DEI will take time and effort, so our focus remains on getting the fundamentals in place and building the foundations that will drive continuous improvement. In 2022, our GBI business launched policies covering DEI, anti-harassment and bullying, pregnancy loss, menopause, and domestic abuse and we are exploring how to scale these across SBFE. In 2023, we focused on three key areas to help us progress further on our DEI journey, and set ourselves a goal for each:

## Policies and approach

Our DEI mission is to create a company where everyone is welcome, treated fairly, made part of our community and supported to thrive. Pursuing this mission will make us better connected, stronger and happier as a community, and will benefit our employees, our business and our brands. We also hope it will make a step towards creating a more equitable and inclusive world.



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♀ In 2023:

**35.3%** 2022: **34.6%**

of our employees were women

**50%** 2022: **42%**

of our SBFE Executive Committee were women

**80%** 2022: **67%**

of our Orangina Schweppes Holding (OSH) Board\* were women

\*Refers to OSH BV Board of Directors which excludes UK and Ireland entities.



## Progress

Throughout 2023, we maintained a strong focus on DE&I training in order to ensure that our all employees understand, demonstrate and reinforce our strong commitment to DEI. Inclusive leadership was a key priority, in line with our goal on this area for 2023. All People Managers were required to complete our Conscious Inclusion e-learning training this year. In addition, we equipped the Learning and Capability team with a DEI Learner’s Journey course so that they would have the ability to upskill themselves, and we also piloted DEI training with the GB&I Wholesale and Comofi teams. We ran a range of awareness events including hosting guest speakers to educate and inform on LGBTQ+ and disability issues, and sharing access to a Cross-Cultural Effectiveness course on our MySU online learning platform on World Day of Cultural Diversity.

We also ensure our employees have access to a range of digital platforms to enable them to continue their DEI learning independently. In 2023, we created a DEI page on our intranet, called Splash, linking to our open source Diversity Dictionary which is available in several languages. Employees are also able to access LinkedIn Learning, as well as specific DEI courses curated by SBFE through the MySU platform. DEI is also now integrated into our onboarding process for new employees, including providing access to resources such as the Diversity Dictionary from the start.

Improving the inclusivity of our recruitment was one of our key goals for 2023. In line with this objective, we reviewed our recruitment process and identified key actions that the Talent Acquisition team could take to make it more equitable and inclusive, and ensure we draw from a more diverse pool of candidates so that we are better able to find talent. We are now in the process of implementing these recommendations, including developing a hiring manager toolkit for recruitment, highlighting inclusive recruitment practices.

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In line with our ongoing commitment to ‘Women in Leadership’ we also analysed our gender data and shared the findings with the Talent team so that they could better understand our gender split by function and seniority. In 2023, we were particularly pleased that 35.3% of our employees (up from 34.6% in 2022), 50% of our SBFE Executive Committee (up from 42% in 2022), and 80% of our Orangina Schweppes Holding (OSH) Board (up from 67% in 2022) were women. This shows an improvement across all categories, showing that our efforts to support women into leadership roles are proving effective.

Our third goal focused on DEI awareness building, and we organised a range of initiatives to deliver this across the business in 2023. We launched a DEI calendar covering our five DEI focus areas (Women in Leadership, LGBTQ+, Disability, Race & Ethnicity and Age) to help guide this activity and hosted a number of virtual and in-person events, which brought people together to facilitate important discussions and inspire learning. Topics included unconscious bias, women’s inclusion, LGBTQ+ inclusion, disability inclusion and multicultural diversity. Standout examples include an Amsterdam office Lunch & Learn event on Unconscious Bias, and an International Women’s Day event, where 60 people, including SBFE Excom members, attended discussions around women’s inclusion at SBFE.

To keep employee engagement high, we appointed several DEI champions across our markets, who are responsible for implementing local initiatives. We also kept employees up to date on our DEI initiatives at Market-level Townhalls.

In 2023, we began exploring setting up Employee Interest Groups (EIG), which are designed to give employees the opportunity to come together to discuss common experiences of topics of interest. In GBI, we are starting to explore the potential of setting up a Women’s EIG.



To mark Diversity and Inclusion Day in 2023, SBF Spain received the Spanish ‘Diversity Leading Company’ certificate from Equipos y Talento, in recognition of their commitment to diversity, equity and inclusion.

## Future plans

Looking forward, we plan to continue to align our DEI approach with our international business and set targets around our key goals. We also plan to publish our new DEI Policy across SBFE.

We will also continue to develop our focus areas. This will include an emphasis on training, as we plan to provide a new leadership training programme designed to upskill leaders on DEI fundamentals, a new Leadership Development programme, and training on our new DEI policies.

We will continue our focus on women in leadership, including through efforts to promote networking through both global and local programmes and supportive panel discussions. And we will continue to organise a range of initiatives that raise recognition and understanding around DEI. This will include organising events in collaboration with DEI Champions, EIGs and leaders, and running internal communication campaigns to promote our Employee Impact Groups and Employee Interest Groups, as well as raising awareness of our SBFE DEI Policy.

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# Strengthening human rights

The relationships we have with our suppliers and partners throughout the supply chain are vital for the success of our business, and it is critical that the impact they have on the world is a positive one. The jobs created in our supply chain can be hugely important for the communities in which we and our suppliers work, but we also recognise the potential for negative impacts if the rights and wellbeing of those workers are not properly managed. By creating the transparency we need to be able to understand our impact, and working with our suppliers to improve our impact and reduce associated business risks in this area, we have the opportunity to build a more sustainable business for the long term.

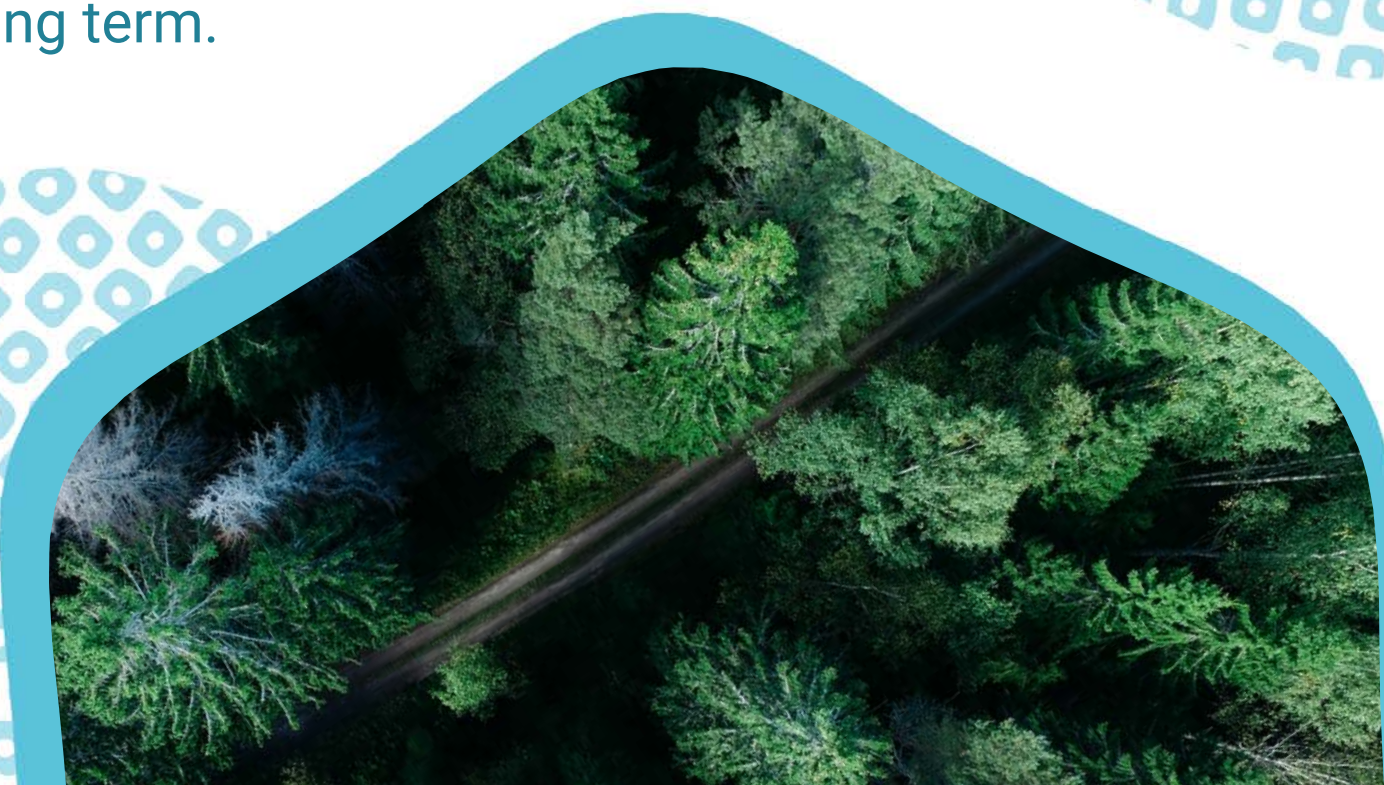


## Policies and approach

Protecting the rights and wellbeing of the people who work in our supply chain is of critical importance to us. That's why we work closely with all our suppliers and partners to make sure human rights and the highest ethical standards are respected at every point in our supply chain.

In 2023, we launched our SBFE Sustainable Sourcing Policy to ensure that our procurement activity continues to support the production of high-quality, sustainable products. The policy sets out our sourcing process and the sustainability standards all suppliers across SBFE are required to meet.

To strengthen our vendor selection process, our Sustainable Sourcing Policy introduces new mandatory sustainability criteria for prospective suppliers in each of our four procurement categories (marketing and business services, industrials, ingredients, and packaging), alongside associated activity that we consider to be 'Nice' or even 'Great'. This activity reflects the contribution we want suppliers to be making to our sustainability journey in the future if they are not already doing so. Prospective suppliers across all procurement categories are required to complete a Sedex risk assessment, have a sustainability strategy in place that covers issues such as community engagement and the improvement of labour practices, and be monitoring ESG performance on a regular basis.



To be included in our SBFE supplier portfolio, all suppliers must also sign our prequalification document, (which includes a sustainability clause), our Suntory Code of Conduct (or have their own equivalent Code of Conduct in place), and for juice suppliers, our fruit charter.

- Respecting basic human rights, including preventing child labour and any form of modern slavery
- Being mindful of labour condition, including ensuring working hours, wages and benefits meet relevant local and international standards
- Ensuring a safe and healthy working environment, free from discrimination, abuse and harassment
- Engaging in activities that contribute to the growth and development of society and the local economy

At SBFE, our sustainable sourcing programme ensures we are achieving sustainable growth. As part of this programme, we are working to increase transparency across our supply chain through our partnership with Sedex. The more transparent our supply chain, the better able we are to ensure that high standards of working conditions, pay and wellbeing are being upheld at all points and support suppliers and partners to put their own sustainability strategies and actions in place.

As part of our supplier approval process, all new direct suppliers, contract manufacturers and logistics providers must register on Sedex, take part in a risk assessment process, and complete a SMETA (Sedex Members Ethical Trade Audit) audit. This audit is conducted by independent third-party auditors and helps us understand the standards of labour, health and safety, environmental performance, and business ethics at a potential supplier site. To be eligible for inclusion in our SBFE direct supplier portfolio, suppliers must be SMETA compliant, meaning they do not have any critical or business critical non-compliances. Those that do are not included in the portfolio.

It is now also mandatory for existing direct suppliers, contract manufacturers and logistics providers to register on Sedex and complete a SMETA audit. The information from Sedex is then used as part of our supplier risk assessment and evaluation process. If a SMETA audit identifies any critical or business critical non-compliances, the supplier must take corrective action to address the relevant issue(s) within six months. If no action is taken, the supplier may no longer be eligible for inclusion in our SBFE supplier portfolio.





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# Progress

By the end of 2023, 78% of our raw and pack suppliers were registered on Sedex. This is down from the 92% reported last year, as our 2023 figure now includes all raw and pack suppliers rather than just priority suppliers.

We are pleased with the progress we are making and are on track to meet our target to get all raw and pack suppliers registered on Sedex by 2030. In 2023, we completed the Sedex SAQ assessment of our own factories across Europe, as part of Suntory's global commitment to undertake an SAQ assessment across all of our own operated sites. No issues of high risk were found and there were no concerns relating to human rights.

Additionally, in 2023, 226 of our raw and pack suppliers were assessed for social and environmental impacts through a SMETA audit (valid audits are those conducted within the last three years), along with 12 of our goods suppliers. Through these audits, we identified 16 raw and pack suppliers with critical and/or business critical non-compliances, meaning they either currently have (or have the potential to have) significant negative social or environment impacts. We are working with these suppliers to take corrective action on these issues.

To support the roll out of our sustainable sourcing programme, we have retrained our Procurement team on the sustainability standards which suppliers are required to meet and developed a toolkit for colleagues to help improve supplier engagement.

More locally, our Marketing team in France signed La Belle Competition with L'Union des marques. La Belle Competition (the Beautiful Competition) is a tendering charter that aims to achieve a more responsible and transparent pitch process for both companies and agencies. The Charter covers the three general commitments of transparency, responsibility and sincerity and provides precise implementation criteria for each. By signing the Charter, we are agreeing to apply as many of these criteria as possible each time our marketing team tenders.



## Future plans

Our aim for 2024 is for 50% of our goods suppliers to have completed a SMETA audit and to be compliant, as part of our journey to 100% compliance by 2030. We will also be assessing the 300+ suppliers who are not registered on Sedex to better understand how they can evaluate their practices from a sustainability perspective.

We will also embed our sustainable sourcing targets and commitments into our legal template for suppliers, further embedding our approach.



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# Responsible business conduct

Operating a business with good governance and with responsibility at the heart of decision-making is the bedrock of a sustainable, and ultimately successful organisation. Good conduct throughout our operations, and the diligent updating of our approaches to meet new regulatory and best-practice standards, means that we reduce business risk, manage our impact, and ultimately benefit from the opportunities that come with being a leader in our sector.



## Policies and approach

Our SBFE Code of Business Conduct sets out our expectations on how everyone in the company should behave, including our core values and our commitment to lawful and ethical conduct. All employees are expected to adhere to the Code, which is supported by other more focused policies including our Anti-Bribery & Corruption Policy, our Gifts and Hospitality Policy and our Modern Slavery and Human Trafficking Policy.

Between them, these policies cover areas such as anti-bribery and corruption, competition laws, human rights, conflicts of interest, and the use of personal data, among others. We also provide training to help our employees understand their legal and ethical obligations, with all employees required to complete specific training each year.

In 2023, this covered GDPR, Anti-Bribery and Corruption (ABC) and Cyber Security, while some employees were also required to complete e-learnings on Competition Law and Modern Slavery. These trainings are delivered with messaging from senior leaders on the importance of ethical behaviour.

Our SBFE Ethics & Compliance Committee (ECC), led by our SBFE CEO, is responsible for reviewing ethical matters and any issues that arise. Each market also has its own Ethics & Compliance Committee that reports into the SBFE ECC and is responsible for reviewing issues that arise at a market level. Our whistleblowing service, operated by Safecall, allows employees and third parties to raise any concerns they have about SBFE and/or its people or activities, and our internal whistleblowing processes and procedures ensure that any reports are treated quickly and consistently.

We believe that listening to our employees, and creating a forum in which they can speak openly and honestly to share their feedback, is a critical element to being an ethical employer. Each year, our employee engagement survey allows us to check-in with our people to understand how they are feeling about a wide range of subjects. This allows us to develop engagement plans to support our employees and enhance their experience. We hold regular townhalls (at both an SBFE and Market level) to share our strategic priorities, targets, achievements and updates but also to hear from our people and answer their questions.

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# Progress

In 2023, we introduced a new consequence management system to drive completion of our e-learning programme, in response to the fact that employee engagement had previously been mixed.

This resulted in a significant increase in completion rates, reaching over 96% for all training courses across SBFE. Additionally, we delivered in-person training to our factory and warehouse employees in France, Spain and Belgium who do not have access to our online platform MySU. This training covered topics including ABC, GDPR and Cyber Security.

In 2023, we reviewed and updated all of our whistleblowing policies and procedures to ensure greater access and understanding by employees and third parties. This included updating our SBFE Ethics & Compliance Policy (our whistleblowing policy) to ensure it complies with recent EU legislation changes and reflects variations across different markets. We then rolled this out across SBFE. We also extended our whistleblowing service, Safecall, to cover third parties and added details to our external website, as well as devising a new whistleblowing procedure to help employees understand how cases are managed. Finally, coinciding with World Whistleblowers Day in June, we published internal communications reminding employees of the processes we have in place, including our policy and Safecall service.

During 2023, new and updated policies designed to ensure compliance with our approach to responsible business conduct were rolled out across SBFE. This included updating our Modern Slavery statement and publishing our new SBFE Modern Slavery and Human Trafficking Policy, as well as launching an updated SBFE ABC Policy. We also communicated our Gift and Hospitality Policy to all employees.

To create efficiency and consistency in our approach, and encourage a positive feedback culture, we introduced new ways of working. These included monthly compliance team meetings and privacy meetings with market representatives and regional leads. We also introduced a new conflict of interest form, and our SBFE Privacy Team began using a new privacy tool, known as DPOrganizer. This is used for the management of ROPAs (Record of Processing Activities) and for the coordination of breach notifications and DSARs (Data Subject Access Requests).

We also launched our Email Management policy and Data Protection Impact Assessment policy and rolled out our Conflict of Interest policy across the SBFE Executive Leadership team.

# Future plans

We plan to launch a wider range of e-learnings that will cover further compliance topics in 2024, and to further boost employee interest and engagement in these trainings.

We will continue to develop our compliance brand, through devising and implementing a consistent year-long communications plan. We also plan to include key compliance topics in the company's onboarding programme for new employees.



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# Safety, wellbeing and opportunity

## Health, safety and wellbeing

The responsibilities of an employer towards its employees are fundamental to the workings of any business. In working environments that involve manufacturing and other higher-risk activities, the burden of this responsibility and associated business risks is particularly high. But wider employee wellbeing – in working practices, mental health and quality of life – is similarly important to understand and manage. Being a leader in employee wellbeing, while maintaining the highest standards in health and safety, present an opportunity to recruit and retain the best talent across our business.

In 2023 we continued to support our employees through in person and online support for physical and mental health wellbeing, as well as promoting our flexible working policy for those employees eligible.

## Policies and approach

SBFE has a Zero Harm Programme designed to instil a safety-first mindset among employees. The Programme is spearheaded by our CEO and is in addition to our ISO 45001 certification, which recognizes the Health & Safety management system we have in place at all sites. We seek to continuously improve health and safety across SBFE, with the ambition to achieve zero accidents.

The Manufacturing Director at each factory site is responsible for the health and safety of all employees working there. A risk assessment programme is implemented at all our factory sites to identify work-related hazards and risks. The outcome of the risk assessment is used to define and implement appropriate measures to prevent future accidents. The appointed Health & Safety Manager at each site is responsible for overseeing the implementation of any corrective measures when gaps are identified.

In 2023, we defined nine SBFE Life Saving Rules that will be deployed at all our sites. As part of these rules, we are introducing measures to reduce the risk of collision between pedestrians and forklift trucks, putting logout tagout procedures in place to reduce the risk of unintentional exposure to hazardous energy from equipment and machinery, and implementing rules for road safety.

In pursuit of our zero accidents ambition, we also encourage our employees to take a proactive approach to health and safety. Our Zero Accidents Promotion (ZAP) system encourages employees to report hazards, near-misses, and unsafe situations into a EHS database, which we then act on. We also provide all workers with health and safety training to help raise awareness of potential hazards.

The mental health and wellbeing of our employees is also a top priority for us. In an increasingly fast-paced world, understanding and supporting mental health and wellbeing has never been more important. We strive to create an open and supportive workplace where employees are encouraged to look after themselves and each other. For example, in France we have a Quality of Life at Work agreement that sets out guidelines for ensuring wellbeing at work – no e-mails or messages may be sent after 7pm, at weekends or on public holidays, meetings should not be scheduled before 9am or after 5pm, and employees can work from home three days a week if their role allows.



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# Progress

We have continued to work toward achieving our Zero Harm ambition. While it is challenging to create a strong health and safety culture where every single employee is engaged in behaviour safety and is committed to creating a safe workplace for others, we are encouraged by the progress that we are making. In 2023, we achieved a 23% reduction in lost-time accidents from 48 to 37 incidents, and a 27% reduction in our total recordable injury frequency rate, from 2.22 in 2022 to 1.62 in 2023.



1.05

2022:  
1.38

Lost time injury frequency rate\*

37

2022:  
48

Total recordable work-related lost time injuries

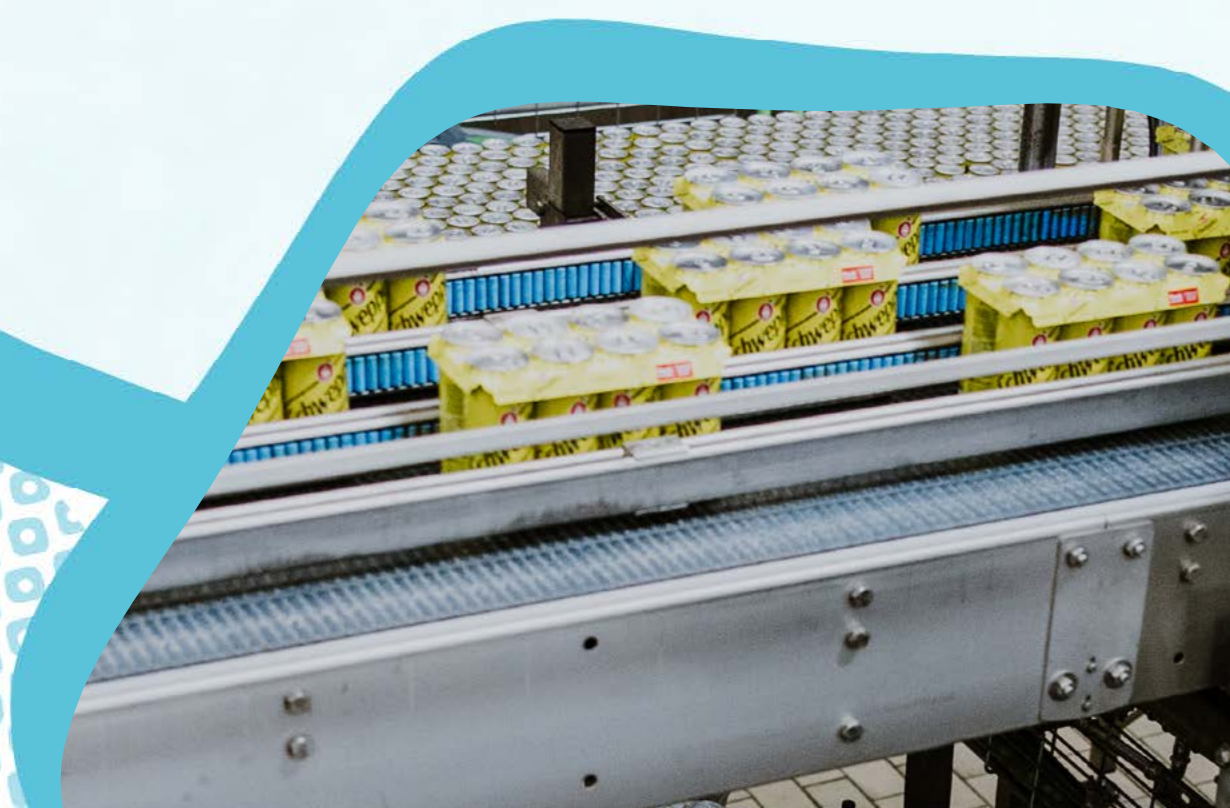
1.62

2022:  
2.22

Total recordable injury frequency rate\*\*

\*Number of lost time injuries per 200,000 hours worked.

\*\*Number of total recordable injuries per 200,000 hours worked.



# Future plans

In 2024, we will continue to develop our Zero Harm Strategy, defining the key actions that need to be implemented to help build a strong health and safety culture, continuously reduce health and safety risks across the business and increase safety compliance.

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# Learning and development

A strong learning and development environment can have a hugely positive impact on personal development and quality of life for our colleagues. At the same time, new skills learned provide value for our business and reduce risks associated with skills gaps across the organisation. This is particularly important as new skillsets become increasingly important, such as technical skills and understanding of sustainability. By supporting our colleagues' development, we support the continued positive evolution of our business.



## Policies and approach

We support our employees to continue their learning and development journey whilst with SBFE.

We operate an annual Performance and Development cycle, whereby each year employees set their objectives and targets for the year ahead through discussion with their manager. As part of this process, employees also create an Individual Development Plan which outlines their areas for development, as well as how these can be addressed from a 70–20–10 approach (with 70% of their learning coming from job-related experience, 20% from interactions from others, and 10% from more formal learning events or resources). Each action in the Plan includes a KPI and employees receive ongoing feedback and support from managers to help them meet their objectives. A huge range of training and development actions can be included in the Plan, from on-the-job activities, feedback, and shadowing to manager or peer coaching, assignments, or more formal learning. All employees also have access to our online learning platform, MySU (My Suntory University), which offers over 60,000 courses and resources on topics as varied as sustainability, data visualisation, building resilience, and how to lead virtual meetings.

In 2023, we fully revamped MySU, evolving it from a Learning Management System into a modern Learning Experience Platform centred around community, knowledge sharing, and peer-to-peer learning. The updated MySU 3.0 includes new learning channels and groups where employees can share content relevant to their functions, roles and desired learning topics. One of these is the dedicated Sustainability Academy, where employees can access sustainability e-learning modules available in multiple languages. See our Spotlight on MySU 3.0 to find out more.

At SBFE, employees also have access to a range of structured development programmes and training to help them develop their skills and leadership abilities. These include global leadership and culture programmes, such as our Global Leadership Forum and our Global Leadership Development Programme, as well as Sales Academies for local sales teams and technical training for factory employees. We also use the Herrmann Brain Dominance Instrument (HBDI), an assessment tool that measures and describes thinking preferences. Using this tool can help individuals and teams in several ways, from improving self-awareness and communication, to better decision-making and stakeholder management.

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In 2023:

74%

of employees completed their Individual Development Plans

9,484

hours of online training completed

2.4

hours of online training on average per employee

## Progress

We continued to support the learning and development of our employees, with 74% completing their Individual Development Plan (IDP) in 2023, down from 86% in 2022.

This reduction is due to a change in the way we calculated these figures – the 2023 figure includes all employees, while the 2022 figure referred only to employees who were eligible for an IDP. Employees completed a total of 9,484 hours of online training in 2023, equating to an average of 2.4 hours of online training per employee. These figures suggest a reduction in training compared to 2022 (when we completed 12,881 hours of training), however unlike our 2022 figures, our 2023 updates only relate to online training, rather than all training delivered across SBFE. Overall, more than 2,800 employees received training in 2023.

Following the success of our Seicho Manager Academy last year, which offers learning events and resources to develop management skills, we made the Seicho Academy resource available online. For more information, see our Spotlight on [MySU 3.0](#) below.

We also delivered several key initiatives in support of our employees’ professional and personal development. We were excited to launch our Sustainability Dictionary in five languages. Our Sustainability Dictionary provides an accessible glossary of sustainability terms designed to deepen employees’ understanding around issues such as climate and biodiversity and help them to have more effective conversations around such topics. This dictionary was available through the newly launched ‘Sustainability Academy’ which attracted more than 600 visits since launch.

Additionally, as part of our internal sustainability awareness event ‘Green Week’, we ran several cross-functional workshops, on topics ranging from the water cycle to food waste management. Sessions were designed to build a greater understanding of key priorities within our teams and enable our employees to embed sustainability thinking into their jobs and connect more with our company value of Growing for Good.

In 2023, 339 employees participated in an HBDI session, designed to provide insight into how participants think and process information. Through deepening our awareness of each other’s communication preferences, we can consider how we might tailor the way we communicate within our teams and to our customers in order to be more impactful and effective. We now offer individual and team sessions, which have been met with positivity, and have plans to train more HBDI Certified Practitioners so that we can extend this programme throughout Suntory. We also plan to incorporate HBDI into our Compass Leadership Fundamentals programme in 2024, in order to support our leaders to master effective communication.



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## Future plans

In 2024, the Learning and Development team will continue to expand the offerings of relevant skill-building and training opportunities for all employees. We are in the process of adding new channels to our MySU learning platform, including a Language Training & Tips channel with resources for learning languages, and a Prioritisation channel, with courses on time management, planning and efficiency.

We will also be focusing on the development of our organisational capabilities more broadly, with plans to roll out our COMPASS Leadership Fundamentals programme, which will offer learning events and resources designed to develop leadership capabilities across all levels of the organisation.

We also plan to roll out an Operator Development Program specifically tailored to supply chain technical skills and essential management activities.



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# Spotlight on: MySU 3.0

In 2023, we evolved our online learning platform, MySU, into a modern Learning Experience Platform centred around community, knowledge sharing and peer-to-peer learning. The updated MySU 3.0 aims to accelerate employee development and upskilling and represents an exciting shift towards social learning within the business.

MySU 3.0 incorporates a range of new features designed to enhance the way employees can connect with each other. Through dedicated channels around topics of shared interest, and groups for team-based learning, employees can now easily share resources and interesting content relevant to their functions, roles and desired learning topics, discuss development areas, and learn from each other. For example, we launched a Sustainability channel, with the aim of all employees completing related e-learning modules, and a 'Marketing All Stars' training channel to support those in marketing to obtain the relevant skills needed to progress in their career. We also helped our Sales function to develop their Sales Academy, a tool which seeks to promote relevant and engaging content focused on key skills and capabilities.

The relaunch of MySU was a One Suntory global project that embraced Yatte Minahare, our commitment to create value and deliver innovative results. Its success signals a new era of learning at Suntory. By facilitating collaboration around development, we are democratising access to knowledge while empowering employees to take ownership of their growth. As we continue enhancing platform capabilities, our goal is to transition toward becoming a beacon for modern, social learning culture.



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# Our Governance

Governance	2022	2023
Confirmed instances of employee non-compliance with laws and regulations	0	1
Confirmed incidents of corruption	0	1
Employees that anti-corruption policies have been communicated to (%)	100	100
Employees that have received training on anti-corruption (%)	>80	>95
Number of whistleblower reports received	0	2



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# Our Drinks

Less sugar	2015 baseline	2022	2023
Average added sugar (g/litre)	88	67	65
Reduction in average added sugar (YTD vs 2015 baseline) (%)	-	24	26
Volume of drinks sold with sugar below 5g/ 100ml (Million LT)	388	1,083	1,129
Change in volume of drinks sold with sugar below 5g/ 100ml (YTD vs 2015 baseline)	-	2.8x	2.9x
Revenue from zero and low-calorie products* (€)	-	131.7 million	154.2 million
Volume sold that is low or no calorie (%)	-	18	17
Added sugar in portfolio (kg)	135.6 million	133 million	115 million
Sugar removed through recipe changes (kg)	-	2.6 million	20.6 million

\*Revenue from top six selling brands (Oasis Light, Orangina Light, Schweppes Light, Lucozade Zero, Ribena Ready-to-Drink and Ribena Squash). All brands use low calorie sweeteners, with no added sugar.

Responsible formulation	2022	2023
% of products free from artificial colours	81	86
% of products free from artificial flavours	72	73

High quality	2022	2023
Number of complaints received from consumers and/or end users (Ratio of number of complaints per million)	0.57	0.7

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# Our Resources

Reducing emissions to reach net zero	2019 baseline	2021	2022	2023
Scope 1 GHG emissions (tCO <sub>2</sub> e)	54,122	51,949	53,728	53,346
Scope 2 (market based) GHG emissions (tCO <sub>2</sub> e)	12,267	310	206	181
Scope 2 (location based) GHG emissions (tCO <sub>2</sub> e)	12,267	10,547	8,722	8,145
Scope 3 GHG emissions* (tCO <sub>2</sub> e)	1,305,736	1,104,881	1,147,978	1,122,499
Total GHG emissions** (tCO <sub>2</sub> e)	1,372,125	1,157,140	1,201,912	1,176,026
Emissions intensity ratio*** (tCO <sub>2</sub> e/kL)	0.559	0.465	0.447	0.451

\*Scope 3 data pending verification.

\*\*Total emissions calculated using Scope 2 (market based) values.

\*\*\*Production volume from SBFE owned bottling factories & concentrates factories and production of SBFE brands from contract manufacturers and franchises.



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Breakdown of Scope 3 emissions*	Unit	2019 baseline	2021	2022	2023
Scope 3	tCO <sub>2</sub> e	1,305,736	1,104,881	1,147,978	1,122,499
<i>Purchased goods and services</i>	tCO <sub>2</sub> e	713,254	593,186	638,207	603,991
	%	54.6	53.7	55.6	53.8
<i>Capital goods</i>	tCO <sub>2</sub> e	38,561	27,666	21,987	28,939
	%	3.0	2.5	1.9	2.6
<i>Fuel and energy-related activities</i>	tCO <sub>2</sub> e	11,398	9,177	10,004	9,932
	%	0.9	0.8	0.9	0.9
<i>Upstream transportation and distribution</i>	tCO <sub>2</sub> e	195,576	146,303	152,703	141,572
	%	15.0	13.2	13.3	12.6
<i>Waste generated in operations</i>	tCO <sub>2</sub> e	1,221	998	992	1,171
	%	0.1	0.1	0.1	0.1
<i>Business travel</i>	tCO <sub>2</sub> e	4,880	731	1,759	1,459
	%	0.4	0.1	0.2	0.1
<i>Employee commuting</i>	tCO <sub>2</sub> e	8,501	6,247	5,132	6,090
	%	0.7	0.6	0.4	0.5
<i>Downstream transportation and distribution</i>	tCO <sub>2</sub> e	9,538	8,702	9,277	8,921
	%	0.7	0.8	0.8	0.8
<i>Use of sold products</i>	tCO <sub>2</sub> e	48,483	44,006	44,756	68,888
	%	3.7	4.0	3.9	6.1
<i>End-of-life treatment of sold products</i>	tCO <sub>2</sub> e	106,591	93,484	101,909	93,749
	%	8.2	8.5	8.9	8.4
<i>Franchises</i>	tCO <sub>2</sub> e	167,733	174,383	161,251	157,786
	%	12.8	15.8	14.0	14.1

\*Scope 3 data pending verification.

Energy	Unit	2022	2023
Total fuel consumption from non-renewable sources, broken down by fuel type*	GJ	947,667	930,264.87
LPG	GJ	-	13,295.68
	%	1.4	1.4
LNG	GJ	-	895,767.87
	%	98.3	96.3
Diesel	GJ	-	21,201.31
	%	0.3	2.3
Total energy consumption from renewable sources, broken down by source*	GJ	389,772	374,449.80
Purchased electricity (GO/ REGO or PPA)	GJ	-	366,434.33
	%	99.2	97.9
Energy produced on site	GJ	-	8,015.45
	%	0.8	2.1
Energy intensity	kWh/Kl	215.3	213.30

\*Data from factories only.

Accelerate sustainable and circular packaging	2021	2022	2023
Recycled plastic content in our bottles (portfolio average) (%)	18	36	44
Primary packaging material that is recyclable (%)	77	75	75

Water stewardship	Unit	2015 baseline	2021	2022	2023
Total water withdrawal by source	Megalitres	-	3,315	3,434	3,363
Municipal water	Megalitres	-	1,581	1,797	1,631
Ground water	Megalitres	-	1,734	1,637	1,732
Water intensity in our direct operations (volume of water withdrawn per kilolitre of production)	kl/kl	2.34	2.07	1.99	1.97
Water withdrawal from locations with high or extremely high-water stress*	Megalitres	-	-	657.7	717.2
	% of overall withdrawal	-	-	19.2	21.3
Total water consumption	Megalitres	-	-	1,929	1,405
Total water stored	Megalitres	-	-	0	0
Total water consumption in areas at water risk, including areas of high-water stress	Megalitres	-	-	-	348
Total water discharge by destination	Megalitres	-	1,478	1,504	1,610
River	Megalitres	-	408	420	406
Sewer	Megalitres	-	1,070	1,084	1,203

\*Water withdrawal from Toledo.

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Less waste	Unit	2019 baseline	2021	2022	2023
Total weight of waste materials	Tonnes	-	-	17,838.90	19,237.20
Weight of hazardous waste	Tonnes	-	-	151.50	200.40
	% of total waste	-	-	0.8	1.0
Weight of non-hazardous waste	Tonnes	-	-	17,687.40	19,036.80
	% of total waste	-	-	99.2	99.0
<i>Reuse/ recycle</i>	Tonnes	-	-	16,679.22	17,932.67
	% of non-hazardous waste	-	93.3	94.3	94.2
<i>Incineration</i>	Tonnes	-	-	795.93	856.66
	% of non-hazardous waste	-	-	4.5	4.5
<i>Landfill</i>	Tonnes	-	-	194.56	247.48
	% of non-hazardous waste	-	2.5	1.1	1.3
Weight of food waste*	Tonnes	3,730	4,352	4,154	4754.19

\*Scope for food waste was redefined in 2023 to cover 100% of SBFE food supply chain and to exclude food redirected to animal feed or food banks.

Responsible procurement – environment	2022	2023
% of agro-materials used that are sustainable*	55	62
% of palm oil used that is RSPO certified	77	81

\*To be considered 'sustainable', both the growing and processing of the agro-material needs to meet an SBFE approved standard, such as Gold or Silver in the Sustainable Agriculture Initiative's (SAI) Farm Sustainability Assessment.





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# Our Society

Community support	2022	2023
Charity donations (€)	347,789	144,258
Production donations* (€)	87,000	328,643
Community activation** (€)	635,000	677,236
Total number of employees volunteering	-	600
Total number of hours volunteered	-	2,314

\*Total value of products donated.  
 \*\*Financial support to community partners and programmes.



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Employees	2022	2023
<b>Total employees in workforce</b>	<b>3,465</b>	<b>3,547</b>
<i>Benelux</i>	98	107
<i>EECM (incl. Poland)</i>	189	201
<i>France</i>	1,295	1,315
<i>GB&amp;I</i>	702	725
<i>Iberia (Spain incl. Citresa + Portugal)</i>	1,181	1,199
<b>Permanent employees</b>	<b>3,328</b>	<b>3,425</b>
By gender		
<i>Woman</i>	1,123	1,185
<i>Man</i>	2,205	2,240
By region		
<i>Benelux</i>	94	102
<i>EECM (incl. Poland)</i>	163	171
<i>France</i>	1,255	1,265
<i>GB&amp;I</i>	670	706
<i>Iberia (Spain incl. Citresa + Portugal)</i>	1,146	1,181

Employees	2022	2023
<b>Temporary employees</b>	<b>137</b>	<b>122</b>
By gender		
<i>Woman</i>	77	67
<i>Man</i>	60	55
By region		
<i>Benelux</i>	4	5
<i>EECM (incl. Poland)</i>	26	30
<i>France</i>	40	50
<i>GB&amp;I</i>	32	19
<i>Iberia (Spain incl. Citresa + Portugal)</i>	35	18

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Employees	2022	2023
<b>Full time employees</b>	<b>3,334</b>	<b>3,410</b>
By gender		
Woman	1,100	1,148
Man	2,234	2,262
By region		
Benelux	90	96
EECM (incl. Poland)	174	182
France	1,268	1,288
GB&I	660	682
Iberia (Spain incl. Citresa + Portugal)	1,142	1,162
<b>Part time employees</b>	<b>131</b>	<b>137</b>
By gender		
Woman	100	104
Man	31	33
By region		
Benelux	8	11
EECM (incl. Poland)	15	19
France	27	27
GB&I	42	43
Iberia (Spain incl. Citresa + Portugal)	39	37

Employees	2022	2023
<b>New employee hires</b>	<b>533</b>	<b>590</b>
By gender		
Woman	253	257
Man	280	333
By age		
Under 30 years old	236	235
30–50 years old	250	301
Over 50 years old	47	54
By region		
Benelux	17	28
EECM (incl. Poland)	42	45
France	240	219
GB&I	74	112
Iberia (Spain incl. Citresa + Portugal)	160	186

Employees	2022	2023
<b>Employee turnover</b>	<b>613</b>	<b>538</b>
(%)	<b>17.7</b>	<b>15.2</b>
By gender		
Woman	257	235
Man	356	303
By age		
Under 30 years old	170	167
30–50 years old	305	228
Over 50 years old	138	143
By region		
Benelux	30	21
EECM (incl. Poland)	40	41
France	228	208
GB&I	107	83
Iberia (Spain incl. Citresa + Portugal)	208	185
<b>Employees covered by collective bargaining agreements (%)</b>	<b>-</b>	<b>62.1</b>
<b>Factory workers*</b>	<b>1064</b>	<b>1,093</b>

\*This has been updated since our 2022 report. In 2022, the 327 value reported referred to workers who are not employees but whose work is controlled by SBFE. 2022 and 2023 data now reflects factory workers in France, Great Britain & Ireland and Spain.

Diversity, equity and inclusion	2022	2023
<b>All employees</b>		
By gender		
Woman (%)	34.6	35.3
Man (%)	65.4	64.7
By age		
Under 30 years old (%)	11.0	10.8
30–50 years old (%)	59.0	59.3
Over 50 years old (%)	30.0	29.9
<b>The Board*</b>		
By gender		
Woman (%)	66.7	80.0
Man (%)	33.3	20.0
By age		
Under 30 years old (%)	0.0	0.0
30–50 years old (%)	17.0	20.0
Over 50 years old (%)	83.0	80.0

\*Refers to OSH BV Board of Directors which excludes UK and Ireland entities.

Diversity, equity and inclusion	2022	2023
<b>SBFE Executive Committee</b>		
By gender		
Woman (%)	42.0	50.0
Man (%)	58.0	50.0
By age		
Under 30 years old (%)	0.0	0.0
30–50 years old (%)	8.0	21.4
Over 50 years old (%)	92.0	78.6
<b>Senior executives</b>		
By gender		
Woman (%)	36.4	38.5
Man (%)	63.6	61.5
By age		
Under 30 years old (%)	0.0	0.0
30–50 years old (%)	18.2	23.1
Over 50 years old (%)	81.8	76.9

Diversity, equity and inclusion	2022	2023
<b>Top management</b>		
By gender		
Woman (%)	38.4	39.8
Man (%)	61.6	60.2
By age		
Under 30 years old (%)	0.0	0.0
30–50 years old (%)	60.0	56.1
Over 50 years old (%)	40.0	43.9
<b>Middle management</b>		
By gender		
Woman (%)	46.9	47.9
Man (%)	53.1	52.1
By age		
Under 30 years old (%)	15.0	13.8
30–50 years old (%)	63.0	64.1
Over 50 years old (%)	22.0	22.1

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Diversity, equity and inclusion	2022	2023
<b>Junior employees</b>		
By gender		
Woman (%)	21.9	22.3
Man (%)	78.1	77.7
By age		
Under 30 years old (%)	7.7	8.6
30–50 years old (%)	54.6	55.0
Over 50 years old (%)	37.7	36.4
<b>Ratio of the basic salary of women to men</b>		
Senior Executive (Ratio)	0.90	0.93
Top Management (Ratio)	0.96	0.96
Middle Management (Ratio)	0.96	0.96
Employees (Ratio)	0.98	0.97
<b>Ratio of remuneration of women to men*</b>		
Senior Executive (Ratio)	0.89	0.98
Top Management (Ratio)	0.91	0.96
Middle Management (Ratio)	0.95	0.96
Employees (Ratio)	0.97	0.97
<b>Family-related leave</b>		
Employees entitled to take family-related leave (%)	-	100.0
Entitled employees that took family-related leave (%)	-	22.16

\*Remuneration includes salary, short-term incentives and long-term incentives.



Human rights	2022	2023
Amount of material fines, penalties, and compensation for damages as result of violations regarding social and human rights factors (€)	0	0
Number of severe human rights issues and incidents connected to own workforce	0	0
Number of severe human rights issues and incidents connected to own workforce that are cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	0	0
Amount of material fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce (€)	0	0

Supply chain	2022	2023
% of raw and pack suppliers registered on Sedex	92	78
New suppliers screened using social and environmental criteria	-	N/A
Suppliers assessed for social and environmental impacts	-	226 (Raw + Pack) 238 (Raw + Pack+ Coman/ CO <sub>2</sub> / Chemicals/ Pallets)
Suppliers identified as having significant actual and potential impacts	-	16 (Raw and pack) 16 (Raw + Pack+ Coman/ CO <sub>2</sub> / Chemicals/ Pallets)

Learning and development	2022	2023
Employees who completed their Individual Development Plans (%)	86	74
Total hours of training across SBFE (Hours)	12,881*	9,483**
Average hours of training per employee (Hours)	3.7	2.7

\*2022: Both online and in-person training.  
\*\*2023: Online training only.



Health and safety	2022	2023
Employees whose work is covered by our Health & Safety Management system (certified ISO 45001) (%)	100	100
Number of lost time injuries	48	37
Lost time injury frequency rate (Number of lost time injuries per 200,000 hours worked)	1.38	1.05
Total recordable injury frequency rates (Number of total recordable injuries per 200,000 hours worked)	2.22	1.62
Number of fatalities as a result of work-related injuries	0	0
Rate of fatalities as a result of work-related injuries (Number of fatalities per 200,000 hours worked)	0	0
Number of high-consequence work-related injuries	1	2
Rate of high-consequence work-related injuries (Number of high-consequence injuries per 200,000 hours worked)	0.02	0.05
Number of hours worked	7,000,000	7,048,000
Number of cases of recordable work-related ill health	0	0
Number of fatalities as a result of work-related ill health	0	0
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to non-employees	-	300





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