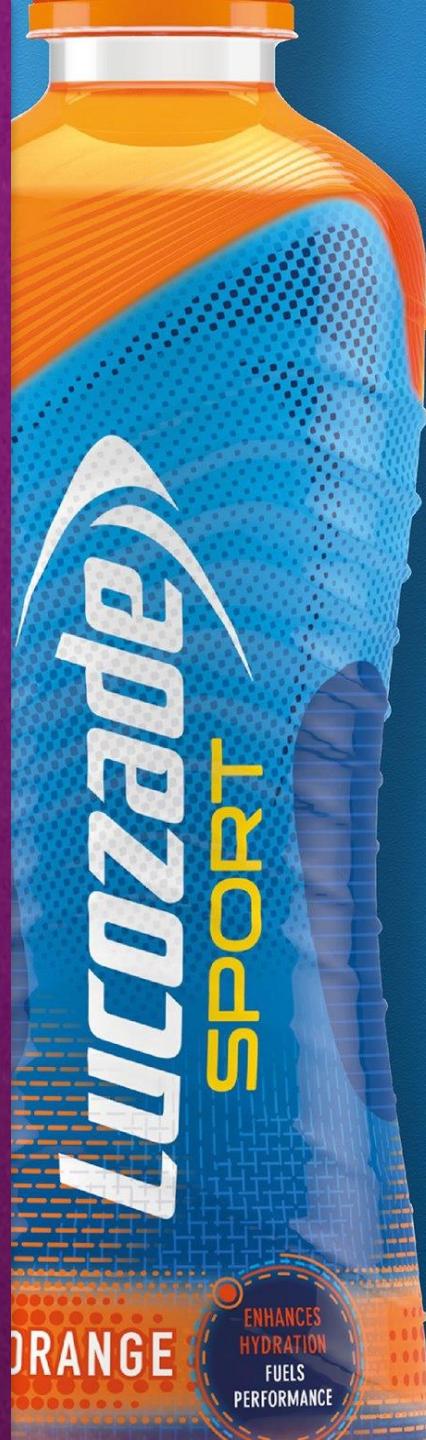


Gender Pay Gap Report

2017



LUCOZADE RIBENA
SUNTORY



Sparkling as One Team...



Diversity, fairness and respect - these are things that we do not take lightly at Lucozade Ribena Suntory.

As a team we are on a mission to have a positive impact on the lives of our consumers by providing them with a responsible choice of great tasting drinks and enabling them to lead active lifestyles through our shared vision of enjoyable wellness. This zest for life and passion to allow people to be the very best they can be is reflected in our values, our culture and our ambition to become a Best Place to Work.

We're proud that our people are at the heart of our business: they make us who we are and are critical to our success. Our Yatte Minahare spirit makes us a vibrant and fun place to work, but it's our inclusive, supportive relationships and mutual respect that makes us one team. Each of us, regardless of gender or background, play a massive part in creating soft drink brands that stand out from the crowd.

Talent management and development are high on our agenda and we pride ourselves on supporting people with their personal development and on their career journeys. We remain committed to attracting and retaining the very best talent, and we remunerate and reward our people based on performance and their personal contribution.

As an Executive Team we feel incredibly proud to have such amazing people at LRS and we remain committed to diversity, fairness and inclusivity for all.



Tracy Clarke
HR Director
Lucozade Ribena Suntory



Breaking it down one drop at a time

What is the gender pay gap?

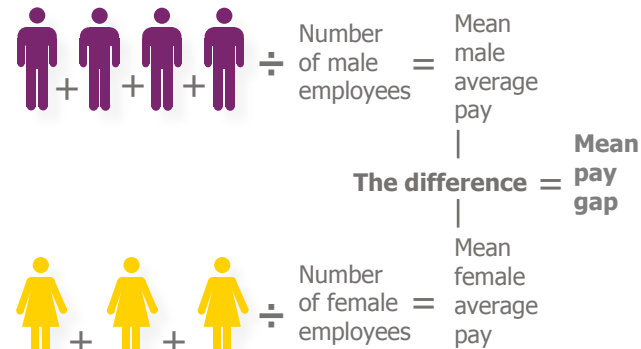
It can be quite confusing understanding the difference between the gender pay gap and equal pay so we have tried to explain it as simply as possible below.

The **gender pay gap** shows the difference in **average earnings** between **women** and **men** regardless of the job they do. It is important to keep in mind **that it does not measure equal pay**, which relates to the salary women and men are paid for the **same or similar jobs**. The gender pay gap is measured in two ways:

Mean Pay Gap

The mean gender pay gap is the difference in the average hourly pay of all women in LRS compared to all men in LRS.

How we calculate the mean difference



*The illustration above represents an organisation with less females than males, as is the case with LRS

Median Pay Gap

The median represents the middle point of a population. If you separately lined up all the women in LRS and all the men in LRS from lowest to the highest paid, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



*The illustration above represents an organisation with less females than males, as is the case with LRS

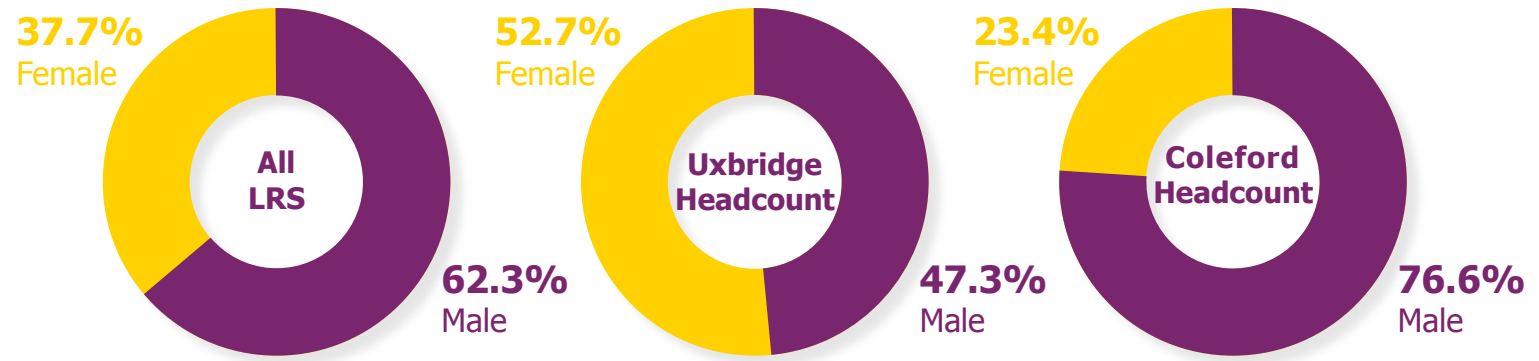


Getting the juice on LRS

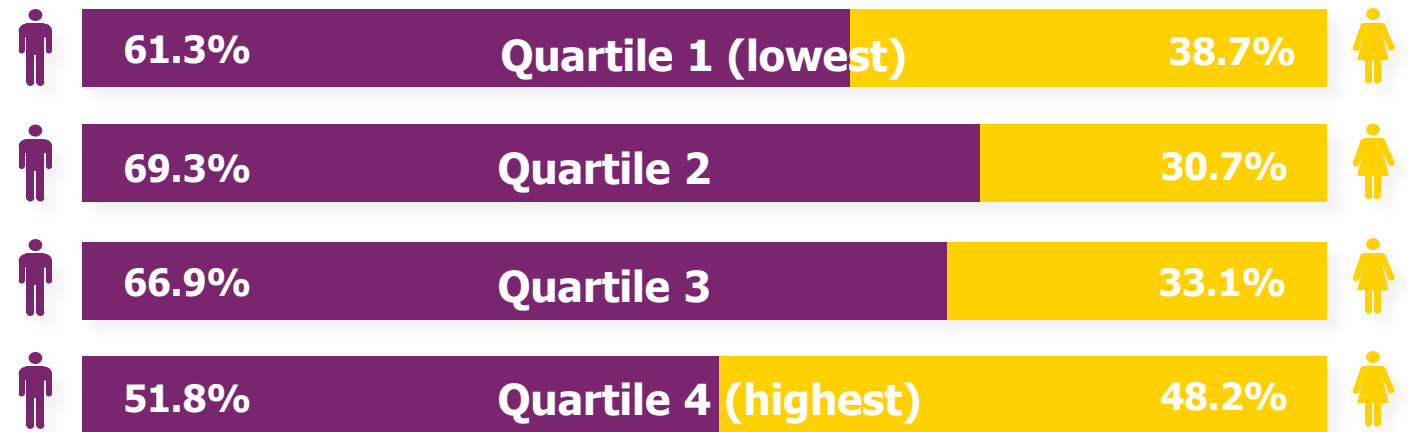
Gender pay statistics

We have two sites within LRS GB, the head office in Uxbridge and a manufacturing site in Coleford. We are extremely proud of the heritage of our brands. Our manufacturing site has been in place since 1946 and plays a big part in the local community.

Our employee population by site



Quartile Ranges* (in salary)



* Quartile = Each quartile represents 25% of the LRS population from the lowest paid to the highest paid employee. The above shows what percentage in each quartile are men and what percentage are women.



Getting the juice on LRS

Gender pay statistics

Gender pay gap

LRS has a gender pay gap that is significantly better than the national average*. Our results are mainly influenced by our demographic profile.

When measuring the mean average pay there is no significant difference between men and women.

When measuring the median average pay, women are paid 10.8% more than men.



According to the Office for National Statistics Annual Survey of Hours and Earnings, the gender pay gap was 18.4% in April 2017.



Getting the juice on LRS

Gender pay statistics

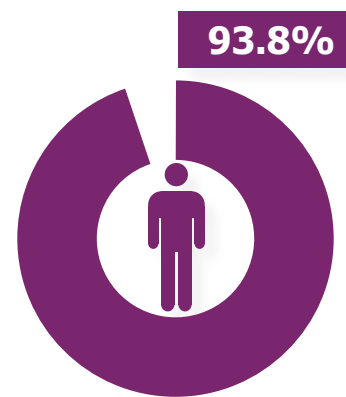
Bonus payments within LRS increase with seniority of role.

The mean bonus gap in LRS is largely influenced by a higher proportion of men in the most senior roles.

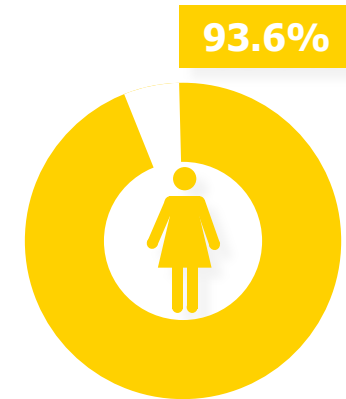
On the other hand, the median bonus gap in LRS is influenced by the higher proportion of women in Quartile 4 as compared to other quartiles.

***Bonus' for eligible employees is paid in accordance with a defined plan, applied in a fair and consistent way based on the role, individual performance and business performance**

Proportion of men and women receiving a bonus*



93.8% of men received a bonus



93.6% of women received a bonus

Gender bonus pay gap

+17.2%



The mean bonus pay for men is 17.2% higher than women

-36.6%



The median bonus pay for women is 36.6% higher than men



Keeping our future fair for all....

Ours is a journey to enjoyable wellness for not only our consumers but also our people in their workplace. This means we remain focused on being a **Best Places to Work**, providing a holistic, supportive culture that is fair and equal for all.



A handwritten signature in blue ink that reads "Peter Harding".

Peter Harding
Chief Operating Officer
Lucozade Ribena Suntory

We are committed to ensuring our employees have a good understanding of the principles of an inclusive workplace, and training programmes on this subject form an important part of our **Learning and Development agenda**.



A handwritten signature in blue ink that reads "Mary Guest".

Mary Guest
General Counsel
Lucozade Ribena Suntory

Ultimately, ours is a philosophy of one team. We believe in diversity, fairness and respect regardless of gender or background, and we are committed to keeping this at the heart of our culture both now and in the future.

