



Gender Pay Gap Report

2021

SUNTORY
BEVERAGE & FOOD GB&I

Growing for Good

At Suntory Beverage & Food GB&I (SBF GB&I), we have a strong culture, with principles centred on responsibility that guide our business towards creating harmony with people and nature.

Part of this harmony is our **Growing for Good** vision. We want to be a company that always has a positive impact. As Suntorians, we all share the incredible history, values, and culture of Suntory, while being able to drive our careers, thrive with great employee experiences and have a positive impact on the world around us.

2020 and 2021 were years like no other. For us, this meant navigating the unknown territory of a pandemic. It was critical for us to remain flexible and supportive to our people through this period through performance and reward, learning and growth, engagement and recognition, and celebrating our unique Suntory culture that fosters inclusiveness, safety, wellbeing, and achievement.

❖ **Safety** - During the pandemic we all needed to adapt to new ways of working. We listened to our people in order to adapt and flex to support those working from home and protect those continuing to work at our factories, in our R&D labs and “in the field”. We launched our Flexible Workplace policy, ensured a continued safe working environment at our factories, out in the field and in our offices and implemented new working from home arrangements.

❖ **Wellbeing** – As a team we have a holistic wellbeing approach that supports mental, physical and financial wellness. In 2020, we launched our wellbeing platform “Best You” giving 24/7 access to a range of services, health and wellbeing assessments, training, support information and helplines. We also provided MIND Mental Health in the Workplace training for our people managers and retained an open dialogue about how people were feeling.

❖ **Morale** - During the pandemic we wanted everyone to feel supported and cared for. We ran a range of initiatives to keep our people connected and recognised – from Re(connect) days off (to spend quality downtime with friends and family), online comedy nights, through to treats for our people and their families (a thank you to the home-schooled children and takeaway nights).

“Our passionate employees are unique and diverse individuals, but we all share a common vision as One Suntory, which is Growing for Good.

We are proud of our strong culture founded in solid principles that guide our business towards creating harmony with people and nature.”

Carol Robert
Chief Operating Officer
Suntory Beverage & Food GB&I



Breaking it down

What is the gender pay gap?

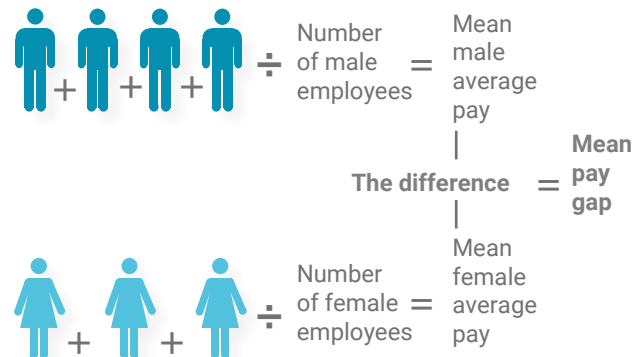
It can be quite confusing understanding the difference between the gender pay gap and equal pay so we have tried to explain it as simply as possible below.

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 SBF GB&I compared to all men in SBF GB&I

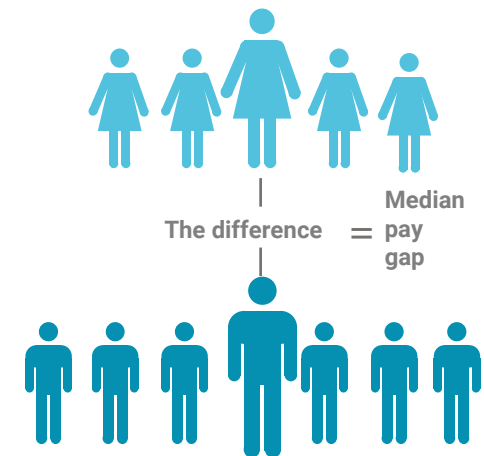
How we calculate the mean difference



*The illustration above represents an organisation with less females than males, as is the case with SBF GB&I

Median Pay Gap

The median represents the middle point of a population. If you separately lined up all the women in SBF GB&I and all the men in SBF GB&I 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 SBF GB&I

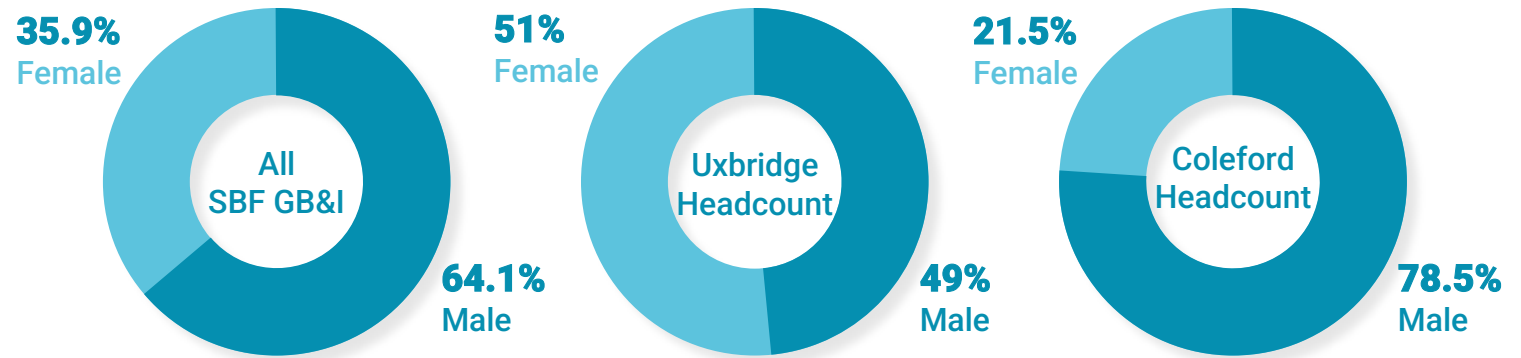
Growing for Good

Gender pay statistics

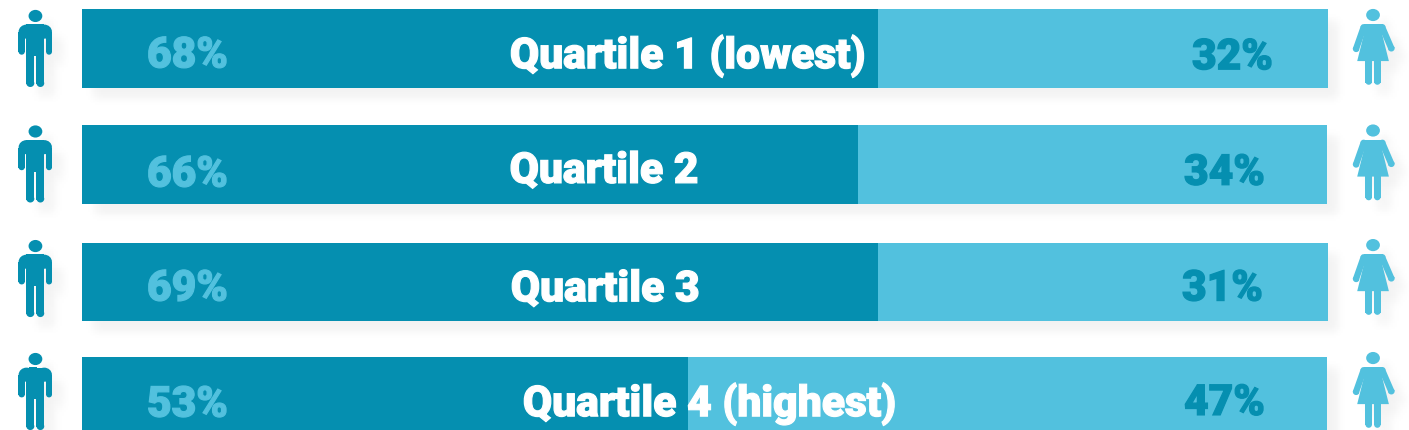
We have two sites within Suntory Beverage & Food GB&I: Stockley Park in Uxbridge and a manufacturing site in Coleford in the Forest of Dean. We are extremely proud of our brands which between them have almost 300 years of heritage.

Our 53 acre 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)



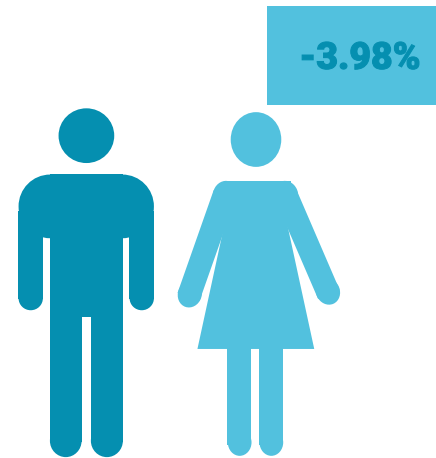
* Quartile = Each quartile represents 25% of the SBF GB&I population from the lowest paid to the highest paid employee. The charts depict the gender balance of quartile ranges, showing what percentage in each quartile are men and what percentage are women.

Growing for Good

Gender pay gap

Our results are mainly influenced by our demographic profile where a greater proportion of men are in the lower income quartiles.

When measuring the mean average pay, women are paid **3.98% more than men**. When measuring the median average pay, women are paid **8.55% more than men**.



The **mean pay** for **women** is **3.98% higher** than that of **men**.



The **median pay** for **women** is **8.55% higher** than that of **men**.

Please note that a (- number) is in favour of women and a (+ number) is in favour of men.

Gender pay statistics

Our commitment to diversity, fairness and inclusivity remains an important part of our people agenda and for us that means providing the same opportunities to everyone, regardless of gender.

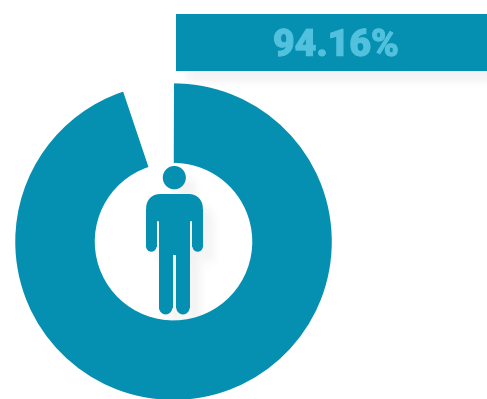
Growing for Good



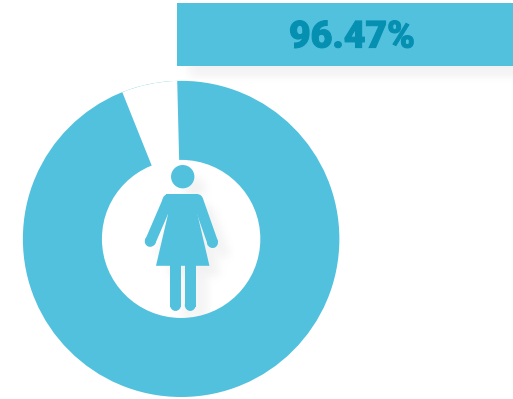
Gender pay statistics

Our performance related bonuses are awarded against a number of agreed individual and company measures. The % of bonus awarded within SBF GB&I increases in line with seniority of the role.

Proportion of men and women receiving a bonus

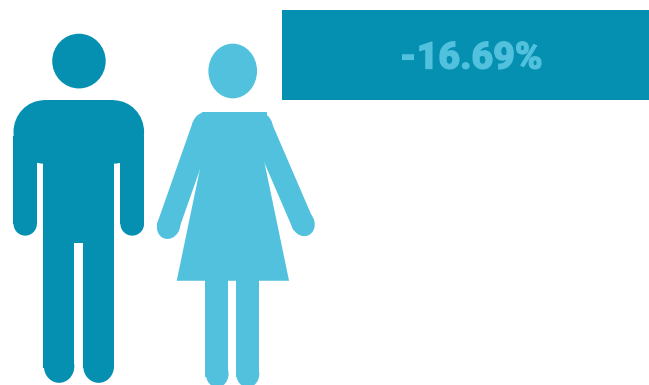


94.16% of men received a bonus

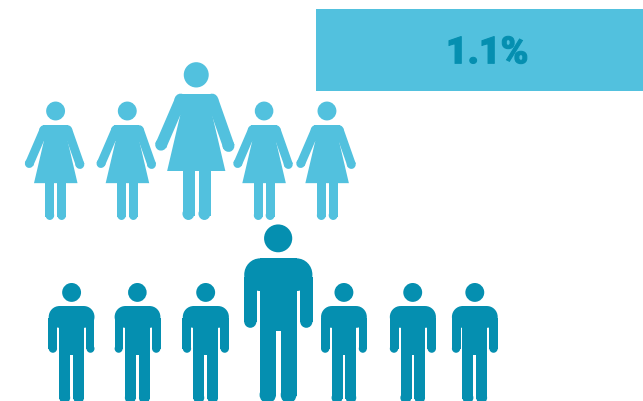


96.47% of women received a bonus

Gender bonus pay gap



The **mean bonus** pay for women is **16.69% higher** than men



The **median bonus** pay for men is **1.1% higher** than women.

Inspired by our Suntory heritage, our mission is to create a company where everyone is welcome, treated fairly, made part of our community and supported to thrive.

To enable performance and support Suntorians to be their best we are continuously evolving our culture and ways of working so we can all grow as One Suntory.

We're collectively "crafting our future together" and are committed to prioritising our people's growth and fostering a strong performance culture with Gemba at the core.

We are proud to be Suntorians and believe it is our unique culture at Suntory that helps us to grow together as One Suntory, stay true to our origins, and drive our business success.

We are proud of our working culture of openness and tolerance, great employee experiences and our common aspiration to have a positive impact on the world around us.

Jola Brooking
Interim HR Director, Suntory Beverage & Food GB&I



Inspired to thrive...

Declaration

I confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

Carol Robert
Chief Operating Officer
Lucozade Ribena Suntory (SBF GB&I)

Jola Brooking
Interim HR Director
Lucozade Ribena Suntory (SBF GB&I)

Handwritten signature of Carol Robert in black ink.

Handwritten signature of Jola Brooking in black ink.