



# Gender Pay Gap Report

April 2024 – March 2025

**SUNTORY**  
BEVERAGE & FOOD GB&I



## ***About Suntory Beverage and Food GB&I (SBF GB&I)***

**SBF GB&I is the third largest branded soft drinks producer in the UK and the home to some of the nation's favourite brands, including Lucozade, Ribena and Orangina. The company is part of Suntory Beverage & Food Europe and Japan-based Suntory Group.**

Our company purpose is to inspire the brilliance of life, by creating rich experiences for people, in harmony with nature.

This purpose is supported by the idea of Growing for Good, which is one of our three company values and framework for our sustainability strategy. Growing for Good sets out our focus on sustainable growth and our belief that both doing good and achieving growth are equally important, and intimately connected to each other.



# Breaking it down

## What is the gender pay gap?

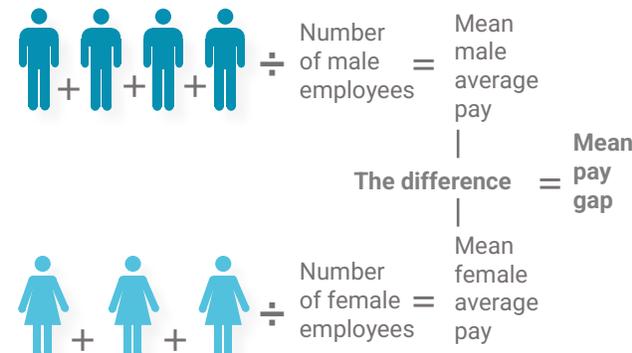
The gender pay gap shows the difference in average earnings between women and men regardless of the job they do. It does not measure equal pay, which relates to the salary women and men are paid for the same or similar jobs.

We're asked to report on our gender pay gap 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.

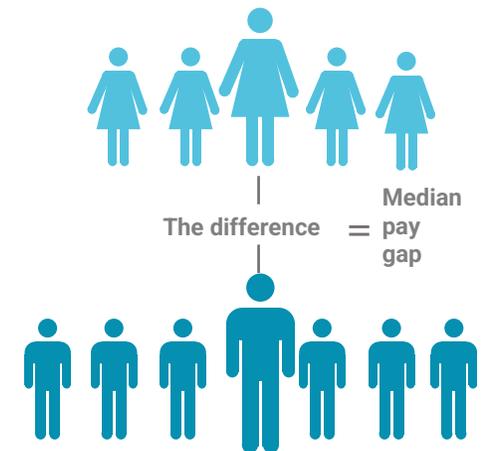
#### How we calculate the mean difference



\*The illustration above represents an organisation with fewer 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.

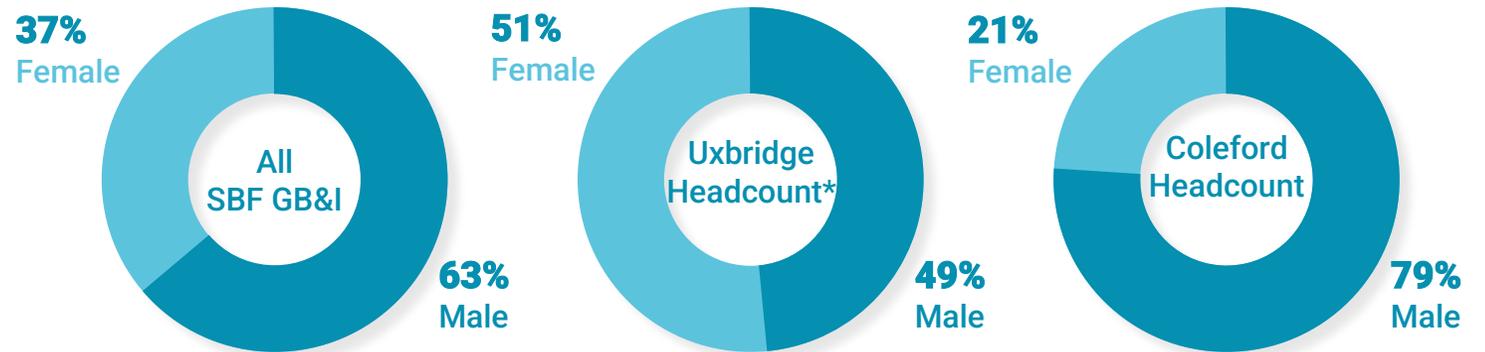


\*The illustration above represents an organisation with fewer females than males, as is the case with SBF GB&I

# Breaking it down

We have two sites within the UK: our head office in Uxbridge and a manufacturing site in Coleford in the Forest of Dean. 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)



\* Also including four employees based in Northern Ireland who are included in head office figures

\* 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.

# Gender pay

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.

## Our gender pay gap

When measuring the mean average pay, women are paid **4.8% more than men.**  
When measuring the median average pay, women are paid **18% more than men.**



The **mean pay** for **women** is **4.8% higher** than that of **men.**

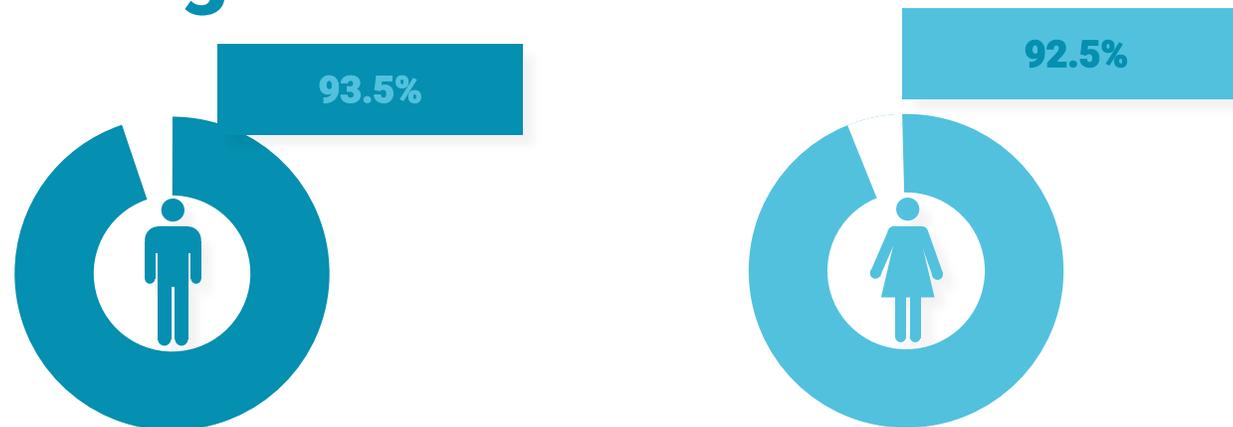
The **median pay** for **women** is **18% higher** than that of **men.**

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

# Gender pay

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.

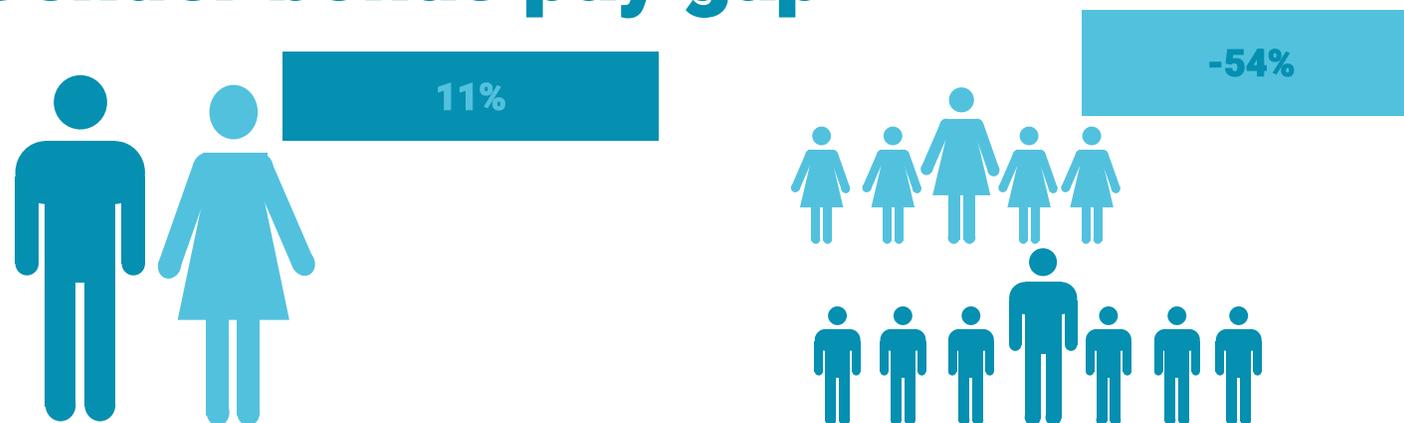
## Proportion of men and women receiving a bonus



93.5% of men received a bonus

92.5% of women received a bonus

## Gender bonus pay gap



The mean bonus pay for men is 11% higher than women

The median bonus pay for women is 54% higher than men.

# Understanding our results



## Explaining the data

Our mean and median average pay shows a gender pay gap in favour of women in our business. This is in part a factor of our industry as a greater proportion of men work on our factory lines and therefore are overrepresented in our lower income quartiles.

Our median bonus pay gap is in part due to a relatively greater proportion of females based in our head office in higher banded roles, compared to those in our factory. The percentage weighting of bonus pay for people in these head office roles is geared towards business rather than individual performance and so payouts are higher when we report positive financial results, as we did during this period.

The mean bonus pay however is in favour of men and this is mainly because changes in senior roles during this period have affected who is included in our reporting. Some new appointments fall outside the scope of the reporting rules, which influences the overall average and makes the mean less representative of the broader population. In addition, because of the way the mean calculation works, a small number of outliers can further skew the results.

## Why it's not a perfect measurement

The Gender Pay Gap reporting framework follows a broad approach to how the data is reported and that means it doesn't always show the full story. Because of the reporting rules, some roles, such as certain global, regional or expat positions, must be included or excluded based on legal entity. Outliers such as these can create an imbalance in the data and influence the final results, making it hard to get a true picture.

## Working on change

We have great gender balance throughout our leadership teams and we have set targets for balanced diversity ratios for leadership positions. We continue to learn and take action through our benchmarking with the Grocery Aid DE&I Maturity Model index and feedback from our Women's Employee Impact Group.

We are proud of how we support women in our business, while recognising that we still have more work to do in some areas.

# Inspiring brilliance

## Our Women's EIG

"I'm incredibly proud to lead the Women's EIG in our business. Our group exists to advocate for positive change and our goal is to make every woman feel empowered to achieve their own version of success.

We work together to share insights, identify gaps and opportunities and develop plans to further support women.

We know our business already does so much for women, but we recognise we're not perfect and by bringing together this passionate group of employees, we can do our bit to push for more."



**Avgi Tsotsou**  
Women's EIG Co-Lead



# Inspiring brilliance

## A word from our leaders

“Having been part of Suntory for most of my professional life, from starting out as an assistant brand manager to now serving as COO, I’m proud of the journey that has brought me here. I hope my experience shows women across our organisation that their ambitions are not only possible, but supported.

I’m committed to understanding the specific challenges that can impact women’s progression – from parental leave and returning to work, to navigating the menopause – and making sure the right help is in place.

What matters to me most is that we build an environment where women can grow, feel valued and have equal access to opportunities at every stage of their careers. Diversity, equity and inclusion have always been part of who we are as a business and I am committed to continuing that work – championing women, removing barriers and ensuring everyone can thrive.”



**Elise Seibold**  
Chief Operating Officer  
Suntory Beverage & Food GB&I

“Gender pay reporting is an important moment of reflection for us. While the data doesn’t always show the full picture – particularly when outliers such as global roles are included or excluded in ways that can skew results – it still helps us understand where we are and where we need to focus.

What matters most is the action behind the numbers. We’re proud to have strong gender balance across our leadership teams, and we’re continuing to invest in long-term change. Through benchmarking like the GroceryAid DE&I Maturity Model and the insight we gain from our Women’s Employee Impact Group, we’re learning where we can do better and acting on it.

Our DE&I manifesto remains our guide, making sure we maximise the potential of each and every employee and help them to truly unleash their spirit. Our commitment is simple: fair opportunities for everyone, and a workplace where every individual can grow, contribute and reach their potential.”



**Jola Brooking**  
People & Culture Director  
Suntory Beverage & Food GB&I



**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.

**Elise Seibold**  
Chief Operating Officer  
Lucozade Ribena Suntory (SBF GB&I)

**Jola Brooking**  
People & Culture Director  
Lucozade Ribena Suntory (SBF GB&I)

**SUNTORY**  
BEVERAGE & FOOD GB&I