



# Gender Pay Gap Report

2022

**SUNTORY**  
BEVERAGE & FOOD GB&I



# Growing for Good

## *About SBF GB&I*

*SBF GB&I is the third largest soft drinks manufacturer in the UK and the home to some of the nation's favourite brands, including Lucozade and Ribena.*

*Our Growing for Good spirit - to have a positive impact on people, planet and society - originates in Japan from our parent company Suntory Holdings, which emphasises harmony with people and nature.*

The time period covered within this Gender Pay Gap report includes our emergence from covid-19, the return to office and shadows the 'great resignation'. It has been yet another period of huge change where many employees' expectations of work, life and community have changed dramatically.

These significant changes require businesses to adapt just to hold ground, whereas we've managed to push forward and celebrate fantastic growth from our people and our business. I passionately believe that's because we've dedicated so much time over my four years in charge to building the right culture, driving performance and supporting and promoting strong talent.

It is this culture with the right people, in the right roles that's enabled a virtuous circle motivating everyone in this brilliant business to be at their best.

Cultivating a workplace culture fit for everyone irrespective of gender, age, race, sexuality or religion means designing policies and developing practices that remove barriers for everyone and create a truly level playing field. For us, these haven't necessarily been gender-specific, though work on menopause and pregnancy loss policies is a current focus.

Much of the good work we do is thanks to being at our 'Gemba' - a Japanese concept that places importance on where value is created for our business. Gemba is about observing behaviour and learning from it – whether spending time on the shop floor, with farmers or shadowing our people across their day-to-day to really understand their feedback and experiences.

In the report that follows we'll share and contextualise our results and highlight the changes we've introduced.

**As COO, I recognise the opportunity I have to deliver positive change and I will fight for a better gender pay gap, but also equal pay, Diversity, Equity and Inclusion more broadly. I commit to doing so by never taking my eye off the company culture that gives all our people the confidence to lead.**

**Thank you for taking the time to read this report.**



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



# Breaking it down

## What is the gender pay gap?

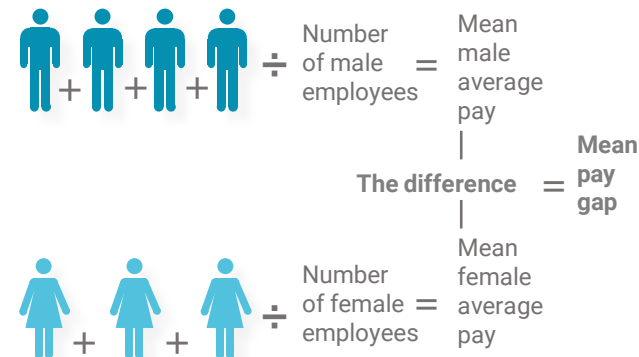
The gender pay gap shows the difference in average earnings between women and men regardless of the job they do. It does not measure equal pay, which relates to the salary women and men are paid for the same or similar jobs.

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

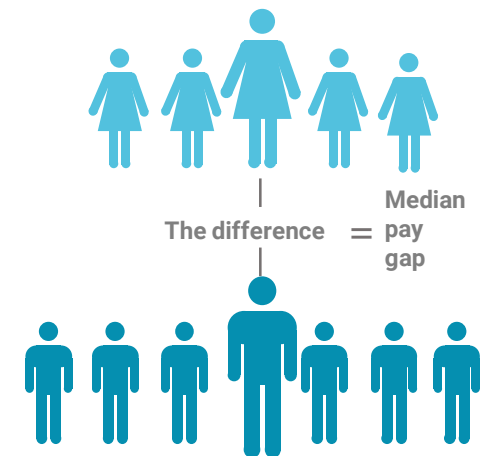
#### How we calculate the mean difference



\*The illustration above represents an organisation with 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

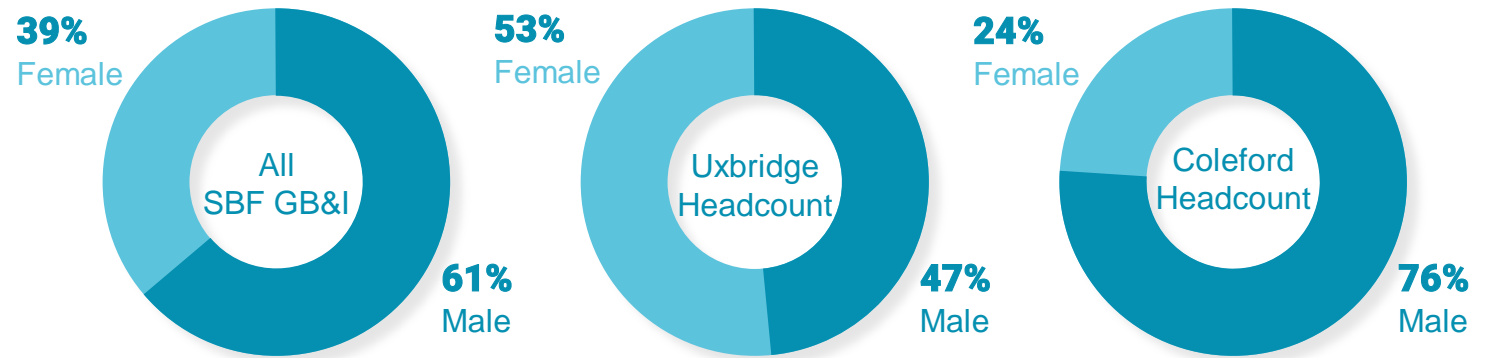
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## Gender pay statistics

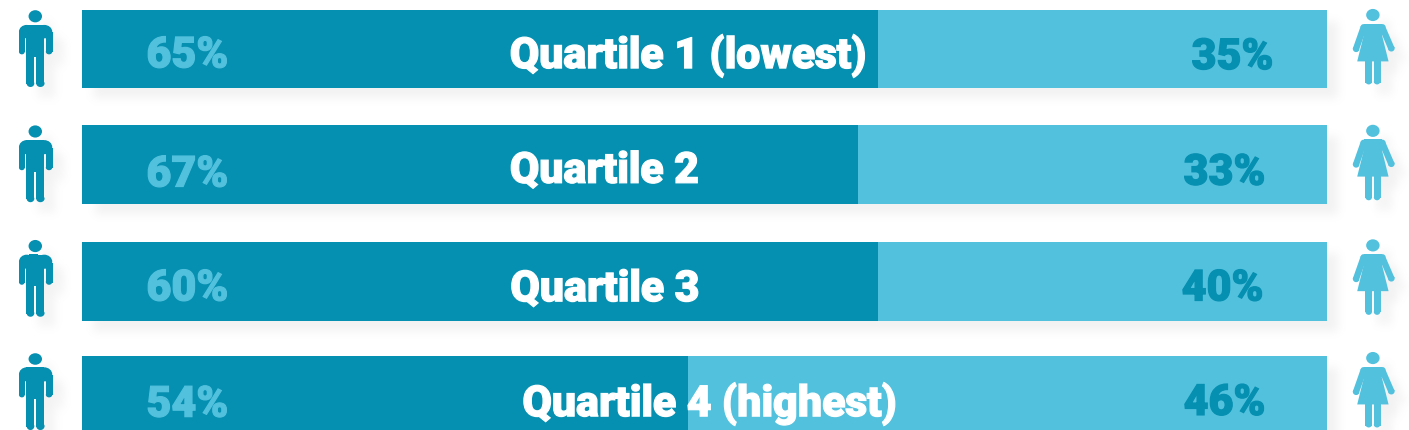
We have two sites within Suntory Beverage & Food GB&I: Stockley Park in Uxbridge and a manufacturing site in Coleford in the Forest of Dean. We are extremely proud of our brands which between them have almost 300 years of heritage.

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.



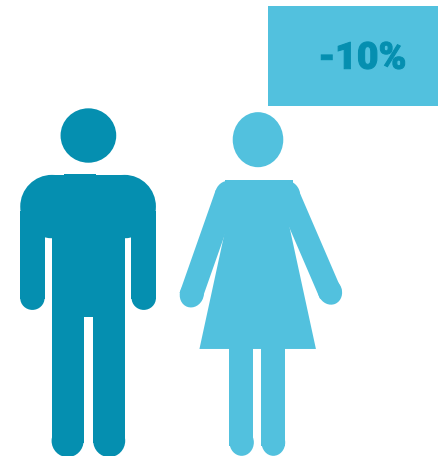
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## Gender pay statistics

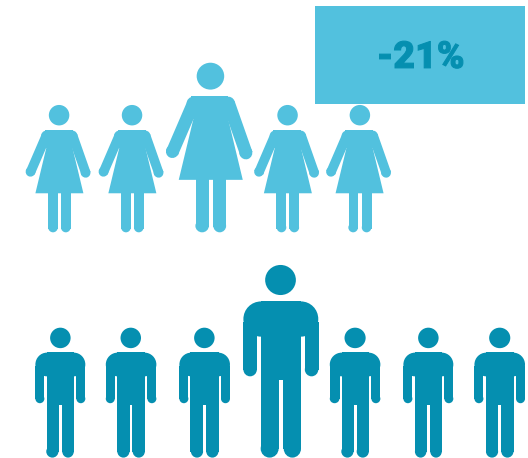
Our commitment to diversity, fairness and inclusivity remains an important part of our people agenda and for us that means providing the same opportunities to everyone, regardless of gender.

# Gender pay gap

When measuring the mean average pay, women are paid **10% more than men**. When measuring the median average pay, women are paid **21% more than men**.



The **mean pay** for **women** is **10% higher** than that of **men**.



The **median pay** for **women** is **21% higher** than that of **men**.

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

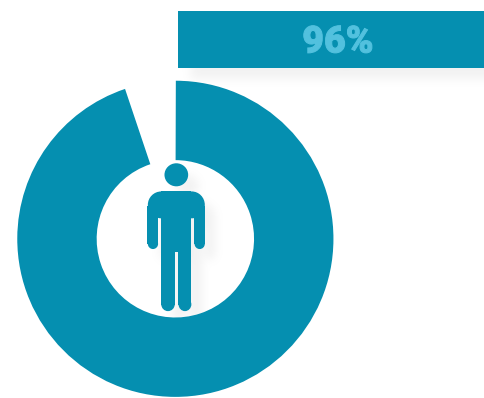
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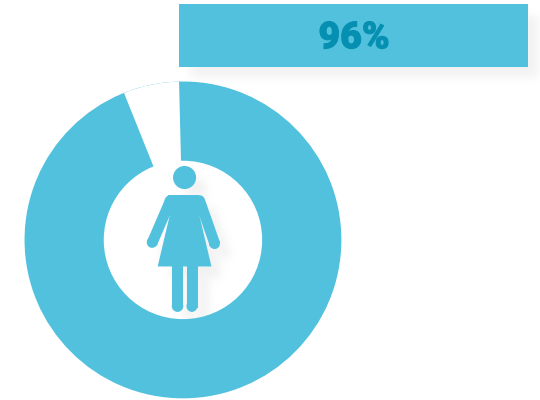
## Gender pay statistics

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

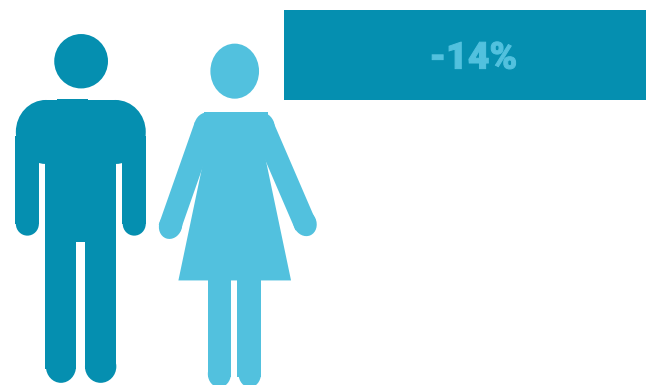


96% of men received a bonus

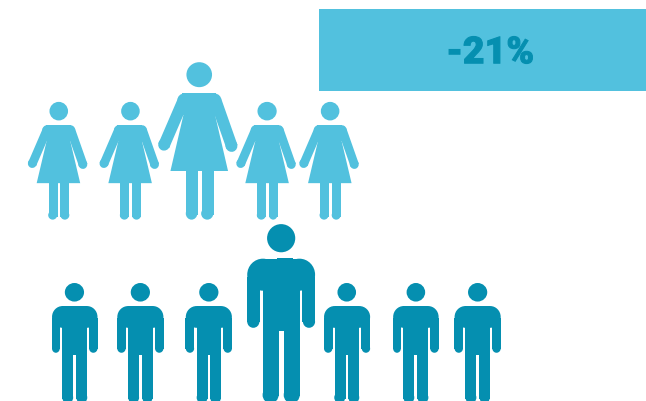


96% of women received a bonus

## Gender bonus pay gap



The **mean bonus pay for women** is **14% higher** than men



The **median bonus pay for women** is **21% higher** than men.





# Understanding our results

## Our Results

All of our reporting data shows a gender pay gap in favour of females in our business.

Mean pay, median pay, mean bonus pay and median bonus pay all see a double-digit gap in favour of females, having all increased on last year and on 2017 before Carol Robert was appointed COO.

Much of the results here are thanks to the work we've done as noted elsewhere in this report. We must also acknowledge too that some shifts are a factor of our industry and traditional 'male' roles in manufacturing. 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. The percentage weighting of bonus pay for people in these roles is geared towards business rather than individual performance. During the reporting period we celebrated strong results which widens the gap in favour of the female population. In a leaner year the median bonus pay gap will naturally swing the other way – and our report last year sees a 1.11% gap in favour of males. This represents the only male-favourable metric in our gender pay gap data since Carol Robert was appointed in 2018.





# Inspired to thrive...

Since being appointed to the role in 2018, our COO Carol Robert has shown everyone in our business and beyond, that women can be at the top and thrive.

While it's important to have that clear signal, we also promote access to Carol and her gender-balanced leadership team with 'coffee catch ups' so employees can connect with them more directly.

We have great gender balance throughout our leadership teams and through learning and development opportunities, considered recruitment and clear succession planning we also have females in senior roles not typically considered 'female'. Brilliant (female) leaders occupy planning, quality assurance and logistics roles at SBF GB&I.

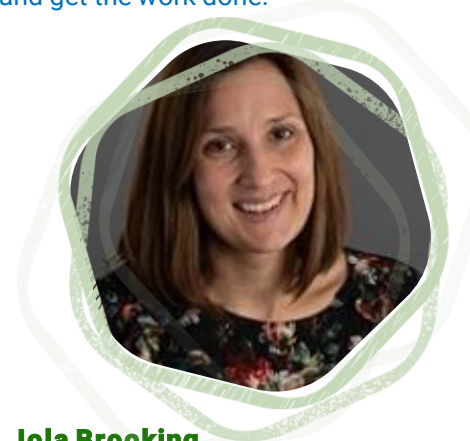
Wider still, as part of our desire to support employee wellbeing during workdays we introduced 'healthier hours' encouraging all people to block out an hour every day for themselves. We also encourage 'no meeting' afternoons on Fridays too that allow all employees to catch up on work quietly without distraction. We have no core hours for roles which allow this flexibility, giving employees the freedom to choose 'when' they work. Because we've built the right culture we're able to trust our employees to make the right use of this freedom and get the work done.

Another positive this year is that our generous shared parental leave policy is being used in increasing numbers and not exclusively by men. Our General Counsel took advantage of the policy, sending a powerful message to our people that it's a benefit to be used by anyone and is anything but career-inhibiting.

With the freedom to work at a time that suits, and the direction to work up to three days from home, it was important to us that time spent together was meaningful. My team has worked hard to ensure we continue to foster a strong culture that's felt at home and in the office and to highlight the real value of face-to-face collaboration. The investment in culture is paying off; 91% of our employees are proud to work for our company and 90% said they are willing to work beyond what is required to help our company succeed.

It is considered policies and practices like these that are in place to create the right culture that has put us in a very strong position, but the work doesn't stop here.

We'll continue fighting for the best culture and workplace that delivers for all. That's Growing For Good.



**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.

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

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