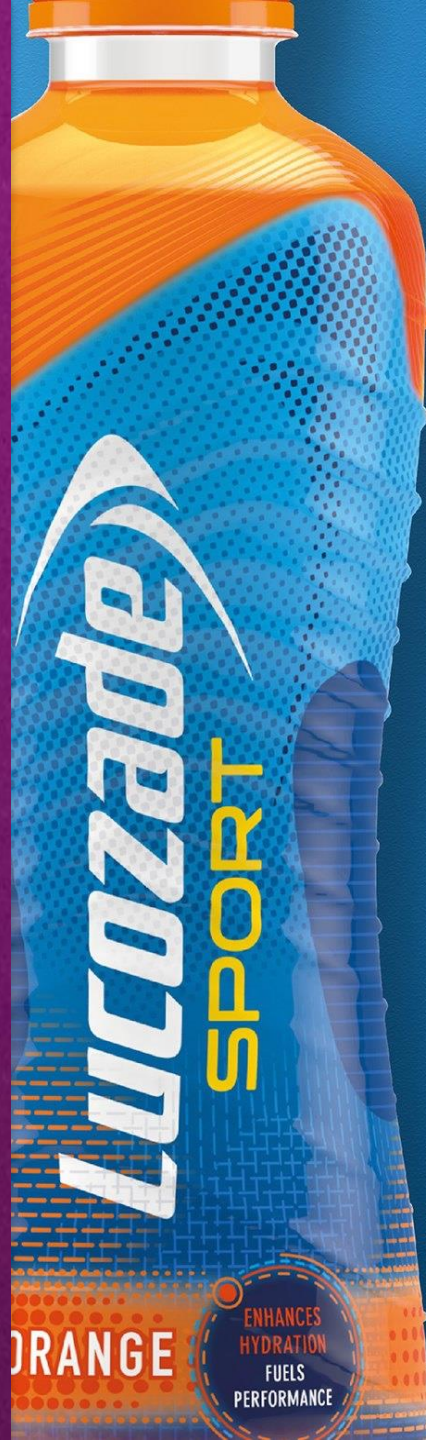


Gender Pay Gap Report

2018



LUCOZADE RIBENA
SUNTORY



Sparkling as One Team...



As we publish our second year of gender pay gap results it provides an opportunity for us to reflect on our progress and ongoing focus on diversity, fairness and respect in the workplace.

During the past year we have enhanced our training programmes, further established a framework for all compensation decisions, and continued our relentless focus on talent management and development. Through these actions we have built the culture that we value at LRS, one that ensures our people are rewarded based on performance and personal contribution.

We recognise the need to keep progressing our people agenda, however, we are pleased with

our progress and during the course of 2018 we have been able to demonstrate the success of our talent management focus, having made two internal appointments to the LRS Executive Team; Carol Robert being announced as COO, and Hannah Norbury in the role of Marketing Director.

We remain incredibly proud to have a one team spirit at LRS and our commitment to diversity, fairness and inclusivity for all remains an important part of our people agenda.



Handwritten signature of Tracy Clarke.

Tracy Clarke
HR Director
Lucozade Ribena Suntory



Breaking it down one drop at a time

What is the gender pay gap?

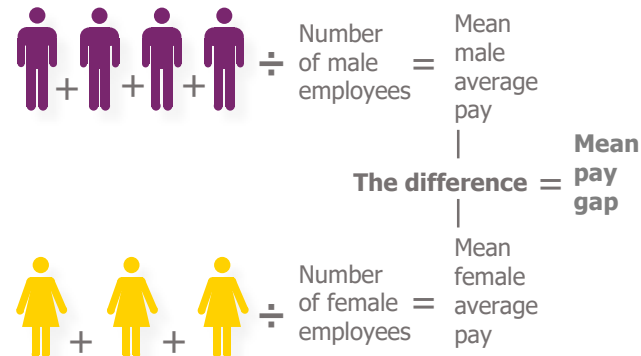
It can be quite confusing understanding the difference between the gender pay gap and equal pay so we have tried to explain it as simply as possible below.

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.

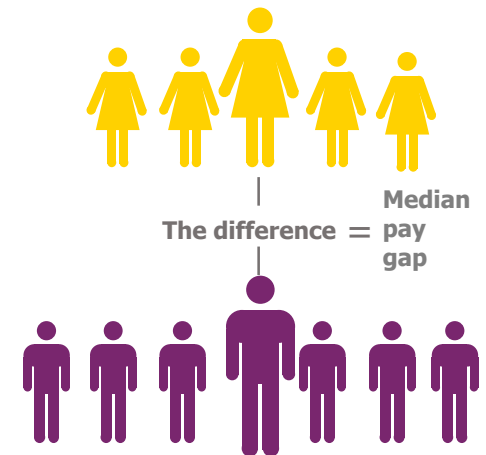
How we calculate the mean difference



*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

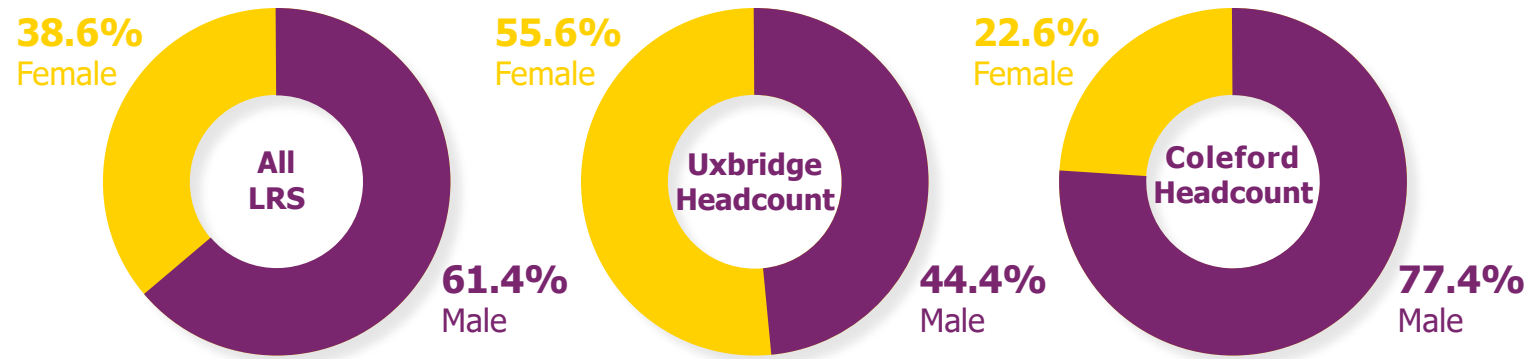


Getting the juice on LRS

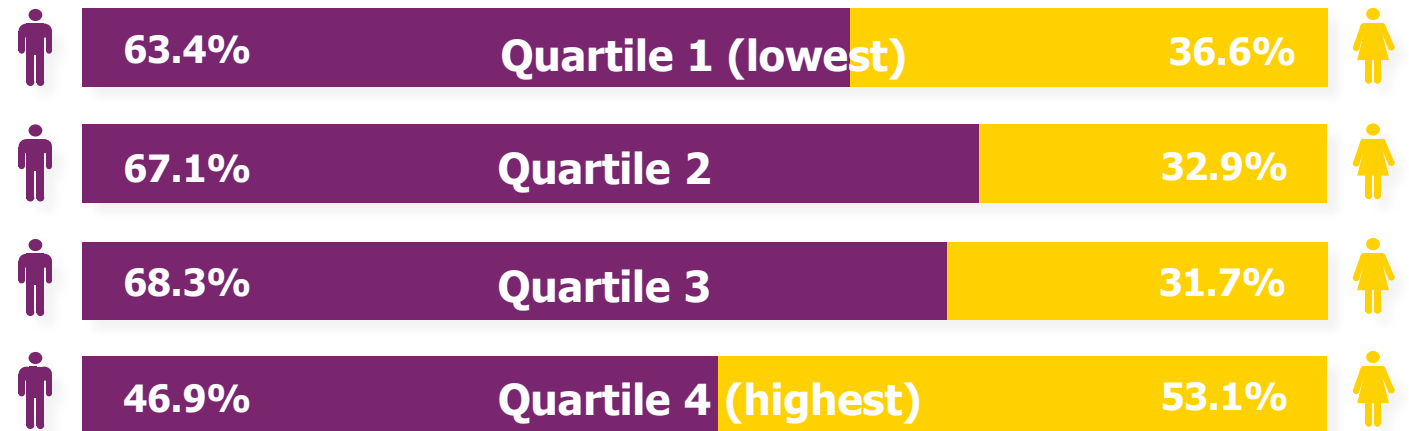
Gender pay statistics

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.



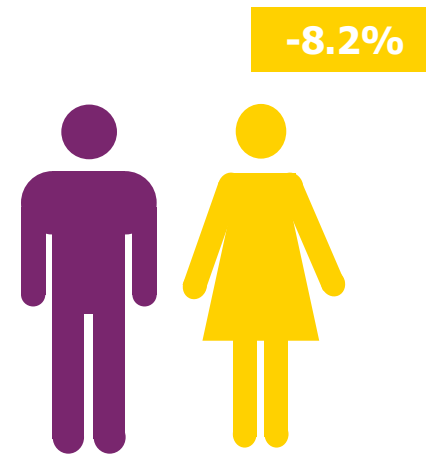
Getting the juice on LRS

Gender pay statistics

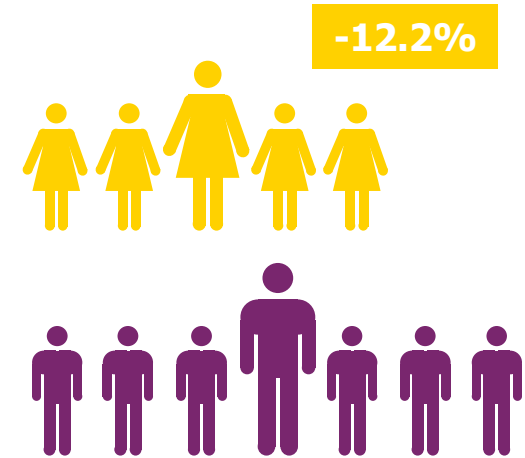
Gender pay gap

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, women are paid **8.2% more than** men. When measuring the median average pay, women are paid **12.2% more than** men.



The **mean pay for women** is **8.2% higher** than that of **men**



The **median pay for women** is **12.2% higher** than that of **men**

*According to the Office for National Statistics Annual Survey of Hours and Earnings, the gender pay gap was +8.6% in April 2018.

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



Getting the juice on LRS

Gender pay statistics

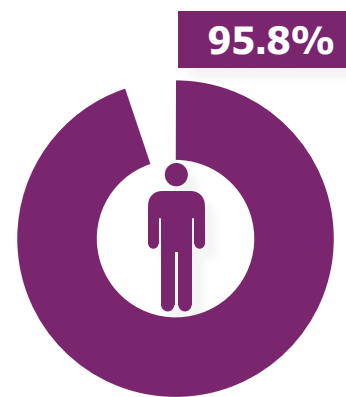
Bonus payments within LRS increase with seniority of role.

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

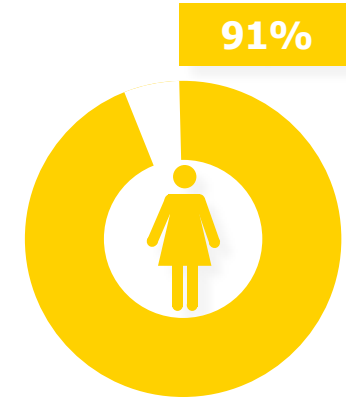
On the other hand, the median bonus gap in LRS is influenced by the higher proportion of women in Quartile 4 as compared to other quartiles.

***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*



95.8% of men received a bonus



91% of women received a bonus

Gender bonus pay gap

+4.4%



The mean bonus pay for men is 4.4% higher than women

-2.3%



The median bonus pay for women is 2.3% higher than men



Keeping our future fair for all....

As we continue our journey as a business to enjoyable wellness for all, we remain focused on being a Best Place to Work, providing a holistic, supportive culture that is fair and equal for all.

We are incredibly proud of our employees and of the work we already do to support women to progress into more senior roles. Nevertheless, we are acutely aware that we need to continue to monitor and promote equal opportunities for male and female employees across our business.

We have introduced training for all employees to address the conscious and unconscious biases and cultural barriers that can limit our employees from reaching their full potential.

We are also committed to our employees living balanced lives and enjoying the flexibility they need. We have strong family friendly policies and last year we piloted a Summer Hours working pattern programme. We will continue to focus on providing a unique workplace for all where everyone can be their best.

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.

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.



A black ink signature of Toby McKeever, consisting of several loops and a long horizontal stroke.

Toby McKeever

Interim Chief Operating Officer on behalf of Carol Robert (currently on Maternity Leave) and Director Lucozade Ribena Suntory



A blue ink signature of Mary Guest, written in a cursive style.

Mary Guest

General Counsel
Lucozade Ribena Suntory

