



# Gender Pay Gap Report

This report details our April 2021  
to April 2022 results

# Asahi

Asahi UK







Asahi UK Ltd is a subsidiary of the global Asahi Group, responsible for producing and distributing a range of premium drinks such as Peroni Nastro Azzurro, Asahi Super Dry, Grolsch, and Fuller's London Pride.

The current UK business unit was formulated quite recently, so this is only our second year of reporting our gender pay gap results. However, we have placed Diversity, Equity & Inclusion firmly at the heart of our strategy for growth and cultural development.

In 2020–2021, we reported a mean gender pay gap of 0%, and our latest data shows that this has developed into a gap of -3% for 2021–2022. This indicates that women in our business were paid marginally more than men on average last year.

Whilst we acknowledge there are some positives to be taken from this, being the opposite of the pay gap trends we see in many businesses today, we appreciate the need to be vigilant about any pay gap that exists. We also understand that situations can change, so we need to carefully assess, understand and learn how to influence the mechanics that are at play, with the ultimate goal of maintaining as close to a zero gap as we possibly can.

Our goal at Asahi is to be a place where everyone can be themselves and shine as they are. We're doing that by focusing on Diversity, Equity & Inclusion from an end-to-end perspective, across our whole business. We're starting with our priority focus on this at a leadership level, through to the active involvement of colleagues at all levels in helping to shape our agenda and approach on key issues. As well as our drive to create a more diverse business and a culture based on the values of inclusion, we place significant and specific emphasis on equity as a central part of our approach.

Continually monitoring and addressing gender representation and gender pay remains fundamental for us. Our strategy for sustainable growth, Legacy 2030, includes a target to markedly increase the representation of women in senior management roles to achieve 50:50 parity by 2030.

So please read on as we look further into our gender pay gap results and some of the steps that we are taking towards our goals.

**Janice Hallot**  
HR Director  
Asahi UK





## The gender pay gap and how it's calculated

The UK Government's gender pay gap regulations require companies to report their gender pay gap for all legal entities in Great Britain with more than 250 employees. This aims to create transparency and encourage employers to explore any gender pay gaps revealed by the process.

Gender pay gap reporting is an important step forward in putting a spotlight on where companies may have gender imbalances within their workforce. It can assist them in understanding what's driving it and, more importantly, what to do to improve it.

The gender pay gap is designed to show the difference in average pay between women and men across an organisation. This is not the same thing as the issue of unequal pay, which would relate to disparities in the amount women and men are paid for the same jobs or closely comparable work.

### Why is there a difference?

Different jobs can pay differently based on a range of factors (e.g. technical qualifications or particular specialisms) and the number of men and women performing these jobs varies, which means a gender pay gap can exist.

## How is the mean difference calculated?

The Mean gender pay gap is the percentage difference between the hourly pay of all male employees divided by the total number of males, and the hourly pay of all female employees divided by the total number of females.

 $\div$  $=$  Mean average hourly male pay



The difference = Mean hourly pay gap

 $\div$  $=$  Mean average hourly female pay

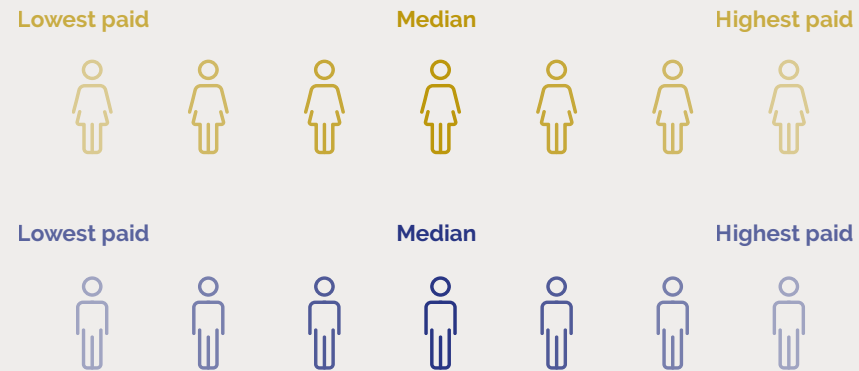






## How is the median difference calculated?

The Median average is the middle value when a range of values are presented in order from highest to lowest. To calculate the Median pay gap difference:



The pay figure of all male colleagues is put in order of hourly pay, and the pay figure of all female colleagues is put in order of hourly pay. The Median pay gap is the percentage difference between the hourly pay of the middle female and the hourly pay of the middle male.

# What are our **2021–2022** gender pay gap results?

The figures below in brackets denotes our figure for the previous year (2020-2021). The data was taken in April 2022.

Mean gap

**-3% (0%)**

Median gap

**-12% (-10%)**

Mean bonus gap

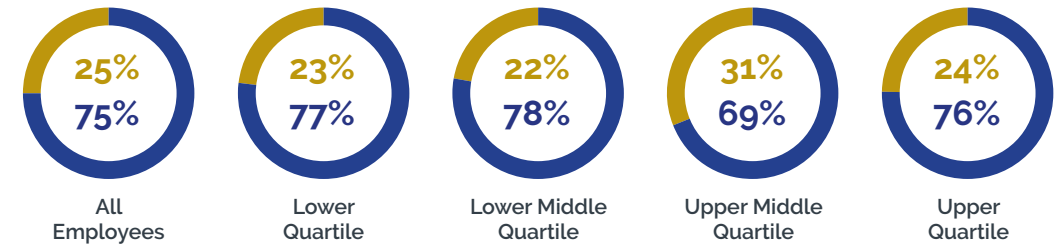
**-2% (0%)**

Median bonus gap

**-18% (-10%)**

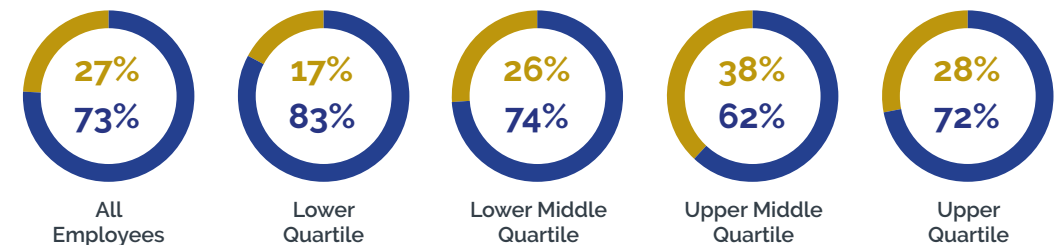
The percentage of colleagues receiving a bonus payment was 81% in 2021-22.

Pay Quartiles 2021



Graphs showing the gender distribution across different quartiles in 2021

Pay Quartiles 2022



Graphs showing the gender distribution across different quartiles in 2022

● Male ● Female

A woman with blonde hair, wearing a pink off-the-shoulder top and a yellow high-visibility vest, is looking out of a window with a green frame. The window shows a blurred outdoor scene. The image is positioned on the left side of the slide, with a large yellow geometric shape at the bottom left.

# What do our results mean?

Our mean average figure shows an increase in the gender pay gap during 2021–2022, however, it is one that is in favour of women.

In 2020–2021 we reported a 0% pay gap, while for April 2021–April 2022 it was a -3% pay gap. This shows that women at Asahi are now paid, on a mean average basis, 3% more than men. This result contrasts with the UK average pay gap reported by the Office for National Statistics, where men are paid more than women.

While this headline figure is in favour of women and we have more female representation overall in the business compared with last year, the quartile split figures show that we have more work to do to increase the representation of women at all levels within our business.

We have a higher proportion of men in our manufacturing and supply chain operations, which together represent around a third of the headcount of the business.

We have more female representation overall in the business compared with last year.



# What steps are we taking?

We are determined to create a business culture that is as diverse as the world around us, reflecting the communities we reach and the people we serve. An important part of this is improving the representation of women at all levels, and creating the opportunities for them to achieve job satisfaction, progress in their careers, and shine.

We are committed to actively enhancing equity, creating a more diverse and inclusive workforce through collective goals, action-planning and programmes. There are three key ways that we're driving this culture: DE&I strategy, colleague opportunity & participation, and education & insights. Here is a top line overview of these areas:

## Strategy

### Steering group

The DE&I programme is sponsored by members of the UK executive committee (Excom) to ensure active and accountable leadership. This is supported by a small steering group of passionate colleagues representing different functions of the business at all levels of seniority.

### Business and functional goals

We have specified that DE&I is present in day-to-day, actionable activity and targets, both for overall business goals and functional team objectives. This puts a strong collective focus on ensuring greater representation and inclusion for women in leadership positions.



## Employee Resource Groups (ERGs)

We've created Employee Resource Group structures in order to encourage 'bottom-up' participation and support colleagues to be ambassadors for positive change in areas they feel passionate about. These are centred around our DE&I identity, Shine As You Are, and cover a range of areas from LGBTQ+, gender equity, parents and mental health.



## Colleague opportunity & participation

### Embedding inclusive recruitment practices

We are embedding inclusive recruitment practices, as well as a dedicated talent development programme that supports all colleagues to fulfil their potential with Asahi.

### Modernising our lifestage policies

We're providing more flexible working practices and policies, with role models in senior positions who can demonstrate that success does not mean compromising work-life balance.

### Inspiring and empowering colleagues

We plan to do this through diverse and gender-balanced people programmes, including internal and external leadership development courses, an elected Colleague Engagement Group, and a dedicated Youth Council which is now underway.

### Active participation

This includes inviting colleagues to events such as Q&As, briefings and speaker spots for key calendar moments e.g. International Women's Day.

## Education & insights

### Formal accreditation

We give formal accreditation across a number of areas, including Mental Health First Aid Training cohorts.

### External partnerships

We offer access to varied resources, materials and e-learning through our external partnerships, e.g. ENEI, LEAD network and Diversity in Grocery.

# Statutory disclosures and declaration

## Legal Entity: Asahi UK Ltd

Mean difference in  
hourly rate of pay

**-3%**

Median difference  
in hourly rate of pay

**-12%**

Mean difference  
in bonus pay

**-2%**

Median difference  
in bonus pay

**-18%**

The percentage of colleagues  
receiving a bonus payment was  
**81% in 2021-22.**

## Employees by pay quartile:

Upper quartile



**72%**



**28%**

Upper middle quartile



**62%**



**38%**

Lower middle quartile



**74%**



**26%**

Lower quartile



**83%**



**17%**

## Declaration

I confirm the information and data reported is accurate at the snapshot date of April 2022, and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Janice Hallot  
HR Director  
Asahi UK