

GENDER PAY REPORT 2021

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We believe that diverse and inclusive organisations that respect and value difference allow their people to perform at their best. That's why we're taking steps to create an inclusive and positive working environment that encourages people with different backgrounds, experiences and perspectives to come together to work more effectively and creatively.

Gender equality is a focus area for us. Our long-term improvements are detailed in this report as well as our ongoing commitments for the future.

We are encouraged to see progress in our journey with senior female representation across the business at 39% of leadership roles in April 2021, up from 28.9% in April 2017.

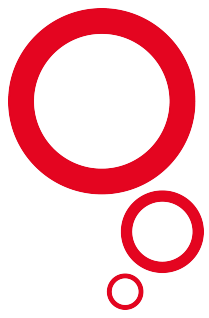
While seeking to identify some of the causes of our pay gap within this report, we also outline some of the actions we are taking to develop a diverse and more inclusive organisation.

Roger White
CEO

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Overview

At Barr Soft Drinks we make, move, market and sell a portfolio of branded soft drinks. As such, our workforce is made up of a wide range of job roles from manufacturing, warehousing and transport positions, to sales, marketing and central support team members, all of whom are critical to the long-term success of the business.

Barr Soft Drinks Employees ¹

823

2020 : 723

Male employees

70%

2020 : 74%

Female employees

30%

2020 : 26%

Female leadership

39%

2020 : 40.1%

Male Board members

8

2020 : 8

Female Board members ²

3

2020 : 3

Anyone employed at Barr Soft Drinks as of 5th April 2021 was included as a relevant employee whether they received their full rate of pay in April or not. This is the sample group used for our bonus calculations.

Full-pay relevant employees are a subsection of relevant employees who received their full rate of pay in April. This is the sample group used for our pay calculations. Anyone who received a reduced rate of pay due to, for example, some form of parental leave, is not included.

Our statutory disclosures are listed later in this report.

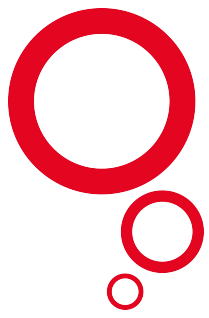
Note 1: Barr Soft Drinks employees reflect full pay relevant employees used to calculate pay calculations.

Note 2 : Board includes Company Secretary

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Mean and median gender pay gaps

Where pay and bonus gaps are detailed, positive numbers are favourable to men, and negative numbers are favourable to women.

Mean Gender Pay

The difference in the average hourly pay for women compared to men, within a company

Barr Soft Drinks Mean Gender Pay Gap

3.0%

2020: 0.7%

Median Gender Pay

The median shows the middle point of a population. Another way of describing this is to say that if you lined up all the women and men separately, the median is the difference between the hourly rate of the middle woman compared to that of the middle man.

Barr Soft Drinks Median Gender Pay Gap

2.7%

2020: -1.1%

Our mean gender pay gap has slightly widened since 2020. This is due to 2020 results excluding those on furlough or with reduced pay, as a result of the pandemic in 2020 which impacted the reported results. Overall, we have narrowed our gap from 4.1% in 2018 to 3.0% in 2021.

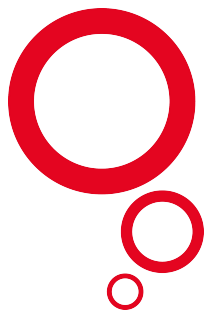
The mean gender pay gap for the whole economy, according to the October 2021 ONS Annual Survey of Hours and Earnings (ASHE) figures, is 14.9%, this is up slightly from 13.9% in 2020. Again, looking at the longer-term picture there is a reduction from 17.2% in 2018.

The median gender pay gap for the whole economy, again as per ASHE figures, is 15.4%, up slightly from 14.9% in 2020. Again, the trend of seeing an improvement appears with a longer-term view.

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Mean and median bonus pay gaps

Mean bonus pay gap

42.2%

2020 : 34.6%

Median bonus pay gap

0%

2020 : -15%

In common with many businesses, our bonus scheme payment thresholds are linked to business performance and generally increase with seniority.

Our mean bonus gap, which is 42.2% in favour of men, is influenced by the higher proportion of men in more senior roles. Our median bonus gap is 0%. There is no difference in median bonus between men and women.

% Employees receiving a bonus payment

Male

84%

2020 : 74.1%

Female

82%

2020 : 70.8%

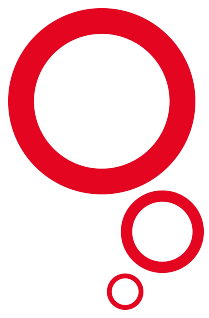
Over 80% of employees received bonus payments in this reporting period reflecting the financial performance in what was an extremely unusual and challenging year.

In 2020, there was a circa 4% difference in the percentage of men receiving a bonus in comparison to women. Positively, in 2021, this narrowed to a 2% difference.

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Statutory disclosures

	2019	2020	2021
% male / female employees	72.2% / 27.8%	74.0% / 26.0%	70.5% / 29.5%
Mean gender pay gap	2.7%	0.7%	3.0%
Median gender pay gap	-7.4%	-1.1%	2.7%
Mean bonus pay gap	42.9%	34.6%	42.2%
Median bonus pay gap	-2.5%	-15.0%	0.0%
% male / female receiving a bonus payment	77.7% / 78.2%	74.1% / 70.8%	84% / 82%
Upper quartile (male% / female%)	66% / 34%	69% / 31%	68% / 32%
Upper middle quartile (male% / female%)	76% / 24%	78% / 22%	75% / 25%
Lower middle quartile (male% / female%)	71% / 29%	77% / 23%	71% / 29%
Lower quartile (male% / female%)	76% / 24%	72% / 28%	70% / 30%

2021 Declaration

We confirm that the information and data reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Doug Brown
Head of Human Resources

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Closing the gap

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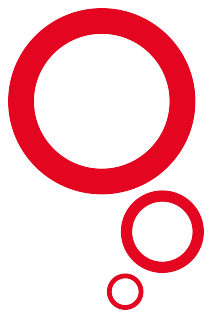


At Barr Soft Drinks we want to be a diverse and inclusive business that respects and values difference and allows all of our people to perform at their best. With regard to closing the gender pay gap in particular we know this will take time, however we believe we are taking positive steps to support improvement in this area as shown in our longer-term results.

As part of our commitment to creating a more inclusive culture, we continue to evolve our diversity and inclusion (D&I) approach by listening to our employees, running employee focus groups and using this valuable feedback to develop plans tailored to our business and our people. Across 2021, despite the challenges of the COVID pandemic, we have made progress in the delivery of this plan across our three key focus areas and we look forward to delivering further improvements in 2022.

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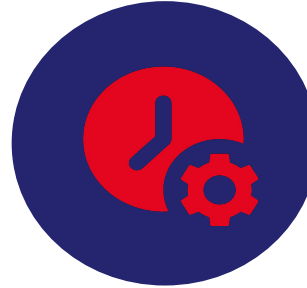
Progress so far

As much as we feel there is more to be done, we are proud of the progress we have made. Here are some of the key highlights in 2021.



Gender Diversity in Recruitment & Development

- Including multiple women in shortlists for external recruitment and internal promotion
- Using structured interviews for recruitment and promotion to reduce unfair bias creeping in and influencing decision making
- Screening recruitment adverts using tools that support use of inclusive language



Flexible Working

- Working flexibly where possible, particularly throughout the pandemic, recognising that traditional schedules may no longer fit career and life needs
- Advertising all roles with a variety of flexible options, offering flexible working from the initial stages of recruitment



Gender Diversity in Leadership

- We have set a corporate target of 45% female leadership by 2024
- Continuing practices that support women in leadership, such as our mentoring programme which is now in its 4th year
- Encouraging leadership role modelling: always reviewing key decisions with a lens of “how might this impact our gender equality goals?”

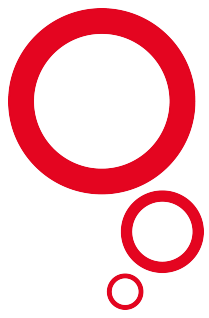
Looking to
the future

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Looking to the future

While we believe we have made progress in gender equality in recent years, we are looking ahead at further areas of focus to support our gender equality goals.

Two of our key focus areas for 2022 include:



Gender Diversity through Leadership

- Continuing to work towards our corporate target of 45% leadership by 2024
- Upskilling managers to have quality and tailored career conversations, with consideration to different career stages
- Expanding our Manager Essentials Programme to include D&I training that explores how to foster an open and inclusive culture, for both team and individual, and what leadership accountability and role modeling looks like



Inclusive Parental Leave Management

- Holistically reviewing our overall family friendly leave practices, particularly in relation to support on return to work from parental leave
- We are planning to upskill our line managers in how to support women due to take family friendly leave, those already on leave and those returning to work

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