



SOFT DRINKS

Barr Soft Drinks

**Gender Pay Report
2018**

Introduction



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. Our gender pay gap is just one of the ways in which we can assess the progress we make across our diversity and inclusion agenda.

In 2018, our second year of gender pay gap reporting for Barr Soft Drinks, we are pleased to report an improvement in our mean pay gap, which has reduced from 12.0% to 4.1%.

We are also encouraged to see an increase in senior female representation across the business, with women holding 37.0% of leadership roles as at January 2019, up from 28.9% on 5 April 2017.

While seeking to identify some of the causes of our pay gap within this report, we also outline our ongoing plans for how we are aiming to close the gap, by removing barriers and raising awareness of the benefits of a more inclusive culture.

Specifically our activities seek to :

- develop our people leaders to become diversity and inclusion role models
- ensure our recruitment processes attract a more diverse set of candidates
- support gender diversity in our workplace

We are confident we are taking the right steps to close our gender pay gap but recognise it will take time. We have already communicated our plan to all our employees and believe that its successful achievement will lead to a better business in the long-term.



Roger White
Chief Executive



Doug Brown
Head of Human Resources

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.

The data below represents Barr Soft Drinks as at April 2018.

Barr Soft Drinks employees

932

2017 : 883 ¹

Male employees

73%

2017 : 73%

Female employees

27%

2017 : 27%

Female leadership

29.1%

2017 : 28.9%

Male Board members ²

8

2017 : 8

Female Board members ²

3

2017 : 2

Organisations with more than 250 employees are required to report on the mean and median gender pay gap, the mean and median bonus gap, confirm the percentage of men and women who received a bonus and also provide details on the gender balance of our workforce based upon quartiles. Our regulatory disclosures are listed later in this report.

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

Note 1 : Restated to include only those employees defined for purposes of pay gap reporting - prior year statutory pay gap calculations were performed correctly

Note 2 : Board includes Company Secretary

Mean and median gender pay gaps



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

4.1%

2017 : 12.0%

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

-1.9%

2017 : 3.4%

The gender pay gap measures the difference in average pay between women and men. Various factors influence the gap such as the types of roles men and women undertake and the demographics of a company's workforce.

Gender pay is different from equal pay. Equal pay is about a man and a woman receiving equal pay for the same or a similar job.

Our 2018 figures show that mean pay is 4.1% in favour of men while median pay is 1.9% in favour of women. In both cases the 2018 results show an improvement in favour of women compared to 2017 and primarily reflect that our business performance ensured the majority of our bonus schemes paid out, contrasting with the prior year.

Mean and median bonus pay gaps



Mean bonus pay gap

24.9%

2017 : 61.9%

Median bonus pay gap

-5.0%

2017 : 34.2%

In common with many large businesses, our bonus scheme payment thresholds are linked to business performance and increase with seniority. Our mean bonus gap, which is 24.9% in favour of men, is therefore influenced by the higher proportion of men in more senior roles. Our median bonus gap, which is 5% in favour of women, is influenced by the larger proportion of men in non-managerial manufacturing and distribution roles, where bonus payments typically make up a smaller part of overall remuneration.

% Employees receiving a bonus payment

Male

92.1%

2017 : 27.5%

Female

94.4%

2017 : 16.7%

Over 90% of employees received a bonus in this reporting period, reflecting that our business performance allowed the majority of our bonus schemes to pay out, contrasting with the prior year.

Statutory disclosures



SOFT DRINKS

	2018	2017
% male / female employees	73.3% / 26.7%	72.9% / 27.1%
Mean gender pay gap	4.1%	12.0%
Median gender pay gap	-1.9%	3.4%
Mean bonus pay gap	24.9%	61.9%
Median bonus pay gap	-5.0%	34.2%
% male / female receiving a bonus payment	92.1% / 94.4%	27.5% / 16.7%
Upper quartile (male% / female%)	69% / 31%	70% / 30%
Upper middle quartile (male% / female%)	77% / 23%	80% / 20%
Lower middle quartile (male% / female%)	70% / 30%	68% / 32%
Lower quartile (male% / female%)	77% / 23%	74% / 26%



Closing the gap

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 that this will take time.

During 2018 we developed a diversity and inclusion (D&I) plan by listening to our employees, running employee focus groups at key locations and using this valuable feedback to develop a plan tailored to our business and our people. Our plan therefore reflects both our employees' views as well as the long-term Company ambitions in this important area.

Our plan is now well under way and is focused on 3 key areas :



Leadership - our aim is to develop our people leaders to become diversity and inclusion role models

- focusing on the *Barr Behaviours* that support a more inclusive business
- providing D&I training for all people managers to ensure they understand how to lead by example

Recruitment - our aim is to have processes and tools that attract more diverse candidates

- making our job opportunities more attractive by describing our positive culture
- introducing interview shortlist monitoring

Gender - our aim is to find new ways to encourage women to join our business, and to actively support their progression

- extending our mentoring programme across the entire business
- reviewing and refreshing our approach to flexible working

We look forward to providing an update on these actions in due course.

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