



BARR SOFT DRINKS

Gender Pay Report 2023





We strive to be an inclusive employer that supports colleagues regardless of their gender or background and tackles any barriers that are preventing them from being their best. At the heart of our people strategy is the aim to enable all of our colleagues to **Be Their Best Barr None**.

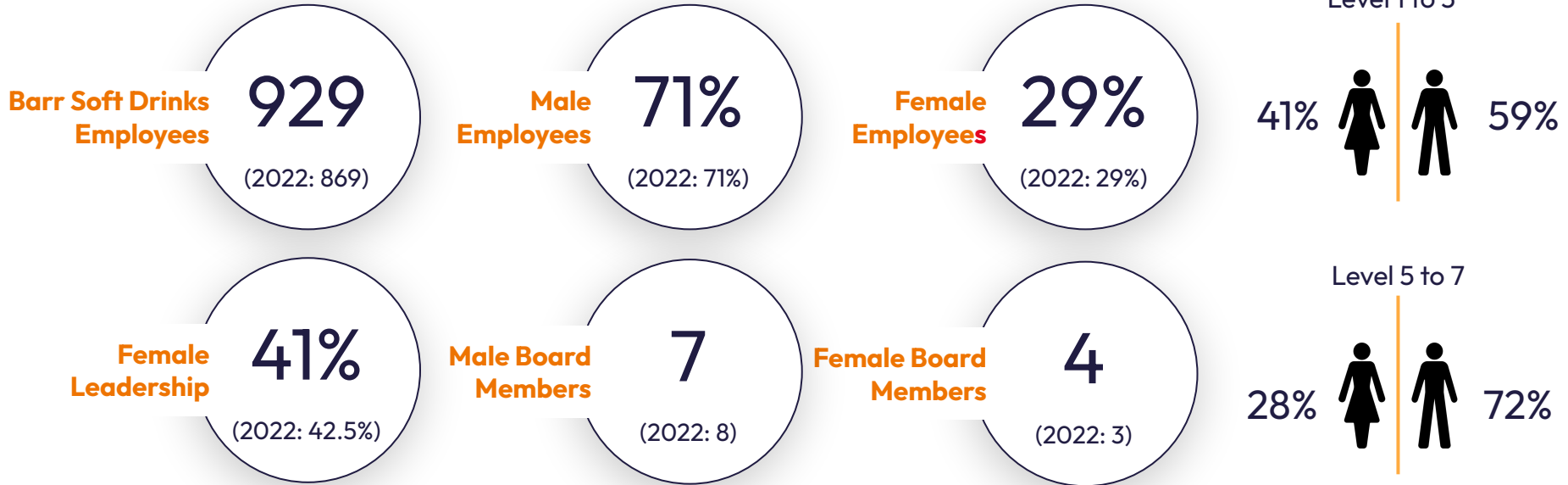
We continue to focus on delivering small steps focused on positive change. Our People Strategy includes a pillar **“Understand that I am me”** which aims to recognise and celebrate individuality as we continue to encourage, respect and value difference to enable our colleagues to perform at their best. We are focused on building a workforce that is truly representative of the communities we serve.

We continue to see strong representation in senior females across the business, populating 41% of our leadership roles in April 2023, which is up significantly from 28.9% in April 2017. We still have more to do but recognise the positive progress.

Roger White
CEO



Overview



All who were employed at Barr Soft Drinks as of 5th April 2023 were 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.

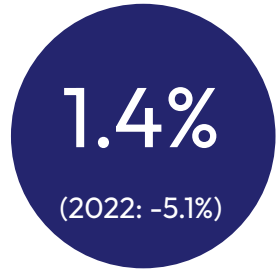
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* Level 1 to 3 is the top 3 levels within Barr Soft Drinks (our senior leader population).

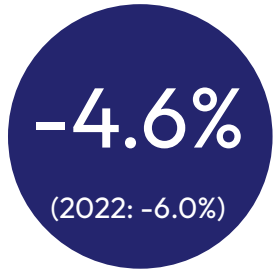


The numbers

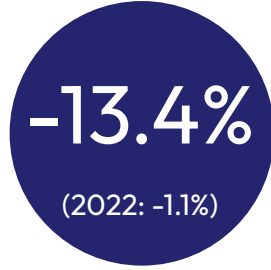
Positive numbers are favourable to men, and negative numbers are favourable to women.



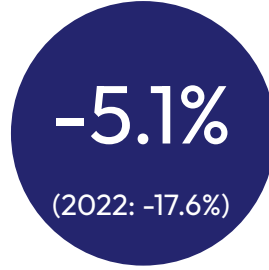
**Barr Soft Drinks
Mean
Gender Pay Gap**



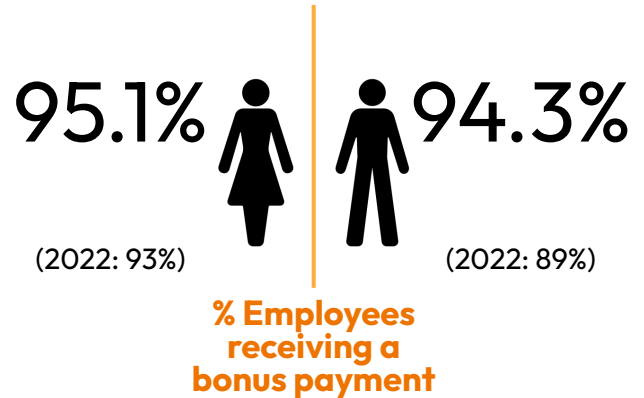
**Barr Soft Drinks
Median
Gender Pay Gap**



**Mean Bonus
Pay Gap**



**Median Bonus
Pay Gap**



Those not receiving a bonus would be linked to individual performance, or timing of start / leave date.

The difference in the average hourly pay for women compared to men.

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 the middle man.

The difference in the average bonus for women compared to men.

If you lined up all the women and men separately, the median is the difference between the bonus value of the middle woman compared to the middle man.



Explaining the numbers

PAY



Our mean gender pay gap has shifted since 2022 and is now slightly favourable to men (1.4%). This is considered to be within the neutral range. Last year, it was favourable to women (-5.1%). However, overall our figures have improved as we get closer to 0%.

An influencing factor is that more males than females were recruited during the reporting period, due to the nature of the roles filled having a greater male attraction.

As a general comparison, the mean gender pay gap for the whole economy, according to the October 2023 ONS Annual Survey of Hours and Earnings (ASHE) figures, is 14.3%. The median gender pay gap for the whole economy, again as per ASHE figures, is 13.2%.

BONUS



Both our mean and median bonus pay gaps are favourable to women.

This is linked to two key factors:

1. Our workforce representation. The majority of our entry level employees are male, and bonus potential is greater in more senior roles, where there is greater female representation.
2. The timings of bonus pay can differ each year and this too can impact our gender pay figures.



Statutory Disclosures

| | 2021 | 2022 | 2023 |
|---|---------------|-----------|---------------|
| % male / female employees | 70.5% / 29.5% | 71% / 29% | 71% / 29% |
| Mean gender pay gap | 3.0% | -5.1% | 1.4% |
| Median gender pay gap | 2.7% | -6.0% | -4.6% |
| Mean bonus pay gap | 42.2% | -1.1% | -13.4% |
| Median bonus pay gap | 0.0% | -17.6% | -5.1% |
| % male / female receiving a bonus payment | 84% / 82% | 89% / 93% | 94.3% / 95.1% |
| Upper quartile (male% / female%) | 68% / 32% | 63% / 37% | 67% / 33% |
| Upper middle quartile (male% / female%) | 75% / 25% | 72% / 28% | 71% / 29% |
| Lower middle quartile (male% / female%) | 71% / 29% | 72% / 28% | 74% / 26% |
| Lower quartile (male% / female%) | 70% / 30% | 74% / 26% | 72% / 28% |

2023 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.

Alison Gowen

Alison Gowen
HR Director





“Our focus is on making Diversity, Equity and Inclusion not a “ separate thing to do” but to embed it into our day to day business. We are on a journey and are confident that our focus areas for the year ahead will support further positive progress.

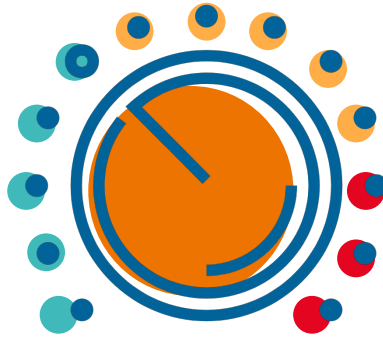
Alison Gowen
HR Director

Educating on diversity and inclusion through our new Leadership Academy which will launch in 2024 to build capability that authentically supports and encourages diversity and inclusion

Continuing to build diversity and inclusion through all aspects of our People Strategy with the support of the “understand that I am me” pillar group plan

Continuing to turn the dial

Moving away from full-time working only in our factories - in 2024 we will trial an operating model that enables part-time shift working



Learning more about a multi-generational workforce and how we can attract, develop, retain and help everyone who is part of that workforce to **Be Their Best Barr None**

Focus areas for the year ahead

Introducing Lumina Spark (personality tool) as a new tool to better understand each other; this helps identify everyone as individuals and provides a unique lens to appreciate the different characteristics and perspectives that people can bring

Better understanding our diversity and inclusion data to help us identify where opportunities lie and where there may be obstacles to remove



