

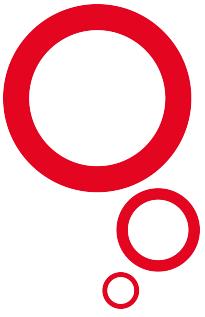
GENDER PAY REPORT

2022

ALTOGETHER
REFRESHING

BARR

SOFT DRINKS



We believe that organisations that respect and value difference allow their people to perform at their best. That's why we're taking steps to build a diverse workforce and 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 continues to be a focus for us amongst the broader Diversity and Inclusion agenda. We have made good progress and continue to look for the right opportunities to drive improvement.

We are encouraged to see progress in our journey with senior female representation across the business at 42.5% of leadership roles in April 2022, which is an increase from 39% of leadership roles in April 2021, and up significantly from 28.9% in April 2017.

Within this report we outline our commitments to further developing a diverse and more inclusive organisation.

Roger White
CEO



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	Male employees	Female employees
869 2021: 823	71% 2021 : 70%	29% 2021: 30%
Female leadership	Male Board members	Female Board members ²
42.5% 2021: 39%	8 2021 : 8	3 2021 : 3

All were employed at Barr Soft Drinks as of 5th April 2022 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

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

-5.1%

2021: 3.0%

Our mean gender pay gap has shifted since 2021 and is now favourable to women. Overall, we have narrowed our gap from 4.9% in 2018. A factor in the difference is the payroll cycle as slight differences in payroll make a difference to this percentage figure. The timings of bonus pay can differ each year and this too can impact our gender pay figures.

As a general comparison, the mean gender pay gap for the whole economy, according to the October 2021 ONS Annual Survey of Hours and Earnings (ASHE) figures, is 14.7%. The median gender pay gap for the whole economy, again as per ASHE figures, is 15.1%.

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

-6.0%

2021: 2.7%

Mean and Median Bonus Pay Gaps

Mean Bonus Pay Gap

-1.1%

2021: 42.2%

Median Bonus Pay Gap

-17.6%

2021: 0%

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 -1.1% in favour of women. Our median bonus gap is -17.6%.

% Employees receiving a bonus payment

Male

89%

2021 : 84%

Female

93%

2021 : 82%

Over 80% of employees received bonus payments in this reporting period reflecting the financial performance in what was a successful year.

In 2021, there was a circa 4% difference in the percentage of women receiving a bonus in comparison to men. Again, we are seeing a similar trend in these figures being favourable to women in 2022.

Statutory Disclosures

	2020	2021	2022
% male / female employees	74.0% / 26.0%	70.5% / 29.5%	71% / 29%
Mean gender pay gap	0.7%	3.0%	-5.1%
Median gender pay gap	-1.1%	2.7%	-6.0%
Mean bonus pay gap	34.6%	42.2%	-1.1%
Median bonus pay gap	-15.0%	0.0%	-17.6%
% male / female receiving a bonus payment	74.1% / 70.8%	84% / 82%	89% / 92%
Upper quartile (male% / female%)	69% / 31%	68% / 32%	63% : 37%
Upper middle quartile (male% / female%)	78% / 22%	75% / 25%	72% : 28%
Lower middle quartile (male% / female%)	77% / 23%	71% / 29%	72% : 28%
Lower quartile (male% / female%)	72% / 28%	70% / 30%	74% : 26%

2022 Declaration

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

Alison Gowen

Alison Gowen
HR Director

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 believe we have made positive progress with year on year improvements.

As part of our commitment to creating a more inclusive culture, we continue to evolve our approach to equity, diversity and inclusion (ED&I) by listening to our colleagues and using this valuable feedback to develop plans tailored to our business and our people. Looking ahead to 2023, we have a refreshed People Strategy in which ED&I is a key pillar and focus area for our business.

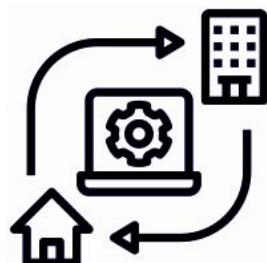
Closing the Gap



Family Friendly Offering

We have made further improvements to our Family Friendly policies including reducing the qualifying service needed to access maternity pay, enabling more people to benefit from this offering. We have also doubled our paternity pay offering, encouraging shared caring responsibilities and more gender balance.

Recent Initiatives to Support Positive Progress



Hybrid Working Approach

We have established an approach to hybrid working which enables ongoing flexibility, recognising that traditional ways of working no longer suit career and life needs.

Looking to the Future

In the year ahead, we have a focus on developing our wider approach to Equity, Diversity and Inclusion (ED&I). This is a key part of our refreshed People Strategy.

We are on a journey gathering broader ED&I data to help inform where the opportunities lie. Alongside this, we have been running ED&I upskilling sessions for our leaders across the business that will continue during 2023.

