



SOFT DRINKS

Barr Soft Drinks

**Gender Pay Report
2017**

2017 Gender Pay Report



The gender pay gap shows the difference in average pay between women and men.

It is influenced by a range of factors, including 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.

This data represents our April 2017 results.

Barr Soft Drinks
employees

939

Male
employees

73%

Female
employees

27%

Female Leadership
Team members

28.9%

Male
Board members

8

Female
Board members

2

The data in this report represents the 12 months to April 2017.

Mean and median pay gaps



Mean Gender Pay

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

Office for National Statistics
UK Mean Gender Pay Gap

17.4%

Barr Soft Drinks
Mean Gender Pay Gap

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.

Office for National Statistics
UK Median Gender Pay Gap

18.4%

Barr Soft Drinks
Median Gender Pay Gap

3.4%

Understanding our mean and median pay results



Barr Soft Drinks Mean Gender Pay Gap

12.0%

The mean gap is primarily driven by the smaller proportion of women than men currently occupying our more senior roles.

We are making progress in this area - over the past 5 years our female leadership population has increased from 12.9% to 28.9%.

Barr Soft Drinks Median Gender Pay Gap

3.4%

The median gap is driven primarily by our supply chain function where we employ a large number of manufacturing and logistics roles held by men, consistent with the demographics in the wider economy.

Employees working in these roles are in many cases required to work shift patterns with less sociable hours which attract a shift premium payable in addition to basic salary.

Mean and median bonus gaps

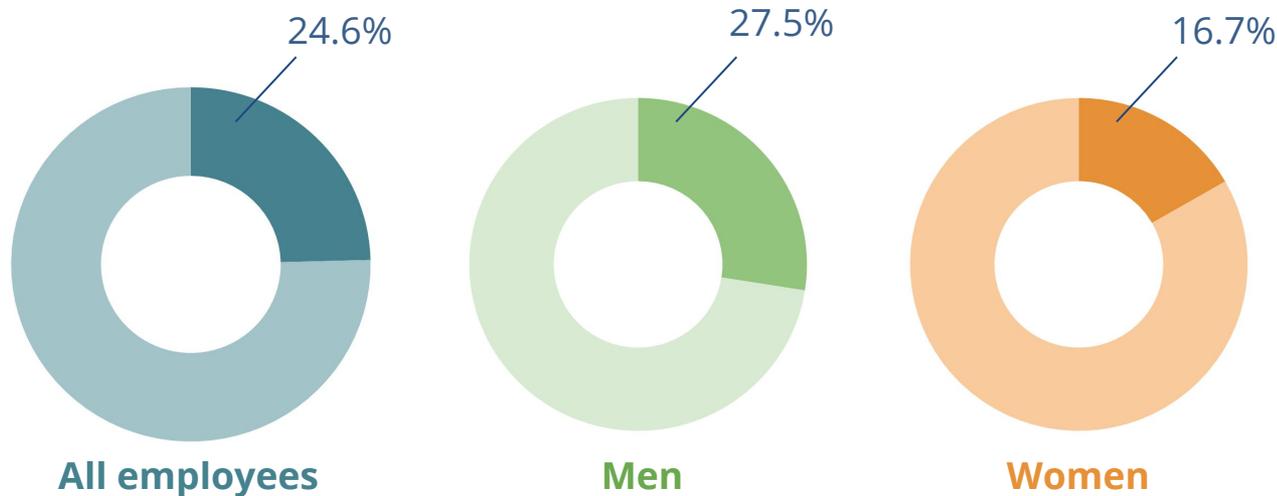
Barr Soft Drinks Mean Gender Bonus Gap

61.9%

Barr Soft Drinks Median Gender Bonus Gap

34.2%

Bonus amounts tend to increase with seniority. Our mean bonus gap is affected by a higher proportion of men in more senior roles. Our results in the year reported on were unusual in that the majority of our bonus schemes did not pay out due to that year's business performance. Exceptions were a number of sales and commission based schemes as well as a long term incentive plan which vested for 4 male Executive Directors based on business performance over the preceding 3 years.

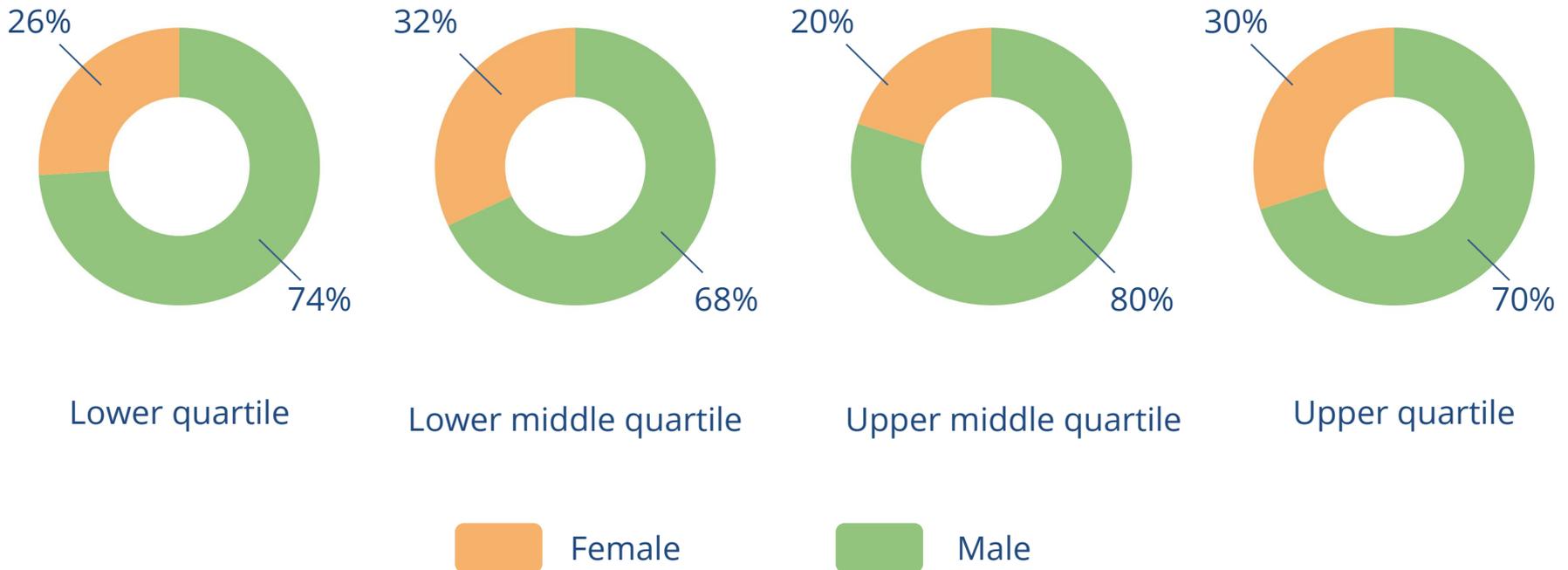


Proportion of workforce paid a bonus

Population by pay quartiles



Quartiles represent the pay rates from the lowest to the highest for our Barr Soft Drinks employees, split into four equal sized groups, with the percentage of men and women in each quartile.



Our results and next steps



Roger White

Chief Executive Officer, A.G. Barr p.l.c.

“We want to create a diverse and inclusive business that allows all of our people to perform and prosper regardless of their gender or background. While we have made progress, we recognise that we still have work to do to and will be taking further steps to improve fairness and equality across Barr Soft Drinks in the months and years ahead”.

As a consumer goods business with over 50% of our people employed in manufacturing and logistic operations, our gender makeup does reflect these type of roles. Women account for just under 30% of our workforce and this needs to improve over time.

At a leadership level we have made progress where women now account for 28.9% of roles, up from 12.9% in 2013. Still, as our other results show, there is more work to be done to ensure a more equal representation throughout our business, particularly at the most senior levels.

To move this agenda forward we will be taking a number of actions across 2018 and beyond, with a particular focus on our culture, recruitment and pay.

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

Declaration

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



Doug Brown

Head of Human Resources
