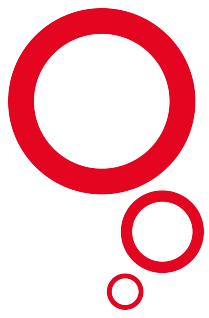


Barr Soft Drinks

Gender Pay Report 2020

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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 2020, the fourth 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 2.7%* to 0.7%. Similarly, our median gender pay gap has narrowed from -7.4% to -1.1%

We are also encouraged to see an increase in senior female representation across the business, with women now holding 39.8% of leadership roles as at January 2021, up from 28.9% on 5 April 2017, as detailed in our first Gender Pay Gap Report.

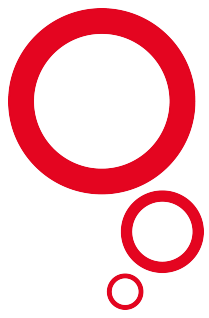
While seeking to identify some of the causes of our pay gap within this report, we also outline some of the actions we are taking to close the gap, by removing barriers and raising awareness of the benefits of a more inclusive culture.

We are confident we are taking the right steps to close our gender pay gap and 2020, despite the challenges brought by the COVID-19 pandemic, has been a year of progress across our wellbeing, diversity and inclusion agenda.

* Our 2019 submission has been updated on the Gender pay gap service website to recognise missing data and remove ineligible information within our 2019 dataset. All 2019 references contained throughout the report reflect these corrections. Further detail is provided on page 6.

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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**

723

2019 : 947

**Male
employees**

74%

2019 : 72%

**Female
employees**

26%

2019 : 28%

**Female
leadership**

40.1%

2019 : 37.9%

**Male
Board members**

8

2019 : 9

**Female
Board members ²**

3

2018 : 3

Anyone employed at Barr Soft Drinks as of 5th April 2020 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, furlough or some form of parental leave is not included.

Our statutory disclosures are listed later in this report.

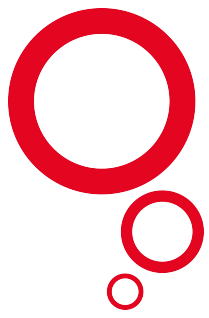
Note 1: Barr Soft Drinks employees reflects full pay relevant employees used to calculate pay calculations.

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

0.7%

2019: 2.7%

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

-1.1%

2019: -7.4%

We are pleased that our mean gender pay gap has narrowed for the fourth year in a row and is nearly at parity. The mean gender pay gap for the whole economy, according to the November 2020 ONS Annual Survey of Hours and Earnings (ASHE) figures, is 14.6%, while in the beverage manufacturing sector it is 8.7%. As such, our mean gender pay gap of 0.7% is significantly lower than the whole economy and our sector.

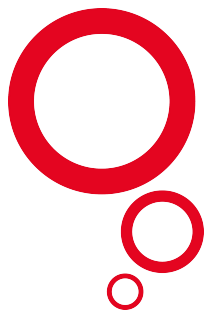
The median gender pay gap for the whole economy, again as per ASHE figures, is 15.5% while the beverage manufacturing sector is 14.9%. Our median gender pay gap of -1.1% in favour of women is both an improvement on the prior year and better than industry averages.

Our improvement in both mean and median pay gaps reflects the improved awareness of the benefits of an inclusive and diverse workforce, more active senior sponsorship of how and who we recruit, along with targeted interventions where pay may be considered out of alignment.

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Mean and median bonus pay gaps

Mean bonus pay gap

34.6%

2019 : 42.9%

Median bonus pay gap

-15.0%

2019 : -2.5%

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 34.6% in favour of men, is influenced by the higher proportion of men in more senior roles.

Our median bonus gap, which is 15.0% in favour of women, is influenced firstly 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, and secondly by a modest increase in the number of women leadership positions year on year.

% Employees receiving a bonus payment

Male

74.1%

2019 : 77.7%

Female

70.8%

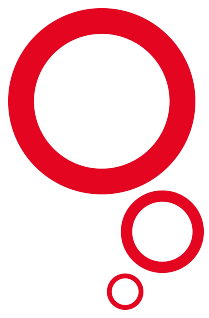
2019 : 78.2%

Over 70% of employees received a bonus in this reporting period, reflecting that our business performance allowed the majority of our bonus schemes to pay out and that all employees are eligible for some form of performance bonus.

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Statutory disclosures

	2019 original submission	2019 updated submission*	2020
% male / female employees	72.3% / 27.7%	72.2% / 27.8%	74.0% / 26.0%
Mean gender pay gap	2.3%	2.7%	0.7%
Median gender pay gap	-6.8%	-7.4%	-1.1%
Mean bonus pay gap	41.9%	42.9%	34.6%
Median bonus pay gap	-3.0%	-2.5%	-15.0%
% male / female receiving a bonus payment	93.1% / 94.3%	77.7% / 78.2%	74.1% / 70.8%
Upper quartile (male% / female%)	65% / 35%	66% / 34%	69% / 31%
Upper middle quartile (male% / female%)	76% / 24%	76% / 24%	78% / 22%
Lower middle quartile (male% / female%)	70% / 30%	71% / 29%	77% / 23%
Lower quartile (male% / female%)	78% / 22%	76% / 24%	72% / 28%

2020 Declaration

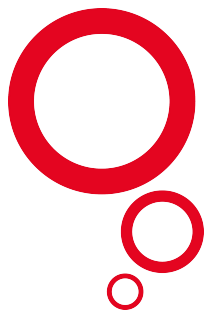
We confirm that the information and data reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

* Our 2019 submission has been updated on the Gender pay gap service website to recognise missing data and remove ineligible information within our 2019 dataset. All 2019 references contained throughout the report reflect these corrections.

Doug Brown
Head of Human Resources

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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 this will take time however we believe we are taking positive steps to support improvement in this area as shown in our 2020 results.

In 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 reflects both our employees' views as well as the long-term Company ambitions in this important area.

Across 2020, 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 2021.

LEADERSHIP

To develop our people leaders to become diversity & inclusion role models who lead by example

- Employee listening exercise carried out to understand the behaviours that have the most positive impact on wellbeing, inclusion and performance during the COVID pandemic. The outputs will be used to revise our Barr Behaviours framework. Barr Behaviours defines the most important aspects of our shared culture and we believe that embedding these behaviours across our business we will create the conditions for every single colleague to work together brilliantly.
- Our Manager Essentials programme, including our D&I recruitment module, has been redeveloped to be delivered remotely

RECRUITMENT

To develop processes and tools that attract more diverse candidates

- Trialled the use of different media e.g. video to showcase our positive culture and widen the net of candidates
- Workable recruitment software rolled out allowing better ways to target where we advertise our roles
- Prior to the COVID pandemic we re-established our school-partnering initiative to raise young person awareness of the different career opportunities in our business with an emphasis on STEM subjects

GENDER

To find new ways to encourage women to join our business, and to actively support their progression

- Improved HR Team knowledge of gender pay gap to enable specific advice to managers on salary setting & management
- Rolled out continuous performance development software with specific check-ins for career development
- Delivered year 2 of our company wide mentoring programme

