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GENDER PAY GAP  
REPORT 2018



# At Britvic, we are on a journey to meet our vision of becoming the most dynamic, creative and trusted soft drinks company in the world.



At Britvic, we are on a journey to meet our vision of becoming the most dynamic, creative and trusted soft drinks company in the world. A key pillar of achieving this is through creating an inspiring place to be for our employees, which we measure and report on annually through the Great Place to Work survey. We know that we will only achieve our ambitions if our workforce reflects the diverse communities that we serve and we create an inclusive culture where each employee can truly be themselves and feel empowered and enabled to be the best they can be. Put simply, we know that diverse teams make better teams and deliver better performance, so creating an inclusive, diverse workforce is not just the right thing to do – it is essential to our future success.

With this in mind, publishing our gender pay gap report offers us an important opportunity to reflect on our existing programme of work in this area and consider what more we can do to create a diverse and inclusive place to work.

Our total gender pay gap favours women (-13.9% median) against the UK average of 18.4% median. The primary driver of this is the structure of our workforce which, in line with the industry we operate in, is weighted towards our manufacturing and distribution operations, where the balance of the workforce is predominantly male (8:1). The roles in our manufacturing and distribution operations have, on average, lower salaries than those in our office functions.

We also know that we have proportionally fewer women in our leadership roles that, on average, attract higher pay rates. Therefore, while the difference in median bonus is again weighted towards women (-9%), the upper quartile pay is predominantly made up of men (67.9%, versus 32.1% women).

We are committed to creating a more evenly balanced gender workforce at all levels and in all parts of our organisation, and this report sets out the steps we are taking to achieve this.

In 2013 we set a target, through our Healthier Everyday sustainability programme, that women will hold at least 40% of leadership positions by 2020. We are proud of the progress we have made to date; 50% of our recent senior leadership appointments have been female and today women hold 36% of leadership roles across the business. A number of initiatives have contributed to this including ensuring our leadership development programme has an equal intake of women and men and providing mentoring to high potential female leaders. Whilst we are pleased with the progress we are making towards gender equality in our business, we know we are on a journey and our ambitions go further.

To develop gender parity in our manufacturing operations, we are increasing the intake of women into our apprentice scheme. We are also promoting careers in manufacturing in schools and universities.

Achieving greater gender diversity is only one part of our commitment to creating a diverse and inclusive workplace and we want everyone to achieve their full potential regardless of gender, seniority or level. We are committed to taking clear, positive action to ensure that Britvic is a truly inclusive workplace.

Doug Frost  
Chief HR Officer



# 40%

Meet and beat our target of 40% women in leadership

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02 / WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

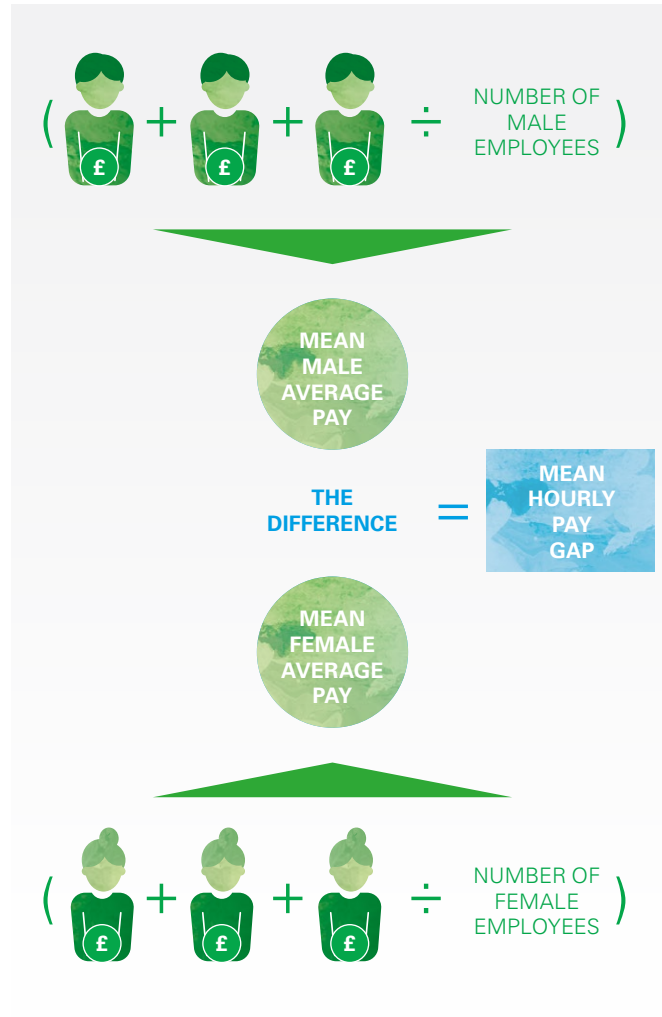
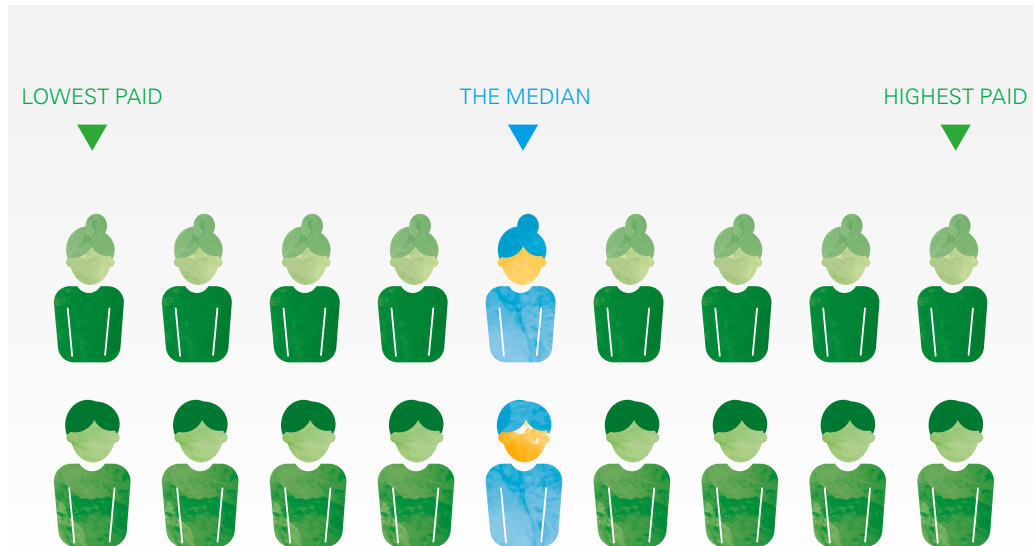
By 5 April 2018, all employing entities with over 250 UK based employees (exc. NI) must publish details of their gender pay gap.

The gender pay gap is the difference between the average earnings of men and women across the organisation regardless of the nature of their work.

It is different from equal pay. Equal pay relates to men and women being paid equally for equivalent jobs. This is a legal requirement in the UK and one that Britvic believes in fully across all of our markets.

We are confident that men and women are paid equally for equivalent work.

However, because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists.



**The calculation**

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that males and females receive.

The mean pay gap is the difference between average hourly rate of men and women.

The median pay gap is the difference between the midpoints in the ranges of hourly rate of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.

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## 03 / UNDERSTANDING OUR RESULTS

At Britvic, we are proud to employ over 3,500 employees across the UK, Ireland and internationally including France and Brazil. In this report, we are sharing our gender pay gap at a snapshot date of 5 April 2017 for the 1,757 people who are employed by Britvic Soft Drinks Ltd. This includes people at Head Office in Hemel Hempstead as well as manufacturing and distribution activity on sites around GB.

### DIFFERENCE IN PAY BETWEEN GENDERS

Mean **-4.8%**      Median **-13.9%**

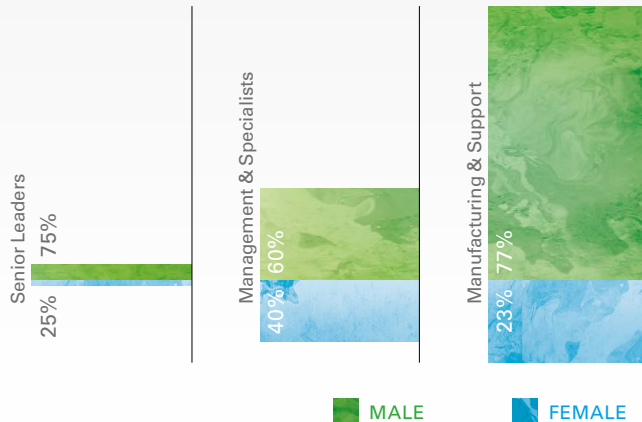
The mean and median pay results reveal that on average, females are paid more than males on an hourly basis.

## Our gender balance

### Did you know...

A large proportion of our workforce is made up of Manufacturing, Distribution & Support roles, and most of our employees are male. This gender balance in our demographics influences our gender pay gap. Within the smaller female population, we see proportionally more women in managerial roles, which means that women on average earn more than men. However, we still have proportionally less women in senior leadership roles.

Male **73%**  
Female **27%**

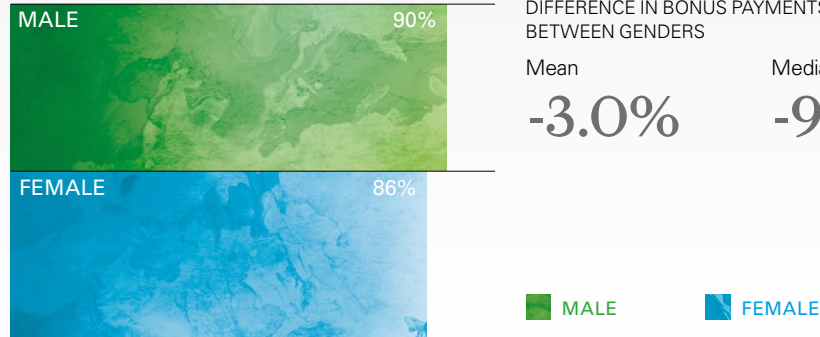


### Bonus pay gap

The figures below show the percentage of men and women who received a bonus payment and percentage difference in bonus amounts between men and women for the gender reporting year ending in 2017.

It is important that employees are rewarded for the success of our business. All GB employees have the opportunity to receive a bonus in December each year, subject to scheme rules.

### PROPORTION OF MALE AND FEMALES RECEIVING A BONUS



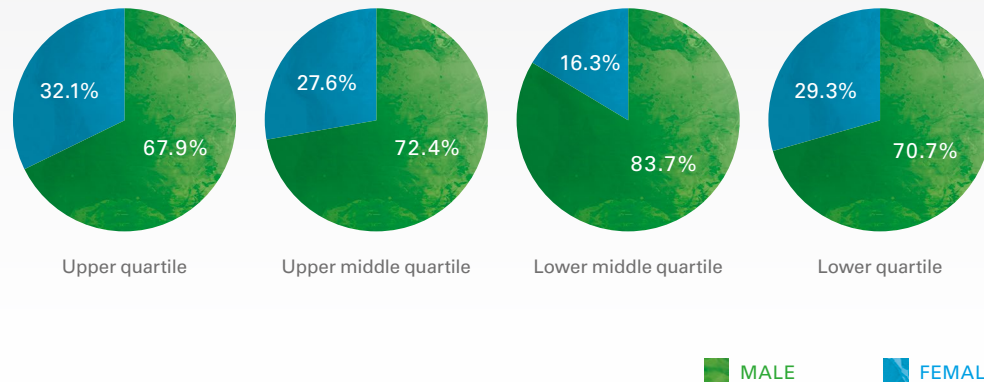
### DIFFERENCE IN BONUS PAYMENTS BETWEEN GENDERS

Mean **-3.0%**      Median **-9.0%**

The mean and median bonus results reveal that on average, females receive more in bonuses than males.

### Pay quartiles

The figures below show our gender balance within each of our pay quartiles. Each quartile has an equal number of employees with the lower quartile having the lowest paid employees and the upper quartile having the highest paid employees.



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At Britvic, we believe better diversity and inclusion is an enabler to high performance. That's why it's a key part of our overall strategy and at the heart of our values.

We have a global Diversity and Inclusion Strategy that is overseen by our Executive Committee.

We have clear focus areas that will help us to address our gender gap and deliver our Diversity and Inclusion Strategy. Here are the key highlights:

#### Building an inclusive culture

- We have introduced a recruitment process which requires all senior management shortlists to be diverse
- We have had an enhanced family leave policy for many years in GB. While having these policies is good, we will be doing a better job of making all our employees aware of them
- As part of our IT strategy we encourage the flexible use of tools and technology that help our employees in different ways
- Beyond Gender – we are committed to ensuring we are a diverse and inclusive employer and that our employee population is reflective of the UK general population
- By the end of 2018 we will have established a series of employee networks

#### Support and attract female talent

- We have set clear goals to increase the diversity of our senior leaders including addressing the under-representation of females in senior roles. We've introduced a women in leadership target of 40% by 2020
- Maintaining a healthy gender balance is part of our succession planning, which includes monitoring the performance and demographics of our people to spot trends and develop action plans
- We are committed to increasing the number of females working in commercial roles by addressing hotspots of under representation in these areas
- Our Future Leaders Programme provides leadership development for our high potential managers. This programme will drive the progression of our female talent
- In 2018 we will be introducing inclusion training, which helps educate our teams on the importance of creating an inclusive culture. Unconscious bias training has started at the very top and will be cascaded to all managers
- We have now enhanced access to coaching and mentoring for females who are seen as high potential business leaders of the future



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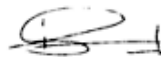
# Britvic Soft Drinks Ltd; as at 5 April 2017

	%
<b>Employees by gender</b>	
Male	72.8
Female	27.2
<b>Difference in mean pay between genders</b>	
	-4.8
<b>Difference in median pay between genders</b>	
	-13.9
<b>Difference in mean bonus payments between genders</b>	
	-3.0
<b>Difference in median bonus payments between genders</b>	
	-9.0
<b>Employees receiving a bonus</b>	
Male	90.0
Female	86.0
<b>Upper quartile</b>	
Male	67.9
Female	32.1
<b>Upper middle quartile</b>	
Male	72.4
Female	27.6
<b>Lower middle quartile</b>	
Male	83.7
Female	16.3
<b>Lower quartile</b>	
Male	70.7
Female	29.3

I confirm the gender pay gap data contained in this report for Britvic Soft Drinks Ltd is accurate and has been produced in accordance with guidance.



Doug Frost  
Chief HR Officer



Simon Litherland  
Chief Executive Officer

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