

COCA-COLA IRELAND PAY GAP REPORT

2022

Coca-Cola
Ireland

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Our company’s purpose is to refresh the world and **make a difference. Building and sustaining a workplace that is diverse, equitable and inclusive is fundamental to achieving that purpose.** It’s woven into all aspects of how we do business and function as a team—from talent acquisition, to supply chain, to the processes that shape our vision, strategy and operations.

”

INTRODUCTION

Diversity, Equity and Inclusion are at the heart of our values and our growth strategy, and they also play an important part in our company’s success. We leverage the remarkable diversity of people across the world to achieve our purpose of refreshing the world and making a difference. Our aspiration is not only to mirror the diversity of the communities where we operate, but also to lead and advocate for a better shared future.

The Coca-Cola Company strives for a gender-equal workplace in Ireland and around the world. We believe investing in and empowering women not only benefits them, but also positively impacts our business and the communities where we are based.

Under the Gender Pay Gap Information Act 2021, we are required to publish gender pay gap metrics for Coca-Cola Ireland* which includes 872 employees. This document presents our first year of required gender pay gap reporting.

The gender pay gap results do not outline the numerous work life balance initiatives and other measures the company has in place to support our employees. Initiatives such as flextime, shift patterns, and wellness workshops give all our employees options for how they want to work and live. The initiatives go beyond gender and support all our employees.



Tameka Harper
Chief Diversity, Equity and Inclusion Officer

* Coca-Cola Ireland is a trading name of European Refreshments UC

WHAT IS GENDER PAY GAP?

The gender pay gap is the difference between the average pay men and women earn. Gender pay gap is primarily influenced by the representation of men and women across all role types and levels in the organisation. Gender pay gap is not the same as equal pay. We believe that employees in the same job, or similarly situated jobs, should be paid fairly and equitably for their work. Equal pay is a legal requirement in Ireland.

The presence of a gender pay gap within an organisation is not necessarily an indicator of equal pay issues.



ACTIONS & IMPACT

We recognise that equal representation of genders is required across the workforce to support our overall vision of creating greater gender balance and building inclusion and belonging in our workplace.

The Coca-Cola Company’s Diversity, Equity and Inclusion strategy includes three long-term ambitions.

The three ambitions are:

- 1. We aspire for our diverse workforce to mirror the markets we serve**
- 2. We strive for equity for all people**
- 3. We celebrate uniqueness and create an inclusive environment**

Coca-Cola is focused on achieving these ambitions. By doing so, we will also address any gender pay gaps. This is a priority for Coca-Cola Ireland.

01 We aspire for our diverse workforce to mirror the markets we serve	
ASPIRATION	WHAT WE'RE DOING
Increase Representation	50% of our senior leadership roles to be held by women by 2030. Investing in underrepresented talent pools to help create a diverse pipeline for the future.
Accountability	Holding ourselves and our leaders accountable for progress toward achievement of these ambitions.

Coca-Cola Ireland has a diverse workforce with employees from more than 40 different countries. We have senior female leaders, based in Ireland, that are from 24 different countries.

The company’s commitment to developing female talent and to achieving the aspiration of having 50% female in leadership by 2030 focuses on personal and career development efforts throughout the organisation.

Coca-Cola Ireland engages in several initiatives and programmes to support the progression and participation of women in the workforce. Some of the programmes are internal, focused on our own employees, while others are designed to support women leaders from other companies and industries.

Coca-Cola Ireland sponsors an American Chamber of Commerce Ireland advanced leadership skills programme designed to advance and mentor women in global organisations. As part of that programme, top female talent from within Ireland are nominated to take part and learn from peer mentors in other similar organisations. Other leadership development programmes supported by Coca-Cola Ireland focus on emerging leaders within the company and offer key talent the opportunity to work with peers in similar companies.

We also have initiatives underway within the company that focus on developing female talent in technical areas such as STEM and supply chain. The groups provide a

platform for mentors and coaches to support the career development of female talent in these selected areas.

Annual milestone events such as International Women’s Day in March are used as local focal points to mark the celebration of women in the workplace. Learning seminars are hosted on topics that help empower and support our female employees’ progression in the workplace.

Historically, employee-led resource groups such as Women’s Linc and Achieve Your Best Self training courses have provided a solid base for gender development within the company.

02 We strive for equity for all people	
ASPIRATION	WHAT WE'RE DOING
Reviewing Policies	Consistently review our business, human rights, and employment policies and practices to eliminate biases and inequities.
Addressing Pay Inequities	Where they exist, we are addressing internal pay inequities through our internal pay equity programmes.

We continually review and evolve our hiring practices to ensure our leaders are knowledgeable about our Diversity, Equity and Inclusion strategy and action plans. Diverse interview panels are established for all roles across our organisation. We also ensure that we brief our external recruitment partners on our Diversity, Equity and Inclusion expectations to draw candidates from diverse talent pools. And we have reviewed our job descriptions and job adverts to ensure that we use inclusive language in our internal and external communications.

Our approach to compensation is grounded in principles of fairness and equity for all employees aligned to local markets. We believe that employees in the same job, or similarly situated jobs, should be paid fairly and equitably for their work. We work to identify and adjust

unfair disparities in our pay structures. We conduct gender-based pay equity analyses annually. Commencement salaries are based on employees’ individual and unique experience for the role.

03 We celebrate uniqueness and create an inclusive environment	
ASPIRATION	WHAT WE'RE DOING
Creating Networks	Creating a space for affinity, allyship, community, and celebration.
Economic Opportunities	Providing economic empowerment opportunities for partners throughout our system and value chain.

Our employee-led Inclusion Networks are an integral part of the Diversity, Equity and Inclusion strategy for The Coca-Cola Company. They are regionally structured, globally connected groups of employees formed to act as a resource to both employees and the organisation.

These networks are recognized as valued voices in our efforts to enhance cultural sensitivity and awareness, in addition to supporting business-related diversity initiatives. We support these networks as they operate with passion and serve as a strong catalyst for:

- A sense of affinity, allyship, community and celebration that enhances our ability to recruit, retain, engage and develop diverse talent
- Enabling the voice of diverse communities to be heard both within the company and across the Coca-Cola system, and highlighting social and societal issues that affect those communities
- A diverse sounding board for business strategies and initiatives, capturing input on potential actions through the lens of inclusion

We have introduced additional resources to empower our employees to access training, allyship and affinity, such as

an internal mentoring platform facilitated by Chornus, Community Spotlight on our intranet website, and are working with SeeChange on raising mental health awareness. We also organised a Growth & Development week which rolled out practical supports for Diversity, Equity, and Inclusion that employees could utilize in their daily work, such as holding inclusive meetings, turning on the inclusive language features in MS Office, etc.

We support the development of our employees by providing further education opportunities through our Further Education & Training policies. We collaborated with local education bodies to provide a range of technical courses to upskill employees during 2022. Examples of such courses are Data Analytics and Auto Cad courses undertaken by female employees to increase their skills. Our Opportunity Market Place showcases the career pathways available to employees and how they can achieve career goals within our organisation.

We support community partners and programs that advance equity and empower communities. In 2010, The Coca-Cola Company publicly announced a global initiative to enable the economic empowerment of 5 million women by 2020 through the company's 5by20® program. In 2013, we expanded the scope of 5by20 to allow for independent contributions by The Coca-Cola Foundation and other partners. Through generous grants from the Foundation, through its Women's Entrepreneurship Empowerment pillar, and the company's collaboration with our bottling partners, government agencies, community leaders and NGOs, scalable partnerships were developed to create and implement more than 300 programs across 100 countries. By the end of 2020, we surpassed our goal, enabling the economic empowerment of more than 6 million women.

Locally, the Thank You Fund run by Coca-Cola Ireland gives support to young people in our local communities. The Thank You Fund is supplemented by local sponsorship programmes run at a site level that fund a range of clubs, societies and events with themes of empowerment and sustainability within our communities.

Supplier diversity is an integral component of The Coca-Cola Company's diversity management strategy, and we believe that including our customers and consumers in our procurement strategy helps develop stronger local communities and creates long-term growth and a competitive advantage for the Coca-Cola system. Our Supplier Guiding Principles recognises that our responsibilities do not end at the company's gate. The company requires all suppliers to comply with the Supplier Guiding Principles, which includes The Coca-Cola Company Human Rights Policy, and are audited accordingly. The Human Rights Policy demonstrates the company's commitment to advancing diversity and inclusion for all people we work with – both directly and indirectly.



COCA-COLA IRELAND'S DATA AT A GLANCE

The Gender Pay Gap

Our mean gender pay gap is -2.9%. This means that women are paid on average more than men. This mean figure is substantially below both the EU and Irish average gender pay gap as reported by Eurostat. We believe this shows the great progress we have made as an organisation in respect of female representation at the senior levels of our organization, while also noting there is still work to be done to encourage women into roles which have historically been male dominated.

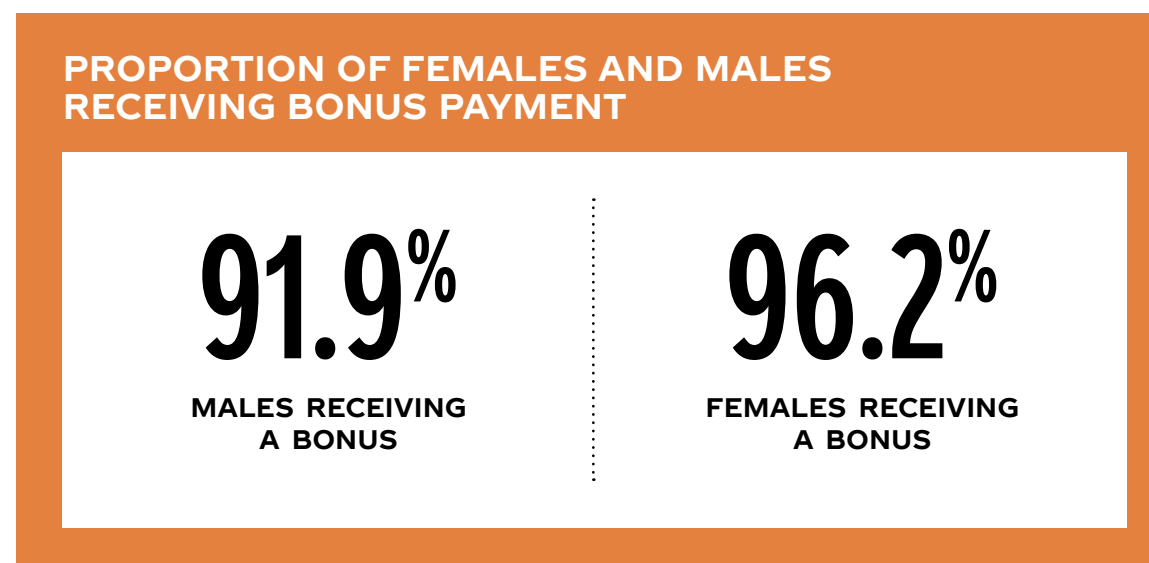
The results show our overall gender pay and bonus pay gap as of 30 June 2022.

Key drivers for the results are:

1. High proportion of women in roles at the most senior levels in the organisation
2. The gender demographics are influenced by the male dominated nature of our manufacturing facilities

The results are outlined in detail in the following sections:

GENDER PAY GAP	
Mean Gender Pay Gap	The difference between the mean (average) hourly rate of pay for female colleagues compared with the mean (average) hourly rate of pay for male colleagues.
Median Gender Pay Gap	Calculating the median gender pay gap requires identifying the female colleague who sits in the middle of the female workforce in terms of hourly pay and comparing this with the male colleague who sits in the middle of the male workforce.
Mean Gender Pay Gap	-2.9%
Median Gender Pay Gap	-2.5%



We believe a key indicator of our future success includes continuing to make progress toward our 2030 aspiration to have 50% of our senior leadership roles to be held by women while also focusing on initiatives which will help to increase representation of women within manufacturing roles. We acknowledge that this is a long-term commitment, one we can influence and own by our actions but also recognise that there are societal influences outside of our control which could help or challenge these goals.

Attracting female talent to what have traditionally been considered male roles will continue to be a focus for the company as we strive to attract and hire more diverse talent into these roles in the future.

To support this goal, we have a number of targeted interventions – all of which will help to create an inclusive culture. We are committed to progressing against our aspirations and ambitions, building upon the results achieved to date.

Our plan includes the following actions:

- Sponsorship, mentoring and development opportunities
- Utilising data and insights to build and monitor the talent pipeline
- Developing specific talent plans where female underrepresentation exists (e.g., manufacturing roles)
- Leveraging female-oriented councils and Inclusion Networks
- Embedding a culture of flexible working



A LOOK BEHIND THE NUMBERS

Under the Gender Pay Gap Information Act 2021, we are required to publish gender pay gap metrics for Coca-Cola Ireland (872 employees) which will be outlined in this section. An explanation of the required gender pay gap metrics can also be seen in the next section.

Coca-Cola Ireland’s Gender Pay Gap and the Primary Causes

OUR GENDER PAY GAP METRICS

Mean Gender Pay Gap	The difference between the mean (average) hourly rate of pay for female colleagues compared with the mean (average) hourly rate of pay for male colleagues.
Median Gender Pay Gap	Calculating the median gender pay gap requires identifying the female colleague who sits in the middle of the female workforce in terms of hourly pay and comparing this with the male colleague who sits in the middle of the male workforce.
Mean Gender Pay Gap	-2.9%
Median Gender Pay Gap	-2.5%

We have examined our gender pay gap in a scenario where base salary and shift premium is taken into account (i.e., all bonuses, allowances, overtime payments, etc. have been removed). The result of this analysis shows an increase in the overall mean by 1.4% and a decrease of the median gender pay gap by 1.8%. This would indicate that the negative gender pay gap is not driven by bonus payments.

OUR PAY GAP FIGURES – TEMPORARY AND PART-TIME EMPLOYEES

Mean Gender Pay Gap	Calculated on the same basis as the mean gender pay gap, but for temporary or part-time employees only
Mean Temporary Employees	15.2%
Mean Part-Time Employees	15.3%
Median Gender Pay Gap	Calculated on the same basis as the median gender pay gap, but for temporary or part-time employees only
Median Temporary Employees	4.8%
Median Part-Time Employees	17.0%

On average 10% of our employees are employed on a temporary or part-time basis. Our gender pay gap for temporary employees reflects that males have higher hourly pay compared to females who are employed on a temporary basis and thus the pay gaps here are not representative of Coca-Cola Ireland as a whole. Our gender pay gap for part-time employees is higher than that of our overall gender pay gap results. We have a very small percentage of employees who work on a part-time basis due to work life balance initiatives available. The majority of employees taking up this option is male. We recognise that this flexibility option is advantageous for both genders, and we will explore flexibility as business needs allow. Where males are employed on a part-time basis, they are typically employed in roles that attract a shift premium, which typically increases their hourly rate of pay.

Female Representation

There are 872 employees across Coca-Cola Ireland, of which 64% are male and 36% are female. The breakdown of males and females in each pay quartile is as follows:

FEMALE REPRESENTATION

PAY QUARTILE ¹	MALE	FEMALE
Upper quartile (% male / female employees)	58.7%	41.3%
Upper middle quartile (% male / female employees)	62.8%	37.2%
Lower middle quartile (% male / female employees)	69.3%	30.7%
Lower quartile (% male / female employees)	65.1%	34.9%

¹The proportion of male and female colleagues within each pay quartile by reference to their hourly pay. There are four pay quartiles: lower, lower middle, upper middle and upper. The quartiles are calculated by ranking hourly pay for each colleague from highest to lowest. The ranking is then divided into four equal quartiles and the proportion of male and female colleagues in each quartile is determined. This metric provides an indication of the proportion of male and female colleagues in junior, middle and senior roles across the business.

As part of our gender pay gap analysis, we reviewed the gender pay gap and female representation across the various career levels of the organisation. As is consistent with the pay quartile stated above, we have higher female representation at the most senior levels of our organisation and believe this is a fundamental driver of the negative gender pay gap within Coca-Cola Ireland.

The high rate of hiring for females in the most senior levels is another main driver of our negative gender pay gap. Having analysed our workforce hires of Coca-Cola Ireland over the last five years, more females have been hired into our most senior level positions versus males.

Within our manufacturing operations, the conventional applicant pool has been predominantly male. To increase female representation in manufacturing operations we have rolled out several targeted initiatives such as flexible work patterns and additional training.

OUR BONUS GAP FIGURES

Mean Bonus Pay Gap	Calculated on the same basis as the mean gender pay gap, but considers bonus rather than hourly pay
Median Bonus Pay Gap	Calculated on the same basis as the median gender pay gap, but considers bonus rather than hourly pay
% Male / Female Employees Receiving a Bonus	The proportion of the male / female workforce receiving a bonus
Mean Bonus Pay Gap	-31.2%
Median Bonus Pay Gap	-10.9%
Males Receiving a Bonus	91.9%
Females Receiving a Bonus	96.2%

We believe our bonus pay gap also is driven by the same representation reasons stated above as employees within the senior career levels receive higher bonus pay-outs than those at other levels, as would be typical practice within the market. We also note that the grant of certain equity awards under various stock / equity programmes have driven our negative bonus pay gap.

Our Benefit in Kind figures

The table below shows the proportion of the male / female workforce receiving benefits in kind:



We see a gap between men and women who participate in our benefits programmes. Our data shows that women are opting to participate more than men. Employees may voluntarily choose not to accept benefits (for example, health insurance is sometimes refused because coverage already exists from a spouse’s employment). It is important to note that an employee’s gender does not affect their eligibility for benefits.



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