

COCA-COLA IRELAND

GENDER PAY
GAP REPORT

2023

Coca-Cola
Ireland

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INTRODUCTION

Diversity, Equity and Inclusion are at the heart of our values and growth strategy. 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 women 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 903 employees. This document presents our second 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. These initiatives go beyond gender and support all our employees.



Tameka Harper
Chief Diversity, Equity & Inclusion Officer
of The Coca-Cola Company

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

“ 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. ”

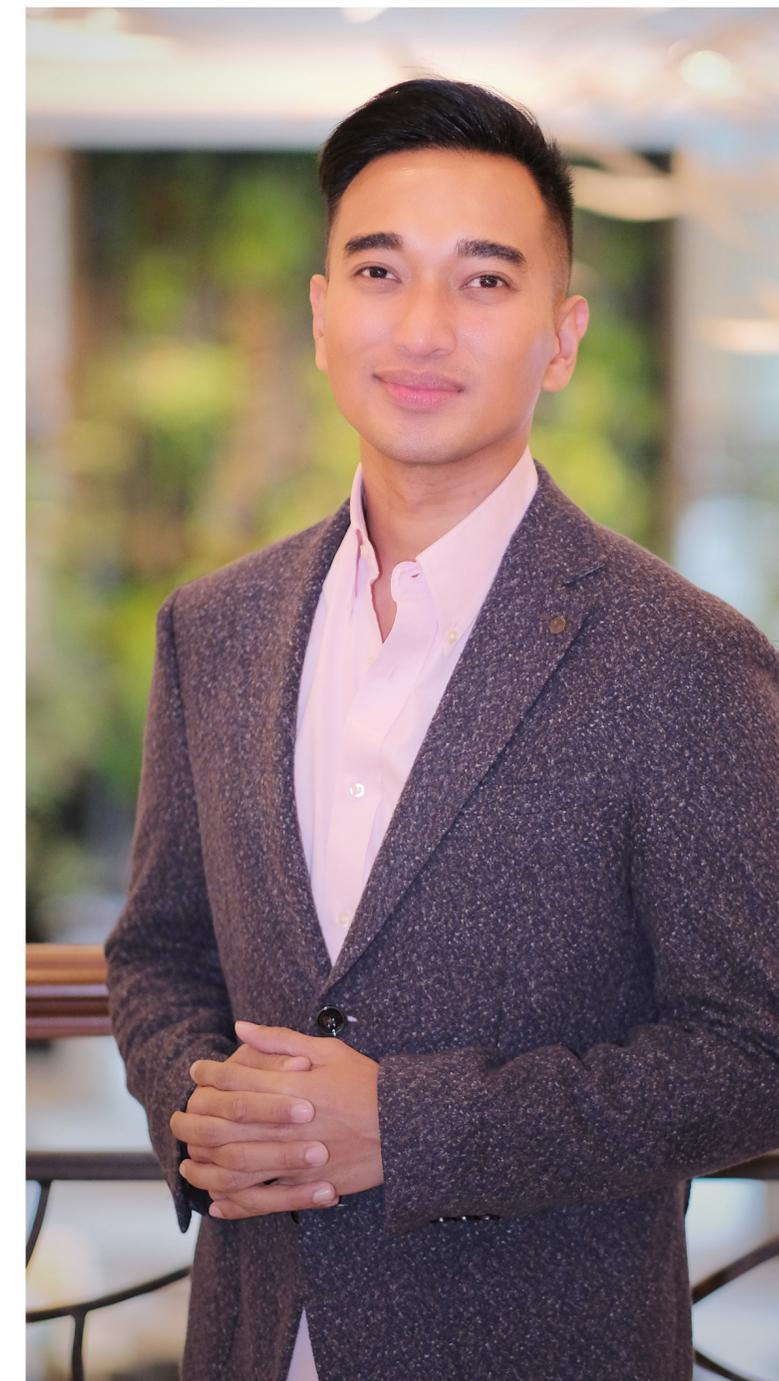
— **Tameka Harper**

Message from Drew Fernandez

The 2023 gender pay gap report for Coca-Cola Ireland highlights our broader ambition around diversity, equity and inclusion and the initiatives we are implementing to help us achieve a more diverse and equitable workforce for the benefit of our people, our customers, our business and the broader communities in which we operate.

We are proud that our 2023 Mean and Median Gender Pay Gap metrics are well below the 2022 national average.

While progress has been made, we acknowledge that more work needs to be done. We will continue to focus on implementing policies aimed at increasing the representation and influence of women at all levels of the business, especially at the most senior leadership levels. This includes building a robust talent pipeline for the future, while creating a more inclusive work environment by having greater gender balance throughout the organisation.



Drew Fernandez
Vice President of HR at Coca-Cola Europe

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

WHAT IS GENDER PAY GAP?

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.



ACTION & 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.

- 1. We aspire for our diverse workforce to mirror the markets we serve.**
- 2. We advance equity within our business, communities and the marketplace.**
- 3. We enable an inclusive culture where our employees can thrive.**

As we work to achieve these ambitions, 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 approximately 40 different markets. We have senior female leaders, based in Ireland, who are from 24 different countries.

The company’s commitment to developing female talent and achieving the aspiration of having 50% female 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 collaborate with peers in similar companies.

We also have initiatives underway within the company that focus on developing female talent in technical areas such as Science, Technology, Engineering and Mathematics (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 every March are used as local focal points to mark the celebration of women in the workplace. Coca-Cola Europe is part of the [LEAD Network](#) - an organization with the mission to advance women in the retail and consumer goods industry in Europe. We recently opened a system LEAD chapter in Ireland aiming at advancing gender balance for the CPG industry. Employee-led resource groups such as Coca-Cola Europe’s Gender Balance Inclusion Network have provided a solid base for advancing gender balance and a culture of inclusion.

The Coca-Cola Company’s Global Women’s Leadership Council (GWLC) aims to accelerate the development and movement of female talent into roles of increasing responsibility and influence in an effort to accomplish our aspiration to be 50% led by women globally by 2030. The GWLC’s executive sponsorship program pairs high-potential female talent from around the world with members of the company’s executive leadership team to help prepare them for senior roles.

Senior female leaders have been invited to speak with female employees during informal lunch sessions that have proved popular during 2023.

02 We advance equity within our business, communities and the marketplace.	
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 and ensure our leaders are knowledgeable about our Diversity, Equity and Inclusion strategy and action plans. Where possible, we strive to have balanced candidate shortlists, but recognise this is not possible for all roles or facilities. And we have reviewed our job descriptions and job adverts to ensure 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 equality analyses as part of a wider local benchmarking exercise. Commencement salaries are based on employees’ individual and unique experience for the role.

03 We enable an inclusive culture where our employees can thrive.

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 function as a resource to employees and the organisation.

These networks are recognised 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 Community Spotlight on our intranet website, and are working with See Change on raising mental health awareness.

In 2023, we activated a month-long focus on career development, empowering employees to steer their own career journey including a practical guide on development planning and having supported career conversations with managers. All materials from the Career Development Month remain freely available for all employees to access.

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 and 2023. Examples of such courses are data analytics and AutoCAD courses undertaken by female employees to increase their skills. Our Opportunity Marketplace showcases the career pathways available to employees and how they can achieve career goals within our organisation.

We support community partners and programmes that advance equity and empower communities.

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. 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% and is in favour of male employees. This figure has risen by 5.8% year on year. This year we are seeing a slight increase in male employees within the upper pay quartile in comparison to 2022. This is driving the increase in our mean gender pay gap year on year.

Our median gender pay gap figure is -5.3% and is in favour of female employees. This figure has fallen by -2.8% year on year. This indicates that the middle female employee in Coca-Cola Ireland is paid more than the middle male employee when ranking hourly pay amounts in ascending order for both males and females. As can be seen with our median gender pay gap metric, when we remove outliers from the calculations, the pay gap favours female employees.

The results show our overall gender pay and bonus pay gap as of 30 June 2023.

Key drivers for the results are:

The gender demographics continue to be a key driver in influencing the male dominated nature of our manufacturing facilities and some outliers affecting the Mean Gender Pay Gap.

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 held by women globally. 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.

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	-5.3%

PROPORTION OF FEMALES AND MALES RECEIVING BONUS PAYMENT

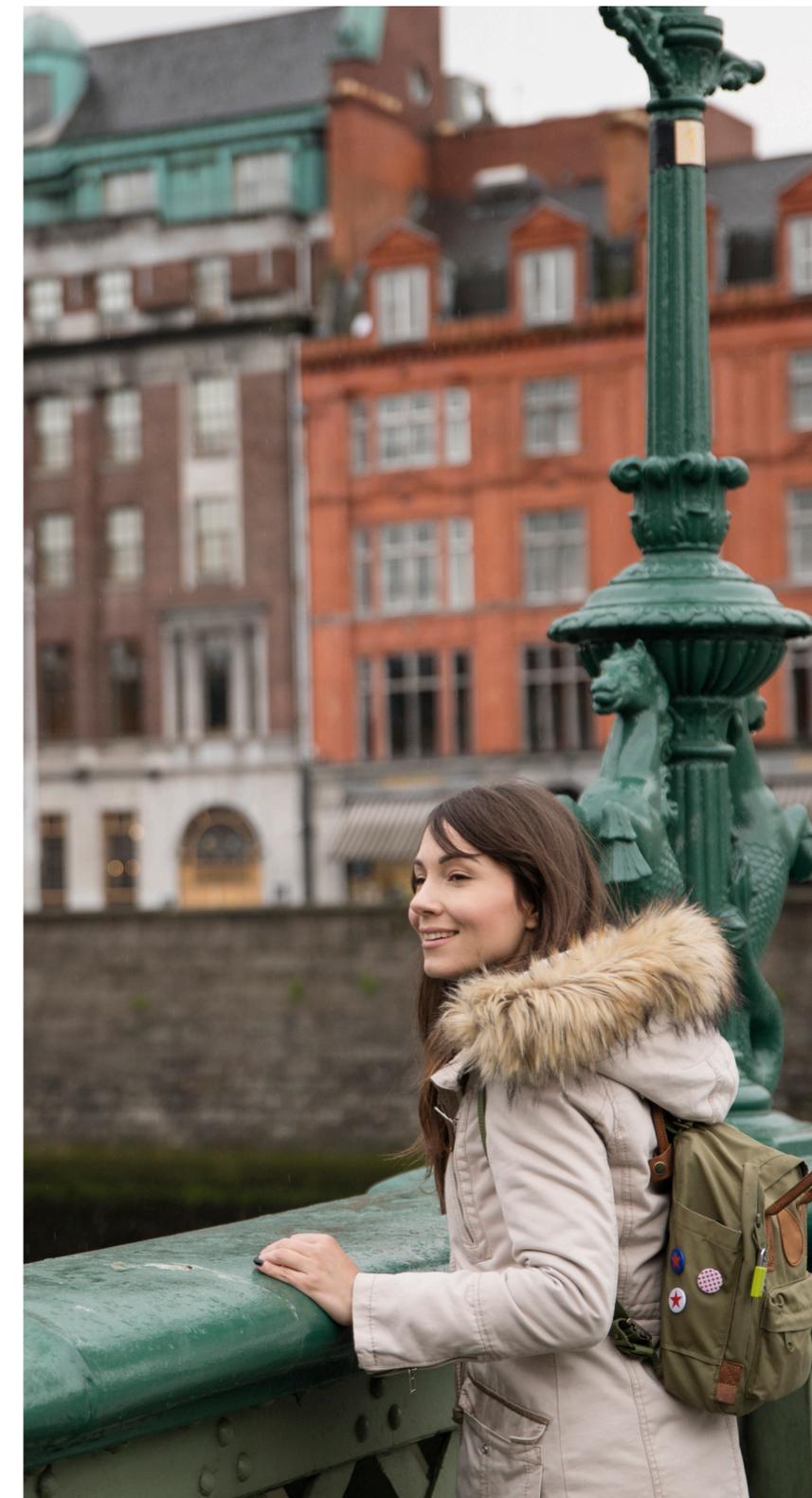
91.6% MALES RECEIVING A BONUS	87.1% FEMALES RECEIVING A BONUS
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Attracting female talent to what have traditionally been considered male roles will continue to be a focus for the company as we strive to attract and hire more diverse talent into these 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 (903 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	-5.3%

We have examined our mean and median gender pay gap in a scenario where only base salary is taken into account (i.e., all bonuses, allowances, overtime payments, etc. have been removed). The result of this analysis shows a decrease in both metrics favouring female employees. The overall mean decreased by -11.2% and the overall median decreased by -16.8%.

Therefore, we see reward elements such as shift pay have predominantly male employees and are driving the metrics in favour of male employees.

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	4.3%
Mean Part-Time Employees	-16.0%
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	1.7%
Median Part-Time Employees	-24.7%

Our mean and median gender pay gap for temporary employees reflect the fact that male employees have higher hourly pay compared to female employees who are employed on a temporary basis. The mean temporary pay gap has decreased year on year by -10.9%. The median temporary pay gap has decreased by -3.1%. Our temporary workers make up 13.4% of our overall population, of which 63% of the temporary workers are male and 37% are female.

Our gender pay gap for part-time employees reflects the fact that female employees have higher hourly pay compared to males who are employed on a part-time basis. We have a small percentage of employees who work on a part-time basis due to work-life balance initiatives available. We recognise that this flexibility option is advantageous for both genders.

The mean part-time pay gap has decreased by -31.3%. The median temporary pay gap has decreased by -41.7%. We are seeing more female part-time employees within Coca-Cola Ireland in 2023 vs. 2022, thus driving these differences year on year.

Representation

There are 903 employees across Coca-Cola Ireland, of which 63% are male and 37% are female. The breakdown of males and females in each pay quartile is as follows:

PAY QUARTILE ¹	MALE	FEMALE
Upper quartile <small>(% male / female employees)</small>	61.3%	38.7%
Upper middle quartile <small>(% male / female employees)</small>	60.2%	39.8%
Lower middle quartile <small>(% male / female employees)</small>	65.5%	34.5%
Lower quartile <small>(% male / female employees)</small>	65.0%	35.0%

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 have reviewed the representation across four pay quartiles of male and female employees in Coca-Cola Ireland. As represented above, we have more male employees at the most senior levels of our organisation, a slight increase from 2022.

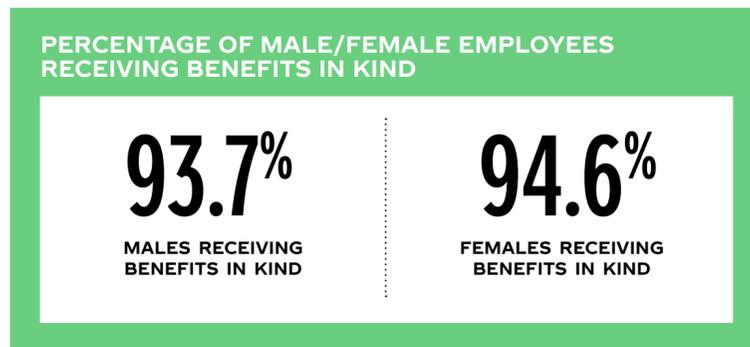
Within our manufacturing operations, the conventional applicant pool has been predominantly male. To increase female representation in manufacturing operations we have rolled out several targeted initiatives such as flexible work patterns and additional training.

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	10.2%
Median Bonus Pay Gap	22.0%
Males Receiving a Bonus	91.6%
Females Receiving a Bonus	87.1%

Our Benefit in Kind Figures

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



We are seeing the percentages of male and female employees in receipt of BIK remain relatively static in 2023 vs. 2022.

Our bonus pay gaps are driven by higher male representation at the most senior levels of our organisation who are in receipt of the biggest bonus payouts. Moreover, more male employees are in receipt of these high bonus payouts in 2023 vs. 2022.

Our 2023 mean bonus pay gap is 10.2% and our median bonus pay gap is 22.0%, representing an increase compared to 2022 (Mean: -31.2%, Median: -10.9%).

Our 2023 bonus pay gap metrics indicate that the average bonus payment for male employees was higher compared to female employees across our Irish-based business.



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