

COCA-COLA IRELAND PAY GAP REPORT

2024

Coca-Cola
Ireland

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INTRODUCTION

“ 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**

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. We aspire to develop a workforce that reflects the markets we serve and to help create 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.

As an employer of 925 employees in Ireland, we are required to publish gender pay gap metrics for Coca-Cola Ireland*.

The gender pay gap results report our numbers. To understand our working culture in Ireland, we should also look at all the work we do to support all teammates, male and female, through a range of initiatives including flextime, alternative shift patterns and wellness workshops.



Tameka Harper

Chief Diversity, Equity and Inclusion Officer

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

Message from Drew Fernandez

We want to use this gender pay gap report to highlight our broader commitment and ambition around diversity, equity and inclusion. The initiatives we are implementing 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 mean and median gender pay gap metrics in 2024 are well below the 2023 national average.

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

While we recognise the need for gender balance in our organisation, we are accountable for the wellbeing of all our employees, regardless of their gender. This year, we introduced positive changes to our leave policies such as increasing the paternity leave from two weeks to four weeks (fully paid) for all employees and increased compassionate leave, carers leave and bereavement leave to align with global standards.



Drew Fernandez

Senior Vice President, People & Culture,
Coca-Cola Europe

* 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. The gender pay gap is primarily influenced by the representation of men and women across all role types and levels in the organisation.



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 is for everyone. Our Diversity, Equity and Inclusion strategy includes three long-term ambitions.

The three ambitions are:

1. **We aspire to develop a workforce that reflects the markets we serve**
2. **We advance equity within our business, communities and the marketplace**
3. **We enable an inclusive culture where our employees thrive**

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

Coca-Cola Ireland has a diverse workforce. The company has a commitment to developing female talent and to achieving the aspiration of having 50% females in leadership by 2030. We have an ongoing commitment to investing in equitable talent practices, career development efforts and building an inclusive culture for everyone throughout the organisation.

01 We aspire to develop a workforce that reflects 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.

Internally, we have initiatives underway that focus on developing female talent in technical areas such as STEM and supply chain. We provide a platform for mentors and coaches to support the career development of female talent in these selected areas.

We support the development of our employees by providing further education opportunities through our Education Assistance & Training policies. A range of courses have been undertaken to upskill employees including courses such as data analytics. Our revamped Opportunity Marketplace allows employees to connect to development opportunities and to access information about career pathways and how they can achieve career goals within our organisation.

Coca-Cola Ireland is also playing a role in the wider environment: It is a founding member of the LEAD network chapter in Ireland; sponsors and takes part in an American Chamber of Commerce Ireland advanced female leadership programme; and for 2025 we aim to expand mentorship expertise to Northern Ireland as a sponsor of Connect 2 Success where senior female leaders will mentor a local female-led enterprise in collaboration with Ulster University.

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 to 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. 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. Starting salaries are based on a recruit's 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.

Coca-Cola Ireland continues to nurture a culture of inclusion and allyship. Our employee-led Inclusion Networks are an integral part of the Diversity, Equity and Inclusion strategy for Coca-Cola in Europe. They are regionally structured, globally connected groups of employees formed to act as a resource to both employees and the organisation.

These networks are recognised as valued voices in 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:

- **Creating 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**

CONTINUED ACTIONS & IMPACT

Our Europe Gender Balance Inclusion Network is an important catalyst raising awareness and engagement around gender balance-related topics across Europe including International Women's Day events, Menopause Awareness event and men's health awareness. In addition, 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.

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

Our Supplier Guiding Principles recognise that our responsibilities do not end at the company's gate. The company requires all Tier 1 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 1.9% and is in favour of male employees. This figure has decreased by 1.0% year on year. This year we are seeing an increase in female employees within the upper pay quartile in comparison to 2023. This is driving the decrease in our mean gender pay gap year on year and bringing it closer to parity.

Our median gender pay gap figure is -8.6% and favours female employees. This figure has decreased by 3.3% year on year. This indicates that the middle female employee at 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 gender pay gap favours female employees.

There have been numerous publications on average Irish gender pay gap figures for 2023 and these indicate that, on average, the mean gender pay gap in Ireland for 2023 was approximately 11.2% with the median at 8.4%. Coca-Cola's figures for 2024 are substantially lower than the Irish average gender pay gap for 2023. Where progress has been made on increasing the female representation in the upper quartile, we know there is still work to be done.

The results show our overall mean and median gender pay and bonus mean and median pay gap as of 30 June 2024.

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	1.9%
Median Gender Pay Gap	-8.6%

PROPORTION OF FEMALES AND MALES RECEIVING BONUS PAYMENT

91.0% MALES RECEIVING A BONUS	91.0% FEMALES RECEIVING A BONUS
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¹The proportion of male and female employees in receipt of a bonus is not the exact same for male and female employees and has been impacted by rounding.

Key drivers for the results are:

We believe a key indicator of our future success includes continuing to make progress toward our global 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 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. We will continue to see opportunity to build on the progress made this year at our Irish manufacturing facilities.



A LOOK BEHIND THE NUMBERS

We employ 925 employees in Ireland and are proud to publish gender pay gap metrics as required by the Gender Pay Gap Information Act 2021.

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	1.9%
Median Gender Pay Gap	-8.6%

The reduction in the mean and median gender pay gap, when looking at base salary only, shows us that certain reward elements such as shift pay, which is paid for roles which are predominantly occupied by men, is driving the mean gender pay gap in favour of male employees.

Our manufacturing roles in Ireland are concentrated in regional locations. Limited turnover in these roles will make change in gender balance a long-term challenge. Additionally, at recruitment these positions continue to attract limited numbers of female candidates. 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

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	1.9%
Median Temporary Employees	-8.6%

Median Gender Pay Gap	Calculated on the same basis as the mean gender pay gap, but for temporary or part-time employees only
Mean Part-Time Employees	-9.0%
Median Part-Time Employees	-19.0%

has increased by 5.1%. The median temporary pay gap has increased by 9.3%. Our temporary workers make up 12.1% of our overall population, of which 69.6% are male and 30.4% are female. The increase in the overall mean and median temporary pay gap favouring males reflects the fact that men make up a larger proportion of our temporary employee base in 2024: 62.8% male and 37.2% female in 2023 to 69.6% male and 30.4% female in 2024.

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, representing 9.2% of our overall population. Out of this percentage, 44.7% are males and 55.3% are females. We recognise that this flexibility option is advantageous for both genders.

The mean part-time gap has increased by 8.0%. The median part-time gap has decreased by 5.7%. We are seeing slightly more female part-time employees within Coca-Cola Ireland in 2024 versus 2023. Often, we see more females employed on a part-time basis across companies in Ireland due to the enhanced flexibility that part-time work provides.

Representation

There are 925 employees across Coca-Cola Ireland, of which 69.6% are male and 30.4% are female. The breakdown of males and females in each pay quartile is as follows:

PAY QUARTILES

PAY QUARTILES ²	MALE	FEMALE
Upper quartile (% male / female employees)	56.0%	44.0%
Upper quartile (% male / female employees)	59.7%	40.3%
Lower middle quartile (% male / female employees)	64.9%	35.1%
Lower quartile (% male / female employees)	70.6%	29.4%

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. However, the number of females in the upper pay quartile has increased by 5.3% in 2024.

A LOOK BEHIND THE NUMBERS

OUR BONUS GAP FIGURES¹

Mean Gender Pay Gap	Calculated on the same basis as the mean gender pay gap, but considers bonus rather than hourly pay
Mean Temporary Employees	Calculated on the same basis as the median gender pay gap, but considers bonus rather than hourly pay
Median Temporary Employees	The proportion of the male/female workforce receiving a bonus
Mean Bonus Pay Gap	8.5%
Median Bonus Pay Gap	6.1%
Males Receiving a Bonus	91.0%
Females Receiving a Bonus	91.0%

The same percentage of men and women were eligible to be paid a bonus in 2024. The highest bonuses are typically awarded to the most senior employees. More men than women occupied those senior roles, and so men continued to earn more in bonus than their female counterparts.

Progress, however, has been made. In 2024, our mean bonus pay gap is 8.5% and our median bonus pay gap is 6.1%, representing a decrease compared to 2023 (Mean decrease - 1.7%, Median decrease - 15.9%).

Our Benefits in Kind Figures

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



³ The proportion of male and female employees in receipt of benefits in kind is not the exact same for male and female employees and has been impacted by rounding.

We are seeing a slight increase for the percentages of male and female employees in receipt of BIK in 2024 vs 2023.

To support our goal of continued progress, we have a number of targeted initiatives, all of which aim to help create an inclusive culture. We are committed to progressing against our aspirations, building upon the results achieved to date.

Our initiatives include:

- **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**
- **Continuing to embed a culture of flexible working**



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