

**Coca-Cola HBC
Ireland Limited**

**Gender Pay Gap
Report 2023**



**Coca-Cola HBC
Ireland & Northern Ireland**



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Foreword by our People & Culture Director

I am pleased to present our second Gender Pay Gap Report for Coca-Cola HBC Ireland. In December 2022, we produced our first Gender Pay Gap Report based on 2021/2022 figures. Since then, we have continued to develop and expand our efforts to improve gender balance within our business via our DEI strategy which aims to establish a working environment that champions diversity and inclusion, supporting professional development, regardless of gender.

Coca-Cola HBC Ireland is part of Coca-Cola HBC Ireland and Northern Ireland. For the purposes of this report, we have isolated the data which relates to our employees in Ireland. Coca-Cola HBC Ireland is committed to creating a culture of diversity and inclusion across our business. The process of researching and compiling last year's Gender Pay Gap Report has already increased awareness of the gender composition of our team and the range of factors which impact on recruitment and retention. Improving gender balance is a crucial part of our ongoing commitment to foster a culture where our employees thrive.

We are a business that provides refreshment to every type of person. It is important that our business is representative of the diversity in the market that we serve. Our Come as You Are initiative is a clear statement of our commitment to diversity.

This, our second Gender Pay Gap Report, reveals a marginal pay gap in our business in terms of our core remuneration, with women earning slightly more than men. This is consistent with last year. Core pay is the key element of the employee remuneration package, and it is important that this is as close to parity as possible. The report has continued to show differences in bonus levels between genders. The differences are largely attributable to the fact that there are areas within our business where women are under-represented.

Our report shows overall representation levels within our Irish business are approximately 75% male employees and 25% female employees. This is in keeping with the current norms of our industry, however it is an area that we are seeking to address through our actions and adjustments made to date as well as the further improvements outlined below.

In 2023 we introduced enhanced policies for Maternity and Paternity Leave. We believe that these policies will not only support our existing team but will also better position our business to attract top talent regardless of gender. In this report we also outline future planned initiatives which will further improve our position as the employer of choice in the Food and Beverage industry in Ireland.

Coca-Cola HBC Ireland is committed not only to eliminating any disparity in pay levels by gender, but also to achieving diversity and equity at all levels of our business, up to and including senior management.

Jenni Ardill, People & Culture Director



Introduction

Coca-Cola HBC Ireland and Northern Ireland is the authorised bottling partner to The Coca-Cola Company for the island, responsible for the manufacture, distribution, sale and channel marketing of its beverage portfolio. It produces global brands Coca-Cola, Coca-Cola Zero Sugar, Diet Coke, Fanta, Sprite, and Schweppes, as well as locally owned brands such as Deep RiverRock and Fruice. We are part of the Coca-Cola HBC Group which operates in 29 countries across Europe and Africa.

Coca-Cola HBC Ireland and Northern Ireland employs approximately 766 people on the island of Ireland (725 in 2022 Report). Of these, 299 (282 in 2022) were employed in Ireland in the 12-month period for which we are obliged to report our gender pay gap analysis, namely 1st July 2022 - 30th June 2023 ("the Snapshot Period"). The employees in scope are employed across a range of disciplines.

We produce over 95% of the products we sell on the island of Ireland at our production facility in Lisburn, Co. Antrim. Our head-office is in Ballycoolin, Dublin 15 and we have depots in Cork, Galway and Tipperary. At Coca-Cola HBC Ireland and Northern Ireland, we benefit greatly from the skills, experience and commitment of the diverse range of people who work with us. We recognise that diversity is essential to us being able to best serve our customers. As part of our commitment to diversity, we are committed to ensuring fair and equitable treatment of all members of our team. This is consistent with our company values, which focus on ensuring that we act with integrity and care for our people.

We know that our business can only be as healthy and strong as our people and the communities in which we operate. Amongst the key focus areas of our Group Company's Mission 2025 Strategy, is our people and communities.

This report is made in line with legislative requirements which oblige businesses to publish gender pay gap analysis each year showing the extent of any pay gap, what causes it and how it can be addressed.



What is the Gender Pay Gap?

The gender pay gap shows the difference between the average hourly pay for men and women across all ages, roles, and levels – it compares the pay of all working men and all working women; not just those in the same jobs, with the same working patterns or the same competencies, qualifications, or experience. It differs from equal pay which is the right for men and women to be paid at the same rate of pay for work that is of equivalent value. It does not indicate pay discrimination or bias, or even an absence of equal pay for equal value work – but it does report a gender representation gap and will capture whether women are equally represented across the organisation.

A gender pay gap which is stated as a positive number indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is expressed as a negative number, this indicates the reverse – that, on average, women are in a more favourable position than men.

About the methodology

We have reported two measures of our gender pay gap, the median and the mean. The median gender pay gap removes any influence of very high and very low pay. We calculate the median and mean for both men and women and report the percentage difference. In addition, we also report the median and mean gender bonus gap between the average bonus received by men and women.



Are all employees included in the headcount?

The Regulations provide that a “relevant employee” for the purposes of gender pay gap reporting is a person who is an employee for the purposes of the Employment Equality Act 1998 and is employed by the relevant employer on the Snapshot Date and the 12-month period immediately preceding the Snapshot Date, namely, 1st July 2022 – 30th June 2023. We have referred to the definitions of “employee” and “employer” in section 2 of the Employment Equality Acts 1998-2021 and any caselaw under the Acts to determine whether a particular person is in scope for our reporting requirements.

Employees working abroad have been included in the calculation if they receive remuneration from our Irish entity. Similarly, employees working in Ireland have not been included if they do not receive remuneration from our Irish entity.

Relevant employees included in the headcount on the Snapshot Date also include employees not rostered to work on that date, temporary employees, employees on casual contracts and employees on paid leave, such as annual leave, public holidays, sick leave, maternity/paternity leave, and study leave.

Periods of leave during which the employee has received no pay have been excluded in calculating the total working hours of an employee.

Two hundred and ninety-nine (299) employees have been included in our headcount for gender pay gap reporting purposes. The employment status of employees as of the Snapshot Date is as follows:



Permanent Full-Time

260

permanent employees



Permanent Part-Time

3

permanent part time employees



Temporary

36

temporary employees (includes 25 hourly paid Events Technicians) (8 female employees and 17 male employees)

The introduction of part time positions was a specific initiative in 2023 aimed at improving flexibility and increasing opportunity for employees who might otherwise struggle to join our business.



How have we accounted for new employees?

A person who is a newly recruited employee of the Company on the Snapshot Date has been considered in determining the headcount, even where the person has yet to receive pay, but is excluded from our calculation of hourly pay and subsequent gender pay gap calculations.

Where such an employee has received some payment in the reporting period, but did not work for the full 12 months, the fact that they have only worked for part of the year will be accounted for in determining the total number of working hours and hourly remuneration for this employee.

How have we calculated total hours worked?

The total number of working hours of a relevant employee is determined in line with the Regulations. Only hours for which the employee has received pay are considered in calculating hourly remuneration. Hours not worked and not paid have been excluded from the calculation of total working hours and from the calculation of hourly pay.

Overtime hours have been included, periods of paid leave, such as annual leave, sick leave, maternity leave/paternity leave, and study leave have been included for the purposes of the calculations. We have identified all amounts of ordinary pay and bonus remuneration actually paid to a relevant employee during the relevant pay period, adjusting to exclude from the amount of ordinary pay any amount done or carried out during a period other than the relevant pay period, and adjusting the bonus remuneration as set out in Regulation 3 and in Regulation 5.

What is included in our hourly pay?

Pay is defined as being basic pay, permanent work-based allowances (i.e., car allowance, shift pay etc.), and overtime pay. Redundancy and termination payments are excluded from the definition, as is any form of remuneration provided in any other form than money.

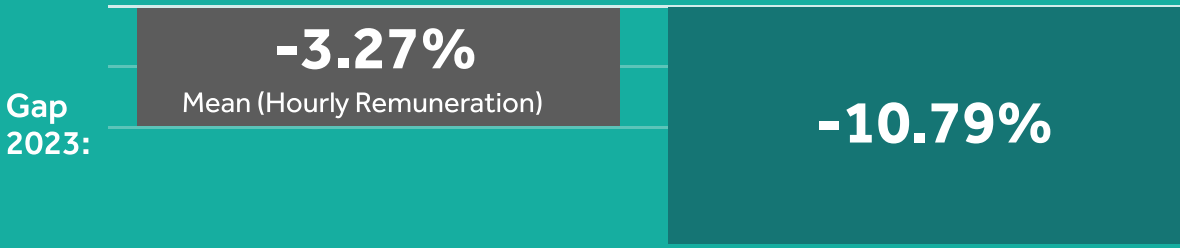
Overview of 2023 Gender Pay Gap

What is our gender pay gap?

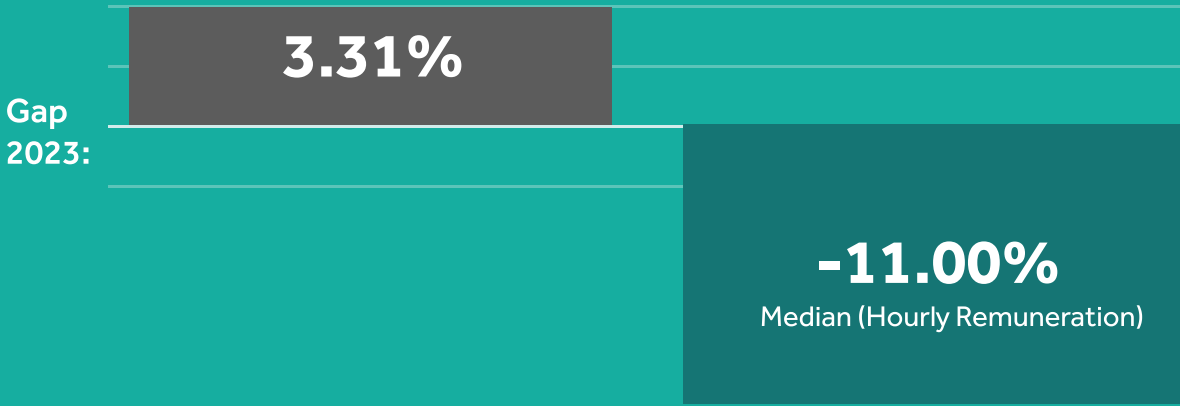
The gender pay gap relates to differences in average pay between men and women within an organisation and does not compare the pay received by men and women for doing the same or equivalent work (known as "equal pay").

As per the legislation, the Coca-Cola HBC Ireland Gender Pay Gap Report 2023 is compiled using the remuneration data of all staff employed between 1st July 2022 – 30th June 2023. This data is compiled using the Snapshot Date of 30th June 2023. The report relates to staff in Ireland only.

All permanent employees



Temporary employees



What does the data tell us?

We have deduced that our negative gender pay gap arises from two key factors:

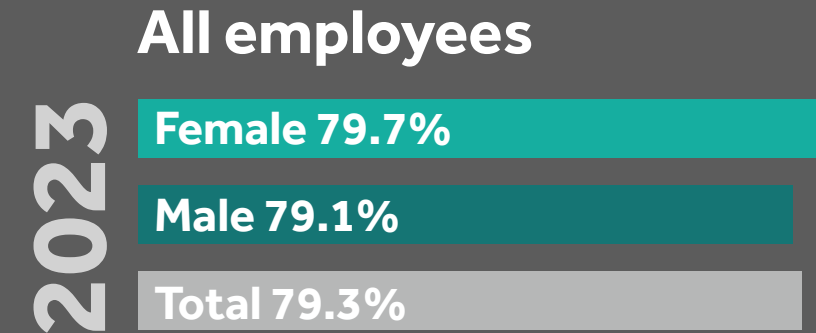
- Our mean gender pay gap is negative because we continue to have a high proportion of women within our professional and sales management roles. Coca-Cola HBC Ireland is proud to have such a strong representation throughout our sales management team, and we believe that we have created an environment that fosters professional development and progression within our organisation. The relative gender balance within our management levels provides a good future talent pipeline, and we continue to focus and invest in our management development curriculum to help achieve gender balance in candidates for more senior positions.
- Our mean and median gender pay gap is slightly more favourable from a female perspective because we employ more men than women in our field sales operations and these roles typically attract a lower salary. Coca-Cola HBC is committed to a gender-balanced workforce and so we have developed a Company strategy to attract more women into our field sales roles. This includes our Sales Academy (introduced in June 2023) aimed at attracting entry level candidates to develop and build on experience whilst maintaining flexibility. Employees hired via our Sales Academy benefit from additional time in the market alongside experienced Business Developers and Sales Managers, enabling them to build knowledge and confidence in the market. In 2023, all Business Developers in Ireland hired via our Sales Academy were female and this will increase gender balance in this part of our business.

What is our bonus gap?

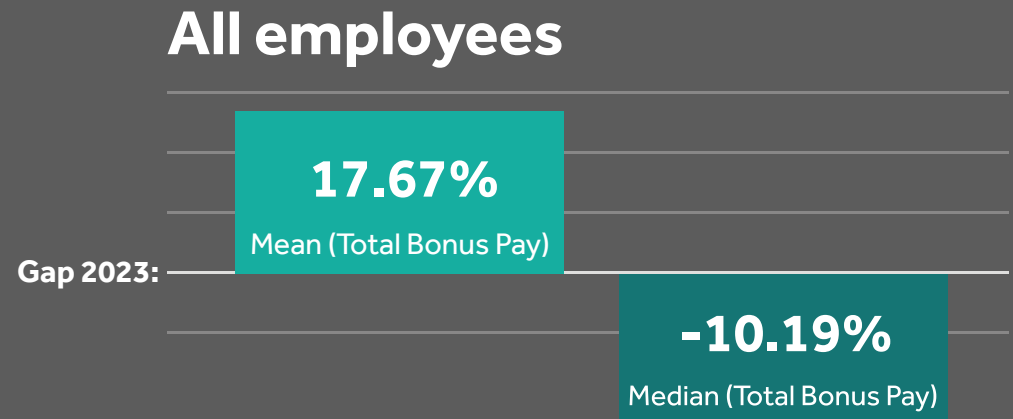
The gender bonus gap is the difference between the average bonus received by men and women across Coca-Cola HBC Ireland Limited within the Snapshot Period. Bonus pay is the gross bonus pay received and includes all bonuses awarded to an employee during the Snapshot Period. Bonus pay does not include any ordinary pay, overtime pay or payments arising from redundancy or termination of employment.

This is not a difference in bonus payments between people doing similar work, but rather reflects the differences in gender representation in various parts of our business.

The percentage of male and female employees who received bonuses is outlined below:



The mean and median bonus gaps that exist in our business are outlined below:



The Snapshot Period saw greater parity in the number of employees who were entitled to a bonus when compared to the previous reporting period. In 2022, male employees were 10% more likely to be in receipt of a bonus. In the current report, that gap has been eliminated. We will continue to deliver initiatives that seek to maintain the improvement trajectory seen to date. While there is no longer gender disparity in likelihood of receiving the bonus, the figures show a difference in the level of bonus paid at both ends of the spectrum.

Our mean bonus pay presents a more favourable outcome for the male cohort, partly due to the following factors:

- While we continue to build a higher representation of women in leadership roles, a greater proportion of the most senior roles continue to be held by men. This group's remuneration is more heavily linked to business performance, and so bonus payments make up a higher proportion of overall pay. In years of strong commercial performance, this disparity will be exacerbated. To address this, we are doing what we can to make sure our female talent is properly supported to achieve their full potential and advance in terms of career progression.

Additionally, we are also including a number of Group positions in our payroll. The Holders do not play a day-to-day role in the Irish business, but based on their seniority within the wider business, many of them are in receipt of substantially higher bonus payments. This has impacted on the reported data.

- There is a small number of technical roles, where pay is balanced more towards a bonus structure than core remuneration. These roles are at this point exclusively occupied by men.

- Business Developers are a group where performance related pay and bonuses have traditionally made up a more substantial element of overall pay. This impacts the overall bonus payment figures in terms of gender split. The reason for this is that in Ireland, these roles are more likely to be held by men, which is common in the industry. Conversely, in our Northern Ireland business, the roles are more likely to be held by women, which highlights that it is possible to improve on our current gender split.



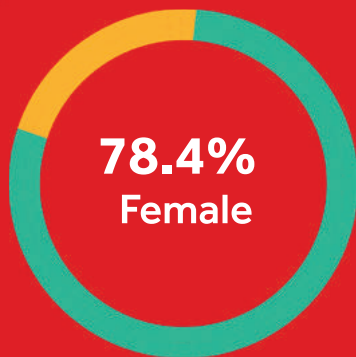
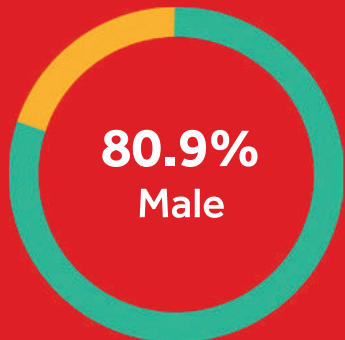
Benefits in Kind

Benefits in Kind (BIK) include any non-cash benefit of monetary value provided to an employee. BIK levels between male and female employees within our business are largely equal.

All permanent employees are eligible to receive BIK and benefits include:

The percentage of male and female employees who received BIK is outlined below:

This is not a difference in bonus payments between people doing similar work, but rather reflects the differences in gender representation in various parts of our business.



These figures are largely consistent with 2022 and we would expect changes in any given year to be minimal.

Benefits available to colleagues

Flexible Working	Employee Assistance Program	Career Opportunities	Enhanced Maternity Leave	Service Awards
Service Days	Cycle to Work Scheme	Career Break	Enhanced Paternity Leave	Enhanced Holidays
Wellbeing & Health Days	Company Mobiles (If applicable to role)	Family Fun Days	Enhanced Sick Pay	Loyalty Leave
Charity Events	Recognition Schemes	Purchase Additional Annual Leave	Staff Sales	Subsidised Canteen
Training & Dev Opportunities	Volunteering Opportunities	Company Conference	Christmas Craic'er Prizes	Company Discount Scheme

Gender Representation

Breakdown of employees by quartile

Of our 299 employees in Ireland, approximately 25% of these are women and 75% are men.

The legislation identifies four quartiles from lowest paid to highest paid. Pay quartiles are calculated by splitting the whole workforce into four equal sized bands based on hourly pay, from the highest to the lowest. The percentage of men and women is calculated for each band.

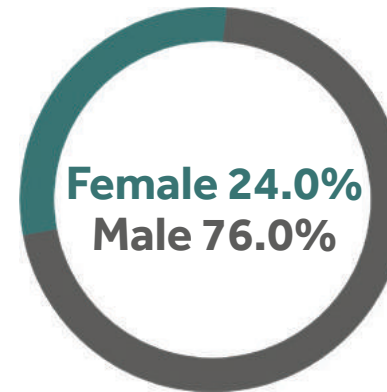
Females are heavily under-represented in the lower middle quartile. This relates to the underrepresentation of females in our field sales team (namely, Business Developer roles). Women remain slightly over-represented in the upper quartile, compared to the rest of the business.

There has been relatively little change in these metrics in the current reporting year.

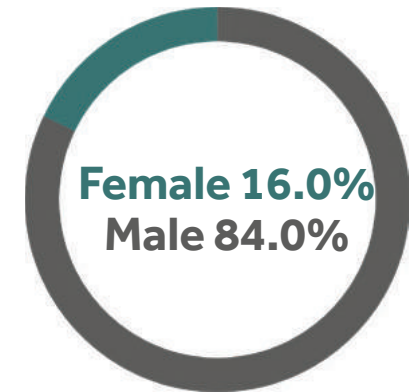
Male

Female

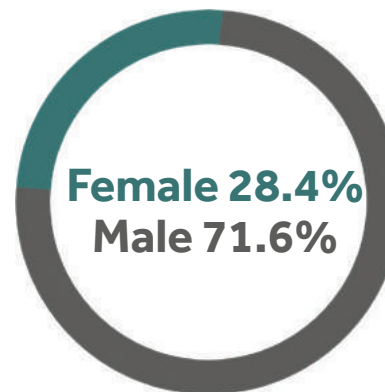
Quartiles



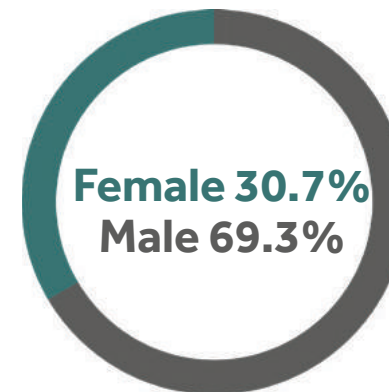
Lower Quartile



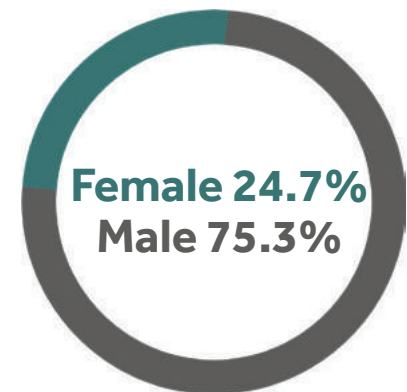
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Total Workforce

Functions across the business

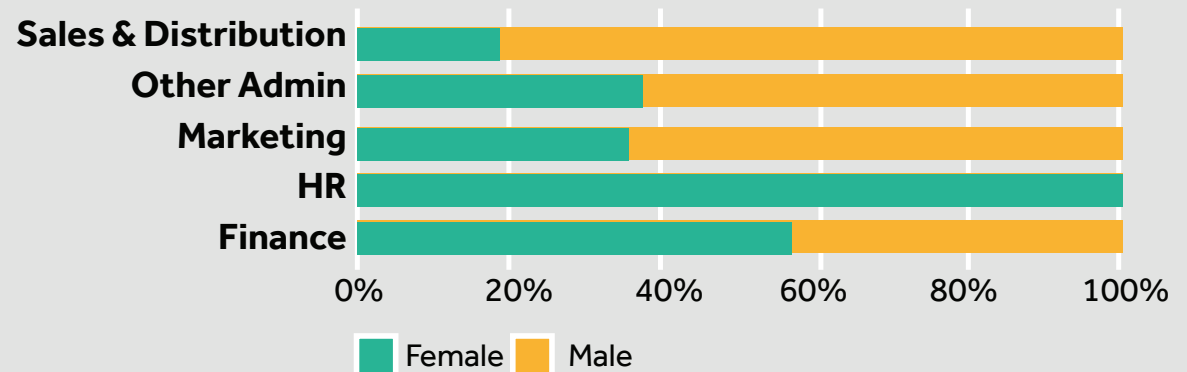
Like many businesses Coca-Cola HBC Ireland has functional areas which tend to have a greater proportion of one gender or another. While this is not specifically a gender pay issue for an individual, it does impact on the overall gender pay analysis, particularly in relation to bonus availability.

We are addressing this issue in our Diversity Action Plan, for example, we offer employees the opportunity to move cross-functionally within our business. We offer a 'no-regrets' opportunity to move, where colleagues can in many cases move functions in the knowledge that they can move back if they do not enjoy the move. We also look to highlight and champion these employees when they do move.

Areas which have been identified as requiring specific attention are Sales and Distribution and People & Culture (HR).

	Finance	Sales & Distribution	Marketing	People & Culture (HR)	Other Admin
Female	12	46	7	4	5
Male	9	195	13	0	8

Function employment by gender



Existing Actions to Promote Gender Equality

As evidenced by the overall analysis, Coca-Cola HBC continues to achieve a strong position in relation to the equality of core remuneration in our Ireland business. We already take a number of actions to ensure diversity and equity in our team. In 2022, we launched our Diversity, Equality and Inclusion (DEI) plan which outlines our aspirations, our DEI targets and our strategy for achieving those. This continues to inform our development of policy.

Commitments

We are committed to increasing female employee representation in the Senior Management Team, wider management levels and all levels of the Company. This supports our aim of achieving 45% of leadership and management roles across the island of Ireland being held by women by 2025, and our Group commitment to having 50% of managerial positions within our Group being held by women by 2025.

Measurement

Measurement is an important part of achieving best practice. We provide details on employee breakdown at Management Meetings. We also closely monitor gender pay levels.

Maternity / Paternity Benefit

In 2023, we significantly enhanced the benefits that we offer to new mothers and fathers in the business. These new policies have significantly improved the benefits available to our team. We are confident that these policies will increase our attractiveness to potential employees, providing a particular benefit in terms of female recruitment.

Hybrid Working Arrangements

Like many other businesses, Coca-Cola HBC has significantly changed its working model, embracing the opportunities provided by hybrid working. This model has offered important flexibility, which we believe will be of value to many existing and potential employees and particularly increase employment opportunities for females seeking to join our business.



Diversity Network

Coca-Cola HBC Ireland & Northern Ireland relaunched its Women's Inspirational Network (WIN) in 2023. We believe that this network is a valuable tool in identifying challenges to career progression faced by women in our organisation. The group has met regularly and has had a series of presentations from inspirational female leaders from Ireland and overseas.

Employee Surveys

We conduct Employee Engagement surveys and Culture surveys every two years and request feedback from our employees through Pulse Surveys every quarter. Employee Engagement surveys are an important way of identifying the views of our team. These surveys can identify the challenges faced by both men and women within our business. They also point to opportunities that exist to meet and exceed the expectations of our team.

We also ask our employees to provide upwards feedback to their managers on a quarterly basis – this allows managers to gain useful insights, promotes psychological safety (both company-wide, on a team level, and between managers and their direct reports), improves employee engagement, and identifies any concerns. This feedback contributes to policy in all aspects of the business.

Employer Branding

In terms of recruitment, 2023 has seen an increased emphasis on Employer Branding as a tool for attracting new talent. We devised and implemented an Employer Branding campaign aimed at highlighting the experiences of a diverse group of employees who work in our business.

This programme, timed around a significant expansion in our Lisburn plant, has led to a significant increase in the number of female applicants. This campaign, which had a reach of just under 1m people, led to a 47% increase in female applications for the roles in our plant expansion. The campaign was so successful that it was recognised for Best Use of Social Media in the Belfast Telegraph NI (Northern Ireland) Business Awards. While this campaign was focussed on Northern Ireland, we are hopeful that a similar initiative will have a positive impact on future recruitment trends in Ireland.



Planned Future Actions

Promotion of gender diversity and indeed broader diversity is at the very core of our business strategy. Our "Come As You Are" initiative encourages employees to bring their full selves to work, free from the fear of unfairness, exclusion or discrimination. It aims to demonstrate a real commitment to valuing people for their skills and their potential.

Sales Academy

We have identified Sales (particularly our Business Developer roles) as a key area where we have a lack of female colleagues. Research showed that prior sales experience as a prerequisite in our job descriptions was a key reason for a reduced number of female applicants. To address this, we have developed our Sales Academy. This is a group of Business Developers who are hired over and above demand for sales staff. For this group, we do not seek prior experience as a requirement for entry. The new Sales Academy recruits receive additional onboarding, training and mentoring. They benefit from additional time in the market alongside experienced Business Developers and Sales Managers, enabling them to build knowledge and confidence in the market.

We recruited our first Sales Academy hires in Summer 2023. In our first cohort of nine, eight were female. Of the seven hired in Ireland, all were female. These recruits do not feature in this year's figures as it was outside of the Snapshot Period. We intend to build on this success in 2024 and beyond.

Employer Branding

The award-winning Employer Branding programme, which was commenced in 2023, will continue in 2024, with a specific emphasis on Sales and Supply Chain. These are both areas where we have had challenges with gender diversity.

Maximising our Existing Talent

Our team continues to work proactively to identify talent within the business and offer greater opportunities for advancement. This will include opportunities to move across functions within our business. We will also implement a safety net, allowing people to move in the knowledge that if they do not feel suited to their new role that they can revert to their previous position.

We also recognise the importance of investing in talent and have a talent identification programme that allows us to identify and fast-track talent within the business, where appropriate and subject to internal processes.



Appendix I

Overview of the Legislation

Under the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022 ("the Regulations") which give effect to the Gender Pay Gap Information Act 2021, employers with over two hundred and fifty (250) or more employees are required to compile a report outlining their gender pay gap.

The deadline for publication is six (6) months after the chosen snapshot date. At Coca-Cola HBC, we have a chosen snapshot date of 30th June 2023 meaning the deadline for publication of our report is 30th December 2023. The reporting period is the twelve (12) month period immediately preceding and including the snapshot date, namely, 1st July 2022 – 30th June 2023.

Under the Regulations, employers are required to report:



The difference between the mean and median hourly pay of male and female employees



The difference between the mean and median bonus pay of male and female employees



The difference between the mean and median hourly pay of part-time and temporary male and female employees



The percentage of male and female employees who received bonuses and benefits in kind



The percentage of male and female employees in each of four quartile pay bands – lower, lower middle, upper middle and upper

What is the median?

The median is the middle number when all the numbers are listed in numerical order.

Median represents the middle point of a population; in the case of gender pay gap, the median pay gap is the difference between the hourly pay rate for the 'middle woman' compared to that of the 'middleman' if you separately lined up all the women in the Company and all of the men.

What is the mean?

The mean average involves adding up all the numbers and dividing the result by the number of values in the list.

Mean is commonly known as "average"; the mean gender pay gap is the difference in the average hourly pay for female employees within the Company compared to that of male employees.

Statisticians prefer to use median data to find the average gender pay gap because this data point is not affected by extreme values, such as, changes in the earnings of small numbers of high earners.

What is the mean?

Pay quartiles are calculated by splitting the whole workforce into four equal sized bands based on hourly pay, from highest to lowest. The percentage of men and women is calculated for each band.





**Coca-Cola HBC
Ireland & Northern Ireland**