

**Coca-Cola HBC  
Ireland Limited**

**Gender Pay Gap  
Report 2025**



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



# Contents

---

1. Foreword by our Director of People and Culture
  2. Introduction
  3. What is the Gender Pay Gap?
  4. Overview of 2025 Gender Pay Gap
  5. Gender Representation
  6. Existing Actions to Promote Gender Equality
  7. Planned Future Actions
- Appendix I – Overview of Legislation





# Forward by Jenni Ardill, People and Culture Director

We are proud to present our fourth Gender Pay Gap Report for Coca-Cola HBC Ireland. Building a workforce that reflects diverse expertise, perspectives, and backgrounds remains central to achieving our organisational goals. As a growth focused business, we seek to strengthen and support our workforce, and we have continued to reinforce our commitment to gender balance through our Diversity, Equity & Inclusion (DEI) Strategy. This strategy underpins our efforts to create a workplace where every employee feels valued, supported, and empowered to grow—regardless of gender.

For this report, we have focused exclusively on data relating to our employees in the Republic of Ireland.

This year, our analysis shows:

- **Mean remuneration gap: 6.24% in favour of men**
- **Median remuneration gap: 6.23% in favour of women**

The slight mean gap reflects a higher proportion of men hired in 2025 into roles with above-average salaries and a change to the bonus structure for a proportion of our commercial function. Conversely, the median gap demonstrates progress toward pay equity, with women earning more at the midpoint of our pay distribution.

In terms of **bonus pay**, the gap remains more favourable to men. This continues to be driven by two factors:

- A greater proportion of senior leadership roles are held by men.
- Business Developer positions—where bonuses form a significant part of total pay—are predominantly occupied by men.

Men currently represent approximately 73% of our workforce in Ireland, with women holding 27.1% of managerial positions. While this is typical within our industry, it highlights the ongoing need to attract and retain female talent across all areas of the business.

Looking ahead, we remain committed to eliminating gender pay disparities and fostering an inclusive culture where every employee feels represented and empowered to thrive.



# Introduction

Coca-Cola HBC Ireland and Northern Ireland is the strategic bottling partner to The Coca-Cola Company for the island, responsible for the manufacture, distribution, sale and channel marketing of its beverage portfolio. We produce global brands Coca-Cola, Coca-Cola Zero Sugar, Diet Coke, Fanta, Sprite, and Schweppes, as well as locally owned brands Deep RiverRock and Fruice. We also manufacture and distribute the Monster Energy brand across the island of Ireland.

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 960 people on the island of Ireland. Of these, 329 were employed in the Republic of Ireland in the 12-month period for which we are obliged to report our gender pay gap analysis, namely 1st July 2024 to 30th June 2025 ("the Snapshot Period"). The employees in scope are employed across a range of disciplines. We produce over 97% of the products we sell on the island of Ireland at our facility in Lisburn, Co. Antrim. Our head-office is located in Ballycoolin, Dublin and we have depots in Cork, Galway and Tipperary.

At Coca-Cola HBC, we are proud of our strong legacy on the island of Ireland, dating back to 1939 when Tom Robinson opened the Ulster Iced Drinks Company, which later became Coca-Cola Bottlers Ulster. Now over, 85 years later, the footprint of Coca-Cola HBC Ireland and Northern Ireland is felt in nearly every town and village. And this sense of community is also what drives our ambition for our people. We recognise that diversity is fundamental to serving our customers effectively and driving innovation. Guided by our core values of integrity and care, we are committed to ensuring fair and equitable treatment for every member of our workforce. Our success depends on the strength of our people and the communities in which we operate.

This report has been prepared in line with legislative requirements, providing a transparent analysis of our gender pay gap, its underlying causes, and the actions we are taking to address it.





# 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 positive indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, 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 2024 to 30th June 2025. 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.

Three hundred and twenty nine (329) 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**

**292**

permanent full-time employees



**Temporary**

**35**

temporary employees



**Permanent Part-Time**

**2**

permanent part-time employees



## 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.), overtime pay, and any payments to employees on maternity, paternity, adoptive or parent's leave, including state benefit and any "top up". Redundancy and termination payments are excluded from the definition, as is any form of remuneration provided in any other form than money.

# Overview of 2025 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 2025 is compiled using the remuneration data of all staff employed between 1st July 2024 to 30th June 2025. This data is compiled using the Snapshot Date of 30th June 2025. The report relates to staff in the Republic of Ireland only.

### All permanent employees

Gap  
2025

6.24%

Mean (Hourly Remuneration)

-6.23%

Median (Hourly Remuneration)

### Temporary employees

Gap  
2025

3.77%

Mean (Hourly Remuneration)

-1.36%

Median (Hourly Remuneration)

A negative number indicates that the gap is in favour of women.  
A positive number indicates the gap is in favour of men.



# What does the data tell us?

In terms of the mean (hourly remuneration), we have deduced that our positive gender pay gap arises from two key factors:

- Our mean gender pay gap is positive because a higher proportion of men were hired in 2025, particularly in roles with higher average salaries.
- In 2024-2025, we also had more men occupying higher-grade roles, which attract higher salaries.
- These are predominantly management roles. It is worth noting that the gender distribution in these roles may reflect historical demographics of the talent pipeline or preferences for certain career paths. While this does not provide a complete explanation, it is an area we will explore further to better understand any underlying factors.

Our 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 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.

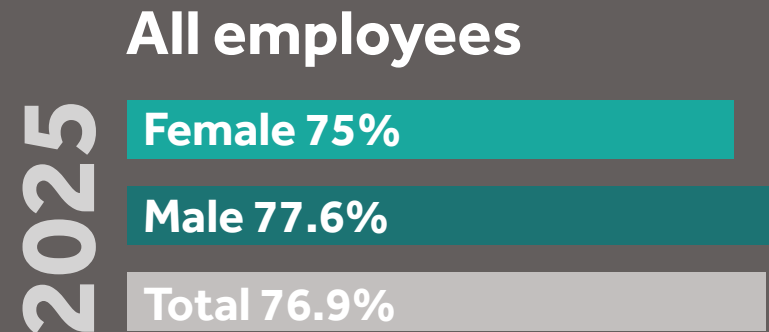
## What is our bonus gap?

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.

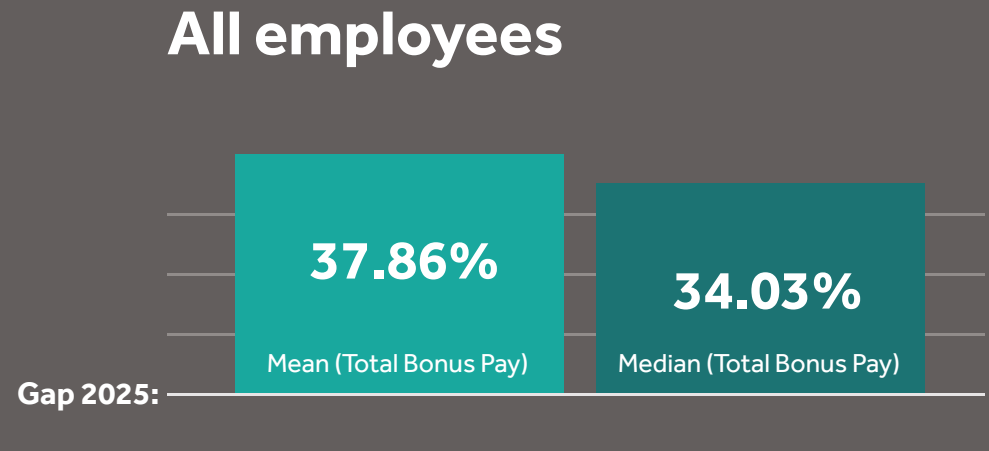
Bonus pay is the gross bonus pay received and includes all bonuses awarded to an employee during the Snapshot Period. Bonus pay does not include any ordinary pay, overtime pay or payments arising from redundancy or termination of employment.

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:



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

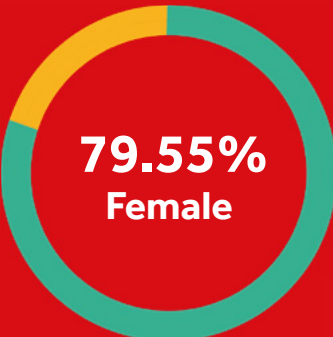
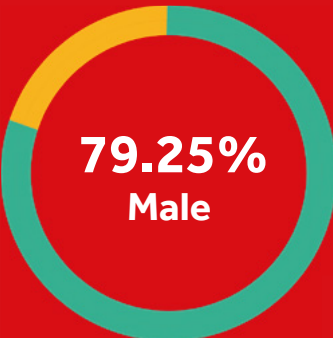
- While we continue to build a higher representation of women in leadership roles, a greater proportion of the most senior roles continue to be held by men. This group's remuneration is more heavily linked to business performance, and so bonus payments make up a higher proportion of overall pay.
- Additionally, we are also including a number of Group positions in our payroll, the holders of which are in receipt of substantially higher bonus payments, which impact on the reported data.
- There are a relatively 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. Bonus pay is at a high level within these roles due to nature of the role and the required pay mix.
- 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 the Republic of Ireland, these roles are more likely to be held by men; which is not uncommon in the industry in this jurisdiction. Conversely, in our Northern Ireland business, the roles are more likely to be held by women, which would suggest that change is possible.



# 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.



These figures are largely consistent with 2024 and we would expect changes in any given year to be minimal.

# Benefits available to colleagues

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

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 329 employees in the Republic of Ireland, approximately 27% of these are women and 73% are men.

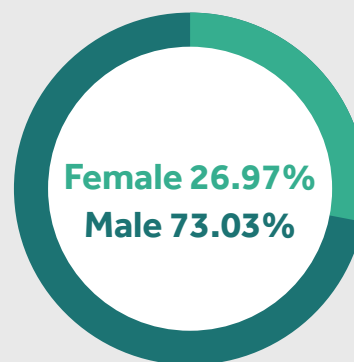
The legislation identifies four quartiles from lowest paid to highest paid. Pay quartiles are calculated by splitting the whole workforce into four equal sized bands based on hourly pay, from the highest to the lowest. The percentage of men and women is calculated for each band.

Females are heavily under-represented in the lower quartile. This relates to the underrepresentation of females in our field sales team (namely, Business Developer roles).

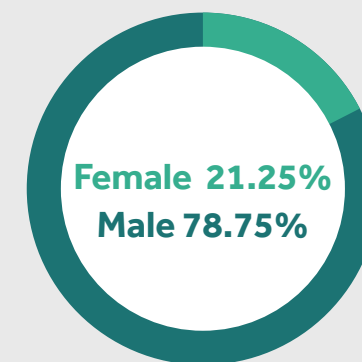
The lower quartile and the upper quartile are not as representative of the wider gender split across the business, there are groups reflecting historical perceptions of roles suited to men and women.

## Quartiles

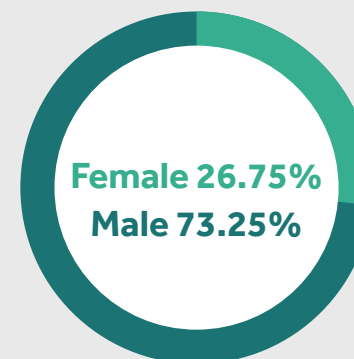
Female Male



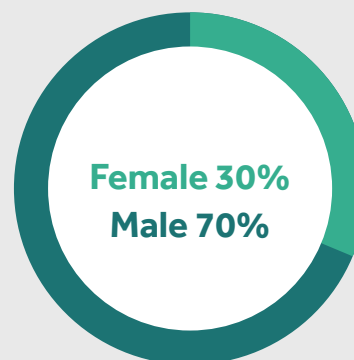
Lower  
Quartile



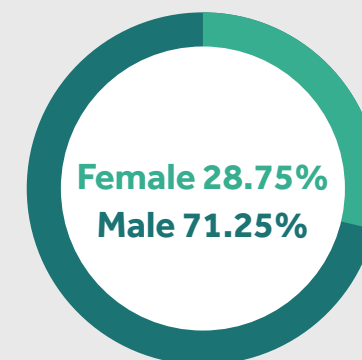
Lower Middle  
Quartile



Total  
Workforce



Upper Middle  
Quartile

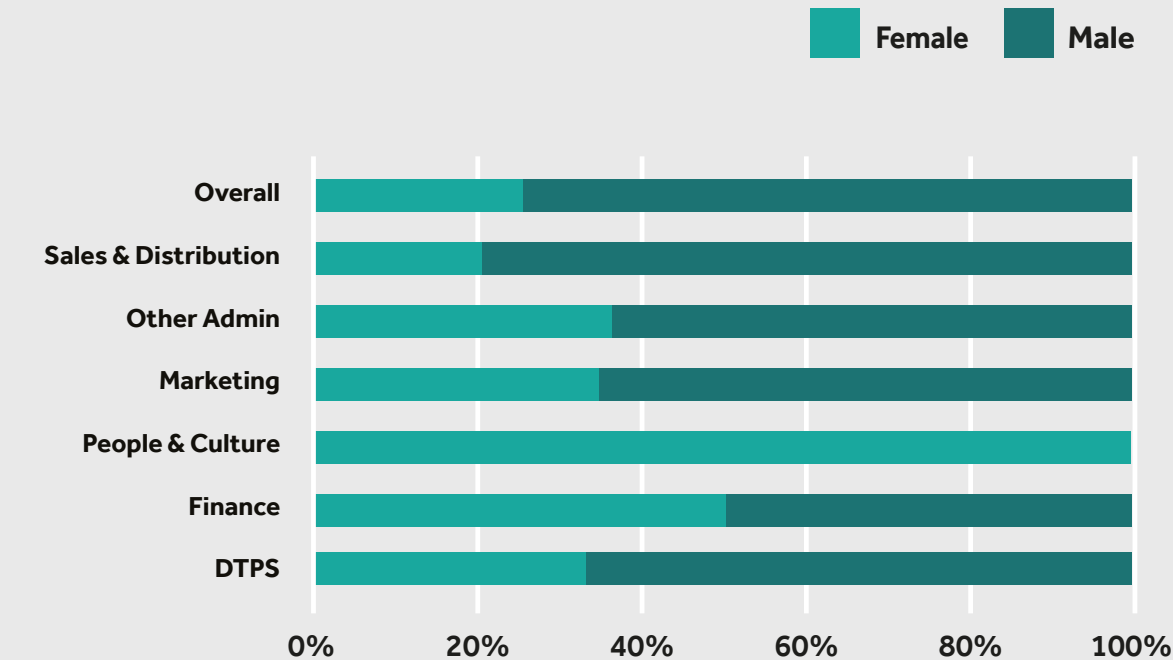


Upper  
Quartile

# 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. We offer employees the opportunity to move cross-functionally within our business, implementing a structure which will allow people to move roles in the knowledge that if they do not feel suited to their new role, that they can revert to their previous position.



DTPS	Finance	People & Culture (HR)	Marketing	Other Admin	Sales & Distribution	Overall
1	11	4	10	2	60	88
2	14	0	13	7	205	241

# 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.

## 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.

## Menopause Policy

We're dedicated to giving everyone who works in Coca-Cola HBC a welcoming and supportive workplace. With this objective in mind, we launched our new Menopause Policy in 2024. Our strategy is to increase visibility, promote advocacy, and disseminate knowledge to individuals who are either directly or indirectly impacted by menopause.





## Infertility Policy

At Coca-Cola HBC we recognise the sensitive and often distressing nature of infertility. The Infertility Policy is designed to support employees experiencing infertility challenges. As an organisation, we view fertility as an important workplace wellbeing issue and through our new policy we seek to provide practical guidance about the support we can offer as an employer.

## Miscarriage Policy

Miscarriage can be massively traumatic with a lasting physical and emotional impact. Everyone's experience is different, and each individual may need a varying degree of support after experiencing a miscarriage. At Coca-Cola HBC, we are committed to offering support to employees who suffer a pregnancy loss.

## Culture Ambassadors

In 2024, a group of Culture Ambassadors was formed within our organisation. Their role is to demonstrate our company values and ensure diversity, equality and inclusion are at the forefront of our business strategies. They will work closely with various departments to develop and implement initiatives that celebrate cultural diversity.

## Hybrid Working Arrangements

Like many other businesses, Coca-Cola HBC Ireland and Northern Ireland 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. In 2025, our networks evolved significantly through the help and support of external agency, Diversity Hub, via mentoring, facilitation, and training.







## Employer Branding

We continue to place significant emphasis on Employer Branding as a tool for attracting new talent. We have devised and implemented successful Employer Branding campaigns aimed at highlighting the experiences of a diverse group of employees who work in our business.

## Commercial Acceleration Programme

We have identified Sales as a key area where we have an underrepresentation 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. In 2025 we launched our Commercial Acceleration Programme. This is a group of early career employees 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 programme 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. In 2025, we hired two new employees via our Commercial Acceleration Programme, with one being female. This programme will grow in 2026 and expand to our Supply Chain function.

## 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.

## Employee Surveys

We conduct Employee Engagement surveys and Culture surveys twice per year (Spring and Autumn) 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 (on company-wide basis, 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.



# Building on our actions

## Diversity Plan

Our Diversity Plan is a holistic plan that provides key insights into our business and examines what has worked and what is evolving, and identifies next step actions for us in the short and medium term to seek and retain top female talent.

## Come as you are

We are proud of our "Come As You Are" initiative which 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. This initiative is an example of how the promotion of gender diversity, and broader diversity, is central to our business strategy.

## Employer Branding

Our Employer Branding programme, will grow in 2026, with a continued focus on Sales and Supply Chain. These are both areas where we have identified 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 50 or more employees are required to compile a report outlining their gender pay gap.

We have a chosen snapshot date of 30th June 2025. The reporting period is the twelve (12) month period immediately preceding and including the snapshot date, namely, 1st July 2024 – 30th June 2025.

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



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 a pay quartile?

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**