



**PEPSICO**

**PEPSICO IN IRELAND**  
**GENDER PAY GAP**  
**REPORT 2023**

December 2023

# PEPSICO

As part of our pep+ (PepsiCo Positive) journey, we aim to provide meaningful jobs and growth opportunities for our people and empower them to make a positive impact at work, at home and in their local communities. We also want to build a better workplace, and world, by advancing human rights and diversity, equity and inclusion (DE&I) for our people, in our business partnerships and our communities.

**"As part of our efforts to cultivate women's talents, we provide a range of mentoring, coaching and development programs for women at different career stages."**



Our commitment to improving diversity, equity and inclusion across our organisation includes ensuring women have equal access to hiring and advancement opportunities and strong representation in our management ranks. As part of our efforts to cultivate women's talents, we provide a range of mentoring, coaching and development programs for women at different career stages. A key goal of pep+ is our aim to have 50% women in management roles around the world by 2025. We are not there yet - in 2022 the proportion of women in management roles climbed to 44%.



# WHAT IS THE GENDER PAY GAP?

The gender pay gap shows pay differences and percentage differences between male and female employees for certain remuneration elements on an average basis. The data covers a 12-month period before a snapshot date in June (June 30th for PepsiCo in Ireland).

The gender pay gap is not the same as equal pay or pay equity. Equal pay compares males and females doing the same work, like work or work of equal value, recognising market differences, for example job location, and performance variance.

An organisation can therefore have a gender pay gap but also apply pay equity, and at PepsiCo in Ireland we pay male and female employees within a 1.5% variance.

While the Irish Gender Pay Gap rules refer to men and women, at PepsiCo we support all gender identities.

**Hourly Remuneration** includes all forms of money remuneration, not just basic salary.

**Pay Quartiles** are created by ranking all salaries from highest to lowest and dividing into four evenly-sized groups. This measure shows the percentage of men and women in each group.

**Bonuses** for the purposes of this report include vouchers and share awards, as well as regular performance bonuses.

**Benefits in Kind (BIK)** are non-cash benefits of monetary value, for example company car. We do not include pension within our BIK calculation and this year also excluded PepsiPlus (flex benefits) as technically neither are BIK.

**The mean** is calculated by adding up the total pay of employees and dividing by the number of employees. This calculation is completed separately for men and women and the totals are compared. Although this provides an 'absolute' average, this figure can be easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded appreciation of the GPG

Simply put, **the median** is the number which appears in the middle when ranking pay from lowest to highest. This is broadly understood to be a representation of 'typical' pay, as extremes of low and high pay have less impact on the median.

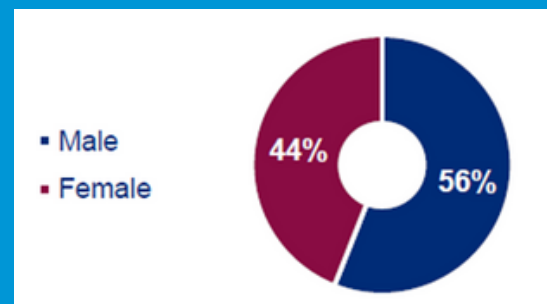


# THE GENDER PAY GAP RESULTS FOR PEPSICO IN IRELAND

In this report, we see that our gender pay gap is moderate – compared to Ireland generally and across much of Europe. That does not mean we are sitting on our laurels; and we are working hard to reduce it further.

Our variance in PepsiCo Ireland is that men (56%) and women (44%) are spread unevenly across our organisation both by function and level. Our frontline manufacturing and operations roles are male-dominated, while in contrast, our HR function is predominantly female.

Across PepsiCo, including in Ireland, we aim to reinforce and enhance gender diversity in our organisation, regardless of the challenges. We are focused on increasing female hiring in our manufacturing and operations roles, while monitoring performance assessment, promotion decision and pay equity across the organisation to ensure we attract, retain and advance the diverse talent within our business.



30% of our workforce in Ireland are Frontline – Manufacturing and Operations roles – often requiring specific qualifications or experience in fields traditionally held by males with a limited pipeline of females. We neither advocate nor approve this situation but do recognise that it affects career choices of women in the wider society and in PepsiCo. We are working to combat this both internally and externally through our internal training and community engagement activities.



**Sneha Patel**  
**Chief Human Resources Officer**  
**PepsiCo -**  
**Portfolio Concentrate Solutions UC**

Entity	Year	Hourly Remuneration		Bonus Proportion		Bonus Gap		Benefits in Kind	
		Mean	Median	Male	Female	Mean	Median	Male	Female
PepsiCo Overall	2023	8.2%	6.3%	89.3%	89.5%	16.5%	11.7%	1.0%	0.8%

Temporary contracts	Male	Female	Pay Gap 2023
Headcount	145	91	
Mean	€27.81	€22.85	17.8%
Median	€28.61	€22.89	20.0%

Part-time employees	Male	Female	Pay Gap 2023
Headcount	1	8	
Mean	--	--	8.2%
Median	--	--	30.9%

Quartiles	Male		Female	
	No. of Employees	Percentage	No. of Employees	Percentage
Lower (<25%)	126	42.1%	173	57.9%
Lower Middle (25%-50%)	184	61.5%	115	38.5%
Upper Middle (50%-75%)	193	64.5%	106	35.5%
Upper (>75%)	169	56.3%	131	43.7%



# CLOSING THE GAP

# IN IRELAND, 30% OF OUR PEOPLE ARE FRONTLINE

At PepsiCo in Ireland our culture of diversity and inclusion is further brought to life through three prominently active Employee Resource Groups (ERGs): WIN (Women's Inclusion Network), Equal (LGBTQ+) and Enable (Inclusive of all abilities). We host events and seminars throughout the year, leveraging external speakers and internal resources to continue to promote an environment where everyone can be their authentic self and where everyone has equal opportunities and voice.

We offer unconscious bias training to all our associates – required for all our managers. We also provide Inclusive Leadership programmes for our people leaders. This year we piloted an Ally to Advocate programme whereby associates learned how they could have meaningful conversations and help colleagues of minority groups be better and more fairly represented.



# RECRUITMENT & COMMUNITY

We continuously review our compensation and benefits offerings to maintain our market competitive position ensuring we attract and retain great talent.

We work hard to bring gender diversity to our hiring panels and efforts through recruitment process, with our Talent Acquisition team and people leaders being aware of our pep+ people goals.

We engage with many of Ireland's universities, looking for the best applicants of all backgrounds and genders, when recruiting interns and graduates across all functions.

We look to break gender stereotypes in our external and internal campaigns by showcasing testimonials from a wide variety of associates of the rewarding careers available in PepsiCo.

PepsiCo heavily supports and promotes STEM interest at early ages and careers locally and nationally, with a network of ambassadors focused on inspiring the next generation of female talent in Science, Technology, Engineering and Maths.



We hold annual Kids Technology Workshops, Kids Science Days, and Transition Year placement weeks for children of our associates.

We also work with students and early-career professionals through the Million Women Mentors initiative, to foster interest in technical fields and offer career acumen and coaching.



# RETENTION / PAY PHILOSOPHY



In PepsiCo we strive to achieve our goal of pay equity, including implementing a comprehensive global pay equity review process since 2016. Again in 2022, we implemented this process in 72 countries (including Ireland) representing more than 99% of our salaried population. Our results show that among this population, men and women are paid within 1% of each other.\*

We take care to ensure our people are paid fairly and that inequitable factors do not influence pay outcomes. We apply pay equity analysis annually involving the following steps:



**Identify:** Compare salary levels between men and women in the same job family, considering each employee's compensation based on legitimate criteria, e.g. job level, geographic location and performance ratings.

**Check:** Review potential salary discrepancies identified to see if they are directly or indirectly related to gender or should be expected given results of Step 1.

**Address:** Actively review policies regarding salary setting and employment conditions to prevent discrimination in the organisation, including making upward adjustments to address unexplained differences.

Thanks to this process, run using a mathematically objective Predictive Pay Calculator and with involvement from external consultants, we can say with confidence that we pay employees fairly in general. In PepsiCo in Ireland, with legitimate factors considered, the pay difference between men and women this year is less than 1.5%.

Frontline manufacturing and operations roles do operate a different pay model, specifically collective bargaining, whereby pay rates are agreed for particular roles and levels of experience regardless of gender.

\*After controlling for legitimate drivers of pay such as job level, geographic location and performance ratings; based on base compensation. 33 countries included in 2018 analysis. 69 countries included in 2019 analysis. 71 countries included in 2020 analysis. 72 countries included in 2021 and 2022 analysis, representing more than 99% of salaried population.



# SUPPORTING OUR EMPLOYEES AND THE WIDER SOCIETY



We offer a spectrum of leave and life benefits including 26 weeks of fully paid maternity, adoption and surrogacy leave (allowing for social welfare adjustment), phased return from maternity leave and first day at primary school leave. Where possible we also offer broad options for colleagues taking parental leave, in varying blocks of time.

We have Work that Works, a flexible work policy, to support our people who need to balance work with family responsibilities. Where roles allow, associates work under a hybrid model, averaging 3 days a week in person engagements and the other days at home. There is also flexibility with start and finish times, where the role allows, to facilitate school drop-offs and pick-ups and other caring obligations.

Here in Ireland, PepsiCo is active in our local communities and nationally, volunteering and making monetary donations to charities, schools and community initiatives. We believe these programmes, either directly or indirectly through their positive outcomes, help to promote gender representation for the many varied roles and functions at PepsiCo.

We support iWish, which aims to attract women into STEM roles.

PepsiCo Ireland were the platinum sponsor of the inaugural Women in STEM Awards in Dublin in October 2023. We nominated several colleagues and had a female colleague win in the technology category.





# **APPENDIX: (PCS UC V PEP IRE)**

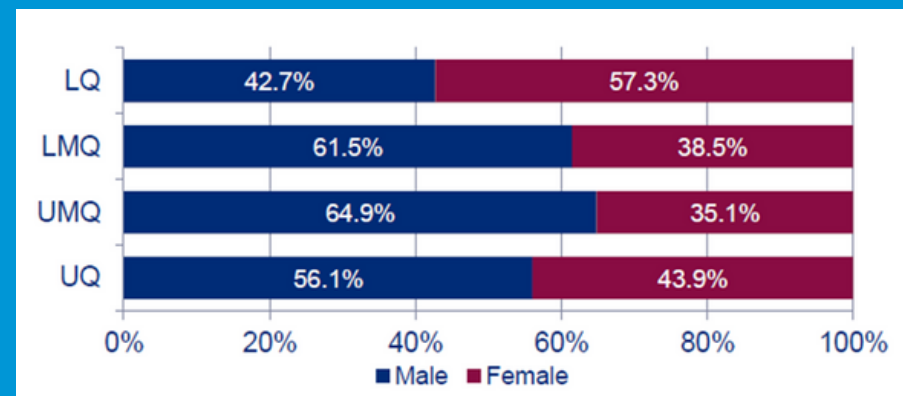
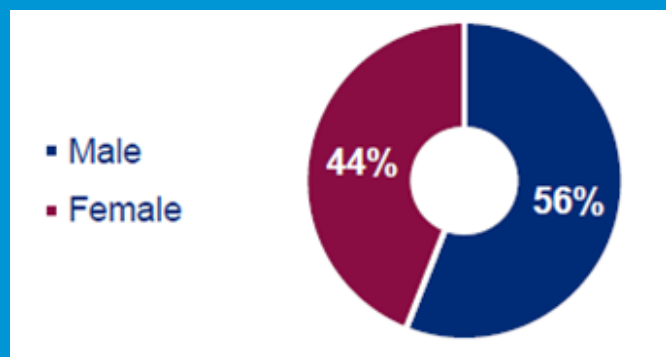
# APPENDIX: (PCS UC V PEP IRE)

The Irish gender pay gap disclosure rules state that any corporate entity employing more than 250 people must report its gender pay gap metrics. PepsiCo has more than one entity in Ireland. We felt that the fairest and most transparent way in which we could report, was to do so for all our PepsiCo owned entities in Ireland together.

However, to meet local legal requirements, we are reporting separately for Portfolio Concentrate Solutions UC in its own right. The metrics for PCS UC are not very different to those for PepsiCo in Ireland as a whole.



Entity	Year	All employees															
		Hourly Remuneration		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Bonus Proportion		Bonus Gap		Benefits in Kind	
		Mean	Median	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	Mean	Median	M%	F%
PepsiCo Overall	2023	8.2%	6.3%	42.1%	57.9%	61.5%	38.5%	64.5%	35.5%	56.3%	43.7%	89.3%	89.5%	16.5%	11.7%	1.0%	0.8%
	2022	3.4%	7.5%	48.2%	51.8%	58.3%	41.7%	62.0%	38.0%	58.8%	41.2%	70.2%	84.9%	10.4%	20.3%	10.2%	13.6%
Portfolio Concentrate Solutions UC	2023	7.5%	5.9%	42.7%	57.3%	61.5%	38.5%	64.9%	35.1%	56.1%	43.9%	89.2%	89.6%	14.8%	11.2%	1.1%	0.8%
	2022	2.9%	7.5%	48.7%	51.3%	58.2%	41.8%	62.6%	37.4%	59.0%	41.0%	70.4%	84.8%	8.9%	20.0%	10.1%	13.9%



Quartiles	Male		Female		Quartiles 2022	
	No. of Employees	Percentage	No. of Employees	Percentage	Male %	Female %
Lower (<25%)	126	42.7%	169	57.3%	48.7%	51.3%
Lower Middle (26% - 50%)	182	61.5%	114	38.5%	58.2%	41.8%
Upper Middle (51% - 75%)	192	64.9%	104	35.1%	62.6%	37.4%
Upper (>75%)	166	56.1%	130	43.9%	59.0%	41.0%



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