

Aligning Director Incentives with Shareholder Value: A Comprehensive Analysis of Coca-Cola's Compensation Policy (2019-2023)

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Abstract. This paper provides a comprehensive analysis of The Coca-Cola Company's director compensation policies from 2019 to 2023, evaluating their effectiveness in aligning board member incentives with long-term shareholder value creation. Grounded in agency theory and optimal contracting principles, the study examines three critical dimensions of Coca-Cola's compensation structure: cash versus equity composition, performance-based incentives, and stock ownership requirements. Through comparative benchmarking against industry peers (PepsiCo, Procter & Gamble, Nike, and McDonald's), the analysis reveals that while Coca-Cola maintains baseline governance standards, including a 55:45 cash-equity split and a 3x stock ownership guideline lag behind leading practices in key areas. Notably, the absence of performance-vested equity (e.g., PSUs) and ESG-linked metrics contrasts with innovations adopted by peers like P&G (50% PSUs) and McDonald's (ESG-linked awards). The paper proposes concrete measures to strengthen the alignment between director incentives and shareholder value creation through compensation policy reforms. A critical recommendation involves introducing performance-based equity that incorporates both financial metrics such as a three-year return on invested capital and revenue growth targets alongside material sustainability indicators including water usage efficiency and packaging recyclability goals. The analysis further advocates for elevating stock ownership requirements to five times the annual cash retainer amount, which would bring Coca-Cola's policy in line with industry leaders while allowing for a five-year transitional implementation period for current board members.

Keywords: Director compensation, shareholder alignment, corporate governance, performance-vested equity, ESG metrics

1. Introduction

The alignment of director compensation with shareholder value creation represents one of the most critical challenges in modern corporate governance. As large publicly traded corporations have grown in scale and complexity, the need to properly incentivize those entrusted with corporate oversight has become increasingly paramount. The Coca-Cola Company (NYSE: KO), as one of the

world's most valuable brands with operations in over 200 countries and a market capitalization exceeding \$250 billion, presents an important case study in examining how director compensation policies can effectively - or ineffectively - align board member incentives with long-term shareholder interests.

This paper provides an in-depth examination of Coca-Cola's director compensation structure between 2019 and 2023, a period that encompassed significant global economic disruptions including the COVID-19 pandemic, supply chain crises, and rising inflation. These events tested corporate governance systems and prompted many companies to reevaluate their compensation philosophies. The analysis focuses on three core dimensions of Coca-Cola's director's compensation: the composition of cash versus equity components, the presence and structure of performance-based incentives, and stock ownership requirements. These elements are systematically compared against industry peers including PepsiCo, Procter & Gamble, Nike, and McDonald's to assess relative competitiveness and effectiveness.

Institutional investors representing trillions of dollars in assets under management have increasingly focused on corporate governance quality as a key determinant of investment decisions. Proxy advisory firms like Institutional Shareholder Services (ISS) and Glass Lewis now formally evaluate director compensation programs as part of their voting recommendations. Understanding how Coca-Cola's practices measure against evolving standards provides valuable insights for investors, regulators, and governance professionals alike.

2. Theoretical framework

The foundation for analyzing director compensation rests on agency theory, which emerged from the seminal work of Berle and Means and was later formalized by Jensen and Meckling [1,2]. This theoretical framework identifies the inherent conflicts that arise when principals (shareholders) delegate decision-making authority to agents (directors and executives). The separation of ownership and control creates potential misalignments where directors may pursue personal interests or short-term gains at the expense of long-term shareholder value.

Optimal contracting theory, developed through subsequent research by Core, Holthausen, and Larcker and others, provides specific mechanisms for mitigating these agency problems through compensation design [3]. Three principal levers have proven particularly effective in aligning director incentives with shareholder interests.

First, substantial equity ownership ties director wealth directly to shareholder returns. When directors hold meaningful amounts of company stock, their personal financial success becomes directly linked to the company's long-term performance. Research by Fich and Shivdasani demonstrates that equity ownership exceeding 40% of total compensation significantly improves board monitoring effectiveness and reduces agency costs [4].

Second, performance-vesting conditions ensure rewards reflect genuine value creation rather than simply time served. Performance shares that vest only upon achieving predetermined financial or operational targets create stronger incentives for diligent oversight and strategic guidance. Edmans and Gabaix show that performance-vesting requirements reduce short-termism by 23% compared to time-vested equity awards [5].

Third, extended holding periods discourage excessive risk-taking and promote long-term thinking. Requirements that directors retain shares for substantial periods after vesting or retirement help align their decision-making horizons with those of long-term shareholders. Dey and Liu find that stronger ownership requirements correlate with reduced earnings management and higher quality financial reporting [6].

These theoretical foundations establish the evaluation metrics for analyzing Coca-Cola's director compensation policies, examining both absolute levels and relative composition of alignment mechanisms in comparison with industry peers and best practice standards.

3. Coca-Cola's director compensation structure

A detailed examination of Coca-Cola's proxy statements from 2019 through 2023 reveals a compensation structure comprising four core components that maintain remarkable consistency, with limited adaptation to evolving governance standards. The 2023 director compensation program consists of: (1) fixed cash retainers, (2) equity-based awards, (3) supplemental committee fees, and (4) stock ownership guidelines [7].

First, the base annual cash retainer stands at \$110,000, representing 55% of total compensation. This amount has remained nominally unchanged since 2019, constituting an inflation-adjusted decrease of approximately 8% over the period. Second, equity awards totaling \$90,000 combine restricted stock units (RSUs) and stock options, neither of which incorporate performance-vesting conditions. Third, additional retainers include \$20,000-\$25,000 for committee chairs and \$35,000 for the lead independent director. Finally, the program maintains a stock ownership guideline requiring holdings equivalent to three times the annual cash retainer (\$330,000), unchanged since its implementation [7].

This structural stability contrasts with the broader industry trend toward dynamic compensation designs, particularly in the integration of performance-based equity and environmental, social, and governance (ESG) metrics. The absence of performance contingencies in equity awards and the static ownership multiple represent notable gaps when benchmarked against peers like Procter & Gamble, where 50% of equity awards are subject to performance vesting conditions.

The base annual cash retainer stands at \$110,000, representing 55% of total compensation for a non-employee director. This cash component has remained stable in nominal terms since 2019, representing a slight decrease in real terms given inflation over the period. The equity award component totals approximately \$90,000 annually, comprising a mix of stock options and restricted stock units (RSUs). Notably absent from Coca-Cola's equity awards are any performance-vesting conditions - all equity vests solely based on continued service over time [7].

Additional compensation elements include supplemental retainers for committee chairs (\$20,000-\$25,000 depending on committee) and a \$35,000 fee for the lead independent director. Coca-Cola maintains a stock ownership guideline requiring directors to accumulate shares worth three times the annual cash retainer (currently \$330,000) within five years of joining the board. However, the company does not impose post-vesting holding requirements or mandate retention of shares after retirement [7].

Examining the evolution of these policies from 2019 through 2023 reveals minimal structural changes. The cash-equity ratio remained consistently near 55:45 throughout the period. The form of equity awards has not changed, with Coca-Cola continuing to use plain-vanilla stock options and RSUs without performance modifiers. The ownership guideline multiple has stayed fixed at three times the cash retainer despite inflation and peer movement toward stricter requirements [7].

This stability contrasts with significant compensation innovations adopted by many peer companies during the same period. Most notably, Coca-Cola has not followed the growing trend of incorporating environmental, social, and governance (ESG) metrics into compensation programs. The company's static approach may reflect either satisfaction with the current structure's effectiveness or reluctance to modify a historically successful governance model.

4. Comparative analysis with industry peers

4.1. Summary of comparative analysis with industry peers

Benchmarking Coca-Cola's director compensation against peer companies reveals both relative strengths and areas for improvement. The analysis focuses on four comparable firms: PepsiCo (direct beverage competitor), Procter & Gamble (similar global consumer goods company), Nike (premium brand with parallel supply chain challenges), and McDonald's (fellow component of the Dow Jones Industrial Average), as shown in Table 1.

Table 1. Comparative analysis of director compensation structures (2023) [7-10]

Metric	Coca-Cola	PepsiCo	P&G	McDonald's	Nike
Total Compensation	\$200,000	\$265,000	\$220,000	\$190,000	\$230,000
Cash/Equity Split	55% / 45%	32% / 68%	50% / 50%	42% / 58%	30% / 70%
Performance Equity	None	None	50% PSUs	20% ESG PSUs	None
Ownership Requirement	3x cash retainer	Hold until exit	5x cash retainer	4x cash retainer	No requirement
Key Features	Static RSUs	High equity %	ROIC-linked PSUs	ESG integration	Equity-focused

4.2. Analysis of comparative findings

The tabulated data reveals three critical patterns in Coca-Cola's relative positioning:

4.2.1. Equity composition

Coca-Cola's 45% equity allocation lags behind PepsiCo (68%) and Nike (75%), though exceeds McDonald's (58%). Notably, both beverage giants (Coca-Cola and PepsiCo) maintain traditional time-vested equity, whereas P&G and McDonald's have adopted performance contingencies.

4.2.2. Performance linkage

P&G's 50% PSU allocation - tied to rigorous three-year ROIC (15% threshold) and sales growth (5% annual minimum) - contrasts starkly with Coca-Cola's complete absence of performance conditions. McDonald's demonstrates partial adoption through its 20% ESG-linked awards.

4.2.3. Ownership discipline

Coca-Cola's 3x ownership requirement (translating to \$330,000) sits midway between P&G's industry-leading 5x (\$600,000) and PepsiCo's minimal "hold-to-exit" policy. Nike's lack of formal requirements represents an outlier position.

4.3. Implications for governance quality

This comparative matrix highlights Coca-Cola's hybrid position - more conservative than pure-play beverage rival PepsiCo, yet less progressive than diversified consumer leaders like P&G. The absence of performance-vesting mechanisms emerges as the most significant governance gap, particularly given P&G's demonstrated success with PSUs (correlating with 12% higher ROIC

versus peers). McDonald's strategic integration of ESG metrics further underscores evolving industry expectations that Coca-Cola has yet to address.

4.4. Conclusion of comparative analysis with industry peers

This comparison positions Coca-Cola as neither an industry leader nor laggard, but rather a company with room for meaningful improvement in certain governance practices. While Coca-Cola maintains reasonable equity participation and ownership requirements, its failure to incorporate performance-vesting conditions or ESG metrics leaves it trailing leading practitioners in compensation design.

5. Evaluation of shareholder alignment

Assessing Coca-Cola's director compensation through the lens of shareholder alignment reveals several strengths but also significant opportunities for enhancement. On the positive side, the company's 45% equity component exceeds minimum thresholds suggested by institutional investors and governance experts. Research by Fich and Shivdasani established that equity ownership exceeding 40% significantly improves board monitoring effectiveness [4]. Coca-Cola's three-times ownership multiple, while not industry-leading, surpasses that of companies like Nike that lack formal requirements.

However, several aspects of Coca-Cola's compensation design may undermine optimal alignment with shareholder interests. Most notably, the absence of performance-vesting conditions represents a substantial limitation. Academic studies, including recent work by Gopalan and colleagues, demonstrate that companies utilizing performance-vested equity achieve materially higher returns on invested capital compared to peers relying solely on time-vested awards [8]. The complete lack of ESG metrics in Coca-Cola's director compensation also contrasts with growing investor expectations around sustainability-linked incentives.

The static nature of Coca-Cola's compensation structure during a period of significant economic change may also raise concerns. While stability can be beneficial, the company's failure to adapt its compensation design to reflect evolving best practices and emerging risks suggests potential complacency in governance practices. The consistency in Coca-Cola's approach from 2019 through 2023 stands in stark contrast to the innovation demonstrated by peers like P&G and McDonald's.

6. Recommendations for enhanced alignment

To strengthen the connection between director incentives and shareholder value creation, Coca-Cola should consider three substantive reforms to its compensation policy:

6.1. Introduction of performance-vested equity

The proposed introduction of performance-vested equity comprising at least 50% of total equity awards should incorporate dual metrics: (1) financial targets (e.g., three-year ROIC $\geq 15\%$ and annual revenue growth $\geq 5\%$), and (2) material ESG indicators (e.g., 20% improvement in water usage efficiency and 100% recyclable packaging by 2030). Financial metrics are prioritized because empirical studies demonstrate their efficacy in reducing agency costs - Core et al. found that performance-contingent equity correlates with 7-9% higher firm valuation multiples compared to time-vested awards [3]. Furthermore, Edmans and Gabaix established that long-term financial

metrics (3+ years) decrease earnings manipulation by 23% by shifting focus from quarterly targets to sustainable value creation [5].

6.2. Strengthened stock ownership requirements

The stock ownership guideline should be elevated to five times the annual cash retainer (equivalent to \$550,000), implemented through a five-year phase-in period for incumbent directors. This adjustment aligns with governance best practices documented by Dey and Liu, whose analysis of S&P 500 firms revealed that companies with 5x+ ownership requirements exhibit 30% lower incidences of financial restatements [6]. The "skin in the game" mechanism functions through two channels: first, by increasing directors' personal exposure to shareholder returns, and second, by extending their decision-making horizons beyond typical board service periods [4,7].

6.3. Modernization of equity instruments

Current stock options do not incorporate performance hurdles, while restricted stock units (RSUs) lack relative total shareholder return (TSR) benchmarks. The proposed reforms include:

Performance-vested options: Exercise rights would accrue only upon achieving predetermined thresholds (e.g., cumulative EPS growth \geq peer group median)

TSR-modified RSUs: Final payout would adjust $\pm 25\%$ based on the company's TSR ranking versus the Dow Jones Industrial Average constituents

This approach is supported by longitudinal data from Willis Towers Watson, showing that companies utilizing relative TSR modifiers achieve 4.2% higher annual shareholder returns over 10-year periods compared to those using absolute metrics alone [8]. The performance-vesting feature also addresses the "pay for pulse" criticism documented by Institutional Shareholder Services (ISS, 2023) in their analysis of plain-vanilla equity awards.

7. Implementation considerations

While these recommendations would significantly enhance shareholder alignment, their implementation requires careful consideration of several factors:

First, the transition to performance-vested equity should include appropriate performance measurement periods. Three-year performance periods have become standard practice, balancing the need for meaningful measurement with reasonable time horizons [11]. The performance metrics should be carefully selected to reflect long-term value drivers rather than short-term manipulations.

Second, the increased ownership requirements should include provisions for share retention beyond board service. Many leading companies now require directors to maintain ownership for one to two years after leaving the board, ensuring their incentives remain aligned during the transition period [12].

Third, the compensation committee should establish clear policies regarding hedging and pledging of company stock. Prohibiting these practices ensures directors cannot insulate themselves from the risks faced by ordinary shareholders [13].

8. Conclusion

Coca-Cola's director compensation policies between 2019 and 2023 demonstrate basic alignment with shareholder interests but fall short of industry-leading practices. While the company maintains reasonable equity participation and ownership requirements, its failure to incorporate performance-

vesting conditions or ESG metrics represents a significant gap in governance quality. The company's static approach during a period of significant economic change and governance innovation suggests opportunities for meaningful improvement.

The proposed reforms would better position Coca-Cola as a governance leader while more effectively aligning director incentives with long-term shareholder value creation. These changes include introducing performance shares tied to both financial and sustainability metrics, strengthening ownership guidelines to require holdings equivalent to five times the annual cash retainer, and modernizing equity instruments through performance-vested options and relative total shareholder return modifiers. Such modifications would bring Coca-Cola's practices in line with leading peers while addressing growing investor expectations around performance-linked compensation and sustainability integration.

As institutional investors increasingly focus on governance quality in their investment decisions, Coca-Cola has an opportunity to demonstrate leadership by enhancing its director compensation framework. The recommended changes would signal to shareholders that the board is committed to rigorous oversight and long-term value creation, potentially enhancing both corporate performance and investor confidence. The findings underscore the importance of dynamic compensation policies in fostering sustainable value creation for global market leaders facing complex stakeholder demands.

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