



2020 Gender Pay Gap Report

Coca-Cola
EUROPEAN PARTNERS

2020 Gender Pay Gap Report

At Coca-Cola European Partners (CCEP) Great Britain Limited we are committed to building an inclusive and diverse business, reflective of society, and the customers, communities and markets we operate in based on clear principles of fairness and equity for all colleagues. Creating a positive gender balance in our workforce has been a core focus for many years, embedded in our approach to our culture, governance and people.

As part of this we have tracked gender pay data in our business over time and in early 2018, we produced the first report focused specifically on our gender pay gap. Since then we have continued to develop and expand our efforts to improve gender balance, as part of a revamped Inclusion & Diversity strategy driven by the Senior Leadership Team and our dedicated Inclusion & Diversity Groups. This strategy, entitled *Be Yourself, Be Valued, Belong*, aims to create a workplace environment where Everyone's Welcome and that builds confidence and supports ambitions for all, regardless of difference, background or personality



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Within this strategy there are core pillars that support our action plan on gender diversity, which include the following:

50% Accountability:

Our leadership team is committed to increasing the number of women in management and leadership positions, with an aspiration of reaching 50% in GB by 2025. In 2017 women accounted for 35% of these positions, a figure that has risen steadily to 40% in 2020. Women currently represent 31% of our overall GB workforce. This progress contributes to our CCEP-wide EU ambition of 40% of women in senior leadership positions by 2025. In 2019, our CEO signed the LEAD Pledge committing to accelerate gender parity within CCEP and in 2020 we submitted CCEP into the Bloomberg gender equality index – a further step in how we rigorously measure and track improvements in gender equality across our business.



Inclusivity Networks:

Our inclusivity commitments, programmes and content are now embedded across all parts of the business, from strategic leadership planning to new colleague inductions, and in our interactions with external stakeholders. The formation of colleague networks and action groups is a key part of this. Our Women's Network initiative - has now evolved into an overarching Inclusive Networks programme bringing together colleagues from all genders across the business at regular events designed to challenge and inspire people to play an active role in shaping our culture.

Figure 1.0



Recruitment:

We actively seek gender balance in our candidate shortlists, spanning all roles and levels from apprentices to senior leaders. As a manufacturing business, CCEP has traditionally had a higher proportion of male employees and applicants, however our aim is to achieve 50/50 gender balanced candidate recruitment slates. We also aim to ensure diversity within our hiring teams and inclusion embedded in their selection practices – for example through dedicated training to address the potential for unconscious bias and the use of assessment centres with mixed panels of assessors.



Training & Development:

Our 'Women in Leadership' programme includes both formal and informal development and support interventions for women in management positions and we have a range of learning and mentoring programmes for female talent to help them maximise their full potential in our business. This includes targeted investment in our management development curriculum to ensure that there is gender balance across the future leaders of our business. We have participated in the '30% Club' cross-company mentoring scheme for women offering both mentors and mentees the opportunity to further the support and development of women in business both internally and externally.

Our Gender Pay Gap Data

Under UK legislation that came into force in April 2017, businesses with more than 250 employees are required to annually publish data about their gender pay gap. Although this requirement was suspended in 2020 in light of the impact of the coronavirus pandemic, we continued our reports annually. This report reflects the calculations required under this UK legislation for Coca-Cola European Partners (CCEP) Great Britain Limited.

The gender pay gap relates to differences in average male and female pay 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).

In Great Britain, we make, sell and deliver some of the country's best-selling soft drinks brands. We are a large local employer and our roots are firmly based within the communities in which we do business. We employ people across England, Scotland and Wales in manufacturing sites, distribution depots and offices, as well as having a significant national field-based and home-based salesforce.



Our Gender Pay Gap Data

We have continued to track the gender pay gap data for Coca-Cola European Partners (CEP) Great Britain Limited in line with the government regulations first launched in 2017, and based on this methodology the headline figures for 2020 are listed below in Figure 2.0:

	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	4.4	-4.0
Mean	0.0	10.0

Figure 2.0 Figures as of 5th April 2020

A positive percentage figure represents female employees having lower pay or bonuses than male employees. A negative percentage figure represents female employees having higher pay or bonuses than male employees. **Mean** is commonly known as "average"; the mean gender pay gap is the difference in the average hourly pay for female employees within a company compared to that of male employees. **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 'middle man' if you separately lined up all the women in a company and all the men. 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 does our data tell us?

Our overall data for 2020 indicates that, with regards to our gender pay gap, the headline figure for the overall median gender pay gap in our workforce has more than halved from 9.6% as of 5th April 2019 to 4.4 per cent as of 5th April 2020. In 2017, the first reporting year, our gender pay gap was 10.7 per cent.

When looking at gender pay gaps, statisticians such as the Office for National Statistics prefer to analyse median data points because these are not impacted as much by outlying values, such as the earnings of small numbers of very senior leaders. Bonus payments under these regulations include stock awards at Director levels. The median figure reveals that our female colleagues earned a 4.0 per cent higher bonus on average than male colleagues. The mean gender bonus gap shows a figure of 10.0 per cent in favour of male colleagues. Although this represents a slight increase on the figure of 8.1 per cent as of 5th April 2019, it is a significant reduction from the figure of 29.1 per cent recorded as of 5th April 2018.

As with the analysis of our data, we have deduced that our gender pay gap arises from two key factors:

- Fewer women hold the most senior positions within our business in Great Britain at our Vice President and Director level of management and within some of our specialist corporate functions
- We employ more men than women in our manufacturing operations and this is where we have a significant number of highly technical and shift-based roles which attract a pay premium

We believe that the reduction in size of our gender pay gap shown between the 2019 and the 2020 data - can be attributed in part to the following factors:

- The proportion of women in our total workforce increased by 0.7 per cent, and the proportion of women in senior positions also increased marginally (by 0.1 per cent)

- The proportion of women receiving higher hourly pay has increased (up by 2.3% across the two upper quartiles) – see figure 4.0
- Although we continue to build a higher representation of females in leadership and management roles in 2020 – **40% in 2019 and 2020** – a greater proportion of the more senior roles remain held by men. The increase in gender balance within our management levels provides a good future talent pipeline, and we continue to increase our focus and investment in our management development curriculum to ensure gender balance in candidates for more senior positions. This supports our progress in achieving our aspiration of 50% of leadership and management roles in GB being held by women by 2025, as indicated in Figure 1.0.

The proportion of female and male CCEP GB employees receiving a bonus payment:

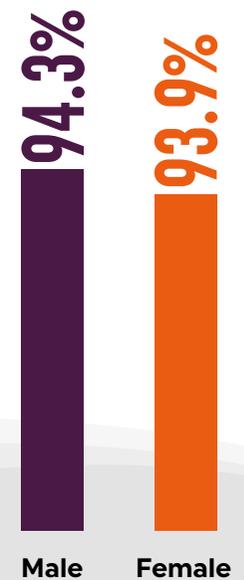
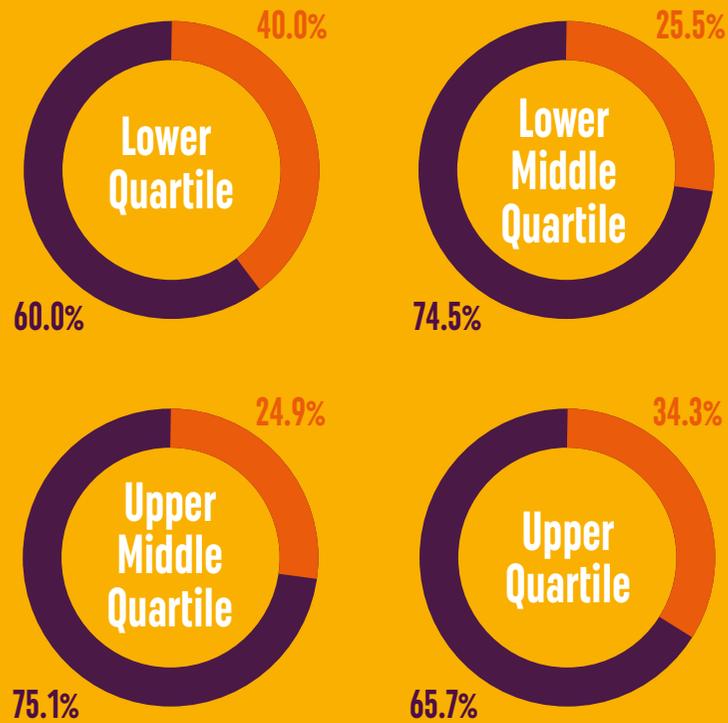


Figure 3.0

Key: Female Male

The proportion of female and male employees in each pay quartile:



Quartiles represent the pay rates from the lowest to the highest for our GB employees, split into four equal sized groups. These graphs show the percentage of men and women in each quartile.

Figure 4.0

Female and male employees by business area*

Corporate functions (administration, corporate strategy, finance, people & culture, business process & technology, legal and communications)



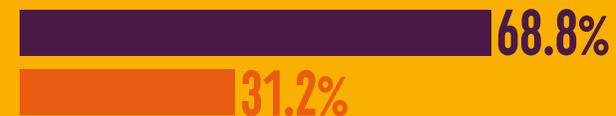
Supply Chain (manufacturing and logistics)



Commercial (field sales, national sales, commercial development and strategic planning)



Total (male & female)



*Totals as of December 2019

Figure 5.0

Looking to the future

At 4.4 per cent, our gender pay gap using the median figure, reduced significantly from 2019 to 2020, and is well below the national gender pay gap for all employees (both full time and part time workers) that is currently stated as 15.5 per cent by the Office for National Statistics*.

However, we are determined to make stronger and sustained progress. We are committed to taking the actions that will improve the diversity of our business and help us to reduce our gender pay gap further, with a goal to achieve overall gender pay parity for CCEP in Great Britain.

Inclusion and Diversity is at the heart of everything we do as a business and ensuring that we have a diverse and representative workforce is a long-standing focus. Nevertheless, in 2020 we further intensified our approach to inclusion and diversity as part of our "Everyone's Welcome" philosophy. We had already established an ambassador network of colleagues across all functions of the business and at varied levels of seniority – the #JustBe programme – that aims to deliver inclusivity, gender equality and wellbeing by educating, inspiring and engaging everyone through a range of channels. The network also connects on a regular basis to initiate activity and benchmark and measure progress.

Measurement and accountability are crucial in ensuring equality and we have therefore built gender metrics into the objectives of the Executive Leadership Teams across our business. We recognise that some functions of our business – for instance manufacturing roles in our Supply Chain teams – are traditionally less-likely to be filled by women, and we have therefore set specific targets to increase gender equality in every part of our business, with accountability for this at the most senior levels.

In 2021 CCEP was included in the Bloomberg Gender Equality Index for the first time, reflecting a high level of disclosure and performance across the framework's five pillars of female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. We have also joined the United Nations Women's Empowerment Principles (WEPs), a set of principles offering guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace and community.



Looking to the future (continued)



While we have made good progress, this is meaningless if it is not sustained for the long-term. We've therefore also made significant investments in our management development curriculum to ensure that there is gender balance in those we identify as our future leaders and that they are being given the support they need to achieve their potential.

2020 was of course a year unlike any other, and there is research to show that women have been disproportionately affected during the pandemic, particularly with expectations around childcare and how that can affect work. During 2020, our approach has been to increase the package of parental support we offered; giving all employees who are parents, regardless of gender, the option to access five additional days of emergency school leave and providing digital tools and equipment to support working from home. We've also introduced more flexible working patterns across our business.

The commitment to achieve gender equality is one of five dimensions of our approach to inclusion and diversity, which also includes Culture and Heritage, Disability Inclusion, LGBT+ and ensuring a Multi-Generational Workplace. Through this approach we are fostering a culture where everyone's welcome to be themselves, be valued and belong. Each dimension has an Executive-level sponsor, supported by representative catalyst groups that drive meaningful and measurable progress in all areas.

This is not just the right thing to do, we also see it is a commercial imperative. Our long-term business success will be driven by the diversity that comes from all our people and their broad range of perspectives and backgrounds. Inclusion and Diversity is therefore a central part of our overall strategy for growth and a key aspect of our Sustainability Action Plan - This is Forward - which lays out our vision and commitment for helping to build a better future for our communities, our people, our customers and the environment.

Declaration

I confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

Stephen Moorhouse

General Manager, Great Britain Business Unit,
Coca-Cola European Partners
Great Britain Limited