

ACTION ON SOCIETY (OUR PEOPLE)

We're determined to make a positive difference both in our workplaces and in our local communities. Ensuring our people's and our communities' wellbeing and safety is our priority.

CCEP'S COMMITMENT TO SDGS



GENDER EQUALITY



DECENT WORK AND ECONOMIC GROWTH



OUR STRATEGY

Our success is only possible due to the passion and commitment of the 22,000 talented people who work with us. Our vision is to be an organisation where everyone's welcome to be themselves, be valued and belong – including different thinking, experiences and backgrounds in all that we do.

Our people and culture strategy, ME@CCEP sets out our common culture and values and defines the experience we want our people to have at CCEP. It is about being well, connected, valued, developed, rewarded and inspired.

We are committed to building a diverse workforce and encouraging an inclusive culture. This covers all areas of diversity including gender, culture and heritage, multi generations, LGBT+ and disability.

We believe that inclusion and diversity is a key driver of innovation and growth. Promoting gender equality is an important part of this, and to ensure we're moving in the right direction we have a target for at least 40% of leadership positions at CCEP to be held by women by 2025.

We're committed to providing our people with a safe and healthy work environment that safeguards their mental and physical wellbeing. To support this objective, we implement a strong health and safety programme which includes a target to reduce our lost time incident rate to below 0.50 by 2025.

Our progress

Management positions at CCEP held by women

35.5%

35.6%

Lost time incident rate (number per 100 full time equivalent employees)

1.07

0.82

2019 2020

COVID-19 SUPPORT

When COVID-19 swept across Western Europe in 2020, we immediately prioritised the wellbeing of our people. Amid the stress and disruption caused by the pandemic, it's more important than ever that we look after our wellbeing and mental health. During the year we strengthened our wellbeing programme for all our people and we took a number of steps to ensure our people can work safely, including creating new work protocols and expanding teleworking capabilities to enable more employees to work from home.

CONTENT FINALISED AT BEGINNING OF MAY 2021 RELATED TO CCEP'S OPERATIONS IN WESTERN EUROPE

BEING VALUED

WHAT IS YOUR INCLUSION AND DIVERSITY STRATEGY?

We aim to be an organisation where everyone feels free to be themselves, and where difference is welcomed and valued. We foster an inclusive culture that drives innovation and performance, creating a trusted and successful business that our colleagues, customers and communities admire and support.

Our CCEP wide Inclusion and Diversity (I&D) policy was approved by our Board of Directors in 2019 and launched in 2020. It explains the importance of I&D to CCEP's future, and sets out our expectations in this area. In 2020, we launched our Everyone's Welcome strategy, our CCEP wide philosophy focused on four different pillars: to embed an inclusive culture, to promote accountability, to establish diverse leadership and pipelines and to be a driver of change.

I&D is a cornerstone of our people strategy. We believe that encouraging diversity of ideas, thinking and experience leads to better ways of working and better business results. We are committed to building a diverse workforce and encouraging an inclusive culture. This covers all areas of diversity, including gender, culture and heritage, multi generations, LGBTQ+ and disability.

Improving gender balance at CCEP is an important part of our overall diversity strategy. Within our This is Forward sustainability strategy, we have set a target of ensuring that at least 40% of management positions (middle management and above) are held by women by 2025. In 2020, 35.6% of management positions at CCEP were held by women.

WHAT PROGRESS HAVE YOU MADE IN 2020?

Becoming an inclusive and diverse company has been an objective since CCEP was established, and we have taken some important steps.

We built awareness about the value and importance of I&D, audited gender pay equity across all markets and have taken action where needed. We developed transparent people data, with monitoring and reporting of gender diversity in our countries and functions.

At CCEP we want to create a better shared future. To do this, it's vital that we represent the inclusivity and diversity of the brands that we make and sell, and the communities that we serve. This means creating a workplace where everyone's welcome to be themselves, be valued and belong – and truly including different thinking, experiences and backgrounds in all that we do. In 2020, our I&D Centre of Expertise launched the new I&D strategy, Everyone's Welcome (see above). We also nominated Executive Leadership Team (ELT) sponsors for each of the inclusion and diversity dimension: gender, LGBTQ+, culture and heritage, disability and multi generations. We hosted regular employee voice listening sessions, and

amplified voices of under-represented groups. The ELT sponsors prioritised action plans, created an I&D roadmap and vision, and policies were created and communicated to our employees.

In 2020, we also reinforced our commitment to gender equality by applying to join [the United Nations Women's Empowerment Principles](#) and for inclusion in the [Bloomberg Gender-Equality Index](#). Confirmation of acceptance and inclusion in each was received in early 2021. This will help us in identifying any gap we have on diversity within our company.

To help us celebrate Pride month in June and the LGBTQ+ community, we customised our online platform for our employees to fly the rainbow flag, added new resources and created our very own Coca-Cola Pride playlist. Employees can add their favourite Pride anthems to the playlist. We also created a playlist of eight LinkedIn learning courses that can help our employees keep inclusion at the heart of our interactions and ways of working.

We want to ensure that our Everyone's Welcome strategy is implemented locally. For example, **in GB**, #Justbe ambassadors hosted a virtual Pride party, with colleagues from across Europe. Colleagues at our **German headquarters** raised the rainbow flag in support of the LGBTQ+ community. **In Spain**, employees were invited to have a virtual Coke with the Diversity Allies working on LGBTQ+ issues. **In Sweden**, we launched #allaärvälkomna, our local inclusion and diversity group.

WHY IS A DIVERSE WORKFORCE AND INCLUSIVE CULTURE IMPORTANT FOR YOU?

We believe that encouraging inclusion and diversity is not only the right thing to do, it also leads to better business performance, competitiveness and growth. Businesses with the greatest ethnic and cultural diversity in management are 35% more likely to perform above average^(A). Similarly, companies with the greatest gender diversity in management are 15% more likely to perform above average^(A). Today 15% of people around the world are living with some form of visible or invisible disability^(B). This is an enormous opportunity to better include and benefit a huge group of talented colleagues and valuable customers.

Fostering a diverse workforce and an inclusive culture has many advantages for our business. Firstly, it helps us attract and retain the best people, regardless of gender, background or any other reason not related to performance. It also ensures that we are a welcoming, stimulating and rewarding place to work.

We also know that diverse teams are more creative and innovative. Teams composed of people with varied perspectives and experiences bring more to the table, and are better attuned to the unmet needs of customers and consumers like themselves.

(A) McKinsey & Company
(B) World Bank Group

Finally, a more diverse workforce will also help us in our commercial operations. We know that our customers and consumers are from increasingly diverse backgrounds. To serve them effectively, it's essential that our people reflect this diversity.

WHO IS ACCOUNTABLE FOR DIVERSITY AT CCEP, AND HOW DO YOU MEASURE PROGRESS?

Reporting to our Chief People and Culture Officer, our I&D Centre of Expertise is responsible for developing CCEP wide I&D priorities and associated plans, and measures progress. It provides subject matter expertise to the local leadership teams responsible for implementing the I&D plan at a local level and works with local I&D champions to ensure our focus and delivery remain on track.

The I&D Centre of Expertise works together with leaders, ambassadors and colleagues to provide greater leadership accountability; understand the barriers for under-represented communities; increase education and awareness of our commitment and priorities; identify and deliver meaningful actions and measure impact.

Our Chief People and Culture Officer, together with our I&D ELT sponsors, reports back to our Board of Directors, which holds the whole ELT accountable for the delivery of the plan.

A detailed I&D scorecard enables us to measure and benchmark progress. Every quarter, our ELT reviews the progress of each business unit and function against its I&D action plans. In addition, each member of our ELT has their own performance objectives.

WHAT ARE YOU DOING TO PROMOTE DIVERSITY WITHIN YOUR RECRUITMENT PROCESS?

To ensure a sustainable pipeline of diverse talent for our business, we have a range of programmes and activities to promote inclusion and diversity at every stage of the candidate and employee journey through the organisation, from recruitment and apprenticeships to training, development and progression. These activities are supported by clear inclusion and diversity policies.

In the Netherlands, we work in partnership with Women Inc, an organisation focused on inclusion. They helped us to evaluate our recruitment process and provided guidance on the language to use in communicating job vacancies in order to attract a diverse group of applicants.

In 2019, we conducted a survey to gain additional insight into why some women leaders leave, how we can attract more ethnic minority talent and how we can make it easier for differently abled people to work at CCEP.

In addition, we modified our talent attraction and recruitment processes to increase our chances of getting the best and diverse candidates, with a target of a 50:50 gender split for final interviews.

We also require our recruitment firms to provide better gender balanced candidate shortlists, to use diverse interviewing panels, to use talent mapping for external female talent and to review our job adverts to ensure they use inclusive language.

WHAT OTHER WORK ARE YOU DOING TO DEVELOP A PIPELINE OF DIVERSE TALENT?

We're also seeking to build pipelines of female talent in areas of the business where traditionally it has been hardest to attract women, through a number of partnerships and programmes.

In Portugal, we supported the third edition of BORA Mulheres 2020, a female entrepreneurship training programme run by Impact Hub Lisbon. More than 200 women enrolled in expert training sessions, which were held online due to COVID-19. In 2020, a mentoring scheme was added to the training programme which offered female entrepreneurs specialised training on 15 selected projects.

In Spain, we organised the fourth edition of GIRA Mujeres, the training programme for women who want to develop a business idea through entrepreneurship. Sol Daurella, our Chairman, participated in the virtual final event where we announced the 10 finalists and four winners from more than 3,800 participants.

In Belgium, we continued our partnership with JUMP, an organisation working for greater female representation in the workplace. The JUMP Award, supported by CCEP, celebrates and supports a woman or a man at the top of an organisation who, through her or his commitment and actions, actively promotes corporate gender equality in their teams and among their managers.

HOW ARE YOU INCREASING FEMALE REPRESENTATION AT MANAGEMENT AND LEADERSHIP LEVELS?

We build our female leadership pipeline through Women in Leadership, a series of training and mentoring programmes supporting the professional development of our female employees at different stages of their careers.

For example, the series includes Leading with Purpose, focusing on emerging female talent, and the Signature Programme, which helps our senior leaders build contacts across different industries. In 2021, we will be launching the Senior Women's Network, a programme for top female leaders at CCEP, combining mentorship and masterclasses with the aim of enhancing networks and building future-focused capabilities.

WHAT ROLE DO EMPLOYEE NETWORKS PLAY IN PROMOTING DIVERSITY ACROSS THE BUSINESS?

We have a number of employee networks dedicated to gender and other forms of diversity and inclusion. The networks promote diversity and build a sense of community, providing a safe space for colleagues to support each other and raise issues which affect them at work.

In 2020, as part of our Everyone's Welcome strategy we created our catalyst groups led by our ELT sponsors. These groups ensure that I&D activities reflect the experiences of under-represented groups and resonate with everyone. They work with our ELT sponsor to identify critical actions for change and take personal responsibility to progress actions.

The Women's Network groups across our territories promote gender diversity awareness, encourage personal development and act as a platform for communication and networking both internally and externally.

In 2019, our Chairman Sol Daurella supported the launch of the Women's Network **in Spain and Portugal**. Around 240 women from our supply chain and commercial teams and supporting functions took part in multiple network sessions focusing on STEM subjects. Due to COVID-19 events in 2020 were postponed.

In GB, we have an active network of over 125 #JustBe Inclusion Ambassadors who have increased our focus on broader inclusion activities across all functions. They are challenged to support the creation of an Inclusive Culture where our employees can 'Be Yourself, Be Valued, Belong'. The ambassadors work with local leaders to run inclusion sessions, communication campaigns and diversity initiatives throughout the year across a range of topics such as mental health, International Women's & Men's Day, Pride, Neurodiversity and many more. In 2020, the network organised multiple campaigns promoting diversity such as the Black history month spotlighting the culture, lives and experiences of black people in society. They also organised the disability awareness week with inspiring stories from employees with a disability.

In Germany, the Rainbow Network provides networking opportunities and raises awareness of LGBT+ issues.

DO YOU ENGAGE IN EXTERNAL PARTNERSHIPS TO SUPPORT DIVERSITY?

We believe industry wide partnerships and pledges have an important role to play in building a more diverse retail sector.

In 2019, our CEO Damian Gammell, along with The Coca-Cola Company (TCCC) Chairman and CEO James Quincey, signed the [LEAD Network pledge](#), an industry wide commitment to accelerating gender parity and inclusion across our sector.

In 2020, we also reinforced our commitment to gender equality by applying to join the [United Nations Women's Empowerment Principles](#) and for inclusion in the [Bloomberg Gender-Equality Index](#). Confirmation of acceptance and inclusion in each was received in early 2021. CCEP also endorsed the [UN Women's Empowerment Principles](#). This set of seven principles will guide us in promoting gender equality and women's empowerment in the workplace, marketplace and community – based on international labour and human rights standards.

In January 2020, we also signed the [Valuable 500 pledge](#), joining other companies and business leaders who have committed to putting disability inclusion on their business

leadership agenda. In addition, we are a member of the Business Disability Forum, Stonewall's Diversity Champions programme and the European Network against racism.

In GB, we have been certified a [Disability Confident Leader](#). This is the highest tier in the government's Disability Confident Programme, which encourages employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

BEING WELL

WHAT IS YOUR EMPLOYEE WELLBEING AND SAFETY STRATEGY?

At CCEP we believe all injuries are preventable and that no task is so important that it can't be done safely. This underpins our belief that everyone has the right to go home safely, and together we make it happen.

We are committed to providing our employees with a safe and healthy work environment that safeguards their mental, emotional and physical wellbeing. To support this objective, we have a strong health and safety programme, which includes a target to reduce our lost time incident rate to below 0.50 by 2025. In 2020, we saw our lost time incident rate fall to 0.82, a reduction of 23% compared with the previous year. With this programme in place we aim to drive a harmonised approach to mitigating safety risks and create a culture of continuous improvement.

HOW DO YOU ENCOURAGE BEHAVIOURS WHICH LEAD TO GOOD MENTAL HEALTH AND WELLBEING?

We support our employees' health and wellbeing through a range of benefits and other programmes. We communicate clear expectations and role descriptions and provide constructive and appreciative feedback. Managers have to ensure that workloads enable employees to do their best and are not overwhelming or under-demanding. We offer flexible working where possible, respecting the right of employees to work or to be disconnected outside of their regular working hours where appropriate.

In 2020, we took part in a number of activities to promote good mental health in the workplace. For example, **in France**, employees marked the signing of a Quality of Life at Work agreement by extending their National Quality of Life at Work week to an entire month. The month was full of opportunities to get involved, whether it was through webinars with practical advice on wellbeing management, or by taking part in virtual exercise classes.

In the Netherlands, we are working hard to make our production facility in Dongen smoke free. We are encouraging our employees to take part in an anti-smoking training programme in readiness for 1 January 2022 when no smoking will be allowed anywhere on site. **In Germany**, we won the Corporate Health Award 2020 in the consumer goods industry for our exemplary corporate health management. This award annually honours employers in Germany who are above average in their commitment to the health of their employees.

HOW DID YOU LOOK AFTER YOUR EMPLOYEES MENTAL HEALTH DURING THE COVID-19 PANDEMIC?

Amid the stress and disruption caused by the COVID-19 pandemic, it is more important than ever that our employees look after their wellbeing and mental health.

During 2020, we strengthened our wellbeing programme for all our people in response to the pandemic. We created an online Coronavirus Support Hub, giving employees access to a range of support tools and guidance. These include stress management webinars, tips on self-care and coping strategies, and advice about how to maintain an inclusive team environment.

We made it a priority to accelerate wellbeing training to our people managers so they were equipped with the skills and confidence to hold regular wellbeing conversations with their teams and notice important warning signs of poor health. We have created two virtual learning modules: wellbeing conversations and personal wellbeing and energy.

We've done more to promote our Employee Assistance Programme (EAP), a 24/7 support line for our people. Through our Don't Bottle it Up campaign, we've shared some of our colleagues' experiences of how the EAP has supported them, to encourage others to do the same if they feel they need help.

We also initiated the Wellbeing First Aider (WFA) programme to build an internal support network for mental health. In 2020, we trained 11 instructors and 100 WFAs with a target of 300 by the end of 2021. WFAs are delivering local First Aid workshops on mental health and building an internal network for mental wellbeing topics alongside our EAP service.

Finally, we ran a wellbeing survey in 2020, to gather feedback on the impact of the pandemic on our people.

HOW DO YOU ENCOURAGE BEHAVIOURS WHICH LEAD TO A SAFE WORK ENVIRONMENT?

All CCEP employees must keep themselves, their colleagues and others safe by using their common sense and following the relevant policies, procedures and processes that are in place to mitigate foreseeable risk at all times. We are working to achieve world class safety standards across our business. We're committed to achieving year-on-year reductions in workplace accidents, with a target to reduce our lost time incident rate to below 0.50 by 2025.

If anyone becomes aware of any activity, situation or behaviour that could compromise the physical or mental wellbeing of another person, they are encouraged to take action immediately and ensure that the person concerned and others involved are aware. Any harm avoided must be reported to a member of the CCEP management team immediately.

Managers have a particular responsibility to ensure that workplaces, processes and equipment are kept safe, that they consider the physical and mental wellbeing of their teams as paramount and that they encourage and

demonstrate by their behaviour that health, safety and wellbeing come first above all other considerations.

In cases where employees are injured or suffer any mental or physical health issues while employed by CCEP, we endeavour to make any reasonable adjustments to their duties and working environment to support their recovery and continued employment.

In order to refresh their knowledge and to avoid accidents, our employees in our supply chain follow mandatory safety trainings every year on topics such as the safe use of chemical products and fire prevention.

WHAT INVESTMENTS ARE YOU MAKING IN WORKPLACE SAFETY?

In 2020, we invested €6 million in safety projects. The investment has been used to upgrade and improve workplace equipment and infrastructure, including improving loading bay safety, upgrading machinery safeguarding, segregating people from vehicles and reducing noise levels.

For example, in our East Kilbride and Edmonton sites **in GB**, we launched a safety campaign with a focus on fork lift truck and pedestrian safety at site level. During the campaign we promoted safety initiatives and opportunities, and we highlighted how important safety is to our business.

In Germany, we continued our "With heart and mind" occupational safety campaign. Posters reminding our employees to recognise sources of danger and deal with them correctly were distributed throughout the year. In addition, managers addressed specific aspects of occupational safety relevant to their locations.

Improved work clothes with a focus on comfort and safety were made available for all employees in our production facilities **in Belgium**. The clothes are better suited to work in a warm environment, and are now more visible, which is important for preventing accidents. Clothes for maintenance staff are now fire resistant.

In our production facility in Les Pennes-Mirabeau, **France**, we are piloting an innovative anti-collision system to reduce the risks of accidents in working environments where vehicles and pedestrians share the same space. Fork lift trucks are fitted with a system that detects the location of pedestrians and other vehicles in real time, and emits visual and audible warning signals if people and vehicles are getting too close. Following the installation of the system, the sites have recorded more than 800 working days without an accident at the time of reporting.

HOW DID YOU ENSURE YOUR EMPLOYEES SAFETY DURING THE COVID-19 PANDEMIC?

Following the COVID-19 outbreak we took a number of steps to ensure our people can work safely, including creating new work protocols and expanding teleworking capabilities to enable more employees to work from home.

Many of our employees – especially those working in our production facilities or in the field – have jobs that can't be done remotely, and have continued to work tirelessly throughout the crisis to get products safely to retail partners and consumers. For those people, we've invested in equipment to check their temperatures on arrival at our offices and production facilities.

We've also introduced rigorous additional cleaning and sanitisation routines, as well as reinforcing hygiene guidelines. Looking ahead, we are implementing new hygiene and social distancing measures in our offices in line with local and national legislation to make sure our people can safely return to their workplaces when the time is right to do so.

HOW DO YOU MANAGE AND MEASURE SAFETY PERFORMANCE?

We have a number of integrated management systems and programmes in place to measure and manage our safety performance.

In 2018, we updated our methodology for tracking and managing safety performance to show us more clearly how and why incidents are occurring. Today, we use total incident rates (TIR) and lost time incident rates (LTIR) as key performance indicators. With TIR, any incident leading to an injury that requires medical treatment is counted in the overall rating. With LTIR we calculate the number of incidents that result in time away from work. Our aim is to achieve world class safety performance by 2025, with the target to be below 1.0 for TIR and below 0.5 for LTIR.

We have a contractor management system in place across all our territories. Under this system, all contractors are required to pass a risk-based assessment before they are permitted to work at our sites. We also completed a safety maturity profile assessment for all our production facilities.

In 2020, all our production facilities and all our regional distribution centres were certified to Occupational Health and Safety management Series ISO45001/ OHSAS 18001.

HOW DID CCEP PERFORM IN 2020?

In 2020, we continued to upgrade and improve workplace equipment and infrastructure and we saw our LTIR fall to 0.82 per 100 full time equivalent employees across our whole business, a reduction of 23% compared with the previous year. Overall, our LTIR has reduced by 63% since the formation of CCEP in 2016. In 2020, zero employee or contractor fatalities occurred during the year.

CCEP sites celebrating safety milestones in 2020 included our cold drink operational site in Londerzeel, **Belgium**, our production facility in Valles, **Spain** and our distribution centre in Edmonton, **GB**, which have seen no lost time incidents for five years, six years and eight years respectively. Our production facility in **Norway** won the NEBU Supply Chain Safety Award for its record of four years without incident.

BEING REWARDED

WHAT BENEFITS DOES CCEP OFFER TO EMPLOYEES?

Along with a regular salary in line with market rates, benefits are available to all our employees. These vary according to their country and level in the organisation. Benefits include medical or dental insurance, life insurance, eyecare vouchers, holiday time and leave packages to cover sickness, the birth of a child, bereavement or a long-term illness in the family. Depending on the country, level and grade, we also offer pension plans and share purchase plans.

Around two thirds of our employees participate in annual variable remuneration plans. We offer a consistent annual bonus plan to around 5,400 people across the organisation (around 24% of our total workforce). In addition, sales incentive plans are operated for around 18% of our people and a further 29% participate in local incentive plans.

We operate a Long-Term Incentive Plan (LTIP) for around 280 people who occupy the most senior roles in the business. In 2020, we have integrated a carbon reduction target into our LTIP, incentivising our management team to deliver a reduction in Greenhouse Gas (GHG) emissions across our value chain. The carbon reduction metric has a 15% weighting and sits alongside traditional financial metrics of earnings per share (EPS) and return on capital invested (ROIC).

Some of our employees participate in incentive programmes or share ownership schemes that are linked to CCEP's performance and give them an opportunity to participate in the Group's performance. In GB, we offer an Employee Share Plan (ESP). This is a tax efficient opportunity for employees to become shareholders through salary sacrifice arrangements. Around 75% of eligible employees were participating in the ESP on 31 December 2020.

HOW DO YOU WORK TO DEVELOP PAY EQUITY?

CCEP is an equal opportunities employer. We make decisions about recruitment, promotion, training and other employment issues solely on the grounds of individual ability, achievement, expertise and conduct. We do not discriminate on the basis of gender, gender identity, race, colour, religion, ethnicity, cultural heritage, age, social background, mental or physical ability or disability, national origin, sexual orientation or any other reason not related to job performance or prohibited by applicable law.

To ensure that line managers make appropriate pay decisions, we provide training and support during the salary review process and when employees are being hired or promoted. We monitor pay equity within our territories through annual or bi-annual reviews. These take account of additional factors, such as performance over time, which can affect the pay of both men and women. We publish our pay ratio in each of our countries of operation where required, using the methodologies defined by local laws and regulations.

CCEP Iceland is certified to pay equal salaries to both genders and today the management team is 50/50 men and women.

In GB, we published our [2020 Gender Pay Gap Report](#). We have tracked gender pay data in our business for several years 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 our revamped I&D strategy.

BEING DEVELOPED

HOW DO YOU SUPPORT YOUR EMPLOYEES' PROFESSIONAL DEVELOPMENT?

Across our business, we have a number of training programmes and systems to support our employees and develop talent at every level of our organisation. These include our Accelerate Performance working sessions, as well as tools to identify talent and growth potential among our employees.

In 2020, we offered training during the year, using our digital learning platforms Juice and Me@CCEP. These include short training videos, guides and other online tools covering a wide range of subjects, from time management to team building. These digital learning platforms are available on any device, so our people can access training materials whenever they like.

Two new training modules were developed and launched in 2020, to assist leaders when discussing mental health and wellbeing with their teams, and to help individuals better manage their personal wellbeing and energy levels. We also launched MyPerformance@CCEP, a mobile and online personal growth app that brings together everything our people need to know about their objectives, feedback and development in one place.

Our training programmes support our people at every stage in their careers, from the moment they join CCEP onwards. Programmes designed for new employees include our Red University in Belgium, a series of training sessions designed to give newcomers a complete understanding of our brands and products.

Through Me@CCEP, we want to create a workplace where people can grow, thrive and be happy. Following collective feedback in our 2019 engagement survey, in 2020 we refreshed the way we empower and support our employees to own and shape their career and personal growth. Using the Me@CCEP platform, employees can now create their own talent profile, almost like a CCEP CV. This helps employees and their managers to understand where employees are now and where they want to be, so they can get the right support from their manager and our People & Culture team. In addition, employees can use the profile to apply for opportunities across CCEP.

Our plan is to evolve our talent processes to enable a culture within our company that is even more agile, responsive, engaged and performance-driven. This means moving towards becoming an open marketplace of skills, knowledge and talent, where we leverage insights, social learning and skills-mapping to identify and address skills gaps, drive the business and empower our employees to have greater control over their development.

BEING CONNECTED

WHAT COMMUNICATION TOOLS DO YOU HAVE IN PLACE TO INFORM AND ENGAGE YOUR EMPLOYEES?

Good communication is an essential part of building a motivated, engaged workforce. We're committed to communicating clearly and transparently with our people and their representatives.

The circumstances surrounding COVID-19 have led to an increase in remote working across our business. This, combined with an increase in the level of unpredictability in our working environment, makes it more important than ever for our management and leadership teams to be visible and available to our people in order to feel connected to each other even though working remotely.

In 2019, we rolled out a new internal communications platform, Redline, which contains real time news from across the business and provides a means of two-way communication with colleagues, including management.

Everyone at CCEP has access to news and information about us in local languages through intranet sites and printed materials. CCEP management gives updates about CCEP's overall and local performance through these channels, as well as through our published results. In 2020, management held regular, informal sessions to present updates on business performance and the evolving COVID-19 situation, along with wellbeing and other initiatives.

CCEP meets regularly with European, national and local works councils and trade unions that represent our employees. When required, we consult with our people and their representatives to discuss proposed measures before making decisions. We encourage constructive and meaningful dialogue. During consultation, our employee representatives have the opportunity to ask questions, share views and propose alternatives to proposals before management makes a final decision.

BEING INSPIRED

WHAT CAN EMPLOYEES DO TO SUPPORT LOCAL COMMUNITIES?

As part of supporting our local communities, we encourage our people to take part in a wide range of volunteering activities connected to our sustainability commitments, such as litter pick ups and charity fundraising events.

Our volunteering policy enables all employees to spend up to two paid working days each year volunteering for a charity or cause of their choice. Following the introduction of government restrictions across our territories in response to COVID-19, our employees had fewer opportunities to volunteer during the year. We continued to offer them opportunities to volunteer, where possible and safe to do so and, in 2020, our employees dedicated 9,061 hours of volunteering time. [Read more](#) in our action on society (our communities) factsheet.