



Human Rights Restructuring Guidelines

May 2019

Purpose

The CCEP Human Rights Restructuring Guidelines are intended to provide a recommended approach to the business on a range of human and workplace rights issues and impacts that often emerge during the restructuring, sale, merger or acquisition of a business or elements of a business (generally referred to as “restructuring” below). These potential issues are wide-ranging and may be of concern to the business, employees, labour unions, employee representatives and local communities.

Respect for Human Rights

Respect for human rights is incorporated within CCEP Human Rights Policy and such respect is fundamental to the sustainability of our Company and the communities in which we operate. We are committed to ensuring that people are treated with dignity and respect. The commitment to respect human rights is guided by international human rights principles encompassed in the Universal Declaration of Human Rights, the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact and the United Nations Guiding Principles on Business and Human Rights.

For over 40 years, the actions of multinational companies have been guided by the OECD Guidelines for Multinational Enterprises. The Guidelines apply to the whole of CCEP, the entities that it owns, the entities in which it holds a majority interest, and the facilities that it manages. These guidelines align to the same philosophy and approach held by The Coca-Cola Company.

In our business activities, including restructuring activities, we are committed to identify, prevent, and mitigate adverse human rights impacts resulting from or caused by our business activities. (See OECD Guidelines on Multinational Enterprises Section IV. Human Rights, paragraphs 1 – 6). These include the following:

- At the very earliest planning levels for any restructuring, the protection of human rights should be incorporated into the process.
- When a restructure occurs, the commitment to respect human rights, including related human rights policies, will be included in corresponding employee communication and people manager training at the earliest stage possible.
- Respect for human rights considerations will be included in transition planning, and, in particular, will include the commitment to have contact and dialogue with elected employee representatives in accordance with applicable law.
- When a business or elements of a business is sold, the commitment to respect human rights, including related human rights policies, corresponding employee communication and people manager training will be shared with management of the acquiring party, such as a bottler. CCEP will encourage the acquiring party, to adopt similar human rights commitments of its own as they are expected to do under the UN Guiding Principles on Business and Human Rights.



Community and Stakeholder Engagement

Our business activities could impact the communities in which we operate. We are committed to engaging with stakeholders in those communities to ensure that we are listening to, learning from and taking into account their views as we conduct our business. Where appropriate, we are committed to engaging in dialogue with stakeholders on human rights issues related to our business, including issues related to restructuring. We recognise and work with employee representative bodies at both European and national level, as appropriate.

We are also committed to creating economic opportunity and fostering goodwill in the communities in which we operate through locally relevant initiatives.

We recognize that the actions of CCEP are closely monitored on an ongoing basis by a number of external stakeholders, including local and national unions, international union federations, social investors, human rights and student groups, and other non-governmental organisations. (See [OECD Guidelines on Multinational Enterprises](#), Section III. Disclosure, paragraphs 1 – 4 and Section IV. Human Rights, paragraphs 1 – 6)

CCEP is committed to engage in appropriate dialogue with these stakeholders to address the impact of business restructuring on workers and the community.

- The principal issues raised by external stakeholders in relation to restructures may include topics such as:
- Timely information disclosure on potential impact on employees, including potentially before decisions are final.
- Informing and consulting with employee representative bodies, where applicable, on the economic consequences on adversely affected employees.
- The proposed plans to mitigate the impact upon employees, including redeployment, retraining and severance payments.
- Commitments (by both the selling and acquiring entities), where there is a merger or acquisition to respect existing union representation rights and collective bargaining agreements, where there is a legal requirement to do so.
- Assessing whether the restructure will result in outsourcing or removal of unionized jobs that lower the number of union members.

Freedom of Association and Collective Bargaining

We respect employees' right to join, form or not to join a labour union or employee representative body, in accordance with local country legislation, without fear of reprisal, intimidation or harassment. Where employees are represented by a legally recognized union or employee representative body, CCEP is committed to establishing a constructive dialogue with their freely elected or appointed representatives. Where Collective Bargaining exists we are committed to do so in good faith with such representatives. (See [OECD Guidelines on Multinational Enterprises](#), Section V. Employment and Industrial Relations, paragraphs 1 a. and 1 b.)

Information Disclosure

In line with the OECD Guidelines on Multinational Enterprises CCEP is committed to:

- Maintaining open dialogue with employees and their representatives, and recognise that communication is vital to fostering engaged and inclusive workplaces.
- Providing employees and their union representatives with information of an acquisition, sale or structural change prior to any final decision being taken, as set out in both



European and local country legislation. (See [OECD Guidelines on Multinational Enterprises](#), Section V. Employment and Industrial Relations, paragraphs 2 a., 2 b., 2 c., 3 and 6)

Structural Changes and Mitigation of Adverse Effects on Employees

In considering changes in operations that would have an adverse impact upon employees including plant closings, layoffs, contracting out and outsourcing, CCEP will:

- As early as possible, initiate a process of identifying the potential impact of business restructuring activity on employees, including human rights impacts.
- Provide reasonable notice to employees and, if applicable, their union/employee representatives, with notice prior to the final decision being taken (subject to relevant legal, business, or confidentiality considerations).
- Discuss with employees and, if applicable, union/employee representatives the steps being taken to mitigate the adverse effects on employees of ownership and structural change. • Cooperate with appropriate governmental authorities and community representatives to address effects through local initiatives, where practicable.
- In general, we should be committed to use available means, as appropriate, to ensure meaningful cooperation with employees and, if applicable, their union representatives in order to mitigate adverse effects of restructuring decisions on employees. (See [OECD Guidelines on Multinational Enterprises](#), Section V. Employment and Industrial Relations, paragraphs 6, 7 and 8)

Valuing Diversity

We are dedicated to maintaining workplaces that are free from discrimination or harassment on the basis of race, sex, colour, national or social origin, religion, age, disability, sexual orientation, political opinion or any other status protected by applicable law.

In implementing restructuring decisions impacting people, CCEP must not engage in discrimination or bias on the basis of any of the stated grounds. (See [OECD Guidelines on Multinational Enterprises](#), Section IV. Human Rights, paragraph 40 and Section V. Employment and Industrial Relations, paragraphs 1 (e.) and 54)

Additional Resources

[Business and Industry Advisory Committee \(BIAC\) to the OECD](#)

Responsible Business Conduct: The OECD Guidelines for Multinational Enterprises, <https://mneguidelines.oecd.org/guidelines/> - BIAC Website: <http://biac.org/>

UN Guiding Principles on Business and Human Rights UN Guiding Principles on Business and Human Rights document: http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

International Organization of Employers (IOE) Resources on Business and Human Rights: IOE website: <https://www.ioe-emp.org/en/>