



# FACTSHEET: ACTION ON SOCIETY (OUR PEOPLE)



05 > GENDER EQUALITY

08 > DECENT WORK AND ECONOMIC GROWTH

We're determined to make a positive difference in society by promoting inclusion, diversity and economic development, both in our workplaces and in our local communities.

## OUR STRATEGY

Our success is only possible with the passion and commitment of the 23,300 talented people who work with us. We believe that diversity is a key driver of innovation and growth.

Our vision is to be an organisation where people feel they belong, and where different life experiences and perspectives are valued. 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.

Being a great place to work also means providing a safe, healthy working environment. We have strong programmes designed to eliminate accidents in the workplace, along with a range of other benefits supporting our people's health and wellbeing.

## OUR ACTIONS

To build the right culture for growth and align our approach across our territories, we introduced our people strategy in 2019. This includes an employee facing brand that defines the kind of experience we want everyone to have at CCEP. Me@CCEP is built on the idea that "everything starts with me" and is about being well, connected, valued, developed, rewarded and inspired.

Fostering an inclusive, diverse working culture is integral to our strategy. To support this, we set up a new CCEP wide Inclusion and Diversity Centre of Expertise in 2019.

A new CCEP wide Inclusion and Diversity Policy was approved by the Board in 2019 and launched in 2020. The policy explains the importance of inclusion and diversity to CCEP's future, and sets out our expectations in this area.

Promoting gender equality and empowering women continues to be a key priority. We aim to support women at senior levels and improve the gender balance in our talent pipelines through a range of training programmes and other initiatives.

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 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 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.

For the second year running, our business in Germany was awarded the **Pride 500 Seal** for its efforts in promoting LGBT+ inclusiveness. Activities in 2019 included taking an active role in a range of LGBT+ conferences and job fairs, hosting CCEP's first European LGBT+ workshop, and producing 100,000 "Love" cans to show our support for the LGBT+ community.

We have a safety road map in place to drive a harmonised approach to mitigating safety risks and create a culture of continuous improvement. CCEP manufacturing sites celebrating safety milestones in 2019 included our Morpeth and Edmonton sites in GB, which have seen no lost time incidents for ten years and seven years respectively. In Norway, our Robsrud site marked four years without injuries causing a leave of absence.

**WE ARE PLEASED THAT WE WERE ABLE TO AWARD CCEP, A LGBT+ DIVERSITY CHAMPION, WITH THE PRIDE 500 EMPLOYER SEAL. WITH ITS INTERNAL AND EXTERNAL COMMITMENT, THE COMPANY SETS AN EXAMPLE FOR MORE EQUAL OPPORTUNITIES FOR LESBIANS, GAYS, BISEXUAL, TRANSGENDER/ TRANSSEXUAL PLUS PEOPLE IN THE WORKPLACE."**

Stuart B. Cameron – CEO & Founder UHLALA Group – Germany

Our progress	2019	2018 <sup>(A)</sup>
Management positions at CCEP held by women	35.5%	35.2%

(A) Restated – read full footnote on page 22 of our **integrated Report**

## FAQ

We'll be the force for good, championing inclusion and economic development in society – with our employees and our communities.

## INCLUSION AND DIVERSITY

### What is CCEP's inclusion and diversity strategy?

We aim to be an organisation where people feel they belong and where our inclusive culture drives innovation and performance, creating a trusted and successful business that our colleagues, customers and communities admire and support.

Inclusion and diversity is a cornerstone of our new people strategy. We believe that encouraging diversity of ideas, thinking and experience leads to better ways of working and better business results. We're 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.

A new CCEP wide Inclusion and Diversity Policy was approved by the Board in 2019. It explains the importance of inclusion and diversity to CCEP's future, and sets out our expectations in this area.

Improving gender balance at CCEP is an important part of our overall diversity 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 – with a longer-term goal of having equal representation at management levels at both CCEP and The Coca-Cola Company (TCCC). In 2019, 35.5% of management positions at CCEP were held by women.

### What progress have you made in 2019?

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 inclusion and diversity, 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.

To build the right culture for growth and align our approach across our territories, we introduced our new people strategy in 2019. This includes an employee facing brand that defines the kind of experience we want everyone to have at CCEP. Me@CCEP is built on the idea that "everything starts with me" and is about being well, connected, valued, developed, rewarded and inspired.

### Why is a diverse workforce and inclusive culture important for CCEP?

Fostering a diverse workforce and an inclusive culture has many advantages for our business.

Firstly, it helps us attract and retain the best people. Promoting diversity ensures that we recruit and develop the talent we need to succeed, regardless of gender, background or any other reason not related to performance. It also ensures that CCEP is 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.

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?

In 2019, we set up a new CCEP wide Inclusion and Diversity Centre of Expertise reporting to our Chief People and Culture Officer. The centre develops CCEP wide inclusion and diversity priorities, associated plans and measures progress. It provides subject matter expertise to the local leadership teams responsible for implementing the inclusion and diversity plan at a local level and works with local inclusion and diversity champions to ensure our focus and delivery remains on track.

The Inclusion and Diversity Centre of Expertise is overseen by the Executive Leadership Team (ELT) which is responsible for agreeing on priorities, plan and approach. The ELT delegates authority to our Centre of Expertise for the delivery of the plan and signs off on external legal and/or regulatory reporting. They also function as an escalation point to help resolve any issues.

Our Chief People and Culture Officer reports back to the Board which holds the ELT accountable for the delivery of the plan.

A detailed inclusion and diversity scorecard allows us to measure and benchmark progress. Every quarter, our ELT reviews the progress of each business unit and function against its inclusion and diversity 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 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 can we 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.

Data from Statistics Norway show that science is male dominated. In 2019, we hosted an Engineering Challenge at our manufacturing site in Rømsrud in Oslo in partnership with the municipality of Skedsmo, to encourage more girls to specialise in STEM subjects and pursue careers in science and engineering. 24 female students received various practical tasks, challenges, a guided tour at our site and interacted with female employees working in an engineering environment.

We continued our partnership with **JUMP**, an organisation working for greater female representation in the workplace in Belgium. On International Women's Day in 2019, we again sponsored JUMP's Woman at Work award, which recognises Belgian leaders and companies making progress in gender balance and equality.

In 2019, we sponsored the SHE Community Conference, in Oslo, Europe's largest gender diversity conference. The event featured many lectures and was a great inspiration for those male and female employees who attended the conference. Sol Daurella, our Chairman, delivered a speech about the importance of 'belonging'.

## 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 Connect to Grow, a mentoring programme aimed at senior managers, associate directors and directors. Connect to Grow supports our talented women leaders to achieve their potential by partnering them with experienced leadership mentors, and building their connections across the business. Since its launch in 2017, 20 women have taken part in the programme.

Other programmes in the series include Leading with Purpose, which gives leadership training to women in their midcareers, and the Signature Programme, which helps our senior leaders build contacts across different industries. We have launched a new internal recruitment programme called Hiring Manager Excellence which trains managers in recognising unconscious bias and mitigating against it during the recruiting process.

In Germany, different training and coaching programmes were implemented in order to address gender balance to further empower female leadership, for example the "Girls' Day" and "Leading with Purpose".

## What role do employee networks play in promoting diversity across the business?

Recent years have seen the emergence of a number of employee networks dedicated to gender and other forms of diversity and inclusion.

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. For example, in Sweden we have established Malala – a network giving women and men in our supply chain a platform to share their experiences. The network also supports our broader ambition to increase the proportion of women working in our supply chain.

In 2019, our Chairman Sol Daurella supported the launch of the Women's Network in Spain and Portugal. Approximately 240 women from Supply Chain, Commercial teams and supporting functions took part in multiple network sessions focusing on STEM subjects. Our aim in 2020 is to expand these networks and also include men.

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'. At CCEP we focus on five key diversity areas and our #JustBe ambassadors activate across all of these areas locally. They work with local leaders to run inclusion sessions, communication campaigns and activate 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 2019, our LGBT+ Friends action group working with #JustBe activated Pride bigger and better than ever before with many colleagues taking part in Pride marches across the UK and showing our support for the LGBT+ community across all of our sites and offices.

In Germany, the Rainbow Network provides networking opportunities and raises awareness of LGBT+ issues. Activities in 2019 included taking an active role in a range of LGBT+ conferences and job fairs, hosting CCEP's first European LGBT+ workshop, and producing 100,000 "Love" cans to show our support for the LGBT+ community.

### Do you engage in external partnerships to support diversity?

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 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 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.

For the second year running, our business in Germany was awarded the Pride 500 Seal for its efforts in promoting LGBT+ inclusiveness.

## WELLBEING AND SAFETY

### What is CCEP's 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 and physical wellbeing. To support this objective, we have a strong health and safety programme in place to drive a harmonised approach to mitigating safety risks and create a culture of continuous improvement.

### How does CCEP encourage behaviours which lead a safe work environment?

All CCEP employees must keep themselves, their colleagues and others safe by using their common sense, 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 the ultimate goal of zero incidents in the workplace.

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 have other mental or physical health issues during employment with CCEP, we make reasonable adjustments to their duties and working environment to support their recovery and continued employment.

### How does CCEP encourage behaviours which lead to good mental health?

We also 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 where appropriate to work or to be disconnected outside of their regular working hours.

### How did CCEP perform in 2019?

In 2019, our lost time incident rate (LTIR) was 1.07 per 100 full time equivalent employees across our whole business, compared to 1.14 in 2018. Overall, our LTIR has reduced by 32% since the formation of CCEP in 2016. This result was achieved through investing in our people, work equipment and infrastructure.

In 2019, our total incident rates (TIR) was 1.51 per 100 full time equivalent employees across our whole business, compared to 1.79 in 2018.



CCEP manufacturing sites celebrating safety milestones in 2019 included our Morpeth and Edmonton sites in GB, which have seen no lost time incidents for ten years and seven years respectively. In Norway, our Robsrud site marked four years without injuries causing a leave of absence.

### How does CCEP manage and measure safety performance?

CCEP has 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. For example, we now use total incident rates (TIR) as a key performance indicator, instead of lost time incident rates (LTIR). With TIR, any incident leading to an injury that requires medical treatment is counted in the overall rating.

In 2019, we continued to take a number of steps to improve our safety management systems. These included the development of a harmonised set of key safety leading indicators to pro-actively measure safety performance, the design of a safety induction programme for new employees, the conclusion of our core five training modules and the introduction of new work wear.

During the year, we launched a contractor management system across all our territories. Under the new system, all contractors are required to pass a risk-based assessment before they are permitted to work at CCEP sites. We also completed a safety maturity profile assessment for all our manufacturing sites.

In 2019, all our manufacturing sites and all our regional distribution centres were certified to Occupational Health and Safety management system OHSAS 18001.

### What investments is CCEP making in workplace safety?

In 2019, CCEP approved an investment of €10.9 million for safety projects. The investment will be used to upgrade and improve workplace equipment and infrastructure, including upgrading machinery safeguarding, improving loading bay safety, segregating people from vehicles and reducing noise levels.

## TRAINING AND DEVELOPMENT

### 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 2019, we introduced several new training and development tools as part of Me@CCEP. These include 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.

Our learning platform called Juice offers short training videos, guides and other online tools covering a wide range of subjects, from time management to team building. Available on any device, Juice gives all our employees a way to learn at their own pace, whenever they like.

## PAY AND BENEFITS

### 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 the employee's country and level in the organisation. They 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, pension plans and share purchase plans are also offered to our employees. Around two thirds of our employees participate in annual variable remuneration plans. We offer a consistent annual bonus plan to around 5,000 people across the organisation (around 20% of the total population). In addition, sales incentive plans are operated for around 20% of our people and a further 25% participate in more local incentive plans. We operate a Long-Term Incentive Plan for around 250 people who occupy the most senior roles in the business which now includes a sustainability metric with a 15% weighting focusing on the reduction of greenhouse gas emissions across our value chain.

### 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 don't 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 **2019 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 a revamped Inclusion and Diversity strategy.