

THIS IS FORWARD ON SOCIETY

Our People

- 01 BEING VALUED
- 02 BEING WELL
- 03 BEING REWARDED
- 04 BEING DEVELOPED
- 05 BEING CONNECTED

Highlights

37.3%

In 2021, 37.3% of leadership positions in Europe were held by women, up from 35.6% in 2020.

CONTEXT

We strive to be a force for good – for people and for the planet. We're passionate about what we do and what we stand for, and our people are empowered to make a difference.

We are grateful for the passion, talent and hard work that our people contribute to our company culture and sustainable growth. We provide a workplace that promotes wellbeing, inclusion and respect, where people at every level can be heard, grow and have a positive experience.

Our vision is to be an organisation where everyone's welcome to be themselves, be valued and belong. We are committed to building a diverse workforce, with an inclusive culture and equitable opportunities for people of every culture, faith, ethnicity, heritage, ability, gender, sexual orientation and age. We believe this commitment will enable us to take positive action for people, better represent the communities we serve and support our sustainable business growth.

OUR STRATEGY

Our success is due to the passion and commitment of the 33,000 talented people who work with us.

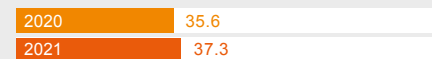
Our people strategy, Me@CCEP, sets out our common culture and values: being valued, being well, being rewarded, being developed, being connected and being inspired.

Our strategy on inclusion, diversity and equity (ID&E) covers all areas of diversity including culture, faith, ethnicity, ability, gender identity and expression, LGBT+, multi-generations and social mobility. Promoting gender equality is a key driver of innovation and growth, and we are committed to achieving gender balance in our leadership roles. To ensure we're moving in the right direction, we aim for at least 40% of management positions to be held by women by 2025 in Europe. In 2022, we will extend our commitments to include all of our territories.

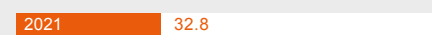
Our people's physical and mental wellbeing remains our priority and we promote this in our workplace. We continue to embed a strong health and safety culture through systems, processes and programmes, including a target to reduce our total incident rate to below 1 by 2025. Our Health, Safety and Mental Wellbeing policy ensures we are working to adopt best practices.

2021 PERFORMANCE

Management positions in Europe held by women



Management positions in API^(A) held by women



Management positions at CCEP held by women (consolidated)



^(A) The acquisition of API completed on 10 May 2021. The API sustainability metrics are presented on a full year basis for 2021 and 2020 to allow for better period over period comparability.

OUR CONTRIBUTION TO THE SDGs



Gender equality



Decent work and economic growth

For more information about the progress we are making on sustainability, go to our sustainability section [online](#).

01 BEING VALUED

What is your inclusion, diversity and equity strategy?

ID&E is a cornerstone of our people strategy. Our philosophy is that "everyone's welcome to be themselves, be valued and belong." We are committed to building a diverse workforce, with an inclusive culture and equity at its core. We believe this commitment will enable us to take positive action for our people, better represent the communities we serve, and support our sustainable business growth.

We've created an environment for people of every culture, faith, ethnicity, heritage, ability, gender identity, sexual orientation and age to contribute to the growth of CCEP; a place where everyone feels respected and able to share their ideas and perspectives.

Led by our ID&E Centre of Expertise and sponsored by our Executive Leadership Team (ELT), we deliver our ID&E philosophy by listening to our people's lived experiences, developing action plans and tracking progress against our five pillars: culture and heritage; disability; gender; LGBT+; and multi generations. We have dedicated groups of employees and ELT sponsors to catalyse action at scale and remove identified barriers to inclusion.

Within our This is Forward sustainability plan, we have set a target of ensuring that at least 40% of management positions in Europe (middle management and above) are held by women by 2025.

What progress have you made in ID&E over 2021?

In 2021, we ran our first voluntary, anonymous survey focused on ID&E in Europe, Australia and New Zealand. This provided our people with the opportunity to give feedback on their inclusion experience at CCEP and self-declare personal diversity information. The outcomes have enabled us to better understand our workforce's diversity, so we can improve the inclusivity of our people's experience and ensure equity is embedded in our infrastructure and people policies.



We also ran a year-long campaign aimed at breaking barriers that stand in the way of equality in the workplace. As part of this campaign, we delivered a panel conversation with our Chairman, CEO, sponsors and employee ambassadors about gender-based stereotypes; we carried out ID&E workplace audits on disability and LGBT+ matters to identify best practices for implementation; and we featured colleague experiences of working successfully across generations at CCEP, including employee videos featuring advice on using culturally inclusive words and the importance of allyship.

We have also launched three new learning modules on practising inclusive leadership, having an ID&E conversation and allyship.

We have expanded the role of our ELT sponsors to focus on one of the five action areas identified in the survey: accessibility, fair treatment, flexibility, growth and progression and inclusive policies.

In March 2022, for the second year running, CCEP was included in the [Bloomberg Gender Equality Index \(GEI\)](#), following the submission of gender data that demonstrates high standards of transparency in gender data reporting and the adoption of policies.





Great Britain

In GB, CCEP is a certified Disability Confident Leader. This is the highest tier in the UK 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. Watch [video](#).



Indonesia

To support our commitment on ID&E, in 2021, CCEP Indonesia welcomed its first employees with a disability. We also organised initiatives to raise awareness about disability and how to build respectful relationships with people with disabilities in our workplace. We conducted training on "Creating a ThisAbility-Inclusive Workplace", attended by more than 160 employees at our offices in Jakarta and Cibitung. We also rolled out a series of micro learning modules on ID&E which are available for all employees.



New Zealand

In 2021, CCEP New Zealand retained its Gender Tick accreditation, a New Zealand-based recognition for organisations' leadership and compliance in gender in the workplace. The accreditation process includes independent validation that an organisation's people, policies and processes promote a healthy workplace for all genders.

To help us celebrate Pride month in June and the LGBTQ+ community, we organised multiple awareness activities across our territories. In addition, in Europe we launched our updated guide: "Being an ally to the whole LGBTQ+ community", designed to help our people understand more about allyship and feel equipped to have deeper conversations with, and relating to the LGBTQ+ community. We also shared an [allyship video](#) from our LGBTQ+ ambassadors.



Who is accountable for diversity at CCEP, and how do you measure your progress?

Our ID&E Centre of Expertise is responsible for developing our ID&E priorities and measuring our progress. It provides expertise to local leadership teams responsible for implementing ID&E plans, and works with local ID&E champions to ensure our focus and delivery remain on track.

To work effectively across our diversity pillars, our Everyone's Welcome Steering Committee (SteerCo), comprising ELT sponsors, works with leaders and ambassadors to provide greater leadership accountability; to understand the barriers for under-represented communities, and to identify and deliver meaningful actions and measure impact.

The ID&E Centre of Expertise reports to our Chief People and Culture Officer; together with our Everyone's Welcome SteerCo, they report to our Board of Directors, which holds the ELT accountable for the delivery of the plan.

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

How are you promoting diversity within your recruitment process?

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

We use targeted attraction strategies and specialist job boards, with inclusion and diversity-specific audiences and content to promote our inclusive culture. We share information and stories from our own people on their inclusion experiences on social media and our careers website to showcase our philosophy that everyone can be themselves and belong at CCEP.

We work with specialist external partners to help us reach underrepresented communities across the markets we serve and to learn how to improve our pipeline of diverse talent.



The Netherlands

In the Netherlands, we work in partnership with [Women Inc.](#) to provide guidance on using the right language to attract diverse applicants.



Great Britain

In GB, we have formed a partnership with [Psalt](#), an organisation that aims to break down ethnic barriers and create opportunities for meaningful inclusion.

With our recruitment agency partners, our assignment briefs include the requirement for gender-balanced candidate shortlists, diverse interviewing panels, talent mapping for external female talent and to ensure the use of inclusive language in all candidate communications.

Our Inclusive Recruitment Principles and Candidate Charter keep inclusion at the heart of our recruitment processes and ensure a fair and equitable experience for our candidates. We use materials such as our 'Inclusion nudges' to support hiring managers with inclusive behaviours, interactions and decisions ensuring all candidates are assessed fairly based on their experience and skills. We strive to make our interview and assessment panels representative, and target a 50:50 gender split for candidates attending final interviews.



Indonesia

Since 2016, we have recruited highly talented young people under the age of 25 through our "Graduate Training Programme". The programme focusses on maintaining gender balance throughout the entire recruitment process, from talent screening and selection process, to onboarding. In 2021, we recruited 56 female trainees and 60 male trainees. Through the programme, we also increased the total amount of employees from Gen Z from 10% in 2020 to 13% in 2021.

How are you increasing female representation at management and leadership level?

We build our female leadership pipeline through Women in Leadership, a series of training and mentoring programmes that support the professional development of our female employees. Programmes include "Leading with Purpose", which focuses on emerging female talent, and our "Signature Programme", which supports our senior leaders in building contacts across different industries.

In 2021, we launched "Senior Women Connect", a programme for top female leaders at CCEP, combining mentorship and masterclasses to enhancing professional networks and build future-focused capabilities.

From 2021, all of our ELT members have a bespoke target in their objectives to improve female representation in senior management, and we review progress quarterly against the ID&E scorecard.



Indonesia

In Indonesia we have been working on improving the female representation in frontline roles through specific leadership development programmes and by engaging with our community of 'female warriors'. This is a cross-function, cross-operation platform established in 2014 to increase female representation across our business, to create collaboration and to develop leadership capabilities. Three female leadership programmes Female Acceleration and Empowerment (FACE), Achieving Your Best Self (AYBS), and Women Leading are designed to increase self-awareness, strengthen confidence and grow leadership skills and capabilities of the participants. More than 200 female employees have joined these programmes and more than 50% of them have successfully been promoted or transferred into a new role.

Do you engage in external partnerships to support diversity?

As part of our commitment to building a workplace that embraces ID&E, we partner with relevant organisations and bodies, and support industry-wide pledges to build a more diverse retail sector.

As well as signing the [LEAD Network pledge](#) and the [Valuable 500 pledge](#) to accelerate gender parity and inclusion and put disability inclusion on their business leadership agenda, we've also signed the [UN Women's Empowerment Principles](#). This set of seven principles guide us in promoting gender equality and women's empowerment in the workplace, marketplace and community – based on international labour and human rights standards.

We are also members of [the Business Disability Forum](#), [Stonewall's Diversity Champions](#) programme, global LGBTI leadership community [RAHM](#), the [European Network Against Racism](#) and the [Social Mobility Index](#).

02 BEING WELL



What is your employee wellbeing and safety strategy?

Our people's physical and mental wellbeing is a priority. We're committed to providing our employees with a safe and healthy work environment that safeguards their mental, emotional and physical wellbeing.

We expect all employees, contractors and individuals under our supervision to keep themselves, their colleagues and others safe by using their common sense and following our policies, procedures and processes to mitigate all foreseeable risks at all times.

We encourage our people to take action if they become aware of any activity, situation or behaviour that could compromise the physical or mental wellbeing of another person, and report any harms avoided. Managers are responsible for ensuring that workplaces, processes and equipment are kept safe, and must consider the physical and mental wellbeing of their teams as paramount. They are also expected to demonstrate through their behaviour that health, safety and wellbeing come first above all other considerations.

If our people are injured or suffer any mental or physical health issues at CCEP, we endeavour to make any reasonable adjustments to their duties and working environment to support their recovery and continued employment.

Our Board of Directors receives, as part of the regular updates from the CEO, insights into health and safety of our people and the continued challenges presented by COVID-19.

Does your company have a safety commitment?

We believe all injuries are preventable and that no task is so important that it can't be done safely - everyone has the right to go home safely, and together we make it happen. Our strong health and safety culture, systems, processes and programmes, include a target to reduce our total incident rate (TIR) to below 1 by 2025 and our lost time incident rate (LTIR) below 0.5.

We consult in every single Business Unit with their employees / employee representatives through committee meetings, risk mitigation workshops, works councils and union appointed meetings. We have clearly defined performance review meetings on a quarterly basis with local leaders as well as the executive leadership team, with clearly defined annual plans where the goals are reviewed regularly. We set and communicate targets throughout the organisation, based on actual performance and continuous and sustainable improvement. All our health and safety policies are signed and approved by our CEO.

How do measure safety performance?

Our integrated management systems and programmes measure our safety performance. Our safety KPIs are total incident rates (TIR) and lost time incident rates (LTIR). For TIR, any incident per 100 full-time equivalent (FTE) employees leading to an injury that requires medical treatment is counted in the overall rating. With LTIR, we calculate the number of incidents per 200,000 hours worked, which equals 100 full time equivalent employees across our whole business that result in time away from work.

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. We track contractor lost-time incidents, but we don't have visibility of contractors' hours of work, only their hours present on CCEP premises. As a result, we do not currently calculate a LTIR for contractors - we track their incidents as a standalone data point. In 2021, there were 6 contractor lost time incidents in Europe.

Does your company have a safety management system in place?

Our health and safety management system includes our supply chain (production, procurement and route to market), our commercial teams and our support functions, as well as contractors. It is a roadmap for a harmonised approach to mitigating risks, creating an environment for continuous improvement and a culture of safety for our employees to share and learn from.

Tools like dynamic risk assessment, management safety walks, safety conversations, capturing learnings through near-misses and potential events are commonly used. Any potential hazard or work incident is investigated by a diverse investigation team to identify and prioritize the immediate, short, mid- and long-term action plans and ways to communicate the learnings.

CCEP provides health and safety trainings to its employees that are regulated by health and safety regulations, required by the global Coca-Cola health and safety procedures, related with the company risk management procedures, essential for capability and competence development. Furthermore, CCEP is an active member of a global health and safety committee within the Coca-Cola System and proactively corresponds to any learnings coming through the network.

100%

In 2021, all our production facilities and all our regional distribution centres (excluding New Zealand and Australia) were certified to Occupational Health and Safety management Series ISO45001/ OHSAS 18001.

How did CCEP perform in 2021?

Tragically, there were four employee fatalities during 2021; one in **Belgium** and three in **Indonesia**. The incidents were investigated with the local authorities and we continue to improve our safety procedures to prevent a reoccurrence.

We continually invest in upgrading and improving workplace equipment and infrastructure. In Europe, our TIR was 1.11 per 100 FTE employees, a 4.3% decrease versus 2020. In API, our TIR was 0.75, a 14.8% decrease versus previous year.

How are you investing in workplace safety and encouraging a safe work environment?

In 2021, we invested €10 million in safety projects, including upgrades and innovations. We've improved workplace equipment and infrastructure, including loading bay safety, machinery safeguarding, segregating people from vehicles and reducing noise levels.

We're committed to finding innovative ways that make our working environment safer, reduce the risks associated with our processes, and provide our colleagues with the knowledge and skills to do their job safely. We are piloting technologies, including - Exoskeleton suits for manual handling; virtual reality safety training modules; 'seeing eye' technology to detect fatigue or distraction in our fleet drivers; forklift truck anti-collision systems and "humantech system" - an ergonomics assessment software that analyses postures of people performing tasks, and provides an ergonomic risk score pointing out the most hazardous steps and areas of improvement.

We've also delivered phase one of our step-change safety culture programme HOP (Human & Organisational Performance) to all our customer service and supply chain senior leaders across Europe, with phase two in 2022. We aim to strengthen our defences and reduce the likelihood for human error, building in capacity for tolerance of failure. We're building capability and capacity to begin rolling the program out in API.

To refresh their knowledge and to avoid accidents, our supply chain employees follow mandatory safety training every year. We've also launched a new series of training modules covering Safety, Quality & Food Safety and Environmental awareness, including topics such as the safe use of chemical products and fire prevention.

In April 2022, we celebrated World Health Day and World Safety Day, and have launched a safety campaign "Going home to the things you love" to highlight the importance of keeping each other safe at work, so our people can all go home to the things they love - such as family, friends and hobbies.



Great Britain

Our Wakefield distribution centre has upgraded its safety measures and introduced the Linde Safety Guard, a hazard monitoring system to protect drivers. Forklift trucks must now adhere to a 6mph speed limit when entering designated 'red zones'.



Germany

As part of a safety awareness campaign, colleagues at our manufacturing site in Mölln created a highly impactful safety video. This initiative won a safety award at CCEP's internal Customer Service & Supply Chain Excellence Awards.



How did you ensure your employees safety during the COVID-19 pandemic?

Throughout the COVID-19 pandemic, we have taken measures to ensure our people can continue to work safely and feel supported.

We've created new work protocols and expanded 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 throughout the crisis.

We introduced rigorous additional cleaning and sanitisation routines in all our sites, as well as reinforcing hygiene guidelines, and implementing new hygiene and social distancing measures in line with local and national legislation so our people can safely return to their workplaces.

How do you encourage behaviours that lead to good mental health and wellbeing?

We communicate clear expectations and role descriptions, and provide constructive and appreciative feedback to our colleagues. Our 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 and adapted to local legislation. Our employees can propose alternative work patterns according to our "Ways of Working" Policy. In **GB** employees can request arrangements like home-based, remote working and flexible hours (start/finish; part-time). In **Germany**, employees can request flexible working hours such as reduced, annualised or compressed hours. In **Spain**, employees with children under 12 may propose their own alternative work pattern based on their personal needs. Some countries have negotiated working from home collective bargaining agreements (CBA), for example in **France** and **Germany** we have an agreement allowing employees to work 40% of time from home, **Belgium** 50%.

At a number of our sites, CCEP provides nursery services. In **France** we offer day care solutions for the children of our employees in the HQ and some production facilities. In **Belgium** and **Luxembourg**, CCEP offers childcare (Teddy Care) for ill children between three months and 12 years, limited to 10 days/year/employee/child. In **the Netherlands**, we provide a private place for breast feeding mothers.

CCEP has a maternity policy and adoption leave policy, which varies by country based on local legislation and practice. In **Norway**, parents are entitled to paid parental leave for a total of 12 months, in **France** we have an agreement for 25 days paternity leave, fully paid.

In January 2021, we conducted a pulse engagement survey and in June 2021, following the acquisition of Coca-Cola Amatil, we conducted a global pulse engagement survey across Europe and API. The results showed strong engagement scores: our people feel safe at work, excited about the future of CCEP and would recommend CCEP as a great place to work. Results also identified some areas for improvement and management will be taking action to improve employee communications, personal growth opportunities and decision making.

We're dedicated to making sure all our colleagues can access the support and resources they need to manage their health and wellbeing, wherever they work. Over 2021, we grew our Wellbeing First Aider initiative and built an internal mental health support network of over 600 trained employees across our territories. More than 1,000 people have received support and benefitted from our Employee Assistance Programme (EAP), a 24/7 independent service offering free professional care and counselling, self-help programmes, interactive tools and educational resources for our people and their family members.

In 2021, we worked on promoting these wellbeing initiatives, including our "Don't bottle it up" campaign featuring colleagues' experiences of wellbeing support, and also through our wellbeing training sessions and our learning platforms. In 2021, we introduced our 'Take 10' series to increase general understanding on core wellbeing topics and guide managers on how to have more effective, informed conversations.

03 BEING REWARDED

What benefits do you offer to employees?

We pay salaries in line with appropriate market rates, and provide our people with benefits according to their country and level in the organisation, including pension plans, medical and dental insurance, life insurance, eyecare vouchers, holiday time and leave packages to cover sickness, post-natal childcare, bereavement or a long-term illness in the family.

In 2021, we announced the new global CCEP Employee Share Purchase Plan, which gives our employees the opportunity to buy shares in CCEP on a regular basis from 2022. For every share an employee purchases, CCEP will provide a matching share, up to an agreed limit. In **GB**, we offer a similar opportunity under an Employee Share Plan (ESP), which makes use of 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 2021.

Around three-quarters of our employees participate in annual variable remuneration plans. We offer an annual bonus plan to around 13,000 people across the organisation (39% of our total workforce). In addition, we offer sales incentive plans for 25% of our people, and a further 24% participate in local incentive plans.

We operate a Long-Term Incentive Plan (LTIP) for around 300 people who occupy the most senior roles in the business. We have integrated a carbon reduction target into our LTIP, incentivising our management team to deliver a reduction in greenhouse gas emissions across our value chain. The carbon reduction metric has a 15% weighting and sits alongside traditional financial metrics.



How do you work to develop pay equity?

We are committed to being 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, faith, 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.



Great Britain

In GB, we published our [2021 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.



Iceland

In CCEP Iceland the management team is 50/50 balanced between male and female. It is committed to paying male and female employees equally for equal jobs and follows the [Equal Pay Certification](#) ÍST 85:2012 equal pay system. To ensure continuous improvement, CCEP Iceland is committed to placing objectives for equal pay, conducting salary analysis, internal and external audits and strategically reviewing results.



France

CCEP France obtained a score of 91/100 in the Gender Equality Index for 2021. These results recognise the actions undertaken by our company in favour of professional equality between women and men. In 2021, 49.1% of leadership positions in France were held by women, up from 46.9% in 2020.

04 BEING DEVELOPED

How do you support your employees' professional development?

Our range of training programmes and platforms develop core capabilities in leadership, commercial, customer service and supply chain at every level of our business. In 2021, we refreshed our talent philosophy "everyone has talent and everyone can grow" reflecting our commitment to develop talent internally, winning capabilities for the future and accelerating succession for targeted roles.

We offer training opportunities using our digital learning platforms Juice and Academy. These include short training videos, guides and other online tools covering a wide range of subjects, from time management to team building. These platforms are available on any device, so our people can access training materials whenever they like. In addition, using the Me@CCEP platform, employees can 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. At the same time, employees can use the profile to apply for opportunities across CCEP. MyPerformance@CCEP, a mobile and online personal growth app 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. For example 61 new starters in **Belgium** attended our Red University in 2021.

In 2021 we expanded our Leadership Development Series which is a series of online virtual interactive classrooms. Following the successful launch in 2020 focusing on training almost 7,000 managers on wellbeing conversations we launched a further 10 modules on additional topics and languages such as Communicating with Confidence, Presenting with Impact, Coaching Conversations, Difficult



Conversations, Building Self-Awareness, Building Great Relationships, Helping People Perform, Developing our People and two modules dedicated to Inclusion and Diversity (Having the ID&E conversation and Practising Inclusive Leadership). Over 1,000 individuals attended at least one module with over 9,000 hours of training.

We value and invest in our early career talent and support initiatives that help young people gain employability, skills and confidence. This includes offering internships, apprenticeships and graduate programmes. For the seventh year, we partnered with One Young World, the global forum for young leaders. In 2021, twelve CCEP delegates attended the summit and an internal post-development programme. They joined over 1,800 young leaders to engage, learn, challenge and discuss the important sustainability issues the world faces, covering topics from climate change to poverty alleviation.

We have also launched three new ID&E learning modules on practising inclusive leadership, starting an ID&E conversation and allyship. Underpinning this formal

learning is a series of resources, which include conversation guides on LGBT+, allyship, inclusive language, discussing disability and addressing age stereotypes, as well as an accessible communication toolkit.

In 2021, we launched a training module to inform our people about our two company-wide policies on anti-harassment and Inclusion and Diversity. Our people learned about the essential aspects of workplace harassment, different types of harassment (e.g. sexual harassment) including who's protected against it, how and where it can happen, and the actions that can be taken to help prevent it. The training is mandatory for all people managers and our entire people and culture team and recommended to all other employees. By the beginning of 2022, 89% of all employees had completed the training.

05 BEING CONNECTED



What communication tools do you use to inform and engage your employees?

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

We engage directly through business updates and all hands meetings, where management representatives provide updates about CCEP's overall and local performance.

We continue to invest to improve our people's access to information. Our people use platforms to ask questions, provide feedback, and connect with our leadership on all topics from sustainability to innovation.

In 2021, we introduced Compass, a new online platform bringing together all apps and digital services our people use in one place. We improved the interface and experience of our people platform, Genie,

in response to employee feedback. Our people have access to news and information about CCEP in local languages through internal communication platforms, Redline in Europe and Workplace in API.

CCEP meets regularly with European, national and local works councils and trade unions that represent our people. 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.

Our policies and procedures are harmonised across Europe and API, and ensure consistency and fairness. Our policies are written in a way that is easy to understand and are accessible in local languages. Every year, we review our policies to ensure they are up to date with legal requirements and relevant for business and social strategies.

How can employees support local communities?

We are determined to draw on our people's passion for what we do and empower them to make a positive difference in our local communities.

Our people in Europe can spend up to two paid working days each year volunteering for a charity or cause of their choice. While we currently operate different regional policies related to employee volunteering, we will align our approach in 2022. Read more in our [Forward on society \(our communities\) factsheet](#).