

2017 GENDER PAY GAP REPORT

COCA-COLA EUROPEAN PARTNERS GB LTD

GENDER PAY GAP REPORT 2017

As part of our commitment to build an inclusive and diverse business, we have been tracking gender pay for many years across our European operations and that information is publicly available through our stakeholder [progress report](#).

We are committed to fostering an inclusive environment and promoting equal opportunities for all. The Senior Leadership Team of our business in Great Britain, along with our Corporate Diversity & Inclusion Council, has developed a detailed action plan outlining how we will build a more inclusive culture with a key focus on gender balance. In particular, we have made a commitment that women will hold at least 50% of management positions in our business in Great Britain by 2025. Today, women hold 35% of these roles.

Under UK legislation that came into force in April 2017, businesses with more than 250 employees are required to publish data about their gender pay gap by April 2018, and this report reflects the calculations required under this UK legislation for Coca-Cola European Partners (CCEP) GB Ltd. The gender pay gap relates to differences in average male and female pay within an organisation and does not compare the pay received by men and women for doing the same or equivalent work (known as equal pay).

WE HAVE CALCULATED OUR GENDER PAY GAP IN LINE WITH THE NEW UK REGULATIONS AND, BASED ON THAT METHODOLOGY, THESE ARE THE HEADLINE RESULTS FOR OUR BUSINESS IN GREAT BRITAIN:

	GENDER PAY GAP (%)	GENDER BONUS PAY GAP (%)
MEDIAN	10.7	-10.7
MEAN	10.1	40.5

Figures as of 5th April 2017

A positive percentage figure represents female employees having lower pay or bonuses than male employees. A negative percentage figure represents female employees having higher pay or bonuses than male employees. Mean is commonly known as "average"; the mean gender pay gap is the difference in the average hourly pay for female employees within a company compared to that of male employees. Median represents the middle point of a population; in the case of gender pay gap, the median pay gap is the difference between the hourly pay rate for the 'middle woman' compared to that of the 'middle man' if you separately lined up all the women in a company and all the men. Statisticians prefer to use median data to find the average gender pay gap because this data point is not affected by extreme values such as changes in the earnings of small numbers of high earners.

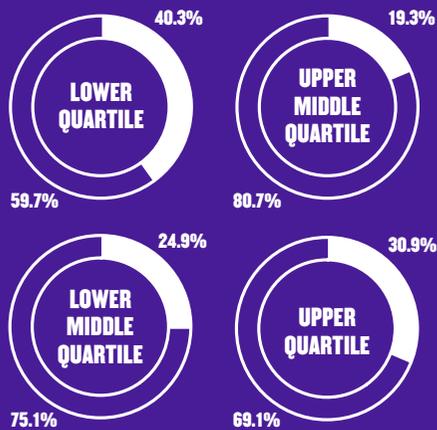
THE PROPORTION OF FEMALE AND MALE CCEP GB EMPLOYEES RECEIVING A BONUS PAYMENT:

Female 93.4%

Male 94.1%

Key: Male Female

WE ALSO REPORT ON THE PROPORTION OF EMPLOYEES FROM EACH GENDER IN EACH PAY QUARTILE:



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

UNDERSTANDING OUR GENDER PAY GAP:

In Great Britain, we make, sell and deliver some of the country's best-selling soft drinks brands. We are a large local employer and our roots are firmly based within the communities in which we do business. We employ 3,600 people across England, Scotland and Wales in manufacturing sites, distribution depots and offices, as well as having

a significant national field-based and home-based salesforce.

Our head office in Great Britain is also home to our corporate headquarters for Europe, which means our gender pay gap data includes information relating to those members of CCEP PLC's global Senior Leadership Team who are based in this country. The global Senior Leadership Team comprises our Chief Executive Officer and all his direct reports.

FEMALE AND MALE EMPLOYEES BY BUSINESS AREA*

Corporate functions (Senior Leadership Team, commercial development, corporate strategy, finance, HR, IT, Legal and communications)



Supply Chain (Manufacturing and logistics)



Commercial (Field sales, national sales, marketing and strategic planning)



Total (male & female)



*Totals as of December 2017

WHAT DOES OUR DATA TELL US?

The analysis of our data tells us that our gender pay gap as of 5th April 2017 arises as a result of two key factors:

- Fewer women hold the most senior positions within our business in Great Britain, including those within the Senior Leadership Team and at our Vice President/Director level of management.
- We employ more men than women in our manufacturing operations and this is where we have a significant number of highly technical and shift-based roles which attract a pay premium.

How do we compare with other businesses? Every company is different, so direct comparisons are hard to make. However, our gender pay gap (using the median figure) is 10.7% while data released by the [Office for National Statistics](#) shows that the national gender pay gap for all employees is 18.4%** . We are committed to taking the actions that will improve the diversity of our business and help us to reduce our gender pay gap.

**ONS 2017

When looking at gender pay gaps, statisticians such as the Office for

National Statistics prefer to analyse median data points because these are not impacted as much by outlying values, such as the earnings of small numbers of very senior leaders. In our case, this is particularly important when looking at data for the gender bonus pay gap: our mean figure of 40.5% includes our global Senior Leadership Team (note also that bonus payments under these regulations include stock awards), while the median figure shows our female colleagues earn a 10.7% higher bonus on average than male colleagues.

OUR ACTION PLAN ON DIVERSITY AND INCLUSION IN SUMMARY:

We have a clear strategy to build a more diverse and inclusive organisation here in Great Britain and have set new commitments to boost female representation at senior levels of our business as part of our new [sustainability plan](#) which launched in November 2017.

The first ever joint Sustainability Action Plan for Coca-Cola European Partners and The Coca-Cola Company in Western Europe - This is Forward – lays out our shared vision and commitment for helping build a better future for our communities, our people, our customers and the environment.

Our diversity and inclusion strategy is built on four key pillars: leadership team accountability; recruitment processes; training and awareness; and building an inclusive working environment. We are taking action in all areas of this strategy. Here are some examples:



50%

ACCOUNTABILITY:

Across GB, while women currently represent 30% of our overall workforce, they account for 35% of our management and leadership positions. Our leadership team is committed to increasing that figure to 50% in GB by 2025.



RECRUITMENT:

We actively seek gender balance in our candidate shortlists and ensure diversity in our hiring managers and others involved in recruitment and selection decisions.



INCLUSIVITY:

Our Women's Network brings together female and male colleagues from across the business at regular events designed to challenge and inspire people across our organisation to play an active role in evolving our culture.



TRAINING:

Our 'Women in Leadership' programme includes both formal and informal development and support interventions for women in management positions and we have mentoring programmes for female talent to help them maximise their full potential in our business.

Declaration

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

A handwritten signature in white ink, appearing to read "Huma Allana".

Huma Allana

Director, Coca-Cola European Partners Great Britain Limited