

2023 Gender Pay Gap Report



2023 Gender Pay Gap Report

At Coca-Cola Europacific Partners (CCEP) we are committed to building a business where Everyone is Welcome. We remain focused in leading as an inclusive, diverse and equitable business, to grow sustainably, truly represent the society we serve and positively impact peoples' lives – our colleagues, customers and communities.

Creating a positive gender balance in our workforce is one core aspect to this and has been embedded in our approach to our culture, governance, and people for many years.

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 an Inclusion, Diversity and Equity strategy driven by the Senior Leadership Team and our dedicated Inclusion, Diversity and Equity Groups.

This strategy – entitled Everyone's Welcome, Be Yourself, Be Valued, Belong – aims to create a workplace environment that builds confidence and supports ambitions for all, regardless of difference, background or personality.



2023 Gender Pay Gap Report

(continued)

Within this strategy there are core pillars that support our action plan on gender diversity, which include the following:

**Everyone's
welcome**

50% Accountability:

Our leadership team is committed to increasing the number of women in management and leadership positions, with an aspiration of reaching 50% in GB by 2030. In 2017 women accounted for 35% of these positions and this proportion has continued to rise, reaching 43% by close of 2023. This is despite the overall proportion of women in the GB workforce remaining steady at 30%.

This progress contributes to our CCEP-wide ambition of 45% of women in management positions by 2030 on our journey to 100% gender balance. In recent years we have taken several steps to rigorously measure and track improvements in gender equality across our business, including entering and improving our ranking in the Bloomberg gender equality index and using the outputs as a key benchmark we report upon to our Board annually.

Each year, we undertake an external pay analytics survey to ensure that we have equal pay across our workforce.



Inclusivity Networks:

Our inclusivity commitments, programmes and content are embedded across all parts of the business and in our interactions with external stakeholders.

We are also continually assessing and evolving the work we do to ensure we are an inclusive organisation, where Everyone is Welcome. We have an overarching Inclusive Networks programme that brings together colleagues from all genders across the business at regular events designed to challenge and inspire people to play an active role in shaping our culture. We also have developed a specific Parents & Carers network to support through the challenges of working parents of all genders.

In 2023 we launched Women's Listening Circles to listen to the valuable feedback from women working in the Customer Service & Supply Chain areas of our business. These aim to understand what we are doing well and identify areas where we can improve. In these listening circles, we sought feedback on three critical areas: safety, inclusion, and development.



Recruitment:

As a manufacturing business, CCEP has traditionally had a higher proportion of male employees and applicants. However, our aim is to achieve 50/50 gender balanced candidate recruitment slates and we actively seek gender balance in our candidate shortlists at every level of our business.

We also aim to ensure diversity within our hiring teams and inclusion in their selection practices – for example through initiatives such as our Equity Programme and dedicated training to address the potential for unconscious bias.

We work with a range of partners to highlight our position as an inclusive employer and ensure we engage a broad and diverse candidate base. These include Vercida, a tech platform aimed at jobseekers looking for employers that place diversity, inclusion and well-being at the top of the agenda, and Get-Optimal an AI platform through which our job adverts are optimised to remove barriers that may discourage women from applying.



Training & Development:

Our 'Women in Leadership' programmes includes both formal and informal development and connection opportunities for women in management positions. We also have a range of learning and mentoring programmes for female talent to help them maximise their full potential in our business. This includes targeted investment in our management development curriculum to ensure that there is gender balance across the future leaders of our business. We use a gender balance 'modeller' tool to enhance our leadership's awareness of the metrics and levers that influence improved hiring, promotion, and retention.

Our colleagues also access to an online portal called 'The Career Hub' that provides visibility of role opportunities across our company and promotes an accessible approach to networking and mentor connections.

Our Gender Pay Gap Data

Under UK legislation that came into force in April 2017, businesses with more than 250 employees are required to annually publish data about their gender pay gap. 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).

Since 2017 this has meant that we have reported data for Coca-Cola Europacific Partners (CCEP) Great Britain Limited. However, in 2022, we changed the structure of our business in Great Britain, creating a new company – CCEP Group Services Ltd – in addition to Coca-Cola Europacific Partners (CCEP) Great Britain Limited. More than 90% of our GB employees remain within Coca-Cola Europacific Partners (CCEP) Great Britain Limited, but CCEP Group Services Ltd employs more than 250 people and is therefore also covered by the Gender Pay Gap Regulations.



Our Gender Pay Gap Data

(continued)

As required under the regulations, we have reported separately for both businesses, but have also analysed the data across both legal entities together. This provides a more complete picture of our workforce in GB and allows us to compare gender pay gap data with previous years to determine how we are progressing in our aim to achieve overall gender pay parity.

In Great Britain, we make, sell, and deliver some of the country's most-loved soft drinks brands. We are a large local employer, with more than 3,600 colleagues, and our roots are firmly based within the communities in which we do business. We employ 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.



What does our data tell us?

Our data for 2023 indicates that the headline figure for median gender pay gap in our total workforce has seen a relatively significant change, moving from our male colleagues being 5.9% more than our female colleagues in 2022, to our female colleagues now seeing median hourly pay 3.2% higher than our male colleagues.

When looking at our mean gender pay gap, we see that our female colleagues are paid 7.1% more than our male colleagues. However, as indicated, we recognise that the median figure is a better representation of the overall gender pay gap as it is not impacted as much by outlying values.

Our gender pay gap has continued to reduce significantly since the first reporting year in 2017, when the figure stood at 10.7% in favour of our male colleagues.

Our over-arching aim remains achieving overall gender pay parity for CCEP in Great Britain. We are committed to tackling gender imbalance across our business, including through our early careers strategy, which is focused on attracting talent into our business and ensuring diversity. As part of our This is Forward sustainability action plan, we have therefore extended our targets for gender balance in our business, introducing a goal to ensure that 50% of our total workforce is women, rather than limiting this target to just senior management and leadership.

We track the gender pay gap data in line with the government regulations first launched in 2017, and based on this methodology the headline figures for 2023 are listed below in Figure 2.0

Coca-Cola Europacific Partners (CCEP) Great Britain Limited

	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	-0.5	-42.9
Mean	-5.8	-19.9

CCEP Group Services Ltd

	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	10.8	10.3
Mean	19.0	28.2

Total CCEP GB Business

	Gender Pay Gap (%)	Gender Bonus Pay Gap (%)
Median	-3.2	-45.7
Mean	-7.1	-15.8

Figure 2.0 Figures as of 5th April 2023

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 such as the Office for National Statistics 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.

What does our data tell us?

(continued)

When considering our Gender Bonus Pay Gap for our total GB business, our data shows us that, according to the median figure, our female colleagues earned a 45.7% higher bonus on average than male colleagues. Our mean gender bonus gap shows a figure of 15.8% in favour of female colleagues. This continues the trend which we saw in 2022 when a 2.7% median gap in favour of our female colleagues, compared to 4.8% in favour of male colleagues in 2021 and 10% in favour of male colleagues in 2020.



The proportion of female and male CCEP GB employees receiving a bonus payment:

Coca-Cola Europacific Partners (CCEP) Great Britain Limited



CCEP Group Services Ltd



Total CCEP GB Business

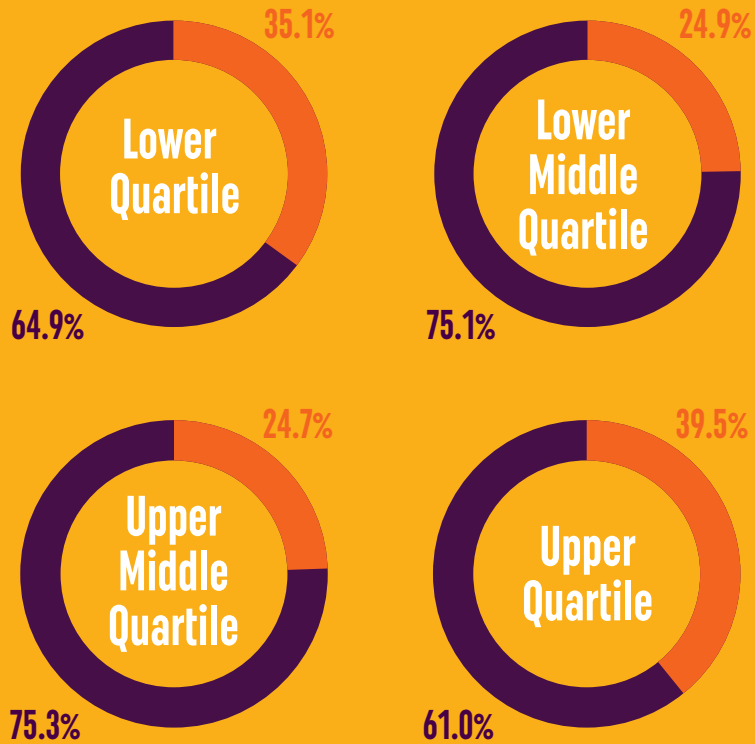


Figure 3.0

Key: Female Male



The proportion of female and male employees in each pay quartile:



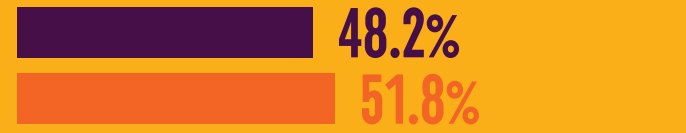
Quartiles represent the pay rates from the lowest to the highest for our GB employees, split into four equal sized groups. These graphs show the percentage of men and women in each quartile.

Figure 4.0

Key: Female Male

Female and male employees by business area*

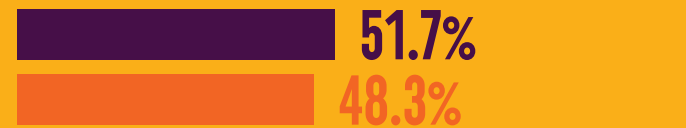
Corporate functions (administration, corporate strategy, finance, people & culture, business process & technology, legal and communications)



CS & Supply Chain (manufacturing and logistics)



Commercial (field sales, national sales, commercial development and strategic planning)



Total (male & female)

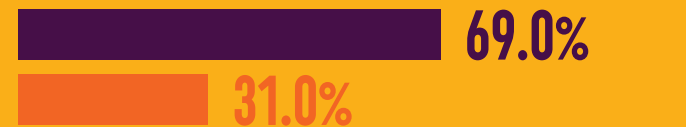


Figure 5.0 *Totals as of December 2023

What does our data tell us? (continued)



We believe that the changes in our gender pay gap shown between the 2022 and the 2023 data - can be attributed in part to the following factors:

- In 2022 we saw a slight growth in our gender pay gap in favour of men as we navigated through the challenges in the labour market. This saw some fluctuation in the workforce and an increase in our technical shift-based workforce, which are roles that still attract more male applicants. Conversely, 2023 saw more stable labour market conditions and have seen a slight increase in the percentage of our workforce that are women – up 1% to 30% in 2023.
- While there continue to be challenges in recruiting women into sectors such as manufacturing that are often shift-based and are viewed as more traditionally male roles, we have made progress in this area. We have also increased the percentage of women within our leadership and management roles. In 2023, 39% of roles in the upper pay quartile of our workforce – up from 30% in 2022.
- Although we continue to build a higher representation of females in leadership and management roles, a greater proportion of the more senior roles remain held by men. The increase in gender balance within our management levels provides a good future talent pipeline, and we continue to focus and invest

in our management development curriculum to help achieve gender balance in candidates for more senior positions. This supports our progress in achieving our aspiration of 50% of leadership and management roles being in GB being held by women by 2025, as indicated in Figure 1.0.

- Our Gender Bonus Pay Gap, which is 45.7% in favour of women in 2023, is caused by a range of factors, including the fact that more men occupy manufacturing and shift-based roles in our business. These roles often attract a shift premium, but conversely attract much smaller variable bonus opportunities than more senior roles in our commercial and corporate functions, where we see women make up a greater proportion of our workforce.
- When considering CCEP Group Services Ltd, we are looking at a much smaller cohort of employees (295 in 2023), which is more susceptible to fluctuations in the labour market. In 2023, this included the rapid expansion of a specific project team within the business, which required the recruitment of colleagues into IT roles that were at the higher end of the pay spectrum at saw a much larger proportion of male candidates, which will undoubtedly have affected the gender pay gap data within this smaller business.

Our on-going commitment to equity

For the first time, in 2023 we recorded a gender pay gap in favour of female colleagues. At -3.2%, our gender pay gap using the median figure is well below the national gender pay gap for all employees (both full time and part time workers) which currently sits at 14.4% according to the Office for National Statistics*. Our gender pay gap has also fallen significantly since we first started reporting in 2017, when it stood at almost 11% in favour of men.

While this change is welcome, our aim is to achieve overall gender pay parity for CCEP in Great Britain, for the long term, while also increasing the diversity of our business.

For some time, we have set ourselves the goal of ensuring that 50% of our management and senior leadership roles are women. With women now making up 43.0% of these roles – up from 41.8% in 2022 – we continue to make steady progress in achieving this ambition.

However, to ensure that our business is truly reflective of the communities we operate in and the customers we serve, we want to achieve higher levels of gender balance across our entire workforce. We recognise that, as a manufacturing business some of our roles, such as the manufacturing roles in our Supply Chain Teams, are traditionally less likely to be filled by women and we are working hard to understand the barriers and introduce strategies to address this.

We don't have this ambition solely because it is the right thing to do, but also because we passionately believe that creating this equity is integral to our long-term commercial success. We know that greater diversity and inclusivity allows us to incorporate a broad range of perspectives and backgrounds, which makes us more creative, helps us to develop better and more innovative solutions to challenges we face and, by reflecting the world around us, we can ensure that we remain the best partner to our customers.

It has therefore been particularly pleasing to see the progress we've made in creating greater gender balance in our Customer Service and Supply Chain teams, where the proportion of women has increased from 16.4% in 2022 to 17.1% in 2023. We are also focused on ensuring equity in our talent pipeline and this includes our apprenticeship programme. A huge part of delivering a best-practice apprenticeship programme is proactively levelling the playing field to ensure we're giving opportunities to the very best, diverse talent. Our outreach work in schools and colleges is therefore aimed at broadening the range of applications, and to aid this we use an assessment process that focusses on capability and attitude, rather than solely on academics. This has helped increase the diversity of those on our apprenticeship scheme, with women making up 43% of our apprenticeships intake in 2023.

Everyone's welcome



*ONS 2022

Our on-going commitment to equity (continued)



If we are to continue to drive positive progress in these areas, then we must measure our progress effectively and ensure accountability sits at the highest levels of our business. Gender metrics are a core part of the objectives of the Executive Team across our business and we are looking to go further in how we measure by analysing the pay gap in specific jobs, rather than broader teams. This more granular data will allow us to identify any issues and develop strategies to address them.

I am proud that our progress continues to be recognised externally. Since 2021 we have been included in the Bloomberg Gender Equality Index, and we are also signatories to the United Nations Women's Empowerment Principles (WEPEs), which offers guidance to business on how to promote gender equality and women's empowerment in the workplace, marketplace, and community.

We have been recognised as an employer of choice by the Top Employers Institute, which certifies organisations based on how they positively impact the lives of their employees and continue to move up the rankings in the Social Mobility Employer Index, entering the top 75 for the first time, as a result of our commitment to socioeconomic diversity in our workforce.

These endorsements provide validation that we continue to make meaningful progress. They also play a role in helping us recruit more diverse talent into our business by demonstrating the effectiveness of our Everyone's Welcome philosophy, of which the commitment to gender equality is a fundamental dimension. But we also know that there is far more work to do.

Becoming a more diverse and inclusive business and ensuring genuine equity across our entire workforce is an on-going journey, rather than a destination, and we remain committed to working together, learning from our colleagues and our partners and to deliver real, meaningful and long-lasting change.

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 blue ink, appearing to read 'Stephen Moorhouse'.

Stephen Moorhouse

General Manager, Great Britain Business Unit,
Coca-Cola Europacific Partners (CCEP)
Great Britain Limited