

DIVERSITY, INCLUSION & ENGAGEMENT

IT IS IMPORTANT TO US THAT WE PROVIDE A SAFE, OPEN, DIVERSE AND INCLUSIVE WORKPLACE WHERE OUR PEOPLE ARE ENERGISED BY WHAT WE CAN AND DO ACHIEVE TOGETHER – CREATING MILLIONS OF MOMENTS OF HAPPINESS AND POSSIBILITIES EVERY DAY.



OUR AMBITION

We aim to achieve **diversity in our people that reflects our communities**. We are committed to developing our people so they have opportunities for fulfilling lives and adding value at work, at home and in the community.

OUR COMMITMENT AND APPROACH

At Coca-Cola Amatil, our success as an organisation depends on our people. As a result, we are committed to diversity, inclusion, the development of our team and fostering their ongoing engagement.

Our *Diversity & Inclusion Strategy* identifies priority areas for improvement and ensures our people feel engaged, valued, and well-supported in their pursuit of both business outcomes and their professional goals.

We also report in detail on diversity and inclusion in our annual Corporate Governance Statement.

Diversity and inclusion

We recognise that a diverse and inclusive culture supports diversity of gender, ethnicity, age, disability, religious beliefs, sexual orientation, family and relationship status, socio-economic background, education, life and work experience, and ways of thinking.

We continue to make good progress on our gender diversity targets. Women now hold 38 per cent of Board and 21.7 per cent of management positions. However, the proportion of women in senior executive positions decreased from 43 per cent in 2019 to 36 per cent at the end of 2020.

Engagement and development of our people

Engaged employees continues to be a priority at Amatil and with COVID-19 impacting our people both professionally and personally this was even more critical through 2020. Pleasingly our engagement scores continue to increase and stabilise with each business conducting at least one employee survey focusing on the things that matter most to our people. Our Australian and Group teams conducted pulse surveys and saw engagement in both increasing to 76%, representing an improvement of five percentage points and four percentage points respectively from 2019.



38%
OF BOARD

and 36% of Senior Executive positions held by women



BEST EMPLOYER ACCREDITATION

5

consecutive years in New Zealand

¹ We define our senior executive as anyone reporting to the CEO or Group Leadership Team. Management positions are defined as anyone with a direct report. All figures exclude contractors and outsourcing.



THE AMATIL X ACADEMY IN INDONESIA

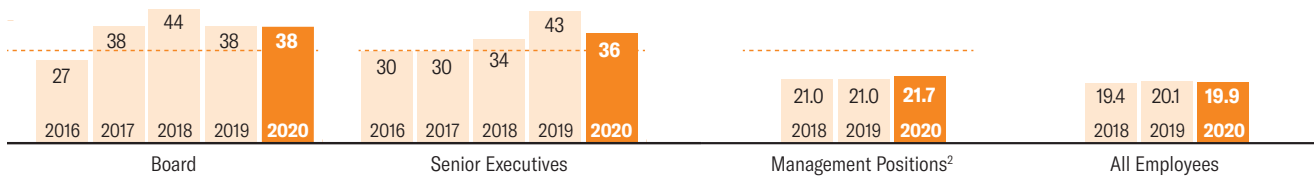
Amatil X is Coca-Cola Amatil's corporate venturing platform. Established in 2018, Amatil X helps us identify, work with, and invest in start-ups and build entrepreneurial capability across Coca-Cola Amatil. The Amatil X Academy, established in 2019, plays a unique role in building entrepreneurial capability at Coca-Cola Amatil Indonesia, and in 2020 continued its focus, training 220 employees on the Lean Startup methodology.

DIVERSITY, INCLUSION & ENGAGEMENT (CONTINUED)

Coca-Cola Amatil Group percentage gender split by level

% of females

----- 2020 Target (minimum)



Engagement and development of our people (continued)

Our other businesses transitioned to our new engagement platform Culture Amp, with Pacific delivering a very strong score of 84%, Indonesia maintaining their previous score of 81% and PNG seeing a ten point increase to 76%. In NZ and Fiji, the teams were both recognised as Employers of Choice by Kincentric (formerly AON), with this being the fifth year in a row that our NZ business achieved this impressive outcome.

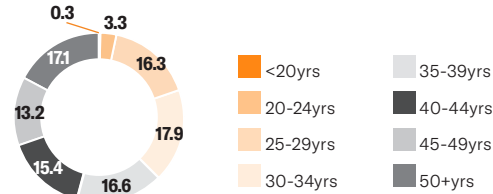
Employee development is supported across our business by programs that build leadership skills at all levels, as well as individual development and functional advancement. Our David Gonski Women Leaders program continues to build high performing, engaged female leaders and our talent succession processes ensure we have a strong pipeline of capable people to deliver our strategy for today and tomorrow. Other programs include the Amatil X Academy, Female Acceleration and Empowerment (FACE) for Supervisors and Achieving Your Best Self (AYBS) for Managers, Female Champions and Female Warriors in Indonesia, and the Leadership Speaker Series, Sisterhood Fiji and Change Agents in our Paradise Beverages business in Fiji.

Engagement with our communities

Coca-Cola Amatil continues to support employee volunteering and fundraising, professional pro-bono services and matched workplace giving. All Australian-based employees receive one day's paid leave a year for volunteering, and in 2020, 28 people accessed this leave. Paid leave is also provided, at the discretion of managers, for volunteering with emergency services.

2020 Coca-Cola Amatil Group employee age

%



2 We have introduced a new and consistent definition for 2018 using Workplace Gender Equality Agency (Australia) descriptors. This has provided our 2018 baseline of 21 per cent. A managerial position is one that has a direct report.

A BUSINESS OUR PEOPLE ARE PROUD OF

Ten organisations across New Zealand and Australia achieved the Kincentric Best Employers accreditation with Coca-Cola Amatil New Zealand the only on the list for five years in a row.

According to Kincentric's latest study the 10 accredited Best Employers score 21 points higher in employee engagement than market average with Amatil NZ achieving an incredible staff engagement score of 83%.

Coca-Cola Amatil NZ Managing Director, Chris Litchfield, is proud of his company's achievements and was honoured to receive this accreditation once again.

"We set our business a challenge back in 2015, to create a five-year plan to become one of the best bottlers in the world. To do that, we needed the best team in the world" says Litchfield.

"Having our people so involved and empowered has helped us with our engagement scores, and as leaders, we are always focused on listening to our people right across our organisation. Their engagement is a critical component of our success. They know our customers, our brands and our business better than anyone."

The Best Employer accreditation is not the only recognition Coca-Cola Amatil NZ has received in recent years. The company continued its Gender Tick accreditation received initially in 2018, maintained Rainbow Tick status for the past five years and won the prestigious Gold medal in HRD's Employer of Choice Awards 2020.



KINCENTRIC
Best Employer

RAINBOW
TICK

gendertick