

# Public report

2018-19

Submitted by

Legal Name:  
**Coca-Cola Amatil Ltd**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	Coca-Cola Amatil Ltd
	<b>ABN</b>	26004139397
	<b>ANZSIC</b>	C Manufacturing 1211 Soft Drink, Cordial and Syrup Manufacturing
	<b>Business/trading name/s</b>	
	<b>ASX code (if applicable)</b>	CCL
	<b>Postal address</b>	Level 14, 40 MOUNT STREET NORTH SYDNEY NSW 2060 AUSTRALIA
	<b>Organisation phone number</b>	(02) 9259 6222
<b>Reporting structure</b>	<b>Ultimate parent</b>	Coca-Cola Amatil Ltd
	<b>Number of employees covered by this report</b>	4,642

## All organisations covered by this report

<b>Legal name</b>	<b>Business/trading name/s</b>
Coca-Cola Amatil Ltd	
Neverfail Springwater Co Pty Ltd	
SPC Ardmona Operations Limited	
Coca-Cola Amatil (Aust) Pty Ltd	
Feral Brewing Company Pty Ltd	

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	1	0	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-1	Full-time permanent	3	3	6
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	9	21	30
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	9	8	17
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-3	Full-time permanent	11	24	35
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-2	Full-time permanent	6	4	10
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	31	79	110
		Full-time contract	4	1	5
		Part-time permanent	4	2	6
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	39	109	148
		Full-time contract	2	2	4
		Part-time permanent	3	0	3
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	9	23	32
		Full-time contract	2	0	2
		Part-time permanent	6	0	6
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	2	2	4
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
Casual		0	0	0	
Grand total: all managers			143	283	426

# Workplace profile

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	195	221	4	4	0	0	424
	Full-time contract	8	11	2	3	0	0	24
	Part-time permanent	30	2	0	0	0	0	32
	Part-time contract	2	1	0	0	0	0	3
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	31	391	0	0	0	0	422
	Full-time contract	2	2	0	0	0	1	5
	Part-time permanent	4	0	0	0	0	0	4
	Part-time contract	0	0	0	0	0	0	0
	Casual	1	1	0	0	0	0	2
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	312	370	0	0	0	0	682
	Full-time contract	17	18	0	0	0	0	35
	Part-time permanent	50	4	0	0	0	0	54
	Part-time contract	2	1	0	0	0	0	3
	Casual	2	2	0	0	0	0	4
Sales	Full-time permanent	253	712	2	3	0	0	970
	Full-time contract	11	14	0	0	0	0	25
	Part-time permanent	23	2	0	0	0	0	25
	Part-time contract	1	0	0	0	0	0	1
	Casual	9	11	0	0	0	0	20
Machinery operators and drivers	Full-time permanent	64	429	0	0	0	0	493
	Full-time contract	0	1	0	0	0	0	1
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	1	0	0	0	0	1

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	66	142	0	0	0	0	208
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	3	6	0	0	0	0	9
	Part-time contract	0	0	0	0	0	0	0
	Casual	360	409	0	0	0	0	769
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		1,446	2,751	8	10	0	1	4,216

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority



#### 1.4 Promotions

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	19	23	76	100
Permanent/ongoing part-time employees	0	0	7	0
Fixed-term contract full-time employees	1	0	1	1
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	39	39
Number of appointments made to NON-MANAGER roles (including promotions)	393	593

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	13	25	134	214
Permanent/ongoing part-time employees	2	0	14	1
Fixed-term contract full-time employees	1	0	7	5
Fixed-term contract part-time employees	0	0	2	1
Casual employees	0	0	0	0

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

Amatil's group wide diversity and inclusion principles, Board and approved measurable objectives, and progress in the area of diversity is reviewed annually by Amatil People Committee. The organisation's goals are aligned to the requirements of the business and enable Amatil to respond to the changing needs and expectations of our people, our customers, our consumers, our partners, the community and our shareholders. Our principles and objectives encompass sourcing, inclusion and retention and are underpinned by the organisations leadership capability Framework and Values.

In 2017 we set fresh objectives for Diversity and Inclusion through to 2020. These objectives consider our business environment and support maintaining an appropriate focus on equality of opportunity as well as gender balance across all our geographies and businesses. We are committed to gender equality and have a range of policies, strategies, programs and engagement initiatives to help Amatil achieve this goal.

We have increased the representation of our senior executive roles held by females from 30% in 2017 to 34% in 2018. We also committed to at least 30% of management positions to be held by women. We have introduced a new and consistent definition of 'management positions' which applies the WGEA descriptors. This has provided a baseline for 2018 of 21% of women in management positions across our business.

To achieve this target, we identified and validated 43% of women as future and emerging leaders across the Group achieving a strong pipeline of female leaders and we continue to improve our gender-specific development programs to achieve our 2020 goals for representation of women in management.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term “governing body” in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. **The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.**

2.1 **Please answer the following questions relating to each governing body covered in this report.**

**Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.**

**If your organisation’s governing body is the same as your parent entity’s, you will need to add your organisation’s name BUT the numerical details of your parent entity’s governing body.**

2.1a.1 **Organisation name?**

Coca-Cola Amatil

2.1b.1 **How many Chairs on this governing body?**

	Female	Male
Number	1	0

2.1c.1 **How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	3	5

2.1d.1 **Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

2.1e.1 **What is the percentage (%) target?**

30

2.1f.1 **What year is the target to be reached?**

2020

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?**

- Yes (select all applicable answers)  
 Policy  
 Strategy  
 No (you may specify why no formal selection policy or formal selection strategy is in place)  
 In place for some governing bodies  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Do not have control over governing body appointments (provide details why)  
 Not a priority  
 Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes  
 No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

Our Chairman and Group Managing Director roles are held by women and by the end of 2017 37.5% of Board positions were held by women. In 2018 this increased to 44.4% of Board positions were held by women. In our Group Leadership Team 45% of positions are held by women.

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

**3. Do you have a formal policy and/or formal strategy on remuneration generally?**

- Yes (select all applicable answers)  
 Policy  
 Strategy  
 No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Salaries set by awards/industrial or workplace agreements  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?**

- Yes (provide details in question 3.2 below)  
 No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)  
 Currently under development, please enter date this is due to be completed  
 Salaries set by awards/industrial or workplace agreements  
 Insufficient resources/expertise  
 Non-award employees paid market rate

- Not a priority  
 Other (provide details):

**3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?**

- To achieve gender pay equity  
 To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)  
 To be transparent about pay scales and/or salary bands  
 To ensure managers are held accountable for pay equity outcomes  
 To implement and/or maintain a transparent and rigorous performance assessment process  
 Other (provide details):

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was undertaken:  
 Within last 12 months  
 Within last 1-2 years  
 More than 2 years ago but less than 4 years ago  
 Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)  
 Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)  
 Non-award employees paid market rate  
 Not a priority  
 Other (provide details):

**4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).**

In 2018 we again conducted a full review of gender pay equity, covering all Businesses and countries across Coca-Cola Amatil. The 2018 overall findings are consistent with 2017. We are paying market rates for roles independent of gender, and incentive outcomes are not influenced by gender. Consistent with prior year insights we continue to have uneven gender representation by seniority and by function, which results in differences in pay between males and females at an aggregate level. To address this, we need to continue our efforts to improve gender representation across Coca-Cola Amatil particularly in leadership roles.

In the 2019 review we will draw specific attention to the two related topics of pay equity and gender pay, and will support our Leaders in the business to perform detailed analysis and investigation within their business units and develop their action plans for the coming year.

In 2019 we will enhance how we ensure pay equity in like-for-like roles by implementing a stronger pay framework founded in a simple but robust job grading structure, rather than subjective job matching. We are currently in the process of finalising the pay grades using Korn Ferry job evaluation for implementation across Australia, and other businesses as appropriate. Our 2020 pay equity review will benefit through the use of the new pay framework to provide like-for-like comparison of jobs within the same pay grade and provide some lead indicators for our businesses to identify gaps in gender pay across levels in our Australian businesses.

**4.1 Did you take any actions as a result of your gender remuneration gap analysis?**

- Yes – indicate what actions were taken (select all applicable answers)  
 Created a pay equity strategy or action plan  
 Identified cause/s of the gaps

- Reviewed remuneration decision-making processes
- Analysed commencement salaries by gender to ensure there are no pay gaps
- Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
- Analysed performance pay to ensure there is no gender bias (including unconscious bias)
- Trained people-managers in addressing gender bias (including unconscious bias)
- Set targets to reduce any like-for-like gaps
- Set targets to reduce any organisation-wide gaps
- Reported pay equity metrics (including gender pay gaps) to the governing body
- Reported pay equity metrics (including gender pay gaps) to the executive
- Reported pay equity metrics (including gender pay gaps) to all employees
- Reported pay equity metrics (including gender pay gaps) externally
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
  - No unexplainable or unjustifiable gaps identified
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

Pay equity is a foundation that we know we have to get right, we are focussed on it, and where anomalies exist they will be addressed. There is a greater opportunity to close the gender pay gap and this will only be resolved through more balanced representation across our business. Our Board and senior leaders are aware of this, and we continue to raise awareness on this important topic.

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?**

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):

- By paying the gap between the employee's salary and the government's paid parental leave scheme
- By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, not available (you may specify why this leave is not provided)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

12

**5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.**

**5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?**

- **In your calculation, you MUST INCLUDE CASUALS when working out the proportion.**

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**5.3 Please indicate whether your employer funded paid parental leave for primary carers covers:**

- Adoption
- Surrogacy
- Stillbirth

**6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.**

**Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?**

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:**

10

**6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.**

**6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?**

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:**

- Adoption
- Surrogacy
- Stillbirth

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	13	0	0	11

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	91	2	1	86

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	1	1



**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	18	1

**9. Do you have a formal policy and/or formal strategy on flexible working arrangements?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

**10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- Where only one worksite exists, for example a head-office, select "Available at all worksites".
- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites
- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only
  - Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents

- Available at some worksites only
- Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

**12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  - Access to unpaid leave
  - Confidentiality of matters disclosed
  - Referral of employees to appropriate domestic violence support services for expert advice
  - Protection from any adverse action or discrimination based on the disclosure of domestic violence
  - Flexible working arrangements
  - Provision of financial support (e.g. advance bonus payment or advanced pay)
  - Offer change of office location
  - Emergency accommodation assistance
  - Access to medical services (e.g. doctor or nurse)
  - Other (provide details):

- No (you may specify why no other support mechanisms are in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.  
 No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

During 2018 our Sydney head office transitioned to an activity based working environment, where employees have no fixed workstation. Employees are being actively encouraged to utilise flexible working conditions, including working from home and working from other locations. This is being facilitated through the use of upgraded technology, including new devices and improved collaboration tools such as Cisco Spark, enhancing our video and teleconference capability.

As part of Amatil's commitment to a flexible and family-friendly culture, which is fundamental to attracting, engaging and retaining a world-class workforce, our Alcohol and Coffee Business continued its Kids@Work program, encouraging employees in our Sydney head office to bring their children to work during designated

school holiday weeks throughout the year. The program delivers practical support for team members with families, many of whom struggle to find childcare during the school holidays. In 2018 the program involved 52 children supporting 29 families and continues to be a popular and oversubscribed program.

We have also developed a parent portal for all employees which provides advice, guidance, and support on all stages of the parental journey including how to manage your own personal parental leave experience. We launched the portal on April 19 and will develop this further to include more support on other areas of carer responsibilities e.g. aging parents.

## Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

### 15. Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes  
 No (you may specify why you have not consulted with employees on gender equality)  
 Not needed (provide details why):  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

#### 15.1 How did you consult with employees on issues concerning gender equality in your workplace?

- Survey  
 Consultative committee or group  
 Focus groups  
 Exit interviews  
 Performance discussions  
 Other (provide details):  
CEO/Executive team hosted events and forums such as lunches, morning teas, site visits throughout the year. We also support various Employee Networks and @Workplace to better enable employee communication and ongoing connections.

#### 15.2 Who did you consult?

- All staff  
 Women only  
 Men only  
 Human resources managers  
 Management  
 Employee representative group(s)  
 Diversity committee or equivalent  
 Women and men who have resigned while on parental leave  
 Other (provide details):

#### 15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.

Achieving diversity outcomes also requires an inclusive culture and practices. In 2017 inclusion at Coca-Cola Amatil was fostered by the introduction of our People Pact and Human Rights Policy. The People Pact is a clear statement of the two-way commitment made between Coca-Cola Amatil and its people on many aspects including diversity and inclusion, and our Human Rights Policy stipulates that we value the diversity of the people with whom we work and the contributions they make.

Coca-Cola Amatil Group Diversity and Inclusion Principles cover our organisation, our leaders and our people.

Our organisation:

- takes a leadership position on diversity and inclusion issues, and leverages our leadership as a competitive advantage.
- develops strong, accountable and inclusive leaders who value unique perspectives.
- aspires for gender equality and balanced representation across the organisation; in leadership, in opportunity and in reward.
- recognises the challenges faced by under-represented groups, and takes proactive action to provide opportunities for development, career advancement, and leadership;
- and where appropriate, sets targets to drive action and achieve diversity at all levels. Our leaders:
- treat everyone fairly, demonstrating our Values through being open and straightforward.
- excel through building diverse teams.
- take personal responsibility for driving performance, productivity and innovation through valuing, respecting and capitalising on the unique contributions, perspectives and talents of their teams;
- and respect and harness individual strengths and differences to surface the best ideas and insights. Our people:
- are recognised and rewarded on ability and merit for their contributions
- have, and believe, that there is equal opportunity for growth and advancement
- are encouraged through inclusive leadership to fulfil their potential
- respect each other for who they are, and demonstrate it through their behaviours;
- and reflect the diversity of our markets, customers, consumers and communities at every level in the organisation.

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

### 16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

#### 16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?

- Yes
- No (you may specify why a grievance process is not included)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

### 17. Do you provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided:
- At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units
  - Other (provide details):
- No (you may specify why this training is not provided)

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

Amatil provides online training modules to all employees that cover our Code of Business Conduct and expectations for working together. The Working Together module outlines our commitment to a safe, harmonious and professional working environment free of discrimination, bullying and harassment. All Business Unit HR leaders regularly remind leaders of their obligations and zero tolerance for sex-based harassment and discrimination through group training sessions. Our Code of Conduct training has recently been refreshed and further enhanced.

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

Improving the depth and breadth of representation of women across all functions and Businesses, particularly in operational and sales roles, has been identified as an area for improvement. To support this we have taken a number of steps, including:

- Members of the National Association of Women in Operations in Australia, hosting events in various location
- Participating in the Women in Drinks mentoring program, an industry initiative focused on inspiring, supporting and educating the alcohol beverages industry to increase diversity and inclusion
- Becoming a foundation sponsor of Wayfinder, an industry-led program coordinated by Deakin University, which aims to improve the pipeline of female talent into the supply chain and logistics industry.
- Our Australia Logistics team launched 'Women in Warehousing' - a new program in partnership with Workskill Australia focusing on training women for the logistics workforce.

We continue to report regular metrics through a quarterly dashboard on a variety of diversity measures, introducing metrics around turnover by gender. This dashboard enables us to be more responsive to the business needs, as well as identify any trends impacting on the diversity of our workforce.

We also understand that we need to continue the focus on providing opportunity and development for women to enter leadership roles. Since the commencement of our Gonski Women in Leadership Program for mid to senior female leaders across the Group in 2016, the program continues to deliver positive outcomes for the participants and the organisation, with 26 per cent of the alumni having been promoted or given expanded responsibilities. Our graduate program is now gender balanced increasing from 42% to 50% female participation in 2019.

## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 34.4% females and 65.6% males.

#### Promotions

2. 45.6% of employees awarded promotions were women and 54.4% were men
  - i. 46.5% of all manager promotions were awarded to women
  - ii. 45.4% of all non-manager promotions were awarded to women.
3. 3.2% of your workforce was part-time and 3.1% of promotions were awarded to part-time employees.

#### Resignations

4. 41.3% of employees who resigned were women and 58.7% were men
  - i. 39.0% of all managers who resigned were women
  - ii. 41.5% of all non-managers who resigned were women.
5. 3.2% of your workforce was part-time and 4.8% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 18.1% of all women who utilised parental leave ceased employment before returning to work
- ii. 2.0% of all men who utilised parental leave ceased employment before returning to work
- iii. 50.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 94.7% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## CEO sign off confirmation

\_\_\_\_\_  
Name of CEO or equivalent:

\_\_\_\_\_  
Confirmation CEO has signed the report:

\_\_\_\_\_  
CEO signature:

\_\_\_\_\_  
Date: