

Public report

2019-20

Submitted by

Legal Name:
Coca-Cola Amatil Ltd



Organisation and contact details

Submitting organisation details	Legal name	Coca-Cola Amatil Ltd
	ABN	26004139397
	ANZSIC	C Manufacturing 1211 Soft Drink, Cordial and Syrup Manufacturing
	Business/trading name/s	
	ASX code (if applicable)	CCL
	Postal address	Level 14, 40 MOUNT STREET NORTH SYDNEY NSW 2060 AUSTRALIA
	Organisation phone number	(02) 9259 6222
Reporting structure	Ultimate parent	Coca-Cola Amatil Ltd
	Number of employees covered by this report	3,705

All organisations covered by this report

Legal name	Business/trading name/s
Coca-Cola Amatil Ltd	
Neverfail Springwater Co Pty Ltd	
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	2	0	2
		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	8	14	22
		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	8	8	16
		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	12	19	31
		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	2	1	3
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	37	56	93
		Full-time contract	0	4	4
		Part-time permanent	3	1	4
		Part-time contract	0	1	1
		Casual	0	0	0
	-4	Full-time permanent	31	102	133
		Full-time contract	1	1	2
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	10	24	34
		Full-time contract	0	0	0
		Part-time permanent	3	0	3
		Part-time contract	0	0	0
		Casual	0	0	0
-6	Full-time permanent	3	4	7	
	Full-time contract	0	0	0	
	Part-time permanent	5	0	5	
	Part-time contract	0	0	0	
	Casual	0	0	0	
Grand total: all managers			130	239	369

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	192	219	0	0	0	0	411
	Full-time contract	12	11	6	6	0	0	35
	Part-time permanent	37	3	0	0	0	0	40
	Part-time contract	2	1	0	0	0	0	3
	Casual	0	0	0	0	0	0	0
Technicians and trade	Full-time permanent	35	408	0	0	0	0	443
	Full-time contract	1	0	0	0	0	1	2
	Part-time permanent	4	0	0	0	0	0	4
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
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	316	423	0	0	0	0	739
	Full-time contract	14	13	0	0	0	0	27
	Part-time permanent	41	5	0	0	0	0	46
	Part-time contract	1	0	0	0	0	0	1
	Casual	1	1	0	0	0	0	2
Sales	Full-time permanent	279	716	0	1	0	0	996
	Full-time contract	5	16	0	0	0	0	21
	Part-time permanent	24	1	0	0	0	0	25
	Part-time contract	1	0	0	0	0	0	1
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	69	465	0	0	0	0	534
	Full-time contract	0	2	0	0	0	0	2
	Part-time permanent	1	1	0	0	0	0	2
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	2	0	0	0	0	2

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	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
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		1,035	2,287	6	7	0	1	3,336

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 2019 to 31 March 2020. (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	28	36	89	127
Permanent/ongoing part-time employees	0	0	4	0
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

1.11 How many appointments in total were made to manager and non-manager roles (based on WGEA-defined managers/non-managers) during the reporting period (add the number of external appointments and internal promotions together)?

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	47	74
Number of appointments made to NON-MANAGER roles (including promotions)	390	643

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	11	20	105	189
Permanent/ongoing part-time employees	1	1	6	5
Fixed-term contract full-time employees	1	0	10	8
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-approved measurable objectives, and progress in the area of diversity are reviewed annually by the Amatil People Committee.

In accordance with our People Committee Charter, the Committee approves measurable objectives for diversity and inclusion and reviews progress on gender balance (including women in leadership and pay equity), and other diversity priorities and succession planning.

In December 2017, the Committee approved new measurable objectives for achieving appropriate gender balance across our geographies and businesses, through to 2020. We are committed to gender equality and have a range of policies, strategies, programs and engagement initiatives to help Amatil achieve this goal.

We increased the representation of senior executive roles held by females from 30% in 2017 to 43% in 2019/20. We also committed to at least 30% of management positions held by women. We introduced a new and consistent definition of 'management positions' which applies the WGEA descriptors. In 2018 and 2019 we had a 21% representation of women in management positions across our business and this continues to be an area of focus.

To achieve these targets, we are maintaining the levels of identified and validated female talent across the Group at 41% this year. In Australia 44% of women were identified as future and emerging leaders. A strong pipeline of female leaders and our gender-specific development programs will continue to help us achieve our aspiration to increase the 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 What gender is the Chair on this governing body (if the role of the Chair rotates, enter the gender of the Chair at your last meeting)?

	Female	Male
Number	1	0

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

	Female	Male
Number	2	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 38% of Board positions were held by women. In 2018 this increased to 44.4% and in 2019 we are back to 38% of Board positions held by women. In our Group Leadership Team 50% 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 this reporting period we conducted a full review of gender pay and pay equity, covering all Businesses and countries across Amatil. The overall findings showed improvement in representation across Senior Leadership levels, gender pay and pay equity compared to 2018.

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 Amatil particularly in leadership roles.

We enhanced how we ensure pay equity in like-for-like roles through the introduction of a stronger pay framework founded in a simple but robust job grading structure underpinned by Korn Ferry job evaluation methodology.

We have incorporated the pay equity review into the year-end incentive and remuneration review process. This enabled our Leaders to perform aggregate-level gender pay and pay equity analyses, and further detailed analysis and investigation within their business units to help finalise their remuneration reviews.

Our recent pay equity reporting benefited through the use of the new pay framework by providing like-for-like comparison of jobs within the same pay grade and provided some lead indicators for our businesses to identify gaps in gender pay across levels in our Australian businesses. This can be seen in the overall closing of gender pay gaps across all categories.

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 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 are being addressed. Within this context, we have continued to:

ensure pay equity (for like for like roles) and continually improve how we assess, monitor and maintain this pay equity;
focus on pay decisions being centred on merit, via calibration and sign off processes when making pay decisions
strengthen our Inclusion and Diversity efforts within the business, with a focus on representation, promotions and retention which is key to closing the gender pay gap

Our Board and senior leaders support and 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	14

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	98	0	3	97

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	3	0

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	10	3

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 encouraged to adopt 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, 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, we continued the 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 this reporting period the program attracted 53 children supporting 30 families and continues to be a popular and oversubscribed program.

In 2019 we deployed a parent portal to all employees and managers, providing advice, guidance and support on all stages of the parental journey. We launched the portal in April 19 with strong uptake by both employees and managers. Amatil employees are sharing their own personal stories which has encouraged other parents to share stories and seek support. The top three resources accessed by our people are the Flexible Working Request Template, Your Back to School Checklist and the Parental Leave Handbook.

We also continue to offer our purchase leave program to all Australian employees providing greater flexibility to our people by purchasing up to an additional 3 weeks leave.

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 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 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.

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 to 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 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
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
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:

Over the last 12 months, Amatil has provided four core learning modules to all permanent and contracted employees, with a focus on how we ethically do business and how we treat each other and our customers. The modules focus on Amatil's commitment to a safe, harmonious and professional working environment free of discrimination, bullying and harassment. This was delivered via easily consumable digital modules focussing on the key messages and employee expectations within topics such as Protecting Human Rights, our Code of Conduct and Preventing Bribery and Corruption. An ongoing program of learning continues to reinforce Amatil's commitment to working ethically with our customers and each other via regular leader sessions and targeted communications. The digital learning offering can be accessed 24/7 via mobile devices providing more flexibility to our employees.

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.)

Amatil continues to focus on improving the depth and breadth of representation of women across all functions and Businesses. This year we have seen an increase in female representation in almost all categories.

Sales, Operations & Supply Chain:

Our sales roles have an increased participation of women, demonstrating the ongoing commitment to attract, develop and retain female talent in our sales business. We also made significant progress in closing the pay gap this year. There is still more work to do in Operational roles and Amatil continues to seek new ways of attracting and retaining women in these roles, including:

Members of the National Association of Women in Operations in Australia, hosting events in various location
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.

Women in Drinks:

Amatil continues to participate in the Women in Drinks industry initiatives focused on inspiring, supporting and educating the alcohol beverages industry to increase diversity and inclusion. Within our alcohol businesses significant progress has been made on female representation and continues to be a focus alongside other inclusion initiatives.

Women In Leadership:

There is recognition 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 alumni having been promoted or given expanded responsibilities.

Engagement Results:

There is no statistical difference in engagement scores for men and women

We added new engagement questions to understand employee sentiment on flexibility, diversity and inclusion with pleasing results.

- Our employees felt genuinely supported if they chose to make use of flexible working arrangements
- Our employees feel that diversity is valued at Amatil
- Our employees believe Amatil encourages an inclusive work environment where people of diverse backgrounds are embraced.

Overall our female employees responded more favourably to these questions.

Domestic Violence Awareness:

Domestic Violence Awareness Training has started and will continue to roll out during the next reporting period. We have sourced an external specialist to provide digital learning support on Domestic Violence to support our people during COVID-19.

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 31.6% females and 68.4% males.

Promotions

2. 42.6% of employees awarded promotions were women and 57.4% were men
 - i. 43.8% of all manager promotions were awarded to women
 - ii. 42.3% of all non-manager promotions were awarded to women.
3. 3.8% of your workforce was part-time and 1.4% of promotions were awarded to part-time employees.

Resignations

4. 37.8% of employees who resigned were women and 62.2% were men
 - i. 38.2% of all managers who resigned were women
 - ii. 37.7% of all non-managers who resigned were women.
5. 3.8% of your workforce was part-time and 4.4% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 11.4% of all women who utilised parental leave ceased employment before returning to work
- ii. 2.7% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 76.9% 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:

Alison Watkins

CEO signature:



Confirmation CEO has signed the report:

Date:

3 August 2020