



Coca-Cola
Hellenic Bottling Company

flexible working arrangements

Country Toolkit



Promote and facilitate the use of flexible working to drive:

- ❖ CCHBC as an irresistible place to work – attracting, engaging and retaining talent;
- ❖ productivity improvement; and
- ❖ business growth.

Through:

- ❖ a standardized framework and principles;
- ❖ support materials; and
- ❖ governance process.



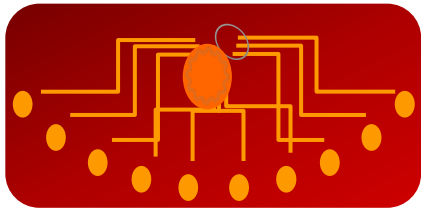
- ❖ Context
- ❖ Business benefits
- ❖ Definition and different forms of FWA
- ❖ Framework and principles
- ❖ Requirements for success
- ❖ Resources available
- ❖ Look of success
- ❖ Governance process



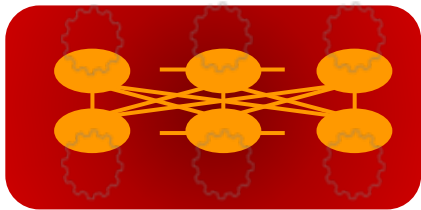
The world of work – and expectations of work – are changing

The workplace has evolved:

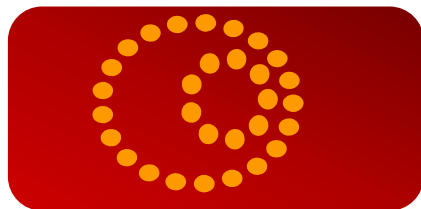
Command & Control



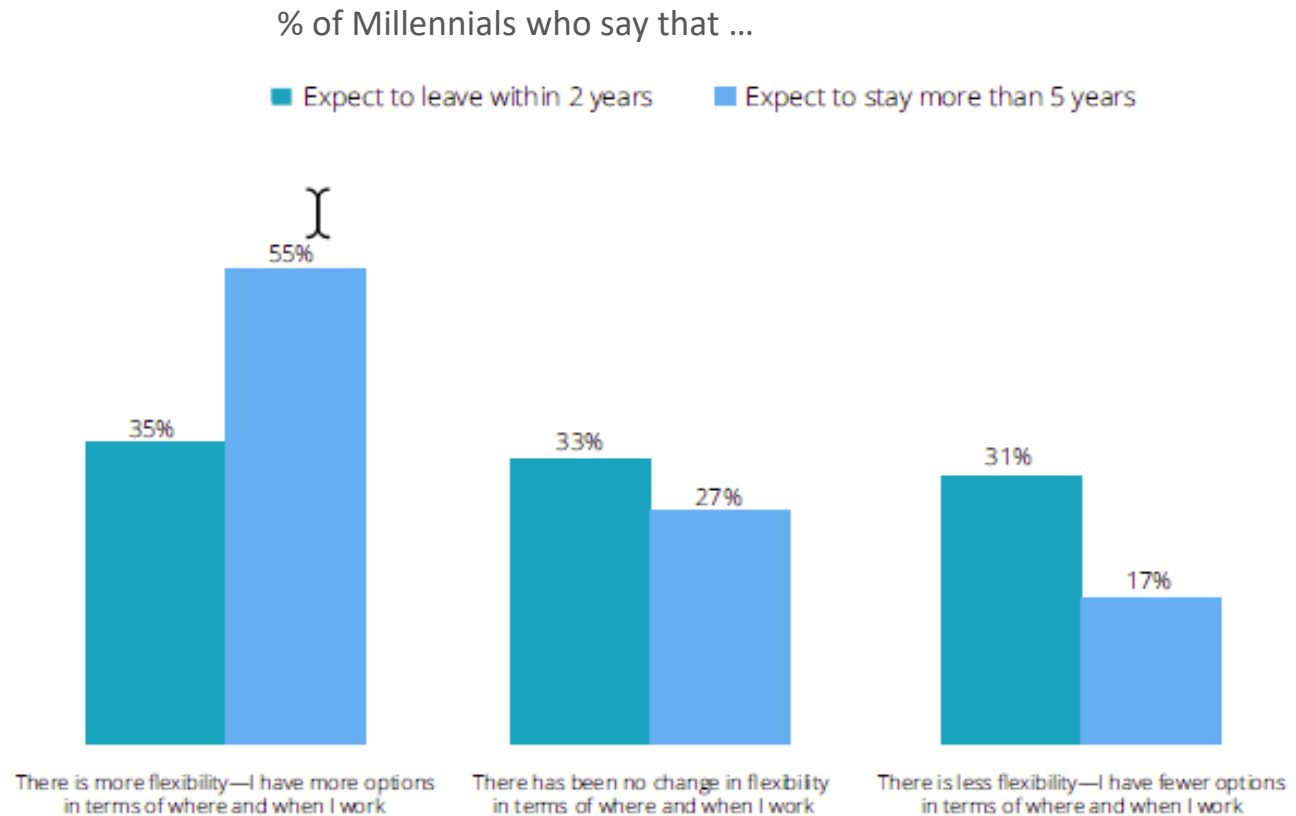
Cross-functional working



Collaboration



While flexibility now correlates with retention risk:



Source: 2018 Deloitte Millennial Study



So, the way we work – and our employee experience – has to change too

The workplace evolution means we need to:

- ❖ spend more time communicating & collaborating
- ❖ empower self organization
- ❖ personalize participation in work to attract talent (esp Gen Y & Millennials)



While it's become critical to close our engagement gaps:

- ❖ Work/life balance at CCHBC remains significantly below the HPN (2017 MyVoice results)
- ❖ We experienced a drop in Energy in 2017, despite the focus on this area as a strategic priority.

	Total Favourable	Coca-Cola HBC 2016 (30,347)	High Performance Norm 2017 (140,136)
I am able to sustain the level of energy I need throughout the work day.	85	-1*	-1
My work schedule allows sufficient flexibility to meet my personal needs.	75	2*	-4*
I would recommend Coca-Cola HBC as a good place to work.	87	0	-1*

... to become a 24/7 beverage company



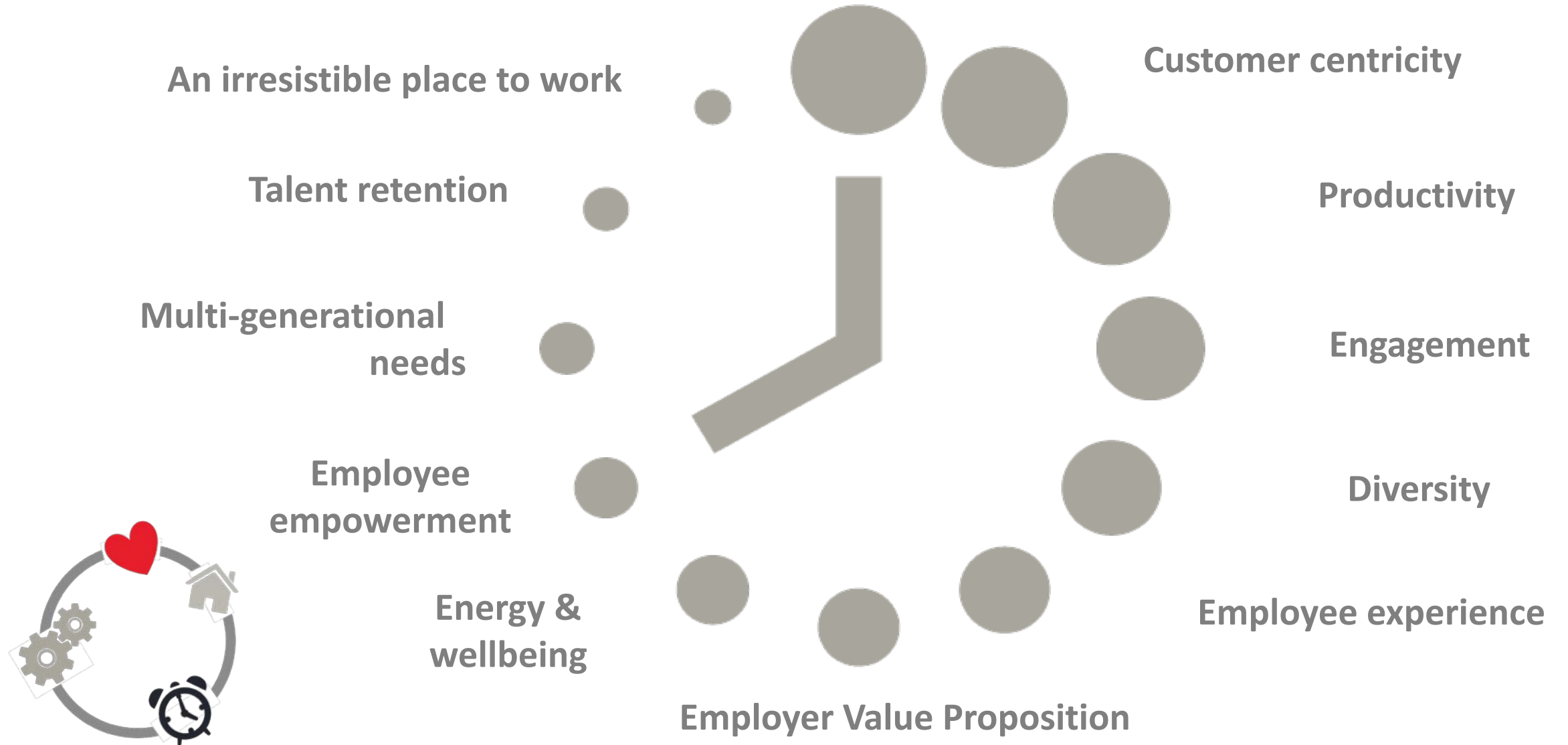
THE COCA-COLA COMPANY



+



There are multiple business benefits from FWA

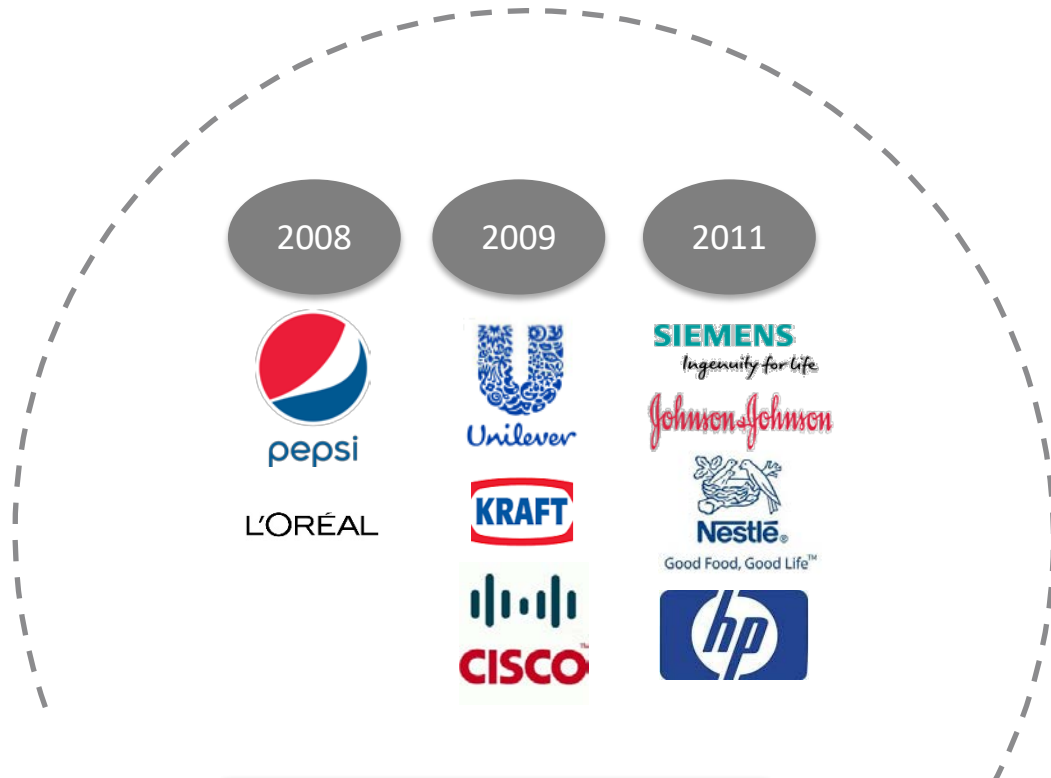




Including meeting greater customer expectations

- ✓ **Customer centricity:** flexibility allows continuous operation across locations and time zones, meeting the complex, global and 24/7 needs of customers. Flexibility also helps meet the growing expectations of consumers who expect around-the-clock service.
- ✓ **Productivity:** flexible workers are measurably more productive, and are able to leverage new technologies to collaborate and communicate.
- ✓ **Engagement:** employees are able to shape their working styles to fit their circumstances and exhibit greater levels of engagement and loyalty.
- ✓ **Diversity:** being a parent or looking after other dependents requires flexibility, and such arrangements can increase the proportion of senior women also.
- ✓ **Employee experience and wellbeing:** virtual work reduces commuting time for employees, and an ability to change working habits can help create a better work/life balance.
- ✓ **Multi-generational needs:** FWA allows different employee groups to meet varying needs at different times in their working life.
- ✓ **Retention:** the expectation of being able to work flexibly, once the focus of younger generations, is beginning to be expressed by other groups.



Other companies are already enjoying the return



Program	Savings
 "AnyConnect"	50% greater space utilization 20% productivity increase 33% decreased travel cost
 "Agile Working"	30% greater space utilization 60% less waste and energy 23,742 long-haul flights saved Total cost reduction: €39.5 million

Danone award-winning policies on family support

Supporting the family



<http://www.workingmums.co.uk>

Pepsi Co – FWA program, Promotion of Employer Brand

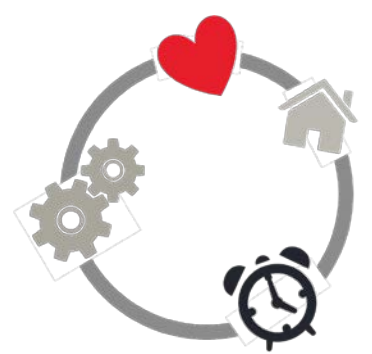


<https://www.flexjobs.com>

Johnson & Johnson - Flexibility Ambassador Program

Benefits
Johnson offers a comprehensive and competitive benefits program to attract and retain talented employees.

Optimizing Work, Family & Personal Life
Our comprehensive programs and services for employees reflect a holistic view of work, family and personal life to help support individual effectiveness at work and at home. Specific programs, including those for flexible work arrangements, education, adoption, child care and elder care may vary around the world based on local circumstances and business needs.



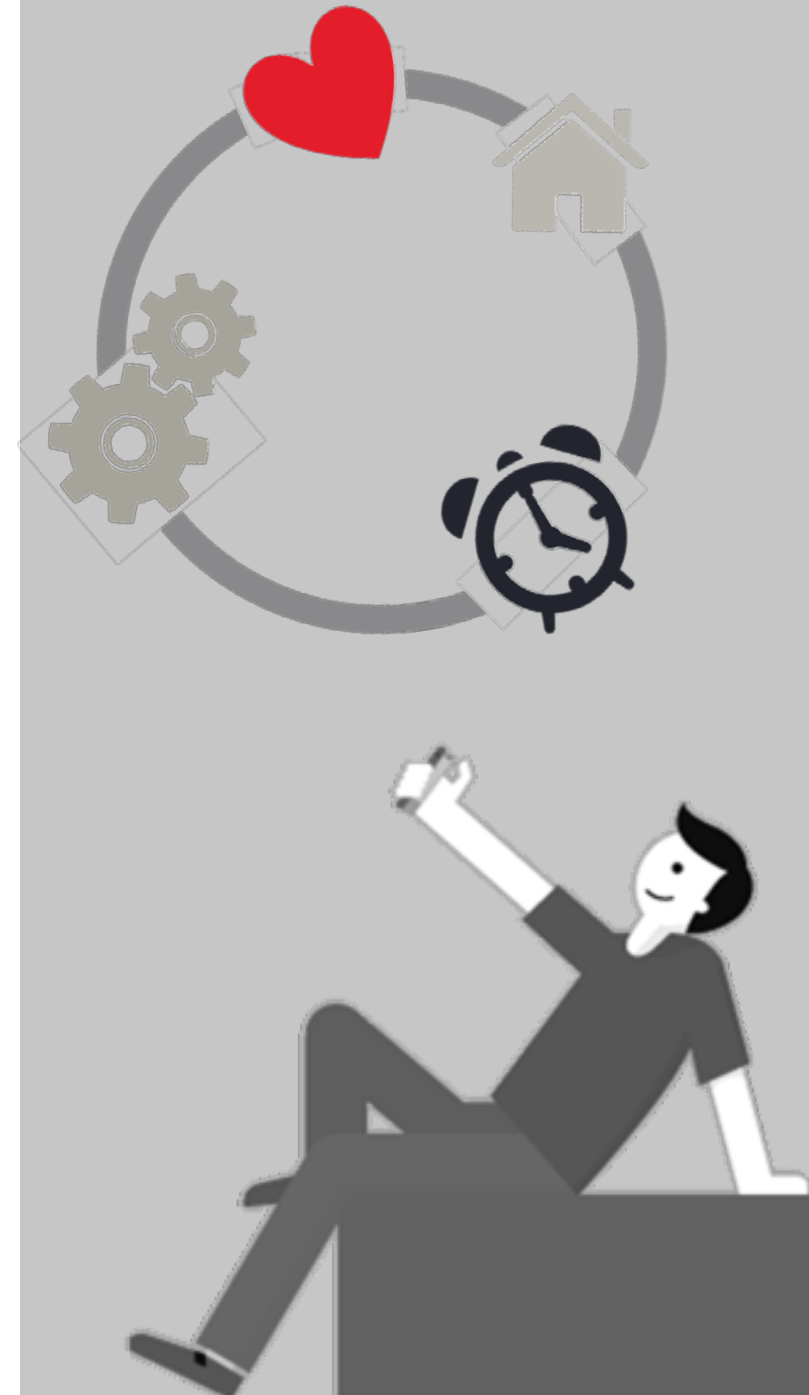
DEFINITION & FORMS OF FWA



What are flexible working arrangements?

Flexibility in:

- **when** work is done
- **where** work is done; and
- **how** work is done.



The different forms of FWA



Flex time

Employees vary their **start and finish times**
This schedule might include ‘**core hours**’
determined by the
BU/function/department.



Remote work

Flexibility in **where employees perform their job**
Remote Working is not a job but a method of working, and provides flexibility in the location where employees may perform their job.



Job sharing

Two (or occasionally more)
employees share a full-time job



Part-time work

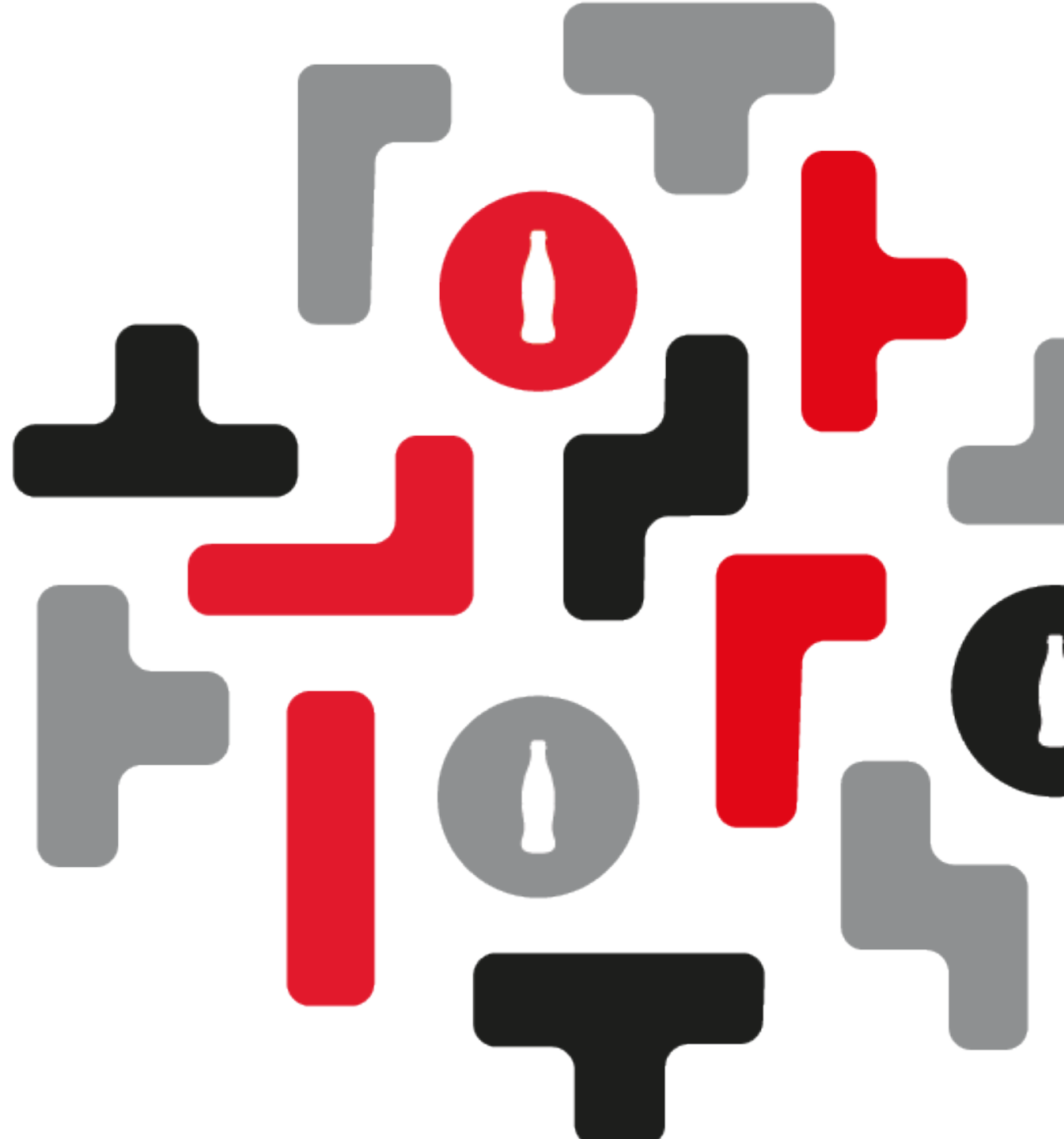
Employees work fewer hours than the
standard working hours; eg 3 days per
week



Compressed working

Employees work **standard hours across fewer days**; eg 80 hours worked in nine days

FWA Framework and principles



CCHBC Framework for FWA

Group level

Growth Story & Wellbeing framework:

FWA as enabler

FWA framework:

Country toolkit

Supporting resources:

CCHBC FWA guidelines

Communications plan & visuals

Best practice sharing

Approval process:

Group Employee Relations

Minimum Standard

Country level

HR, BSS, LEGAL & PA&C - CREATE

ENVIRONMENT:

Develop policy, communications & share practices

LEADERS sponsor and role model

CHANGE AGENTS – CHAMPIONS &

AMBASSADORS:

Raise awareness, communicate, promote and lead change management

MANAGERS own the process

EMPLOYEES own the success

Localization



Principles for FWA

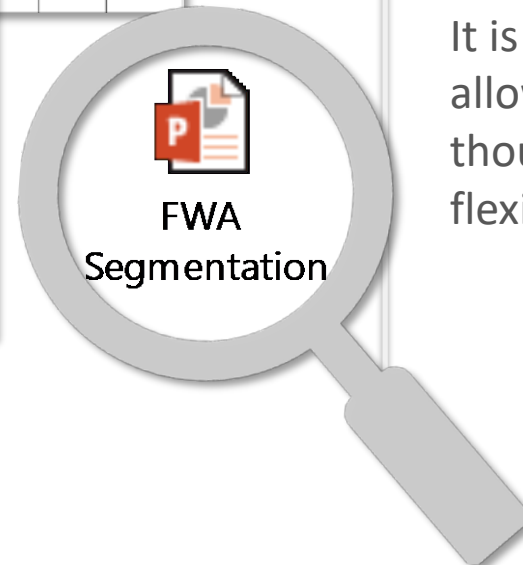


Eligibility and segmentation

RECOMMENDED SEGMENTATION – WHAT FWA FOR WHICH JOB:

- Main Principle: Maximum flexibility depends on nature of the job/work
- Includes ICSC and Commercial
- Practical examples

Recommendations for Segmentation Support Functions						
Work specifics	Examples	Flextime (start/end)	Remote Working	Part-time	Job sharing	Compressed working
					Possible	Possible
Recommendations for Segmentation Commercial Function						
Work specifics	Examples	Flextime (start/end)	Remote Working	Part-time	Job sharing	Compressed working
					Possible	Possible
Recommendations for Segmentation ICSC						
Work specifics	Examples	Flextime (start/end)	Remote Working	Part-time	Job sharing	Compressed working
Shift employees Transactional work	Manufacturing operators Shift Supervisors QA Controllers Shift Mechanics Electricians WH FL drivers	Limited: - depends on starting/ending of the line - Shift supervisor creates conditions for flexibility among 1 shift	n/a Nature of the work	Possible: Example: employee works 3 days per week	Possible: Example: working moms from QA	Limited: season approach
					Possible: - 2 employees share one role	Very limited: - Applicable limited as per agreement. FL and MIs but MIs have to cover business needs
					Possible: - 2 employees share one role	n/a
Standard working hours (fixed time)	Managers Clerks QA specialists QA supervisors Engineers WH supervisors Managers CD Fleet Haulage Planning Procurement Sustainability	Possible: Employee works his/her set number of hours each day, but can vary their Starting and Finishing time, in case they do not have specific business needs	Limited: Applicable to the positions that not required to be in the Plant all time	Possible: - Part time is possible to cover specific for business peaks – summer, weekly	Possible: - 2 QA specialists sharing job or 2 dispatcher Mainly transactional workers	Limited: - Possible during low season in Production and Logistics. Production work 3 day 12h and have rest 2 days
					Possible: - 2 employees share one role	Limited: - Execute training preparation for 4 day and to have rest 1 day in case no need of training delivery
					Possible	limited
Transactional work	Delivery Drivers	Limited: Logistics/WH consternates	n/a Nature of the work	Limited: - 1 delivery driver could work 3 days Tuesday and Friday to cover peaks	Possible: - 2 Delivery drivers are sharing first and second loads	Limited: - 1 delivery driver could work 3 days 12h and to have rest 2 days



In principle, everyone is eligible for flexible working, but the nature and extent depends on the work done.

Not all tasks and jobs are suited to flexible working arrangements because of their nature, including – but not limited to – tasks and jobs that require extensive use of onsite resources, hands-on service or face-to-face interaction.

It is at the manager's discretion whether to allow a direct report to work flexibly or not, though managers are encouraged to allow flexible working where possible.



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REQUIREMENTS FOR SUCCESS

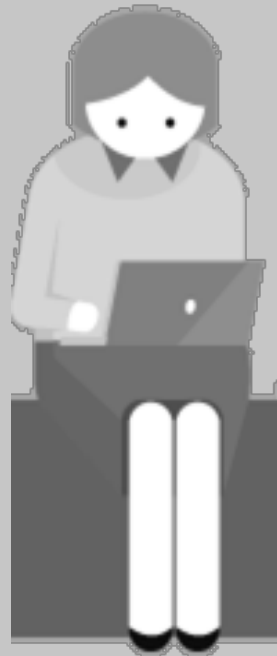




Growth Behaviours are key to making flexible working work



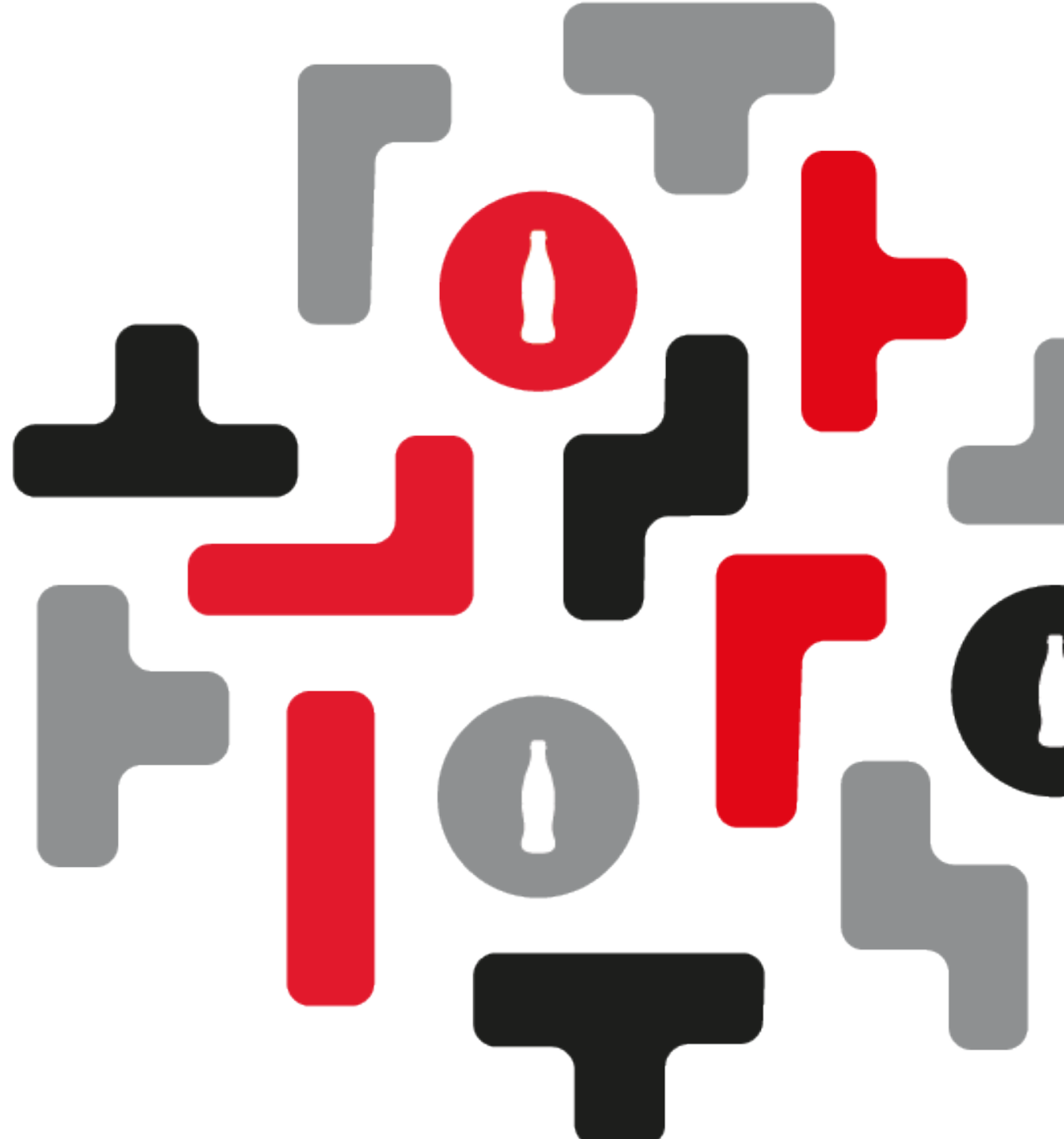
**Perform as one - Empower.
Collaborate. Embrace diversity.**





Coca-Cola
Hellenic Bottling Company

**RESOURCES
AVAILABLE**



What is available?

CCHBC FWA guidelines

- Company-wide principles and practices

Communications plan

- Draft to support launch of FWA locally

Communications visuals

- Graphics/communications materials for local activation

Best practice sharing

- CC HBC local policies and practices available on HR sharepoint.

Purpose

- Consistent information and materials for BUs to support the roll-out of FWA



CCHBC FWA Guidelines

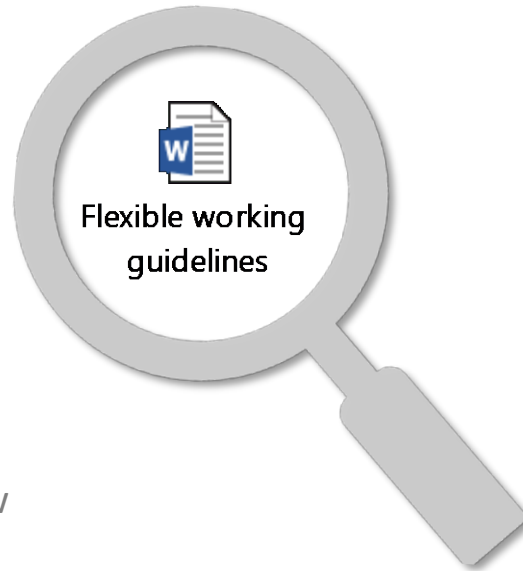
Purpose:

The guidelines outline the principles and practices that should apply to flexible working arrangements in CCHBC, subject to local laws, local procedures and management decisions.

They are offered as a starting point for creating a local policy if the BU determines that a policy is needed.

Content:

- Purpose
- Guiding principles
- Flexible working arrangements offered
- Eligibility
- Agreement process
- Working hours
- Terminating the FWA, change in position and review
- Remote working
- Flex-time
- Part-time work
- Job sharing
- Compressed hours



GENERATION



Communications plan

Purpose:

The communications plan is offered as a starting point for creating a local communications plan if the BU determines that such a plan is needed.

Defines:

Communications **Objectives** (**What** you want to achieve)

Communications **Strategies** (**How** you are going to do it)

Communications **Channels** (**What** you are going **to leverage** to get there)

Approach:

- 3-phases, with an emphasis on Phase I
 1. **Phase I:** High-impact launch of FWA
 2. **Phase II:** Embed the concept internally (with managers and employees)
 3. **Phase III:** Leverage FWA as part of EVP

Look of Success:

Communicate and drive awareness for the concept of FWA

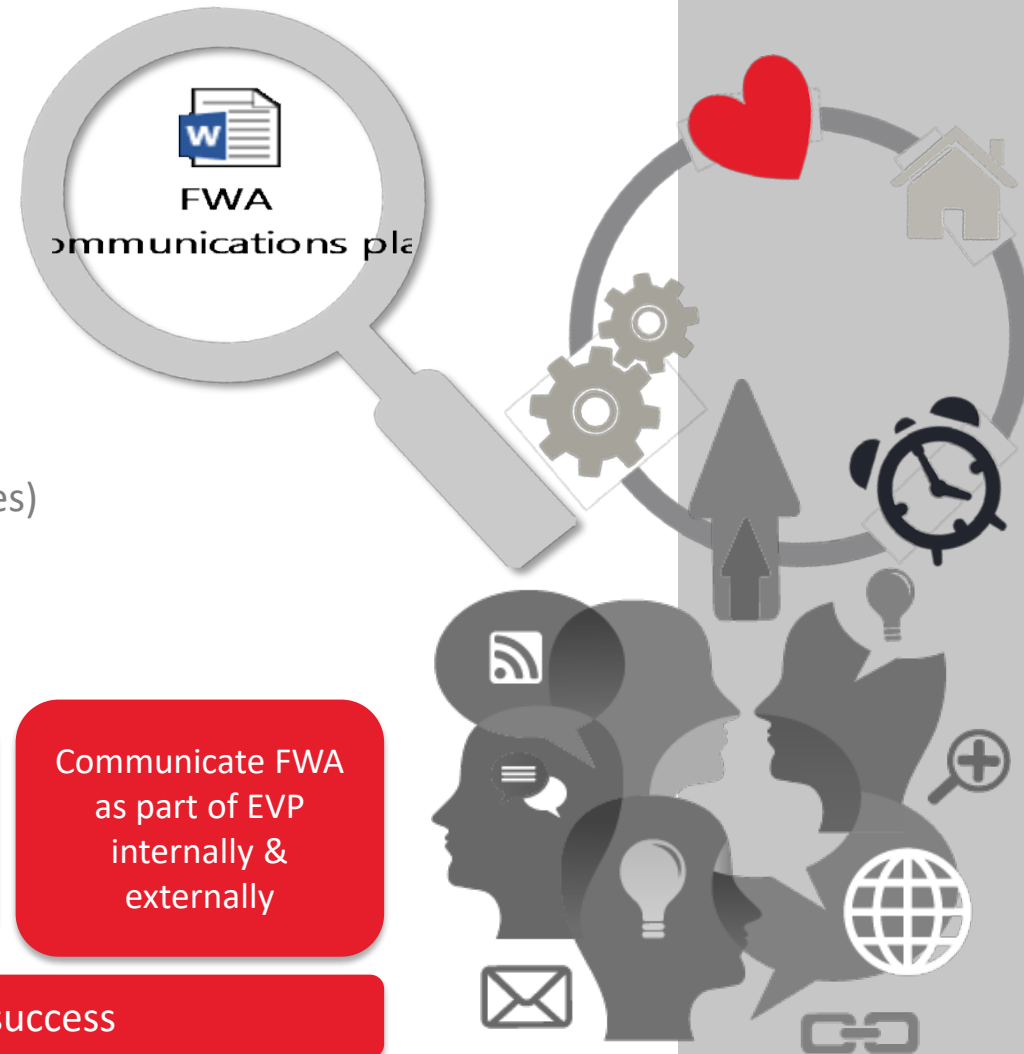
Communicate the approach to FWA, encouraging uptake

Communicate Top Management support for FWA

Position FWA as a key enabler to drive a high-performance mindset

Communicate FWA as part of EVP internally & externally

Support the Manager to champion FWA and the Employee to own the success





Templates for visuals are available so BUs do not need to spend time and money on creating visuals through agencies.



Communications visu



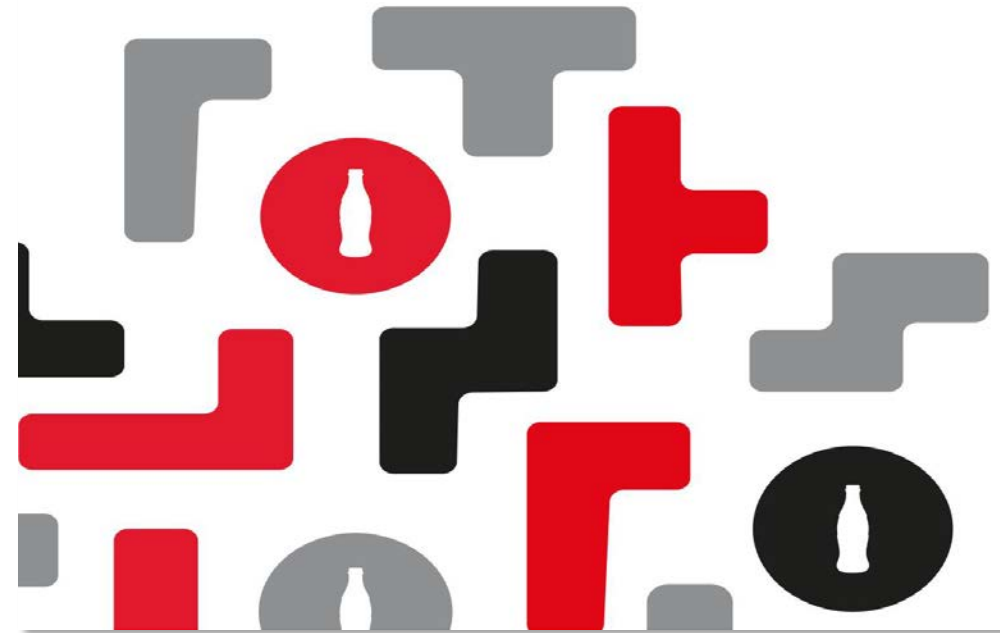
- Flex Time
- Remote Working
- Job-sharing
- Part-time working
- Compressed working

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LOOK OF SUCCESS



Our environment accelerates productivity, innovation and growth by:

1 Improving productivity

- Unplanned absence decrease / vs PY
- Overtime decrease / vs PY
- Sickness absence decrease / vs PY

2 Decreasing turnover of Key People

- KP turnover decrease/ vs PY
- **Q:**At the present time, are you seriously looking for another job? > HPN

3 Driving engagement > HPN

- **Q:** I am able to sustain the level of energy I need throughout the work day
- **Q:** My work schedule allows sufficient flexibility to meet my personal/family needs

4 Attracting top talent & top performers

- Maintain industry leadership, DJSI
- Employer of Choice

