

# employees

## diversity and equal opportunities

We value diversity in our workforce and know that variety in our people makes for a richer, more vibrant company culture. Our group-wide Equal Employment Opportunities & Diversity Policy emphasises our commitment to attract, empower and promote a diverse and talented workforce. It covers race, colour, ethnic or national origin, gender, sexual orientation, age, religion, marital status and disability.

We have clear procedures to promote and monitor diversity. The Board receives regular reports on progress, and best practice is shared across the group. Individual business units use workshops, training, induction courses and, in some cases, Diversity Committees to ensure they celebrate diversity and foster an inclusive employment environment.

## consultation and dialogue

We have a long tradition of encouraging our employees to participate fully in the business through consultation and dialogue. It's part of our culture, and one of the reasons for our success.

We respect our employees' right to join trades unions and over half are union members. We have locally-tailored ways for employees to contribute their energy and views. For example, our European Employee Information and Consultation Forums meet at least annually to discuss business performance and share ideas. They operate across the UK, Ireland, Spain, France, Germany, Italy, Portugal and the Netherlands and are jointly co-ordinated by an HR Manager and an employee representative, with the business's senior management giving a personal account of key projects, results and performance.

## remuneration and rewards

We are committed to remunerating our employees fairly according to their skills and performance and in line with competitive industry and local conditions. We actively encourage share ownership among all our employees. Over half our employees have access to share options and reduced price purchase plans. Our UK ShareSave plan has been operating for over 20 years and is open to all employees, with take up in 2001 at 41%. This year we have also introduced a new Share Incentive Plan (SIP). Internationally we run share schemes in Ireland, France, Spain, Portugal, Belgium, the Netherlands, Australia, New Zealand, the US and Canada, with plans to gradually extend this to other countries where we have employees – Mexico, Poland and Egypt are next in line.

We expect our people to work only reasonable hours and have been introducing greater flexibility to provide our employees with choices so that they may better meet their own and their families' specific needs.

## our people make all the difference

We wholeheartedly believe that it is our people who make all the difference to our success. We make a great effort to look after the Cadbury Schweppes team, encouraging active contribution and participation, and helping individuals realise their full potential.

Our HR Minimum Standards and HR People Strategy apply to all our businesses, everywhere

Chief Human Resources Officer sits on the Board

Our HRET Policy covers

core labour rights and dignity at work

health and safety

fair remuneration

diversity and respect for differences

opportunity for development

See the back of this report for more details

# working together to create a better business

In the UK, a careful blend of consultation and dialogue with employees helped us to manage successfully the challenge of restructuring for growth by creating a new single business unit out of two companies with very different cultures.

Two years ago, we decided to combine the UK's No1 chocolate confectionery business, Cadbury, with the No1 sugar confectionery business, Trebor Bassett, to create an even bigger and better business: Cadbury Trebor Bassett (CTB).

The aim was to give our customers a single business capable of understanding and meeting all their confectionery needs more quickly and effectively. It was a massive change with a large number of employees who either had to relocate, change or take on additional responsibilities. Tackling something new is not always easy, but we used both formal and informal consultation to engage support and successfully manage change.

Dialogue was required to manage the changes to our sales and marketing functions. We created a new CTB Commercial and Strategic Centre at Maple Cross, requiring people to move to take up a new job in a new place – a new life. A substantial relocation and support package was introduced, tailored to individual needs. A great deal of consultation, briefings, support and training went into making these moves as smooth as possible.

Formal negotiations and consultations with trades unions in our chocolate making factories allowed us to reach collective agreements around a new single set of employment principles. This also included lengthy briefing sessions with all 3,000 employees in parts of manufacturing, followed by a ballot to apply the new working agreement. The new agreement 'Clearly The Best' – a partnership between CTB, the Transport and General Workers Union and the Amalgamated Engineering and Electrical Union – has been hailed by leaders of both trades unions as a breakthrough in industrial relations, and is now being modelled in other parts of industry.

CTB was launched to customers in June 2001. So just how successful has the change been? As an illustration: the combined sales force has increased to meet the growing needs of CTB's customers. After the introduction of new teams and a new systems and support infrastructure, the business is going from strength to strength.

## development and training

We continue to invest heavily in developing the skills and capabilities of our people. Our Leadership Imperatives and Sharpening The Culture training and development programmes apply to all employees, everywhere, and our aim is to deliver a leading-edge employment experience which also enhances the capabilities of individuals and the company as a whole. We have group-wide guidelines and each business unit has their own training and development programme tailored to their cultural and commercial aims.

## health and safety

We aim to ensure that employees, contractors and visitors to our sites can be confident of entering and working in an environment which is both safe and healthy. We reaffirmed our Health and Safety strategy in January 2000 and the Chief Executive Officer's Statement of Intent for Health and Safety now forms the basis of our group-wide safety management system.

Our Group Risk Management Department has developed a self-audit programme to assess each business unit. This is supported with a comprehensive set of guidelines to assist local managers. Every business unit aims to achieve three tick status. Where this standard is not achieved, the programme highlights what activities need to be implemented ahead of the next three-yearly audit.

As a first priority, we continue to expect all our business units to have Health and Safety programmes in place which meet their local legislative requirements and reflect any legislative updates. We are also working to ensure that local programmes across the globe develop to meet our own internal best practice guidelines where they are more demanding than the local regulatory requirements. This is part of our ongoing determination to minimise Health and Safety risks still further.

You can download the latest Environment, Health & Safety Report from our website at [www.cadburyschweppes.com](http://www.cadburyschweppes.com)

