



Coca-Cola
Hellenic Bottling Company

2019 GRI Content Index

Coca-Cola HBC 2019 GRI Content Index

This section provides more detail to internal and external stakeholders on Coca-Cola HBC's sustainability-related policies, programmes and performance. The report is in accordance with the Global Reporting Initiative (GRI) Standards, comprehensive option. In addition, in conjunction with our 2019 Integrated Annual Report, it complements and serves as part of our 2019 Communication on Progress (COP) to the United Nations Global Compact (UNGC).

GRI INDICATORS

We report according to the GRI Standards and the related general and specific disclosures as defined in 2016. Some data is provided directly in the Index, while for other we indicate where the data and a more detailed discussion of the topic can be found in the Integrated Annual Report (IAR). Unless stated otherwise, the period covered is the calendar year 2019 and the status described is as at 31 December 2019.

GENERAL DISCLOSURES (based on GRI Standards 2016)

Disclosure number	Description	Reference to the 2019 IAR	Additional content, reference, or reason for omission
Organisational profile			
102-1	Name of the organisation	2, 3, 236	Refer to the "Our business at a glance" and "About our report" section of the 2019 IAR.
102-2	Primary brands, products and services	16-17 26-29	Refer to the "Our business model" and "Leveraging our unique 24/7 portfolio" sections of the 2019 IAR, as well as the Brands section of our website at: www.coca-colahellenic.com/en/brands Further note that none of our products are banned in the markets where we operate, and we comply with all local legal requirements for the sale and marketing of those products. Wherever there is stakeholder concern expressed relating to beverage industry ingredients, we address those concerns through our industry associations and other alliances.
102-3	Location of the organisation's headquarters	159	Refer to the "About us" section of our website at: https://coca-colahellenic.com/en/about-us/coca-cola-hbc-at-a-glance/ Please see also the List of principal subsidiaries in the 2019 IAR.
102-4	Location of operations	2-3 70-71	We operate in 28 countries in Europe, Asia and Africa. Refer to the "Our business at a glance", as well as the "Segment highlights" sections of the 2019 IAR. Our markets are split by three segments: established, developing and emerging. These three reporting segments constitute our significant areas of operations and form the basis of consolidation for reporting purposes.
102-5	Ownership and legal form	217, 233, 236	Refer to the "About our report" section of the 2019 IAR, and the "Shareholder information" section in the 2019 IAR.
102-6	Markets served	16-17 70-71	Our main customers are wholesalers and mainly retail outlets, ranging from small cafes and grocery stores, to supermarkets. These help us refresh our consumers across our 28 countries. Refer to the "Our business model" overview, as well as the "established", "developing" and "emerging" markets sections of the 2019 IAR ("Segment highlights" section). Further, refer to the "About us" section of our website at: https://coca-colahellenic.com/en/about-us/coca-cola-hbc-at-a-glance/ .
102-7	Scale of the organisation	1, 16-17 70-71 137-143	Refer to the "Our business at a glance", "Our business model", "Segment highlights" sections, and the Financial statements sections of the 2019 IAR.

102-8	<p>a. Total number of employees by employment contract (permanent and temporary), by gender.</p> <p>b. Total number of employees by employment contract (permanent and temporary), by region.</p> <p>c. Total number of employees by employment type (full-time and part-time), by gender.</p> <p>d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees.</p> <p>e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries).</p> <p>f. An explanation of how the data have been compiled, including any assumptions made.</p>	<p>a. Permanent FTE: 26863* Temporary FTE: 1209* Male FTE: 20185 Female FTE: 7887 Permanent male FTE: 19307 Permanent female FTE: 7556 Temporary male FTE: 878 Temporary female FTE: 331</p> <p>b. Regions without BSO and CSC: Region 1 FTE: 7521 Region 2 FTE: 7945 BU Russia FTE: 6777 Italy FTE: 1767 Nigeria FTE: 2849 Region 1 Permanent FTE: 7184 Region 1 Temporary FTE: 337 Region 2 Permanent FTE: 7220 Region 2 Temporary FTE: 725 BU Russia Permanent FTE: 6648 BU Russia Temporary FTE: 129 Italy Permanent FTE: 1760 Italy Temporary FTE: 7 Nigeria Permanent FTE: 2846 Nigeria Temporary FTE: 3</p> <p>Developing market segment FTE: 4722 Emerging market segment FTE: 16726 Established market segment FTE: 6624 Developing permanent FTE: 4554 Developing temporary FTE: 167 Emerging permanent FTE: 16018 Emerging temporary FTE: 708 Established permanent FTE: 6290 Established temporary FTE: 334</p> <p>c. Full time FTE: 27898 Part time FTE: 202 Full time FTE male: 20158 Part time FTE male: 37 Full time FTE female: 7740 Part time FTE female: 165</p> <p>d. Contractors FTE: 4129 Self-employed: 6 Seasonal: 311 % of seasonal employees vs. Total Group FTE: 1%</p> <p>f. All data present FTE (Full-time equivalent) calculation, and it's based on IFRS (international financial reporting standards). (*): Excluding new acquisitions where there are 317 FTE. Total number FTE with acquisitions is 28,389.</p>
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102-9 Description of the organisation's Supply Chain

Our supply chain function plays a central role in our business, ensuring that in all our processes and activities we minimise our environmental impact and ensure sustainability in our value chain, all the way from sourcing raw materials to manufacturing the end-product and distributing it to our customers.

We operate in a territory stretching across 28 countries in three continents. While providing us with opportunity, this footprint also challenges us to constantly optimise our operational infrastructure. Our aim is to build a borderless supply chain that will serve our territory at optimum cost and will have the capability to embed innovative technologies fast. As we look for opportunities to optimise our infrastructure, we seek to build or transform existing plants into efficient mega-plants, where it makes sense, which can effectively serve a country or an entire region. Such optimisation takes into consideration the Group supply chain as a whole, in an integrated manner, from the number of plants and the number and nature of filling lines to the number of distribution centres and warehouses.

Under a unified procurement framework, we segment our supply base universe of approximately 19,500 actively used suppliers into direct and indirect spend suppliers. Direct spend suppliers include ingredients and packaging suppliers. Indirect suppliers include categories such as IT, production equipment, spare parts, maintenance services, logistics providers, fleet vehicles, utilities and temporary labour. CCHBC also segments suppliers into three categories based on criticality and potential opportunities.

We define as Group Critical Suppliers those that fulfil all, or part of the following criteria: high percentage of spend; limited alternatives; and partnership supporting our business strategies. These suppliers are critical to the overall competitiveness and success of Coca-Cola HBC and of the total supply base. Country Strategic Suppliers are those which have strategic importance at a local or regional level. Tactical Suppliers represent low-volume, low-spend suppliers where there are many alternative sources available, enabling a flexible supply base. Both Group Critical & Country Strategic suppliers are considered critical to the overall competitiveness and success of Coca Cola HBC.

Total supplier spent reached €3.3 billion in 2019. Our practice is to source locally, providing that goods and services are available to meet our requirements and quality standards in an economically viable way. As of 2015, over 95% of our spend is local in our countries of operation or from within the European Union, which is considered local for EU countries.

We maintain transparency throughout our supply base through The Coca-Cola Company's Supplier Guiding Principles compliance audits and our membership in EcoVadis from 2017 onwards. We also recognise supplier certifications as per international standards including ISO 9001, 14001, 50001, FSSC 2200 and OHSAS 18001. For agricultural commodities, we are aligning with the wider industry to recognise the Rain Forest Alliance, Fair Trade, Bon Sucre and the Sustainable Agriculture Initiative Platform (SAI Platform). Through our Workplace accountability audits within 3-years audit cycle, all of the long-term contractors and contracted services on-site are assessed in human rights. Additional information can be found in the "Fuel growth through competitiveness and investment" section of the 2019 IAR (pages 36-37).

102-10	Significant changes to the organization's size, structure, ownership, or supply chain, including: - Changes in the location of, or changes in, operations, including facility openings, closings, and expansions; - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); - Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.	34-37	There were no significant changes in the organization and in the overall supply chain. The company bought two mineral water businesses in Czech Republic and Italy and added a confectionary producing business in Serbia (Bambi). Further, refer to the "Fuel growth through competitiveness and investment" and "Shareholder information" sections of the 2019 IAR, as well as the relevant notes to the consolidated financial statements. Also refer to GRI indicators 102-9.
		217	
102-11	The precautionary approach or principle is addressed by the organisation	56-61 64	Refer to the Viability statement of the 2019 IAR and "Effective management of risk" section.
102-12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	20-21/54-63 14-15/22-23	Refer to the "Market review" and "Managing risk and materiality" sections, as well as the Chairman's letter and the Chief Executive Officer's letter of the 2019 IAR. Refer to our website: https://coca-colahellenic.com/en/sustainability/partnerships-and-memberships/?category=1614
102-13	List the main memberships of industry or other associations, and national or international advocacy organizations.	14-15 22-23 30-31	Refer to the Chairman's letter and the Chief Executive Officer's letter, as well as the "Leveraging our unique 24/7 portfolio" section of the 2019 IAR Refer to our website: https://coca-colahellenic.com/en/sustainability/partnerships-and-memberships/?category=1614
Strategy			
102-14	A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	14-15 22-23 72-80	Refer to the Chairman's letter and the Chief Executive Officer's letter, as well as the Board Social Responsibility Committee Chairman letter and overview of the 2019 IAR in "Corporate Governance Report" section.
102-15	Description of key impacts, risks, and opportunities	20-23 54-63	Refer to the Chief Executive Officer's letter and "Our stakeholders", "Market review" and "Managing risk and materiality" sections of the 2019 IAR.
Ethics and integrity			
102-16	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	14-15/22-23 38-41	Refer to the Chairman's letter and the Chief Executive Officer's letter, as well as the "Cultivate the potential of our people" section of the 2019 IAR. Reference to the Code of Business Conduct: https://coca-colahellenic.com/en/about-us/policies/code-of-business-conduct/
102-17	Describe the internal and external mechanisms for: - Seeking advice about ethical and lawful behaviour, and organizational integrity; - Reporting concerns about unethical or unlawful behaviour, and organizational integrity	76-79	We have compliance officers from whom employees can seek advice on ethical and lawful behaviour. In addition, we have a Code of Business Conduct and specific processes related to that. We have also an established confidential whistle-blowing line which is available both internally and externally. Additionally, consumers can use the dedicated complaint lines, available in our countries. Refer to the relevant specific standard disclosures in the GRI Content Index for more details, as well as the Corporate Governance section of the 2019 IAR.
Governance			
102-18	Report the governance structure of the organization, including committees of the highest governance body. Report the Committees responsible for decision-making on economic, environmental, and social topics.	76-87	Refer to the "Corporate Governance report" section of the 2019 IAR.
102-19	Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	85 106-107	Refer to the "Corporate Governance Report" section and particularly the role and responsibilities of the Board's Social Responsibility Committee of the 2019 IAR.

102-20	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	85 106-107	Refer to the "Corporate Governance Report" section of the 2019 IAR.
102-21	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	54-55	Refer to the "Materiality" section of the 2019 IAR, as well as the "Stakeholder engagement" section of our website.
102-22	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> - Executive or non-executive - Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation 	78-82 85 106-107	Refer to the "Corporate Governance Report" section of the 2019 IAR.
102-23	Report whether the Chair of the highest governance body is also an executive officer	85 106-107	Refer to the "Corporate Governance Report" section of the 2019 IAR.
102-24	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experience relating to economic, environmental and social topics are considered Whether and how stakeholders (including shareholders) are involved	84-85	Refer to the "Corporate Governance Report" section of the 2019 IAR.
102-25	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> - Cross-board membership - Cross-shareholding with suppliers and other stakeholders - Existence of controlling shareholder - Related party disclosures 	76-130 226-233	Refer to the "Corporate Governance Report" and the "Supplementary information" sections in our 2019 IAR.
102-26	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social topics.	54-63	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2019 IAR.

102-27	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	85 106-107	Refer to the "Corporate Governance Report" section of our 2019 IAR.
102-28	a. Report the processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Whether such evaluation is independent or not, and its frequency. c. Whether such evaluation is a self-assessment. d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	76-130	Refer to the "Corporate Governance Report" section of our 2019 IAR.
102-29	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	76-130	Refer to the "Corporate Governance Report" and "Effective management of risk" sections of our 2019 IAR.
102-30	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	84-85 98-103 54-63	Refer to the "Corporate Governance Report" and "Effective management of risk" sections of our 2019 IAR.
102-31	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	54-63 106-107	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2019 IAR.
102-32	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material topics are covered.	54-63 85, 106-107	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2019 IAR.
102-33	Report the process for communicating critical concerns to the highest governance body.	98-103	Refer to the "Corporate Governance Report" section of our 2019 IAR.
102-34	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	-	There were no critical concerns communicated to the highest governance body in 2019.

102-35	<p>Remuneration policies for the highest governance body and senior executives for the following types of remuneration:</p> <ul style="list-style-type: none"> - Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares; - Sign-on bonuses or recruitment incentive payments; - Termination payments; - Clawbacks; - Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. <p>How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.</p>	110-129	<p>Refer to the "Corporate Governance Report" section of our 2019 IAR.</p> <p>In the MBO of the CEO we have objective related to the top position of Coca-Cola Hellenic at DJSI World, including all 3 dimensions of Sustainability: Social, Economic and Environmental (page 123 from the 2019 IAR).</p>
102-36	<p>Process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organisation.</p>	110-129	<p>Refer to the "Corporate Governance Report" section of our 2019 IAR.</p>
102-37	<p>Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.</p>	110-129	<p>Refer to the "Corporate Governance Report" section of our 2019 IAR.</p>
102-38	<p>Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees, by segment</p>	-	<p>Headcount as provided by the countries. For the median total annual compensation: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP) and Actual LTIP.</p> <p>For the annual total compensation for all employees: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP), Actual LTIP as provided by the countries.</p> <p>For the organizations' highest paid individual: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP), Actual LTIP and any allowances provided as most of them are International Assignees</p> <p>Ratio calculated in Euros:</p> <p>Established markets: 16.6</p> <p>Developing markets: 32.7</p> <p>Emerging markets: 64.5</p> <p>The change is indicated in item 102-39.</p>
102-39	<p>Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees, by segment</p>	-	<p>Rate of increase / (decrease) calculated with Euro-based ratios:</p> <p>Established markets: (1.8) %</p> <p>Developing markets: 25.1 %</p> <p>Emerging markets: (9.7) %</p>
Stakeholder engagement			
102-40	<p>List of stakeholder groups engaged by the organisation</p>	16-17, 19 54-55 90-92	<p>Refer to the "Our business model", "Our stakeholders", "Managing risk and materiality" and "Stakeholder engagement - Board engagement with key stakeholders" sections of the 2019 IAR, as well as the stakeholder engagement section of our website.</p>
102-41	<p>Percentage of total employees covered by collective bargaining agreements.</p>	-	<p>50.96%.</p> <p>Refer to the Social data table of the GRI specific standard disclosures, and the Social Data Table of the GRI Content Index in this document.</p>

102-42	The basis for identifying and selecting stakeholders with whom to engage.	16-17, 19 54-55	Refer to the “Our stakeholders” and “Our approach to materiality” sections of the 2019 IAR, as well as the stakeholder engagement section of our website. We identify and select all types of stakeholders that can have an impact or are affected by our business now and in the future. This process is done both at the Group and country levels and the overall input is consolidated and used for our materiality surveys. Specifically, for our thematic Annual Stakeholder Forum, we aim for at least 50% of our invited stakeholders to be directly relevant to the issues discussed each year, with the other 50% being from all other categories.
102-43	The organization’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	42-45 54-55	Refer to the “Our approach to materiality” and “Earn our licence to operate” sections of the 2019 IAR, as well as the stakeholder engagement section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
102-44	The reporting organization shall report the following information: a. Key topics and concerns that have been raised through stakeholder engagement, including: - How the organization has responded to those key topics and concerns, including through its reporting; - the stakeholder groups that raised each of the key topics and concerns.	16-17, 19 54-55	Refer to the “Our stakeholders”, “Our approach to Materiality” and “Our communities’ sections of the 2019 IAR, as well as the stakeholder engagement section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
Reporting practice			
102-45	List all entities included in the organisation’s consolidated financial statements or equivalent documents. Report whether any entity included in the organisation’s consolidated financial statements or equivalent documents is not covered by the report.	137-143 159	Refer to the Financial statements and Supplementary information sections of the 2019 IAR.
102-46	Explain the process for defining the report content and the topic Boundaries. Explain how the organization has implemented the Reporting Principles for defining report content.	54-55	Refer to the “Our approach to materiality” section of the 2019 IAR.
102-47	List all the material topics identified in the process for defining report content	54-55	Refer to the “Managing our material issues” section of the 2019 IAR; Our materiality matrix includes all our material issues and they are integrated within the different sections of the IAR.
102-48	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	-	There was no restatement of information provided in previous reports.
102-49	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	-	No significant changes from previous reporting period. Top 5 material issues in 2019 are: Packaging, recycling & waste management, Water stewardship, Corporate governance, business ethics & anti-corruption, Product quality & integrity and Carbon & energy. For two years in a row Packaging, recycling & waste management and Water stewardship are number 1 and number 2, respectively, among our twelve material issues.
102-50	Reporting period for information provided	1, 236	Refer to the “About our report” section of the 2019 IAR, as well as the introductory section of the GRI Content Index.
102-51	Date of most recent previous report	-	Our 2018 IAR was published on March 15 th , 2019. Our 2019 IAR is published on March 19 th , 2020.
102-52	Reporting cycle	1, 236	Refer to the “About our report” section of the 2019 IAR, as well as the introductory section of the GRI Content Index.

102-53	Provide the contact point for questions regarding the report or its contents.	-	Refer to the in-cover of the 2019 IAR and the sustainability section of our website at http://coca-colahellenic.com/en/sustainability/ Contact us at: Contact.Us@cchellenic.com
102-54	This report has been prepared in accordance with the GRI Standards: Comprehensive option.	1	Refer to the “About our report” section of the 2019 IAR.
102-55	<p>The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. For each disclosure, the content index shall include:</p> <ul style="list-style-type: none"> - The number of the disclosure (for disclosures covered by the GRI Standards); - the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; <p>If applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.</p>	-	Refer to the GRI Content Index and the 2019 IAR.
102-56	<p>The reporting organization shall report the following information:</p> <ol style="list-style-type: none"> a. A description of the organization’s policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: <ol style="list-style-type: none"> I. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; II. The relationship between the organization and the assurance provider; III. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization’s sustainability report. 	1 236 230-232	Coca-Cola HBC is publishing Integrated Annual Reports, which are externally verified by independent, professional assurance providers, since 2013. For more details regarding the assurance process of the 2019 IAR, refer to the “About our report” section, and the Sustainability assurance statement at the end of the 2019 IAR.

SPECIFIC STANDARD DISCLOSURES

ECONOMIC TOPICS

Disclosure number	Description	Reference to	Additional content, reference, or reason for omission
Economic performance 2019 (based on GRI Standards 2016)			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	14-15 16-17 20-21	Refer to the "Our purpose and strategy", "Our business model", "Market review" sections, as well as the Financial review of the 2019 IAR.
201-1	Direct economic value generated and distributed on an accrual basis, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	18-20 70-71	Refer to the "Our business model", "Our socio-economic impact" and "Segment highlights" sections, as well as the Financial review of the 2019 IAR. Total community investments in 2019: €10.6 million, out of them: €8.5 million cash contribution, €1.3 million product contribution, €0.06 million in-kind and €0.7 million management overheads. Total employees' compensations and benefits: please see social table in the GRI (€1,037.3 million). Our CoBC doesn't allow us to do any financial or in-kind donations and contributions to the political organization or government.
201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	54-61 62-63	Our comprehensive top-down, bottom-up approach to enterprise risk management ensures that all business risks and opportunities, including those relating to climate change, are identified and managed appropriately at both the operational and strategic levels. In addition, TCFD recommendations are included on page 62-63 of the 2019 IAR. Specific programme details are available in the "Managing risk and materiality" section of the 2019 IAR.
201-3	Coverage of defined benefit plan obligations	-	26,948 of our total number of employees, employed on average in 2019, are eligible for benefit plans. Out of 7,048 employees eligible to be covered by defined contribution pension plans, 5,952 of them are covered. All of our 2,479 employees eligible to be covered by defined benefit pension plans are covered. Although, over time, we make efforts to increase coverage based on local market practices and prevalence of such benefits, legislation and affordability, at this time we do not have a timeframe by which we will achieve full coverage. The level of participation at the end of 2019 per market segment was: Established: 83%, Developing: 21%, Emerging: 19%. The Group operates a number of defined benefit and defined contribution plans in our territories. The defined benefit plans are made up of both funded and unfunded pension plans. The assets of the funded plans are generally held in separate trustee-administered funds and are financed by payments from employees and/or the relevant Group companies. The liability recognised in the balance sheet in respect to defined benefit plans is the present value if the defined obligation at the balance sheet date less the fair value of the assets. The Group's contributions to the defined contribution pension plans are charged to the income statement in the period to which the contributions relate. Company contributions into the plan vary by plan and can range between 2% - 15% of ABS. Employees may also contribute in certain plans a percentage of the Company contribution or a percentage of their salary.
201-4	Significant financial assistance received from government	-	None
Market presence (based on GRI Standards 2016)			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	18-23 14-15 22-23	Refer to the "Our business model", "Understanding our stakeholders" and "Market reviews" sections, as well as the Chairman's letter and the CEO's letter of our 2019 IAR.

202-1	Range of ratios of standard entry-level wage by gender, compared to local minimum wage at significant locations of operation	-	<p>In every country, the lowest paid employee categories (junior line operators and entry-level merchandisers) earn at least the minimum wage. We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation.</p> <p>On average, junior line operators and merchandisers earn approximately 1.7 times the local minimum wage in our Established markets, approximately 2.3 times in our Developing markets and approximately 3.2 times the local minimum wage in our Emerging markets. The range of ratios is similar for both male and female workers</p>
202-2	Proportion of senior management hired from the local community at significant locations of operation	-	<p>Employees are systematically hired from the local workforce. 96% of employees are local nationals. 85% of managers are local nationals.</p> <p>In our Established markets, 87% of total employees and 74% of managers are local nationals.</p> <p>In Developing markets, 97% of total employees and 92% of managers are local nationals.</p> <p>Finally, in our Emerging markets, 99% of total employees and 91% of managers are local nationals</p> <p>As senior management, we consider our top 300 business leaders, which include country function heads, Group sub-function heads and the Group's Operating Committee, including the CEO</p> <p>As local hire, we consider employees of the same nationality as the operation they work for.</p> <p>We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation.</p>

Indirect economic impacts (based on GRI Standards 2016)

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	16-18 30-45	<p>Refer to the "Our business model", "Our socio-economic impact", "Win in the marketplace", "Fuel growth through competitiveness and investment", "Cultivate the potential of our people" and "Earn our license to operate" sections of the 2019 IAR.</p>
203-1	<p>Development and impact (current or expected) on local communities and economies of infrastructure investments and services supported</p>	16-17 42-45	<p>Refer to the "Our business model" and "Earn our license to operate" sections of the 2019 IAR.</p> <p>In 2019, we invested €10.6 million in our communities, which is an increase of 34% compared to 2018. The biggest proportion of this investment was allocated to our flagship #YouthEmpowered (#YE) programme and Water stewardship. For #YE we engaged 118,053 young participants, partnering with 51 local non-governmental organisations and many of our managers took part as mentors. In 2019, 17% of our employees were taking part in volunteer initiatives during their working time.</p>
203-2	<p>Understanding and describing significant indirect economic impacts, including the extent of impacts</p>	20	<p>As a business, our primary contribution to the communities we are part of is through our core business activities, which generate income for employees, pay our suppliers and contribute to the public good through e.g. the payment of state taxes. In 2019, a total of €349 million in tax-related liabilities was recorded in our IFRS accounts. In 2019 for the first time we developed our Group socio-economic impact study (SEIS) by aggregation of the data from all local SEIS. Together with The Coca-Cola Company, in all our territories we support more than 406,000* direct and indirect jobs throughout our value chain and contributes approximately €11.4* billion in value added annually.</p> <p>* Numbers presented are aggregated based on the local SEI reports from CCHBC territories in the period 2016-2019; All KPIs represent an annual impact.</p>

Procurement practices (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		Refer to the "Fuel growth through competitiveness and investment" section of the 2019 IAR, as well as GRI Indicator 102-9.
103-2	Explanation of management approach and its components	34-37	Further information can be found on our website: https://coca-colahellenic.com/en/operations/supply-chain/our-suppliers/
103-3	Evaluation of the management approach		And: https://coca-colahellenic.com/en/sustainability/environment/responsible-sourcing/
204-1	Proportion of spending on local suppliers at significant locations of operation	-	Our practice is to source locally, provided that goods and services are available to meet our requirements and quality standards in an economically viable way. During 2019, 98.4% of our procurement spend is local in our countries of operation or from within the European Union, which is considered local for EU countries.

Anti-Corruption (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		Refer to the "Corporate governance report - Whistleblowing measures" and "Effective management of risk" sections of the IAR 2019;
103-2	Explanation of management approach and its components	102-103	Also, refer to "Corporate governance, business ethics and anti-corruption" section at the end of the GRI Content Index, as well as the relevant section in the UNGC CoP document (2019) published on our website.
103-3	Evaluation of the management approach	56-57	
205-1	Percentage and total number of business units analysed for risks related to corruption	-	<p>We have a zero-tolerance approach to corruption. Bi-annual mandatory training programmes ensure employees understand both applicable anti-bribery and anti-corruption laws and our Anti-Bribery Policy, and act in compliance with these. Additional training sessions are developed by the legal department for senior management, which includes risk zone employees, to target specific risks faced by each regional function. For further information please see the Anti-Bribery Policy and Code of Business Conduct on our website: https://coca-colahellenic.com/en/about-us/policies/</p> <p>Our business units, under the supervision of our Group Chief Risk Officer, have all evaluated the bribery and corruption risk as part of their quarterly business risk review process. Based on the risk assessment performed, in Nigeria, Russia and Italy we have cross-functional Joint Task Force that pro-actively address risk in the most challenging of our operations. The combined data are evaluated against external factors and reports to comprise our strategic risks that are evaluated at the Group Risk Forum of which anti-bribery and corruption is classified a strategic risk.</p>

205-2	<p>a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.</p> <p>b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</p> <p>c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.</p> <p>d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</p> <p>e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.</p>	102-103	<p>a. Anti-corruption policies and procedures have been communicated to the 13 Directors of CCHBC AG and to the 10 members of our Operating Committee, which represents the 100% of governance bodies members.</p> <p>b. CCHBC employees receive the COBC and Anti-Bribery Policy upon hiring and the COBC and Anti-Bribery Policy are also published on CCHBC Intranet and websites and are available in CCHBC local languages. Anti-corruption policies and procedures have been therefore communicated to n. 28,935 active employees, which corresponds to the 100% of our active employees in our 28 operations.</p> <p>c. Our Suppliers Guiding Principles, including a specific section on Anti-Bribery and relevant procedures, are regularly communicated to all our suppliers as part of their selection process, as well as during physical audits. Anti-corruption policy is communicated to 100% of our suppliers and contractors. We utilize the developed "SGP Coverage Triangle" with three checkpoints throughout the procure-to-pay process: http://coca-colahellenic.com/en/operations/supply-chain/our-suppliers/</p> <p>COBC, Anti-Bribery Policy and Suppliers Guiding Principles are also published on CCHBC websites and are available in local languages of our 28 operations.</p> <p>d. 10 out of 10 members of our Operating Committee (100%) have received a training on Code of Business Conduct including a specific section on anti-corruption. The Board of Directors members of CCHBC AG, who are all non-executive, except the CEO, were kept updated about our ABAC program and are aware of our Anti-Bribery Policy.</p> <p>e. 31,369 employees were trained in anti-bribery and Code of business conduct in 2018 and 2019, which is 98.9% of total employees (2-year cycle).</p> <p>In particular, we have trained: 6,627 employees in established markets (98.1%); 5,406 employees in developing markets (99.4%); 18,228 employees in emerging markets (99.1%); 1,108 in Corporate office (97.9%).</p> <p>Per employee category: 5,775 administrative employees (98.9%); 10,779 plant employees (99.1%); 2,352 transportation employees (99.6%); 12,463 sales employees (98.5%).</p>
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205-3	<p>The reporting organization shall report the following information:</p> <p>a. Total number and nature of confirmed incidents of corruption.</p> <p>b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</p> <p>c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</p> <p>d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.</p>	-	<p>a, b, c. There were no confirmed cases of corruption in 2019.</p> <p>d. There were no public legal cases regarding corruption brought against the organization or its employees during the reporting period.</p>
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Anti-Competitive behaviour (based on GRI Standards 2016)			
103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	-	<p>Refer to the "Corporate governance, business ethics and anti-corruption" section at the end of the GRI Index.</p>

206-1	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.	-	a. There was one pending legal action in North Macedonia in 2017, where CCHBC filed an appeal with the Administrative Court against a decision of the local competition authority. The Administrative court returned the case to the competition authority. In 2019 the competition case in North Macedonia was closed. Competition Authority issued Final Notification on facts, in which it implemented our arguments submitted previously and significantly lowered the fine (from €5.8 million to €175,486). Final Decision issued in November, stating same facts and fine. Fine paid in December 2019 and case is officially closed.
	b. Main outcomes of completed legal actions, including any decisions or judgments.	-	b. None.

ENVIRONMENTAL TOPICS

Materials (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	20-21	Refer to the "Market review", "Earn our licence to operate", "Tackling the problem of plastic" and "Managing risk and materiality" sections of the 2019 IAR.
103-2	Explanation of management approach and its components	42-45	
103-3	Evaluation of the management approach	50-53 54-56	
301-1	Materials used by weight or volume	-	Refer to the Environmental Data Table. All materials are purchased by external suppliers.
FPSS and 301-1	Commentary added to specify wild-caught and farmed seafood	-	Not applicable, as we do not catch or farm any fish
301-2	Percentage of materials used that are recycled input materials	-	Percentage of recycled material from main packaging used in 2019: 8.61% recycled PET; 3.36% plant-based PET; 35% glass; 65% aluminium.
301-3	Percentage of reclaimed products and their packaging materials for each product category. How the data for this disclosure have been collected.	-	We have helped set up 19 industry owned packaging recovery schemes across our footprint. In the five countries (Armenia, Belarus, Nigeria, Moldova) where recycling targets are not set for compliance, we are aligning with stakeholders for the establishment of the packaging recovery system with specific targets. We are also aligning with all countries on how to improve collection and to understand the best systems in place to achieve future legal compliance and company commitments. As an example, in Poland, through a voluntary industry scheme we have managed to recover almost 3,000 tons of PET over above the legal compliance, achieving a 58% recovery for CCHBC primary packaging placed in Poland. The calculation methodology has been changed in 2019 compared to 2018, to align with the updated methodology outlined in 'The Coca-Cola Company Guidance & Guidelines for World Without Waste Metrics'. The updated methodology brings refillable packaging in scope, such as returnable glass bottles, by adding the refillable return rates. We have also converted the calculations from weight equivalent (e.g. tonnages placed on the market and recovered) to unit equivalent (e.g. number of bottles/cans). This step provides a more accurate picture for recovery by removing the bias that could be introduced by heavier packaging types, such as glass. Using this methodology, CCHBC markets altogether recovered for recycling the equivalent of 48% of primary packaging placed on the market in 2019, through legally required, voluntary or directly funded projects and/or initiatives.

Energy (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	20-21	Refer to the "Market review", as well as the "Win in the marketplace", "Fuel growth through competitiveness and investment" and "Managing risk and materiality" sections of the 2019 IAR. Further refer to our Climate Change and Environmental policies on our website: https://coca-colahellenic.com/en/about-us/policies/
103-2	Explanation of management approach and its components	30-37	
103-3	Evaluation of the management approach	54-63	
302-1	Energy consumption within the organisation	-	All types of energy consumed (electricity, LPG, NG, light fuel oil, gasoline, diesel etc.) are reported separately, per type, per plant and country, on a monthly basis through a specialised software. Performance monitoring is also monthly. Conversion factors used are based on caloric value and are part of our manual. We don't sell any heating, cooling, steaming energy.

302-2	Energy consumption outside the organisation	-	<p>Refer to the Environmental Data Table. Further: We report the electricity consumed by our coolers in the marketplace: electricity consumption per cooler type if available from OEM. This is reported bi- annually via special software. Third party fleet (diesel fuel) is reported quarterly and litres fuel used for corporate flights are reported annually. Conversion factors are based on combustion tools available to convert fuel in energy.</p>
302-3	Energy intensity	-	<p>Refer to the Environmental Data Table in this document. Our denominator used is litre of produced beverage.</p>
302-4	<p>a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.</p>	-	<p>In 2019, we invested €6.1 million in different energy efficiency initiatives in our plants which saved 55 million MJ of energy (full year impact). The energy saved includes electricity and thermal energy we use in our plants. In addition, from our fleet optimization initiatives (own and leased fleet) we saved 124 million MJ of energy (from the fuel). We introduced electric cars in our markets. Our energy use ratio in the plants improved by 5% in 2019 vs. 2018 (energy use rate in 2019 was 0.39), and by 31% vs 2010. Improved energy efficiency (per litre of produced beverage) by 31% in 2019 vs. 2010; the reduction in 2019 vs. 2004 is 46.6% (2004 figure: 0.73) and by over 7% vs 2017 (2017 figure was 0.42). We have installed (in a partnership and owned) 13 CHP plants in our production sites in Nigeria, Ukraine, Romania, Poland, Italy, Northern Ireland. We own 3 CHPs plants in Poland, Ukraine and Italy. In Poland we acquired CHP for one of our plants. For energy efficiency target 2010 is our baseline. In 2018 we have set and communicated Mission 2025 sustainability commitments, setting the targets based on 2017 baseline. Previous years we focused on our "energy savings catalogue" which was obligatory for all manufacturing sites; now we have specific, customized energy and carbon reduction projects per site which are strictly tracked by a cross-functional team with governance routines with all stakeholders. In this way, we are sure that each site has planned and executed the right initiatives to reach the energy targets. We get primary data for all energy types, on monthly basis. We also use specialised software and we monitor monthly the progress towards the energy targets per country, per activity and per plant.</p>
302-5	<p>a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.</p>	-	<p>We invested €133 million in new energy-efficient and HFC-free cold drink equipment in 2019, which helped our customers save 184.15 Million kWh of electricity and the respective carbon emissions reduction was 92,793 tonnes of CO2 eq. vs. 2018, the energy consumption of the coolers has dropped by 6% in total. Energy saved: electricity at customer side. The saving is calculated year on year. The coolers represent 30% of total value chain carbon footprint and we calculate not only the respective electricity saved but also the CO2 eq saving. We have a commitment for the whole value chain: to decrease the CO2eq per litre of beverage by 25% by 2020 vs. 2010 and it is science-based commitment. 2010 is chosen because it is the year of the introduction of a good tracking process per country and activity (SAP). In 2018 this commitment was achieved, and we set four new carbon-related commitments, part of our Mission 2025: reduce direct carbon emissions by 30% vs. 2017; 50% of total energy used in our plants will be from renewable & clean* sources; 100% of the total electricity used in our plants in EU & Switzerland will be from renewable & clean* sources; and 50% of our refrigerators in customer outlets will be energy efficient. We use primary data for calculation of the electricity saved: number of coolers, per type, per refrigerant gas are available in our system at country level. They are reported bi-annually. The electricity of each cooler type is coming from OEM data. (*): Clean mean energy from CHP plants.</p>
Water (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary	20-21	<p>Refer to the "Market review", "Earn our license to operate" and "Materiality" sections of the 2019 IAR, as well as the "Water" topic indicators below.</p>
103-2	Explanation of management approach and its components	42-45	<p>Also refer to our Water Stewardship policy on our website:</p>
103-3	Evaluation of the management approach	54-55	<p>https://coca-colahellenic.com/en/about-us/policies/</p>

303-1	<p>a. Total volume of water withdrawn, with a breakdown by the following sources:</p> <ul style="list-style-type: none"> - Surface water, including water from wetlands, rivers, lakes, and oceans; - Ground water; - Rainwater collected directly and stored by the organization; - Waste water from another organization; - Municipal water supplies or other public or private water utilities. <p>b. Standards, methodologies, and assumptions used.</p>	<p>Total water withdrawal amounted to 24.07 billion litres in 2019: 7.87 billion litres from municipalities; 15.34 billion litres from wells; 0.85 billion litres from surface waters.</p> <p>We don't use waste water from other organizations (See also the Environmental data table).</p> <p>We get primary data for water extraction, per source, on monthly basis. By using specialised software, we monitor the progress towards the water usage targets monthly.</p> <p>See Environmental table in GRI.</p> <p>We don't collect rain water.</p>
303-2	<p>a. Total number of water sources significantly affected by withdrawal by type:</p> <ul style="list-style-type: none"> - Size of the water source; - Whether the source is designated as a nationally or internationally protected area; - Biodiversity value (such as species diversity and endemism, and total number of protected species); - Value or importance of the water source to local communities and indigenous peoples. <p>b. Standards, methodologies, and assumptions used.</p>	<p>None – every bottling plant undertakes a Source Vulnerability Assessment (done in collaboration with independent experts and consultants) to ensure the sustainability of water supply and has an established Source Water Protection Programme to ensure future sustainability of water use. Moreover, we have committed to have all of our sites certified by European Water Stewardship (EWS) or Alliance for Water Stewardship (AWS) by 2020. As at the end of 2019, we have 37 sites with either EWS or AWS certification in 18 different countries. All EWS certifications are Gold.</p>

303-3	<p>a. Total volume of water recycled and reused by the organization.</p> <p>b. Total volume of water recycled and reused as a percentage of the total water withdrawal as specified in Disclosure 303-1.</p> <p>c. Standards, methodologies, and assumptions used.</p>	<p>See the Environmental Data Table.</p> <p>100% of wastewater treated since 2011 through intensive investment in own waste water treatment plants.</p> <p>All bottling plants undertake the following reviews: annual water footprint assessment, Water map and water balances; bi-annual risk assessments; source vulnerability assessments; and source water protection programmes. All are subject to internal audit.</p> <p>Each plant evaluates the water reused per process and equipment. We have a tool for facilitating the calculation. Among the Top 10 Water saving initiatives and all customised per plant water initiatives there are many water reusing ones, with a clear explanation how to reuse and how to calculate the reuse. Internal Engineering Standards are also developed on Quality, Safety and Environmental requirements (including water reuse/recycle) per equipment.</p>
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Biodiversity (based on GRI Standards 2016)

304-1	<p>For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information:</p> <ul style="list-style-type: none"> - Geographic location; - Subsurface and underground land that may be owned, leased, or managed by the organization; - Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; - Type of operation (office, manufacturing or production, or extractive); - Size of operational site in km² (or another unit, if appropriate); - Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); - Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation). 	<p>Our Tylicz plant in Poland is located in Natura 2000 area (habitat area). The total area of plant property is 53,561m².</p> <p>Our Kykkos plant in Cyprus is located approximately to 7.8km from the National Park Forest of Troodos. The total area of plant property: 7,120m².</p> <p>A protected landscape "Vlasina" (wetland) is located to 13km from our plant Rosa in Serbia. Total area of plant property: 18,628m².</p> <p>We have a few plants which use wells for their water supply and these wells, according to the local regulation, are considered protected area. These are: Edelstal plant in Austria (area of the well covered is 58.3m²); Rionero in Italy, covered 8 wells with pipes to the plant, the longest pipe is 3.5km from the plant. Total area of the plant: 35,453m².</p> <p>Zalaszentgrot plant in Hungary is adjacent to Natura 2000. Total plant area: 10,000m².</p> <p>Biodiversity-related topics are covered in the certification process for the European Water Stewardship (EWS) standard and reported accordingly. Afore-mentioned plants are certified with Gold (highest level) EWS and the reports prove that there is no any negative impact on Environment.</p> <p>Water sanitary protection zone in our plant in Vladivostok in Russia includes the water protection zone of the "5 Klyuch" stream of federal significance status. There is a legal document claiming that the plant doesn't have any negative effect on the eco-systems of the stream. Total area of plant: 25,613m².</p> <p>All the protected areas are monitored regularly by local Authorities and no deviation found.</p>
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304-2	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	-	None
304-3	<p>a. Describe the size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals.</p> <p>b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures.</p> <p>c. Status of each area based on its condition at the close of the reporting period.</p> <p>d. Standards, methodologies, and assumptions used.</p>	-	<p>To replenish the water, we use and help in water access through innovative sustainable technologies, we have a 2025 sustainability commitment to help secure water availability for all our communities in water risk areas. Using indicators from the World Wild Fund's Water Risk Filter and Global Water Filter, we have identified 16 of our plants as operating in water risk areas. This includes facilities in Nigeria, Russia, Greece, Cyprus and Armenia. We allocated 33% of our total community investments to water initiatives. We spearheaded initiatives to clean up coastlines. In the summer of 2019, we performed a massive campaign when most of our countries organized many different initiatives related to packaging and waste collection and rivers/beach cleaning activities: e.g. in Nigeria we did "Clean up Lagos State Canal and surrounding area"; in Russia: Living Volga activations, Clean up Kazan/Novgorod and Samara Volga Festival; in Adria BU: Day of Sava river (Moja Reka) and river beach clean-up (From Source to Sea); in Serbia: Danube day.</p> <p>Overall during 2019, through projects supported by dedicated employee volunteers, we collected more than 33,150 tonnes of waste on river and seashores across our territories.</p> <p>We also continued our partnership with the USAIDS in Armenia in the Ararat Valley where we raise public awareness on the importance of water conservation, effective water use, and sustainable water management.</p> <p>Reports and methodologies used by the validating parties- NGOs; letters of confirmation from governmental bodies/municipalities, status reports, surveys.</p>
304-4	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	-	None
Emissions (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary	20-21	Refer to the "Market review", as well as the "Fuel growth through competitiveness and investment", "Earn our license to operate" and "Materiality" sections of the 2019 IAR. Further refer to our Climate Change and Environmental policies on our website: https://coca-colahellenic.com/en/about-us/policies/
103-2	Explanation of management approach and its components	34-37	
103-3	Evaluation of the management approach	42-45 54-55	
305-1	Direct Greenhouse Gas (GHG) emissions (Scope 1)	-	<p>Refer to the Environmental Data Table in this document.</p> <p>Scope 1 includes the activities under our operational control, mentioned in our Carbon footprint manual.</p> <p>In our CO2 eq factor are included: CO2, CH4, N2O, HFCs, PFCs, SF6, NF3. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO2 eq factors: mobile and stationary combustion: GHG tool; Refrigerants: GWP IPCC 2007. We used 1.09M MJ of biogenic energy (reported in GRI table). In 2019 scope 1 emissions amounted 248,872 tonnes of CO2 eq. and were lower compare to previous years (268,720 tonnes in 2018, and 280,478 tonnes of CO2 eq. in 2017).</p>
305-2	Energy indirect Greenhouse Gas (GHG) emissions (Scope 2)	-	<p>Refer to the Environmental Data Table in this document.</p> <p>Scope 2 includes the activities under our operational control, mentioned in our Carbon footprint manual.</p> <p>In our CO2 eq factor are included: CO2, CH4, N2O, HFCs, PFCs, SF6, NF3. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO2eq factors: mobile and stationary combustion: GHG tool; electricity: following GHGP Scope 2 Guidance for Dual reporting (Location-based factors from IEA Location-based, Market-based: from Suppliers and GOs). In 2019 scope 2 emissions (MB) amounted 232,618 tonnes of CO2 eq. and were lower compare to previous years (269,485 tonnes in 2018, and 282,130 tonnes of CO2 eq in 2017).</p>
305-3	Other indirect Greenhouse Gas (GHG) emissions (Scope 3)	-	<p>Refer to the Environmental Data Table for figures.</p> <p>In our CO2 eq factor are included: CO2, CH4, N2O, HFCs, PFCs, SF6, NF3. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO2eq factors: mobile and stationary combustion: GHG tool; electricity: from IEA Location-based; Ingredients/Pack materials: LCA studies made by TCCC. Biogenic CO2: not used and reported in 2019. In 2019 scope 3 emissions amounted 3,845,485 tonnes of CO2 eq. and were lower compare to previous years scope 3 emissions (Scope 3 emissions in 2018 were 4,050,807 tonnes, and in 2017 4,078,780 tonnes of CO2 eq.).</p>

305-4	Greenhouse Gas emissions intensity	-	Refer to the Environmental Data Table in this document for the figures. In our CO2 eq factor are included: CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ . We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.
305-5	Reduction of Greenhouse Gas (GHG) emissions	-	In 2019 we have reduced Scope 1 and 2 carbon emissions (market-based) by 56,716 tonnes of CO ₂ eq, which is 10.5% reduction vs. 2018, and by 81,119 tonnes of CO ₂ eq, which is 17% vs 2017 due to: Energy optimizations projects in our plants and warehouses; Purchasing of certain % renewable energy in 20 of our plants (11 of them purchasing 100% renewable electricity through certificates); Fleet and routes optimizations initiatives in our own/leased fleet. We have reduced emissions across value chain (Scope 1, 2 and 3) by 262,038 tonnes of CO ₂ eq, which is 5.7% reduction vs. 2018 and by 314,415 tonnes, which is 7% vs 2017. It is due to energy efficient cold drink equipment we provide to customers and increasing recycled rate in plastic packaging. In our CO ₂ eq factor are included: CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ . We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.
305-6	Emissions of ozone-depleting substances by weight	-	Please see the Environmental table in this document. Further, we use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO ₂ eq factors: mobile and stationary combustion: GHG tool.
305-7	NOx, SOx, and other significant air emissions by type and weight	-	Please see the Environmental table in this document. Further, we use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO ₂ eq factors: mobile and stationary combustion: GHG tool.
Effluents and waste (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary	20-21	Refer to the "Market review", Fuel growth through competitiveness and investment", "Earn our license to operate", "Tackling the problem of plastic" and "Materiality" sections of the 2019 IAR, as well as the related indicators below.
103-2	Explanation of management approach and its components	34-49	
103-3	Evaluation of the management approach	54-55	
306-1	a. Total volume of planned and unplanned water discharges by: - destination; - quality of the water, including treatment method; - whether the water was reused by another organization. b. Standards, methodologies, and assumptions used.	-	Refer to the Environmental Data Table in this document. 100% of wastewater treated since 2011 through intensive investment in own waste water treatment plants (treatment method: Full aerobic treatment that assures the water is suitable for aquatic life). In the areas, where there are municipal waste water treatment facilities, we discharge in them with a permit/contract. All bottling plants we undertake the following reviews: annual water footprint assessment, Water map and water balances; bi-annual risk assessments; source vulnerability assessments; and source water protection programmes. All are subject to internal audit. Daily monitoring of the main parameters of the waste water discharge - our internal standards for waste water are stricter than the local regulations. External independent auditors check the compliance with local standards (99.6% of our production volume is certified in ISO 14001). The internal compliance is guaranteed through unannounced audits (performed by The Coca-Cola Company and x-boarder audit programmes).
306-2	Total Waste by type and disposal method	-	Refer to the Environmental Data Table in this document. We work with authorised waste contractors in each country. We strive to minimise the landfilled waste and we actively search for solutions for reusing or recycling of each type of waste we generate in our direct operations. The biggest part of our waste is reused/recycled.
306-3	Total number and volume of significant spills	-	1 spill incident were recorded in 2019: Fuel (heavy oil) leakage (2.2t) in Heraklion plant, Greece, from a gas generator which has been entirely collected inside the plant from the surface water channel before reaching environment. The fuel was collected before reaching land or surface water and therefore did not affect human health, land, vegetation, water bodies and ground water.

306-4	<p>a. Total weight for each of the following:</p> <ul style="list-style-type: none"> - Hazardous waste transported - Hazardous waste imported - Hazardous waste exported - Hazardous waste treated <p>b. Percentage of hazardous waste shipped internationally.</p> <p>c. Standards, methodologies, and assumptions used.</p>	-	<p>Refer to the Environmental Data Table in this document. Further, please note that CCHBC does not transport, import, export, treat hazardous waste itself, nor ship it internationally.</p>
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306-5	<p>Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on:</p> <ul style="list-style-type: none"> - the size of the water body and related habitat; - whether the water body and related habitat is designated as a nationally or internationally protected area; - the biodiversity value, such as total number of protected species. 	-	<p>Since the completion of our wastewater treatment programme in 2011 – with 44 on-site wastewater treatment plants – no natural habitat is significantly affected by wastewater discharge, as 100% of our waste water is treated to levels supporting aquatic life.</p>
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Environmental compliance (based on GRI Standards 2016)

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	20-21 42-45 54-55	<p>Refer to the “Market review”, “Earn our license to operate” and “Materiality” sections of the 2019 IAR. In addition, refer to our UNGC CoP, as well as to our environmental policies: https://coca-colahellenic.com/en/about-us/policies/</p>
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307-1	<p>Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:</p> <ul style="list-style-type: none"> - total monetary value of significant fines; - total number of non-monetary sanctions; - cases brought through dispute resolution mechanisms. <p>If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.</p>	-	<p>0 significant* fines and violations.</p> <p>We received total 11 Notices of Violation in 2019 (in Russia, Greece and Bulgaria), in a total amount of €9,265.</p> <p>(* As per S&P definition, significant fine is any individual fine above \$10,000.</p>
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Supplier Environmental assessment (based on GRI Standards 2016)

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	34-37 54-55	<p>Refer to the “Fuel growth through competitiveness and investment” and “Materiality” sections of the 2019 IAR, in addition to the GRI 308 topic.</p>
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308-1	<p>Percentage of new suppliers that were screened using environmental criteria</p>	-	<p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Environmental aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across spending categories we have assigned 5% of overall evaluation criteria to Sustainability.</p> <p>We registered more than 3900 new suppliers in 2019. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. Moreover, the SGPs are part of all issued tenders and purchase orders sent to suppliers.</p>
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We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership of EcoVadis.

Number of Critical Strategic Suppliers assessed for Environmental Impacts:

- 1) 74 under 3rd party physical Supplier Guiding Principles audit
- 2) 179 under Ecovadis: In 2019 through EcoVadis CSR Assessment platform, we assessed 179 of our critical suppliers. The assessment is based on 21 criteria grouped in 4 themes – Environment, Social, Ethics, Suppliers/Supply Chain. Suppliers in scope obtain a score for each theme and overall score out of 100 (high score = 100).

TOTAL = 253 Suppliers

Number of Suppliers identified to have significant Environmental Impact:

- 1) 1 identified by 3rd party audit: There was one recorded case of environmental impact identified in the day to day operation of a packaging Supplier located in Nigeria that we closely monitor with reassessments every few months for their improvements
- 2) 17 identified by Ecovadis: these suppliers scored <30 in the assessment

TOTAL = 18 Suppliers

Types of findings: missing supporting documentation over declared practices, policies etc. or missing regular formalised environmental reporting for relevant KBIs, expired or lack of supporting documentation (e.g. ISO 14001, measures on energy consumptions & GHG emissions), no endorsement of external CSR initiatives or principles (e.g. UN Global Compact), not adequate reporting on environmental issues.

Number of suppliers identified to have Environmental Impact with whom CCH agreed Corrective actions plans:

- 1) 18 Suppliers or 100% of Suppliers identified have corrective action plans in place
- 2) 0 % of suppliers identified as having negative environmental impacts were terminated as a result of assessment, because they have corrective actions in progress, and we are detecting positive improvement and supplier engagement.

Currently we have overall 505 suppliers assessed with EcoVadis. The average overall score for our suppliers is 50.0 and it is above the average score (42.4) of EcoVadis universe. In the area of Environment, our suppliers in scope reached 52.4 vs. average of 42.9 for EcoVadis' panel.

308-2 Significant actual and potential negative environmental impacts in the supply chain and actions taken

SOCIAL TOPICS

Employment (based on GRI Standards 2016)

Disclosure number	Description	Reference to the 2019 IAR	Additional content, reference, or reason for omission
103-1	Explanation of the material topic and its Boundary	19	Refer to the "Understanding our stakeholders", as well as the "Cultivate the potential of our people" and "Materiality" sections of the 2019 IAR.
103-2	Explanation of management approach and its components	38-41	
103-3	Evaluation of the management approach	54-55	
401-1	<p>a. Total number and rate of new employee hires during the reporting period, by age group, gender and market segment.</p> <p>b. Total number and rate of employee turnover during the reporting period, by age group, gender and market segment.</p>	-	<p>We employed 28,072 people in 2019, of whom over 96% were permanent employees. Women accounted for 29% of our workforce, and 38% of management.</p> <p>Total number of hires: 4,548 Total number of new hires under the age of 30: 2,780 % of new hires under the age of 30: 61% Total number of new hires for ages between 30-50: 1,726 % of new hires for ages between 30-50: 38% Total number of new hires over the age of 50: 42 % of new hires over the age of 50: 1%</p> <p>Number of female hires (entire workforce): 1,521 % of female hires (entire workforce): 33% Number of male hires (entire workforce): 3,027 % of male hires (entire workforce): 67%</p> <p>Established markets number of hires: 768 % of new hires: established markets: 17% Developing markets number of hires: 710 % of new hires: developing markets: 16% Emerging markets number of hires: 3,070 % of new hires: emerging markets: 68%</p> <p>Total turnover rate: 12.3% Turnover under the age of 30: 20.2% Turnover for ages between 30-50: 11.0% Turnover over the age of 50: 6.3% Male employees turnover: 11.4% Female employees turnover: 14.2%</p> <p>Established markets total turnover: 8.0% Developing markets total turnover: 14.7% Emerging markets total turnover: 13.3%</p>
401-2	<p>Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:</p> <ol style="list-style-type: none"> life insurance; health care; disability and invalidity coverage; parental leave; retirement provision; stock ownership; others. <p>b. The definition used for 'significant locations of operation'.</p>	-	<p>In all Established, Developing and Emerging markets, basic benefits may be provided to both full-time and temporary employees, in particular in relation to labour rights and safety.</p> <p>Stock ownership plans, where these are offered, they do not apply to temporary employees due to the vesting periods (one year or more).</p>

			<p>Total return to work rate: 90.3% Female employees return to work rate: 77.5% Male employees return to work rate: 140.5%</p> <p>Total retention rate: 88.8% Female employees retention rate: 89.8% Male employees retention rate: 84.4%</p> <p>Total number of employees that were entitled to parental leave: 13,402 Total number of female employees that were entitled to parental leave: 7,240 Total number of male employees that were entitled to parental leave: 6,162</p> <p>Total number of employees that took parental leave: 958 Total number of female employees that took parental leave: 794 Total number of male employees that took parental leave: 164</p> <p>Total number of employees who returned to work after parental leave ended: 494 Total number of female employees who returned to work after parental leave ended: 338 Total number of male employees who returned to work after parental leave ended: 156</p> <p>Total number of employees retained 12 months after returning to work following a period of parental leave: 461 Total number of female employees retained 12 months after returning to work following a period of parental leave: 380 Total number of male employees retained 12 months after returning to work following a period of parental leave: 81</p>
401-3	Return to work and retention rates after parental leave, by gender	-	

Labour/management relations (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	19	Refer to the "Understanding our stakeholders", as well as the "Cultivate the potential of our people" and "Materiality" sections of the 2019 IAR, as well as the relevant indicators below.
103-2	Explanation of management approach and its components	38-41	
103-3	Evaluation of the management approach	54-55	

402-1	<p>Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.</p> <p>For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.</p>	-	<p>On average, the minimum notice period is 5.6 weeks for employees and 6.2 weeks for employee representatives, with variations between countries. In 2019, we held 247 consultations with unions, including meetings on organisational changes. When collective bargaining agreements are available, the notice period and provisions for consultation and negotiation are specified in these agreements.</p>
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Occupational health and safety (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2019 IAR, as well as the relevant indicators below.
103-2	Explanation of management approach and its components	38-41	
103-3	Evaluation of the management approach	54-55	
403-1	<p>a. The level at which each formal joint management-worker health and safety committee typically operates within the organization.</p> <p>b. Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees.</p>	-	<p>Formal Health and Safety committees mostly operate at country level; some countries have the committees also operating at plant level, reporting to Plant manager.</p> <p>For 79% of our employees, work is controlled by the organization and they are represented by formal joint management-worker health and safety committees.</p>

403-2

a. Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by gender and market segment

b. Types of injury, injury rate (IR), and work-related fatalities, for all workers (excluding employees) whose work, or workplace, is controlled by the organization, with a breakdown by gender and market segment

c. The system of rules applied in recording and reporting accident statistics

In Coca-Cola Hellenic, we report Lost Time Accidents (LTA) with following definition:

Absolute number of workplace accidents resulting in absence from work for more or equal to 1 day absence (≥ 1 Day LTA's)

- Not including the day the accident occurred
- Accidents occurring during business travel between sites or to/from external meetings are included

Lost Time accident rate (LTAR) is calculated as measures total workplace accidents > 1 day per average FTE. It is calculated as: The number of total accidents resulting in more than 1 day absence for a 12-month period per 100 FTE employees

In 2019, the number of lost-time accidents for our employees was 96, a 15.8% improvement over 2018 and Lost-time accident rate (LTAR) dropped to 0.33 vs 0.39 achieved in 2018 (15.4% improvement).

The main types of injures were following: Bruise / Contusion (26%); Cuts (24%); Sprain & Strain (15%); Whiplash (7%); Fractures (6%); Burns (6%) and others (16% together).

Total Incidents rate (TIR) - Measure shows the number of work-related Medical Treatment Cases (MTC) per 100 FTE. Classification is based on the treatment required in the opinion of the medical professional of record, regardless of who provides it or even if it is actually provided.

In 2019 the total incident rate of our employees was reported 0.43, a 19% improvement over 0.53 achieved in 2018.

Average sickness days per FTE decreased to 4.06 (compared to 4.20 reported in 2018).

We are very proud to report zero fatality of our employees in 2019, but unfortunately there is nine contractors' fatalities reported as a result of road traffic accidents in 2019 (all happened outside of CCH perimeter)

The contractor lost-time incidents frequency rate (LTIFR) increased to 1.87.

In 2019, we had no occupational ill health incidents.

Data by segment: Lost-time accident rate:

Established markets: 0.86

Developing markets: 0.30

Emerging markets: 0.18

Sickness absence rate

Established markets: 2.31

Developing markets: 3.31

Emerging markets: 0.94

Average sickness days

Established markets: 5.77

Developing markets: 8.28

Emerging markets: 2.34

Fatalities

Established markets: 0

Developing markets: 0

Emerging markets: 9

Contractors' LTIFR (Lost time incident frequency rate)

Established markets: 11.49

Developing markets: 2.88

Emerging markets: 0.97

Data by gender:

Lost-time incident rate

Male: 0.39

Female: 0.23

Average sickness days per FTE

Male: 3.48

Female: 5.81

Fatalities

Male: 9

Female: 0

Contractors' LTIFR (Lost time incident frequency rate)

Male: 1.69

Female: 3.6

We currently do not report contractor average sickness days.

403-3	Workers whose work, or workplace, is controlled by the organization, involved in occupational activities who have a high incidence or high risk of specific diseases.	-	2,849 FTE employees operate in Nigeria, where the risk of exposure to communicable diseases (such as malaria, HIV etc.) is generally higher than the average for our Group employees. Among these, there is a higher exposure risk for the 70 CCH employees who work at our wastewater treatment facilities, where in addition to wastewater from production, communal wastewater is also treated.
403-4	Health and safety topics covered in formal agreements with trade unions a. Whether formal agreements (either local or global) with trade unions cover health and safety. b. If so, the extent, as a percentage, to which various health and safety topics are covered by these agreements.	-	a. In 24 countries, health and safety topics are part of trade union agreements, covering a total of 11,078 employees. b. 38.4% employees are covered by formal H&S agreements with trade unions We have established several Healthy working environment initiatives focusing on: Ergonomic workplace, Illumination, Noise, Indoor Air quality and Humidity. For each of these, specific design requirements are described in our Engineering Specifications; regularly trainings are performed to the employees (e.g. via specific Toolbox Talks). On top of it, Noise and Indoor air control are regulated by The Coca-Cola Company (TCCC) as a mandatory requirement for bottlers like CCHBC. Compliance to requirements is controlled by TCCC by regular on-site unannounced audits - in 2019, 13 on-site compliance audits were completed by TCCC in our locations.
Training and education (based on GRI Standards 2016)			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	38-41 54-55	Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2019 IAR, as well as the relevant indicators below.
404-1	Average hours of training per year per full-time equivalent (FTE) employee by gender, and by employee category	-	Average training hours per FTE: 22.4 Female average training hours per FTE: 22.0 Male average training hours per FTE: 22.6 Total training hours: 647,590 Training hours/FTE for Others W/F segment: 19.5 Training hours/FTE for FLL W/F segment: 34.2 Training hours/FTE for CL W/F segment: 28.8 Training hours/FTE for Top 300 W/F segment: 39.7 Training hours/FTE for Top 40 W/F segment: 22.0
404-2	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	38-41	We provide training and development opportunities for all our employees reflecting one of our corporate values: Learning. In 2019, our training programmes covering leadership, functional training and general business training included 215,795 participations, across all management layers. In the overwhelming majority of redundancy cases, severance packages significantly exceeded legal minimum payments. Other measures taken to lessen the impact on affected employees included provision of redeployment opportunities, outplacement services and additional support to find other job opportunities outside the company such as organizing job fairs with other local employers.

404-3	Percentage of employees receiving regular performance and career development reviews by gender and by employee category	-	<p>17,942 employees participated in our annual people review People Development Forum, which is 62% out of total number of employees.</p> <p>17,893 employees received performance and career feedback as part of our People Development Forums in 2019.</p> <p>8,229 employees had formal annual objectives for 2019.</p> <p>% of employees who have performance review (total): 61.9%</p> <p>% of employees who have performance review (male): 58.5%</p> <p>% employees who have performance review (female): 70.6%</p> <p>By workforce segment as % of total employees for certain segment:</p> <p>% of employees who have performance review (Others Workforce Segment): 54%</p> <p>% of employees who have performance review (Front Line Leaders - FLL Workforce Segment): 94.3%</p> <p>% of employees who have performance review (Change Leaders – CL Workforce Segment): 93.5%</p> <p>% of employees who have performance review (Top 300 Workforce Segment): 89.9%</p> <p>% of employees who have performance review (Top 40 Workforce Segment): 96.7%.</p>
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Diversity and equal opportunity (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	38-41	Refer to the “Cultivate the potential of our people” and “Materiality” sections of the 2019 IAR, as well as the relevant GRI indicators below.
103-2	Explanation of management approach and its components	54-55	
103-3	Evaluation of the management approach		

405-1

a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:

- Gender;
- Age group: under 30 years old, 30-50 years old, over 50 years old;
- Other indicators of diversity where relevant (such as minority or vulnerable groups).

b. Percentage of employees per employee category in each of the following diversity categories:

- Gender;
- Age group: under 30 years old, 30-50 years old, over 50 years old;
- Other indicators of diversity where relevant (such as minority or vulnerable groups).

a. 20% of OPCO members and group function heads were female employees in 2019. 30% of OPCO members are between the age of 30 and 50. 70% are over the age 50.

b. Women accounted for 28.8% of our workforce and 37.8% of management and 34.8% of Senior Leaders – based on head count. Under the age of 30: 39.9% of female employees vs. total number of employees in this age

Between the ages of 30-50: 25.9% of female employees vs. total number of employees in this age

Over the age of 50: 20.1% of female employees vs. total number of employees in this age

Under the age of 30: 22.4% of employees vs. total number of employees

Between the ages of 30-50: 64.8% of employees vs. total number of employees

Over the age of 50: 12.8% of employees vs. total number of employees

Total employees with disabilities vs total: 0.7%

Female employees with disabilities as % of total employees with disabilities 32.7%

Male employees with disabilities as % of total employees with disabilities 67.3%

Total number of nationalities: 79 vs 71 in 2018

% of female Plant employees vs total Plant employees: 18.87%

% of male Plant employees vs total Plant employees: 81.13%

% of female Admin employees vs total Admin employees: 64.72%

% of male Admin employees vs total Admin employees: 35.28%

% of female Transportation employees vs total Transportation employees 12.54%

% of male Transportation employees vs total Transportation employees: 87.46%

% of female Sales employees vs total Sales employees: 24.89%

% of male Sales employees vs total Sales employees: 75.11%

% of female Plant employees with disabilities vs total Plant employees with disabilities: 14.19%

% of female Plant employees with disabilities vs total Plant employees: 0.12%

% of male Plant employees with disabilities vs total Plant employees with disabilities: 85.81%

% of female Admin employees with disabilities vs total Admin employees with disabilities: 57.69%

% of female Admin employees with disabilities vs total Admin employees: 0.63%

% of male Admin employees with disabilities vs total Admin employees with disabilities: 42.31%

% of female Transportation employees with disabilities vs total Transportation employees with disabilities: 40.45%

% of female Transportation employees with disabilities vs total Transportation employees: 0.08%

% of male Transportation employees with disabilities vs total Transportation employees with disabilities: 59.55%

% of female Sales employees with disabilities vs total Sales employees with disabilities: 25.00%

% of female Sales employees with disabilities vs total Sales employees: 0.10%

% of male Sales employees with disabilities vs total Sales employees with disabilities: 75.00%

% of Plant employees under the age of 30 vs total Plant employees in this age: 15.49%

% of Admin employees under the age of 30 vs total Admin employees in this age: 27.60%

% of Transportation employees under the age of 30 vs total Transportation employees in this age: 15.91%

% of Sales employees under the age of 30 vs total Sales employees in this age: 27.44%

% of Plant employees between the ages of 30-50 vs total Plant employees in this age: 63.78%

% of Admin employees between the ages of 30-50 vs total Admin employees in this age: 62.94%

% of Transportation employees between the ages of 30-50 vs total Transportation employees in this age: 68.42%

% of Sales employees between the ages of 30-50 vs total Sales employees in this age: 65.82%

% of Plant over the age of 50 vs total Plant employees in this age: 20.73%

% of Admin employees over the age of 50 vs total Admin employees in this age: 9.46%

% of Transportation employees over the age of 50 vs total Transportation employees in this age: 15.67%

% of Sales employees over the age of 50 vs total Sales employees in this age: 6.74%

Plant number of nationalities: 57

Admin number of nationalities: 57

Transportation number of nationalities: 37

Sales number of nationalities: 55

			Basic salary ratio (women/men) by market segment and Workforce Segment:
			Established markets: Top 300: 78% Management positions: 95% Front Line Leaders (FLL): 99% Management trainees: 117%
			Developing markets: Top 300: 76% Management positions: 62% Front Line Leaders (FLL): 103% Management trainees: 119%
			Emerging markets: Top 300: 76% Management positions: 69% Front Line Leaders (FLL): 109% Management trainees: 102%
405-2	Ratio of basic salary and remuneration women to men by employee category, and market segment	-	Remuneration ratio (women/men) by market segment and workforce segment
			Established: Top 300: 78% Management positions: 98% Front Line Leaders (FLL): 100% Management trainees: 116%
			Developing: Top 300: 88% Management positions: 91% Front Line Leaders (FLL): 105% Management trainees: 119%
			Emerging: Top 300: 73% Management positions: 68% Front Line Leaders (FLL): 109% Management trainees: 104%

Non-discrimination (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	38-41	Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2019 IAR, as well as the relevant GRI indicators below.
103-3	Evaluation of the management approach	54-55	
406-1	Total number of incidents of discrimination and corrective actions taken	-	

Freedom of association and collective bargaining (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	38-41	Refer to the "Cultivate the potential of our people" and "Managing risk and materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	54-63	
407-1	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	-	

Child Labour (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	34-41	Refer to the "Cultivate the potential of our people", "Fuel growth through competitiveness and investment" and "Managing risk and materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	54-63	
408-1	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	-	

Forced or compulsory labour (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people", "Fuel growth through competitiveness and investment" and "Managing risk and materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	34-41	
103-3	Evaluation of the management approach	54-63	
409-1	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	-	None
Security practices (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people" and "Managing risk and materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	38-41	
103-3	Evaluation of the management approach	54-63	
410-1	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	-	The Code of Business Conduct emphasises that compliance is our way of doing business with integrity. All new employees, including national security leaders and managers, receive Code of Business Conduct and anti-corruption training, which is refreshed every two years. Most on-site security personnel are employees of contracted partners, who also have to abide by CCHBC's Supplier Guiding Principles and all other applicable Company policies as per their contract and receive relevant information as part of their induction.
Rights of indigenous people (based on GRI Standards 2016)			
411-1	Total number of incidents of violations involving rights of indigenous people and actions taken	-	None
Human rights assessment (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people", "Fuel growth through competitiveness and investment" and "Managing risk and materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	34-41	
103-3	Evaluation of the management approach	54-63	
412-1	Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by market segment.	-	During 2019 we had 9 (17%) of bottling plants audited (so called Workplace Accountability audit). 12 audits/assessments are planned for 2019 through 3-year cycle. Within the 3-year cycle, 100% of our plants (100% of the production volume) are audited. Out of all audited plants, we have 100% mitigation plans/actions in place for the plants with identified improvement opportunities/gaps. Rigorous process of closing of the gaps on time is established.
412-2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	-	All new employees undergo mandatory training and certification in the Code of Business Conduct, which includes reference to human rights, and which is refreshed every two years. 31,369 employees were trained in anti-bribery and Code of business conduct in 2018 and 2019, which is 98.9% of total employees (2-year cycle), investing 15,684.5 training hours in these areas. Please see GRI indicator 205-2 in this file for detailed split.
412-3	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	-	Our total 2019 CAPEX investment was €483.6 million. Of this, 70% constituted production equipment, cold drink equipment, refillable containers and fleet, all of which were covered by contracts that included supplier guiding principles covering human rights. Any investment in excess of €100,000 is considered significant. In each Purchasing Order we have a statement that the supplier/contractor warrants that it has read, understands and is in, and will remain in compliance with all the requirements of the Supplier Guiding Principles, which includes human rights. 100% of investments are covered.
Local communities (based on GRI Standards 2016)			
103-1	Explanation of the material topic and its Boundary		Refer to the "Our business model", "Earn our license to operate" and "Materiality" sections of the 2019 IAR.
103-2	Explanation of management approach and its components	16-17	
103-3	Evaluation of the management approach	42-45 54-55	

413-1	Percentage of operations with implemented local community engagement, impact assessments and development programmes	20 42-45	All our operations implement community engagement and developmental programmes. In the period 2016-2019 all of our markets performed socio-economic impact studies and shared them with the local stakeholders. Community engagement initiatives are mandatory part of our PA&C strategy and 100% of our operations implement this.
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413-2	Operations with significant actual and potential negative impacts on local communities	-	No any significant negative impact on local communities. When we have any restructuring initiatives that can have an impact on local communities (e.g. involving closing or consolidation of facilities), we have taken actions to minimise the impact, for example by providing those people affected with other employment opportunities within the organisation, relocation support, or voluntary exit packages and professional support to facilitate employment elsewhere.
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Supplier social assessment (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	34-37	Refer to the "Fuel growth through competitiveness and investment" and "Materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	54-55	
103-3	Evaluation of the management approach		

			100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Corporate Social Responsibility aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.
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414-1	Percentage of new suppliers that were screened using social criteria	20 34-37	In all our Strategic Tenders across spending categories we have assigned 5% of overall evaluation criteria to Sustainability which includes Corporate Social Responsibility.
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We registered more than 3900 new suppliers in 2019. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. Moreover, the SGPs are part of all issued tenders and purchase orders sent to suppliers.

			<p>We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership of EcoVadis.</p> <p>Number of Critical Strategic Suppliers assessed for Labour & Human Rights Issues:</p> <ol style="list-style-type: none"> 3) 74 under 3rd party physical Supplier Guiding Principles audit 4) 179 under Ecovadis: In 2019 through EcoVadis CSR Assessment platform, we assessed 179 of our critical suppliers. The assessment is based on 21 criteria grouped in 4 themes – Environment, Social, Ethics, Suppliers/Supply Chain. Suppliers in scope obtain a score for each theme and overall score out of 100 (high score = 100). <p>TOTAL = 253 Suppliers</p> <p>Number of Suppliers identified to have Labour & Human Rights issues:</p> <ol style="list-style-type: none"> 3) 6 identified by 3rd party audit: main findings were in Health and Safety, Work hours and Wages. Suppliers are under monitoring for improving performance 4) 6 identified by Ecovadis: these suppliers scored <30 in the assessment <p>TOTAL = 12 Suppliers</p> <p>Types of findings: Health & Safety incidents, Wages & Benefits corrections needed, Workhours and extended overtime, Lack of supporting documentation against declared practices, polices etc.</p> <p>Number of suppliers identified to have Labour & Human Rights Impact with whom CCH agreed Corrective actions plans:</p> <ol style="list-style-type: none"> 3) 12 Suppliers or 100% of Suppliers identified have corrective action plans in place 4) 0 % of suppliers identified as having negative Labour & Human Rights issues were terminated as a result of assessment, because they have corrective actions in progress, and we are detecting positive improvement and supplier engagement. <p>Currently we have overall 505 suppliers assessed with EcoVadis. The average overall score for our suppliers is 50.0 and it is above the average score (42.4) of EcoVadis universe. In the area of Labour & Human Rights, our suppliers in scope reached 51.4 vs. average of 44.6 for EcoVadis' panel.</p>
414-2	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	-	

Public policy (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	54-55	Refer to our "Corporate Governance" and "Materiality" sections of the 2019, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	76-83	
415-1	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	-	

Customer health safety (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	26-29	Refer to the "Leveraging our unique 24/7 portfolio", "Fuel growth through competitiveness and investment" and "Materiality" sections of the 2019 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	34-37	
		54-55	

416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	-	We have a process to continuously evaluate/assess product and process related food safety risks and assure consumers and customers product food safety through relevant prerequisite programmes (e.g. HACCP, allergen management etc.). It is valid for 100% of our products and services.
416-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	-	1 significant fine received in Nigeria for product removal from the market. We received total 14 Notices of Violation in 2019 (in Poland, Russia, Hungary, Bulgaria and Nigeria), in a total amount of € 39,048 Eur.

Marketing and labelling (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	26-33	Refer to the ““Leveraging our unique 24/7 portfolio”, “Win in the marketplace” and “Materiality” sections of the 2019 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	54-55	
103-3	Evaluation of the management approach		
417-1	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	-	The printed packs and labels of all products sold in 2019 had calorie information, and back-of-pack Guideline Daily Amounts (GDA) information in the EU. All of significant product or service categories are covered by and assessed for compliance with such procedures. We also include in the labels, signs for the safe disposal of our products. In addition, at the end of 2018, we introduced, on a trial basis, to several of our markets new front-of-pack labelling, building on the current European-wide Reference Intake (R.I.) monochrome model. This means people will see colours that reflect the nutrient content per 100ml of our drinks for sugars, salt, fat and saturated fat through a simple ‘traffic-light’ colour scheme of red, amber, green. The approach we will follow is identical to the scheme that we voluntarily support in the UK and Ireland since 2014, and which we will now be able to evaluate more broadly across more markets.
417-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	-	0 significant fines and violations.
417-3	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	-	None

Customer privacy (based on GRI Standards 2016)

418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	-	None
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Socio-economic compliance (based on GRI Standards 2016)

103-1	Explanation of the material topic and its Boundary	54-55	Refer to the “Corporate Governance” and “Materiality” sections of the 2019 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	74-90	
103-3	Evaluation of the management approach	18	
419-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	-	1 significant fine received. We received total 78 Notices of violations in 2019 (Nigeria, Russia, Hungary, Cyprus, Romania, Bulgaria, Poland) in total amount of €44,223. The biggest fine is received in Nigeria in amount of €37,312. All the rest fines are with minor amount. We collect reports from countries at Group level on contingencies, including fines, that are over a specific threshold, for the purpose of submitting these to our external financial auditors.

ENVIRONMENTAL DATA TABLE

			Total amount 2019	Relative amount 2019 (defined in each relevant indicator)	Total amount 2018	Relative amount 2018 (defined in each relevant indicator)	Total amount 2017	Relative amount 2017 (defined in each relevant indicator)	
PRODUCTION									
Total beverage production (m litres)			12,639		12,388		11,961		
MATERIALS									
Materials used	EN1	301-1	Tonnes	g/lpb	Tonnes	g/lpb	Tonnes	g/lpb	
Sugar and fructose syrup			856,189		67.7	872,172	70.4	887,028	74.2
Concentrate			70,848		5.6	66,674	5.4	64,700	5.4
Juice Concentrate			147,530		11.7	152,252	12.3	138,798	11.6
Carbon dioxide			120,564		9.5	117,169	9.5	110,469	9.2
Nitrogen			12,481		1.0	12,544	1.0	9,624	0.8
PET (bottles)			276,907		21.9	283,022	22.8	257,028	21.5
Plant-Pet			6,434		0.5	9,714	0.8	11,050	0.9
Plastic (closures)			26,673		2.1	30,743	2.5	25,065	2.1
Metal (crowns)			5,848		0.5	5,791	0.5	6,421	0.5
PE (labels and stretch/shrink film)			43,821		3.5	43,731	3.5	39,891	3.3
Glass (bottles)			154,632		12.2	144,868	11.7	134,691	11.3
Aluminium (cans)			42,398		3.4	43,697	3.5	36,325	3.0
Paper (labels)			1,921		0.2	1,948	0.2	2,059	0.2
Composite carton (tetra pack, bricks)			22,883		1.8	28,288	2.3	45,536	3.8
Cardboard			47,661		3.8	47,186	3.8	47,212	3.9
Wood (pallets)			77,563		6.1	71,964	5.8	67,630	5.7
Total Renewable Materials	EN1	301-1	1,351,593		106.9	1,367,367	110.4	1,374,482	114.9
Total Non-Renewable Materials	EN1	301-1	556,327		44.0	554,683	44.8	497,996	41.6
Percentage of materials from recycled sources	EN2	301-2	8.61% recycled PET; 3.36% plant-based PET; 35% glass; 65% aluminium		5.7% recycled PET; 3.4% plant-based PET; 34.7% glass; 65.8% aluminium		5.1% recycled PET; 4.3% plant-based PET; 42.7% glass; 65.8% aluminium		
ENERGY									
			million MJ	MJ/lpb	million MJ	MJ/lpb	million MJ	MJ/lpb	
Energy consumption within the organisation (all energy used in manufacturing, own fleet and remote properties)	EN3	302-1	6,781		0.5	7,025	0.6	7,038	0.6
Fuel consumption			2,108			2,110		2,133	
Light heating oil			91	0.01		107	0.01	130	0.01
Heavy heating oil			15	0.00		40	0.00	77	0.01
Natural gas			1,881	0.15		1,825	0.15	1,785	0.2
LPG			117	0.01		134	0.01	140	0.01
Bio LPG			4	0.00		4	0.00	n/a	n/a
Fuels for own fleet			1,217			1,334		1,456	
Fuels for own fleet - Renewable			0			0		0	
Total energy from remote properties			300			337		305	
Electricity from renewable sources			27			20		22	
Electricity from non-renewable sources			81			94		111	
Thermal Energy Consumption			46			75		78	
Fuel Consumption			146			149		94	
Total electricity consumption			2,790			2,854		2,780	
Electricity from renewable sources			875			852		669	
Electricity from non-renewable sources			1915			2002		2,110	
Heating consumption			141			156		140	
Cooling consumption			0			0		0	
Steam consumption			224			232		225	
Renewable Thermal Energy Used			0			0		0	
Biogenic Energy Produced			1,091			2,172		1,764	
Biogenic Energy Used			1,091			2,149		0,000	
Biogenic Energy used to produce electricity that is sold			0,000			0,023		0,000	
Biogenic Energy Sold			0,000			0,000		0,000	
Renewable Electricity sold (Biogenic)			0,000			0,0225		0,000	
Energy consumption outside of the organisation	EN4	302-2	14,029		1.1	14,778	1.2	15,251	1.3
Electricity use in cold drink equipment			11,355			12,018		12,849	
Fuel consumption from flights			68			88		26	
Energy (fuel) consumption from third-party fleet			2,606			2,672		2,376	
Energy intensity (all electricity, fossil fuels, steam, heating and cooling used in bottling plants)	EN5	302-3			0.39		0.41		0.42
Reduction of energy consumption in bottling plants (vs. baseline 2010)	EN6	302-4	2,233			1,996		1,802	
Initiatives to reduce direct energy consumption									
Reduction in energy requirements of products and services	EN7	302-5	See the text part in the tables above		See the text part in the 2018 GRI Content Index		See the text part in the 2017 GRI Content Index		
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Relative Amount			5,033			4,079		2,916	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Absolute Amount			5,184			4,521		3,690	

ENVIRONMENTAL DATA TABLE

		Total amount 2019	Relative amount 2019 (defined in each relevant indicator)	Total amount 2018	Relative amount 2018 (defined in each relevant indicator)	Total amount 2017	Relative amount 2017 (defined in each relevant indicator)
WATER		Million Litres	l/lpb	Million Litres	l/lpb	Million Litres	l/lpb
Total water withdrawal by source	EN8 303-1 (2016)	24,068	1.90	24,138	1.95	23,725	1.98
Water received from municipalities		7,873	0.62	7,672	0.62	7,428	0.62
Water received from wells		15,342	1.21	15,923	1.29	15,787	1.32
Water received from surface waters		853	0.07	542	0.04	511	0.04
Collected rainwater		0	0.00	0	0.00	0	0.00
Total Freshwater withdrawal (≤1,000 mg/L TDS)		23,508	1.86	23,933	1.93	23,523	1.97
Total Other water withdrawal (>1,000 mg/L TDS)		560	0.04	205	0.02	202	0.02
Water sources significantly affected by withdrawal of water	EN9 303-2	None		None		None	
Percentage and total volume of water recycled and reused	EN10 303-3						
Total recycling and reuse of water		1,755 mL		1,764 mL		1,968 mL	
Percentage recycled/reused in total water withdrawal		7.3%		7.3%		8.3%	
Total water discharged by destination	303-4	9,778		9,896		9,943	
Surface water		5,161		5,248		5,341	
Groundwater		0		0		0	
Seawater		0		0		0	
Municipal water		4,617		4,648		4,602	
Total water consumption	303-5	14,290		14,242		13,782	
Water consumption in areas with water stress		4,678		4,993		4,735	
BIODIVERSITY							
Total amount of land owned		617 ha		631 ha		632 ha	
Major impacts on biodiversity	EN12 304-2	None		None		None	
Programmes to protect and restore habitats	EN13 304-3	see IAR, website		see IAR, website		see IAR, website	
Red List species with habitats affected by operation	EN14 304-4	None		None		None	
EMISSIONS, EFFLUENTS AND WASTE							
Direct greenhouse gas (GHG) emissions (Scope 1)		Tonnes	g/lpb	Tonnes	g/lpb	Tonnes	g/lpb
Greenhouse gas emissions from operations	EN15 305-1	248,872	19.7	268,720	21.7	280,478	23.4
CO ₂ from energy used in plants (Scope 1)	EN15 305-1	109,354	8.7	110,415	8.9	113,077	9.5
CO ₂ from fuel used in Company vehicles	EN15 305-1	84,477	6.7	92,764	7.5	101,518	8.5
Coolant emissions from Cold Drink Equipment (CO ₂ eq)	EN15 305-1	8,325	0.7	9,362	0.8	13,222	1.1
CO ₂ for product carbonation (CO ₂ losses)	EN15 305-1	43,159	3.4	43,626	3.5	42,313	3.5
CO ₂ from remote properties' fuel consumption	EN15 305-1	3,557	0.3	12,552	1.0	10,348	0.9
Energy indirect GHG emissions (Scope 2 Market-based)	EN16 305-2	232,618	18.4	269,485	21.8	282,130	23.6
CO ₂ from electricity used in plants (Scope 2 Market-based)	EN16 305-2	190,301	15.1	213,934	17.3	231,761	19.4
CO ₂ from electricity used in plants (Scope 2 Location-based)	EN16 305-2	288,482	22.8	300,156	24.2	309,261	25.9
CO ₂ from supplied heating and cooling (Scope 2)	EN16 305-2	38,833	3.1	44,782	3.6	37,331	3.1
CO ₂ from electricity consumption in remote properties Market-based	EN16 305-2	3,483	0.3	10,770	0.9	13,038	1.1
CO ₂ from electricity consumption in remote properties Location-based	EN16 305-2	3,866	0.3	12,392	1.0	15,989	1.3
Total emissions (Scope 1 and 2 Market-based)		481,489	38.1	538,205	43.4	562,608	47.0
Total emissions (Scope 1 and 2 Location-based)		580,053	45.9	626,050	50.5	643,059	53.8
Other indirect GHG emissions (Scope 3)	EN17 305-3	3,845,485	303.2	4,050,807	327.0	4,078,780	341.0
CO ₂ from electricity use of cold drink equipment	EN17 305-3	1,302,308	103.0	1,395,101	112.6	1,569,224	131.2
CO ₂ embedded in packaging (Cradle-to-Gate)	EN17 305-3	1,278,248	101.1	1,377,486	111.2	1,268,623	106.1
CO ₂ from sugar and Juice concentrates	EN17 305-3	973,089	77.0	997,119	80.5	991,065	82.9
CO ₂ from third-party transports	EN17 305-3	188,031	14.9	192,740	15.6	171,430	14.3
CO ₂ from flights	EN17 305-3	4,593	0.4	5,962	0.5	1,748	0.1
CO ₂ from product carbonation	EN17 305-3	86,244	6.8	82,399	6.7	76,691	6.4
CO ₂ from Remote Properties fuel consumption		7,205	0.6				
CO ₂ from electricity consumption in Remote Properties Market-based		5,767	0.5				
CO ₂ from electricity consumption in Remote Properties Location-based		8,111	0.6				
GHG emissions intensity (Scope 1, 2 and 3 - Scope 2 Market-based)	EN18 305-4		342.4		370.4		388
GHG emissions intensity (Scope 1, 2 and 3 - Scope 2 Location-based)	EN18 305-4		350.3		377.5		395
Programmes to reduce GHG emissions	EN19 305-5	See the text part in the above table		See the text part in 2018 GRI		See the text part in 2017 GRI	
Ozone-depleting substance emissions	EN20 305-6	Tonnes		Tonnes		Tonnes	
CFCs and HCFCs		0.010	0.00000	0.014	0.00000	0.005	0.00000
Other significant air emissions	EN21 305-7	Tonnes		Tonnes		Tonnes	
NO _x		4,712	0.37	4,976	0.40	4,931	0.41
SO ₂		3,365	0.27	3,559	0.29	3,646	0.30
Particulate matter		527	0.04	550	0.04	543	0.05

ENVIRONMENTAL DATA TABLE

			Total amount 2019	Relative amount 2019 (defined in each relevant indicator)	Total amount 2018	Relative amount 2018 (defined in each relevant indicator)	Total amount 2017	Relative amount 2017 (defined in each relevant indicator)
EFFLUENTS								
Total water Discharged by Quality and Destination	EN22	306-1		Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2019 we have in total 37 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.		Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2018 we have in total 40 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.		Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2017 we have in total 40 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.
Quantity of wastewater discharged	EN22	306-1	9,778 mL	0.8 l/lpb	9,896 mL	0.8 l/lpb	9,943	0.8 l/lpb
Total COD (Chemical Oxygen Demand) produced	EN22	306-1	4,131 t O2	327 mgO2/lpb	3,006 t O2	243 mgO2/lpb	3,175 t O2	265 mgO2/lpb
Total COD reaching the environment	EN22	306-1	406 t O2	32 mgO2/l	410 t O2	33 mgO2/l	547 t O2	46 mgO2/l
Water discharged to our own wastewater treatment plants (WWTP)	EN22	306-1	7,335 mL	0.6 l/lpb	7,445 mL	0.6 l/lpb	7,538 mL	0.6 l/lpb
Water discharged to municipal-owned WWTP	EN22	306-1	2,443 mL	0.2 l/lpb	2,450 mL	0.2 l/lpb	2,405 mL	0.2 l/lpb
Water habitats affected by water discharges	EN26	306-5	0		0		0	
WASTE								
Amount of solid waste	EN23	306-2	Tonnes		Tonnes		Tonnes	
Total amount	EN23	306-2	120,783	9.6 g/lpb	105,549	8.5 g/lpb	101,703	8.5 g/lpb
Waste recycled	EN23	306-2	93,915		77,576		73,297	
Waste reused	EN23	306-2	11,690		11,477		9,979	
Waste incinerated without energy recovery	EN23	306-2	13		0		0	
Waste incinerated with energy recovery	EN23	306-2	1,889		2,596		2,771	
Waste composed	EN23	306-2	6,895		6,212		7,260	
Waste disposed of in landfills	EN23	306-2	4,207		5,385		6,184	
Recycling and energy recovery	EN23	306-2	114,390	95%	97,861	93%	93,308	92%
Hazardous waste generated	EN25	306-2	2,173	0.2 g/lpb	2,303	0.2 g/lpb	2,212	0.2 g/lpb
Recycled hazardous waste	EN25	306-2	2,005		2,183		2,094	
Non-recycled hazardous waste	EN25	306-2	167		121		118	
Spills of chemicals oils, fuels	EN24	306-3	2 t	0.000 g/lpb	0 t	0.000 g/lpb	24 t	0.002 g/lpb
Hazardous waste	EN25	306-4		We do not transport, import, export or treat any hazardous waste itself nor ship it internationally.				
PRODUCTS AND SERVICES								
Percentage reclaimable products	EN28	301-3						
Rate of returnable packaging			7.3%		7.5%		9.6%	
Possible rate of packaging recycling			See IAR		See IAR		See IAR	
Achieved rate of packaging recycling			See IAR		See IAR		See IAR	
COMPLIANCE								
Incidents and fines	EN29	307-1	EUR		EUR		EUR	
Monetary value of significant fines			0		0		0	
Significant fines and non-monetary sanctions			1		1		0	
Cases brought through dispute resolution mechanism			0		1		0	
TRANSPORT								
Environmental impacts of transport	EN30	EN30		Transportation as part of the value chain with the smallest impact: 6% out of the total value chain carbon emissions and 0.03% of total value chain water footprint		Transportation as part of the value chain with the smallest impact: 6% out of the total value chain carbon emissions and 0.04% of total value chain water footprint		Transportation as part of the value chain with the smallest impact
Number of vehicles			13,309		13,946		14,160	
Fuel consumption own and leased fleet (litres)			34,323,116	2.7 ml/lpb	37,545,411	3.0 ml/lpb	40,760,872	3.4 ml/lpb
Energy consumption in own and leased fleet fuel consumption (million MJ):			1,217	0.1 MJ/lpb	1,334	0.1 MJ/lpb	1,456	0.1 MJ/lpb
Diesel			780		854		946	
Petrol			380		427		470	
CNG			2		0		0	
LPG			55		53		40	
Carbon emissions from fuel consumption (own and leased fleet: Scope 1) tonnes CO ₂			84,477	7 g/lpb	92,764	7 g/lpb	101,518	8 g/lpb
Carbon emissions from fuel consumption (third-party fleet: Scope 3) tonnes CO ₂			188,031	15 g/lpb	192,740	16 g/lpb	171,430	14 g/lpb
EXPENDITURES								
Total environmental expenditures	EN31	EN31		See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.		See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.		See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.

Social Data Table

		2019	2018	2017
401-1	Average no. of employees	28,072	28,884	29,427
	Permanent employees	96%	96%	>96%
	Employee engagement score	90%	88%	89%
	Values index score	-	-	91%
	Hires by age group, gender and region	See data at 2019 GRI Content index	See data at 2018 GRI Content index	See data at 2017 GRI Content index
401-1	Employee turnover	12.3%	12.7%	12.8%
	Turnover by age group, gender and market segment	See data at 2019 GRI Content index	See data at 2018 GRI Content index	See data at 2017 GRI Content index
401-3	Return to work and retention rate after parental leave by gender	See data at 2019 GRI Content index	See data at 2018 GRI Content index	See data at 2017 GRI Content index
404-1	Average training hours per employee, by gender and employee category	See data at 2019 GRI Content index	See data at 2018 GRI Content index	See data at 2017 GRI Content index
	Key People in Key Positions	94%	94%	92%
407-1	No. of workplace accountability audits	9	24	12
407-1	No. of human rights violations resulting in litigation against the Company	0	0	0
EQUALITY AND DIVERSITY				
405-2	Women in management	38%	37%	35%
407-1	Breaches of equality legislation	0	0	0
LABOUR RIGHTS				
102-41	Employees covered by collective bargaining	51%	54%	54%
LA4	Employees belonging to independent trade unions	26%	27%*	28%
HEALTH AND SAFETY				
403-2	Fatalities (including contractors)	9	1	8
403-2	Accident incidence (accidents with >1 day absence per 100 employees)	0.33	0.39	0.40
403-2	Employee LTA	96	114	120
	Contractor LTIFR	1.87	1.42	1.57
	OIFR	0.00	0.01	0.00
403-2	Data by gender and market segment	See data at 2019 GRI Content index	See data at 2018 GRI Content index	See data at 2017 GRI Content index
	No. of plants with OHSAS 18001 certification	52 out of 53** plants operated certified according to ISO 18000/ ISO 45000, representing 98% of plants and 99.6% of produced volume. (Maiduguri plant in Nigeria stays with not audited status due to security issues).	52 out of 53 plants that were operational in 2018 were certified, covering 99.7% of production volume	54 out of 56 plants that were operational in 2017 were certified, covering 99.6% of production volume.
	% of production volume covered			
ECONOMIC BENEFITS				
201-1	Income taxes	€173.2 million	€162.8 million	€138.4 million
	Salaries & benefits	€1,037.3 million	€993.2 million	€992.3 million
		More information: page 18 of the 2019 IAR		

(*) 2018 number of LA4 is changed from 26% to 27% due to discrepancy found in raw data by a few countries.

(**): In 2019 we acquired three plants however their integration is still on-going, and we have had operational control over 53 bottling plants in 2019.

Corporate governance, business ethics and anti-corruption

Conducting all business activities with integrity and respect for society is of primary importance for us. Being a good corporate citizen means having a strong foundation in business ethics and maintaining well-established processes and systems for managing financial and non-financial dimensions of performance, which in turn builds our trust and reputation of. It is no coincidence that our stakeholders consistently rank this as the top material issue year after year.

We address corporate governance holistically, maintaining a zero-tolerance culture related to breaches of our Code of Business Conduct (COBC) and Anti-Bribery policies and to any attempts of retaliation against individuals who report in good faith potential violations. To that effect we have regular COBC and Anti-Bribery online and classroom trainings for all our employees and additional training sessions are developed by the legal department for senior management, which includes risk zone employees, to target specific risks faced by each regional function. We have also established an anti-bribery due diligence process on third parties representing us with government authorities.

We have established grievance mechanisms, including an independently operated whistle-blower "Speak-Up!" line, available in all Coca-Cola HBC countries in local languages. Allegations received related to issues not covered under the Code of Business Conduct were routed to the appropriate department for appropriate handling. All allegations involving potential COBC violations were investigated in accordance with the Group Code of Business Conduct Handling Guidelines.

In 2019, we updated our Code of Business Conduct (COBC) and Anti-Bribery Policy. Our primary aim is to make these policies speak directly to our employees in a short and easy-to-understand language about real-life challenges. Our new COBC has been the central theme of our 2019 Ethics and Compliance Week, that we hold each year across all Group operations. We also continued to simplify our processes and leverage technology in how we run all our compliance programs, including COBC, Anti-Bribery, Data Protection and Sanctions.

Through our strategic approach towards business ethics and anti-corruption, we contribute to the UN's SDG 8 (Decent work and economic growth) and SDG 16 (Peace, justice and strong institutions).

2019 Code of Business Contact violations and allegations received through the Whistleblower hotline

In 2019, 311 allegations of violations of the Group's Code of Business Conduct were investigated. Of the 311 allegations investigated, 98 were substantiated as violations of the Code of Business Conduct, 101 cases were unsubstantiated, and the remaining 112 matters were reviewed and then referred to the appropriate department for further handling. 20 of the violations involved an employee in a management position or involved a loss greater than Euro 10,000. Of the 311 matters investigated,

As a result of the 98 matters substantiated as violations of the Code of Business Conduct, 61 employees were terminated. An additional 207 employees received discipline in the form of verbal or written warnings, financial penalties (unpaid suspension or loss of bonus) or voluntary resignation from the Company.

Violations by Code of Business Conduct Sections.

- Safeguarding company asset 31
- Business and financial records 39
- Conflict of interest 5
- Fair treatment of employees 5
- Anti-bribery and corruption 3
- Other 7
- Workplace health & safety 8

Whistle-blower hotline

Speak Up! line is managed by a third party and is available to all employees, customers and suppliers and can be accessed at any time via phone or internet, which is available in 25 languages.

In 2019, we ran a standalone Speak Up! Awareness campaign to our entire employee population, aimed to raise awareness of how to use the Speak Up! line to report concerns and violations of the Code Business of Conduct or ask questions regarding any of our compliance policies. Additionally, throughout the year we communicated the importance of reporting potential violations of the Code of Business Conduct and encourage all employees to ask their managers, Code Compliance Officers or the Internal Audit Department questions.

In 2019, we received 186 reports through our Speak Up! line and legacy whistle-blower hotline. Allegations received related to issues not covered under the Code of Business Conduct were routed to the appropriate department for appropriate handling. All allegations involving potential Code of Business Conduct violations were investigated in accordance with the Group Code of Business Conduct Handling Guidelines. Importantly, we make sure that the learnings from both the Code of Business Conduct violations and allegations reported through the whistle-blower hotline are drawn and result in relevant decision-making and procedural changes; for example, the re-evaluation of our procedures in connection with incidents and the review, adjustment or update of related policies. We also undertake measures to improve our systems and use them to prevent as many of these violations as possible from happening, learning from our experience and that of others.