



Coca-Cola
Hellenic Bottling Company

2020 GRI Content Index



Coca-Cola HBC 2020 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, Core option. In addition, in conjunction with our 2020 Integrated Annual Report, it complements and serves as part of our 2020 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, while Occupational Health & Safety Standard, and Water and Effluents Standards are as per the GRI Standards 2018. 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 2020 Integrated Annual Report (IAR). Unless stated otherwise, the period covered is the calendar year 2020 and the status described is as of 31 December 2020.

GRI 102: General Disclosures 2016

Disclosure number	Description	Reference to the 2020 IAR	Additional content, reference, or reason for omission
Organisational profile			
102-1	Name of the organisation	14-15, 240	Refer to the “Our business at a glance” and “About our report” section of the 2020 IAR.
102-2	Activities, brands, products, and services	14-15, 16 26-29	Refer to the “Our business at a glance”, “Our business model” and “Leveraging our unique 24/7 portfolio” sections of the 2020 IAR, as well as the 24/7 portfolio section of our website at: https://www.coca-colahellenic.com/en/our-24-7-portfolio 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 headquarters	165	Refer to the “About us” section of our website at: https://www.coca-colahellenic.com/en/about-us/who-we-are/where-we-operate Please see also the List of principal subsidiaries in the 2020 IAR.
102-4	Location of operations	14-15 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 2020 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	240, 237	Refer to the “About our report” section of the 2020 IAR, and the “Shareholder information” section in the 2020 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 hypermarkets. 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 2020 IAR (“Segment highlights” section). Further, refer to the “About us” section of our website at: https://www.coca-colahellenic.com/en/about-us/who-we-are/where-we-operate
102-7	Scale of the organisation	14-17 70-71 66-69	Refer to the “Our business at a glance”, “Our business model”, “Segment highlights” sections, and the Financial review sections of the 2020 IAR.

102-8

Information on employees and other workers

a.
Total FTE: 27,722*
Permanent FTE: 26,817
Temporary FTE: 905
Male FTE: 19,791
Female FTE: 7,931
Permanent male FTE: 19,153
Permanent female FTE: 7,664
Temporary male FTE: 638
Temporary female FTE: 267

FTEs by Age group:
<30 years old: 6,753
30-50 years old: 17,606
>50 years old: 3,363

b.
Regions without BSO and CSC:
Region One FTE: 7,369
Region Two FTE: 8,452
BU Russia FTE: 6,229
Italy FTE: 1,744
Nigeria FTE: 2,728
Region 1 Permanent FTE: 7,131
Region 1 Temporary FTE: 238
Region 2 Permanent FTE: 7,885
Region 2 Temporary FTE: 568
BU Russia Permanent FTE: 6,153
BU Russia Temporary FTE: 76
Italy Permanent FTE: 1,738
Italy Temporary FTE: 6
Nigeria Permanent FTE: 2,726
Nigeria Temporary FTE: 3

Developing market segment FTE: 4,581
Emerging market segment FTE: 16,734
Established market segment FTE: 6,408
Developing permanent FTE: 4,468
Developing temporary FTE: 112
Emerging permanent FTE: 16,168
Emerging temporary FTE: 566
Established permanent FTE: 6,181
Established temporary FTE: 227

c.
Full time FTE: 27,549
Part time FTE: 173
Full time FTE male: 19,762
Part time FTE male: 28
Full time FTE female: 7,787
Part time FTE female: 145

d.
Contractors FTE: 4,086. These are mainly people performing tasks within logistics, warehousing, and transportation.
Self-employed: 18
Seasonal: 284

e.
% of seasonal employees vs. Total Group FTE: 1%, i.e. not significant variation (mostly during the high season which is the summer season).

f.
All data present FTE (Full-time equivalent) calculation, and it is based on IFRS (International Financial Reporting Standards).

(*): In the IAR we have reported 28,102 FTE as there we have included N. Macedonia, Multon, Vlasinka Fresh which according to the IFRS are excluded based on the accounting consolidation methodology used (equity or proportionate).

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 secure 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 filling lines to the number of distribution centres and warehouses.

Under a unified procurement framework, we segment our supply base universe of approximately 17,000 active suppliers into Direct and Indirect spend. Direct spend suppliers include ingredients and primary packaging suppliers. Indirect suppliers include categories such as IT, production equipment, spare parts, secondary packaging, maintenance services, logistics providers, fleet vehicles, utilities, professional services, and temporary labour. CCHBC also segments suppliers into three categories based on criticality and potential opportunities i.e., Group Critical, Country Strategic and Tactical.

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. Country Strategic Suppliers are those which have strategic importance at BU 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 for the success of Coca Cola HBC.

Total supplier spent reached €3.0 billion in 2020 (12 month rolling period Dec 19 to Nov 2020 that we have compiled the data for this report). 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, we aim over 95% of local spend in our countries of operation or from within the European Union, which is considered local for EU countries. In 2020 this percentage exceeded 98% (actually the precise figure is 98.4% which is €2.9 billion).

We maintain transparency throughout our supply base. Sustainability is at the core of all our sourcing activities and consider our suppliers as critical partners and contributors to the ongoing and sustainable success of our business. We monitor the performance of our critical suppliers through The Coca-Cola Company's Supplier Guiding Principles compliance audits, our internal supply base assessments and the EcoVadis platform that we have introduced in 2017. EcoVadis helps us monitor a range of risks using 21 criteria from international standard setters including the UN Global Compact, ISO 26000, the Global Reporting Initiative, and the International Labour Organization. By 2020 more than 800 of our critical suppliers have been evaluated by the EcoVadis. We have recently revisited our Procurement Guidelines to implement more strict rules over Human Rights, Ethics and Compliance practices expected from our suppliers and re-trained our entire Buyers' community to the Sustainability Risk Assessment Tools available.

We also recognise supplier certifications as per international standards including ISO 9001, 14001, 50001, FSSC 22000 and OHSAS 18001/ISO 45001. For agricultural commodities, we are aligning with the wider industry to recognise the Rain Forest Alliance, Fair Trade, Bonsucro and the Sustainable Agriculture Initiative Platform (SAI- FSA), Global GAP+GRASP, etc. 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.

Some activities with significant sustainability impact include but are not limited to the following examples:

In 2020 we organised Suppliers Innovation Days where selected key strategic partners were invited to share with us their most fresh, smart, and innovative ideas that we are currently processing further. We have already introduced since 2019 the utilisation of 100% rPET for key water brands in our portfolio and selectively in certain other beverage bottles and have a full deployment plan in place until 2030 to increase the rPET utilisation gradually. We invest in innovative rPET flakes-to-preform processing technologies and already announced the installation of the first SIPA EREMA system in Poland, technology which reduces overall energy consumption, enhances material availability, decreases transport costs, and stimulates localization of supply while boosting the circular economy. We have concluded our testing of different solutions related to the implementation of tethered caps in line the Single Use Plastic directive and we are ready to start implementation as of 2021 to cover >90% of quantities by 2023, one year ahead of the EU deadline. Moreover, we developed alternatives to plastic straws, cups and lids and Italy and Croatia already started using paper straws while remaining countries will join as of 2021. We also introduced Bio-Based Aseptic Fibre (AFP) packaging in Serbia (polymer-based internal layers derived from sugar cane) to reduce the plastic content and carbon footprint, we tested up to 100% recycled content material in shrink film, while for stretch film we will reduce >30% the consumption of material used per pallet.

For corrugated cardboard in 2020 we proudly introduced > 50% of recycled content, targeting to reach > 70% in 2021. Coca-Cola HBC has successfully begun the roll out of Keel Clip™ technology in the Republic of Ireland, Northern Ireland, and Austria as the first step in our commitment to replace plastic wrap on all can multipacks in the EU markets. Representing reduction of > 3,000 metric tonnes of CO2 and 2,000 metric tonnes of plastic each year. In Logistics, we have concluded a tender that aims to transform our vehicle choices by introducing an extensive range of electric and CNG cars. Our pilot in for Czech and Slovakia where we converted 38 cars supporting our Cold Drink Operations to CNG delivered 11% reduction in CO2 emissions with no financial impact.

Additional information can be found in the "Fuel growth through competitiveness and investment" section of the 2020 IAR (pages 36-37).

102-10	Significant changes to the organization and its supply chain	34-37, 237	There were no significant changes in the organization and in the overall supply chain. Further, refer to the “Fuel growth through competitiveness and investment” and “Shareholder information” sections of the 2020 IAR, as well as the relevant notes to the consolidated financial statements. Also refer to GRI indicators 102-9.
102-11	Precautionary Principle or approach	54-57	Refer to the Viability statement of the 2020 IAR and “Effective management of risk” section.
102-12	External initiatives	22-23/52-65 10-13	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 2020 IAR. Refer to our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/memberships
102-13	Membership of associations	10-13 26-29	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 2020 IAR Refer to our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/memberships
Strategy			
102-14	Statement from senior decision-maker	10-13 108-109 85	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 2020 IAR in “Corporate Governance Report - Key roles and responsibilities” section.
102-15	Key impacts, risks, and opportunities	12-13 20-21 22-23 52-65	Refer to the Chief Executive Officer’s letter and “Stakeholder engagement”, “Market review” and “Managing risk and materiality” sections of the 2020 IAR.
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	10-13 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 2020 IAR. Reference to the Code of Business Conduct: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies/code-of-business-conduct
102-17	Mechanisms for advice and concerns about ethics	105	We have Ethics and 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 (Whistleblowing measures) of the 2020 IAR.
Governance			
102-18	Governance structure	84-95 108-109	Refer to the “Corporate Governance report” and “Letter from the Chair of the Social Responsibility Committee” sections of the IAR.
102-19	Delegating authority	84-95, 99 108-109	Refer to the “Corporate Governance Report” section and particularly the role and responsibilities of the Board’s Social Responsibility Committee of the 2020 IAR.
102-20	Executive-level responsibility for economic, environmental, and social topics	99 108-109	Refer to the “Corporate Governance Report” section of the 2020 IAR.
102-21	Consulting stakeholders on economic, environmental, and social topics	52-53 20-21 108-109	Refer to the “Materiality” section of the 2020 IAR, “Stakeholder engagement” section of our website and Social Responsibility Committee section of the 2020 IAR.
102-22	Composition of the highest governance body and its committees	96-99 108-109	Refer to the “Corporate Governance Report” section of the 2020 IAR.
102-23	Chair of the highest governance body	96-99 108-109	Refer to the “Corporate Governance Report” section of the IAR.

102-24	Nominating and selecting the highest governance body	84-85	Refer to the "Corporate Governance Report" section of the 2020 IAR.
102-25	Conflicts of interest	95 233	Refer to the "Corporate Governance Report" and the "Supplementary information" sections in our 2020 IAR.
102-26	Role of highest governance body in setting purpose, values, and strategy	52-65 108-109	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2020 IAR.
102-27	Collective knowledge of highest governance body	80-83 108-109	Refer to the "Corporate Governance Report" section of our 2020 IAR.
102-28	Evaluating the highest governance body's performance	52 85 108-109	Refer to the "Material issues" section and "Corporate Governance Report" section of our 2020 IAR ("Key roles and responsibilities" and "Social Responsibility committee" subsections).
102-29	Identifying and managing economic, environmental, and social impacts	18-19 54-65	Refer to the "Our socio-economic impact" and "Effective management of risk" sections of our 2020 IAR, and to the website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/materiality
102-30	Effectiveness of risk management processes	84-85 88-89 100-105 52-65	Refer to the "Corporate Governance Report" and "Effective management of risk" sections of our 2020 IAR.
102-31	Review of economic, environmental, and social topics	52-65 108-109	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2020 IAR.
102-32	Highest governance body's role in sustainability reporting	52-65 85, 108-109	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2020 IAR.
102-33	Communicating critical concerns	100-105	Refer to the "Corporate Governance Report" section of our 2020 IAR.
102-34	Nature and total number of critical concerns	-	There were no critical concerns communicated to the highest governance body in 2020. Please see GRI 102-33.
102-35	Remuneration policies	112-131	Refer to the "Corporate Governance Report" section of our 2020 IAR (Directors' remuneration report). Maintaining our leadership of the beverage industry in the DJSI with its three dimensions – Economic, Social, and Governance (ESG), was previously a part of the CEO's individual performance metrics. However, as a result of COVID-19, individual performance metrics were not possible for all our employees, including the CEO, and as such, this was not the case. We are introducing a sustainability KPI in the Performance Share Plan (PSP) awards from 2021 onwards: the sustainability metric will be the reduction of greenhouse gas (GHG) emissions. Our GHG emissions reduction target is aligned with science and 1.5 degree Celsius scenarios and approved by the Science-based target initiative (SBTi).
102-36	Process for determining remuneration	112-131	Refer to the "Corporate Governance Report" section of our 2020 IAR.
102-37	Stakeholders' involvement in remuneration	112-131	Refer to the "Corporate Governance Report" section of our 2020 IAR.
102-38	Annual total compensation ratio	-	Headcount as provided by the countries. For the median total annual compensation: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP), and Actual Long-term Incentive Plan (LTIP). 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. 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. Ratio calculated in Euros: Established markets: 20.1 Developing markets: 58.1 Emerging markets: 74.5 The change is indicated in item 102-39.

102-39	Percentage increase in annual total compensation ratio	-	Rate of increase / (decrease) calculated with Euro-based ratios: Established markets: 21.2 % Developing markets: 77.8 % Emerging markets: 15.5 %
Stakeholder engagement			
102-40	List of stakeholder groups	16-17 20-21 52-65 92-95	Refer to the "Our business model", "Stakeholder engagement", "Managing risk and materiality" and "Stakeholder engagement - Board engagement with key stakeholders" sections of the 2020 IAR, as well as the stakeholder engagement section of our website. https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/stakeholder-engagement
102-41	Collective bargaining agreements	-	50.11%. 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.
102-42	Identifying and selecting stakeholders	20-21 52-53	Refer to the "Stakeholder engagement" and "Material issues" sections of the 2020 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. Stakeholders maps are updated regularly by the countries and Group.
102-43	Approach to stakeholder engagement	52-53 42-47	Refer to the "Material issues" and "Earn our licence to operate" sections of the 2020 IAR, as well as the stakeholder engagement section of our website at: https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/stakeholder-engagement
102-44	Key topics and concerns raised	20-21 52-53	Refer to the "Stakeholder engagement", "Material issues" and "Our communities" sections of the 2020 IAR, as well as the stakeholder engagement section of our website at: https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/stakeholder-engagement
Reporting practice			
102-45	Entities included in the consolidated financial statements	165	Refer to the subsection "Interests in other entities" of the 2020 IAR.
102-46	Defining report content and topic Boundaries	52-53	Refer to the "Material issues" section of the 2020 IAR.
102-47	List of material topics	52-53	Refer to the "Material issues" section of the 2020 IAR; Our materiality matrix includes all our material issues and they are integrated within the different sections of the IAR.
102-48	Restatements of information	-	There was no restatement of information provided in previous reports.
102-49	Changes in reporting	-	We are moving towards changing the reporting of Occupational Health & Safety Indicators GRI 403 (2016) towards GRI 403 (2018), and of Water Indicators GRI 303 (2016) towards GRI 303 (2018). In 2020 we took a decision to simplify our GRI reporting and prioritise better where to focus and put our reporting efforts within the ESG agenda – that's why we move from comprehensive to core GRI mode. In most of the material standards, our report continues being with comprehensive disclosure and KPIs. Top 5 material issues in 2020 are: Packaging & waste management, Climate change, Economic impact, Sustainable sourcing, and Business governance. For three years in a row Packaging & waste management is number 1 material issue. Climate change and Corporate governance are within the Top 5 in the last three years. This year, as a result of the pandemic, Economic impact and Sustainable sourcing also jumped in the Top 5 material issues.

102-50	Reporting period	240	Refer to the “About our report” section of the 2020 IAR, as well as the introductory section of the GRI Content Index.
102-51	Date of most recent report	-	Our 2019 IAR was published on March 19 th , 2020. Our 2020 IAR is published on March 18 th , 2021.
102-52	Reporting cycle	240	Refer to the “About our report” section of the 2020 IAR, as well as the introductory section of the GRI Content Index.
102-53	Contact point for questions regarding the report	-	Refer to the in-cover of the 2020 IAR and the sustainability section of our website at: https://www.coca-colahellenic.com/en/a-more-sustainable-future Contact us at: investor.relations@cchellenic.com or Media@cchellenic.com
102-54	Claims of reporting in accordance with the GRI Standards	240	Refer to the “About our report” section of the 2020 IAR. Our report is towards GRI Standards, Core option.
102-55	GRI content index	-	Refer to the GRI Content Index and the 2020 IAR.
102-56	External assurance	1 240 234-236	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 2020 IAR, refer to the “About our report” section, and the Sustainability assurance statement at the end of the 2020 IAR.

SPECIFIC STANDARD DISCLOSURES

GRI 200: Economic

Disclosure number	Description	Reference to the 2020 IAR	Additional content, reference, or reason for omission
GRI 201: Economic Performance 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 22-23	Refer to the "Our purpose and strategy", "Our business model", "Market review" sections, as well as the Financial review of the 2020 IAR.
201-1	Direct economic value generated and distributed	16-20 24-25 70-71	Refer to the "Our business model", "Our purpose and strategy", "Our socio-economic impact" and "Segment highlights" sections, as well as the Financial review of the 2020 IAR. Total community investments in 2020: €8.0 million, out of them: €4.4 million product contribution, €2.8 million cash contribution, €0.8 million in-kind. Total employees' compensations and benefits: please see social table in the GRI (€955.8 million). Our Code of Business Conduct (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 due to climate change	52-65	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 62-65 of the 2020 IAR. Specific programme details are available in the "Managing risk and materiality" section of the 2020 IAR. Refer to: CDP Climate and CDP Water responses: 2020 CDP Climate Response 2020 CDP Water Response
201-3	Defined benefit plan obligations and other retirement plans	-	25,130 of our total number of employees, employed on average in 2020, are eligible for benefit plans. Out of 8,741 employees eligible to be covered by defined contribution pension plans, 6,791 of them are covered. All of our 2,306 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 2020 per market segment was: Established: 90%, Developing: 59%, 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 to certain plans a percentage of the Company contribution or a percentage of their salary.
201-4	Financial assistance received from government	-	None

GRI 202: Market Presence 2016

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	16-17 20-21	Refer to the "Our business model", "Stakeholder engagement" and "Market reviews" sections, as well as the Chairman's letter and the CEO's letter of our 2020 IAR.
103-3	Evaluation of the management approach	10-13	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-	
202-2	Proportion of senior management hired from the local community	-	<p>Employees are systematically hired from the local workforce. 95% of employees are local nationals. 85% of managers are local nationals.</p> <p>In our Established markets, 87% of total employees and 75% of managers are local nationals.</p> <p>In Developing markets, 97% of total employees and 93% of managers are local nationals.</p> <p>Finally, in our Emerging markets, 98% of total employees and 92% 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>

GRI 203: Indirect Economic Impacts 2016

103-1	Explanation of the material topic and its Boundary	16-19	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 2020 IAR.
103-2	Explanation of management approach and its components	30-47	
103-3	Evaluation of the management approach		
203-1	Infrastructure investments and services supported	16-17 42-47	<p>Refer to the "Our business model" and "Earn our license to operate" sections of the 2020 IAR.</p> <p>In 2020, we invested €8.0 million in our communities. The biggest portion of this investment was allocated to Covid-19 support to our communities (€4.95 million). €1.8 million was the support to our flagship #YouthEmpowered (#YE) programme and World Without Waste programme, and around €1.2 million was the amount of our local, market-specific community initiatives. All our local markets managed to transform their #YE programmes and activities to fully on-line and digital programmes, and in 2020 we engaged 134,548 young participants through #YE. 339 mentors across all our markets, from different departments were involved in #YE. In 2020 we were partnering with 113 external organisations for this initiative. Overall, during 2020, for all our community initiatives we were partnering with 947 local and international organisations. 6% of our employees took part in volunteering initiatives during their working time (27,127 volunteering hours) in 2020 - the main reason for the decrease in the number of people volunteering vs. 2019 is the consequence from pandemic where all mass volunteering events were cancelled in order to keep the health and safety of our people.</p>

203-2	Significant indirect economic impacts	18-19 43-44	<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 2020, a total of €343 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 and we are updating it regularly with the new data coming from our local SEIS.</p> <p>Together with The Coca-Cola Company, in all our territories we support more than 407,200* direct and indirect jobs throughout our value chain and contributes approximately €11.8* billion in value added annually.</p> <p>Refer to the section “License to operate” – paragraphs Community support during the pandemic, Employment skills for young people, and Supporting our communities to learn.</p> <p>* Numbers presented are aggregated based on the local SEI reports from CCHBC territories in the period 2017-2020. All KPIs represent an annual impact.</p>
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GRI 204: Procurement Practices 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	<p>Refer to the “Fuel growth through competitiveness and investment” section of the 2020 IAR, as well as GRI Indicator 102-9.</p> <p>Further information can be found on our website (sub-section Our suppliers): https://www.coca-colahellenic.com/en/about-us/what-we-do/supply-chain</p> <p>and: https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/sourcing</p>
204-1	Proportion of spending on local suppliers	-	<p>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 2020 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.</p>

GRI 205: Anti-corruption 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>	105 54-57	<p>Refer to the “Corporate governance report - Whistleblowing measures” and “Effective management of risk” sections of the IAR 2020.</p> <p>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 (2020) published on our website.</p>
205-1	Operations assessed for risks related to corruption	-	<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 – 100% of our operations are assessed on risk related to corruption. No significant risk identified.</p> <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://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p> <p>Based on the risk assessment performed, in Nigeria we have a dedicated 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 by the Group Risk and Compliance Committee; anti-bribery and corruption is classified a strategic risk.</p>

205-2	Communication and training about anti-corruption policies and procedures	105	<p>a. Anti-corruption policies and procedures have been communicated to the 13 Directors of CCHBC AG (100%) and to the 11 members of our Operating Committee, which represents the 100% of governance bodies members.</p> <p>b. CCHBC employees receive the Code of Business Conduct (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 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 where applicable. In 2020 we revisited our Procurement Guidelines to implement more strict rules over Human Rights, Ethics and Compliance practices expected from our supplier's. 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. 11 out of 11 members of our Operating Committee (100%) have received a training on Code of Business Conduct including a specific section on anti-corruption in the last two years. 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. Mandatory trainings on anti-corruption are run bi-annually for all employees. In 2018-2019 we trained on anti-corruption and COBC over 30,000 employees, which was 98.9% of total employees. In 2020 we planned to introduce a new mandatory COBC and Anti-Bribery e-learning combining COBC and Anti-Bribery and Corruption content. The new course is available on-line to all our employees. Due to Covid-19 pandemic and systems preparation to move to mandatory digital training for all employees, we delayed the launch of the new training wave to 2021. As in the past, this training will be a regular requirement for all employees and comprises acknowledgement and re-commitment to compliance with the Code of Business Conduct and its related policies, including the Anti-Bribery Policy.</p> <p>In 2020, while formal trainings were suspended, we run significant awareness initiatives on business ethics and anti-corruption: we rolled out across all Group operations our annual Ethics and Compliance Week whose theme was "Compliance in the Digital Era". During the Week we held virtual awareness and training sessions on the new Gifts and Entertainment Policy and on key pillars of our COBC and Anti-Bribery Policy with our employees and business partners.</p> <p>The Board of Directors members of CCHBC AG, who are all non-executive, except the CEO, were kept updated about our Anti-bribery and anti-corruption (ABAC) program and are aware of our Anti-Bribery Policy.</p>
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205-3	Confirmed incidents of corruption and actions taken	-	<p>There was one confirmed case of corruption in 2020. There were no public legal cases regarding corruption brought against the organization or its employees during the reporting period.</p>
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GRI 206: Anti-competitive Behaviour 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>
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206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-	<p>One Ongoing/Pending Legal Action: The Greek Competition Commission initiated in 2016 investigations, regarding Coca-Cola HBC Greece operations in commercial practices. The Greek Competition Commission issued a Statement of Objections to Coca-Cola HBC Greece and certain employees, for obstruction of its on-site investigation but not on the substantial part of the investigation. Coca-Cola HBC Greece collaborated fully with the Commission and was served with a decision of the Greek Competition Commission in respect of this Statement of Objections and the procedural case regarding the obstruction of the on-site investigation, based on which a fine amounting to €0.8m was imposed. The Greek Competition Commission's investigation on Coca-Cola HBC Greece S.A.I.C.'s commercial practices, is still ongoing.</p> <p>Two legal actions closed: in Croatia and Slovenia the investigations were closed without any finding of anticompetitive behaviour and no fines.</p>
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GRI 300: Environmental

GRI 301: Materials 2016

103-1	Explanation of the material topic and its Boundary	22-23	Refer to the "Market review", "Earn our licence to operate" and "Managing risk and materiality" sections of the 2020 IAR.
103-2	Explanation of management approach and its components	42-47	
103-3	Evaluation of the management approach	52-69	
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	Recycled input materials used	-	Percentage of recycled material from main packaging used in 2020: 8.6% rPET + bPET; 34.5% glass; 50.6% aluminium.
301-3	Reclaimed products and their packaging materials	-	<p>We have helped set up 19 industry owned packaging recovery schemes across our footprint. In the 5 countries (Armenia, Nigeria, Moldova, Kosovo, Montenegro) where recycling targets are not set for compliance, we are aligning with stakeholders for the establishment of the packaging recovery system with specific targets. For example, in Ukraine in 2020, following the successful completion of an Extended Producer Responsibility (EPR) study with the industry, we have successfully enabled legislation to be drafted based on EU EPR principles and also signed a memorandum with other industry members for the initiation of an industry owned Packaging Recovery Organization. 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. For this reason, we supported the development of 10 modelling studies in order to identify the best system going forward (Austria, Hungary, Czech Republic, Russia, Bulgaria, Greece, Republic of Ireland and Northern Ireland, Poland, Serbia, and Italy). CCHBC markets altogether recovered for recycling the equivalent of 44% of primary packaging placed on the market in 2020, through legally required, voluntary or directly funded projects and/or initiatives. Our calculation methodology for this achievement involves achievements of the recovery organizations we are members of, and own industry initiatives calculated as a weighted average of the pieces of primary packaging that we place on the market (including refillables packaging).</p>

GRI 302: Energy 2016

103-1	Explanation of the material topic and its Boundary	22-23	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 2020 IAR. Further refer to our Climate Change and Environmental policies on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies
103-2	Explanation of management approach and its components	30-33	
103-3	Evaluation of the management approach	52-65	

302-1	Energy consumption within the organisation	-	<p>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.</p> <p>Conversion factors used are based on caloric value and are part of our manual.</p> <p>We don't sell any heating, cooling, steaming energy.</p>
302-2	Energy consumption outside the organisation	-	<p>Refer to the Environmental Data Table. Further:</p> <p>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.</p> <p>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.</p> <p>Our denominator used is litre of produced beverage.</p>
302-4	Reduction of energy consumption	-	<p>In 2020, we invested €19 million in different energy efficiency initiatives in our plants which saved 30 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 156 million MJ of energy (from the fuel). We continued our green fleet program roll outs in our markets to switch to low emissions generating versions.</p> <p>Energy use rate in 2020 was 0.42, improved (per litre of produced beverage) by 29% in 2020 vs. 2010 and the reduction in 2020 vs. 2017 is 4.3% (2017 figure: 0.42).</p> <p>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 2017 is our baseline.</p> <p>In 2018 we have set and communicated Mission 2025 sustainability commitments, setting the targets based on 2017 baseline.</p> <p>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.</p> <p>We get primary data for all energy types, on a 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	Reductions in energy requirements of products and services	-	<p>We invested €68.4 million in new energy-efficient and HFC-free cold drink equipment in 2020, which helped our customers to save 210.8 Million kWh of electricity and the respective carbon emissions reduction was 98,546 tonnes of CO₂ eq. vs. 2019, the energy consumption of the coolers has dropped by 7% in total. Saving of energy consumption was also contributed by the lower number of coolers on the market.</p> <p>Energy saved: electricity at customer side.</p> <p>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 gained SBTi approval at the end of 2020 for absolute CO₂e emissions reductions in direct operations by 55% and the indirect emissions (scope 3) by 21% by 2030 vs. 2017, a target aligned with the 1.5°C trajectory. Our previous CO₂ commitments were also science-based ones, with a target year of 2020 and a baseline year of 2010, and they were achieved ahead of the target year (in 2018). That's why at that time we set four new carbon-related commitments, part of our Mission 2025 sustainability agenda: 1) reduce direct carbon emissions by 30% vs. 2017; 2) 50% of total energy used in our plants will be from renewable & clean* sources; 3) 100% of the total electricity used in our plants in EU & Switzerland will be from renewable & clean* sources; and 4) 50% of our refrigerators in customer outlets will be energy efficient.</p> <p>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.</p> <p>(*): Clean source means energy from CHP plants with natural gas where CO₂ factor is much lower due to the efficient co-generation process.</p>
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GRI 303: Water and Effluents 2018

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>	22-23 42-47 52-53	<p>Refer to the "Market review", "Earn our license to operate" and "Materiality" sections of the 2020 IAR, as well as the "Water" topic indicators below.</p> <p>Also refer to our Water Stewardship policy on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p>
303-1	Interactions with water as a shared resource	47 52-53	<p>Refer to our website, section "water reduction and stewardship" https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/water-reduction-and-stewardship</p> <p>Refer to 2020 IAR, paragraph "Securing water availability" and "Material issues" section.</p>
303-2	Management of water discharge-related impacts	47 52-53	<p>Refer to our website, section "water reduction and stewardship" https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/water-reduction-and-stewardship</p> <p>Refer to 2020 IAR, paragraph "Securing water availability" and "Material issues" section.</p> <p>Refer to our 2020 CDP Water response: 2020 CDP Water response</p> <p>All bottling plants perform a Source Vulnerability Assessment, done by external experts to ensure the sustainability of water withdrawal and discharge and assess effect of the withdrawal on the source. All plants have an established Water Management Plan to ensure future sustainability of water use.</p> <p>All our plants are certified by European Water Stewardship (EWS) or Alliance for Water Stewardship (AWS) which confirms that the plants meet the global benchmark for responsible water stewardship. In the framework of the standard the effect of water withdrawal, focusing on high conservation value areas, which include importance to local communities and indigenous people as well as biodiversity value, are assessed.</p>
303-3	Water withdrawal	-	<p>Total water withdrawal amounted to 23.07 billion litres in 2020: 7.42 billion litres from municipalities; 14.95 billion litres from wells; 0.70 billion litres from surface waters. 0 litres sea water.</p> <p>We don't collect rainwater.</p> <p>We don't use wastewater from other organizations (see also the Environmental data table at the end of this document).</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>For the detailed numbers please see the Environmental table at the end of this GRI document.</p> <p>Water withdrawal numbers are in the Environmental table at the end of this GRI document.</p> <p>More water KPIs: CCHBC 2020 CDP Water Security response</p>

	<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.</p> <p>c. Standards, methodologies, and assumptions used.</p>	-	<p>a) and b) Please see the Environmental Data Table in this document.</p> <p>c) 100% of the wastewater generated by CCHBC is treated by own wastewater treatment plants or third party (e.g. municipal) owned wastewater treatment plants to legal and company standards, before discharge.</p> <p>Each plant evaluates the potential of water reuse and recycling per process and equipment as part of their bi-annually updated water reduction plan (WRP). The WRP, the Top 10 Water Saver, and the CCHBC Engineering Specification for Water Saving (internal programmes and requirements) provide information on water saving initiatives, including quality, environmental and health and safety requirements. The Coca-Cola Company's EOSH Performance Measurements Requirements, and the CCHBC QSE Whitebook (internal requirements) define how reused and recycled water has to be monitored and documented. These internal programs and requirements are implemented in all plants. Compliance to these programs and requirements are verified by internal audits.</p> <p>Reused volumes are measured continuously by flowmeters or estimated based on process knowledge.</p>
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303-5	Water consumption		Please see Environmental table at the end of this GRI document.
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GRI 304: Biodiversity 2016

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	<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 assessed in the Source Vulnerability Assessment (SVA), which is performed in 5-year cycles by external experts and in the water stewardship certifications (Alliance for Water Stewardship (AWS) and European Water Stewardship (EWS) standard and reported accordingly.</p> <p>Afore-mentioned plants are certified with Gold (highest level) EWS and the reports prove that there is not 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	Significant impacts of activities, products, and services on biodiversity	-	None
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304-3	Habitats protected or restored	47, 53	<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 The Coca-Cola Company Risk Assessment, we have identified 19 of our plants as operating in water risk areas. That's why we focus our initiatives there and we call these plants water priority locations. Water priority locations are in Nigeria, Russia, Greece, Cyprus, Italy, Armenia, and Bulgaria.</p> <p>Refer to 2020 IAR: paragraph "Securing water availability" in the section "Earn our licence to operate"; paragraph "Implementation progress for 2019 forum recommendations" in the section "Materiality".</p> <p>Refer to our website: CCHBC website Sustainability Water reduction and stewardship</p> <p>Reports and methodologies used by the validating parties - NGOs; letters of confirmation from governmental bodies/municipalities, status reports, surveys.</p>
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	None
GRI 305: Emissions 2016			
103-1	Explanation of the material topic and its Boundary	22-23	<p>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 2020 IAR. Further refer to our Climate Change and Environmental policies on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p>
103-2	Explanation of management approach and its components	34-37	
103-3	Evaluation of the management approach	42-47 52-53	
305-1	Direct Greenhouse Gas (GHG) emissions (Scope 1)	-	<p>Refer to the Environmental Data Table in this document. 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.</p> <p>We used 1.09M MJ of biogenic energy (reported in GRI table). In 2020 scope 1 emissions amounted 233,500 tonnes of CO₂ eq. and were lower compare to previous years (248,872 tonnes in 2019, and 268,720 tonnes of CO₂ eq. in 2018).</p>
305-2	Energy indirect Greenhouse Gas (GHG) emissions (Scope 2)	-	<p>Refer to the Environmental Data Table in this document. 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. CO₂ eq factors: mobile and stationary combustion: GHG tool; electricity: following GHGP Scope 2 Guidance for Dual reporting (Location-based factors from IEA, Market-based from Suppliers and GOs). In 2020 scope 2 emissions (Market-based) amounted 198,421 tonnes of CO₂ eq. and were lower compare to previous years (232,618 tonnes in 2019, and 269,485 tonnes in 2018).</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. CO₂ eq factors: mobile and stationary combustion: GHG tool; electricity: from IEA Location-based; Ingredients/Pack materials: LCA studies made by TCCC.</p> <p>Biogenic CO₂: not used and reported in 2020. In 2020 scope 3 emissions amounted 3,622,830 tonnes of CO₂ eq. and were lower compare to previous years scope 3 emissions (Scope 3 emissions in 2019 were 3,845,485 tonnes, and in 2018 4,050,807 tonnes).</p>
305-4	Greenhouse Gas emissions intensity	-	<p>Refer to the Environmental Data Table in this document for the figures – intensity is calculated per litre of produced beverages (production unit).</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.</p>

305-5	Reduction of Greenhouse Gas (GHG) emissions	-	<p>In 2020 we have reduced Scope 1 and 2 carbon emissions (market-based) by 49,569 tonnes of CO₂ eq, which is 10.3% reduction vs. 2019, and by 106,284 tonnes of CO₂ eq, which is 25% vs 2018 due to:</p> <p>Energy optimizations projects in our plants and warehouses; Purchasing of certain % renewable energy in 26 production plants (14 of them purchasing 100% renewable electricity through certificates); Green Fleet Program and routes optimizations initiatives in our own/leased fleet.</p> <p>We have reduced emissions across value chain (Scope 1, 2 and 3) by 256,117 tonnes of CO₂ eq, which is 6.3% reduction vs. 2019 and by 534,261 tonnes, which is 13% vs 2018. It is due to energy efficient cold drink equipment we provide to customers and increasing recycled rate in plastic packaging. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use GHG Protocol Corporate Accounting and Reporting Standard.</p>
305-6	Emissions of ozone-depleting substances (ODS)	-	<p>Please see the Environmental table in this document. Further, we use GHG Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion: GHG tool.</p>
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	-	<p>Please see the Environmental table in this document. Further, we use GHG Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion: GHG tool. No new polluters vs. last year – we report NOx, SOx and particulate matters in the Environmental table at the end of this document. POP, VOC, and HAP are not reported as they are not material.</p>
GRI 306: Effluents and Waste 2016			
103-1	Explanation of the material topic and its Boundary	22-23	<p>Refer to the “Market review”, “Fuel growth through competitiveness and investment”, “Earn our license to operate”, and “Materiality” sections of the 2020 IAR, as well as the related indicators below.</p>
103-2	Explanation of management approach and its components	34-37	
103-3		42-47	
	Evaluation of the management approach	52-53	
306-1	Water discharge by quality and destination	-	<p>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 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 (99.5% 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).</p>
306-2	Total Waste by type and disposal method	-	<p>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.</p>
306-3	Significant spills	-	<p>1 spill incident was recorded in 2020 has been recorded as leakage of chemical pipe and about 90 litres of cleaning agent leaked, which was diluted and discharged to the waste water drainage.</p>
306-4	Transport of hazardous waste	-	<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>

306-5	Water bodies affected by water discharges and/or runoff	-	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.
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GRI 307: Environmental Compliance 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	22-23 42-47 52-53	Refer to the “Market review”, “Earn our license to operate” and “Materiality” sections of the 2020 IAR. In addition, refer to our UNGC CoP, as well as to our environmental policies: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies
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307-1	Non-compliance with environmental laws and regulations	-	0 significant* fines and violations. We received total 6 Notices of Violation in 2020 (in Russia, Bulgaria and Bosnia and Herzegovina), in a total amount of €2,035. (*) As per S&P definition, significant fine is any individual fine above \$10,000.
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GRI 308: Supplier Environmental Assessment 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	34-37 52-53	Refer to the “Fuel growth through competitiveness and investment” and “Materiality” sections of the 2020 IAR, in addition to the GRI 308 topic.
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308-1	New suppliers that were screened using environmental criteria	-	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. In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability. We registered more than 2,750 new suppliers in 2020. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. New vendors cannot be created in our SAP system unless they sign off the SGPs acceptance. Moreover, the SGPs are part of all issued tenders and contract templates sent to suppliers. We aspire Strategic suppliers upon award to also join EcoVadis or other reputable 3 rd party assessment body/platform for Sustainability.
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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) 90 under 3rd party physical Supplier Guiding Principles audit
- 2) 848 under EcoVadis: up to 2020 through EcoVadis CSR Assessment platform, we assessed in total 848 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 = 938 Suppliers (+685 more compared to 2019)

Number of Suppliers identified to have potentially significant Environmental Impact:

- 1) 0 identified by 3rd party audit: There no recorded case of environmental impact.
- 2) 84 identified by EcoVadis: these suppliers scored <24 in the assessment for Environment.

TOTAL = 84 Suppliers (9% of total supplier base screened using environmental criteria)

308-2

Negative environmental impacts in the supply chain and actions taken

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 potentially significant Environmental Impact with whom CCH agreed Corrective actions plans:

- 1) 84 Suppliers or 100% of Suppliers identified have corrective action plans in place
- 2) 0 % of suppliers identified as having potentially 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.

By Dec 31st, 2020 we have 848 suppliers assessed in EcoVadis. The average overall score for our suppliers is 47.2 and it is above the average score (43.0) of EcoVadis universe. In the area of Environment, our suppliers in scope reached 48.4 vs. average of 43.2 for EcoVadis' panel.

GRI 400: Social

GRI 401: Employment 2016

Disclosure number	Description	Reference to the 2020 IAR	Additional content, reference, or reason for omission
103-1	Explanation of the material topic and its Boundary	20-21	Refer to the "Stakeholder engagement", as well as the "Cultivate the potential of our people" and "Materiality" sections of the 2020 IAR.
103-2	Explanation of management approach and its components	38-41	
103-3	Evaluation of the management approach	52-53	

401-1	New employee hires and employee turnover	-	<p>We employed 27,722 people in 2020, of whom over 97% were permanent employees. Women accounted for 29% of our workforce, and 38% of management. Total number of apprenticeships and scholarships 527.</p> <p>Total number of hires: 2,637 % of internal hires: 25% Total number of new hires under the age of 30: 1,407 % of new hires under the age of 30: 53% Total number of new hires for ages between 30-50: 1,206 % of new hires for ages between 30-50: 46% Total number of new hires over the age of 50: 25 % of new hires over the age of 50: 1%</p> <p>Number of female hires (entire workforce): 818 % of female hires (entire workforce): 31% Number of male hires (entire workforce): 1,819 % of male hires (entire workforce): 69%</p> <p>Established markets number of hires: 465 % of new hires: established markets: 18% Developing markets number of hires: 368 % of new hires: developing markets: 14% Emerging markets number of hires: 1,804 % of new hires: emerging markets: 68%</p> <p>Total turnover rate: 8.8% (2,397 permanent leavers out of total 27,325) Turnover under the age of 30: 15.5% (824 leavers out of 5,325) Turnover for ages between 30-50: 7.6% (1,379 leavers out of 18,176) Turnover over the age of 50: 5.1% (194 leavers out of 3,823) Male employees' turnover: 8.3% (1,611 male leavers out of total 19,526) Female employees' turnover: 10.1% (786 female leavers out of total 7,798)</p> <p>Established markets total turnover: 5.8% (363 leavers out of total 6,266) Developing markets total turnover: 9.5% (425 leavers out of total 4,495) Emerging markets total turnover: 9.7% (1,609 leavers out of total 16,563)</p>
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	<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>
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			<p>Total return to work rate: 70.9%</p> <p>Female employees return to work rate: 63.9%</p> <p>Male employees return to work rate: 107.2%</p>
			<p>Total retention rate: 80.8%</p> <p>Female employees retention rate: 77.8%</p> <p>Male employees retention rate: 89.5%</p>
			<p>Total number of employees that were entitled to parental leave: 14,100</p> <p>Total number of female employees that were entitled to parental leave: 5,224</p> <p>Total number of male employees that were entitled to parental leave: 8,876</p>
401-3	Parental leave	-	<p>Total number of employees that took parental leave: 871</p> <p>Total number of female employees that took parental leave: 748</p> <p>Total number of male employees that took parental leave: 123</p>
			<p>Total number of employees who returned to work after parental leave ended: 422</p> <p>Total number of female employees who returned to work after parental leave ended: 318</p> <p>Total number of male employees who returned to work after parental leave ended: 104</p>
			<p>Total number of employees retained 12 months after returning to work following a period of parental leave: 395</p> <p>Total number of female employees retained 12 months after returning to work following a period of parental leave: 284</p> <p>Total number of male employees retained 12 months after returning to work following a period of parental leave: 111</p>

GRI 402: Labour/Management Relations 2016

103-1	Explanation of the material topic and its Boundary	20-21	Refer to the "Stakeholder engagement", as well as the "Cultivate the potential of our people" and "Materiality" sections of the 2020 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	52-53	

402-1	Minimum notice periods regarding operational changes	-	On average, the minimum notice period is 5.7 weeks for employees and 5.8 weeks for employee representatives, with variations between countries. In 2020, we held 248 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.
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GRI 403: Occupational Health and Safety 2018

103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2020 IAR, as well as the relevant indicators below.
103-2	Explanation of management approach and its components	38-41	Please see also our Occupational Health and Safety Policy on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies/occupational-health-safety-policy
103-3	Evaluation of the management approach	52-53	

403-1	Occupational health and safety management system	-	<p>Our occupational health and safety management system has been implemented based on both national standards in the country where we operate and based on The Coca-Cola Company KORE requirements which are either equal or in many cases stricter than the local regulation/requirements. Our operations are certified in OHSAS 18001/ISO 45001 certification (96% of manufacturing plants and 99.3% of produced volume) and 100% of our direct operations are covered by the internal Health and Safety audit process to assure full compliance with the local health and safety standards and our internal requirements.</p> <p>All our operations are covered by the internal health & safety management system, including manufacturing plants, offices, sales offices, our own distribution centre and warehouses, the contractors working in our premises, third party contractors.</p>
403-2	Hazard identification, risk assessment, and incident investigation	58-59	<p>Refer to: CCHBC Occupational Health & Safety Policy CCHBC Website - Our people and community section</p> <p>Refer to the "Risk section" in the 2020 IAR, specifically risk number 6. Health and Safety.</p> <p>All incidents are reported, investigated, lessons learnt are shared, and corrective actions are assigned and followed.</p> <p>Moreover, we report Near Miss and severe Near Miss, leading indicators where all potential incidents, risky behaviour and at risk behavioural observations are reported and addressed.</p> <p>Workers involved in occupational activities who have a high incidence or high risk of specific diseases: 2,729 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.</p> <p>There is a higher exposure risk for the 73 CCH employees who work at our wastewater treatment facilities, where in addition to wastewater from production, communal wastewater is also treated.</p>
403-3	Occupational health services	-	<p>Refer to: CCHBC Occupational Health & Safety Policy CCHBC Website - Our people and community section</p> <p>In every country and operational site we have a responsible Health and Safety person. Besides, in every market where we operate, we have a contract with Occupational Medical Service (Company Medical Doctor).</p> <p>At Corporate level, we have a Group Health and Safety Director and Health and Safety Continuous Improvement Manager.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	-	<p>In 11 countries, health and safety topics are part of trade union agreements, covering a total of 12,224 employees.</p> <p>43.5% employees are covered by formal H&S agreements with trade unions.</p> <p>Formal Health and Safety committees operate at country or plant level; some countries have also regional or departmental committees established on top.</p> <p>For 75% of our employees, work is controlled by the organization and they are represented by formal joint management-worker health and safety committees.</p> <p>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 or virtual audits - in 2020, 3 on-site and 13 virtual compliance audits were completed by TCCC in our locations.</p>

403-5	Worker training on occupational health and safety	-	<p>As part of our internal health and safety management system, all employees are receiving mandatory safety training. No employee can start working for CCHBC without the mandatory safety training.</p> <p>Health and Safety trainings are developed also as Group e-learning programmes, available on our share point. For specific groups of people who perform high-risk jobs, we provide regular specific trainings.</p> <p>Our fleet safety training programmes aim to improve safety for all drivers within the Group: it is a blend from theoretical and on-the-road training elements is adjusted for different groups, reflecting their relative risk classification.</p>
403-6	Promotion of worker health	40	<p>Refer to: CCHBC Website - Our people and community section</p> <p>Refer to the 2020 IAR, section “Cultivate the potential of our people”, paragraph “Health, safety and wellbeing”.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40	<p>Refer to the 2020 IAR, section “Cultivate the potential of our people”, paragraph “Health, safety and wellbeing”.</p> <p>We are committed to providing our employees with a safe and healthy work environment that safeguards their mental and physical wellbeing. To support this objective, we have a strong health and safety programme in place to drive a harmonised approach to mitigating safety risks and create a culture of continuous improvement.</p> <p>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 or virtual audits - in 2020, 3 on-site and 13 virtual compliance audits were completed by TCCC in our locations.</p>
403-8	Workers covered by an occupational health and safety management system	-	<p>All our operations are covered by the internal health & safety management system, including manufacturing plants, offices, sales offices, our own distribution centre and warehouses, the contractors working in our premises, third party contractors.</p> <p>All contractors working in our territories are covered by the internal Health & Safety management system and they are part of the internal audits and by the external ISO 45001 certifications.</p>

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 2020, the number of lost-time accidents for our employees was 65, a 32% improvement over 2019 and Lost-time accident rate (LTAR) dropped to 0.23 vs 0.33 achieved in 2019 (30% improvement).

The main types of injuries were following: Fractures (18%), Bruise / Contusion (17%); Strain (12%), Whiplash (12%), Cuts (9%) and others (32% together).

We reported 4 severe injuries (compared to 8 recorded PY), with the rate per FTE calculated 0.01.

Total Incidents rate (TIR) - 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 2020 the total incident rate of our employees was reported 0.29, a 33% improvement over 0.43 achieved in 2019.

The number of employees' worked hour in 2020 was 55,651,948.

Average sickness days per FTE increased to 5.16 (compared to 4.06 reported in 2019).

We are very proud to report zero fatality of our employees in 2020, but unfortunately there are two contractors' fatalities reported as a result of road traffic accidents in 2020 (all happened outside of CCHBC perimeter).

There were reported 49 LTAs of contractors, who worked 31,329,010 working hours in 2020, out of which 11 were reported as severe, with the rate per million hours worked 0.35.

The contractor lost-time incidents frequency rate (LTIFR) improved to 1.56, compared to 1.87 reported in 2019.

The main types of contractors injuries were following: Bruise / Contusion (30.6%); Fracture (26.5%), Cuts (14.3%)

The main cause of severe injuries were Road Accidents and Falls/slips/trips – the proper RCA has been conducted and actions addressed via specific Toolbox talks developed and extra training provided to respective drivers.

In 2020 we continued to deploy BBS program in the entire SC area, and started implementation in Commercial function too (implemented in 18 countries in 2020). Also, a dedicated x-country audits were conducted in 8 our countries, as well as strong H&S campaign / week developed to address Safety awareness of our employees and contractors

The rates have been calculated for employees based on 200,000 worked hours (adjusted to pandemic actual hours worked in several countries) and for contractors, rates were calculated per million worked hours

The reporting and data collection is standardized across the entire CCH. We have dedicated H&S White book with all necessary definitions published in all countries and countries followed this standardized approach. Countries are submitting data to dedicated reporting database and these are then consolidated on a Group level.

In 2020, we had no occupational ill health incidents.

Data by segment:

Lost-time accident rate (LTAR):

Established markets: 0.55; Developing markets: 0.33; Emerging markets: 0.11; Employees in the Corporate Service Centre (CSC) are reported separately and their LTAR is 0.

Sickness absence rate

Established markets: 2.30; Developing markets: 3.25; Emerging markets: 1.68

Average sickness days Established markets: 5.80; Developing markets: 8.19; Emerging markets: 4.22

Fatalities Contractors:

Established markets: 0; Developing markets: 0; Emerging markets: 2

Contractors' LTIFR (Lost time incident frequency rate)

Established markets: 3.99

Developing markets: 4.20

Emerging markets: 0.98

Data by gender:

Lost-time accident rate: Male: 0.25; Female: 0.22

Average sickness days per FTE: Male: 4.65; Female: 6.83

Fatalities Contractors: Male: 2; Female: 0

Contractors' LTIFR (Lost time incident frequency rate)

Male: 1.54

Female: 1.74

We currently do not report contractor average sickness days.

GRI 404: Training and Education 2016

<p>103-1 103-2 103-3</p>	<p>Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach</p>	<p>38-41 52-53</p>	<p>Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2020 IAR, as well as the relevant indicators below.</p>
<p>404-1</p>	<p>Average hours of training per year per employee</p>	<p>-</p>	<p>Average training hours per FTE: 25.6 Female average training hours per FTE: 22.5 Male average training hours per FTE: 26.9 Total training hours: 720,146 Due to COVID-19 and move to digital trainings, the total number of training hours dropped, however the number of the training programmes each learner completed remained at 11.4 (i.e each employee completed in 2020 an average of 11.4 learning programmes. Programmes can be as small as a video, an article, an online course or a webinar or a classroom). Training hours/FTE for Others W/F segment: 25.3 Training hours/FTE for Front Line Leaders (FLL) W/F segment: 28.1 Training hours/FTE for Change Leaders (CL) W/F segment: 23.4 Training hours/FTE for Top 300 Leaders W/F segment: 20.0 Training hours/FTE for Top 40 Leaders W/F segment: 15.5 Average training cost per 1 FTE: €188,21 Total training cost: €5.289 million</p>
<p>404-2</p>	<p>Programs for upgrading employee skills and transition assistance programs</p>	<p>38-41</p>	<p>We provide training and development opportunities for all our employees reflecting one of our corporate values: Learning. In 2020, our training programmes covering leadership, functional training and general business training included 289,673 participations, across all management layers which is 34% increase vs. the participation last year. 73% of this learning was digital and 27% took place in physical classrooms. Refer to the "Cultivate the potential of our people" section of the 2020 IAR 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.</p>
<p>404-3</p>	<p>Percentage of employees receiving regular performance and career development reviews</p>	<p>-</p>	<p>17,730 employees participated in our annual people review (Talent Review), which is 63% out of total number of employees. 18,317 employees received performance and career feedback as part of our Quarterly Snapshots in 2020. % of employees who have performance review (total): 64.7% % of employees who have performance review (male): 58.6% % employees who have performance review (female): 80.0% By workforce segment as % of total employees for certain segment: % of employees who have performance review (Others Workforce Segment): 56.2% % of employees who have performance review (Front Line Leaders - FLL Workforce Segment): 97.2% % of employees who have performance review (Change Leaders – CL Workforce Segment): 99.5% % of employees who have performance review (Top 300 Workforce Segment): 96.6% % of employees who have performance review (Top 40 Workforce Segment): 95.8%.</p>

GRI 405: Diversity and Equal Opportunity 2016

<p>103-1 103-2 103-3</p>	<p>Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach</p>	<p>38-41 52-53</p>	<p>Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2020 IAR, as well as the relevant GRI indicators below.</p>
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405-1

Diversity of governance bodies and employees

18.2% of OPCO members (Executive body) and group function heads were female employees in 2020. 36% of OPCO members are between the age of 30 and 50. 64% are over the age 50.

Women accounted for 28.5% of our workforce and 38.4% of management and 36.6% of Senior Leaders – based on head count.

Under the age of 30: 39.8% of female employees vs. total number of employees in this age

Between the ages of 30-50: 26.5% of female employees vs. total number of employees in this age

Over the age of 50: 19.7% of female employees vs. total number of employees in this age

Under the age of 30: 20.5% of employees vs. total number of employees
Between the ages of 30-50: 65.7% of employees vs. total number of employees

Over the age of 50: 13.7% 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 29.7%

Male employees with disabilities as % of total employees with disabilities 70.3%

Total number of nationalities: 76 vs 79 in 2019

% of female Plant employees vs total Plant employees: 18.52%

% of male Plant employees vs total Plant employees: 81.48%

% of female Admin employees vs total Admin employees: 64.34%

% of male Admin employees vs total Admin employees: 35.66%

% of female Transportation employees vs total Transportation employees 14.71%

% of male Transportation employees vs total Transportation employees: 85.29%

% of female Sales employees vs total Sales employees: 25.15%

% of male Sales employees vs total Sales employees: 74.85%

% of female Plant employees with disabilities vs total Plant employees with disabilities: 17.57%

% of female Plant employees with disabilities vs total Plant employees: 0.15%

% of male Plant employees with disabilities vs total Plant employees with disabilities: 82.43%

% of female Admin employees with disabilities vs total Admin employees with disabilities: 55.53%

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

% of male Admin employees with disabilities vs total Admin employees with disabilities: 44.47%

% of female Transportation employees with disabilities vs total Transportation employees with disabilities: 31.97%

% of female Transportation employees with disabilities vs total Transportation employees: 0.09%

% of male Transportation employees with disabilities vs total Transportation employees with disabilities: 68.03%

% of female Sales employees with disabilities vs total Sales employees with disabilities: 18.23%

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

% of male Sales employees with disabilities vs total Sales employees with disabilities: 81.77%

% of Plant employees under the age of 30 vs total Plant employees in this age: 13.91%

% of Admin employees under the age of 30 vs total Admin employees in this age: 25.86%

% of Transportation employees under the age of 30 vs total Transportation employees in this age: 14.45%

% of Sales employees under the age of 30 vs total Sales employees in this age: 25.40%

% of Plant employees between the ages of 30-50 vs total Plant employees in this age: 63.91%

% of Admin employees between the ages of 30-50 vs total Admin employees in this age: 64.51%

% of Transportation employees between the ages of 30-50 vs total Transportation employees in this age: 68.80%

% of Sales employees between the ages of 30-50 vs total Sales employees in this age: 67.24%

% of Plant over the age of 50 vs total Plant employees in this age: 22.18%

% of Admin employees over the age of 50 vs total Admin employees in this age: 9.63%

% of Transportation employees over the age of 50 vs total Transportation employees in this age: 16.76%

% of Sales employees over the age of 50 vs total Sales employees in this age: 7.36%

Plant number of nationalities: 55

Admin number of nationalities: 56

Transportation number of nationalities: 36

Sales number of nationalities: 52

			<p>Basic salary ratio women/men: total, by market segment and workforce segment: TOTAL (women/men): 0.98 Management level:0.95 Front Line Leaders (FLL):0.99 Non-management level:1.06 Management trainees: 1.24</p> <p>Established markets: Top 300: 0.84 Management level: 0.97 Front Line Leaders (FLL): 0.98 Non-management level:1.04 Management trainees: 1.37</p> <p>Developing markets: Top 300: 0.96 Management level: 0.96 Front Line Leaders (FLL): 1.02 Non-management level:1.08 Management trainees: 0.88</p> <p>Emerging markets: Top 300: 1.07 Management level: 0.93 Front Line Leaders (FLL): 0.98 Non-management level:1.09 Management trainees: 1.29</p>
405-2	Ratio of basic salary and remuneration of women to men	-	<p>Remuneration (total pay: basic salary + other cash incentives) ratio women/men: total, by market segment and workforce segment: TOTAL (women/men):0.93 Management level: 0.91 Front Line Leaders (FLL): 0.97 Non-management level: 0.98 Management trainees: 1.27</p> <p>Established: Top 300: 0.81 Management level: 0.96 Front Line Leaders (FLL): 0.96 Non-management level:0.96 Management trainees: 1.37</p> <p>Developing: Top 300: 1.16 Management level: 0.89 Front Line Leaders (FLL): 1.08 Non-management level:1.05 Management trainees: 0.92</p> <p>Emerging: Top 300: 1.03 Management level: 0.85 Front Line Leaders (FLL): 0.90 Non-management level: 0.96 Management trainees: 1.40</p>

GRI 406: Non-discrimination 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 2020 IAR, as well as the relevant GRI indicators below.
103-3	Evaluation of the management approach	52-53	
406-1	Total number of incidents of discrimination and corrective actions taken	-	Four cases reported in 2020 in four countries. Investigations were done promptly in all cases and action taken as appropriate according to local laws and procedures. Initiatives to promote an inclusive workplace with appropriate leadership behaviours include inclusive leadership modules available in several of our local languages.

GRI 407: Freedom of Association and Collective Bargaining 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 52-65	Refer to the “Cultivate the potential of our people” and “Managing risk and materiality” sections of the 2020 IAR, as well as the relevant GRI indicators.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	<p>1 supplier identified in 2020 through SGP audit. Supplier is located in Romania. Industry is PET Production. Finding was in the orange category and as part of the audit was noted that there was no evidence of a collective bargaining to have been conducted between employer’s representative and employees’ representatives. A corrective action plan has been created as per ILO requirements and Romanian Labour Code Article 229. The recommendation was that the employer ensures at minimum an annual negotiation and have this formally recorded. Supplier is scheduled to be re-audited in April 2021</p> <p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Social aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability.</p> <p>We registered more than 2,750 new suppliers in 2020. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. New vendors cannot be created in our SAP system unless they sign off the SGPs acceptance. Moreover, the SGPs are part of all issued tenders and contract templates sent to suppliers. We aspire Strategic suppliers upon award to also join EcoVadis or other reputable 3rd party assessment body/platform for Sustainability.</p> <p>Ingredients suppliers they need to sign off acceptance to the Sustainable Agriculture Guiding Principles (SAGPs) which is an extended version of the SGPs.</p> <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 Social impacts:</p> <ol style="list-style-type: none"> 1) 90 under 3rd party physical Supplier Guiding Principles audit 2) 848 under EcoVadis: up to 2020 through EcoVadis CSR Assessment platform, we assessed in total 848 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 = 938 Suppliers (+685 more compared to 2019).</p>

GRI 408: Child Labour 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	34-41 52-65	<p>Refer to the “Fuel growth through competitiveness and investment”, “Cultivate the potential of our people”, and “Managing risk and materiality” sections of the 2020 IAR, as well as the relevant GRI indicators.</p> <p>Refer to the Human Rights Policy and its guideline on our website: Human Rights Policy</p> <p>Human Rights Policy - Managers Guide</p>
408-1	Operations and suppliers at significant risk for incidents of child labour	-	<p>None.</p> <p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Social aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability. Please see 407-1 for more details on the Social assessment we do for our supplier through the EcoVadis platform.</p>

GRI 409: Forced or Compulsory Labour 2016

103-1	Explanation of the material topic and its Boundary		Refer to the “Fuel growth through competitiveness and investment”, “Cultivate the potential of our people”, and “Managing risk and materiality” sections of the 2020 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	52-65	Refer to the Human Rights Policy and its guideline on our website: Human Rights Policy Human Rights Policy - Managers Guide

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	-	1 supplier identified in 2020 through SGP audit. Supplier is located in Poland. Industry is Packaging/ Closures. All migrant workers hired by labour agency on the contracts of the mandate based on the civil law stated during an interview that they incur fees such as preparation of all documents and legalization of stay and work and fees related to medical checks. Fees related to preparation of all documents and legalization of stay and work and medical checks are deducted from workers' wages and are not reimbursed. Additionally, the contracts contain provisions on financial penalties for early termination of the contract. A corrective action plan has been created as per ILO requirements and Local Labour Code 1997. It is recommended that all workers should not pay any recruitment fee at any stage of the recruitment process and no related costs should be incurred by workers. Workers should not incur any fines related to early work termination. The contracts should not contain provisions on financial penalties even if that is not used. Supplier is scheduled to be re-audited in February 2021. Please see 407-1 for more details on the Social assessment we do for our supplier through the EcoVadis platform
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GRI 410: Security Practices 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 2020 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	52-65	

410-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	-	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.
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GRI 411: Rights of Indigenous Peoples 2016

411-1	Incidents of violations involving rights of indigenous peoples	-	None
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GRI 412: Human Rights Assessment 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 2020 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	52-65	

412-1	Operations that have been subject to human rights reviews or impact assessments.	-	During 2020 we had 9 (16%) of bottling plants audited (so called Workplace Accountability audit). 33 audits/assessments are planned for 2021 through 3-year cycle. Within the 3-year cycle, 100% of our manufacturing plants (100% of the production volume) and 100% of our operations 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.
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412-2	Employee training on human rights policies or procedures	-	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. In 2020 we worked to introduce a new mandatory COBC and Anti-Bribery training program through a new e-learning combining COBC and Anti-Bribery and Corruption content. The new course will be available on-line to all our employees. Due to Covid-19 pandemic we delayed the launch of the new training wave to 2021. As in the past, this training will be a regular requirement for all employees and will include acknowledgement and re-commitment to compliance with the Code of Business Conduct and its related policies, including the Anti-Bribery Policy. Please see GRI indicator 205-2 in this file for detailed split.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-	Our total 2020 CAPEX investment was €464.5 million. Of this, 66% 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 compliance expectations. 100% of investments are covered.
GRI 413: Local Communities 2016			
103-1	Explanation of the material topic and its Boundary	16-17	Refer to the "Our business model", "Earn our license to operate" and "Materiality" sections of the 2020 IAR.
103-2	Explanation of management approach and its components	42-47	
103-3	Evaluation of the management approach	52-53	
413-1	Operations with local community engagement, impact assessments, and development programs	18-19 42-47	All our operations implement community engagement and developmental programmes. In the period 2017-2020 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.
413-2	Operations with significant actual and potential negative impacts on local communities	-	No 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. Besides, we have internal Due Diligence procedure for any investment/divestment, mergers and/or acquisitions, where all social and environmental aspects and impacts are considered, evaluated and corrective actions are taken prior to any investment/divestment, mergers and/or acquisitions.
GRI 414: Supplier Social Assessment 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 2020 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	52-53	
103-3	Evaluation of the management approach		
414-1	New suppliers that were screened using social criteria	17 34-37	100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Social aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits. In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability. We registered more than 2,750 new suppliers in 2020. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. New vendors cannot be created in our SAP system unless they sign off the SGPs acceptance. Moreover, the SGPs are part of all issued tenders and contract templates sent to suppliers. We aspire Strategic suppliers upon award to also join EcoVadis or other reputable 3 rd party assessment body/platform for Sustainability.

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 Social impacts:
 3) 90 under 3rd party physical Supplier Guiding Principles audit
 4) 848 under EcoVadis: up to 2020 through EcoVadis CSR Assessment platform, we assessed in total 848 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 = 938 Suppliers (+685 more compared to 2019)

Number of Suppliers identified to have potentially significant Social impact:

- 3) 13 identified by 3rd party audit: these suppliers have received Orange or Red audit scores and require corrective actions.
- 4) 40 identified by EcoVadis: these suppliers scored <24 in the assessment for Social.

414-2 Negative social impacts in the supply chain and actions taken

- TOTAL = 53 Suppliers (5.7% of total supplier base screened using Labour & Human Rights criteria)

Types of findings: Health & Safety incidents, Wages & Benefits corrections needed, Workhours and extended overtime, Lack of supporting documentation against declared practices, polices etc (locations: Russia, Nigeria, Belarus, Romania, Bulgaria, Hungary, UK Serbia), one supplier reported with issues in Forced Labour (in Poland) and one supplier reported with issues in Freedom of Association (in Romania).

Number of suppliers identified to have Labour & Human Rights Impact with whom CCH agreed Corrective actions plans:

- 3) 53 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 supplier engagement.

By Dec 31st, 2020 we have overall 848 suppliers assessed with EcoVadis. The average overall score for our suppliers is 47.2 and it is above the average score (43.0) of EcoVadis universe. In the area of Labour & Human Rights, our suppliers in scope reached 49.6 vs. average of 45.5 for EcoVadis' panel.

GRI 415: Public Policy 2016

	Explanation of the material topic and its Boundary		
103-1	Explanation of management approach	52-53	Refer to our "Corporate Governance" and "Materiality" sections of the 2020, as well as the relevant GRI indicators. <u>CCHBC Website. Public Policy Engagement</u>
103-2	Explanation of management approach and its components	78-79	
103-3	Evaluation of the management approach		

415-1 Political contributions - In 2020, we did not engage in any financial and/or in-kind contribution to any political campaign.

GRI 416: Customer Health and Safety 2016

	Explanation of the material topic and its Boundary		
103-1	Explanation of management approach	26-29	Refer to the "Leveraging our unique 24/7 portfolio", "Fuel growth through competitiveness and investment" and "Materiality" sections of the 2020 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	34-37	
103-3	Evaluation of the management approach	52-53	

416-1	Assessment of the health and safety impacts of product and service categories	-	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. We are in a process of integration of Costa coffee products and services in our quality assurance processes.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	0 significant fine received in 2020. 2 regulatory compliance actions resulted in product recall (in Italy and Slovenia). 3 voluntary code actions resulted in product replacement (in Poland, Greece, and Serbia).
GRI 417: Marketing and Labelling 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 2020 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	52-53	
103-3	Evaluation of the management approach		
417-1	Requirements for product and service information and labelling	-	The printed packs and labels of all products sold in 2020 had calorie information, and back-of-pack Guideline Daily Amounts (GDA) information in the EU. For all countries, we comply with local law requirements. 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 Northern Ireland and the Republic of Ireland since 2014, and which we continue to evaluate more broadly across more markets.
417-2	Incidents of non-compliance concerning product and service information and labelling	-	0 significant fines and violations.
417-3	Incidents of non-compliance concerning marketing communications	-	At Coca-Cola HBC, we adhere to The Coca-Cola Company’s Global Responsible Marketing Policy, as well as its Global School Beverage Guidelines, Further, support UNESDA’s responsible marketing and school sales pledges. In 2020, we recorded no incidents of non-compliance in these areas. Coca-Cola HBC is responsible for Customer marketing and execution at the point of sale, while The Coca-Cola Company is responsible for all Consumer Marketing.
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	None
GRI 419: Socioeconomic Compliance 2016			
103-1	Explanation of the material topic and its Boundary	18-19	Refer to the “Making an impact”, “Materiality” and “Corporate Governance” sections of the 2020 IAR, as well as the relevant GRI indicators.
103-2	Explanation of management approach and its components	52-53	
103-3	Evaluation of the management approach	78-95	
419-1	Non-compliance with laws and regulations in the social and economic area	-	0 significant fine received. We received total 25 Notices of violations in 2020 (Russia, Italy, Cyprus, Bulgaria, and Bosnia and Herzegovina) in total amount of €6,911. 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 2020	Relative amount 2020 (defined in each relevant indicator)	Total amount 2019	Relative amount 2019 (defined in each relevant indicator)	Total amount 2018	Relative amount 2018 (defined in each relevant indicator)
PRODUCTION							
Total beverage production (m litres)		12,094		12,639		12,388	
MATERIALS							
Materials used	301-1	Tonnes	g/lpb	Tonnes	g/lpb	Tonnes	g/lpb
Sugar and fructose syrup		837,159	69.2	856,189	67.7	872,172	70.4
Concentrate		62,450	5.2	70,848	5.6	66,674	5.4
Juice Concentrate		114,685	9.5	147,530	11.7	152,252	12.3
Carbon dioxide		115,619	9.6	120,564	9.5	117,169	9.5
Nitrogen		12,083	1.0	12,481	1.0	12,544	1.0
PET (bottles)		259,334	21.4	276,907	21.9	283,022	22.8
Plant-Pet		191	0.0	6,434	0.5	9,714	0.8
Plastic (closures)		27,027	2.2	26,673	2.1	30,743	2.5
Metal (crowns)		4,413	0.4	5,848	0.5	5,791	0.5
PE (labels and stretch/shrink film)		41,027	3.4	43,821	3.5	43,731	3.5
Glass (bottles)		175,904	14.5	154,632	12.2	144,868	11.7
Aluminium (cans)		43,752	3.6	42,398	3.4	43,697	3.5
Paper (labels)		910	0.1	1,921	0.2	1,948	0.2
Composite carton (tetra pack, bricks)		21,522	1.8	22,883	1.8	28,288	2.3
Cardboard		54,765	4.5	47,661	3.8	47,186	3.8
Wood (pallets)		75,791	6.3	77,563	6.1	71,964	5.8
Total Renewable Materials	301-1	1,283,093	106.1	1,351,593	106.9	1,367,367	110.4
Total Non-Renewable Materials	301-1	563,349	46.6	556,327	44.0	554,683	44.8
Percentage of materials from recycled sources	301-2	8.6% rPET+bPET; 34.5% glass; 50.6% aluminium		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	
ENERGY							
	302-1	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)		6,496	0.5	6,781	0.5	7,025	0.6
Fuel consumption		2,274		2,108		2,110	
Light heating oil		197	0.02	91	0.01	107	0.01
Heavy heating oil		3	0.00	15	0.00	40	0.00
Natural gas		1,966	0.16	1,881	0.15	1,825	0.15
LPG		104	0.01	117	0.01	134	0.01
Bio LPG		3	0.00	4	0.00	4	0.00
Fuels for own fleet		1,061		1,217		1,334	
Fuels for own fleet - Renewable		0		0		0	
Total energy from remote properties		295		300		337	
Electricity from renewable sources		17		27		20	
Electricity from non-renewable sources		73		81		94	
Thermal Energy Consumption		31		46		75	
Fuel Consumption		174		146		149	
Total electricity consumption		2,574		2,790		2,854	
Electricity from renewable sources		900		875		852	
Electricity from non-renewable sources		1674		1915		2002	
Heating consumption		116		141		156	
Cooling consumption		0		0		0	
Steam consumption		176		224		232	
Renewable Thermal Energy Used		0		0		0	
Biogenic Energy Produced		0.1000		1.0906		2.1715	
Biogenic Energy Used		0.1000		1.0906		2.1490	
Biogenic Energy used to produce electricity that is sold		0.0000		0.0000		0.0225	
Biogenic Energy Sold		0.0000		0.0000		0.0000	
Renewable Electricity sold (Biogenic)		0		0		0.0225	
Energy consumption outside of the organisation	302-2	13,023	1.1	14,029	1.1	14,778	1.2
Electricity use in cold drink equipment		10,596		11,355		12,018	
Fuel consumption from flights		19		68		88	
Energy (fuel) consumption from third-party fleet		2,408		2,606		2,672	
Energy intensity (all electricity, fossil fuels, steam, heating and cooling used in bottling plants)	302-3		0.40		0.39		0.41
Reduction of energy consumption in bottling plants (vs. baseline 2010)	302-4	2,091		2,233		1,996	
Initiatives to reduce direct energy consumption		See the text part in the tables above		See the text part in the tables above		See the text part in the tables above	
Reduction in energy requirements of products and services	302-5	See the text part in the tables above		See the text part in the tables above		See the text part in the tables above	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Relative Amount		4,738		5,033		4,079	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Absolute Amount		5,943		5,184		4,521	

ENVIRONMENTAL DATA TABLE

		Total amount 2020	Relative amount 2020 (defined in each relevant indicator)	Total amount 2019	Relative amount 2019 (defined in each relevant indicator)	Total amount 2018	Relative amount 2018 (defined in each relevant indicator)
WATER							
		Million Litres	l/lpb	Million Litres	l/lpb	Million Litres	l/lpb
Total water withdrawal by source	303-3	23,069	1.91	24,068	1.90	24,138	1.95
Water received from municipalities		7,423	0.61	7,873	0.62	7,672	0.62
Water received from wells		14,946	1.24	15,342	1.21	15,923	1.29
Water received from surface waters		701	0.06	853	0.07	542	0.04
Collected rainwater		0	0.00	0	0.00	0	0.00
Total Freshwater withdrawal (<=1,000 mg/L TDS)		22,385	1.85	23,508	1.86	23,933	1.93
Total Other water withdrawal (>1,000 mg/L TDS)		684	0.06	560	0.04	205	0.02
Water sources significantly affected by withdrawal of water	303-3	None		None		None	
Percentage and total volume of water recycled and reused							
Total recycling and reuse of water		1,501 mL		1,755 mL		1,764 mL	
Percentage recycled/reused in total water withdrawal		6.5%		7.3%		7.3%	
Total water discharged by destination	303-4	9,131		9,778		9,896	
Surface water		4,783		5,161		5,248	
Groundwater		0		0		0	
Seawater		0		0		0	
Municipal water		4,348		4,617		4,648	
Total water consumption	303-5	13,939		14,290		14,242	
Water consumption in areas with water stress		5,252		4,678		4,993	
BIODIVERSITY							
Total amount of land owned		626 ha		617 ha		631 ha	
Major impacts on biodiversity	304-2	None		None		None	
Programmes to protect and restore habitats	304-3	see IAR, website		see IAR, website		see IAR, website	
Red List species with habitats affected by operations	304-4	None		None		None	
EMISSIONS							
Direct greenhouse gas (GHG) emissions (Scope 1)		Tonnes	g/lpb	Tonnes	g/lpb	Tonnes	g/lpb
Greenhouse gas emissions from operations	305-1	233,500	19.3	248,872	19.7	268,720	21.7
CO ₂ from energy used in plants (Scope 1)	305-1	112,135	9.3	109,354	8.7	110,415	8.9
CO ₂ from fuel used in Company vehicles	305-1	73,631	6.1	84,477	6.7	92,764	7.5
Coolant emissions from Cold Drink Equipment (CO ₂ eq)	305-1	6,839	0.6	8,325	0.7	9,362	0.8
CO ₂ for product carbonation (CO ₂ losses)	305-1	37,125	3.1	43,159	3.4	43,626	3.5
CO ₂ from remote properties' fuel consumption	305-1	3,769	0.3	3,557	0.3	12,552	1.0
Energy indirect GHG emissions (Scope 2 Market-based)	305-2	198,421	16.4	232,618	18.4	269,485	21.8
CO ₂ from electricity used in plants (Scope 2 Market-based)	305-2	164,657	13.6	190,301	15.1	213,934	17.3
CO ₂ from electricity used in plants (Scope 2 Location-based)	305-2	280,322	23.2	288,482	22.8	300,156	24.2
CO ₂ from supplied heating and cooling (Scope 2)	305-2	30,683	2.5	38,833	3.1	44,782	3.6
CO ₂ from electricity consumption in remote properties Market-based	305-2	3,082	0.3	3,483	0.3	10,770	0.9
CO ₂ from electricity consumption in remote properties Location-based	305-2	3,390	0.3	3,866	0.3	12,392	1.0
Total emissions (Scope 1 and 2 Market-based)		431,921	35.7	481,489	38.1	538,205	43.4
Total emissions (Scope 1 and 2 Location-based)		547,894	45.3	580,053	45.9	626,050	50.5
Other indirect GHG emissions (Scope 3)	305-3	3,622,830	299.6	3,845,485	303.2	4,050,807	327.0
CO ₂ from electricity use of cold drink equipment	305-3	1,203,761	99.5	1,302,308	103.0	1,395,101	112.6
CO ₂ embedded in packaging (Cradle-to-Gate)	305-3	1,254,102	103.7	1,278,248	101.1	1,377,486	111.2
CO ₂ from sugar and Juice concentrates	305-3	889,249	73.5	973,089	77.0	997,119	80.5
CO ₂ from third-party transports	305-3	176,116	14.6	188,031	14.9	192,740	15.6
CO ₂ from flights	305-3	1,251	0.1	4,593	0.4	5,962	0.5
CO ₂ from product carbonation	305-3	85,462	7.1	86,244	6.8	82,399	6.7
CO ₂ from Remote Properties fuel consumption		7,609	0.6	7,205	0.6		
CO ₂ from electricity consumption in Remote Properties Market-based		5,280	0.4	5,767	0.5		
CO ₂ from electricity consumption in Remote Properties Location-based		6,322	0.5	8,111	0.6		
GHG emissions intensity per litre produced beverage (Scope 1, 2 and 3 - Scope 2 Market-based)	305-4		335.3		342.4		370.4
GHG emissions intensity per litre produced beverage (Scope 1, 2 and 3 - Scope 2 Location-based)	305-4		345.0		350.3		377.5
Programmes to reduce GHG emissions	305-5	See the text part in the above table		See the text part in the above table		See the text part in the above table	
Ozone-depleting substance emissions	305-6	Tonnes		Tonnes		Tonnes	
CFCs and HCFCs		0.009	0.00000	0.010	0.00000	0.014	0.00000
Other significant air emissions	305-7	Tonnes		Tonnes		Tonnes	
NO _x		4,902	0.41	4,712	0.37	4,976	0.40
SO ₂		3,668	0.30	3,365	0.27	3,559	0.29
Particulate matter		526	0.04	527	0.04	550	0.04

ENVIRONMENTAL DATA TABLE

		Total amount 2020	Relative amount 2020 (defined in each relevant indicator)	Total amount 2019	Relative amount 2019 (defined in each relevant indicator)	Total amount 2018	Relative amount 2018 (defined in each relevant indicator)
EFFLUENTS							
Total water Discharged by Quality and Destination	306-1	Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2020 we have in total 38 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 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.	
Quantity of wastewater discharged	306-1	9,131 mL	0.8 l/lpb	9,778 mL	0.8 l/lpb	9,896 mL	0.8 l/lpb
Total COD (Chemical Oxygen Demand) produced	306-1	4,212 t O2	348 mgO2/lpb	4,131 t O2	327 mgO2/lpb	3,006 t O2	243 mgO2/lpb
Total COD reaching the environment	306-1	352 t O2	29 mgO2/l	406 t O2	32 mgO2/l	410 t O2	33 mgO2/l
Water discharged to our own wastewater treatment plants (WWTP)	306-1	6,972 mL	0.6 l/lpb	7,335 mL	0.6 l/lpb	7,445 mL	0.6 l/lpb
Water discharged to municipal-owned WWTP	306-1	2,159 mL	0.2 l/lpb	2,443 mL	0.2 l/lpb	2,450 mL	0.2 l/lpb
Water habitats affected by water discharges	306-5	0		0		0	
WASTE							
Amount of solid waste	306-2	Tonnes		Tonnes		Tonnes	
Total amount	306-2	101,805	8.4 g/lpb	120,783	9.6 g/lpb	105,549	8.5 g/lpb
Waste recycled	306-2	79,231		93,915		77,576	
Waste reused	306-2	7,863		11,690		11,477	
Waste incinerated without energy recovery	306-2	0		13		0	
Waste incinerated with energy recovery	306-2	3,500		1,889		2,596	
Waste composed	306-2	6,379		6,895		6,212	
Waste disposed of in landfills	306-2	3,209		4,207		5,385	
Recycling and energy recovery	306-2	96,972	95%	114,390	95%	97,861	93%
Hazardous waste generated	306-2	1,623	0.1 g/lpb	2,173	0.2 g/lpb	2,303	0.2 g/lpb
Recycled hazardous waste	306-2	1,499		2,005		2,183	
Non-recycled hazardous waste	306-2	124		167		121	
Spills of chemicals oils, fuels	306-3	0.09 t	0.000 g/lpb	2 t	0.000 g/lpb	0 t	0.000 g/lpb
Hazardous waste	306-4	CCH does not transport, import, export, treat hazardous waste itself nor ship it internationally		CCH does not transport, import, export, treat hazardous waste itself nor ship it internationally			
PRODUCTS AND SERVICES							
Percentage reclaimable products	301-3						
Rate of returnable packaging		6.6%		7.3%		7.5%	
Possible rate of packaging recycling		See AIR		See AIR		See AIR	
Achieved rate of packaging recycling		See AIR		See AIR		See AIR	
COMPLIANCE							
Incidents and fines	307-1	EUR		EUR		EUR	
Monetary value of significant fines		0		0		0	
Significant fines and non-monetary sanctions		0		1		1	
Cases brought through dispute resolution mechanism		0		0		1	
TRANSPORT							
Environmental impacts of transport	EN30	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: 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	
Number of vehicles		12,521		13,309		13,946	
Fuel consumption own and leased fleet (litres)		29,735,704	2.5 ml/lpb	34,323,116	2.7 ml/lpb	37,545,411	3.0 ml/lpb
Energy consumption in own and leased fleet fuel consumption (million MJ):		1,061	0.1 MJ/lpb	1,217	0.1 MJ/lpb	1,334	0.1 MJ/lpb
Diesel		679		780		854	
Petrol		324		380		427	
CNG		9		2		0	
LPG		48		55		53	
Carbon emissions from fuel consumption (own and leased fleet: Scope 1) tonnes CO ₂		73,631	6 g/lpb	84,477	7 g/lpb	92,764	7 g/lpb
Carbon emissions from fuel consumption (third-party fleet: Scope 3) tonnes CO ₂		176,116	15 g/lpb	188,031	15 g/lpb	192,740	16 g/lpb
EXPENDITURES							
Total environmental expenditures	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

	2020	2019	2018
401-1 Average no. of employees	27,722	28,072	28,884
Permanent employees	97%	96%	96%
Employee engagement score	88%	90%	88%
Values index score	-	-	-
Hires by age group, gender, and region	See data at 2020 GRI Content index	See data at 2019 GRI Content index	See data at 2018 GRI Content index
401-1 Employee turnover (total)	8.8%	12.3%	12.7%
Voluntary turnover	6.2%	8.6%	10.0%
Turnover by age group, gender, and market segment	See data at 2020 GRI Content index	See data at 2019 GRI Content index	See data at 2018 GRI Content index
401-3 Return to work and retention rate after parental leave by gender	See data at 2020 GRI Content index	See data at 2019 GRI Content index	See data at 2018 GRI Content index
404-1 Average training hours per employee, by gender and employee category	See data at 2020 GRI Content index	See data at 2019 GRI Content index	See data at 2018 GRI Content index
Key People in Key Positions	N/A (Obsolete KBI for 2020)	94%	94%
407-1 No. of workplace accountability audits	9	9	24
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%	38%	37%
407-1 Breaches of equality legislation		0	0
LABOUR RIGHTS			
102-41 Employees covered by collective bargaining	50%	51%	54%
LA4 Employees belonging to independent trade unions	26%	26%	27%*
HEALTH AND SAFETY			
403-9 Fatalities (including contractors)	2	9	1
Accident incidence (accidents with >1 day absence per 100 employees)	0.23	0.33	0.39
403-9 Employee LTA	65	96	114
Employees LTIFR (per million hours worked)	1.17	1.66	1.99
Contractor LTIFR (per million hours worked)	1.56	1.87	1.42
OIFR	0.00	0.00	0.04
Employees TRIFR* (per million hours worked)	1.46	2.17	2.67
Contractor TRIFR* (per million hours worked)	1.69	2.09	1.78
403-9 Data by gender and market segment	See data at 2020 GRI Content index	See data at 2019 GRI Content index	See data at 2018 GRI Content index
403-1 No. of plants with OHSAS 18001/ISO 45001 certification	51 out of 53** plants operated certified according to ISO 18000/ ISO 45000, representing 96% of plants and 99.3% of produced volume. (Maiduguri Plant in Nigeria stays with not audited status due to security issues, Teplice Plant in Czech Republic is newly acquired and in preparation for certification in 2021).	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
% of production volume covered			
ECONOMIC BENEFITS			
201-1 Tax	€178.9m million	€173.2 million	€162.8 million
Salaries & benefits	€955.8 million	€1,037.3 million	€993.2 million
	More information: page 19, 156 of the 2020 IAR	More information: page 18 of the 2019 IAR	

(*): TRIFR – Total Recordable Injury Frequency rate.

(**): In 2019 we acquired three plants and in 2020 their integration is still on-going; we have had operational control over 53 bottling plants in 2020.

In the 2020 IAR we report 56 plants, as we add Bambi confectionary plant in Serbia, Tsakiris snack plant in Greece, and Laurisia plant in Italy.

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 2020, as part of our Anti-Bribery and Corruption program, we introduced the new Gifts and Entertainment Policy, which removes unnecessary bureaucracy helping our employees making the right choice on third parties related expenses. We also continued streamlining our Data Protection and Sanctions compliance program, developing new practical guidance on key processes.

We planned to introduce a new mandatory e-learning combining COBC and Anti-Bribery and Corruption content. The course is available on-line to all our employees. Due to Covid-19 pandemic and systems preparation to move to mandatory digital trainings for all our employees, we delayed the launch of the new training wave to 2021. As in the past, this training will be a regular requirement for all employees and comprises acknowledgement and re-commitment to compliance with the Code of Business Conduct and its related policies, including the Anti-Bribery Policy.

In 2020, while formal trainings were suspended, we run significant awareness initiatives on business ethics and anti-corruption: we rolled out across all Group operations our annual Ethics and Compliance Week whose theme was “Compliance in the Digital Era”. During the Week we accelerated the digital transformation of our compliance program holding virtual awareness and training sessions on the new Gifts and Entertainment Policy and on key pillars of our COBC and Anti-Bribery Policy with our employees and business partners. We reached them in an engaging way wherever they are located and operate to continue nurturing and promoting our strong business ethics inside and outside our Company. We also rolled out across the entire organization our annual awareness campaign on the “Speak Up!” line. 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).

2020 Code of Business Contact violations and allegations received through the Whistleblower hotline

In 2020, 322 allegations of violations of the Group’s Code of Business Conduct were investigated. Of the 322 allegations investigated, 105 were substantiated as violations of the Code of Business Conduct, 141 cases were unsubstantiated, and the remaining 76 matters were reviewed and then referred to the appropriate department for further handling. 26 of the substantiated matters involved an employee in a management position or involved a loss greater than Euro 10,000.

As a result of the 105 matters substantiated as violations of the Code of Business Conduct, 40 employees were terminated. An additional 107 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 24
- Business and financial records 51
- Conflict of interest 10
- Fair treatment of employees 5
- Anti-bribery and corruption 1
- Other 5
- Workplace health & safety 9

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 2020, 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. As part of the campaign, we conducted a Group wide survey to gauge employee awareness on how and when to use the Speak Up! line as well as to understand employee confidence in the process with the overall

objective to make improvements to our ongoing communications. 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 2020, we investigated 139 allegations which came 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.