

GRI Indicators List

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This section provides more detail to internal and external stakeholders on the Coca-Cola HBC's sustainability-related policies, programmes and performance. The report follows the guidance of the Global Reporting Initiative (GRI). In addition, it complements our 2016 Integrated Annual Report, serving as our Communication on Progress (COP) to the United Nations Global Compact.

In 2016, we continued building and maintaining relationships critical to our operations, through longer-term initiatives such as development of supplier capabilities and joint value creation initiatives with them and our customers, pro-actively integrating sustainability aspects into these business relationships. Our partnership with The Coca-Cola Company provides us with additional insights and information about key issues.

GRI INDICATORS

GRI standard and specific disclosures 4.0

Below, we report against the full GRI 4.0 standard and specific disclosures, as well as the disclosure required by the Food Processing Sector Supplement (FPSS). Some data is provided directly in the table, while for other indicators we indicate where the data and a more detailed discussion of the topic can be found in the Integrated Annual Report (IAR). Unless stated otherwise, the period covered is the calendar year 2016 and the status described is as at 31 December 2016.

GENERAL STANDARD DISCLOSURES

Performance indicator and DMA	Description	Reference to page numbers in the 2016 IAR	Additional content or reference
Strategy and analysis			
G4-1	Statement from the most senior decision-maker on the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	6-7, 10-12, 86-87	Refer to the Chairman statement and the CEO Q&A, as well as the Board Social Responsibility Committee Chairman letter and overview of the 2016 IAR
G4-2	Description of key impacts, risks, and opportunities	5, 17-25, 49-53	Refer to our Strategic targets, Risk and materiality, as well as the Community trust sections of the 2016 IAR
Organisational profile			
G4-3	Name of the organisation	215	Refer to the About this report section of the 2016 IAR
G4-4	Primary brands, products and services	2-3	Refer to the Business overview page of the 2016 IAR, as well as the Brands section of our website at www.coca-colahellenic.com/en/brands
G4-5	Location of the organisation's headquarters	215	Refer to the About this report section of the 2016 IAR
G4-6	Number of countries where the organisation operates, and names of countries where the organisation has significant operations	3, 28, 30, 32	Refer to the Business overview, as well as the Established, Developing and Emerging markets sections of the 2016 IAR. These three reporting segments constitute our significant areas of operations and form the basis of consolidation for reporting purposes
G4-7	Nature of ownership and legal form	215	Refer to the About this report section of the 2016 IAR.
G4-8	Markets served	3, 28-33	Refer to the Business overview, as well as the Established, Developing and Emerging markets sections of the 2016 IAR.
G4-9	Scale of the organisation	2-3, 8-9, 114-175	Refer to the business overview and the Financial statements sections of the 2016 IAR

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G4-10	<p>a. Report the total number of employees by employment contract and gender.</p> <p>b. Report the total number of permanent employees by employment type and gender.</p> <p>c. Report the total workforce by employees and supervised workers and by gender.</p> <p>d. Report the total workforce by region and gender.</p> <p>e. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	Refer to the Social data table of the GRI specific standard disclosures
G4-11	Percentage of total employees covered by collective bargaining agreements.	Refer to the Social data table of the GRI specific standard disclosures
G4-12	Description of the organisation's Supply Chain	

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

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

Under a unified procurement framework, we segment our supply base universe of approximately 35,000 suppliers (reduced from 43,000 in 2015) into direct and indirect spend suppliers. Direct spend suppliers include ingredients and packaging suppliers. Indirect suppliers include categories such as IT, production equipment, spare parts, maintenance services, logistics providers, fleet vehicles, utilities and temporary labour. CCHBC also segments suppliers into three categories based on criticality and potential opportunities.

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

CCHBC spend with suppliers reached €3,138 million in 2016, an increase of more than €300 million vs. 2015. 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. As of 2015, over 90% of our spending is local in our countries of operation or from within the European Union, which is considered local for EU countries.

We maintain transparency throughout our supply base through our membership of SEDEX, The Coca-Cola Company Supplier Guiding Principles audits and in EcoVadis from 2017 onwards. We also recognise supplier certifications as per international standards including ISO 9001, 14001, 50001, FSSC 2200 and OHSAS 18001. For agricultural commodities, we are aligning with the wider industry to recognise the Rain Forest Alliance, Fair Trade, Bon Suco and the Sustainable Agriculture Initiative Platform (SAI Platform).

More details can be found at the "Strategic procurement at Coca-Cola HBC" section of the GRI tables.

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G4-13	<p>Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including:</p> <p>Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</p> <p>Changes in the share capital structure and other capital formation, maintenance, and alteration operations</p> <p>Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</p>	49-52, 210	Refer to the Cost leadership and Shareholder information sections of the 2016 IAR
G4-14	The precautionary approach or principle is addressed by the organisation	59	Refer to the Viability statement of the 2016 IAR
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	12, 22-25, 39, 53	Refer to the CEO Q&A, as well as the Materiality, Community trust and Cost leadership sections of the 2016 IAR
G4-16	<p>List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation:</p> <p>Holds a position on the governance body</p> <p>Participates in projects or committees</p> <p>Provides substantive funding beyond routine membership dues</p> <p>Views membership as strategic</p>	12, 22-25, 39, 53	Refer to the CEO Q&A as well as the Materiality, Community trust and Cost leadership sections of the 2016 IAR
Identified material aspects and boundaries			
G4-17	List all entities included in the organisation's consolidated financial statements or equivalent documents. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	114-201	Refer to the Financial statements, Swiss statutory reporting and Supplementary information sections of the 2016 IAR
G4-18	<p>Explain the process for defining the report content and the Aspect Boundaries.</p> <p>Explain how the organisation has implemented the Reporting Principles for Defining Report Content.</p>	22-25	Refer to the Materiality section of the 2016 IAR
G4-19	List all the material Aspects identified in the process for defining report content	22-25	Refer to the Materiality section of the 2016 IAR
G4-20	Boundary within the organisation for each material aspect	22-25	Refer to the Materiality section of the 2016 IAR
G4-21	Boundary outside the organisation for each material aspect	22-25	Refer to the Materiality section of the 2016 IAR
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements		There was no restatement of information provided in previous reports
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries		There were no significant changes from previous reporting periods.

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Stakeholder engagement

G4-24	List of stakeholder groups engaged by the organisation	22,40	Refer to the Materiality and Community trust sections of the 2016 IAR, as well as the stakeholder engagement section of our website at: http://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
G4-25	Basis for identification and selection of stakeholders with whom to engage	22	Refer to the Materiality section of the 2016 IAR, as well as the stakeholder engagement section of our website at http://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
G4-26	Organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	22	Refer to the Materiality section of the 2016 IAR, as well as the stakeholder engagement section of our website at http://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	22-25, 38-41	Refer to the Materiality and Community trust sections of the 2016 IAR

Report profile

G4-28	Reporting period for information provided	215	Refer to the About our Report section of the 2016 IAR, as well as the introductory section of the GRI tables
G4-29	Date of most recent previous report	215	Our 2015 IAR was published on March 17, 2016. In addition, refer to the About our Report section of the 2016 IAR, as well as the introductory section of the GRI tables
G4-30	Reporting cycle	215	Refer to the About our Report section of the 2016 IAR, as well as the introductory section of the GRI tables
G4-31	Provide the contact point for questions regarding the report or its contents.		Refer to the in-cover of the 2016 IAR and the sustainability section of our website at http://coca-colahellenic.com/en/sustainability/
G4-32	<ul style="list-style-type: none"> a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option c. Report the reference to the External Assurance Report, if the report has been externally assured. 	215, 206-209	Refer to the About our report section and the Sustainability assurance statement of the 2016 IAR, as well as the GRI tables
G4-33	<ul style="list-style-type: none"> a. Report the organisation's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organisation and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report. 	206-209	Refer to the Sustainability Assurance Statement of the 2016 IAR

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Governance

G4-34	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	68	Refer to the Corporate governance section of the 2016 IAR
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	86	Refer to the Corporate governance section and particularly the role and responsibilities of the Board's Social Responsibility Committee of the 2016 IAR.
G4-36	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	76-79, 86-87	Refer to the Corporate governance section of the 2016 IAR
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	22	Refer to the Materiality section of the 2016 IAR, as well as the stakeholder engagement section of our website at http://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
G4-38	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> - Executive or non-executive - Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to 	60-70	Refer to the Corporate governance section of the 2016 IAR
G4-39	Report whether the Chair of the highest governance body is also an executive officer	62	Refer to the Corporate governance section of the 2016 IAR
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experience relating to economic, environmental and social topics are considered - Whether and how stakeholders (including shareholders) are involved 	64, 84-85	Refer to the Corporate governance section of the 2016 IAR

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G4-41	<p>Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum:</p> <ul style="list-style-type: none"> Cross-board membership Cross-shareholding with suppliers and other stakeholders Existence of controlling shareholder Related party disclosures 	67-70	Refer to the Corporate governance framework in our 2016 IAR
G4-42	<p>Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.</p>	67	Refer to the Corporate governance section of our 2016 IAR
G4-43	<p>Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.</p>	60-70	Refer to the Corporate governance section of our 2016 IAR
G4-44	<p>a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.</p> <p>b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.</p>	71-72	Refer to the Corporate governance section of our 2016 IAR
G4-45	<p>a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	80-83, 86-87	Refer to the Corporate governance section of our 2016 IAR
G4-46	<p>Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.</p>	80-83	Refer to the Corporate governance section of our 2016 IAR
G4-47	<p>Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.</p>	80-83	Refer to the Corporate governance section of our 2016 IAR
G4-48	<p>Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.</p>	86-87	Refer to the Corporate governance section of our 2016 IAR
G4-49	<p>Report the process for communicating critical concerns to the highest governance body.</p>	83	Refer to the Corporate governance section of our 2016 IAR

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G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.		There were no critical concerns communicated to the highest governance body in 2016
G4-51	<p>Remuneration policies for the highest governance body and senior executives for the below types of remuneration:</p> <p>Fixed pay and variable pay:</p> <ul style="list-style-type: none"> - Performance-based pay - Equity-based pay - Bonuses - Deferred or vested shares <p>Sign-on bonuses or recruitment incentive payments Termination payments Clawbacks</p> <p>Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</p> <p>Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	88-106	Refer to the Corporate governance section of our 2016 IAR
G4-52	<p>Process for determining remuneration.</p> <p>Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management.</p> <p>Report any other relationships which the remuneration consultants have with the organisation.</p>	88-106	Refer to the Corporate governance section of our 2016 IAR
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	88-92	Refer to the Corporate governance section of our 2016 IAR
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees, by segment		<p>Ratio calculated in Euros:</p> <p>Established markets: 16.4</p> <p>Developing markets: 42.5</p> <p>Emerging markets: 91.6</p>
G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees, by segment		<p>Rate of increase / (decrease) calculated with Euro-based ratios</p> <p>Established markets: +1.4%</p> <p>Developing markets: +15.2%</p> <p>Emerging markets: +13.9%</p>
Ethics and integrity			
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	11-12, 34-37	Refer to the CEO's statement and People section of the 2016 IAR
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity (helplines etc)		We have compliance officers from whom employees can seek advice on ethical and lawful behaviour. In addition, we have a Code of Business Conduct and specific processes related to that. Refer to the relevant specific standard disclosures in the GRI tables for more details
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	83	Refer to the Corporate governance section of the 2016 IAR

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SPECIFIC STANDARD DISCLOSURES

ECONOMIC

Performance indicator and DMA	Description	Reference to page numbers in the 2016 IAR	Additional content or reference
Economic performance			
EC1	Direct economic value generated and distributed on an accrual basis, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	2-3,8-9,38-42,55, 210	Please see the respective sections of the 2016 IAR, including the full financial review and disclosure, as well as the Community trust section
FPSS and EC1	Specify the amount spent on the programmes and practices to which the food processing sector is uniquely suited for contributing	39	We invested €7.3 million on community programmes related to youth development, water stewardship, community wellbeing, and other activities, corresponding to 1.6% of our 2016 reported Pre-Tax Profit. In addition, we continue working to ensure that sustainable sourcing practices are implemented
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	16-25, 49-53,	We have adopted a comprehensive top-down, bottom-up approach to enterprise risk management to ensure that all business risks and opportunities, including those relating to climate change, are identified and managed appropriately. Specific programme details are available in the Material issues and Risk management sections of the 2016 IAR
EC3	Coverage of defined benefit plan obligations		13,476 of our total number of employees, employed on average in 2016, are eligible for benefit plans. Out of 8,002 employees eligible to be covered by defined contribution pension plans, 6,980 of them are covered. Out of 1,360 employees eligible to be covered by defined benefit pension plans, 1,324 of them are covered
EC4	Significant financial assistance received from government		None
FPSS and EC4	Governmental support for agriculture, biofuels and food production has important consequences across the global food value chain		This is not applicable, since we do not produce agricultural or biofuel products, and hence have not received any related subsidies
Market presence			
EC5	Range of ratios of standard entry-level wage by gender, compared to local minimum wage at significant locations of operation		In every country, the lowest paid employee categories (junior line operators and entry-level merchandisers) earn at least the minimum wage. We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation. On average, junior line operators and merchandisers earn approximately 1.5 times the local minimum wage in our Established markets, approximately 1.6 times in our Developing markets and approximately two times the local minimum wage in our Emerging markets. The range of ratios is similar for both male and female workers

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EC6	Proportion of senior management hired from the local community at significant locations of operation	<p>Employees are systematically hired from the local workforce. 96% of employees are local nationals. 83% of managers are local nationals</p> <p>In our Established markets, 87% of total employees and 67% of managers are local nationals</p> <p>In Developing markets, 98% of total employees and 96% of managers are local nationals</p> <p>Finally, in our Emerging markets, 99% of total employees and 90% 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>
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Indirect economic impacts

EC7	Development and impact (current or expected) on local communities and economies of infrastructure investments and services supported	22-25, 38-41	<p>Covered in detail in the Community trust section of the 2016 IAR</p> <p>In 2016, we have provided 554,098 m3 of clean water to communities next to our plants in Enugu, Benin and Owerri in Nigeria</p>
EC8	Understanding and describing significant indirect economic impacts, including the extent of impacts	23,24, 38-41	<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 2016, we paid a total of €281 million in taxes. Within the European Union, the Coca-Cola System supports over 500,000 direct and indirect jobs throughout our value chain and contributes approximately €33 billion in value added</p>

Procurement practices

EC9	Proportion of spending on local suppliers at significant locations of operation		<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 2016, over 90% of our spending is local in our countries of operation or from within the European Union, which is considered local for EU countries</p>
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ENVIRONMENTAL

Materials

EN1	Materials used by weight or volume		Refer to the Environmental Data Table
FPSS and EN1	Commentary added to specify wild-caught and farmed seafood		Not applicable, as we do not catch or farm any fish
EN2	Percentage of materials used that are recycled input materials		Refer to the Environmental Data Table

Energy

EN3	Energy consumption within the organisation		Refer to the Environmental Data Table
EN4	Energy consumption outside the organisation		Refer to the Environmental Data Table
EN5	Energy intensity		Refer to the Environmental Data Table
EN6	Reduction of energy consumption as a direct result of conservation and efficiency initiatives	52-53	<p>In 2016, we invested more than €6.3 million in different energy efficiency initiatives in our plants which saved 118.5 million MJ of energy. Our energy use ratio improved by 4.7% in 2016 vs. 2015. Further, we continued with the implementation of our Top 18 Energy Savers Initiatives, which are mandatory at each of our production sites</p>

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EN7	Reductions in energy requirements of products sold and services achieved		We have installed (in a partnership) 11 CHP plants in our production sites in Nigeria, Ukraine, Romania, Poland, Hungary, Italy, Northern Ireland; in 2016 we installed a CHP in Timisoara (Romania) and Marcanise plants (Italy). We invested €85.5 million in new energy-efficient and HFC-free cold drink equipment in 2016, which helped our customers save 582.5 million kWh of electricity - a 9.2% increase vs. 2015; the respective carbon emissions saving was 251,098 tonnes of CO ₂ eq.
Water			
EN8	Total water withdrawal by source		Total water withdrawal amounted to 22.5 billion litres in 2016: 7.0 billion litres from municipalities; 15.0 billion litres from wells; 0.5 billion litres from surface waters
EN9	Water sources significantly affected by withdrawal of water		None – every bottling plant undertakes a Source Vulnerability Assessment (done in collaboration with independent experts and consultants) to ensure the sustainability of water supply, and has an established Source Water Protection Programme to ensure future sustainability of water use. Moreover, we have committed to have all of our sites certified by European Water Stewardship (EWS) or Alliance for Water Stewardship (AWS) by 2020. As at the end of 2016, we have 22 sites with a Gold certification in EWS
EN10	Percentage and total volume of water recycled and reused		Total volume recycled and reused internally: 1.4 billion litres. See also the Environmental Data Table
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Two sites (Zalaszentgrot in Hungary and Tylicz in Poland) are adjacent to Natura 2000 areas. Biodiversity-related topics are covered in the certification process for the European Water Stewardship standard and reported accordingly
FPSS and EN11	Commentary added to include waters		No negative impact from our operations on Natura 2000 areas as certified by the Gold certification in the European Water Stewardship standard of both sites. We support water stewardship projects and implement environmental protection initiatives in 22 countries. In nine countries, together with The Coca-Cola Company we have water replenishment projects, which contribute to the full replenishment of the total volume of water we use in our final beverages
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		None
EN13	Habitats protected or restored	38-41	Refer to the Community trust section of the 2016 IAR
EN14	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		None
Emissions, effluents and waste			
EN15	Direct Greenhouse Gas (GHG) emissions (Scope 1)		Refer to the Environmental Data Table
EN16	Energy indirect Greenhouse Gas (GHG) emissions (Scope 2)		Refer to the Environmental Data Table

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EN17	Other indirect Greenhouse Gas (GHG) emissions (Scope 3)		Refer to the Environmental Data Table
EN18	Greenhouse Gas emissions intensity		Refer to the Environmental Data Table
EN19	Reduction of Greenhouse Gas (GHG) emissions	15, 28, 30, 32, 52-53	Refer to the Environmental Data Table
EN20	Emissions of ozone-depleting substances by weight		Refer to the Environmental Data Table
EN21	NOx, SOx, and other significant air emissions by type and weight		Refer to the Environmental Data Table
EN22	Total water discharge by quality and destination		Total waste water discharged: 9.98 billion litres; volume discharged to municipal treatment systems: 2.49 billion litres; volume treated on-site and discharged to natural bodies of water: 7.49 billion litres Refer also to the Environmental Data Table
EN23	Total weight of waste by type and disposal method		Refer to the Environmental Data Table
EN24	Total number and volume of significant spills		Refer to the Environmental Data Table
EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally		Refer to the Environmental Data Table
EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by discharges of water and runoff	40,41	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.

Products and services

Packaging and recycling

Sustainable packaging is central to our sustainability approach. We continue to minimise the environmental impacts of our packaging following our 3 Rs principle: reduce, recover and re-use. Since adopting this approach, we have significantly improved our primary packaging material use and environmental impact. We continue to raise the bar, identifying and capturing incremental opportunities for packaging optimisation, driving innovation, minimising our environmental impact and ultimately driving cost reduction.

In 2016, we announced three new commitments related to packaging:

- Recover for recycling an average of 40% of the total packaging we introduce to our markets;
- Source 20% of the total PET we use from recycled PET and/or PET from renewable material;
- Reduce packaging by 25% per litre of beverage produced

Plastic packaging

Polyethylene terephthalate (PET) plastic bottles represent our largest primary packaging type, with the highest number of servings sold. We continue our focus on package innovation and quality. In most of our sites we have light-weighting programmes and in 2016 we introduced the concept of "Packaging Champion" on a country level, country who will work on developing thorough plans for further weight reduction per size and type, without impacting the quality of the bottles and product taste. In 2016 we recorded an incremental 0.2% of weight reduction, avoiding use of 500 tonnes of PET material. Together with the light-weighting of bottles, we also introduced a new shorter bottle neck type, which allows us to reduce the weight of the plastic closures used on these bottles by up to 15%.

Plastic bottle recycling/sustainable PET sourcing

PET bottle recycling and preserving resources remain a focus area for us. In 2005, together with industry partners, Coca-Cola HBC co-funded a pioneering PET bottle-to-bottle recycling facility located in Austria. In 2011, the decision was taken to expand the production with the addition of a second production line using state-of-the-art recycling technology. The facility produces recycled PET material (rPET) from post-consumer bottles. The rPET can then be added to the manufacturing process to produce new bottles. Over recent years, we have expanded the use of rPET, increasing consumption from 4000 to 13,566 tonnes, delivering bottles with a recycled content of up to 50%.

PlantPET is a PET material partially (30%) made of plants, a renewable resource that is fully recyclable. This material was first introduced in Serbia and received great recognition and feedback from consumers. We have expanded the use of PlantPET to other countries and continue to explore new opportunities going forward. <http://www.coca-colacompany.com/plantbottle-technology/>

Metal cans

We have launched our lightest beverage can, the 'B-can', which is an ultra-light can with 4.5% less material than the standard 33cl can, through our partnership with Ball Packaging Europe. In 2015, we became the first Coca-Cola bottler to pilot the 'B-can' in Serbia and Hungary. The new 330ml can weighs only 9.45g compared to its 10g predecessor. In 2016, we went even further by introducing Sleek can which weight is 9.35gr. In Italy we were the first one in the Coca-Cola System globally to authorise the lightest 330ml sleek can at 9.3gr. We converted to 330ml sleek can at 9.4gr in Serbia and Hungary. Overall, by the end of 2016 we have converted approximately 50% of our 330ml can volume to 330ml sleek can.

Glass

Although returnable and one-way glass bottles comprise a smaller part of our portfolio, we continue to drive innovation with our suppliers and partners without compromising safety or beverage quality. Our initiatives are delivering results, as we have successfully reduced the weight of our glass bottles for many of our key beverage categories, in some cases by as much as 30%. For new package or size launches, we leverage the technical innovations to ensure we introduce optimised light-weight packages from day one.

Package highlights

The 'Twist' bottle is a new, light-weight PET bottle developed for bottled water, which is on average 22% lighter than its predecessor, contributing in this way to a reduction in CO₂ emissions. In addition, the design of the bottle makes it easier to collapse for recycling purposes. This design was successfully pioneered in Greece, praised for its innovation and environmental benefit, contributing towards Greece being recognised with a Gold award in 2014 for its sustainable packaging. Additional launches of the 'Twist' bottle have been completed in Hungary, Bulgaria, Slovakia and Poland.

In 2016, we won an award about packaging innovation related to our light-weighted closures for all PET products in Italy. The money associated with this award was donated to the Italian Red Cross.

EN27	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation	24, 52	Packaging recovery organisations for managing packaging waste placed on the market are established in 19 countries; energy-efficient and HFC-free coolers are provided to our customers that saved to them energy and carbon emissions; rPET (recycled PET) accounts for 5.3% of our total PET material; PlantBottle™ is introduced in 11 countries (Bulgaria, Austria, Greece, Hungary, Italy, Poland, Romania, Russia, Serbia, Slovakia, Switzerland)
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Refer also to the above section

EN28	Percentage of products sold and their packaging materials that are reclaimed by category	24, 52	In the 19 countries with industry owned packaging recovery systems in place, the equivalent of 60% of packaging placed on the market was recovered for recycling in 2016. Hungary and Croatia have government owned packaging recovery systems, reporting to the European Commission compliance with 55% recycling targets set in EU PPWD. In the 6 countries (Armenia, Belorussia, Nigeria, Moldova, Russia and Ukraine) where recycling targets are not set for compliance, we are aligning with stakeholders for the establishment of the packaging recovery system with specific targets. If all CCHBC markets are considered, the equivalent of 37% of total packaging placed on the market was recovered for recycling in 2016, through legally required and voluntary industry initiatives
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GRI Indicators List

Compliance		
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There was a €2.5million fine for packaging non-compliance in Romania, due to the collapse of the national packaging waste management system in Q4 2015. Further, there was one 'Notice of Violation' with no related monetary fine
Transport		
<p>Most products are delivered by road, and our own fleet in 2016 comprised 14,656 cars, vans and trucks, a 6% reduction vs. 2015. The transportation of our products accounts for only 7.6% of our carbon footprint. We have not yet developed a specific target for CO₂ in transportation, but we have undertaken specific initiatives based on our publicly communicated science-based carbon reduction target which calls for a 25% reduction in CO₂ ratio across the entire value chain by 2020 vs. 2010. We have a clear focus on improving our performance in this area, making our distribution network as efficient as possible</p> <p>In 2016 our total fleet carbon emissions (direct fleet Scope 1 and indirect Scope 3) are almost flat, year-over-year, despite the infrastructure optimisation which resulted in a lower number of plants, which implied more transportation. Moreover, carbon emissions were part of the overall criteria for the evaluation of participants in fleet tenders during 2016</p> <p>Our own drivers are trained in Safe and Eco-Driving and Alert Driving, and fleet performance is monitored monthly (fuel consumption per 100 km, road accidents, kilometres driven per car). Fuel consumption per 100 km is included in the incentive programmes in most of our countries. 90% of our new Company light vehicles are equipped with MobilEye technology (a collision avoidance driver warning technology) and in total 7,427 of existing cars were equipped with MobilEye, which corresponds to 57% of our total light fleet in 2016. There are strict rules for drivers who ignore normally accepted standards of driver behaviour and at the same time we have established a recognition programme for the best drivers. We are seeing positive results with this approach, as fleet accidents per million kilometres travelled declined by 15% in 2016, to 4.22</p> <p>In addition, we provide defensive driver training for all employees who drive Company business. In the period 2013-16, 12,998 Company employees were trained in different modules of defensive training, which translates to almost 100% of drivers being trained. At corporate level, alongside the Group Fleet Safety Policy we have introduced internal guidance fleet safety</p> <p>We use a standard dispatching tool (LEO) which allows us to optimise the routes of trucks and save cost and fuel, and reduce carbon emissions. This tool is also used for the routing of our light fleet job cars (business developers' cars) to help save cost and fuel and reduce carbon emissions</p> <p>We introduced the Transportation Management Excellence initiative, which focuses on optimising usage of our larger trucks, in terms of both range of kilometres driven, and maximum load weight. To do so, we factor in opportunities to utilise cross-country transports and avoid idle reverse logistics. Further, we work with our customers in different Joint Value Creation initiatives in the area of logistics, which save their and our cost and fuel and reduce carbon emissions. One of these initiatives, is the use of backhauling arrangements, which means that we are using the return journey of customer trucks to collect products. In a few locations (Switzerland and Russia), we transport products by rail. Air freight is not normally used. We implemented also distribution time and motion study – update times for visit time at customer and driving time, allowing us to further optimize the routes. Other solution is the usage of multi-drop shipments – multiple customers (wholesalers) with big drop size on 1 truck</p> <p>We have developed an internal metric called 'number of touches', which represents how efficient we are in the distribution of our products to our customers (including warehouse handling and transportation). In recent years we have outsourced a large part of our haulage and distribution and optimised our logistics infrastructure, which helps us in providing better service to our customers, decreasing cost and carbon emissions. For outsourced distribution and transportation, we measure the kilometres driven, carbon emissions as per the GHG Protocol tool for mobile combustion, and number of fatalities</p> <p>Fleet parameters are monitored at least quarterly in each country and at corporate level. In each country, we have a fleet manager or fleet supervisor who is part of our Supply Chain function and at Corporate level there is a fleet manager who is responsible for monitoring. Fuel consumption per 100 km is part of the incentives of fleet-responsible people in most countries</p> <p>In 2016, working together with SBB Cargo, Coca-Cola HBC Switzerland has decided to make the switch and transport cans and Nestea PET bottles by rail. This relieves the roads of up to 40 trucks each week and reduce CO₂ emissions by 1,200 tons per year</p>		
EN30	Significant environmental impacts of transporting products and other goods and materials used for operations and transporting members of the workforce	<p>Refer to the above section. In addition, the impacts from transport of goods and people result from the combustion of fuel and resulting air emissions</p> <p>Number of own vehicles: 14,656 CO₂ emissions from total direct and indirect fleet: 309'611 tonnes which is flat vs. 2015</p>
Overall		
EN31	Total environmental protection expenditures and investments by type	<p>Investment in energy optimisation initiatives: €6.3 million</p> <p>Investments in water-saving initiatives: €4.4 million</p> <p>Investments in packaging optimisation projects: €11.9 million</p> <p>Investments in energy-efficient and HFC-free cold drink equipment: €85.5 million</p>

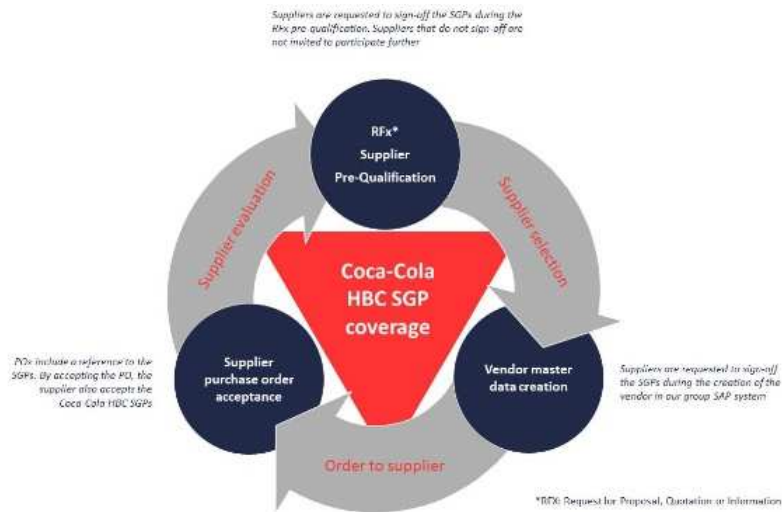
Supplier Environmental assessment

Strategic sourcing at Coca-Cola HBC

We consider our suppliers as critical partners, contributing to the ongoing and sustainable success of our business and maintaining our reputation with stakeholders. As a critical part of our value chain, the performance of our suppliers directly impacts the sustainability performance and commitments of Coca-Cola HBC. These include a wide range of economic, environmental and social impacts. For example, ingredients contribute to 83.5% of our water footprint while packaging and Cold Drink Equipment account for 69% of the value chain emissions. We partner with our suppliers to provide new technologies for equipment, packaging and Cold Drink Equipment, and with our logistics providers to minimise our impacts and drive our performance. Given the diversity of countries from which we source raw materials, we consider that the labour practices and ethical business practices of our suppliers reflect on the reputation of our Company.

We are committed to high standards of performance for human rights, labour practices, minimising environmental impacts, maintaining health and safety and ethical business practices, while delivering unsurpassed quality. Our supplier partners play a critical role in ensuring that we deliver against these standards.

Coca-Cola HBC has made strong commitments to reduce carbon emissions across the value chain by 25% by 2020 against a 2010 baseline. Our sustainable supply joint value creation initiatives and joint ventures with our supply partners play an important role in supporting the Company to achieve this target. In addition, we require all suppliers to adhere to the ethical standards, employment and human rights practices, environmental and work safety requirements prescribed in our Supplier Guiding Principles SGPs (http://coca-colahellenic.com/media/1137/coca-cola-hbc-supplier-guiding-principles_2015.pdf). We aim to achieve 100% of our suppliers to adopt our SGP utilizing our "SGP Coverage Triangle" with three checkpoints throughout the procure-to-pay process, available on our website at <http://coca-colahellenic.com/en/operations/supply-chain/our-suppliers/>.



As at December 2016, more than 90% of our spend was from suppliers who have accepted our SGP. Moreover, we expect our ingredients and primary packaging suppliers to comply with high food safety standards. Finally, we are working towards ensuring that all of our agricultural suppliers meet our Sustainable Agriculture Guiding Principles SAGP. We have committed to certify 95% of key agricultural ingredients against the Sustainable Agriculture Guiding Principles by 2020.

Under a unified procurement framework, we segment our supply base universe of around 35,000 suppliers (reduced from 59,500 in 2014) into direct and indirect spend suppliers. Direct spend suppliers include ingredients and packaging suppliers. Indirect suppliers include categories such as IT, production equipment, spare parts, maintenance services, logistics providers, fleet vehicles, utilities and temporary labour. CCHBC also segments suppliers into three categories based on criticality and potential opportunities.

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

We assess a large part of our suppliers based on their financial stability, social and water impacts based on location, energy and carbon impacts based on supply type, quality impacts based on supplier performance and external market factors impacting commodity pricing. We place significant focus on forming partnerships with multinational suppliers that have supply points located within our countries, while also developing strong local suppliers across our territories. These efforts support our strategy for local sourcing and contributing to socio-economic development in the countries where we conduct business. These suppliers significantly contribute to our business and include key markets such as Russia, Nigeria, Italy, Romania and Poland.

For agricultural commodities, we work with multinational suppliers to source ingredients from farms located in Coca-Cola HBC countries. For example, we source juice from farms in Greece, Poland, Serbia, Italy, Russia, Hungary and others; while for sweeteners we source sugar from EU countries, as well as Switzerland, Serbia, Russia, Belarus, Ukraine and others, and iso-glucose from Hungary and Bulgaria.

To ensure proper governance and that our suppliers meet our targets, we have implemented policies including our Supplier Guiding Principles, Sustainable Agriculture Guiding Principles and Supplier Code of Business Conduct. In addition, we have developed an environmental, social and governance supplier pre-assessment process which includes criteria for supplier selection. We maintain transparency throughout our supply base through our membership of SEDEX, The Coca-Cola Company Supplier Guiding Principles audits and in EcoVadis from 2017 onwards. We also recognise supplier certifications as per international standards including ISO 9001, 14001, 50001, FSSC 2200 and OHSAS 18001. For agricultural commodities we are aligning with industry to recognise the Rain Forest Alliance, Fair Trade, Bon Sucro and the Sustainable Agriculture Initiative Platform (SAI Platform).

GRI Indicators List

EN32	Percentage of new suppliers that were screened using environmental criteria	Our Supplier Guiding Principles (“SGPs”), are the principal tools to monitor the actual performance of our suppliers in terms of environmental practices Suppliers contractually confirm adherence to CCHBC SGPs. Moreover, the SGPs are part of all issued tenders and purchase orders sent to suppliers. As of 2015, all new suppliers have agreed to adhere to our SGPs
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EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	No significant actual or potential environmental impact
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Environmental grievance mechanisms

EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	None. The formal mechanisms that we use in order to deal with such issues include our immediate crisis management processes (Incident Management and Crisis Resolution - IMCR), direct customer and consumer lines in all of our 28 countries, our Code of Business Conduct, ISO audits and workplace accountability audits
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SOCIAL: Labour Practices and Decent Work

Employment

LA1	Total number and rates of employee hires and employee turnover by age group, gender and market segment	<p>We employed 31,083 people in 2016, of whom over 98% were permanent employees. Women accounted for 25% of our workforce, and 33% of management.</p> <p>Total number of hires: 4,837 Total number of new hires under the age of 30: 2,966 Total number of new hires for ages between 30-50: 1,821 Total number of new hires over the age of 50: 133</p> <p>Number of female hires (entire workforce): 1,744 Number of male hires (entire workforce): 3,093</p> <p>Established markets number of hires: 905 Developing markets number of hires: 786 Emerging markets number of hires: 3,146 Total turnover rate: 12.4%</p> <p>Turnover under the age of 30: 19.3% Turnover for ages between 30-50: 10.6% Turnover over the age of 50: 9.8%</p> <p>Male employees turnover: 12.5% Female employees turnover: 12.0%</p> <p>Established markets total turnover: 8.7% Developing markets total turnover: 10.6% Emerging markets total turnover: 14.1%</p>
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LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	The same basic benefits are provided to full-time and temporary employees, in particular in relation to labour rights and safety
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GRI Indicators List

LA3	Return to work and retention rates after parental leave, by gender	<p>Total return to work rate: 72.1% Female employees return to work rate: 68.9% Male employees return to work rate: 85.6%</p> <p>Total retention rate: 86.0% Female employees retention rate: 85.0% Male employees retention rate: 90.5%</p> <p>Total number of employees that were entitled to parental leave: 18,496 Total number of female employees that were entitled to parental leave: 5,830 Total number of male employees that were entitled to parental leave: 12,666</p> <p>Total number of employees that took parental leave: 1,653 Total number of female employees that took parental leave: 1,407 Total number of male employees that took parental leave: 246</p> <p>Total number of employees who returned to work after parental leave ended: 448 Total number of female employees who returned to work after parental leave ended: 347 Total number of male employees who returned to work after parental leave ended: 101</p> <p>Total number of employees retained 12 months after returning to work following a period of parental leave: 473 Total number of female employees retained 12 months after returning to work following a period of parental leave: 387 Total number of male employees retained 12 months after returning to work following a period of parental leave: 86</p>
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Labour/management relations

LA4	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	On average, the minimum notice period is 5 weeks for employees and 5 weeks for employee representatives, with variations between countries. In 2016, we held 207 consultations with unions, including meetings on organisational changes
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	There were two incidents of industrial action during 2016: no employees included in overtime bans, no strike of more than one day, but 250 employees were included in short work stoppage

Occupational health and safety

LA5	Percentage of total workforce represented in formal joint management worker health and safety committees that help monitor and advise on occupational health and safety programmes	The number of employees covered by formal Health and Safety Committees is 18,224, which corresponds to approximately 59.4% of the total number of Coca-Cola HBC full-time equivalent (FTE) employees
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GRI Indicators List

LA6	Types and rates of injury; occupational diseases; lost days; absenteeism; and number of work-related fatalities by market segment and by gender	<p>In 2016 the number of lost-time incidents stood at 138, resulting in 3.5% improvement compared to 2015, while the lost-time incident rate increased to 0.45. Average sickness days per FTE decreased to 1.71. There were four fatalities, two in a Czech Republic (one employee and one contractor), and two in Nigeria (two contractors). The contractor lost-time accidents frequency rate increased to 1.53. We recorded no occupational ill health incidents in 2016.</p> <p>Data by segment:</p> <p>Lost-time incident rate Established markets: 0.94 Developing markets: 0.66 Emerging markets: 0.24</p> <p>Average sickness days per FTE employees Established markets: 2.44 Developing markets: 3.67 Emerging markets: 0.98</p> <p>Fatalities Established markets: 0 Developing markets: 2 Emerging markets: 2</p> <p>Contractors' LTA frequency rate Established markets: 5.83 Developing markets: 0.66 Emerging markets: 1.25</p> <p>Data by gender: Lost-time incident rate Male: 0.49 Female: 0.30</p> <p>Average sickness days per FTE Male: 1.43 Female: 2.62</p> <p>Fatalities Male: 4 Female: 0</p> <p>Contractors' LTAs frequency rate Male: 1.69 Female: 0.27 We currently do not report contractor average sickness days</p>
LA7	Workers with high incidence of high risk of diseases related to their occupation	<p>3,600 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>Among these, there is a higher exposure risk for the 97 employees who work at our wastewater treatment facilities, where in addition to wastewater from production, communal wastewater is also treated.</p>
LA8	Health and safety topics covered in formal agreements with trade unions	<p>In 9 countries health and safety topics are part of trade union agreements, covering a total of 7,428 employees.</p>
Training and education		
LA9	Average hours of training per year per full-time equivalent (FTE) employee by gender, and by employee category	<p>Average training hours per FTE: 19.3 Female average training hours per FTE: 17.9 Male average training hours per FTE: 19.7</p> <p>Training hours/FTE for manage-self layer: 17.8 Training hours/FTE for manager of others layer: 27.5 Training hours/FTE for manager of managers layer: 23.4 Training hours/FTE for function head layer: 17.8 Training hours/FTE for general managers and above: 1.9</p>

GRI Indicators List

LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	34-37	<p>We provide training and development opportunities for all our employees reflecting one of our corporate values: Learning. In 2016, our training programmes covering leadership, functional training and general business training included 127,948 participants, across all management layers.</p> <p>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>
LA11	Percentage of employees receiving regular performance and career development reviews by gender and by employee category	34-37	<p>14,866 employees participated in our annual people review People Development Forum, which is 46% out of total number of employees. 20,718 employees received performance and career feedback as part of our People Development Forums in 2016. 12,256 employees had formal annual objectives for 2016.</p> <p>% of employees who have performance review (total): 63.7% % of employees who have performance review (male): 58.3% % employees who have performance review (female): 79.6%</p> <p>By management layer as % of total employees: % of employees who have performance review (manage-self layer): 57.2% % of employees who have performance review (manager of others layer): 92.1% % of employees who have performance review (manager of managers layer): 99.2% % of employees who have performance review (function head layer): 100% % of employees who have performance review (general manager and above layer): 94.7%</p>
Diversity and equal opportunity			
LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	37	<p>Women accounted for 25% of our workforce and 33% of management and 39% of Senior Leaders ("Top 300"). 30% of OPCO members and group function heads were female employees in 2016.</p> <p>Under the age of 30: 32.7% of female employees vs total number of employees in this age Between the ages of 30-50: 22.6% 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</p> <p>Under the age of 30: 24.6% of employees vs total number of employees Between the ages of 30-50: 65.8% of employees vs total number of employees Over the age of 50: 9.6% of employees vs total number of employees</p> <p>Female employees with disabilities vs total: 0.6% Female employees with disabilities as % of total employees with disabilities 31.2% Male employees with disabilities as % of total employees with disabilities 68.8%</p> <p>Total number of nationalities: 73 vs 71 in 2015</p>

GRI Indicators List

Equal remuneration for women and men

LA13	Ratio of basic salary and remuneration women to men by employee category, and market segment	<p>Basic salary ratio (women/men) by market segment and management layer</p> <p>Established markets: Senior leaders: 58% Management positions: 95% Managers of others: 132% Management trainees: 99%</p> <p>Developing markets: Senior leaders: 118% Management positions: 100% Managers of others: 119% Management trainees: 100%</p> <p>Emerging markets: Senior leaders: 73% Management positions: 93% Managers of others: 92% Management trainees: 86%</p> <p>Remuneration ratio (women/men) by market segment and management layer</p> <p>Established: Senior leaders: 60% Management positions: 99% Managers of others: 119% Management trainees: 99%</p> <p>Developing: Senior leaders: 112% Management positions: 99% Managers of others: 116% Management trainees: 98%</p> <p>Emerging: Senior leaders: 61% Management positions: 88% Managers of others: 91% Management trainees: 88%</p>
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Supplier assessment for labour practices

LA14	Percentage of new suppliers that were screened using labour practices criteria	25	<p>Our Supplier Guiding Principles (“SGPs”) are the principal tools to monitor actual and negative performance of our suppliers in terms of labour practices. As of 2015, our SGPs are updated to include explicit reference to the obligation of suppliers to be able to demonstrate, as a minimum, their compliance with our SGPs and with the eight Core Conventions of the International Labour Organisation if these set higher standards than local law</p> <p>Suppliers contractually confirm adherence to CCHBC SGPs. Moreover, the SGPs are part of all issued tenders and purchase orders sent to suppliers. As of 2015, all new suppliers have agreed to adhere to our SGPs</p>
LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken		<p>During audits of 72 suppliers in 2016 we have identified six instances of non-compliance, all of which are still pending, related to level of overtime</p>

Labour practices grievance mechanisms

LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	<p>There were 72 grievances filed about labour practices, 64 of which were addressed and resolved within 2016 and eight of which are still ongoing. In addition, five grievances filed in 2015, were resolved in 2016.</p>
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GRI Indicators List

SOCIAL: Human Rights

Investment

HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	Our total CAPEX investment in 2016 was €332 million. Of this, 76% 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
HR2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	All new employees undergo mandatory training and certification in the Code of Business Conduct, which includes reference to human rights and which is refreshed every two years. In 2016 we had approximately 90% of employees compliant with our COBC trainings requirement. In 2016, 13,149 hours were devoted to trainings on Code of Business Conduct

Non-discrimination

HR3	Total number of incidents of discrimination and corrective actions taken	None
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Freedom of association and collective bargaining

HR4	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	None
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Child labour

HR5	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	None
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Forced or compulsory labour

HR6	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	None
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Security practices

HR7	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	The Code of Business Conduct emphasises that compliance is our way of doing business with integrity. All new employees, including national security leaders and managers, receive Code of Business Conduct and anti-corruption training, which is refreshed every two years. Most on-site security personnel are employees of contracted partners, who also have to abide by CCHBC's Supplier Guiding Principles and all other applicable Company policies as per their contract, and receive relevant information as part of their induction
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Indigenous rights

HR8	Total number of incidents of violations involving rights of indigenous people and actions taken	None
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Assessment

HR9	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	During 2016, 13 (23%) of the bottling plants operating were audited. We have a three-year audit plan with 15 plants scheduled for 2017
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GRI Indicators List

Supplier human rights assessment

HR10	Percentage of new suppliers that were screened using human rights criteria	<p>Our Supplier Guiding Principles (“SGPs”) are the principal tools to monitor actual and negative performance of our suppliers in terms of human rights. As of 2015, our SGPs are updated to include express reference to the obligation of suppliers to be able to demonstrate, as a minimum, their compliance with our SGPs and with the eight Core Conventions of the International Labour Organization if these set higher standards than local law</p> <p>Suppliers contractually confirm adherence to CCHBC SGPs. Moreover, the SGPs are part of all issued tenders and purchase orders sent to suppliers. As of 2015, all new suppliers have agreed to adhere to our SGPs</p>
HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	During audits of 72 suppliers in 2016 we have identified 33 instances of non-compliance, 14 of which are still pending, related mainly to health and safety issues

Human rights grievance mechanisms

HR12	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	None
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SOCIAL: Society

Local communities

SO1	Percentage of operations with implemented local community engagement, impact assessments and development programmes	All our operations implement community engagement and developmental programmes. In 2016, eight of our countries implemented socio-economic impact assessments (SEIAs), while publicly disclosed information with SEIA studies is currently underway in eight more Coca-Cola HBC countries
SO2	Operations with significant actual and potential negative impacts on local communities	During 2016, we continued to consolidate our infrastructure in order to improve efficiency across the organisation. These projects involved the majority of the countries in which we operate and the resulting restructuring initiatives can have an impact on local communities, when they involve the closing or consolidation of facilities. In all such cases, 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

Anti-corruption

SO3	Percentage and total number of business units analysed for risks related to corruption	20	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. All of our operations are assessed in this process. Programmes are developed by the legal department with in-class training for risk-zone employees to target specific risks faced by each regional function. For further information please see the Anti-Bribery Policy and Compliance Handbook and Code of Business Conduct on our website
SO4	Communication (employees, business partners, governmental bodies) and training (total number and percentage) on anti-corruption policies and procedures		
SO5	Confirmed incidents of corruption and actions taken		There were no reported incidents of corruption

Public policy

SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	None
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GRI Indicators List

FPSS and SO6	Report context of any lobbying activities related to subsidised or otherwise advantaged production (for example, lobbying by food processing companies to influence agricultural legislation)		Coca-Cola HBC did not engage in any lobbying activity related to subsidised production
Anti-competitive behaviour			
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes		There is one pending legal action in FYROM, where a Statement of Objections has been recently issued
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		None. 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
Supplier assessment for impacts on society			
SO9	Percentage of new suppliers that were screened using criteria for impacts on society		Our Supplier Guiding Principles is the principal tool to monitor actual and negative performance of our suppliers in terms of societal impact. Suppliers contractually confirm adherence to Coca-Cola HBC SGPs. Moreover, the SGPs are part of all issued tenders and purchase orders sent to suppliers As of 2015, all new suppliers have agreed to adhere to the Supplier Guiding Principles
SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken		None
Grievance mechanisms for impacts on society			
SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms		There were no grievances related to societal impact in 2016
SOCIAL: Product Responsibility			
Customer health and safety			
PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		There are no safety impacts associated with our products
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	45	We had no incidents relating specifically to the health and safety of our products during 2016. We are making progress to reduce the impact of isolated quality failures, such that in 2016 issues from product spoilage, process and packaging failures. Our consumer complaint rate improved from 0.18 in 2015 vs. 0.17 in 2016 complaints per million containers sold. We have therefore improved our target to 0.16 for 2017
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards		During 2016, 59 bottling plants were operational, 58 of which were certified according to ISO 9001 and FSSC 22000 standards; this represents 99.7% of produced volume in 2016
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and sugars	2	Our products do not contain saturated fats or trans fats. Our sports drinks contain salts which constitute part of their desired characteristics to replace salts lost through perspiration. Low-calorie sparkling beverages accounted for 8% of total volume in 2016; water accounted for 18%

GRI Indicators List

FP7	Percentage of total sales volume of consumer products, by product category sold, that contain increased fibre, vitamins, minerals, phytochemicals or functional food additives		We have several products with functional benefits such as Cappy, Great Start and Ice Fruit Multi-vitamin in a number of countries and 5Alive juice drinks in Nigeria which are fortified with vitamins to suit local markets. These products account for a very small percentage of total Group sales (approx. 1%)
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements		The printed packs and labels of all products sold in 2016 had front-of-pack calorie and sugar information, and back-of-pack Guideline Daily Amounts (GDA) information in the EU. We are working to include this on some glass bottles without print or labels in Nigeria, where relevant product information is included on the closure with limited space. All of significant product or service categories are covered by and assessed for compliance with such procedures
FPSS and PR3	Description of importance of social and environmental product information and its communication to consumers		In 2007, we pioneered Guideline Daily Amounts (GDA) labels on the front of package in our EU countries, as a voluntary initiative. Since then, we have rolled out front-of-pack labelling of calorie content in non-EU countries too (excluding returnable glass in Nigeria as described above)
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements		In 2007, we pioneered Guideline Daily Amounts (GDA) labels on the front of package in our EU countries, as a voluntary initiative. Since then, we have rolled out front-of-pack labelling of calorie content in non-EU countries too (excluding returnable glass in Nigeria as described above). In 2015, we introduced colour-coded labelling in Ireland, providing consumers with even clearer information about the contents of our beverages
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes		No such incidents related to product information and labelling
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	46-47	We track the satisfaction of consumers and customers. Our consumer complaint rate was 17.90 per 100 million containers sold. With a net of 5 country promotions, our customer survey found that in outlet execution, we scored 1st or 2nd in relationship health in 20 out of 25 countries. For key accounts, we scored 1st or 2nd in 19 out of 20 countries
Marketing communications			
PR6	<p>Sale of banned or disputed products</p> <p>Detailed definition</p> <p>a) Report whether the organisation sells products:</p> <ul style="list-style-type: none"> - Banned in certain markets - The subject of stakeholder questions or public debate <p>b) Report how the organisation has responded to questions or concerns regarding these products</p>	24, 26	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.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	24, 27	None
Customer Privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		None

GRI Indicators List

Compliance		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	None. 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
Animal husbandry		
FP9	Percentage and total of animals raised and/or processed, by species and breed type	Does not apply: We do not raise and/or process animals
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Does not apply: We do not raise and/or process animals
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	Does not apply: We do not raise and/or process animals
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed	Does not apply: We do not raise and/or process animals
Transportation, handling and slaughter		
FP13	Total number of incidents of non-compliance with laws and regulations, and adherence to voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	Does not apply: We do not raise and/or process animals

Environmental Data Table

PRODUCTION					
Total beverage production (m litres)		11,660		11,825	
MATERIALS					
Materials used	EN1	Tonnes	g/lpb	Tonnes	g/lpb
Sugar and fructose syrup		919,994	78.9	920,324	77.8
Concentrate		58,512	5.0	57,813	4.9
Carbon dioxide		111,382	9.6	112,798	9.5
Nitrogen		10,320	0.9	10,736	0.9
PET (bottles)		258,134	22.1	249,729	21.1
Plastic (closures)		24,193	2.1	23,992	2.0
Plant-PET		12,855	1.1	14,353	1.2
Metal (crowns)		7,558	0.6	7,686	0.6
PE (labels and stretch / shrink film)		37,316	3.2	37,925	3.2
Glass (bottles)		130,691	11.2	96,325	8.1
Aluminium (cans)		38,871	3.3	38,679	3.3
Paper (labels)		1,131	0.1	1,341	0.1
Composite Carton (tetra pack, bricks)		40,366	3.5	46,338	3.9
Cardboard		42,918	3.7	44,387	3.8
Wood (palettes)		62,727	5.4	63,336	5.4
Total renewable materials		1,249,885	107.2	1,260,690	106.6
Total non-renewable materials		494,229	42.4	450,719	38.1
Percentage of materials from recycled sources	EN2	4.5% for PET; 30% for glass; 32% for aluminium		6.3% for PET; 18% for glass; 34% for aluminium	
ENERGY					
		million MJ	MJ/lpb	million MJ	MJ/lpb
Energy consumption within the organisation (all energy used in manufacturing, own fleet and remote locations)	EN3	7,085	0.6	7,514	0.6
Fuel Consumption		1,937		2,215	
Light heating oil		163	0.01	177	0.01
Heavy heating oil		70	0.01	62	0.01
Natural gas		1,559	0.13	1,837	0.16
LPG		145	0.01	138	0.01
Fuel for Own Fleet		1,632	1.632	1,736	
Total energy from remote locations		382		383	
Total Electricity Consumption		2,871		2,882	
Electricity from renewable sources		466		579	
Electricity from non-renewable sources		2,405		2,303	
Heating Consumption		107		98	
Cooling consumption		0		21	
Steam Consumption		156		179	
Electricity sold		n/a		n/a	
Energy consumption outside the organisation	EN4	16,096	1.4	16,686	1.4
Electricity Use in Cold Drink Equipment		13,376		14,108	
Fuels Consumption from Corporate Flights		13		14	
Energy (Fuel) Consumption from 3rd party Fleet		2,706		2,563	
Energy intensity (all electricity, fossil fuels, steam, heating and cooling used in bottling plants)	EN5		0.43		0.46
Reduction of energy consumption in bottling plants (vs. Baseline 2004)	EN6	4,023		4,012	
Initiatives to reduce direct energy consumption		See the text part in the tables above			
Reductions in energy requirements of products and services:	EN7	See the text part in the tables above			

GRI Indicators List

Energy Reduction from Cold Drink equipment at marketplace (vs. Baseline 2010)		2,176		2,004	
WATER		Million Litres	l/lpb	Million Litres	l/lpb
Total water withdrawal by source	EN8	22,537	1.93	23,610	2.00
Water received from municipalities		7,036	0.60	7,342	0.62
Water received from wells		14,977	1.28	15,554	1.32
Water received from surface waters		524	0.04	714	0.06
Water Sources Significantly affected by Withdrawal of Water	EN9	None		None	
Percentage and total volume water recycled and reused:	EN10				
Total recycling and reuse of water		1,386mL		1,370mL	
Percentage Recycled/Reused in total water withdrawal		6.2%		5.8%	
BIODIVERSITY					
Total amount of land owned		656 ha		668 ha	
Major impacts on biodiversity	EN12	None		None	
Programmes to protect and restore habitats	EN13	see IAR, website			
Red List species with habitats affected by operations	EN14	None		None	
EMISSIONS, EFFLUENTS AND WASTE					
Direct greenhouse gas (GHG) emissions (Scope 1)		Tonnes	g/lpb	Tonnes	g/lpb
Greenhouse gas emissions from operations	EN15	291,098	25.0	317,694	26.9
CO ₂ from energy used in plants (scope 1)	EN15	108,222	9.3	123,949	10.5
CO ₂ from fuel used in company vehicles	EN15	112,653	9.7	120,100	10.2
Coolant emissions from Cold Drink Equipment (CO ₂ eq)	EN15	13,432	1.2	15,457	1.3
CO ₂ for product carbonation (CO ₂ losses)	EN15	44,367	3.8	46,162	3.9
CO ₂ from Remote Properties Fuel Consumption	EN15	12,424	1.1	12,026	1.0
Energy Indirect GHG Emissions (Scope 2)	EN16	296,157	25.4	317,216	26.8
CO ₂ from electricity used in plants (scope 2, market based)	EN16	248,471	21.3	264,301	22.4
CO ₂ from electricity used in plants (scope 2, location based)	EN16	271,425	23.3	289,250	24.5
CO ₂ from supplied heating & cooling (scope 2)	EN16	34,054	2.9	38,562	3.3
CO ₂ from electricity consumption in Remote Properties (market based)	EN16	13,632	1.2	14,353	1.2
CO ₂ from electricity consumption in Remote Properties (location based)	EN16	13,936	1.2	16,754	1.4
Total emissions (scope 1 and 2, market based)		587,255	50.4	634,910	53.7
Total emissions (scope 1 and 2, location based)		610,514	52.4	662,260	56.0
Other Indirect greenhouse gas emissions (Scope 3)	EN17	3,507,034	300.8	3,539,765	299.3
CO ₂ from electricity use of cold drink equipment	EN17	1,516,002	130.0	1,586,747	134.2
CO ₂ embedded in packaging (Cradle-to-gate)	EN17	1,277,631	109.6	1,246,124	105.4
CO ₂ from sugar	EN17	434,747	37.3	436,986	37.0
CO ₂ from 3rd-party transports	EN17	196,959	16.9	186,519	15.8
CO ₂ from head office flights	EN17	877	0.1	970	0.1
CO ₂ from product carbonation	EN17	80,820	6.9	82,418	7.0
GHG emissions intensity (Scope 1, 2 & 3, market based)	EN 18		351.1		353.0
GHG emissions intensity (Scope 1, 2 & 3, location based)	EN18		353.1		355.4
Programmes to reduce greenhouse gas emissions	EN19	See the text part in the above table			

GRI Indicators List

Ozone-depleting substance emissions	EN20	Tonnes		Tonnes	
CFCs and HCFCs		0.030	0.00	0.034	0.00
Other significant air emissions	EN21	Tonnes		Tonnes	
NOx		5,558	0.48	5,621	0.48
SO ₂		3,929	0.34	4,002	0.34
Particulate matter		587	0.05	593	0.05
EFFLUENTS		Million Litres /l/pb		Million Litres /l/pb	
Total Water Discharge by Quality and Destination	EN22	Since 2011 all quantity if the waste water of our plants is treated to levels supporting aquatic life. In 2016, we had a total of 40 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.			
Quantity of wastewater discharged	EN22	9,977	0.9	10,443	0.9
Total COD (Chemical Oxygen Demand) produced	EN22	2,963 t O ₂	254 mgO ₂ /l/pb	3,125 t O ₂	264 mgO ₂ /l/pb
Total COD reaching the environment	EN22	370 t O ₂	32 mgO ₂ /l	470 t O ₂	40 mgO ₂ /l
Water discharged to our own waste water treatment plants (WWTP)	EN22	7,487mL	0.6 l/lbp	7,422mL	0.6 l/lbp
Water discharged to municipally owned WWTP	EN22	2,490mL	0.2 l/lbp	3,021mL	0.3 l/lbp
Water habitats affected by water discharges	EN26	0		0	
WASTE		Tonnes		Tonnes	
Amount of solid waste	EN23				
Total amount	EN23	99,369	8.5 g/lbp	103,727	8.8 g/lbp
Waste Recycled	EN23	63,801		74,184	
Waste Reused	EN23	14,813		6,700	
Waste incinerated without energy recovery	EN23	2		1	
Waste incinerated with energy recovery	EN23	4,623		3,422	
Waste composed	EN23	8,438		7,991	
Waste disposed of in landfills	EN23	5,961		8,958	
Recycling and energy recovery	EN23	91,675	94%	92,296	91%
Spills of chemicals, oils, fuels	EN24	0 t	0.000 g/lbp	5.7 t	0.000 g/lbp
Hazardous waste generated	EN25	1,732	0.1 g/lbp	2,472	0.2 g/lbp
Recycled Hazardous Waste	EN25	1,346		2,034	
Hazardous waste	EN 25	CCHBC does not transport, import, export, treat hazardous waste itself, nor ship it internationally			
Non- Recycled Hazardous Waste	EN25	386		438	
PRODUCTS AND SERVICES					
Significant environmental impacts	EN27	CFCs and HCFCs		CFCs and HCFCs	
Percentage reclaimable products	EN28	Third-party carriers		Third-party carriers	
Rate of returnable packaging		10.4%		10%	
Possible rate of packaging recycling		See IAR		See IAR	
Achieved rate of packaging recycling		See IAR		See IAR	
COMPLIANCE					
Incidents and fines	EN29	EUR		EUR	
Monetary value of significant fines		0		688	
Number of significant fines		1		0	
TRANSPORT					
Environmental impacts of transport	EN30	Third-party carriers		Third party carriers	
Number of vehicles		14,656		15,609	
Fuel consumption Own and Leased Fleet (litres)		45,531,306	3.9 ml/lpb	48,339,398	4.1 ml/lpb
Energy consumption in Own and Leased Fleet Fuels consumption (million MJ):		1,632	0.1 MJ/lpb	1,736	0.1 MJ/lpb
Diesel		1,074		1,170	
Petrol		526		534	
CNG		0		0	

GRI Indicators List

LPG	32	32		
Carbon emissions from Fuel consumption (Own and Leased Fleet: Scope 1), tonnes CO2	112,653	10 g/lpb	120,100	10 g/lpb
Carbon emissions from Fuel consumption (3rd Party Fleet: Scope 3), tonnes CO2	196,959	17 g/lpb	186 519	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.		

*We include in the carbon emission calculations the energy from remote properties energy ratio was recalculated including thermal energy from CHP

Social Data Table

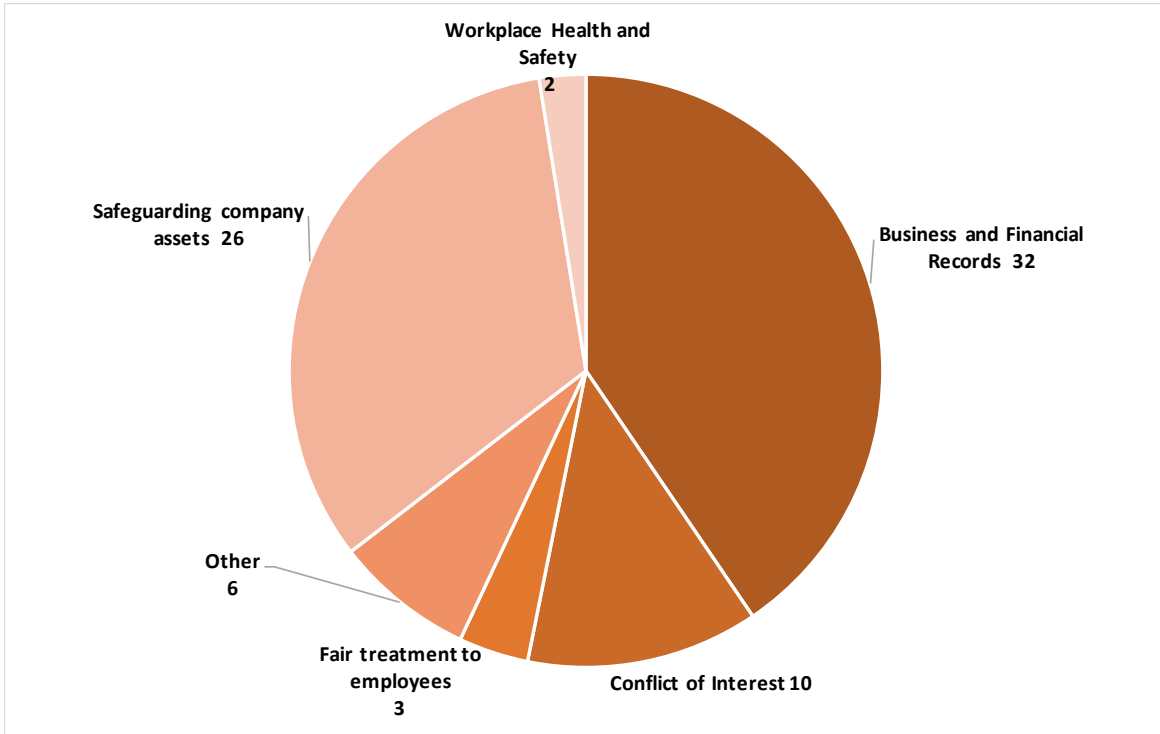
		2016	2015
EMPLOYEE DEVELOPMENT			
LA1	Average no. of employees	31,083	33,311
	Permanent employees	>98%	> 96%
	Employee engagement score	88%	87%
	Values index score	90%	88%
	Hires by age group, gender and region	See data at GRI index	See data at GRI index
LA1	Employee turnover	12.4 %	11.8%
	Turnover by age group, gender and market segment	See data at GRI index	See data at GRI index
LA3	Return to work and retention rate after parental leave by gender	See data at GRI index	See data at GRI index
TRAINING AND DEVELOPMENT			
LA9	Average training hours per employee, by gender and employee category	See data at GRI index	See data at GRI index
	Key People in Key Positions	87%	79%
HUMAN RIGHTS			
HR4-7	No. of workplace accountability audits	13	15
HR4-7	No. of human rights violations resulting in litigation against the Company	0	0
EQUALITY AND DIVERSITY			
LA13	Women in management	33%	33%
HR4	Breaches of equality legislation	0	0
LABOUR RIGHTS			
G4-11	Employees covered by collective bargaining	54%	50%
LA4	Employees belonging to independent trade unions	30%	28%
HEALTH AND SAFETY			
LA6	Fatalities (including contractors)	4	3
LA6	Accident incidence (accidents with >1 day absence per 100 employees)	0.45	0.43
FLA6	Average sickness days per FTE	1.71	3.96
	Employee LTA	138	143
	Contractor LTIFR	1.53	1.43
	OIFR	0.00	0.03
FLA6	Data by gender and market segment	See data at GRI index	See data at GRI index
	No. of plants with OHSAS 18001 certification % of production volume covered	59 plants that were operational in 2016 were certified, covering 99.7% of production volume	65 plants that were operational in 2015 were certified, covering 99.4% of production volume
CONSUMER HEALTH			
	Percentage of still beverages (juices, waters, etc.)	30%	31%
	Average calorie content (per 100ml)	29kcal	31kcal
PR3	Rollout of GDA labels	See data at GRI index for details	See data at GRI index for details
PR5	Consumer complaints (per million containers sold)	0.17	0.18
	No. of plants with ISO 9001 certification	During 2016 59 plants were operational, 58 of which were certified according to ISO 9001 standards (99.7% of volume)	During 2015 66 plants were operational, 65 of which were certified according to ISO 9001 standards (99.4% of volume)
	No. of plants with FSSC 22000 certification	During 2016 59 plants were operational, 58 of which were certified according to FSSC 22000 standards (99.7% of volume)	During 2015 66 plants were operational, 65 of which were certified according to FSSC 22000 standards (99.4% of volume)
SUPPLIER ENGAGEMENT			
HR2	No of independent SGP audits	72	49
EC1	Total supplier spend	€3,138 million	€2,835 million
EC6	Spending within local territories (includes EU)	>90%	>90%
ECONOMIC BENEFITS			
EC1	Income taxes	€113.8 million	€76.4 million
	Salaries & benefits	€984 million	€1,070 million

2016 Code of Business Contact violations and allegations received through the Whistleblower hotline

In 2016, 143 allegations of violations of the Group’s Code of Business Conduct were investigated. Of the 143 allegations investigated, 79 were substantiated as violations of the Code of Business Conduct. Twenty of the investigated matters involved an employee in a management position or involved a loss greater than Euro 10,000.

As a result of the 79 matters substantiated as violations of the Code of Business Conduct, 49 employees were terminated. An additional 105 employees received discipline in the form of formal/written warnings, financial penalties (unpaid suspension or loss of bonus) or voluntary resignation from the Company.

Violations by Code of Business Conduct Sections.



Whistleblower hotline

Speak Up! line is managed by a third party and is available across the Group in 23 languages and can be accessed at any time via phone or internet. During our 2016 Ethics & Compliance Week, we highlighted the Speak Up! line as one avenue available to our employees to raise concerns and violations of the Code Business of Conduct or ask questions regarding any of our compliance policies. Additionally, throughout the year we communicated the importance of reporting potential violations of the Code of Business Conduct and encourage all employees to ask their managers, Code Compliance Officers or the Internal Audit Department questions.

In 2016, we received 48 allegations through our Speak Up! line and legacy whistleblower 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 whistleblower 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.