



Coca-Cola
Hellenic Bottling Company

2018 GRI Content Index

Coca-Cola HBC 2018 GRI Content Index

This section provides more detail to internal and external stakeholders on Coca-Cola HBC's sustainability-related policies, programmes and performance. The report is in accordance with the Global Reporting Initiative (GRI) Standards, comprehensive option. In addition, in conjunction with our 2018 Integrated Annual Report, it complements and serves as part of our Communication on Progress (COP) to the United Nations Global Compact (UNGC).

GRI INDICATORS

We report according to the GRI Standards and the related general and specific disclosures as defined in 2016. Some data is provided directly in the Index, while for other we indicate where the data and a more detailed discussion of the topic can be found in the Integrated Annual Report (IAR). Unless stated otherwise, the period covered is the calendar year 2018 and the status described is as at 31 December 2018.

GENERAL DISCLOSURES

Disclosure number	Description	Reference to 2018 IAR	Additional content, reference, or reason for omission
Organisational profile			
102-1	Name of the organisation	1	Refer to the "About our report" section of the 2018 IAR
102-2	Primary brands, products and services	3, 14-16, 40-47	Refer to the "Our business", "Our business model" and "Consumers" section of the 2018 IAR, as well as the Brands section of our website at: www.coca-colahellenic.com/en/brands Further note that none of our products are banned in the markets where we operate, and we comply with all local legal requirements for the sale and marketing of those products. Wherever there is stakeholder concern expressed relating to beverage industry ingredients, we address those concerns through our industry associations and other alliances.
102-3	Location of the organisation's headquarters	-	Refer to the "About us" section of our website at: https://coca-colahellenic.com/en/about-us/coca-cola-hbc-at-a-glance/
102-4	Location of operations	3, 4, 84-85	We operate in 28 countries in Europe, Asia and Africa. Refer to the "Our business", as well as the "Established", "Developing" and "Emerging" markets sections of the 2018 IAR ("Market Highlights"). These three reporting segments constitute our significant areas of operations and form the basis of consolidation for reporting purposes.
102-5	Ownership and legal form	1, 146, 148	Refer to the "About our report" section of the 2018 IAR, and the "Shareholder information" section in the 2018 IAR.
102-6	Markets served	4, 5, 84-85	Our main customers are wholesalers and mainly retail outlets, ranging from small cafes and grocery stores, to hypermarkets. These help us refresh our consumers across our 28 countries. Refer to the "Our business" overview, as well as the "Established", "Developing" and "Emerging" markets sections of the 2018 IAR ("Market Highlights" section). Further, refer to the "About us" section of our website at: https://coca-colahellenic.com/en/about-us/coca-cola-hbc-at-a-glance/ .
102-7	Scale of the organisation	3, 30, 84-85	Refer to the "Our business", "Our people", "Market highlights" sections, and the Financial statements sections of the 2018 IAR.

102-8	<p>a. Total number of employees by employment contract (permanent and temporary), by gender.</p> <p>b. Total number of employees by employment contract (permanent and temporary), by region.</p> <p>c. Total number of employees by employment type (full-time and part-time), by gender.</p> <p>d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees.</p> <p>e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries).</p> <p>f. An explanation of how the data have been compiled, including any assumptions made.</p>	<p>a. Permanent FTE: 27,615 Temporary FTE: 1,269 Male FTE: 21,047 Female FTE: 7,837 Permanent male FTE: 20,166 Permanent female FTE: 7,449 Temporary male FTE: 939 Temporary female FTE: 330</p> <p>b. Regions without BSO and CSC: Region 1 FTE: 5,475 Region 2 FTE: 12,111 Region 3 FTE: 10,079 Region 1 Permanent FTE: 5,389 Region 1 Temporary FTE: 86 Region 2 Permanent FTE: 11,520 Region 2 Temporary FTE: 591 Region 3 Permanent FTE: 9,503 Region 3 Temporary FTE: 576</p> <p>Developing market segment FTE: 4,721 Emerging market segment FTE: 17,521 Established market segment FTE: 6,642 Developing permanent FTE: 4,580 Developing temporary FTE: 141 Emerging permanent FTE: 16,676 Emerging temporary FTE: 845 Established permanent FTE: 6,358 Established temporary FTE: 283</p> <p>c. Full time FTE: 28,591 Part time FTE: 230 Full time FTE male: 20,896 Part time FTE male: 82 Full time FTE female: 7,695 Part time FTE female: 148</p> <p>d. Contractors FTE: 3,735 Self-employed: 77 Seasonal: 432 % of seasonal employees vs. Total Group FTE: 1%</p> <p>f. All data present FTE (Full-time equivalent) calculation, and it's based on IFRS (international financial reporting standards).</p>
102-9	Description of the organisation's Supply Chain	
<p>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.</p>		
<p>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.</p>		
<p>Under a unified procurement framework, we segment our supply base universe of approximately 32'000 suppliers into direct and indirect spend suppliers. Direct spend suppliers include ingredients and packaging suppliers. Indirect suppliers include categories such as IT, production equipment, spare parts, maintenance services, logistics providers, fleet vehicles, utilities and temporary labour. CCHBC also segments suppliers into three categories based on criticality and potential opportunities.</p>		
<p>We define as Group Critical Suppliers those that fulfil all, or part of the following criteria: high percentage of spend; limited alternatives; and partnership supporting our business strategies. These suppliers are critical to the overall competitiveness and success of Coca-Cola HBC and of the total supply base. Country Strategic Suppliers are those which have strategic importance at a local or regional level. Tactical Suppliers represent low-volume, low-spend suppliers where there are many alternative sources available, enabling a flexible supply base. Both Group Critical & Country Strategic suppliers are considered critical to the overall competitiveness and success of Coca Cola HBC.</p>		
<p>Total supplier spend reached €3,237 million in 2018. Our practice is to source locally, providing that goods and services are available to meet our requirements and quality standards in an economically viable way. As of 2015, over 95% of our spend is local in our countries of operation or from within the European Union, which is considered local for EU countries.</p>		
<p>We maintain transparency throughout our supply base through The Coca-Cola Company's Supplier Guiding Principles compliance audits and our membership in EcoVadis from 2017 onwards. We also recognise supplier certifications as per international standards including ISO 9001, 14001, 50001, FSSC 2200 and OHSAS 18001. For agricultural commodities, we are aligning with the wider industry to recognise the Rain Forest Alliance, Fair Trade, Bon Sucro and the Sustainable Agriculture Initiative Platform (SAI Platform). Through our Workplace accountability audits within 3-years audit cycle, all of the long-term contractors and contracted services on-site are assessed in human rights.</p>		

102-10	<p>Significant changes to the organization's size, structure, ownership, or supply chain, including:</p> <ul style="list-style-type: none"> - Changes in the location of, or changes in, operations, including facility openings, closings, and expansions; - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); - Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination. 	54-62, 146-148	<p>There were no significant changes in the organization and in the supply chain. Further, refer to the "Partners in efficiency" and "Shareholder information" sections of the 2018 IAR, as well as the relevant notes to the consolidated financial statements.</p> <p>Also refer to GRI indicators 102-9.</p>
102-11	The precautionary approach or principle is addressed by the organisation	79, 72-77	Refer to the Viability statement of the 2018 IAR and "Effective management of risk" section.
102-12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	54-62, 64-78, 84-85	<p>Refer to the "Segment highlights", "Partners in efficiency" and "Managing risk and materiality" sections, as well as the Chairman's letter and the Q&A with the CEO, of the 2018 IAR.</p> <p>Refer to our website: https://coca-colahellenic.com/en/sustainability/partnerships-and-memberships/?category=1614</p>
102-13	List the main memberships of industry or other associations, and national or international advocacy organizations.	4, 6, 40-47, 54-62	<p>Refer to the Chairman's letter and the Q&A with the CEO, as well as the "Our consumers" and "Partners in efficiency" sections of the 2018 IAR</p> <p>Refer to our website: https://coca-colahellenic.com/en/sustainability/partnerships-and-memberships/?category=1614</p>
Strategy			
102-14	A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	4, 6, 122	Refer to the Chairman's letter and the Q&A with the CEO, as well as the Board Social Responsibility Committee Chairman letter and overview of the 2018 IAR in "Corporate Governance Report" section.
102-15	Description of key impacts, risks, and opportunities	6, 10, 12, 64-78	Refer to "Q&A with the CEO" and "In good company with our stakeholders", "Market review" and "Risk and materiality" sections of the 2018 IAR.
Ethics and integrity			
102-16	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	4, 6, 26-33	<p>Refer to the Chairman's letter and the Q&A with the CEO, as well as the "Our people" section of the 2018 IAR.</p> <p>Reference to the Code of Business Conduct: https://coca-colahellenic.com/en/about-us/policies/code-of-business-conduct/</p>
102-17	<p>Describe the internal and external mechanisms for:</p> <ul style="list-style-type: none"> - Seeking advice about ethical and lawful behavior, and organizational integrity; - Reporting concerns about unethical or unlawful behavior, and organizational integrity 	117	We have compliance officers from whom employees can seek advice on ethical and lawful behaviour. In addition, we have a Code of Business Conduct and specific processes related to that. We have also established a confidential whistle-blowing line which is available both internally and externally. Additionally, consumers can use the dedicated complaint lines, available in our countries. Refer to the relevant specific standard disclosures in the GRI Content Index for more details, as well as the Corporate Governance section of the 2018 IAR.
Governance			
102-18	Report the governance structure of the organization, including committees of the highest governance body. Report the Committees responsible for decision-making on economic, environmental, and social topics.	88, 96-99	Refer to the "Corporate Governance report" section of the 2018 IAR.
102-19	Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	88, 96-97 99	Refer to the "Corporate Governance Report" section and particularly the role and responsibilities of the Board's Social Responsibility Committee of the 2018 IAR.

102-20	Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	88, 98-99	Refer to the "Corporate Governance Report" section of the 2018 IAR.
102-21	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	63-65, 104-107	Refer to the "Materiality" section of the 2018 IAR, as well as the "Stakeholder engagement" section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
102-22	Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> - Executive or non-executive - Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation 	88, 90-94, 96, 109-111	Refer to the "Corporate Governance Report" section of the 2018 IAR.
102-23	Report whether the Chair of the highest governance body is also an executive officer	88, 90	Refer to the "Corporate Governance Report" section of the 2018 IAR.
102-24	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experience relating to economic, environmental and social topics are considered Whether and how stakeholders (including shareholders) are involved	88-89, 96-97, 102	Refer to the "Corporate Governance Report" section of the 2018 IAR.
102-25	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> - Cross-board membership - Cross-shareholding with suppliers and other stakeholders - Existence of controlling shareholder - Related party disclosures 	103, 151, 253	Refer to the "Corporate Governance Report" and the "Supplementary information" sections in our 2018 IAR.
102-26	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social topics.	64-67, 87-107	Refer to the "Risk and Materiality" and "Corporate Governance Report" sections of our 2018 IAR.

102-27	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	87-107	Refer to the "Corporate Governance Report" section of our 2018 IAR.
102-28	a. Report the processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Whether such evaluation is independent or not, and its frequency. c. Whether such evaluation is a self-assessment. d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	87-124	Refer to the "Corporate Governance Report" section of our 2018 IAR.
102-29	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	87-124, 72-78	Refer to the "Corporate Governance Report" and "Effective management of risk" sections of our 2018 IAR.
102-30	Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	87-124, 72-78	Refer to the "Corporate Governance Report" and "Effective management of risk" sections of our 2018 IAR.
102-31	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	64-78, 87-124	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2018 IAR.
102-32	Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material topics are covered.	64-78, 87-124	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2018 IAR.
102-33	Report the process for communicating critical concerns to the highest governance body.	87-124	Refer to the "Corporate Governance Report" section of our 2018 IAR.
102-34	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	-	There were no critical concerns communicated to the highest governance body in 2018.

102-35	<p>Remuneration policies for the highest governance body and senior executives for the following types of remuneration:</p> <ul style="list-style-type: none"> - Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares; - Sign-on bonuses or recruitment incentive payments; - Termination payments; - Clawbacks; - Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. <p>How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.</p>	124-148	<p>Refer to the "Corporate Governance Report" section of our 2018 IAR.</p> <p>In the MBO of the CEO we have objective related to the top position of Coca-Cola Hellenic at DJSI World, including all 3 dimensions of Sustainability: Social, Economic and Environmental.</p>
102-36	<p>Process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organisation.</p>	124-148	<p>Refer to the "Corporate Governance Report" section of our 2018 IAR.</p>
102-37	<p>Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.</p>	124-148	<p>Refer to the "Corporate Governance Report" section of our 2018 IAR.</p>
102-38	<p>Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees, by segment</p>	-	<p>Ratio calculated in Euros: Established markets: 16.9 Developing markets: 26.1 Emerging markets: 71.4</p>
102-39	<p>Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees, by segment</p>	-	<p>Rate of increase / (decrease) calculated with Euro-based ratios</p> <p>Established markets: (15.1) % Developing markets: (43.8) % Emerging markets: (25.7) %</p>
Stakeholder engagement			
102-40	<p>List of stakeholder groups engaged by the organisation</p>	64-66	<p>Refer to the "Risk and materiality" section, "Our approach to materiality" sub-section of the 2018 IAR, as well as the stakeholder engagement section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/</p>
102-41	<p>Percentage of total employees covered by collective bargaining agreements.</p>	-	<p>53.4%.</p> <p>Refer to the Social data table of the GRI specific standard disclosures, and the Social Data Table of the GRI Content Index in this document.</p>
102-42	<p>The basis for identifying and selecting stakeholders with whom to engage.</p>	10-15, 64-66	<p>Refer to the "In good company with our stakeholders" and "Our approach to materiality" sections of the 2018 IAR, as well as the stakeholder engagement section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/</p> <p>We identify and select all types of stakeholders that can have an impact or are affected by our business now and in the future. This process is done both at the Group and country levels and the overall input is consolidated and used for our materiality surveys. Specifically, for our thematic Annual Stakeholder Forum, we aim for at least 50% of our invited stakeholders to be directly relevant to the issues discussed each year, with the other 50% being from all other categories.</p>

102-43	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	64-66, 34-39	Refer to the "Our approach to materiality" and "Our communities" sections of the 2018 IAR, as well as the stakeholder engagement section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
102-44	The reporting organization shall report the following information: a. Key topics and concerns that have been raised through stakeholder engagement, including: - How the organization has responded to those key topics and concerns, including through its reporting; - the stakeholder groups that raised each of the key topics and concerns.	10-15, 34-39, 64-66	Refer to the "In good company with our stakeholders", "Our approach to Materiality" and "Our communities" sections of the 2018 IAR, as well as the stakeholder engagement section of our website at: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/stakeholder-engagement/
Reporting practice			
102-45	List all entities included in the organisation's consolidated financial statements or equivalent documents. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	223-249	Refer to the Financial statements, Swiss statutory reporting and Supplementary information sections of the 2018 IAR.
102-46	Explain the process for defining the report content and the topic Boundaries. Explain how the organization has implemented the Reporting Principles for defining report content.	1, 64-71	Refer to the "Our approach to materiality" section of the 2018 IAR.
102-47	List all the material topics identified in the process for defining report content	64-71	Refer to the "Managing our material issues" section of the 2018 IAR; Our materiality matrix includes all our material issues and they are integrated within the different sections of the IAR.
102-48	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	-	There was no restatement of information provided in previous reports.
102-49	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	-	In 2018 we amended our materiality matrix: in horizontal axis our material issues are evaluated based on their impact on environment and society (in a contrary to 2017 where the material issues were evaluated based on: significance of economic, social and environmental impacts on our business). Respectively, we amended the annual materiality survey which we send to our stakeholders in order to address this change. Top 5 material issues in 2018 are: Packaging, recycling & waste management, Water stewardship, Product quality & integrity, Carbon & energy, Corporate governance, business ethics & anti-corruption. For the first time Packaging, recycling & waste management came as number one material issue. In addition, in 2018 we performed Natural Capital Impact Valuation study for our impact in the whole value chain, by using Natural Capital Protocol methodology. For more details, please see our web-site: https://coca-colahellenic.com/en/sustainability/sustainability-approach-and-performance/sustainability-approach/
102-50	Reporting period for information provided	1	Refer to the "About our report" section of the 2018 IAR, as well as the introductory section of the GRI Content Index.
102-51	Date of most recent previous report	-	Our 2017 IAR was published on March 16 th , 2018.
102-52	Reporting cycle	1	Refer to the "About our report" section of the 2018 IAR, as well as the introductory section of the GRI Content Index.
102-53	Provide the contact point for questions regarding the report or its contents.	-	Refer to the in-cover of the 2018 IAR and the sustainability section of our website at http://coca-colahellenic.com/en/sustainability/ Contact us at: sustainability@cchellenic.com

102-54	This report has been prepared in accordance with the GRI Standards: Comprehensive option.	1	Refer to the "About our Report" section of the 2018 IAR.
102-55	<p>The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. For each disclosure, the content index shall include:</p> <ul style="list-style-type: none"> - The number of the disclosure (for disclosures covered by the GRI Standards); - the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; <p>If applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.</p>	-	<p>Refer to the GRI Content Index and IAR 2018, which can be found on our website at: https://coca-colahellenic.com/en/investors/2018-integrated-annual-report/</p>
102-56	<p>The reporting organization shall report the following information:</p> <ol style="list-style-type: none"> a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: <ol style="list-style-type: none"> I. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; II. The relationship between the organization and the assurance provider; III. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report. 	1, 250-252	<p>Coca-Cola HBC is publishing Integrated Annual Reports, which are externally verified by independent, professional assurance providers, since 2013. For more details regarding the assurance process of the 2018 IAR, refer to the "About our report" section, and the Sustainability assurance statement at the end of the 2018 IAR.</p>

SPECIFIC STANDARD DISCLOSURES

ECONOMIC TOPICS

Disclosure number	Description	Reference to 2018 IAR	Additional content, reference, or reason for omission
Economic performance 2018			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	3, 12-23, 81-83	Refer to the "Business model", "Market review", "Our business model", "Our growth model", "Our strategy and KPIs" sections, as well as the Financial review of the 2018 IAR.
201-1	Direct economic value generated and distributed on an accrual basis, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	3, 12-23, 81-83, 84-85,	Refer to the "Business model", "Segment highlights" and "Our communities" sections, as well as the Financial review of the 2018 IAR.
201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	64-78	Our comprehensive top-down, bottom-up approach to enterprise risk management ensures that all business risks and opportunities, including those relating to climate change, are identified and managed appropriately at both the operational and strategic levels. In addition, TCFD recommendations are included on page 78 of the 2018 IAR. Specific programme details are available in the "Risk and materiality" section of the 2018 IAR.
201-3	Coverage of defined benefit plan obligations	-	<p>23,260 of our total number of employees, employed on average in 2018, are eligible for benefit plans. Out of 8,803 employees eligible to be covered by defined contribution pension plans, 7,567 of them are covered. All of our 1,317 employees eligible to be covered by defined benefit pension plans are covered. Although, over time, we make efforts to increase coverage based on local market practices and prevalence of such benefits, legislation and affordability, at this time we do not have a timeframe by which we will achieve full coverage. The level of participation at the end of 2018 per market segment was: Established: 86%, Developing: 33%, Emerging: 4%. The Group operates a number of defined benefit and defined contribution plans in our territories. The defined benefit plans are made up of both funded and unfunded pension plans. The assets of the funded plans are generally held in separate trustee-administered funds and are financed by payments from employees and/or the relevant Group companies. The liability recognised in the balance sheet in respect to defined benefit plans is the present value if the defined obligation at the balance sheet date less the fair value of the assets. The Group's contributions to the defined contribution pension plans are charged to the income statement in the period to which the contributions relate.</p> <p>Company contributions into the plan vary by plan and can range between 2% - 15% of ABS. Employees may also contribute in certain plans a percentage of the Company contribution or a percentage of their salary.</p>
201-4	Significant financial assistance received from government	-	None
Market presence			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	4-14, 16-22	Refer to the "Our business", "Business model", "In good company with our stakeholders", "Our Growth model", "Focus on delivery" and "Market reviews" sections, as well as the joint Q&A with the Chairman and the CEO of our 2018 IAR.

202-1	Range of ratios of standard entry-level wage by gender, compared to local minimum wage at significant locations of operation	-	<p>In every country, the lowest paid employee categories (junior line operators and entry-level merchandisers) earn at least the minimum wage. We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation.</p> <p>On average, junior line operators and merchandisers earn approximately 1.7 times the local minimum wage in our Established markets, approximately 2.3 times in our Developing markets and approximately 3.1 times the local minimum wage in our Emerging markets. The range of ratios is similar for both male and female workers.</p>
202-2	Proportion of senior management hired from the local community at significant locations of operation	-	<p>Employees are systematically hired from the local workforce. 96% of employees are local nationals. 82% of managers are local nationals.</p> <p>In our Established markets, 88% of total employees and 63% of managers are local nationals.</p> <p>In Developing markets, 98% of total employees and 94% of managers are local nationals.</p> <p>Finally, in our Emerging markets, 99% of total employees and 95% of managers are local nationals</p> <p>As senior management, we consider our top 300 business leaders, which include country function heads, Group sub-function heads and the Group's Operating Committee, including the CEO</p> <p>As local hire, we consider employees of the same nationality as the operation they work for.</p> <p>We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation.</p>
Indirect economic impacts			
103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	14, 24-54.	<p>Refer to the "Business model", "Our communities", "Our customers" and "Partners in Efficiency" sections of the 2018 IAR.</p>
203-1	Development and impact (current or expected) on local communities and economies of infrastructure investments and services supported	14-15 34-39	<p>Refer to the "Our business model" and "Our communities" sections of the 2018 IAR.</p> <p>In 2018, we invested €7.9 million in our communities, which is an increase of 7% compared to 2017. The biggest proportion of this investment was allocated to our flagship #YouthEmpowered programme, engaging more than 64,000 young participants, joined by more than 750 of our people as mentors, and partnering with more than 380 local non-governmental organisations. In 2018, our employees volunteered more than 34,000 hours in both free time and work time in support of strategic community programmes with 21% taking part in volunteer initiatives.</p>
203-2	Understanding and describing significant indirect economic impacts, including the extent of impacts	34-39, 14, 15, 83	<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 2018, a total of €328 million in tax-related liabilities was recorded in our IFRS accounts. During the year, we continued to consolidate our infrastructure to improve efficiency across the organisation. These projects can have an impact on local economies, when they involve the closing or consolidation of facilities. Within the European Union, the Coca-Cola System supports over 500,000 direct and indirect jobs throughout our value chain and contributes approximately €27.4 billion in value added annually (2017, 2018 data).</p>

Procurement practices

			Refer to the "Partners in efficiency" section of the 2018 IAR, as well as GRI Indicator 102-9.
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	55-62	Further information can be found on our website: https://coca-colahellenic.com/en/operations/supply-chain/our-suppliers/ And: https://coca-colahellenic.com/en/sustainability/environment/responsible-sourcing/
204-1	Proportion of spending on local suppliers at significant locations of operation	-	Our practice is to source locally, provided that goods and services are available to meet our requirements and quality standards in an economically viable way. During 2018, 98% of our procurement spend is local in our countries of operation or from within the European Union, which is considered local for EU countries.

Anti-Corruption

103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	117, 72-77	Refer to the "Corporate governance report - Whistleblowing measures" and "Effective management of risk" sections of the IAR 2018; Also, refer to "Corporate governance, business ethics and anti-corruption" section at the end of the GRI Content Index, as well as the relevant section in the UNGC CoP document: https://coca-colahellenic.com/Campaigns/AnnualReport2018/assets/pdf/Coca-Cola-HBC-2018-UNGC-COP.PDF
205-1	Percentage and total number of business units analysed for risks related to corruption	-	We have a zero-tolerance approach to corruption. Bi-annual mandatory training programmes ensure employees understand both applicable anti-bribery and anti-corruption laws and our Anti-Bribery Policy, and act in compliance with these. Additional training sessions are developed by the legal department for senior management, which includes risk zone employees, to target specific risks faced by each regional function. For further information please see the Anti-Bribery Policy and Compliance Handbook and Code of Business Conduct on our website: https://coca-colahellenic.com/en/about-us/policies/ Our business units, under the supervision of our Group Chief Risk Officer, have all evaluated the bribery and corruption risk as part of their quarterly business risk review process. Based on the risk assessment performed, in Nigeria and Russia we have cross-functional Joint Task Force that pro-actively address risk in the most challenging of our operations. The combined data are evaluated against external factors and reports to comprise our strategic risks that are evaluated at the Group Risk Forum of which anti-bribery and corruption is classified a strategic risk.

205-2	<p>a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.</p> <p>b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.</p> <p>c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.</p> <p>d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.</p> <p>e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.</p>	30-33 58-61 76, 119	<p>a. Anti-corruption policies and procedures have been communicated to the 13 Directors of CCHBC AG and to the 10 members of our Operating Committee, which represents the 100% of governance bodies members.</p> <p>b. CCHBC employees receive the COBC and Anti-Bribery Policy upon hiring and the COBC and Anti-Bribery Policy are also published on CCHBC Intranet and websites and are available in CCHBC local languages. Anti-corruption policies and procedures have been therefore communicated to n. 28,884 active employees, which corresponds to the 100% of our active employees in our 28 operations.</p> <p>c. Our Suppliers Guiding Principles, including a specific section on Anti-Bribery and relevant procedures, are regularly communicated to all our suppliers as part of their selection process, as well as during physical audits. Anti-corruption policy is communicated to 100% of our suppliers, contractors, customers. We utilize the developed "SGP Coverage Triangle" with three checkpoints throughout the procure-to-pay process: http://cocca-colahellenic.com/en/operations/supply-chain/our-suppliers/</p> <p>COBC, Anti-Bribery Policy and Suppliers Guiding Principles are also published on CCHBC websites and are available in local languages of our 28 operations.</p> <p>d. 10 out of 10 members of our Operating Committee (100%) have received a specific training on anti-corruption. The Board of Directors members of CCHBC AG, who are all non-executive, except the CEO, were kept updated about our ABAC program and are aware of our Anti-Bribery Policy.</p> <p>e. 30,173 employees were trained in anti-bribery and Code of business conduct in 2017 and 2018, which is 97.9% of total employees (2-year cycle).</p>
			<p>In particular, we have trained: 6,329 employees in established markets (97%); 5,095 employees in developing markets (99.6%); 17,671 employees in emerging markets (97.9%); 1,078 in Corporate office (95.2%).</p> <p>Per employee category: 5,592 administrative employees (98%); 10,244 plant employees (97.4%); 2,395 transportation employees (99.3%); 11,942 sales employees (98%).</p>

205-3	<p>The reporting organization shall report the following information:</p> <p>a. Total number and nature of confirmed incidents of corruption.</p> <p>b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</p> <p>c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</p> <p>d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.</p>	-	<p>a, b, c. There were no confirmed cases of corruption in 2018. d. There were no public legal cases regarding corruption brought against the organization or its employees during the reporting period.</p>
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Anti-Competitive behaviour

103-1	Explanation of the material topic and its Boundary	32	Refer to the "Corporate governance, business ethics and anti-corruption" section at the end of the GRI Index.
103-2	Explanation of management approach and its components		
103-3	Evaluation of the management approach		

206-1	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.	-	a. There was one pending legal action in FYROM in 2017, where CCHBC filed an appeal with the administrative court against a decision of the local competition authority. In October 2018 the Administrative court with its Decision has accepted our Appeal, annulled the Decision of the Competition Authority and returned the case to the Competition Authority. The Court ruled that the Competition Authority when deciding on the case has conducted the procedure with irregularities, falsely determined the factual situation and erroneously applied the substantial law.
	b. Main outcomes of completed legal actions, including any decisions or judgments.	-	b. None.

ENVIRONMENTAL TOPICS

Materials

103-1	Explanation of the material topic and its Boundary	12-15	Refer to the "Responding to evolving trends", as well as the "Partners in efficiency" and "Materiality" sections of the 2018 IAR.
103-2	Explanation of management approach and its components	24-25	
103-3	Evaluation of the management approach	54-62 64-71	
301-1	Materials used by weight or volume	-	Refer to the Environmental Data Table. All materials are purchased by external suppliers.
FPSS and 301-1	Commentary added to specify wild-caught and farmed seafood	-	Not applicable, as we do not catch or farm any fish
301-2	Percentage of materials used that are recycled input materials	-	Percentage of recycled material from main packaging used in 2018: 5.7% recycled PET; 3.4% plant-based PET; 34.7% glass; 65.8% aluminium.

301-3	Percentage of reclaimed products and their packaging materials for each product category. How the data for this disclosure have been collected.	24-25 34-39	We have helped set up 19 industry owned packaging recovery schemes across our footprint. In the five countries (Armenia, Belarus, Nigeria, Moldova) where recycling targets are not set for compliance, we are aligning with stakeholders for the establishment of the packaging recovery system with specific targets. Within 2018 a recovery scheme was established in Nigeria, which in only three months of operation collected 5,500 tons for PET which translates to a 2% recovery for CCHBC materials, with full operation expected in 2019 onwards. In Ukraine, contracted amounts and our pilot project helped achieve a recovery of 36% in 2018. In Russia, through our recovery project, we have managed to collect 28% of the primary packaging placed in 2018. In Poland, through a voluntary industry scheme we have managed to recover almost 7,000 tons of PET over above the legal compliance, achieving a 61% recovery for CCHBC primary packaging placed in Poland. If all CCHBC markets are considered, the equivalent of 45% of primary packaging placed on the market was recovered for recycling in 2018, through legally required and voluntary industry initiatives.
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Energy

103-1	Explanation of the material topic and its Boundary	12-14	Refer to the "Responding to evolving trends", as well as the "Our customers", "Partners in efficiency" and "Materiality" sections of the 2018 IAR. Further refer to our Climate Change and Environmental policies on our website: https://coca-colahellenic.com/en/about-us/policies/
103-2	Explanation of management approach and its components	24-25	
103-3	Evaluation of the management approach	51 54-62	
302-1	Energy consumption within the organisation	-	All types of energy consumed (electricity, LPG, NG, light fuel oil, gasoline, diesel etc.) are reported separately, per type, per plant and country, on a monthly basis through a specialised software. Performance monitoring is also monthly. Conversion factors used are based on calorific value and are part of our manual. In 2018 two plants started production of Biogenic energy. Only in Oricola plant biogas is converted to electricity and it is sold (this amount is very small). We don't sell any heating, cooling, steaming energy.
302-2	Energy consumption outside the organisation	-	Refer to the Environmental Data Table. Further: We report the electricity consumed by our coolers in the marketplace: electricity consumption per cooler type if available from OEM. This is reported bi-annually via special software. Third party fleet (diesel fuel) is reported quarterly and litres fuel used for corporate flights are reported annually. Conversion factors are based on combustion tools available to convert fuel in energy.

302-3	Energy intensity	30-32	Refer to the Environmental Data Table in this document. Our denominator used is litre of produced beverage.
302-4	<p>a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.</p> <p>b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.</p> <p>c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.</p> <p>d. Standards, methodologies, assumptions, and/or calculation tools used.</p>	24-25, 52, 54-62	<p>In 2018, we invested €5.9 million in different energy efficiency initiatives in our plants which saved 157 million MJ of energy. The energy saved includes electricity and thermal energy we use in our plants. In addition, from our fleet optimization initiatives (own and leased fleet) we saved 122 million MJ of energy (from the fuel). Our energy use ratio in the plants improved by 3.0% in 2018 vs. 2017.</p> <p>Improved energy efficiency (per litre of produced beverage) by 29.5% in 2018 vs. 2010; the reduction in 2018 vs. 2004 is 45.8% (2004 figure: 0.73).</p> <p>We have installed (in a partnership) 13 CHP plants in our production sites in Nigeria, Ukraine, Romania, Poland, Italy, Northern Ireland. 2010 is our baseline, used for all Environmental commitments. Previous baseline year was 2004. 2010 is chosen because it is the year of the introduction of a good tracking process per country and activity.</p> <p>Previous years we focused on our “energy savings catalogue” which was obligatory for all manufacturing sites; now we have specific, customized energy and carbon reduction projects per site which are strictly tracked by a cross-functional team with follow up monthly routines with all stakeholders. In this way, we are sure that each site has planned and executed the right initiatives to reach the Energy targets.</p> <p>We get primary data for all energy types, on monthly basis. We also use specialised software and we monitor monthly the progress towards the energy targets per country, per activity and per plant.</p>
302-5	<p>a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples.</p> <p>b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.</p> <p>c. Standards, methodologies, assumptions, and/or calculation tools used.</p>	24-25, 52, 54-62	<p>We invested €120 million in new energy-efficient and HFC-free cold drink equipment in 2018, which helped our customers save 1001.5 million kWh of electricity - a 36% increase vs. 2017; the respective carbon emissions saving was 401,263 tonnes of CO2 eq. Vs. 2017, the energy consumption of the coolers has dropped by 6% in total. Energy saved: electricity at customer side. The saving is calculated year on year. The coolers represent 31% of total value chain carbon footprint and we calculate not only the respective electricity saved but also the CO2 eq saving. We have a commitment for the whole value chain: to decrease the CO2 eq per litre of beverage by 25% by 2020 vs. 2010 and it is science-based commitment. 2010 is chosen because it is the year of the introduction of a good tracking process per country and activity (SAP). In 2018 this commitment was achieved, and we set a new one: by 2025 all of our coolers we provide to the customers, to be energy efficient models.</p> <p>We use primary data for calculation of the electricity saved: number of coolers, per type, per refrigerant gas are available in our system at country level. They are reported bi-annually. The electricity of each cooler type is coming from OEM data.</p>
Water			
103-1	Explanation of the material topic and its Boundary	12-14	Refer to the “Responding to evolving trends”, “Partners in efficiency”, “Our communities” and “Materiality” sections of the 2018 IAR, as well as the “Water” topic indicators below. Also refer to our Water Stewardship policy on our website: https://coca-colahellenic.com/en/about-us/policies/
103-2	Explanation of management approach and its components	24-25, 34-39	
103-3	Evaluation of the management approach	54-62	
303-1	<p>Total volume of water withdrawn, with a breakdown by the following sources:</p> <ul style="list-style-type: none"> - Surface water, including water from wetlands, rivers, lakes, and oceans; - Ground water; - Rainwater collected directly and stored by the organization; - Waste water from another organization; - Municipal water supplies or other public or private water utilities. <p>b. Standards, methodologies, and assumptions used.</p>	-	<p>Total water withdrawal amounted to 24.14 billion litres in 2018: 7.67 billion litres from municipalities; 15.92 billion litres from wells; 0.54 billion litres from surface waters.</p> <p>We don't use waste water from other organizations (See also the Environmental data table).</p> <p>We get primary data for water extraction, per source, on monthly basis. By using specialised software, we monitor the progress towards the water usage targets monthly.</p> <p>See Environmental table in GRI.</p> <p>We don't collect rain water.</p>

303-2	<p>a. Total number of water sources significantly affected by withdrawal by type:</p> <ul style="list-style-type: none"> - Size of the water source; - Whether the source is designated as a nationally or internationally protected area; - Biodiversity value (such as species diversity and endemism, and total number of protected species); - Value or importance of the water source to local communities and indigenous peoples. <p>b. Standards, methodologies, and assumptions used.</p>	<p>- None – every bottling plant undertakes a Source Vulnerability Assessment (done in collaboration with independent experts and consultants) to ensure the sustainability of water supply and has an established Source Water Protection Programme to ensure future sustainability of water use. Moreover, we have committed to have all of our sites certified by European Water Stewardship (EWS) or Alliance for Water Stewardship (AWS) by 2020. As at the end of 2018, we have 32 sites with either EWS or AWS certification in 18 different countries. All EWS certifications are Gold.</p>
303-3	<p>a. Total volume of water recycled and reused by the organization.</p> <p>b. Total volume of water recycled and reused as a percentage of the total water withdrawal as specified in Disclosure 303-1.</p> <p>c. Standards, methodologies, and assumptions used.</p>	<p>- See the Environmental Data Table. 100% of wastewater treated since 2011 through intensive investment in own waste water treatment plants. All bottling plants undertake the following reviews: annual water footprint assessment, Water map and water balances; bi-annual risk assessments; source vulnerability assessments; and source water protection programmes. All are subject to internal audit. Each plant evaluates the water reused per process and equipment. We have a tool for facilitating the calculation. Among the Top 10 Water saving initiatives and all customised per plant water initiatives there are many water reusing ones, with a clear explanation how to reuse and how to calculate the reuse. Internal Engineering Standards are also developed on Quality, Safety and Environmental requirements (including water reuse/recycle) per equipment.</p>
Biodiversity		
304-1	<p>For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information:</p> <ul style="list-style-type: none"> - Geographic location; - Subsurface and underground land that may be owned, leased, or managed by the organization; - Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; - Type of operation (office, manufacturing or production, or extractive); - Size of operational site in km² (or another unit, if appropriate); - Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); - Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation). 	<p>- Our Tylicz plant in Poland is located in Natura 2000 area (habitat area). The total area of plant property is 53,561m². Our Kykkos plant in Cyprus is located approximately to 7.8km from the National Park Forest of Troodos. The total area of plant property: 7,120m². A protected landscape "Vlasina" (wetland) is located to 13km from our plant Rosa in Serbia. Total area of plant property: 18,628m². We have a few plants which use wells for their water supply and these wells, according to the local regulation, are considered protected area. These are: Edelstal plant in Austria (area of the well covered is 58.3m²); Rionero in Italy, covered 8 wells with pipes to the plant, the longest pipe is 3.5km from the plant. Total area of the plant: 35,453m². Zalaszentgrot plant in Hungary is adjacent to Natura 2000. Total plant area: 10,000m². Biodiversity-related topics are covered in the certification process for the European Water Stewardship (EWS) standard and reported accordingly. Afore-mentioned plants are certified with Gold (highest level) EWS and the reports prove that there is no any negative impact on Environment. Water sanitary protection zone in our plant in Vladivostok in Russia includes the water protection zone of the "5 Klyuch" stream of federal significance status. There is a legal document claiming that the plant doesn't have any negative effect on the eco-systems of the stream. Total area of plant: 25,613m². All the protected areas are monitored regularly by local Authorities and no deviation found.</p>
304-2	<p>Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas</p>	<p>- None</p>

304-3	<p>a. Describe the size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals.</p> <p>b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures.</p> <p>c. Status of each area based on its condition at the close of the reporting period.</p> <p>d. Standards, methodologies, and assumptions used.</p>	-	<p>To replenish the water we use and helping in water access through innovative sustainable technologies, we have a 2025 sustainability commitment to help secure water availability for all our communities in water risk areas. Using indicators from the World Wild Fund's Water Risk Filter and Global Water Filter, we have identified 17 of our plants as operating in water risk areas. This includes facilities in Nigeria, Russia, Greece, Cyprus and Armenia. We allocated 8% of our total community investments to water initiatives. We spearheaded initiatives to clean up coastlines. Nearly 100 of our people participated in an Adriatic Coast clean-up activity, collecting a total of 260 kg of waste from the islands of Krk in Croatia and Strunjan in Slovenia. Through a partnership project with International Ocean Conservancy, more than 400 Coca-Cola HBC people collected more than 500 bags of litter, or three tonnes of waste on Ireland's coast. We also partnered with Centra stores in the heart of coastal communities to encourage consumers to join the Big Beach Clean. Overall during 2018, through projects supported by dedicated employee volunteers, we collected more than 1,400 tonnes of waste on river and sea shores across our territories. We also contributed to reforestation by planting more than 5,000 trees. We also continued our partnership with the USAIDS in Armenia in the Ararat Valley where we raise public awareness on the importance of water conservation, effective water use, and sustainable water management.</p> <p>Reports and methodologies used by the validating parties- NGOs; letters of confirmation from governmental bodies/municipalities, status reports, surveys.</p>
304-4	<p>Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk</p>	-	None
Emissions			
103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	12-14 24-25 51 54-62	<p>Refer to the "Responding to evolving trends", as well as the "Our customers", "Partners in efficiency" and "Materiality" sections of the 2018 IAR. Further refer to our Climate Change and Environmental policies on our website: https://cocacolaellenic.com/en/about-us/policies/</p>
305-1	<p>Direct Greenhouse Gas (GHG) emissions (Scope 1)</p>	30-32	<p>Refer to the Environmental Data Table for in this document. Scope 1 includes the activities under our operational control, mentioned in our Carbon footprint manual. In our CO2 eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion: GHG tool; Refrigerants: GWP IPCC 2007. Biogenic CO₂ is not used and reported in 2018.</p>
305-2	<p>Energy indirect Greenhouse Gas (GHG) emissions (Scope 2)</p>	30-32	<p>Refer to the Environmental Data Table in this document. Scope 2 includes the activities under our operational control, mentioned in our Carbon footprint manual. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂eq factors: mobile and stationary combustion: GHG tool; electricity: following GHGP Scope 2 Guidance for Dual reporting (Location-based factors from IEA Location-based, Market-based: from Suppliers and GOs).</p>
305-3	<p>Other indirect Greenhouse Gas (GHG) emissions (Scope 3)</p>	-	<p>Refer to the Environmental Data Table for figures. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂eq factors: mobile and stationary combustion: GHG tool; electricity: from IEA Location-based; Ingredients/Pack materials: LCA studies made by TCCC. Biogenic CO₂: not used and reported in 2018.</p>
305-4	<p>Greenhouse Gas emissions intensity</p>	30-32	<p>Refer to the Environmental Data Table in this document for the figures. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.</p>

305-5	Reduction of Greenhouse Gas (GHG) emissions	-	<p>In 2018 we have reduced 24,403 tonnes of CO₂ eq of Scope 1 and 2 carbon emissions (market-based) vs. 2017 due to:</p> <ul style="list-style-type: none"> - Energy optimizations projects in our plants and warehouses; - Purchasing of certain % renewable energy in 20 of our plants (11 of them purchasing 100% renewable electricity through certificates). - Fleet and routes optimizations initiatives in our own/leased fleet. <p>We have avoided 401,263 tonnes of CO₂ eq at our customers due to the new energy efficient coolers we provide to them (electricity saving is 1001.5 million kWh). In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.</p>
305-6	Emissions of ozone-depleting substances by weight	30-32	Please see the Environmental table in this document. Further, we use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO ₂ eq factors: mobile and stationary combustion: GHG tool.
305-7	NOx, SOx, and other significant air emissions by type and weight	30-32	Please see the Environmental table in this document. Further, we use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO ₂ eq factors: mobile and stationary combustion: GHG tool.
Effluents and waste			
103-1	Explanation of the material topic and its Boundary	24-25	Refer to the "A strong track record", the "Partners in efficiency" and "Materiality" sections of the 2018 IAR, as well as the related indicators below.
103-2	Explanation of management approach and its components	54-62	
103-3	Evaluation of the management approach	64-71	
306-1	<p>a. Total volume of planned and unplanned water discharges by:</p> <ul style="list-style-type: none"> - destination; - quality of the water, including treatment method; - whether the water was reused by another organization. <p>b. Standards, methodologies, and assumptions used.</p>	30-32	<p>Refer to the Environmental Data Table in this document. 100% of wastewater treated since 2011 through intensive investment in own waste water treatment plants (treatment method: Full aerobic treatment that assures the water is suitable for aquatic life). In the areas, where there are municipal waste water treatment facilities, we discharge in them with a permit/contract. All bottling plants we undertake the following reviews: annual water footprint assessment, Water map and water balances; bi-annual risk assessments; source vulnerability assessments; and source water protection programmes. All are subject to internal audit. Daily monitoring of the main parameters of the waste water discharge - our internal standards for waste water are stricter than the local regulations. External independent auditors check the compliance with local standards (99.6% of our production volume is certified in ISO 14001). The internal compliance is guaranteed through unannounced audits (performed by The Coca-Cola Company and x-boarder audit programmes).</p>
306-2	Total Waste by type and disposal method	30-32	Refer to the Environmental Data Table in this document. We work with authorised waste contractors in each country. We strive to minimise the landfilled waste and we actively search for solutions for reusing or recycling of each type of waste we generate in our direct operations. The biggest part of our waste is reused/recycled.
306-3	Total number and volume of significant spills	-	No spill incidents were recorded in 2018.
306-4	<p>a. Total weight for each of the following:</p> <ul style="list-style-type: none"> - Hazardous waste transported - Hazardous waste imported - Hazardous waste exported - Hazardous waste treated <p>b. Percentage of hazardous waste shipped internationally.</p> <p>c. Standards, methodologies, and assumptions used.</p>	30-32	Refer to the Environmental Data Table in this document. Further, please note that CCHBC does not transport, import, export, treat hazardous waste itself, nor ship it internationally.

306-5	<p>Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on:</p> <ul style="list-style-type: none"> - the size of the water body and related habitat; - whether the water body and related habitat is designated as a nationally or internationally protected area; - the biodiversity value, such as total number of protected species. 	-	<p>Since the completion of our wastewater treatment programme in 2011 – with 44 on-site wastewater treatment plants – no natural habitat is significantly affected by wastewater discharge, as 100% of our waste water is treated to levels supporting aquatic life.</p>
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Environmental compliance

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	12-14 54-62 64-71	<p>Refer to the “Responding to evolving trends”, “Partners in efficiency” and “Materiality” sections of the 2018 IAR. In addition, refer to our UNGC CoP, as well as to our environmental policies: https://coca-colahellenic.com/en/about-us/policies/</p>
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307-1	<p>Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:</p> <ul style="list-style-type: none"> - total monetary value of significant fines; - total number of non-monetary sanctions; - cases brought through dispute resolution mechanisms. <p>If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.</p>	-	<p>0 significant fines and violations.</p> <p>We received total 2 Notices of Violation in 2018 (in Russia and Bulgaria), in a total amount of €2,630.</p>
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Supplier Environmental assessment

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	24-25 54-62 64-71	<p>Refer to the “Partners in efficiency and “Materiality” sections of the 2018 IAR, in addition to the GRI 308 topic.</p>
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308-1	<p>Percentage of new suppliers that were screened using environmental criteria</p>	54-62	<p>We registered more than 5,000 new suppliers in 2018. 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. Internal ESG Self-Assessment Tool together with other 3rd parties CSR tools and protocols are used in our strategic sourcing tenders and are part of our sourcing strategy and selection factors (5% weight of sustainability criteria) as per our Procurement Guidelines.</p>
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308-2

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

We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership of EcoVadis.

Significant actual negative environmental impacts in the supply chain – 0 cases.

In 2018, 45 of our critical suppliers were audited against SGP by third party auditors. Findings (non-compliances) were mainly in the area of Health and Safety. There were no actual findings in the area of Environment.

Potential negative environmental impacts in the supply chain - 39 cases.

In 2018 through EcoVadis CSR Assessment platform, we assessed 149 of our critical suppliers. The assessment is based on 21 criteria grouped in 4 themes – Environment, Social, Ethics, Suppliers/Supply Chain. Suppliers in scope obtain a score for each theme and overall score out of 100 (high score = 100).

We identified 39 suppliers with low score (<30) in Environment area and outcomes have been addressed to all identified suppliers. Corrective action plans are expected to be agreed and new assessments are planned in 2019.

Main findings are related to expired or lack of supporting documentation (e.g. ISO 14001, measures on energy consumptions & GHG emissions), no endorsement of external CSR initiatives or principles (e.g. UN Global Compact), not adequate reporting on environmental issues.

Currently we have overall 287 suppliers assessed with EcoVadis. The average overall score for our suppliers is 50.7 and it is above the average score (42.2) of EcoVadis universe. In the area of Environment, our suppliers in scope reached 53.5 vs. average of 42.2 for EcoVadis' panel.

In 2018 we do not have suppliers that have negative environmental impacts with which the relationships were terminated.

SOCIAL TOPICS

Employment

Disclosure number	Description	Reference to 2018 IAR	Additional content, reference, or reason for omission
103-1	Explanation of the material topic and its Boundary	10-13	Refer to the "In good company with our stakeholders", as well as the "Our people" and "Materiality" sections of the 2018 IAR.
103-2	Explanation of management approach and its components	24-25	
103-3	Evaluation of the management approach	26-33 64-71	
401-1	<p>a. Total number and rate of new employee hires during the reporting period, by age group, gender and market segment.</p> <p>b. Total number and rate of employee turnover during the reporting period, by age group, gender and market segment.</p>	-	<p>We employed 28,884 people in 2018, of whom over 96% were permanent employees. Women accounted for 28% of our workforce, and 37% of management.</p> <p>Total number of hires: 4,430 Total number of new hires under the age of 30: 2,591 % of new hires under the age of 30: 58% Total number of new hires for ages between 30-50: 1,770 % of new hires for ages between 30-50: 40% Total number of new hires over the age of 50: 69 % of new hires over the age of 50: 2%</p> <p>Number of female hires (entire workforce): 1,687 % of female hires (entire workforce): 38% Number of male hires (entire workforce): 2,743 % of male hires (entire workforce): 62%</p> <p>Established markets number of hires: 552 % of new hires: established markets: 12% Developing markets number of hires: 691 % of new hires: developing markets: 16% Emerging markets number of hires: 3,187 % of new hires: emerging markets: 72%</p> <p>Total turnover rate: 12.7% Turnover under the age of 30: 20.5% Turnover for ages between 30-50: 10.9% Turnover over the age of 50: 7.8% Male employees turnover: 11.8% Female employees turnover: 14.9%</p> <p>Established markets total turnover: 8.2% Developing markets total turnover: 14.8% Emerging markets total turnover: 13.3%</p>
401-2	<p>Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:</p> <ol style="list-style-type: none"> life insurance; health care; disability and invalidity coverage; parental leave; retirement provision; stock ownership; others. <p>b. The definition used for 'significant locations of operation'.</p>	-	<p>In all Established, Developing and Emerging markets, basic benefits may be provided to both full-time and temporary employees, in particular in relation to labour rights and safety.</p> <p>Stock ownership plans, where these are offered, they do not apply to temporary employees due to the vesting periods (one year or more).</p>

			<p>Total return to work rate: 75.4% Female employees return to work rate: 69.1% Male employees return to work rate: 91.1%</p> <p>Total retention rate: 77.3% Female employees retention rate: 76.8% Male employees retention rate: 80.3%</p> <p>Total number of employees that were entitled to parental leave: 11,224 Total number of female employees that were entitled to parental leave: 4,181 Total number of male employees that were entitled to parental leave: 7,043</p> <p>Total number of employees that took parental leave: 1,024 Total number of female employees that took parental leave: 850 Total number of male employees that took parental leave: 174</p> <p>Total number of employees who returned to work after parental leave ended: 445 Total number of female employees who returned to work after parental leave ended: 291 Total number of male employees who returned to work after parental leave ended: 154</p> <p>Total number of employees retained 12 months after returning to work following a period of parental leave: 377 Total number of female employees retained 12 months after returning to work following a period of parental leave: 324 Total number of male employees retained 12 months after returning to work following a period of parental leave: 53</p>
401-3	Return to work and retention rates after parental leave, by gender	-	

Labour/management relations

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	10-13 26-33 64-71	Refer to the “In good company with our stakeholders” “Our people” and “Materiality” sections of the 2018 IAR, as well as the relevant indicators below.
402-1	<p>Minimum number of weeks’ notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.</p> <p>For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.</p>	-	On average, the minimum notice period is 5.7 weeks for employees and 6.3 weeks for employee representatives, with variations between countries. In 2018, we held 240 consultations with unions, including meetings on organisational changes. When collective bargaining agreements are available, the notice period and provisions for consultation and negotiation are specified in these agreements

Occupational health and safety

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	24-25 26-33 64-71	Refer to the “Our people” and “Materiality” sections of the 2018 IAR, as well as the relevant indicators below.
403-1	<p>a. The level at which each formal joint management-worker health and safety committee typically operates within the organization.</p> <p>b. Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees.</p>	-	<p>Formal Health and Safety committees mostly operate at country level; some countries have the committees also operating at plant level, reporting to Plant manager.</p> <p>For 71% of our employees, work is controlled by the organization and they represented by formal joint management-worker health and safety committees.</p>

403-2	<p>a. Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by gender and market segment</p> <p>b. Types of injury, injury rate (IR), and work-related fatalities, for all workers (excluding employees) whose work, or workplace, is controlled by the organization, with a breakdown by gender and market segment</p> <p>c. The system of rules applied in recording and reporting accident statistics</p>	<p>In 2018, the number of lost-time accidents was 114, a 5% improvement over 2017 and Lost-time accident rate dropped to 0.39 (3.4% improvement vs. 2017) - the absolute number of workplace accidents results from absence from work for more or equal to 1 day absence. Average sickness days per FTE increased to 4.20. We are very proud to report zero fatality of our employees in 2018, but unfortunately there is one fatality with a contractor on road traffic accident in 2018 (so far, we have not received any official investigation report from police and thus the root cause of the accident is not known to us). The contractor lost-time accidents frequency rate decreased to 1.42 (9.6% improvement vs 2017). We recorded two occupational ill health incidents in 2018. Data by segment: Lost-time incident rate: Established markets: 0.86 Developing markets: 0.38 Emerging markets: 0.24</p> <p>Sickness absence rate Established markets: 2.34 Developing markets: 3.47 Emerging markets: 0.99</p> <p>Fatalities Established markets: 0 Developing markets: 0 Emerging markets: 1</p> <p>Contractors' LTA frequency rate Established markets: 7.61 Developing markets: 2.88 Emerging markets: 0.56</p> <p>Data by gender: Lost-time incident rate Male: 0.47 Female: 0.19</p> <p>Average sickness days per FTE Male: 3.61 Female: 6.01</p> <p>Fatalities Male: 1 Female: 0</p> <p>Contractors' LTAs frequency rate Male: 1.43 Female: 1.37 We currently do not report contractor average sickness days.</p>
403-3	<p>Workers whose work, or workplace, is controlled by the organization, involved in occupational activities who have a high incidence or high risk of specific diseases.</p>	<p>3,306 FTE employees operate in Nigeria, where the risk of exposure to communicable diseases (such as malaria, HIV etc.) is generally higher than the average for our Group employees. Among these, there is a higher exposure risk for the 76 CCH employees who work at our wastewater treatment facilities, where in addition to wastewater from production, communal wastewater is also treated.</p>
403-4	<p>Health and safety topics covered in formal agreements with trade unions</p> <p>a. Whether formal agreements (either local or global) with trade unions cover health and safety.</p> <p>b. If so, the extent, as a percentage, to which various health and safety topics are covered by these agreements.</p>	<p>a. In 12 countries, health and safety topics are part of trade union agreements, covering a total of 11,272 employees.</p> <p>b. Data for % covered will be collected in 2019.</p> <p>We have established several Healthy working environment initiatives focusing on: Ergonomic workplace, Illumination, Noise, Indoor Air quality and Humidity. For each of these, specific design requirements are described in our Engineering Specifications; regularly trainings are performed to the employees (e.g. via specific Toolbox Talks). On top of it, Noise and Indoor air control are regulated by The Coca-Cola Company (TCCC) as a mandatory requirement for bottlers like CCHBC. Compliance to requirements is controlled by TCCC by regular on-site unannounced audits - in 2018, 7 on-site compliance audits were completed by TCCC in CCHBC locations.</p>

Training and education

103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	24-25 26-33 64-71	Refer to the "Our people" and "Materiality" sections of the 2018 IAR, as well as the relevant indicators below.
404-1	Average hours of training per year per full-time equivalent (FTE) employee by gender, and by employee category	-	Average training hours per FTE: 27.0 Female average training hours per FTE: 20.8 Male average training hours per FTE: 29.3 Training hours/FTE for manage-self layer: 24.1 Training hours/FTE for manager of others layer: 43.4 Training hours/FTE for manager of managers layer: 31.2 Training hours/FTE for function head layer: 38.7 Training hours/FTE for general managers and above: 23.8
404-2	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	26-33	We provide training and development opportunities for all our employees reflecting one of our corporate values: Learning. In 2018, our training programmes covering leadership, functional training and general business training included 180,635 participants, across all management layers. In the overwhelming majority of redundancy cases, severance packages significantly exceeded legal minimum payments. Other measures taken to lessen the impact on affected employees included provision of redeployment opportunities, outplacement services and additional support to find other job opportunities outside the company such as organizing job fairs with other local employers.
404-3	Percentage of employees receiving regular performance and career development reviews by gender and by employee category	-	16,250 employees participated in our annual people review People Development Forum, which is 53% out of total number of employees. 19,198 employees received performance and career feedback as part of our People Development Forums in 2018. 10,532 employees had formal annual objectives for 2018. % of employees who have performance review (total): 62.5% % of employees who have performance review (male): 58.7% % employees who have performance review (female): 71.8% By management layer as % of total employees for certain layer: % of employees who have performance review (manage-self & self-professional layer): 57% % of employees who have performance review (manager of others layer): 84.5% % of employees who have performance review (manager of managers layer): 89.3% % of employees who have performance review (function head layer): 100% % of employees who have performance review (general manager and above layer): 100%

Diversity and equal opportunity

103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	26-33 64-71	Refer to the "Our people" and "Materiality" sections of the 2018 IAR, as well as the relevant GRI indicators below.
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405-1

- a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:
- Gender;
 - Age group: under 30 years old, 30-50 years old, over 50 years old;
 - Other indicators of diversity where relevant (such as minority or vulnerable groups).
- b. Percentage of employees per employee category in each of the following diversity categories:
- Gender;
 - Age group: under 30 years old, 30-50 years old, over 50 years old;
 - Other indicators of diversity where relevant (such as minority or vulnerable groups).

a. 30% of OPCO members and group function heads were female employees in 2018. 40% of OPCO members are between the age of 30 and 50. 60% are over the age 50.

b. Women accounted for 28% of our workforce and 37% of management and 35% of Senior Leaders ("Top 300").
Under the age of 30: 38.3% of female employees vs. total number of employees in this age
Between the ages of 30-50: 24.8% of female employees vs. total number of employees in this age
Over the age of 50: 19.7% of female employees vs. total number of employees in this age

Under the age of 30: 22.6% of employees vs. total number of employees
Between the ages of 30-50: 66.9% of employees vs. total number of employees
Over the age of 50: 10.5% of employees vs. total number of employees

Total employees with disabilities vs total: 0.6%
Female employees with disabilities as % of total employees with disabilities 31.0%
Male employees with disabilities as % of total employees with disabilities 69.0%

Total number of nationalities: 71 vs 76 in 2017

% of female Plant employees vs total Plant employees: 18.28%
% of male Plant employees vs total Plant employees: 81.72%
% of female Admin employees vs total Admin employees: 64.05%
% of male Admin employees vs total Admin employees: 35.95%
% of female Transportation employees vs total Transportation employees: 11.39%
% of male Transportation employees vs total Transportation employees: 88.61%
% of female Sales employees vs total Sales employees: 23.54%
% of male Sales employees vs total Sales employees: 76.46%

% of female Plant employees with disabilities vs total Plant employees with disabilities: 20.83%
% of female Plant employees with disabilities vs total Plant employees: 0.15%
% of male Plant employees with disabilities vs total Plant employees with disabilities: 79.17%

% of female Admin employees with disabilities vs total Admin employees with disabilities: 56.00%
% of female Admin employees with disabilities vs total Admin employees: 0.58%
% of male Admin employees with disabilities vs total Admin employees with disabilities: 44.00%

% of female Transportation employees with disabilities vs total Transportation employees with disabilities: 30.00%
% of female Transportation employees with disabilities vs total Transportation employees: 0.12%
% of male Transportation employees with disabilities vs total Transportation employees with disabilities: 70.00%

% of female Sales employees with disabilities vs total Sales employees with disabilities: 22.50%
% of female Sales employees with disabilities vs total Sales employees: 0.07%
% of male Sales employees with disabilities vs total Sales employees with disabilities: 77.50%

% of Plant employees under the age of 30 vs total Plant employees in this age: 15.32%
% of Admin employees under the age of 30 vs total Admin employees in this age: 28.48%
% of Transportation employees under the age of 30 vs total Transportation employees in this age: 15.96%
% of Sales employees under the age of 30 vs total Sales employees in this age: 27.63%

% of Plant employees between the ages of 30-50 vs total Plant employees in this age: 67.29%
% of Admin employees between the ages of 30-50 vs total Admin employees in this age: 63.69%
% of Transportation employees between the ages of 30-50 vs total Transportation employees in this age: 71.56%
% of Sales employees between the ages of 30-50 vs total Sales employees in this age: 67.00%

% of Plant over the age of 50 vs total Plant employees in this age: 17.39%
% of Admin employees over the age of 50 vs total Admin employees in this age: 7.84%
% of Transportation employees over the age of 50 vs total Transportation employees in this age: 12.47%
% of Sales employees over the age of 50 vs total Sales employees in this age: 5.37%

Plant number of nationalities: 55
Admin number of nationalities: 57
Transportation number of nationalities: 36
Sales number of nationalities: 59

				Basic salary ratio (women/men) by market segment and management layer
				Established markets: Senior leaders: 130% Management positions: 93% Managers of others: 108% Management trainees: 112%
				Developing markets: Senior leaders: 101% Management positions: 85% Managers of others: 111% Management trainees: 89%
				Emerging markets: Senior leaders: 91% Management positions: 101% Managers of others: 91% Management trainees: 106%
405-2	Ratio of basic salary and remuneration women to men by employee category, and market segment	-		Remuneration ratio (women/men) by market segment and management layer
				Established: Senior leaders: 99% Management positions: 93% Managers of others: 112% Management trainees: 111%
				Developing: Senior leaders: 69% Management positions: 98% Managers of others: 94% Management trainees: 74%
				Emerging: Senior leaders: 85% Management positions: 102% Managers of others: 89% Management trainees: 105%
Non-discrimination				
103-1	Explanation of the material topic and its Boundary			
103-2	Explanation of management approach and its components	26-33		Refer to the "Our people" and "Materiality" sections of the 2018 IAR, as well as the relevant GRI indicators below.
103-3	Evaluation of the management approach	64-71		
406-1	Total number of incidents of discrimination and corrective actions taken	-		None
Freedom of association and collective bargaining				
103-1	Explanation of the material topic and its Boundary			
103-2	Explanation of management approach and its components	26-33		Refer to the "Our people" and "Materiality" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	64-71		
407-1	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	-		None
Child Labour				
103-1	Explanation of the material topic and its Boundary			
103-2	Explanation of management approach and its components	26-33		Refer to the "Our people" and "Risk" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	72-77		
408-1	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	-		None

Forced or compulsory labour

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	26-33	Refer to the "Our people" and "Risk" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	72-77	
409-1	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	-	

Security practices

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	26-33	Refer to the "Our people" and "Risk" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	72-77	
410-1	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	-	

Rights of indigenous people

411-1	Total number of incidents of violations involving rights of indigenous people and actions taken	-	None
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Human rights assessment

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	26-33	Refer to the "Our people" and "Risk" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	72-77	
412-1	Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by market segment.	-	
412-2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	-	All new employees undergo mandatory training and certification in the Code of Business Conduct, which includes reference to human rights and which is refreshed every two years. 30'173 employees were trained in anti-bribery and Code of business conduct in 2017 and 2018, which is 97.9% of total employees (2-year cycle). Please see GRI indicator 205-2 in this file for detailed split.
412-3	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	-	Our total 2018 CAPEX investment was €426.6 million. Of this, 79% constituted production equipment, cold drink equipment, refillable containers and fleet, all of which were covered by contracts that included supplier guiding principles covering human rights. Any investment in excess of €100,000 is considered significant. In each Purchasing Order we have a statement that the supplier/contractor warrants that it has read, understands and is in, and will remain in compliance with all the requirements of the Supplier Guiding Principles, which includes human rights. 100% of investments are covered.

Local communities

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	14-16	Refer to the "Business model", "Our communities" and "Materiality" sections of the 2018 IAR.
103-3	Evaluation of the management approach	34-39	
		64-71	

413-1	Percentage of operations with implemented local community engagement, impact assessments and development programmes	15, 64-71	All our operations implement community engagement and developmental programmes. In 2018, seven of our countries implemented socio-economic impact assessments (SEIAs or SEIS), while publicly disclosed information with SEIA studies is currently underway in six more Coca-Cola HBC countries.
413-2	Operations with significant actual and potential negative impacts on local communities	-	During 2018, we continued to consolidate our infrastructure in Nigeria in order to improve efficiency across the operation, closing two manufacturing sites. In Europe we continued to invest in capacity expansion given our growth. 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.
Supplier social assessment			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	24-25 54-62 64-71	Refer to the “Partners in efficiency” and “Materiality” sections of the 2018 IAR, as well as the relevant GRI indicators.
414-1	Percentage of new suppliers that were screened using social criteria	54-62	We registered more than 5,000 new suppliers in 2018. Our Supplier Guiding Principles (SGPs) are the principal tools to monitor actual 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. Our Suppliers contractually confirm adherence to CCHBC SGPs. Moreover, the SGPs document is part of all issued tenders and purchase orders sent to suppliers. As of 2015, all new suppliers have agreed to adhere to our SGPs. Sustainability criteria (weight 5%) is used in our strategic sourcing tenders and is part of our sourcing strategy and Procurement Guidelines.

414-2	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	-	<p>We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership in EcoVadis.</p> <p>Significant actual negative impacts for labour practices in the supply chain identified – 2 cases.</p> <p>In 2018, 45 of our critical suppliers were audited against Supplier Guiding Principles by third party auditors. Findings (non-compliances) were mainly in the area of Health and Safety. There were 2 findings in area of labour practices related to the terms of local contracts (not in local language) and rest days violation. Corrective actions are requested for verification with our auditors. Target closing date – April' 19.</p> <p>Potential negative impacts for labour practices in the supply chain identified - 31 cases.</p> <p>in 2018, through EcoVadis CSR assessment platform, we assessed additionally 149 of our critical suppliers.</p> <p>The assessment is based on 21 criteria grouped in 4 themes: Environment, Social, Ethics and Supply Chain. Suppliers assessed obtain a score for each theme and overall score out of 100 (max score = 100).</p> <p>We identified 31 suppliers with low score (<30) in Labour & Human Rights area and outcomes have been addressed to all identified suppliers. Corrective action plans are expected to be agreed and new assessments are planned in 2019.</p> <p>Main findings in 2018 are related to lack of supporting documentation submitted to EcoVadis (e.g. labour and business ethics policies, OHSAS 18001 certification), no endorsement of external CSR initiatives or principles (e.g. UN Global Compact), no measures in place regarding anti-corruption & bribery, no reporting on employee's health and safety issues.</p> <p>Overall, we have total 287 suppliers assessed with EcoVadis. The average overall score for our supplier is 50.7 and it is above the average score (42.2) of EcoVadis universe. In the area of Labour & Human Rights our suppliers in scope reached 51.3 vs. average of 44.1 for EcoVadis' panel.</p> <p>In 2018 we do not have suppliers that have negative social impacts with which the relationships were terminated.</p>
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Public policy

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	64-71	Refer to our "Corporate Governance" and "Materiality" sections of the 2018, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	88-124	
415-1	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	-	

Customer health safety

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	40-47	Refer to the "Our consumers", "Partners in efficiencies" and "Materiality" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	54-62 64-71	
416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	-	
416-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	-	0 significant fines and violations. We received total 12 Notices of Violation in 2018 (in Poland, Russia, Bulgaria and Switzerland), in a total amount of €871.

Marketing and labelling

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	40-47 48-53	Refer to the "Our consumers", "Our customers" and "Materiality" sections of the 2018 IAR, as well as the relevant GRI indicators.
103-3	Evaluation of the management approach	64-71	

417-1	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	-	The printed packs and labels of all products sold in 2018 had front-of-pack calorie and sugar information, and back-of-pack Guideline Daily Amounts (GDA) information in the EU. All of significant product or service categories are covered by and assessed for compliance with such procedures. We also include in the labels, signs for the safe disposal of our products. In addition, at the end of 2018, we introduced, on a trial basis, to several of our markets new front-of-pack labelling, building on the current European-wide Reference Intake (R.I.) monochrome model. This means people will see colours that reflect the nutrient content per 100ml of our drinks for sugars, salt, fat and saturated fat through a simple 'traffic-light' colour scheme of red, amber, green. The approach we will follow is identical to the scheme that we voluntarily support in the UK and Ireland since 2014, and which we will now be able to evaluate more broadly across more markets.
417-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	-	0 significant fines and violations. We received total 2 Notices of Violation in 2018 (in Bulgaria), with no any monetary fine.
417-3	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	-	None
Customer privacy			
418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	-	None
Socio-economic compliance			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	64-71 88-124	Refer to the "Corporate Governance" and "Materiality" sections of the 2018 IAR, as well as the relevant GRI indicators.
419-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	-	0 significant fines and violations. We received total 222 Notices of Violation in 2018 (in Ukraine, Russia, Croatia, Greece, Italy, Serbia and Bulgaria), in a total amount of €25,519. The biggest single one is at the amount of €7,245 and the second biggest at the amount of €5,921 (both in Russia); All the rest fines are with minor amount. We collect reports from countries at Group level on contingencies, including fines, that are over a specific threshold, for the purpose of submitting these to our external financial auditors.

ENVIRONMENTAL DATA TABLE

			Total amount 2018	Relative amount 2018 (defined in each relevant indicator)	Total amount 2017*	Relative amount 2017 (defined in each relevant indicator)*
PRODUCTION						
Total beverage production (m litres)			12,388		11,961	
MATERIALS						
Materials used	EN1	301-1	Tonnes	g/lpb	Tonnes	g/lpb
Sugar and fructose syrup			872,172	70.4	887,028	74.2
Concentrate			66,674	5.4	64,700	5.4
Juice Concentrate			152,252	12.3	138,798	11.6
Carbon dioxide			117,169	9.5	110,469	9.2
Nitrogen			12,544	1.0	9,624	0.8
PET (bottles)			283,022	22.8	257,028	21.5
Plant-Pet			9,714	0.8	11,050	0.9
Plastic (closures)			30,743	2.5	25,065	2.1
Metal (crowns)			5,791	0.5	6,421	0.5
PE (labels and stretch/shrink film)			43,731	3.5	39,891	3.3
Glass (bottles)			144,868	11.7	134,691	11.3
Aluminium (cans)			43,697	3.5	36,325	3.0
Paper (labels)			1,948	0.2	2,059	0.2
Composite carton (tetra pack, bricks)			28,288	2.3	45,536	3.8
Cardboard			47,186	3.8	47,212	3.9
Wood (pallets)			71,964	5.8	67,630	5.7
Total Renewable Materials	EN1	301-1	1,367,367	110.4	1,374,482	114.9
Total Non-Renewable Materials	EN1	301-1	554,683	44.8	497,996	41.6
Percentage of materials from recycled sources	EN2	301-2	5.7% recycled PET; 3.4% plant-based PET; 34.7% glass; 65.8% aluminium		5.1% recycled PET; 4.3% plant-based PET; 42.7% glass; 65.8% aluminium	
ENERGY						
			million MJ	MJ/lpb	million MJ	MJ/lpb
Energy consumption within the organisation (all energy used in manufacturing, own fleet and remote properties)	EN3	302-1	7,025	0.6	7,038 ⁵	0.6 ⁵
Fuel consumption			2,110		2,133 ⁵	
Light heating oil			107	0.01	130	0.01
Heavy heating oil			40	0.00	77	0.01
Natural gas			1,825	0.15	1,785 ⁵	0.15 ⁵
LPG			134	0.01	140	0.01
Bio LPG			4	0.00	n/a	n/a
Fuels for own fleet			1,334		1,456	
Fuels for own fleet - Renewable			0		0	
Total energy from remote properties			337		305	
Electricity from renewable sources			20		22	
Electricity from non-renewable sources			94		111	
Thermal Energy Consumption			75		78	
Fuel Consumption			149		94	
Total electricity consumption			2,854		2,780 ⁵	
Electricity from renewable sources			852		669 ⁵	
Electricity from non-renewable sources			2002		2110 ⁵	
Heating consumption			156		140	
Cooling consumption			0		0	
Steam consumption			232		225 ⁵	
Renewable Thermal Energy Used			0		0	
Biogenic Energy Produced			2,1715		2	
Biogenic Energy Used			2,1490		0	
Biogenic Energy used to produce electricity that is sold			0.0225		0	
Biogenic Energy Sold			0.0000		0	
Renewable Electricity sold (Biogenic)			0.0225		0	
Energy consumption outside of the organisation	EN4	302-2	14,778	1.2	15,251	1.3
Electricity use in cold drink equipment			12,018		12,849	
Fuel consumption from flights			88		26 ¹	
Energy (fuel) consumption from third-party fleet			2,672		2,376	
Energy intensity (all electricity, fossil fuels, steam, heating and cooling used in bottling plants)	EN5	302-3		0.41		0.42
Reduction of energy consumption in bottling plants (vs. baseline 2010)	EN6	302-4	1,996		1,802	
Initiatives to reduce direct energy consumption			See the text part in the tables above		See the text part in the tables above	
Reduction in energy requirements of products and services	EN7	302-5	See the text part in the tables above		See the text part in the tables above	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Relative Amount			4,079		2,916	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Absolute Amount			4,521		3,690	

WATER				Million Litres	l/lpb	Million Litres	l/lpb
Total water withdrawal by source	EN8	303-3 (2018)	24,138	1.95	23,725 ²	1.98 ²	
Water received from municipalities			7,672	0.62	7,428 ²	0.62 ²	
Water received from wells			15,923	1.29	15,787 ²	1.32 ²	
Water received from surface waters			542	0.04	511 ²	0.04 ²	
Collected rainwater			0	0.00	0 ²	0.00 ²	
Total Freshwater withdrawal (≤1,000 mg/L TDS)			23,933	1.93	23,523 ²	1.97 ²	
Total Other water withdrawal (>1,000 mg/L TDS)			205	0.02	202 ²	0.02 ²	
Water sources significantly affected by withdrawal of water	EN9	303-2	None		None		
Percentage and total volume of water recycled and reused	EN10	303-3					
Total recycling and reuse of water			1,764 mL		1,968 mL		
Percentage recycled/reused in total water withdrawal			7.3%		8.3%		
Total water discharged by destination		303-4	9,896		9,943 ²		
Surface water			5,248		5,341 ²		
Groundwater			0		0 ²		
Seawater			0		0 ²		
Municipal water			4,648		4,602 ²		
Total water consumption		303-5	14,242		13,782 ²		
Water consumption in areas with water stress			4,993		4,735 ²		
BIODIVERSITY							
Total amount of land owned			631 ha		632 ha		
Major impacts on biodiversity	EN12	304-2	None		None		
Programmes to protect and restore habitats	EN13	304-3	see IAR, website		see IAR, website		
Red List species with habitats affected by operations	EN14	304-4	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	305-1	268,720	21.7	280,478 ⁵	23.4 ⁵	
CO ₂ from energy used in plants (Scope 1)	EN15	305-1	110,415	8.9	113,077 ⁵	9.5 ⁵	
CO ₂ from fuel used in Company vehicles	EN15	305-1	92,764	7.5	101,518	8.5	
Coolant emissions from Cold Drink Equipment (CO ₂ eq)	EN15	305-1	9,362	0.8	13,222	1.1	
CO ₂ for product carbonation (CO ₂ losses)	EN15	305-1	43,626	3.5	42,313	3.5	
CO ₂ from remote properties' fuel consumption	EN15	305-1	12,552	1.0	10,348	0.9	
Energy indirect GHG emissions (Scope 2 Market-based)	EN16	305-2	269,485	21.8	282,130 ⁵	23.6 ⁵	
CO ₂ from electricity used in plants (Scope 2 Market-based)	EN16	305-2	213,934	17.3	231,761 ⁵	19.4 ⁵	
CO ₂ from electricity used in plants (Scope 2 Location-based)	EN16	305-2	300,156	24.2	309,261 ⁵	25.9 ⁵	
CO ₂ from supplied heating and cooling (Scope 2)	EN16	305-2	44,782	3.6	37,331 ⁵	3.1 ⁵	
CO ₂ from electricity consumption in remote properties Market-based	EN16	305-2	10,770	0.9	13,038	1.1	
CO ₂ from electricity consumption in remote properties Location-based	EN16	305-2	12,392	1.0	15,989	1.3	
Total emissions (Scope 1 and 2 Market-based)			538,205	43.4	562,608 ⁵	47.0 ⁵	
Total emissions (Scope 1 and 2 Location-based)			626,050	50.5	643,059 ⁵	53.8 ⁵	
Other indirect GHG emissions (Scope 3)	EN17	305-3	4,050,807	327.0	4,078,780	341.0 ⁵	
CO ₂ from electricity use of cold drink equipment	EN17	305-3	1,395,101	112.6	1,569,224	131.2	
CO ₂ embedded in packaging (Cradle-to-Gate)	EN17	305-3	1,377,486	111.2	1,268,623	106.1	
CO ₂ from sugar and Juice concentrates	EN17	305-3	997,119	80.5	991,065 ³	82.9 ³	
CO ₂ from third-party transports	EN17	305-3	192,740	15.6	171,430	14.3	
CO ₂ from flights	EN17	305-3	5,962	0.5	1748 ¹	0.1 ¹	
CO ₂ from product carbonation	EN17	305-3	82,399	6.7	76,691 ⁵	6.4 ⁵	
GHG emissions intensity (Scope 1, 2 and 3 - Scope 2 Market-based)	EN18	305-4		370.4		388.0 ⁵	
GHG emissions intensity (Scope 1, 2 and 3 - Scope 2 Location-based)	EN18	305-4		377.5		394.8 ⁵	
Programmes to reduce GHG emissions	EN19	305-5	See the text part in the above table		See the text part in the above table		
Ozone-depleting substance emissions	EN20	305-6	Tonnes		Tonnes		
CFCs and HCFCs			0.014	0.00000	0.005	0.00000	
Other significant air emissions	EN21	305-7	Tonnes		Tonnes		
NO _x			4,976	0.40	4,931 ⁵	0.41 ⁵	
SO ₂			3,559	0.29	3,646 ⁵	0.30 ⁵	
Particulate matter			550	0.04	543 ⁵	0.05 ⁵	

EFFLUENTS

Total water Discharged by Quality and Destination	EN22	306-1	Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2018 we have in total 40 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.			
Quantity of wastewater discharged	EN22	306-1	9,896 mL	0.8 l/lpb	9,943 ⁴	0.8 l/lpb
Total COD (Chemical Oxygen Demand) produced	EN22	306-1	3,006 t O2	243 mgO2/lpb	3,175 t O2	265 mgO2/lpb
Total COD reaching the environment	EN22	306-1	410 t O2	33 mgO2/l	547 t O2	46 mgO2/l
Water discharged to our own wastewater treatment plants (WWTP)	EN22	306-1	7,445 mL	0.6 l/lpb	7,538 mL	0.6 l/lpb
Water discharged to municipal-owned WWTP	EN22	306-1	2,450 mL	0.2 l/lpb	2,405 mL	0.2 l/lpb
Water habitats affected by water discharges	EN26	306-5	0		0	

WASTE

Amount of solid waste	EN23	306-2	Tonnes		Tonnes	
Total amount	EN23	306-2	105,549	8.5 g/lpb	101,703 ⁴	8.5 g/lpb ⁴
Waste recycled	EN23	306-2	77,576		73,297 ⁴	
Waste reused	EN23	306-2	11,477		9,979	
Waste incinerated without energy recovery	EN23	306-2	0		0	
Waste incinerated with energy recovery	EN23	306-2	2,596		2,771	
Waste composed	EN23	306-2	6,212		7,260	
Waste disposed of in landfills	EN23	306-2	5,385		6,184 ⁴	
Recycling and energy recovery	EN23	306-2	97,861	93%	93,308 ⁴	92% ⁴
Hazardous waste generated	EN25	306-2	2,303	0.2 g/lpb	2,212	0.2 g/lpb
Recycled hazardous waste	EN25	306-2	2,183		2,094	
Non-recycled hazardous waste	EN25	306-2	121		118	
Spills of chemicals oils, fuels	EN24	306-3	0 t	0.000 g/lpb	24 t	0.002 g/lpb
Hazardous waste	EN25	306-4	CCH does not transport, import, export, treat hazardous waste itself nor ship it internationally			

PRODUCTS AND SERVICES

Percentage reclaimable products	EN28	301-3				
Rate of returnable packaging			7.5%		9.6%	
Possible rate of packaging recycling			See AIR		See AIR	
Achieved rate of packaging recycling			See AIR		See AIR	

COMPLIANCE

Incidents and fines	EN29	307-1	EUR		EUR	
Monetary value of significant fines			0		0	
Significant fines and non-monetary sanctions			1		0	
Cases brought through dispute resolution mechanism			1		0	

TRANSPORT

Environmental impacts of transport	EN30	EN30	Transportation as part of the value chain with the smallest impact: 6% out of the total value chain carbon emissions and 0.04% of total value chain water footprint			
Number of vehicles			13,946		14,160	
Fuel consumption own and leased fleet (litres)			37,545,411	3.0 ml/lpb	40,760,872	3.4 ml/lpb
Energy consumption in own and leased fleet fuel consumption (million MJ):			1,334	0.1 MJ/lpb	1,456	0.1 MJ/lpb
Diesel			854		946	
Petrol			427		470	
CNG			0		0	
LPG			53		40	
Carbon emissions from fuel consumption (own and leased fleet: Scope 1) tonnes CO ₂			92,764	7 g/lpb	101,518	8 g/lpb
Carbon emissions from fuel consumption (third-party fleet: Scope 3) tonnes CO ₂			192,740	16 g/lpb	171,430	14 g/lpb

EXPENDITURES

Total environmental expenditures	EN31	EN31	See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.			
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* 2017 was recalculated a)using updated verified factors for Sugar and b) Emissions from Juice concentrates are included in Scope 3

¹ Up to 2017 only flights from three corporate offices were included

² 2017 is recalculated according to new 2018 standard

³ 2017 is recalculated including emissions from Juice concentrates and verified emissions factors for sugar

⁴ 2017 recalculated including Remote Properties

⁵ 2017 recalculated including energy consumption of CHP plants owned by the organization instead of final products. Emissions for Scope 1, 2 and 3 were recalculated.

Social Data Table

		2018	2017
401-1	Average no. of employees	28,884	29,427
	Permanent employees	96%	>96%
	Employee engagement score	88%	89%
	Values index score		91%
	Hires by age group, gender and region	See data at GRI Content index	See data at GRI Content index
401-1	Employee turnover	12.7%	12.8%
	Turnover by age group, gender and market segment	See data at GRI Content index	See data at GRI Content index
401-3	Return to work and retention rate after parental leave by gender	See data at GRI Content index	See data at GRI Content index
404-1	Average training hours per employee, by gender and employee category	See data at GRI Content index	See data at GRI Content index
	Key People in Key Positions	94%	92%
407-1	No. of workplace accountability audits	24	12
407-1	No. of human rights violations resulting in litigation against the Company	0	0
EQUALITY AND DIVERSITY			
405-2	Women in management	37%	35%
407-1	Breaches of equality legislation	0	0
LABOUR RIGHTS			
102-41	Employees covered by collective bargaining	54%	54%
LA4	Employees belonging to independent trade unions	26%	28%
HEALTH AND SAFETY			
403-2	Fatalities (including contractors)	1	8
403-2	Accident incidence (accidents with >1 day absence per 100 employees)	0.39	0.40
403-2	Employee LTA	114	120
	Contractor LTIFR	1.42	1.57
	OIFR	0.01	0.00
403-2	Data by gender and market segment	See data at GRI Content index	See data at GRI Content index
	No. of plants with OHSAS 18001 certification % of production volume covered	52 out of 53 plants that were operational in 2018 were certified, covering 99.7% of production volume.	54 out of 56 plants that were operational in 2017 were certified, covering 99.6% of production volume.
ECONOMIC BENEFITS			
201-1	Income taxes	€164.7 million	€138.4 million
	Salaries & benefits	€993.2 million	€992.3 million

Corporate governance, business ethics and anti-corruption

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

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

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

Each year, we hold our Annual "Ethics and Compliance Week" across all Group operations. In 2018, the main focus of our Ethics and Compliance agenda was the new EU General Data Protection Regulation that became effective on 25 May 2018. We established a comprehensive compliance program with GDPR and launched a broad awareness campaign to educate our employees on data privacy and cyber security. Finally, we continued our efforts to simplify and, through the use of appropriate technology, automate as much as possible all Ethics and Compliance processes.

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

2018 Code of Business Contact violations and allegations received through the Whistleblower hotline

In 2018, 296 allegations of violations of the Group's Code of Business Conduct were investigated. Of the 296 allegations investigated, 113 were substantiated as violations of the Code of Business Conduct. 20 of the violations involved an employee in a management position or involved a loss greater than Euro 10,000. Of the 296 matters investigated, 86 matters were reviewed and then referred to the appropriate department for further handling.

As a result of the 113 matters substantiated as violations of the Code of Business Conduct, 55 employees were terminated. An additional 103 employees received discipline in the form of verbal or written warnings, financial penalties (unpaid suspension or loss of bonus) or voluntary resignation from the Company.

Violations by Code of Business Conduct Sections.

• Safeguarding company asset	35
• Business and financial records	41
• Conflict of interest	12
• Fair treatment of employees	7
• Anti-bribery and corruption	4
• Other	5
• Workplace health & safety	9

Whistle-blower hotline

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

In 2018, we ran a standalone Speak Up! Awareness campaign, tailored to reach our off-line employee population, aimed to raise awareness of how to use the Speak Up! line to report concerns and violations of the Code Business of Conduct or ask questions regarding any of our compliance policies. Additionally, throughout the year we communicated the importance of reporting potential violations of the Code of Business Conduct and encourage all employees to ask their managers, Code Compliance Officers or the Internal Audit Department questions.

In 2018, we received 150 reports through our Speak Up! line and legacy whistle-blower hotline. Allegations received related to issues not covered under the Code of Business Conduct were routed to the appropriate department for appropriate handling. All allegations involving potential Code of Business Conduct violations were investigated in accordance with the Group Code of Business Conduct Handling Guidelines. Importantly, we make sure that the learnings from both the Code of Business Conduct violations and allegations reported through the whistle-blower hotline are drawn and result in relevant decision-making and procedural changes; for example, the re-evaluation of our procedures in connection with incidents and the review, adjustment or update of related policies. We also undertake measures to improve our systems and use them to prevent as many of these violations as possible from happening, learning from our experience and that of others.