



Innovating for a Sustainable Future

Our journey in 2013

Welcome
— to —
OUR
SUSTAINABILITY MAP
Start Exploring

CCE's
Corporate
Responsibility
and Sustainability
Report 2013/2014
is comprised of
a series of 25
factsheets.

About this Report

ABOUT THIS REPORT

This is Coca-Cola Enterprises' (CCE's) ninth annual Corporate Responsibility and Sustainability (CRS) Report, providing a progress update on our sustainability plan and replacing CCE's 2012/2013 CRS Report.

This report is our most recent CRS disclosure and contains a full year of data from January 1, 2013 to December 31, 2013 for our business operations covering eight Western European territories: Great Britain, France and Monaco, Belgium, Luxembourg, the Netherlands, Norway and Sweden and our offices in the United States and Bulgaria. Also included are illustrative case studies and business activities from 2014.

For news on our sustainability initiatives and further resources, see our website – www.cokecce.com.

REPORTING BOUNDARIES AND STANDARDS

At CCE, we have committed to taking a broader view and considering the most significant impacts of our value chain, as outlined in our sustainability plan. To this end, where stated, our value chain data goes beyond our own operations.

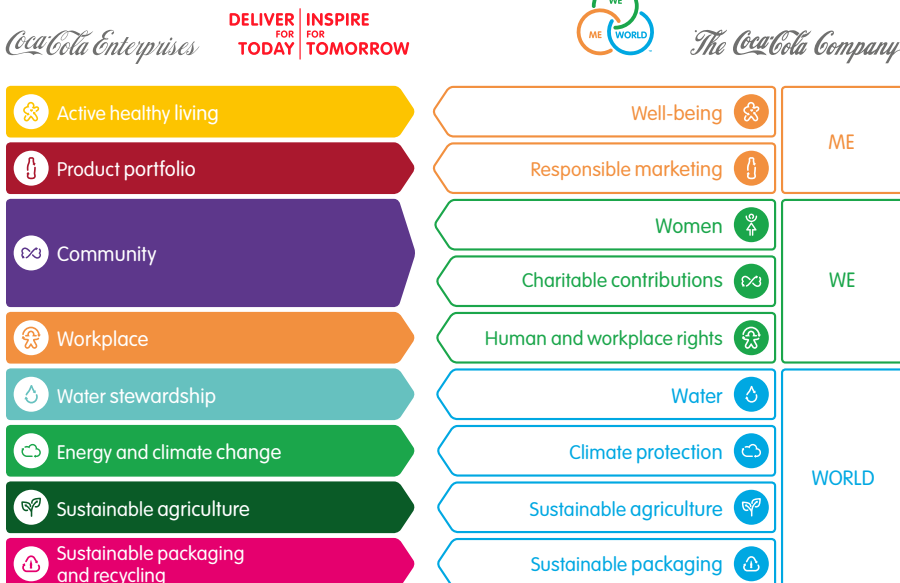
For our own operations, unless otherwise indicated, data in this report covers all operations (production, sales/distribution, combined sales/production facilities, administrative offices and fleet) owned or controlled by CCE, including our administrative offices in the United States and Bulgaria.

Our carbon footprint is calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol and we use an operational consolidation approach to determine organizational boundaries.

The water-use data in this report refers to production facilities, where we have the greatest water use. All financial data in this report is in US dollars, unless otherwise stated. This report has been assured by DNV GL (see Factsheet 25) and is aligned with the Global Reporting Initiative (GRI) G3 Guidelines, self-assessed at level B+.

The report also serves as our Communication on Progress (COP) for the United Nations Global Compact and the Water Stewardship Factsheet 21 serves as our COP-Water, part of our endorsement of the UNGC CEO Water Mandate.

A JOINT CRS VISION



MATERIALITY

In 2011, we undertook an internal and external review of our CRS aspirations and listened to a wide range of stakeholders' views and expectations of how our business could contribute to a more sustainable tomorrow. This work guided the development of our sustainability plan, 'Deliver for today; Inspire for tomorrow' (see Sustainability Plan below). The plan outlines our commitments and targets in seven areas deemed to be of the greatest materiality for CRS in our territories: Energy and Climate Change, Sustainable Packaging and Recycling, Water Stewardship, Product Portfolio, Active Healthy Living, Community and Workplace. Progress against our targets is measured by a set of Key Performance Indicators (KPIs). See Factsheet 24 for 2013 KPI data.

Coca-Cola products are made by more than 250 bottling partners worldwide on behalf of The Coca-Cola Company, which creates and

markets brands and trademarks and manufactures syrups. As one of the licensed, independent bottling partners within the Coca-Cola System, CCE purchases, produces and packages beverages to sell and distribute to retail and wholesale customers.

Our relationship with The Coca-Cola Company influences the way we work, our spheres of responsibility and how we determine our material issues. Our CRS commitments reflect our most significant sustainability impacts, as identified by our 2011 review, and are aligned with The Coca-Cola Company (see A Joint CRS Vision overleaf).

We have made considerable progress against many of our commitments and have learned a lot since our plan was launched. However, we also recognize that CRS leadership has evolved. During 2014, we intend to review our plan to continue to develop our sustainability journey.

MATERIAL INFORMATION – WHERE TO FIND IT

CCE's CRS programs are communicated in a variety of publications:

This report provides an overview of CCE's progress in 2013 against our commitments and future ambitions. It includes information on our business, our governance and management of CRS, our stakeholders and the work we are doing in each of our focus areas.

In addition, Factsheets 9-23 focus specifically on our sustainability plan commitment areas. A review of our 2013 CRS KPI performance data is on Factsheet 24.

ONLINE

www.cokecce.com
Our corporate website has a CRS section which includes further detail on our initiatives, our CRS commitments and targets, a full GRI Index and indices showing our compliance with the United Nations Global Compact and its CEO Water Mandate, progress updates, details of awards and events, our governance structure and corporate CRS policies.

Country reports Each of CCE's territories produces a Coca-Cola System report in conjunction with The Coca-Cola Company, giving local information of how CCE's CRS commitments are being brought to life in our communities. These reports can be found online at each of the following websites:

- Great Britain:**
www.cokecce.co.uk
- France (including Monaco):**
www.coca-cola-rse.fr

Belgium and Luxembourg:
www.cocacolabelgium.be

The Netherlands:
www.coca-colanederland.nl

Norway:
www.cceansvar.no

Sweden:
www.cceansvar.se

The Coca-Cola Company provides many sources of Coca-Cola system sustainability information. In particular, its website, www.coca-colacompany.com, contains corporate codes and policies which inform CCE's own approach to CRS.

Its 2012/2013 Sustainability Report, www.coca-colacompany.com/sustainability, contains a summary of the global Coca-Cola System sustainability work.

For further information please contact crs@cokecce.com.

SUSTAINABILITY PLAN

DELIVER FOR TODAY | INSPIRE FOR TOMORROW

Our sustainability vision

We will deliver for today, growing a low-carbon, zero-waste business, and inspire and lead change for a more sustainable tomorrow.

Our strategic priorities

Deliver for today
On our commitments and targets

Lead the industry
In Energy and Climate Change and Sustainable Packaging and Recycling

Innovate for the future
Opportunities for innovation, collaboration and partnership

A STRONG PARTNERSHIP

Coca-Cola Enterprises

The Coca-Cola Company

CUSTOMER FOCUS

- 11,750 employees
- 8 territories in Western Europe
- Production/distribution
- Marketplace execution
- Community and customer brand marketing

Long-term Sustainable Growth

CONSUMER FOCUS

- 130,600 employees
- Over 200 countries worldwide
- Brand ownership
- Product development and innovation
- Brand marketing and advertising





Coca-Cola Enterprises Chairman and CEO, John F. Brock (right), and Executive Vice President and President, European Group, Coca-Cola Enterprises, Hubert Patricot (left)

CEO Statement

INTERVIEW WITH JOHN F. BROCK AND HUBERT PATRICOT

Q. In October 2014, CCE's sustainability plan will be three years old. What have you achieved so far?

A. John F. Brock: When we launched our sustainability plan, we committed to become a 'low-carbon, zero-waste' business and defined priorities for our sustainability leadership. The good news is we've made some excellent progress and reduced the absolute carbon footprint of our core business operations by 23 percent (exceeding our original 15 percent target).

A. Hubert Patricot: In demonstrating leadership on sustainable packaging and recycling, we made an important decision to look outside of our traditional business model. We invested \$18 million in two recycling joint ventures and, as a result, have significantly increased the amount of PET plastic which can be reprocessed in Great Britain and France and secured a long-term supply of high quality recycled PET for our bottles.

Q. What have you learned and what challenges have you faced?

A. Hubert Patricot: We've learned a lot, particularly about the role that innovation and technology can play in accelerating the pace of change. Collaboration is critical – we need to share intelligence, maximize resources, and pool ideas if we are to address our challenges and create value

from our sustainability leadership. This was the focus of our first Sustainability Innovation Summit, held in October 2013. The event provided a valuable opportunity to learn from pioneers and influential thinkers.

A. John F. Brock: Our research has shown that many in the wider business community still face hurdles in making the case for sustainability. The companies that are committed to sustainability are seeing results, but it still needs to be 'sold in' to some businesses. Additionally, while we're ahead of plan in certain areas, we've found a number of our targets more challenging to achieve than we originally expected. Renewable energy is a great example – we've had some success, but are not currently on track to meet our long-term target. In 2014, we'll look again at our strategy and evaluate what success and leadership looks like.

Q. Why does sustainability remain at the heart of your business strategy in tough times?

A. John F. Brock: We all face significant societal and environmental challenges such as increased demand for natural resources, water scarcity and continued climate change. Forward thinking businesses will be able to turn these challenges into opportunities. We are proud of the environmental leadership that we've been able to demonstrate, yet we acknowledge that stakeholder expectations continue to

increase, particularly on obesity, health and well-being. We are making strides to create a positive impact through our support for local active lifestyle programs and our broad portfolio of no- and low- calorie beverages, but we know there is much more to do.

A. Hubert Patricot: We've also seen many business benefits from our work on sustainability – greater employee engagement, enhanced efficiency and effectiveness and stronger trust at a local level where we are proud to support our communities and make a significant socio-economic contribution.

Q. What role will technology play as part of your sustainability agenda?

A. Hubert Patricot: Technology is an important enabler of collaboration, which is becoming increasingly critical for a successful sustainability program. Our partnership with OpenIDEO enabled us to utilize an open innovation platform to draw on the optimism, inspiration and ideas of creative thinkers around the world to develop powerful ideas about how to increase at-home recycling.

A. John F. Brock: Technology is also proving to be a powerful sustainability driver. Many companies are using smart, online technologies to measure and reduce their environmental impact. Others are using technology to design more sustainable products, packaging and services.



Q. Are expectations of business and business leaders changing?

A. John F. Brock: I've seen how dramatically expectations of business have changed in the last 20 years. Today, businesses are expected to take a wider view, to make a profit, define their wider contribution to society and protect the planet.

A. Hubert Patricot: Successful organizations take a holistic approach to defining value for both shareholders and stakeholders. Sustainability no longer works in isolation – it touches all areas of business. In the future, the most successful businesses will be those that put sustainability at the heart of business decision-making and create value from sustainability.

A. John F. Brock: As business leaders today, we need to ask ourselves what we want to be remembered for. We need to drive sustainability and inspire change throughout our own organizations and simultaneously address the concerns of future generations.

Q. Where do you seek inspiration from, as you look to inspire for tomorrow?

A. John F. Brock: We learn from many different organizations that are making a strong business case for sustainability, embracing the transformative power

of innovation and reshaping the interconnectivity between business and society.

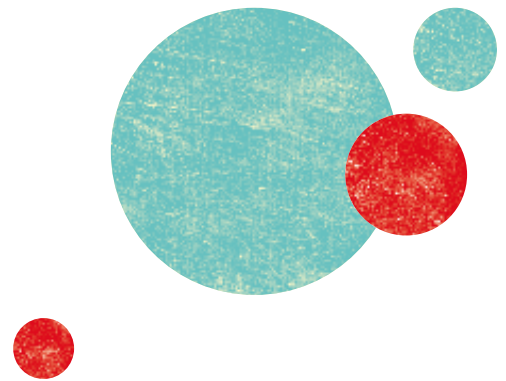
A. Hubert Patricot: We continue to take inspiration from the sustainability leadership shown by companies like Unilever, Kingfisher and Zipcar, as well as organizations like the EU Climate Leaders Group and the Ellen MacArthur Foundation which is working to demonstrate the potential of the circular economy.

Q. What's next on your sustainability journey? Are there any particular areas you will target as you review your commitments in the future?

A. John F. Brock: Our sustainability agenda does not stand still; it continues to evolve and stakeholder expectations continue to rise. In 2014 we will undertake a full review of our sustainability plan. We'll also hold a second Sustainability Innovation Summit and continue to explore opportunities for collaboration across our value chain. We know we have to accelerate our efforts and are determined to create value from our sustainability leadership in the future.

John F. Brock
Chairman and CEO
Coca-Cola Enterprises, Inc. (CCE)

Hubert Patricot
Executive Vice President
and President, European Group
Coca-Cola Enterprises, Inc. (CCE)



KEY 2013 ACHIEVEMENTS

SUSTAINABILITY LEADERSHIP

- Held Sustainability Innovation Summit, bringing together 250 delegates to explore the role of innovation, collaboration and technology.
- Included in Corporate Knights 2014 list of Global 100 Most Sustainable Companies – 1st of five food and beverage companies.

ENERGY AND CLIMATE CHANGE

- Achieved an absolute reduction in the carbon footprint of our core business operations by 23 percent since 2007.

SUSTAINABLE PACKAGING AND RECYCLING

- Invested \$12 million in Infineo, our joint venture PET reprocessing plant with APPE, and opened a new education center, highlighting the benefits of a circular economy.
- Achieved 32 percent recycled plastic (PET) in our PET bottles across our markets by the end of 2013.
- Reached 46 million people through consumer recycling campaigns, including 'Happiness Recycled'.

WATER STEWARDSHIP

- Achieved our lowest-ever water use ratio, with a reduction of 18 percent since 2007.
- Ranked the most water-efficient bottler within the global Coca-Cola System.
- Received the new European Water Stewardship Standard in recognition of our water stewardship work at our Dongen and Chaudfontaine plants.

PRODUCT PORTFOLIO

- Introduced Sprite with stevia in Great Britain and Nestea with stevia in France and Belgium, containing 30 percent less sugar.
- Launched a new 250ml slimline can for Coca-Cola, Diet Coke and Coca-Cola Zero in Belgium, Luxembourg, Sweden, France and Great Britain.

COMMUNITY

- Invested more than \$9 million in community programs to support young people, encourage active lifestyles and protect the environment.
- Reached more than 100,000 young people through local partnerships and our education centers.

ACTIVE HEALTHY LIVING

- Reached more than 900,000 people through our active lifestyle programs and partnerships.
- Announced the launch of Cityrides, a nationwide grassroots cycling program for families in Norway and a new partnership with the Swedish Swimming Federation.

WORKPLACE

- Received European Diversity Team of the Year Award, recognizing the outstanding contribution to delivering change in diversity and inclusion.
- Achieved a 65 percent reduction in our lost-time accident rate since 2007.

SUSTAINABLE AGRICULTURE

- Established a Sustainable Agriculture Steering Group and launched our Sustainable Agriculture Guiding Principles.



We operate 17 manufacturing plants and serve 170 million people across eight territories in Western Europe.

Our Business

WHERE WE OPERATE

Serving 170 million people across eight territories in Western Europe, Coca-Cola Enterprises (CCE) is one of the world's largest independent bottlers of Coca-Cola beverages. We operate in Great Britain, France, Monaco, Belgium, Luxembourg, the Netherlands, Norway and Sweden, have offices in the United States and Bulgaria and employ approximately 11,750 people.

WHAT WE DO

At CCE, we manufacture and distribute some of the most popular beverage brands in the world.

In 2013, we sold approximately 12 billion bottles and cans (or 600 million physical cases) through over one million retail customers across our territories, generating approximately \$8.2 billion in revenue and \$914 million of operating income. We are a public company incorporated and headquartered in the United States and publicly traded on the New York Stock Exchange and the NYSE Euronext in Paris under the symbol, CCE.

OUR PRODUCTS

Our product portfolio consists of over 40 brands of non-alcoholic, ready-to-drink beverages, including some of the world's most recognized brands –Coca-Cola, Diet Coke, Coca-Cola Light, Coca-Cola Zero, Fanta and Sprite – as well as a growing range of water, juices and juice drinks, sports drinks, energy drinks and ready-to-drink teas.

The Coca-Cola Company is our primary strategic partner. While beverages owned by The Coca-Cola Company and its affiliates represent more than 90 percent of our volume, we also distribute brands for other franchise partners, including Capri Sun.

OUR PRODUCT PORTFOLIO AS SOLD BY VOLUME

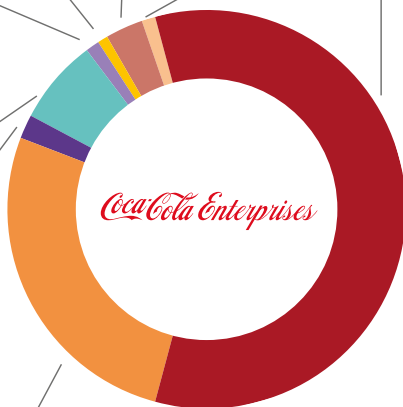
Energy drinks, sports and functional waters, water, ready-to-drink teas e.g.



Regular sparkling soft drinks e.g.



Juice drinks e.g.



Key

Regular sparkling soft drinks	58%
No- and low-calorie sparkling soft drinks	27%
100 percent juice	1%
Juice drinks	7%
Energy drinks	2%
Sports and functional waters	1%
Water	3%
Ready-to-drink teas and other	1%

100 percent juice e.g.



No- and low-calorie sparkling soft drinks e.g.



OUR SUSTAINABILITY PLAN

Our business has environmental and social impacts across the life cycle of our products from the sourcing and use of raw materials and ingredients, to the manufacturing of our products and their disposal. Our vision and goals, set out in our sustainability plan, focus on reducing our impacts at each stage of our value chain and making a positive difference to the communities in which we operate.

We have made solid progress in reducing environmental impacts that we can control, including the amount of water and packaging we use and the emissions from our cold drinks equipment. Our 2020 vision is to deliver for today, growing a low-carbon, zero-waste business, and inspire and lead change for a more sustainable tomorrow.

We are looking beyond our own operations and are working to innovate, collaborate and partner with suppliers and customers to identify ways to continue to reduce impacts across our value chain.

OUR MANUFACTURING AND DISTRIBUTION PROCESS

Our supply chain

Ingredients: Approximately 95 percent of our products are made from concentrates and syrups supplied by our brand owners. The rest are finished products that we distribute.

We buy sugar, juices, mineral waters and carbon dioxide to make our products (low-calorie sweeteners are already contained in the concentrates) and are working with our suppliers to reduce the environmental impacts of these raw materials.

Packaging: Our packaging materials come from a range of approved suppliers. We are innovating within our own business and working with these suppliers to reduce the impacts of the packaging materials we use.

Our business

Manufacturing: We use water and energy to produce our beverages. We are focused on increasing our operational efficiencies and minimizing our waste.

As an employer of approximately 11,750 people, we provide jobs and pay taxes in the countries and communities in which we operate.

Distribution: We manufacture and distribute our products locally, using road and rail. We continue to optimize our network and are working with our hauliers to increase efficiencies and investigate new, low-carbon ways to get our products to market.

Cooling and selling our products: Cooling our products uses energy and refrigeration gases, so we are increasing the efficiency of our cold drinks equipment and purchase only HFC-free coolers.

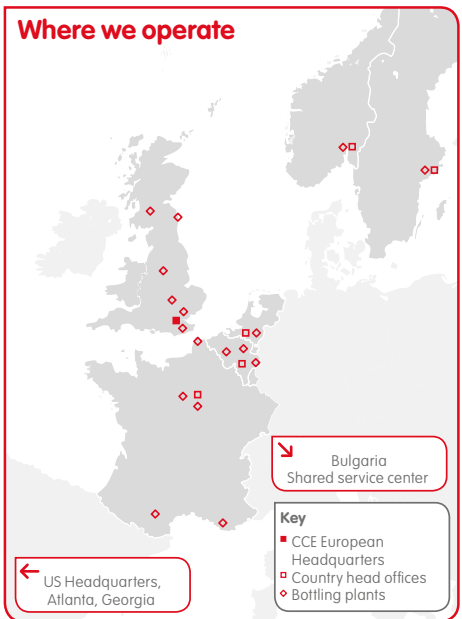
The marketplace

Product portfolio: Our wide range of products reflects the changing needs and demands of our consumers across our territories. With more than 40 brands, our products include a wide variety of pack sizes and a high proportion of no- and low-calorie soft drinks. We market our products in a responsible way through on-pack labeling and other media.

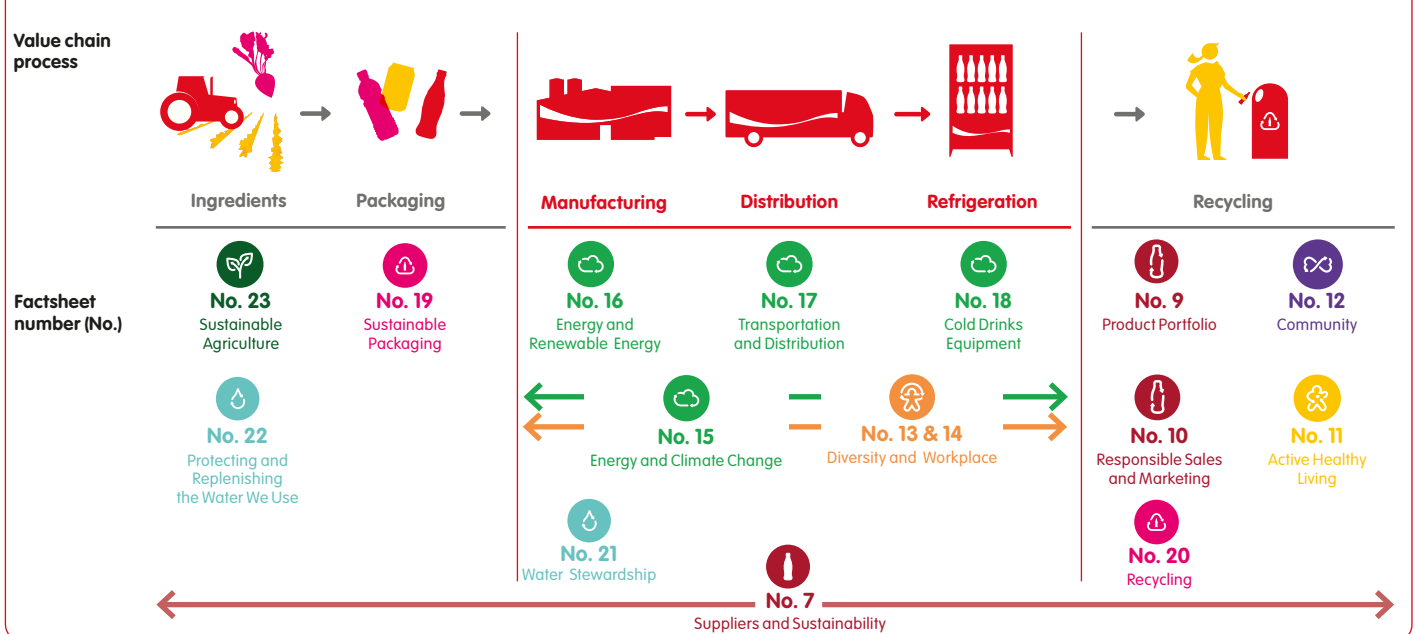
Recycling: Our bottles and cans are 100 percent recyclable. However, if they are not collected for recycling, they become waste. We are working to increase recycling rates across our territories, which in turn will help us to generate more material to turn into new bottles and cans.

Community and active healthy living:

Coca-Cola is a local product, made by local people and we have strong links with our communities. We aim to make a positive difference wherever we manufacture and sell our products and to engage our communities in active lifestyle programs.



Our manufacturing and distribution process





250

people joined us at our Sustainability Innovation Summit in 2013, to explore how business can harness innovation, collaboration and technology.

Our Stakeholders

INTRODUCTION

We believe in having honest conversations and ongoing dialogue with our stakeholders. Our sustainability plan was developed by listening closely to their expectations, setting out stretching goals and addressing the significant issues and concerns highlighted across our value chain.

We know collaboration is essential, both to achieve our targets and for society as a whole. As a result, continuing engagement and partnership with our local communities, NGOs, suppliers, customers and many others is fundamental to our progress and future innovation.

OUR STRATEGY

We have developed a program of stakeholder engagement to ensure we understand views and expectations, and are able to respond to raised issues or potential concerns.



CASE STUDY

Working with Zero

In Norway, we are working with Zero, an independent, Oslo-based foundation which works with businesses and communities to help develop a low-emission society.

In 2013, we supported its eighth annual Zero Emissions Conference, which brought together speakers from politics, business, public management and research organizations from around the world to discuss and develop answers to the challenges of climate change and how they can be solved.

CASE STUDY

Sustainability Innovation Summit

In 2013, we held our Sustainability Innovation Summit, bringing together an international group of influential thinkers, suppliers and customers to explore opportunities for collaboration, innovation and technology.

250 delegates heard pioneering speakers from a range of organizations including the Ellen MacArthur Foundation, McKinsey & Co. and Goldman Sachs and participated in breakout sessions exploring challenges such as packaging of the future and driving recycling, zero-carbon manufacturing and sustainability across the value chain.

The Summit provided a forum where all involved could learn from each other and be inspired to take meaningful action. It also offered us valuable insight for our 2014 sustainability plan review. (For more information see Factsheet 8.)



1st
 Ranked first of the five food and beverage companies listed in the Corporate Knights 2014 Global 100 Most Sustainable Companies

>1m
 customers, from small independent retailers to large international chains

>\$3.9bn
 spent with more than 13,400 suppliers in 2013¹

KEY 2013 PARTNERSHIPS

Academics and sustainability networks

Active participation and sharing of ideas

Working with the academic and sustainability community helps us remain well-informed on sustainability thought leadership. We have collaborated with the University of Exeter, directly supporting its One Planet Sustainability Challenge for MBA students. We also participate in the European School of Management and Technology's Sustainability Roundtable and SustainAbility's Engaging Stakeholders network and we are a member of the EU Corporate Leaders Group on Climate Change.



Investment community

Providing improved value chain disclosures

We disclose publicly to the Carbon Disclosure Project and in recent years we have expanded to the CDP Water disclosure. We are included in the CDP S&P 500 and continue to be members of the FTSE4Good Index. CRS forms a regular part of each presentation we make to financial analysts. In 2013, we were listed tenth in Corporate Responsibility CR Magazine's 100 Best Corporate Citizens and ranked first of the five food and beverage companies listed in the Corporate Knights 2014 Global 100 Most Sustainable Companies.



Media and social media

Online reporting and interactive CRS communication

We want to be transparent and to develop open and innovative channels of communication.

Our website (www.cokecce.com), our interactive Sustainability Map and social media communications all help to develop and enhance our connections with stakeholders. We also communicate our sustainability progress via @cokecce on Twitter and we are exploring the use of open innovation platforms with the launch of our recycling challenge with OpenIDEO.



Suppliers

Developing greater collaboration and innovation

Our suppliers are important stakeholders for us, helping us achieve our value chain sustainability commitments. We have continued to engage with them in 2013 by holding a supplier sustainability virtual meeting to share our CRS goals, progress and aspirations. Following the success of this new approach, we joined forces with The Coca-Cola Company, to hold a supplier webinar specifically focused on our Sustainable Agriculture program.

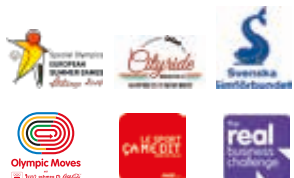


Coca-Cola Enterprises

Communities

Continual development of strong local partnerships

We have strong relationships with the communities in which our bottling facilities are located and our operations provide jobs for approximately 11,750 people across our territories. We have a wide range of community programs and hold local engagement events from our annual 'CRS in Action Week', to site family days. We are continually building on our community engagement programs to further involve community stakeholders.



Employees

Continual development of internal CRS communications

Our employees are fundamental to achieving our sustainability goals and continually drive our performance forward, from upholding our sustainability values within the communities where we operate to direct involvement in specific CRS projects.

We have developed our 'Ambassador' program, to help our employees understand more about our products, their ingredients and our wider CRS aspirations. We also share CRS news on our intranet 'iConnect', in our internal magazine 'Contour' and via digital screens across our business.

Our bi-annual employee engagement survey highlighted CRS as the second highest driver of employee engagement.



Customers

Business engagement and CRS collaboration

We have more than one million customers, ranging from small independent retailers to large international chains. Our strategic business priority is to be their most valued supplier, so we are constantly examining and improving our processes to ensure we are meeting their needs.

We set annual customer satisfaction targets and measure our performance using surveys such as those by the Advantage Group. In 2013, we were rated the leading consumer goods company in Great Britain, the Netherlands, Belgium and Sweden, and the number two supplier in France.

In recent years we have also developed partnerships with some of our key customers to encourage consumers to recycle more.



Non-governmental organizations

Ongoing dialogue to develop and enhance CRS programs

We are a signatory to the UN Global Compact and its CEO Water Mandate and have also entered into a water replenishment partnership with WWF-UK. We maintain relationships with a wide range of national and local NGOs such as those involved in active healthy living and packaging recovery.



¹ Excluding concentrate spend



From left to right: Véronique Morali, Jan Bennink, Phoebe Wood, Cal Darden (Chairman), Laura Brightwell (CCE Executive liaison to CRS Committee), John F. Brock, and Andrea Saia.



Governance

INTRODUCTION

Our vision is to be the best beverage sales and service company. Corporate Responsibility and Sustainability (CRS) is core to this vision and is a key component of our Operating Framework – our roadmap for long-term, sustainable growth.

We are committed to doing business responsibly – because it's the right thing to do and is fundamental to the long-term sustainability of our business. As a result, our goal is to be a CRS leader in the food and beverage industry and embed CRS principles into our everyday decision-making.

CORPORATE GOVERNANCE

CCE has a strong corporate governance structure. Our Board of Directors oversees the interests of the company and its shareholders and is supported by seven committees including our CRS Committee and the Audit Committee which oversees our Ethics and Compliance function.

Being accountable and transparent is a key principle by which we operate. Our approach is set out in our Corporate Governance Guidelines and Code of Business Conduct (see www.cokecce.com).

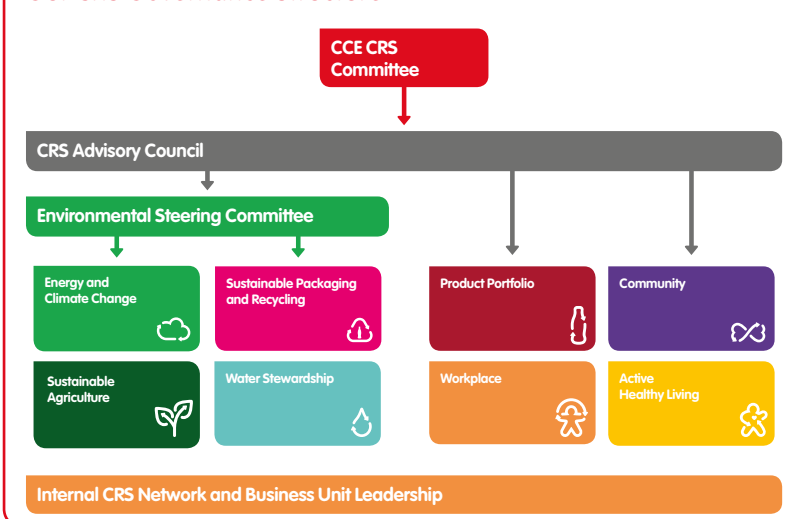
CRS GOVERNANCE

Our CRS Committee meets five times a year. Its task is to guide and oversee our CRS strategy and sustainability plan, review progress and discuss emerging CRS issues and stakeholder views. The Committee is chaired by CCE Board Director, Cal Darden.

Supporting our CRS Committee is our CRS Advisory Council, chaired by Laura Brightwell, Senior Vice President of Public Affairs and Communications, which also meets five times a year. The Advisory Council is a cross-functional body comprising senior managers, who in turn chair steering groups for each CRS focus area (see Our CRS Governance Structure). These include a new steering group, established in 2013, on Sustainable Agriculture (see Factsheet 23).

The Advisory Council is supported by a network of subject matter experts and CRS managers from across CCE.

Our CRS Governance Structure



Our Operating Framework



Safeguarding our future

“Governance is fundamental to our business, and without collaboration we simply can’t achieve this. Governance is about aligning with stakeholders and ensuring transparency and it comes with visible policies, strong communications and support from the highest level right through the organization. That’s why we are committed to building it into daily life at CCE.”

T.J. Wolfe,
CCE VP Ethics & Compliance, Financial Reporting



Ethics and Compliance function. Employees can also use a confidential and anonymous hotline with a single telephone number across all territories.

All incidents are investigated and reported to the Board’s Audit Committee. Serious breaches are discussed by the RIGHT Call Committee, a cross-functional group of senior leaders, and by similar committees in each geographic business unit. Of the 123 reported violations in 2013, 103 were substantiated and resulted in actions ranging from written or verbal warnings to dismissal.

CASE STUDY

iPhone app policy check-in

In 2013, we developed a phone app to support and further communicate our CCE Gifts, Hospitality and Entertainment Policy. The app provides easily accessible guidance on our corporate entertainment policy. It offers an instant check for employees, with help on what they need to consider in order to comply.



RISK MANAGEMENT AND BUSINESS PLANNING

Social and environmental risks are considered strategic business risks and are assessed annually as part of our enterprise risk model. Incorporated within the 36¹ risks in our risk register are global environmental issues such as climate change, water scarcity, waste and pollution, and global health and well-being trends.

Other risks include health and safety, supplier management, ethics and compliance, and trust and reputation. Our top 18 risks are assigned to specific Board committees and members of the Executive Leadership Team (ELT) who chair those committees.

As the ELT member responsible for CRS, Laura Brightwell is accountable for social and environmental risks. These are reviewed annually by the Board’s CRS Committee and risks that could materially affect our business and financial results are disclosed in Form 10-K in CCE’s Annual Report and quarterly financial reporting.

In accordance with the precautionary principle, CRS is considered within the development process for any major project, product or new investment and is built into our annual business planning process. Progress against our sustainability plan is reported every year.

ETHICS AND COMPLIANCE

At CCE, we follow our RIGHT Way model of ethical values. Our actions, decisions and behavior must always be RIGHT – maintaining **R**espect, **I**ntegrity, **G**ood judgement, **H**onesty and **T**rust. These values are the foundation of our Code of Business Conduct and are qualities that underpin our decisions and working practices. In

early 2014, we also joined The Supply Chain Initiative, which aims to promote fair business practices in the food supply chain.

Code of Business Conduct

Our Code of Business Conduct outlines the behavior we expect of every employee – The RIGHT Way. The Code identifies 12 guiding principles including: promoting health and safety in the workplace, complying with anti-corruption laws and upholding our environmental commitments. It is one of the ways we comply with the ten universal principles of the UN Global Compact which CCE signed in 2007 and supports compliance with the US Foreign Corrupt Practices Act and the UK Bribery Act.

The Code, published on our website (www.cokecce.com) and intranet, is underpinned by a series of policies that provide additional guidance on issues such as anti-corruption, insider dealing and gifts, hospitality and entertainment.

Training

The Code is provided to all new employees during their induction and in 2013 our RIGHT Way online training was rolled out to all employees with access to a PC. This was more than 70 percent of CCE employees. In 2014, we aim to extend the training to non-PC users. Further online modules are provided as part of our Ethics and Compliance training curriculum. Additional training in specialist areas is also offered.

Speaking up

For the Code to be effective, employees must be able to raise concerns without fear of reprisal. Under our RIGHT Call process, employees who suspect a breach of the Code or one of our policies are encouraged to contact their own or a more senior manager, or, if necessary, the HR, Legal or

¹ Consolidated from 43 risks following the 2013 risk review.



Our Manufacturing

INTRODUCTION

We manufacture more than 40 brands including some of the most popular soft drinks in the world – Coca-Cola, Diet Coke, Coca-Cola Light, Coca-Cola Zero, Fanta and Sprite. We operate 17 manufacturing sites in six countries, which includes a total of 87 production lines and more than 4,600 employees.

Manufacturing is at the heart of our business. Our focus is on excellence and efficiency, providing quality and value for our customers and protecting the safety of our employees and the environment in which we operate. In 2013, we invested \$65 million in process and equipment innovation and improvements. We have also developed Sustainability Master Plans for all our sites. We'll continue to seek further improvements within our operations and in collaboration with our suppliers.

This factsheet provides an overview of our sustainability approach within our manufacturing operations. For more detail on our specific workplace safety, energy and renewable energy, water stewardship and water protection programs, see Factsheets 14, 16, 21 and 22.

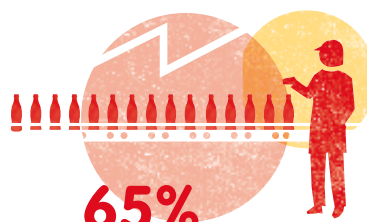
18%
reduction in water
use ratio since 2007

15%
reduction in energy
use ratio since 2007



14 sites

achieved zero waste to landfill



65%

reduction in lost-time
accident rate since 2007

OUR STRATEGY

Our sustainable manufacturing strategy focuses on:

- **Manufacturing excellence:** developing and adopting high standards consistently across our plants.
- **Our people:** working in collaboration to continually drive better performance.
- **Innovation and investment:** developing technology and process efficiencies and improvements.

MANUFACTURING EXCELLENCE

Our aim is to achieve and continually drive excellence and high operating standards in our plants. We focus on efficiency and effectiveness through a harmonized management and operational approach, rolling out consistent standards, new innovations and best practice across our territories. We call this the 'CCE Way'.

As part of this system, all our plants are certified to the food safety standard, FSSC 22000, and 16 are certified to the internationally recognized standards for health and safety, ISO 18001, and environmental management, ISO 14001.

We continue to explore opportunities to innovate and enhance our approach. For example, we have piloted the new energy management standard, ISO 50001, at Wakefield and East Kilbride in Great Britain, Dunkerque in France and Chaudfontaine in Belgium and plan to incorporate lessons learned in our management system updates.



CASE STUDY

Manufacturing for the future

Between 2012 and 2013 we invested \$100 million in our operations in Norway. Our plant has been completely transformed with the installation of new lines, the latest in production equipment and improvements to production processes, enabling the plant to now use recyclable, non-refillable PET bottles.



Higher standards and more efficient equipment have had an outstanding impact on both environmental and safety performance. Water and energy use in one year have reduced by 13 and 14.5 percent respectively and safety performance has changed from being a plant with one of the highest accident rates in CCE in 2012 to now having one of the lowest within CCE and the Coca-Cola System.

OUR PEOPLE

People and collaboration are key to our success. We operate a strong network of plant and national environment and safety management teams, working together to focus on specific projects, corporate goals and targets as well as sharing new innovations and efficiency measures.

We set environmental and safety targets annually across the company. These are supported by improvement plans and monthly performance reviews at plant, country and senior leadership level. Plant directors and senior leaders are also made accountable and incentivized through the inclusion of CRS targets within personal objectives and appraisals.

INNOVATION AND INVESTMENT

We devote a great deal of time, resources and investment to driving down our energy and water use. During 2013, we invested more than \$57 million in new production lines and equipment and a further \$8 million in additional energy and water saving technologies, collectively providing savings of \$1.6 million, plus more than 7,200 tonnes of CO₂e and 9,800 cubic meters (m³) of water. This included new PET lines in Wakefield, Great Britain and Clamart in France.

We have invested in monitoring and targeting systems and metering in our plants. This provides operators with live data to monitor and benchmark water and energy use and identify opportunities for improvement.

We have identified our top five techniques for saving water and energy and dedicated teams are rolling these out across our plants. We have also adopted the Water and Energy Savers programs jointly developed by The Coca-Cola Company and the World Wildlife Fund (WWF) to help bottlers around the world achieve new levels of efficiency. The water program has been implemented at the majority of our plants and six facilities have been certified as completing the energy program.

WATER

Our water saving efforts focus on both innovation and encouraging the right behaviors. Recent projects include optimizing processes and procedures linked to water treatment, manufacturing and cleaning, the rinsing of containers and recycling and reclaiming water where possible.

As a result, in 2013, we were rated the most water-efficient bottler within the Coca-Cola System and achieved our lowest ever water use ratio of 1.35 liters of water used per liter of product produced, a 3.5 percent improvement from 2012 (1.40l/l).

We seek both to conserve water within our own operations and to protect our water sources. All our plants have completed Source Vulnerability Assessments (SVAs) and Source Water Protection Plans (SWPPs) to ensure water is abstracted in a sustainable way, whether from the ground or from the municipal supply.

In recognition of our high standards of water management, we were the first to receive the new gold-level European Water Stewardship (EWS) Standard at our facility in Dongen in the Netherlands and our mineral water plant in Chaudfontaine in Belgium.

See Factsheets 21 and 22 for more detail on water stewardship and water protection and replenishment respectively.

ENERGY EFFICIENCY AND RENEWABLES

Fostering good behaviors is also at the heart of our energy-efficiency programs. We have a company-wide maintenance and air leak survey and repair program and carry out equipment upgrades to reduce energy use. In 2013, these included installing energy-efficient LED lighting, making our bottle-blowers more efficient, converting our packer ovens to gas, optimizing our compressed air systems and introducing conveyor sleep modes.

With these and other initiatives, in 2013 we achieved our lowest-ever energy use ratio of 76.83 kWh per 1,000 liters of manufactured product, a reduction of nearly six percent since 2012 (81.54 kWh).

We have also invested in low-carbon and renewable energy with solar photovoltaic panels installed in Great Britain at Edmonton, Sidcup, Wakefield and our new head office in Uxbridge where they are linked to electric car charging points.

In 2014, we plan to instal a Combined Heat and Power (CHP) unit at Wakefield in Great Britain and are continuing the pilot project between our Dongen plant in the Netherlands and a neighboring glass manufacturer, Ardagh, to test whether we can capture and use waste heat lost during glass production.

See Factsheet 16 for more detail on our energy and renewable energy strategy.

WASTE AND RECYCLING

We are committed to reducing and recycling the waste at our manufacturing plants. The vast majority of this waste is readily recyclable and for many years we have operated a robust waste recycling program based on raising awareness, monitoring waste data and separating waste at source.

In 2009, we set a target of zero waste to landfill by the end of 2014. In 2013, 14 sites had achieved this goal and 99.5 percent of our overall waste was being recycled or recovered compared to 99.4 percent in 2012.

CASE STUDY

Carbon Trust Standards

CCE holds the Carbon Trust Standard for greenhouse gas reduction and in 2013 was one of the first businesses to gain the newly created Carbon Trust Water Standard for efficient water use. These standards are designed to recognize an organization's commitment and achievements in carbon and water management. Both awards apply across our entire European operation.





We are working with our suppliers to improve their sustainability performance and reduce carbon emissions across our value chain.

Suppliers and Sustainability

INTRODUCTION

We recognize that our suppliers are essential partners in our sustainability journey. From analyzing our water and carbon footprint, we found that our most significant environmental impacts occur outside of our own business, in our value chain.

We believe collaboration and innovation throughout our supply chain are essential in advancing our sustainable growth. We want to inspire and drive sustainable change with those we work with as well as through our own organization. We have embedded sustainability into our procurement processes and supplier relationships, and have developed additional programs to support strategic opportunities for collaboration.

OUR STRATEGY

Our sustainable procurement strategy focuses on three pillars:

- **Our people:** training our procurement teams on sustainability.
- **Our procurement processes:** ensuring our processes support sustainable purchasing decisions.
- **Our suppliers:** encouraging our suppliers to improve their own sustainability performance.

OUR PEOPLE

In CCE, we have developed a bespoke modular training toolkit to equip our procurement teams with a good understanding of what we mean by sustainability and how this affects our purchasing decisions. The toolkit comprises of:

- Module 1 – CCE's sustainability journey and commitments.
- Module 2 – CCE's expectations of suppliers and how to use our supplier scorecard.
- Module 3 – sustainability issues related to specific commodities.

In 2013, we rolled out this program to procurement teams in all of our territories. All of our procurement managers working directly with suppliers have now received this training, enabling them to work with suppliers to identify opportunities, further drive our sustainability ambitions and help build long-term supplier value.

140

We are working with 140 of our key suppliers to reduce carbon emissions across each stage of our value chain.

75%

of our procurement spend in 2013 was in countries where we operate and 96 percent was within the EU.

>\$3.9bn

We spent more than \$3.9 billion with approximately 13,400 suppliers in 2013.

We held our fourth Supplier Sustainability meeting with our suppliers to investigate ways we can work together to encourage innovation throughout our value chain.

OUR PROCUREMENT PROCESSES

We have been working to embed sustainability criteria into all our procurement processes, from sourcing new suppliers to tendering. We want to ensure that our suppliers understand and adhere to our own sustainability standards. To help us, we have a number of mechanisms in place.

Code of Business Conduct

Our Code of Business Conduct outlines the principles by which we operate within CCE and how we work with our suppliers. The code is available on our website – www.cokecce.com.

Supplier Guiding Principles

Our Supplier Guiding Principles (SGPs) set out the minimum requirements we expect our suppliers to adhere to, including labor laws and regulations, health and safety, human rights, environment and business integrity (see below).

Our SGPs reflect and communicate our own principles and emphasize the importance of responsible workplace policies and practices, respect for human rights and environmental protection.

SGPs are included in all new contracts and are being incorporated into current multi-year contracts during renewal. In 2013, 67 percent of our spend with suppliers was covered by contracts containing our SGPs. The Coca-Cola Company works with independent third-party auditors to regularly monitor the SGP compliance of companies which supply to the Coca-Cola System. In the last three years, they have undertaken a series of audits including over two thirds of Coca-Cola Enterprises’ suppliers of ingredients and packaging.

Together with The Coca-Cola Company, CCE is a member of the AIM-PROGRESS forum – a global group promoting

Supplier Guiding Principles

Our SGPs outline minimum requirements and address the following key areas:

- Laws and regulations
- Child labor
- Forced labor
- Abuse of labor
- Freedom of association and collective bargaining
- Discrimination
- Wages and benefits
- Work hours and overtime
- Health and safety
- Environment
- Demonstration of compliance

responsible sourcing practices and audit program design to align supplier audits and reduce duplication and costs for suppliers. Our audits are aligned with the forum and are recognized by its members. Similarly, we recognize audits carried out on behalf of other signatory companies.

In 2013, we adopted The Coca-Cola Company’s Sustainable Agriculture Guiding Principles for suppliers of sugar beet and sugar cane as part of our sustainable agriculture program. We are now developing bespoke tools to support our sustainable sourcing strategy. (For more information see Factsheet 23.)

OUR SUPPLIERS

Our aim is to work with our suppliers to encourage them to improve their own sustainability performance.

Our Supplier Relationship Management (SRM) process underpins the management of our relationships with our key suppliers, helping to build collaboration and provide management focus. We use a framework to evaluate each supplier’s performance based on quality, cost and value, service and innovation, and corporate responsibility and sustainability (CRS).

The CRS evaluation comprises two inputs:

- Sustainability rating from an independent company, EcoVadis.
- Results from our suppliers’ carbon challenge.

EcoVadis

EcoVadis evaluates our suppliers on four areas – environmental, social, ethical and supply chain management – and undertakes a 360 degree review of the organization. In collaboration with our suppliers, this information is used to develop action plans to help them raise their rating and create risk reduction plans.

Carbon Challenge

Our ‘Carbon Challenge’ supports our carbon commitment. This three-stage program is designed to prioritize efforts and encourage suppliers to progress along each stage of their carbon management journey.

The challenge starts by encouraging each organization to measure and manage its carbon footprint, then to develop carbon improvement plans and finally to share carbon information. Suppliers are directed towards particular stages of the challenge to reflect the carbon classification assigned to the commodity or service they provide – low, medium or high impact (see CCE’s Carbon Challenge Process).

A supplier’s CRS Score is an important part of the SRM process, receiving the same weighting as other SRM criteria. Outstanding performance is recognized annually by our Supplier of the Year awards. In 2013, our CRS Supplier of the Year was one of our cold drink equipment suppliers, ISA. Where the score is low, we work with the supplier to improve their score.

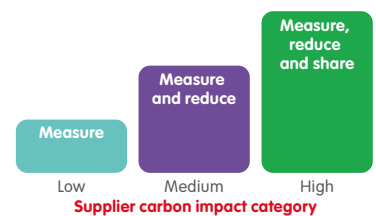
Supplier spotlight 2degrees

In 2013, we held a virtual supplier sustainability meeting and webinar to bring together our key suppliers and continue our CRS collaboration and innovation dialogue.

More than 140 suppliers and 300 people participated in the meeting, which focused on sharing experiences and supplier examples to showcase how organizations have improved their sustainability performance and carbon footprint.

To extend and continue our discussions, we launched our online sustainability hub. Hosted by 2degrees, a sustainability network organization, the hub has enabled us to share and collaborate across our value chain even further.

CCE’s carbon challenge process



Bring suppliers together

“This year we held our first ever supplier sustainability webinar as part of our procurement strategy. This was a great opportunity to communicate our expectations and continue the dialogue with our key suppliers. We want to encourage and help them to improve their CRS performance and more specifically help us reduce our carbon footprint across the value chain.”

Mélanie Leroy,
CCE Senior Manager, Strategic Procurement





Sustainability Innovation Summit

In October 2013, we held our first Sustainability Innovation Summit to explore how business can use innovation, technology and collaboration for a more sustainable tomorrow.

Innovate for the Future

INTRODUCTION

'Innovate for the Future' is one of three strategic priorities within our sustainability plan. We are making good progress towards many of our sustainability targets. However, we recognize that the size and scale of the sustainability challenges we face will require industry leaders to accelerate progress at a faster rate. We need to drive new opportunities for innovation, collaboration and partnership and inspire people to think differently – both inside and outside our company.

OUR STRATEGY

We are focused on solutions that will take us beyond our four walls benefiting ourselves, broader industry and society as a whole through:

- Thought leadership to explore and develop solutions to new issues and challenges.
- Collaboration and engagement with suppliers, customers and other stakeholders to drive innovation and unlock new ideas and opportunities.
- Accelerating the pace of change by developing and harnessing innovation and technology.



THOUGHT LEADERSHIP

In 2013, we worked with the *Economist Intelligence Unit* to explore how senior business leaders view the sustainability strategies and commitments that businesses are making – and to understand what the key drivers and barriers to success have been.

*Sustainability Insights – Learning from Business Leaders*¹ highlighted that many companies are moving forward with their sustainability activities, despite the recent economic downturn. The research also highlighted that:

- Technology is proving to be a powerful sustainability driver.
- Leading companies are turning to a broader form of collaboration.
- Innovative and disruptive business models have the potential to impact the way mainstream business operates and address social and environmental challenges.
- Building the right business case remains challenging due to concerns about the perceived high cost and lack of rate of return.

Our work with the *Economist Intelligence Unit* has been important in highlighting the opportunities that exist as we progress on our sustainability journey.

The Economist Intelligence Unit

¹ For details of the findings, see www.cokece.com/system/file_resources/93/report_-_ACTUAL_FINAL.pdf



COLLABORATION

The next era of sustainable business will be defined by more meaningful collaboration – with businesses working alongside government and civil society to identify the innovation that is required for sustainability.

We recognize that we are unable to meet our sustainability commitments by acting alone. In the search for solutions, we will be more effective by looking outside our own operations and by working in partnership across our entire value chain. For this reason, collaboration runs through all our sustainability activities.

As part of our 'Recycle for the Future' program, we continue to forge partnerships to increase recycling. We have worked closely with the University of Exeter to understand recycling behavior and have launched a recycling challenge in partnership with OpenIDEO (see case study below).

Supplier collaboration is also a key component of our sustainability strategy, whether in pursuit of low-carbon innovation within our manufacturing plants or in developing energy-efficient vendors and coolers.

We are also working closely with many different NGOs and community organizations. Projects include our river replenishment work in Great Britain with

WWF-UK (see Factsheet 22) and our active lifestyle partnerships with the Norwegian Red Cross, the Swedish Swimming Federation and Special Olympics (see Factsheet 11).

ACCELERATING THE PACE OF CHANGE

Given the scale of the sustainability challenges we face, we recognize the importance of accelerating the pace of change. This will include consideration of how we can use innovative new business models.

To support our commitment to reduce the carbon footprint of the drink in your hand by a third and to create a step-change in recycling in two of our markets, we have established two new joint business ventures.

Working with ECOPlastics in Great Britain and APPE in France, we have invested over \$18 million to create two new state of the art recycling plants, Continuum in Great Britain and Infineo in France. As a result, at the end of 2013, we were able to include an average of 32 percent recycled plastic (rPET) in our PET bottles (see Factsheet 20).

We have also furthered our water stewardship agenda by trialing innovative new water-saving technologies including the use of electro-chemically activated water and dry and semi-dry lubricants on our manufacturing lines (see Factsheet 21).

CASE STUDY

Sustainability Innovation Summit



In October 2013, we held our first Sustainability Innovation Summit, inviting an international group of influential stakeholders to explore how business can use innovation and technology, embrace new business models and think differently as part of the shift to a low-carbon economy.

The event was attended by more than 250 delegates including policy-makers, NGOs and industry leaders. Attendees heard from a range of entrepreneurial and pioneering speakers from the Ellen MacArthur Foundation, McKinsey & Co., Goldman Sachs, IBM and Salesforce.com.

The Summit explored how organizations can drive the next era of sustainable business and the important role that collaboration will have to play.

Our keynote speaker, Peter Schwartz from Salesforce.com, also highlighted the important role of technology. He said, "The question of how we deploy technology is quite fundamental to the question of sustainability."

Summit breakout sessions explored topics directly related to CCE's core business including 'packaging of the future' and 'how to drive consumer behavior change on recycling'.

The Summit provided an important opportunity for CCE to hold a wider discussion about the role of business and enable like-minded organizations to share ideas and explore opportunities for collaboration.

"Today, we are responsible for working outside of conventional boundaries and convening and leading a conversation that will help to shape the future of our business and also the world around us," said Hubert Patricot, Executive Vice President and President, European Group, Coca-Cola Enterprises.

Video highlights from the Summit can be found on www.cokecce.com

We will hold our second Sustainability Innovation Summit in October 2014.

CASE STUDY

Recycle for the Future



Recycling is something in which everyone has a role to play. It is arguably one of the easier ways to contribute to protecting the environment. However, recycling rates in two of our territories – Great Britain and France – still fall short of the European average.

In 2013, we commissioned the University of Exeter to undertake a pioneering six-month study into recycling behaviors in the home. The study observed 20 households in Great Britain and France to help understand the barriers to at-home recycling. The study discovered that:

- People don't make conscious decisions about recycling.
- New thinking is required to help people form new habits.



RECYCLE FOR THE FUTURE

- Better information is needed to address common misconceptions about recycling.
- There is an opportunity to leverage the 'power of community' through digital communication to encourage new recycling habits.

In April 2014, we used the findings from this work to launch a new online recycling challenge in partnership with OpenIDEO, an online open innovation platform.

The partnership enabled CCE to draw inspiration from a wide variety of sources and generate a range of ideas and solutions to encourage consumer recycling at home.

Ideas will be evaluated by the OpenIDEO online community and an Expert Advisory Panel, including representatives from Casino, WRAP and Fostplus. We aim to select at least one winning idea to bring to life through a prototype, field-test or full project launch.

See more at – www.openideo.com/challenge/recycle-challenge



Product Portfolio

OUR COMMITMENT

We will provide a wide variety of quality, refreshing beverages with nutritional and ingredient information so consumers can make informed beverage choices.

INTRODUCTION

We are fully engaged in the debate on obesity and the health and well-being of the communities in which we operate. While no single food or drink is responsible for obesity, all calories count, including those in our products.

Obesity is a complicated problem. We are committed to playing our part and helping people find the right energy balance in their daily lives, balancing calories consumed and calories burned. We are taking action by providing a wide range of product choices, including no- and low-calorie beverages in a variety of packaging sizes with clear nutritional information. We are also helping people to get active (see Factsheet 11).

54%
of our full-sugar brands have no- or low-calorie alternatives¹

19%
of our products are in small portion sizes (250ml packs or less)



OUR STRATEGY

Our product portfolio strategy has three priorities:

- Offering greater choice: we are introducing new products, reducing calories and sugar across our range of products and raising awareness of no- and low-calorie alternatives.
- Providing more information: being open about the calories and ingredients in our products through clear guideline daily amount labeling (see Factsheet 10).
- Ensuring that our products are sold and marketed responsibly (see Factsheet 10).

DEVELOPING OUR PORTFOLIO

We manufacture and distribute beverages owned by other companies. To ensure a successful, balanced portfolio, we work with The Coca-Cola Company and our other brand owners to develop and introduce new products and package sizes in line with our strategy. We try to ensure that each outlet has a range of choices available.

Our core sparkling brands such as Coca-Cola, Fanta and Sprite represent 29 percent of the products in our portfolio. We also have a wide range of no- and low-calorie soft drinks from Diet Coke, Coca-Cola Light and Coca-Cola Zero to alternatives for the majority of our flavored drinks (nearly every one of our full-sugar sparkling soft drinks has a low-calorie alternative). The rest of our portfolio consists of categories such as waters, sports drinks, functional waters and energy drinks.

¹ CCE's full sugar brands, excluding water and hot drinks. Including water and hot drinks brands, this equals 56%. Our most popular sugar brands (Coca-Cola, Fanta, Sprite) all have low-calorie alternatives and together these make up 90% of CCE's volume.



In 2013, we introduced 375ml Coca-Cola, Diet Coke and Coca-Cola Zero bottles and 250ml slimline cans, expanding our range of pack sizes to help consumers manage their calorie intake.

Choice

We offer a wide product and packaging choice so that people can decide which of our beverages best meet their needs and lifestyles and we work with The Coca-Cola Company to encourage people to make choices which balance their nutritional needs.

The Coca-Cola Company is also using the power and reach of its advertising to raise awareness and provide information about the calories in our products and what people need to do to expend these. The 2013 'Be OK' advertisement puts calories front and center of brand communications to consumers, conveying that each can of Coca-Cola has 139 calories and giving examples of some of the physical activities needed to burn these off, as well as promoting Coca-Cola Zero as a no-calorie alternative. The 'Grandfather' advertisement encouraged our consumers to adopt a balanced lifestyle by taking the stairs and eating smaller portions, as our grandparents used to do.

The Coca-Cola Company will continue to promote the importance of energy balance and active lifestyles in its 2014 advertising, particularly in conjunction with Coca-Cola's sponsorship of the FIFA World Cup™ in Brazil.

At CCE we continue to invest with The Coca-Cola Company to develop grassroots active lifestyle and sports programs in every market in which we operate to ensure we are helping people to get active in their communities (see Factsheet 11).

Quality

We want to ensure that consumers trust our products and are satisfied with the quality we offer. All our 17 production facilities are accredited to the quality standard ISO 9001 and Food Safety Standard FSSC 22000 and we have response centers in every country to constantly monitor consumer feedback. In 2013, we received 115,086 consumer contacts of which 13 percent were related to product quality. This is equivalent to 1.24 product quality complaints per million units sold, a reduction of nearly five percent since 2012.

No- and low-calorie beverages

54¹ percent of the brands we sell have no- or low-calorie alternatives. Including water and hot drinks these alternatives make up 31 percent of the volume of drinks we sell³.

We continue to increase these percentages by introducing reformulated versions of our popular drinks, by expanding sales of our existing low-calorie products, and by ensuring that no- and low-calorie products are consistently distributed alongside our regular soft drinks.

Since the European Union approved the use of the naturally sourced, zero-calorie sweetener, stevia, in 2011, we have started to use it in products such as Sprite and GLACEAU vitaminwater. We will continue to explore opportunities to expand our portfolio using stevia.

In 2013, no- and low-calorie reformulations of existing products and additions which help us to promote healthy choices included:

- Sprite with stevia in Great Britain.
• Monster Absolute Zero.
• GLACEAU vitaminwater, reformulated with stevia for 30 percent less sugar, and more recently with zero calories.

Since 2012, the Coca-Cola System in Great Britain has voluntarily supported the British Government's calorie reduction initiative, alongside a number of leading food retailers, restaurant chains and food and drinks manufacturers. The initiative is a key part of the Public Health Responsibility Deal, enabling the Government, industry and health groups to work together to tackle complex health challenges such as obesity. We have pledged that we will reduce the

average calories per liter of our range of sparkling soft drinks in Great Britain by five percent between 2012 and 2014 through a combination of reformulations and marketing investments behind our no-calorie and zero-sugar offerings.

Smaller portion sizes

Another way we help consumers to manage their calorie intake is to offer our drinks in smaller packages. 19 percent of our products are now available in units of less than 250ml, such as our 150ml cans, and we are looking to increase these smaller packaging choices. In 2012, we introduced 'pocket-sized' 375ml Coca-Cola, Diet Coke and Coca-Cola Zero bottles to be sold alongside our 500ml bottles. In 2013, we launched a new 250ml can to help consumers manage their calories (see case study below).

We have also limited our cup sizes for fountain beverages in France and Belgium, where we no longer sell branded cups larger than 500ml in restaurants, leisure parks and most cinemas.



CASE STUDY

ESFA reconfirmation of aspartame safety

Low-calorie sweeteners, if used consistently to replace caloric sweeteners, can contribute to weight loss and maintenance, and are important tools in the effort to tackle obesity. Aspartame is one of the sweeteners we use in no- and low-calorie products such as Diet Coke, Coca-Cola Light and Coca-Cola Zero. It has been used in many everyday products, including confectionery, yogurt and soft drinks, for more than 30 years and is made from two amino acids that are also found naturally in high-protein foods like eggs and meat.

In December 2013, the European Food Safety Authority (EFSA) published its opinion on aspartame after a thorough assessment of scientific research on the sweetener, answering a request by the European Commission to re-evaluate all food additives by 2020. EFSA reconfirmed aspartame is safe and that there is no need to change the current Acceptable Daily Intake (ADI) for aspartame. This opinion aligns with that of the World Health Organization and more than 200 international studies, making it one of the most thoroughly tested ingredients.

CASE STUDY

New slimline 250ml can



In 2013, Coca-Cola introduced a new slimline 250ml can for Coca-Cola, Diet Coke and Coca-Cola Zero in Great Britain, France, Belgium, Luxembourg, and Sweden. This new pack has been introduced in addition to the standard 330ml can and reflects our commitment to offering consumers a greater choice in terms of calories and portion size. In Great Britain, this initiative forms part of our commitment to the UK Government's 'calorie reduction pledge' - a voluntary initiative by food and drink businesses to help tackle obesity.

2 Covers CCE's wholly owned facilities, but we also require co-packers and other partners to have quality certification standards in place.
3 Figures include water and hot drinks and are measured using unit cases.



We want to ensure that people know what is in our products and were one of the first companies to introduce Guideline Daily Amounts (GDA) labeling.

Responsible Sales and Marketing

OUR COMMITMENT

We will ensure that our products are sold and marketed in a responsible way.

INTRODUCTION

With the influence of our marketing comes responsibility and we take seriously the need to sell and market our products in a responsible way.

The Coca-Cola System is committed to being part of the solution and helping to address the complex challenge of obesity. Over the past year it has been using its marketing and advertising to provide clear information about the benefits and range of our beverages and the calories in our products as well as encouraging people to get active.

We also aim to support and safeguard the role of parents and adult carers as the gatekeepers of their children's dietary choices, so we adhere to strict policies which ensure that the way we market our products is appropriate and responsible and we do not market our products to under-12s.

OUR STRATEGY

CCE aligns with The Coca-Cola Company's Global Responsible Marketing policy. Together, with the rest of our industry in Europe, we have signed up to a series of clear, compelling and verifiable industry-wide commitments to market our products responsibly. These focus on:

- **Public education:** providing consumers with relevant information to encourage healthy active lifestyles.
- **Consumer information:** providing nutrition education on our packs.
- **Advertising and commercial communication:** ensuring that we do not place communications in media aimed at children.
- **Primary schools:** not engaging in any direct commercial activity in primary schools.
- **Promotions and choice:** increasing the number of new beverages with no- and low-calorie content and the choice and availability of individual packaging sizes.
- **Research:** contributing to public and private research into consumer behavior as appropriate.

PUBLIC EDUCATION

Through our European trade association, UNESDA, we have committed to increase our involvement in educational programs aimed at providing consumers with relevant information on healthy eating and active lifestyles.

In 2013, the Coca-Cola System launched an ongoing campaign in our territories which



98%
of our products have
on-pack GDA labeling

Our advertisements are never shown during children's programming or on websites targeted at children.





reinforced our commitment to being part of the solution to obesity. This included television advertisements focused on the importance of energy balance in managing weight. We will continue this messaging in future advertising.

CONSUMER INFORMATION

Through UNESDA, we have committed to provide nutrition information as well as on-pack calorie information per 100ml and/or individual serving size.

To make the right choices, consumers need to know what their food and drinks contain and how this information relates to a balanced diet. In 2007, we were one of the first companies to introduce 'Guideline Daily Amount' (GDA) labeling and we're now moving to the new EU 'Reference Intakes' (RI) label. GDA labeling currently covers 98 percent of the products we sell. Our pack labels also include information on ingredients and nutrition. We take advice from local and European Scientific Advisory Councils and make no health claims unless these are scientifically proven. Product information is also available through websites, care lines and consumer information centers in all the countries where we operate.

We also provide extra information about ingredients on pack labels to help consumers make the right personal choices. For example, our energy drinks carry a statement indicating that they are not suitable for children and pregnant and breast-feeding women, specific groups for whom caffeine is not recommended.

ADVERTISING AND COMMERCIAL COMMUNICATION

Through UNESDA we have committed not to advertise in printed media, on websites or during broadcast programs specifically aimed at children.

We do not advertise or market any of our products directly to children under 12. This means that our advertisements are never shown during children's programming and we do not undertake promotional activities aimed at children under 12. We never provide free samples to children under 12 unless an adult or carer is present.

At CCE, we recognize the growing use of digital and internet communications by children and support The Coca-Cola Company's policies for responsible marketing of our products on the internet and via digital media. Our internet sites, content and related technologies are designed for visitors aged 12 or above and we use features and elements on our websites that appeal predominantly to visitors over the age of 12.

SCHOOLS

As part of a global Coca-Cola policy and through UNESDA, we have committed not to undertake direct commercial activity in primary schools unless requested by school authorities or parents. Although each country in which we operate has different policies on the distribution of our products in secondary schools, our commitments can be summarized as follows:

- To ensure that a full range of beverages (including waters, juices and no- and low-calorie products) is available in appropriate portion control sizes.
- Non-branded vending: to include educational images and messages on vending machines to promote balanced diets and to respect the commercial-free character of schools.
- Third-party distributors: to ensure that those responsible for the final distribution of our products to schools are aware of these commitments.

We have also signed the UNESDA initiative to ensure that energy drinks are not marketed to under-16s.



PROMOTIONS AND CHOICE

Through UNESDA and our own sustainability plan commitments, we have pledged to increase the number of new beverages with no- or low-calorie content and light versions of existing beverages as well as to increase the choice and availability of individual packaging sizes to help manage informed consumption.

We have made strong progress against this commitment in 2013 with the launch of our new 250ml small can in Great Britain, France, Belgium, Luxembourg and Sweden, as well as the launch of Sprite with stevia, reducing the sugar content by 30 percent. For further information on our portfolio developments, see Factsheet 9.

RESEARCH

Our commitments with UNESDA also mean that we contribute to public and private research into consumer behavior and responsiveness to educational campaigns aimed at encouraging healthy eating and active lifestyles. In the Netherlands, for example, we are partnering with the JOGG (youngsters of healthy weight) initiative, piloting a new multi-partner approach to help young people lead balanced lives. (For more information on our active lifestyle programs, see Factsheet 11.)

Further reading

The Coca-Cola Company Global Responsible Marketing policy:
www.coca-colacompany.com/stories/responsible-marketing-policy

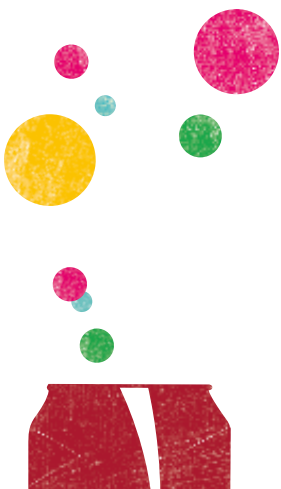
The Coca-Cola Company Global School Beverage Guidelines:
www.coca-colacompany.com/stories/global-school-beverage-guidelines

The Coca-Cola Company Responsible Marketing Charter, Great Britain:
www.coca-cola.co.uk/about-us/responsible-marketing.html

UNESDA Commitments to Act Responsibly:
www.unesda.org/our-unesda-commitments-act-responsibly

UNESDA Digital Marketing Commitments:
www.unesda.org/unesda-commitments

UNESDA Code for Energy Drinks and Shots:
www.unesda.org/blog/code-conduct-energy-shots





We are working in partnership with programs such as Olympic Moves in the Netherlands and Belgium to encourage people to move more, more often, and live healthier and happier lives.

Active Healthy Living

OUR COMMITMENT

We will encourage active healthy living by supporting physical activity and nutrition education programs.

INTRODUCTION

Obesity is a complex health challenge and we take the well-being of our consumers and the communities in which we operate seriously. Being more physically active is one of the most important things people can do for their health and happiness.

Together with The Coca-Cola Company, CCE is investing in a range of active lifestyle and sports programs across our territories. From team sports like football to everyday activities like walking, swimming or running, we aim to offer people of all ages and backgrounds the opportunity to move more, more often.

OUR STRATEGY

We aim to raise awareness of the benefits of moving more, more often. Through partnering with national and local organizations, we will continue to develop our active lifestyle programs to get young people and their families and communities involved. We have at least one major physical activity program in every country where we operate.

ACTIVE LIFESTYLES

The Coca-Cola Company is using the power and reach of its advertising to encourage people to be more active. Its most recent 'Movement is Happiness' campaign is linked to its FIFA World Cup™ sponsorship and promotes the joy of movement. At CCE, we continue to invest, with The Coca-Cola Company, to develop grassroots active lifestyle and sports programs to help people to get active in their communities. These include:

Special Olympics

We have a long-standing partnership with Special Olympics, the world's biggest sports charity for children and adults with intellectual disabilities – giving them the chance to get active, learn new skills and build their confidence through sport.

The Coca-Cola Company has sponsored Special Olympics for 35 years and CCE is proud to add its support. Our partnership began in Belgium in 1990 and extended to Great Britain in 2010. Further partnerships were formed in 2013 in France and the

more than
900,000
people reached through
our active lifestyle
programs in 2013





The Coca-Cola Company's 'Grandfather' advertisement encourages people to adopt a more balanced lifestyle by moving more and eating smaller portions, as our grandparents used to do.

Netherlands. The main focus of our activities in 2013 was our sponsorship of the Special Olympics National Summer Games in Great Britain (see case study).

Olympic Moves, Netherlands and Belgium

Started in 2003 by The Coca-Cola Company and the Dutch Olympic Committee, Olympic Moves (previously called Mission Olympic) is the biggest annual school sports competition in the Netherlands. Supported by CCE, it encourages 12- to 18-year-olds to discover sports in a fun way and to develop a lifelong interest in physical activity. Olympic Moves extends to more than 300 Dutch schools.

Olympic Moves has now been introduced in Belgium. In May 2013, we sponsored a three-day event at the King Baudoin stadium

near Brussels where 11,000 young people were given the chance to discover 30 Olympic sports and 20 other activities.

The program has also been extended to schools. Between March and May 2013, approximately 13,000 young people from 250 schools were introduced to two lesser-known Olympic disciplines, taekwondo and fencing. We look forward to expanding this program further in 2014.

StreetGames, Great Britain

With The Coca-Cola Company, Great Britain we support StreetGames, a UK charity focused on making sports accessible for younger people in disadvantaged communities. The program includes improved coaching, a greater choice of local activities, sports festivals and training with high profile sportsmen and women.

Bloso and Adeps, Belgium

In Belgium, we support the French and Flemish national sports associations, Bloso and Adeps, which train coaches and organize sporting events in Belgium's different languages.

JOGG, Netherlands

In Dongen, in the Netherlands, we are working with The Coca-Cola Company and JOGG (youngsters of a healthy weight), a community-based initiative helping young people lead healthy lives. Together with sports organizations, the local municipality,

schools and local companies, the scheme develops and implements programs to encourage healthy lives.

'Le Sport Ca Me Dit', France

In France, we sponsor 'Le Sport Ca Me Dit' ('I Like Sport'), created in 2008 with support from the Ministry of Sports and the French National Olympic Committee to provide simple ways for young people to take part in sports and games. Under the scheme, municipalities are offered equipment for six different activities, all packaged in a one-meter cube and able to be set up very quickly in streets, parks and other urban spaces. The project has so far involved more than 800,000 young people and currently operates in over 770 municipalities.

Swimming Federation, Sweden

In 2013, CCE partnered with the Swedish Swimming Federation to encourage exercise through swimming and improve the nation's swimming ability. We will promote swimming in co-operation with local associations, giving people tips and challenges from champion swimmers via digital channels. The collaboration will initially span three years and cover a variety of swimming activities.

Cityride, Norway

CCE has partnered with Cityride in Norway to promote the joy and advantages of cycling and to encourage young people and their families to get involved. In 2014, Cityride events are planned to take place in 20 locations across Norway.

Global Corporate Challenge

In 2013, CCE joined the Global Corporate Challenge (GCC). Over a 16-week period, 300 teams of seven CCE employees set themselves the challenge of walking 10,000 steps a day. We are looking forward to running this program again in 2014 (see Factsheet 14).

Supporting swimming in Sweden

"We are excited to have launched a partnership with The Coca-Cola Company and CCE in Sweden to focus on improving our nation's swimming ability. This collaboration will help us to encourage more people to get involved in swimming."

Bengt Jonsson, Head of the Swedish Swimming Federation



CASE STUDY

Special Olympics national summer games, Great Britain



In August 2013, we were proud to support the Special Olympics national summer games. Held over five days at the University of Bath, the event saw 1,700 athletes competing in 12 different sports.

The games are the UK's largest sporting event for people with intellectual disabilities,

offering a life-changing opportunity for athletes to compete at national level. Held every four years, the games are at the heart of the Special Olympics' program, offering community sports for children and adults at all levels, ages and abilities.

In addition to CCE's sponsorship and fundraising activities at our sites, 35 employees provided hands-on support for the event, volunteering almost 2,000 hours. The Coca-Cola Foundation also provided funding for those attending.

In addition, we worked with our partner, Recoup, to provide recycling facilities at the Games – collecting over 30,000 PET bottles for reprocessing at our Continuum recycling plant. (For more information on Recycling, see Factsheet 20.)

We look forward to continuing our support at the Special Olympics European Games taking place in Antwerp in September 2014.





Supporting community programs through collaboration, partnership and volunteering across our territories.

Real Business Challenge regional champions, Scotland and national runners-ups, Auchinleck Academy, with Sean Collins, CCE Senior Manager Field Sales and Bev Burnham, CCE CRS Manager.

Community

OUR COMMITMENT

We will make a positive difference in our communities, work with local partners and support the active involvement of our employees.

INTRODUCTION

Coca-Cola is a local product, made by local people. We are proud to support the communities in which we operate and have built strong relationships both locally and nationally. Our aim is to make a positive difference, protecting the environment and addressing social needs. For CCE this also means supporting our employees in being actively involved.

Our business makes a significant economic contribution to the countries and communities in which we operate. At the end of 2013, we employed approximately 11,750 people, paying salaries and benefits of \$1.1 billion and \$1.5 billion in taxes. An independent evaluation concluded that in Great Britain each job provided by Coca-Cola supports a further eight jobs and for every £1 of value CCE creates, an additional £8 is generated.

OUR STRATEGY

At CCE, our community program focuses on three pillars:

- Supporting young people in developing their workplace skills.
- Encouraging active, healthy living.
- Supporting community projects to improve and protect the environment.

This factsheet focuses on the first and third pillars. See Factsheet 11 for details on our Active Healthy Living programs.

SUPPORTING YOUNG PEOPLE IN DEVELOPING THEIR WORKPLACE SKILLS

We want to help young people to gain an understanding of the workplace and the skills they will need. Through a network of education centers and a series of community partnerships, we provide a variety of work-related learning programs. Each year, our education centers attract 75,000 visitors and our activities in total reach more than 100,000 young people.

Education centers in Great Britain

In Great Britain we have five education centers in our plants at East Kilbride, Wakefield, Edmonton and Sidcup, and at our Continuum recycling facility in Lincolnshire. These offer school students, aged 12-18, an exciting opportunity to learn about modern manufacturing and the world of work. Visits are free and highly popular, typically involving a classroom presentation and a tour of the factory.

Community Investment

In 2013, we invested \$9.1 million¹, just over one percent of pre-tax profit, in community initiatives across our territories.² This breaks down as follows:

- Cash contributions – 77%
- In-kind contributions – 4%
- Management costs – 17%
- Employee volunteering time – 2%

1 This includes significant one-off investments in 2013.

2 CCE's Community Investment contributions reported using the standardized approach provided by the London Benchmarking Group methodology.



\$9.1m
invested in community projects and partnerships

1.1%
of pre-tax profits invested

>5,000
hours volunteered by CCE employees



Through local partnerships and our own education centers, our activities reach more than 100,000 young people each year.

These centers also enable us to support similar initiatives designed to help students improve their employability. In 2013, these included the Food and Drink Federation's 'See Inside Manufacturing' program and the University of Sheffield Hallam's Women in Science, Engineering and Technology (WISSET).

Infineo Education Center, France

Our most recent education center opened in October 2013 at the Infineo recycling center, our \$12 million joint venture with the French recycler, APPE (see case study).

The Real Business Challenge, Great Britain

The Real Business Challenge is our national enterprise competition for secondary school students, run by qualified teachers. Students are challenged to tackle a business task set by CCE and to pitch their enterprise skills against other schools. In 2013, the competition reached more than 75,000 students who took part in regional competitions.

See more at – www.therealexperience.co.uk/the-real-business-challenge/

European Visitors' Center, Belgium

Our Antwerp plant hosts our European Visitors' Center, which has recently been extensively refurbished and is expected to welcome nearly 25,000 visitors a year. The center offers a variety of programs focusing on support for students aged between 12 and 25.

Open Door and Family Day, Belgium

To provide insight into our production processes and working at CCE, we opened the doors of our Antwerp plant to more than 10,000 people from the local community during Belgium's 2013 'Open Door Day'. We also ran a family day for our colleagues and their families.

Passport to Employment, France

In the ten years that CCE has worked on this scheme, it has helped more than 15,000 young people from underprivileged backgrounds. Our employees provide support through interview training, explaining different job roles and mentoring to help participants find their first job.

Espoir Banlieues (Hope for the Suburbs), France

In support of this government initiative CCE has pledged to recruit unemployed people from 750 disadvantaged areas.

Over the past five years, 10 percent of our new recruits have been employed through the program.

JINC, the Netherlands

In 2013, we launched a new partnership with JINC, an organization bringing together companies and underprivileged young people to help students prepare for the world of work. Focusing on developing the skills needed to gain employment, volunteers and funding are provided for classes, interview coaching and one-to-one support.

Red Cross, Norway

In Norway, since 2003, we have supported the Red Cross, providing financial help and job training to four centers in Oslo, aimed at helping young people achieve their ambitions.

SUPPORTING COMMUNITY PROJECTS TO IMPROVE AND PROTECT THE ENVIRONMENT

We consider it essential to protect and enhance the environment wherever we operate and are working with local communities and environmental groups through direct activities which include:

Source O Rama, Chaudfontaine, Belgium

Our mineral water bottling site in Belgium is in Chaudfontaine, a town well known for its thermal water source. With the local community, we support the town's Source O Rama visitors' center, which provides educational programs to help students and local visitors learn more about mineral water and the water cycle.

The Real Business Challenge

"Our Real Business Challenge (RBC) is a great opportunity to make young people aware of what we do, in addition to the careers we offer. The RBC helps students to develop a broad range of skills designed to help them in the competitive job market including prioritizing and team work. It also provides a great opportunity for CCE colleagues to volunteer and help towards CCE's active community role."



Bill Muirhead, CCE Education Program Manager



Water replenishment in Great Britain

Through our projects with WWF-UK, we are working with community groups to improve water quality and undertake river restoration at the River Nar in Norfolk and the River Cray in South London (see Factsheet 22).

Clean the Beaches, Sweden

In Sweden, we support Ståda Sverige (Clean Sweden) to promote environmental awareness among young people. Since 2010, more than 4,000 participants have cleared litter from over 300 Swedish beaches.

CRS roadshow, Sweden

Together with the Swedish recycling organization, Returpack, we took part in a roadshow visiting schools in Swedish cities, raising awareness of recycling with more than 5,000 students.

EMPLOYEE VOLUNTEERING

We encourage volunteering as part of our community initiatives, helping employees to enhance their own skills and experience. In 2013, our employees volunteered more than 5,000 hours on CCE community projects.

CASE STUDY

Infineo Education Center



Our education center at Infineo in Burgundy, France, is a unique educational space, designed in partnership with French recycler APPE, our joint venture partner, and Eco-Emballages, the household packing recycling organization for France.

The center offers an interactive and visual experience, seeking to educate visitors on the recycling of all materials – aluminum, steel, glass, plastic, paper and cardboard.

Set out in three parts, the center gives an overview of the benefits and challenges of recycling and the circular economy, a tour of Infineo and the bottle-to-bottle recycling facility and fun quizzes to learn more about the second life of packaging.

More than 5,000 students a year are able to learn about packaging and recycling. The center aims to increase awareness, change recycling behaviors and encourage visitors to recycle their waste.





CCE employees, Operations, Wakefield.

Diversity

33%
of our Board of Directors are female (2.5 times the European average!).

68%
of employees (nearly 8,000) took part in our core education and awareness program, 'Diversity is Everybody's Business', by the end of 2013.

OUR COMMITMENT

We will attract, develop and retain a highly talented and diverse workforce within a safe and healthy workplace, to foster a winning and inclusive culture.

INTRODUCTION

People make a company successful and sustainable. We therefore believe that a fundamental part of our sustainability agenda is to recruit the best people, develop diverse and inclusive teams and provide our employees with rewarding careers. Our diversity and inclusion (D&I) programs have been designed to address a wide variety of differences, from gender and age to ethnicity, sexual orientation and disability, and help to develop a diverse and inclusive culture.

WORKPLACE PROFILE	2012	2013
Total employees	13,000	11,750 ^{2,3}
Full-time employees (%)	94	96
Voluntary turnover rate (%)	6.4	5.4
Employees with individual development plans (%)	64	76
Average training days per employee	3	2.7
Females on Board of Directors (%)	33	33
Females in executive roles (%)	29	25
Females in management bands (%)	36	36
Females in non-management roles (%)	21	19
Females in workforce (%)	24	24
Age profile of workforce (%)		
<20	1	0
20-29	17	16
30-39	32	32
40-49	33	33
50-59	15	17
60+	2	2
Board of Directors members over 40 (%)	100	100
Ethnically diverse members of the Board of Directors (%)	17	17

1. European Commission, Women in economic decision-making in the EU: Progress report, 2012.
 2. Difference due to business transformation program. Included consultation with work's councils within the countries that we operate.
 3. The above data corresponds with data reported in our 10-K.



OUR STRATEGY

Within our workplace strategy, our diversity and inclusion program focuses on:

- Fostering a diverse and inclusive culture.
- Working towards world-class safety status in our manufacturing and sales operations.
- Developing a well-being program to encourage our employees to live active, healthy lives.

This factsheet addresses the first priority – building and supporting a diverse workforce. See Factsheet 14 for information on safety, health and well-being.

FOSTERING A DIVERSE AND INCLUSIVE CULTURE

We seek to attract, develop and retain a workforce that reflects the diversity of the communities in which we operate. We regard every employee as a valued member of CCE and are committed to supporting and developing each individual to help them achieve their potential.

At CCE, our diversity and inclusion approach comprises three principles:

Accountability

Responsibility for diversity rests at all levels of the business. We now have a Group Diversity Council chaired by two members of our Executive Leadership Team (ELT). We have also created a detailed D&I scorecard to allow us to measure and benchmark progress across the business.

Every quarter, the ELT, led by our CEO John Brock, reviews how each business unit and function is progressing against its D&I action plan. In addition, all members of our ELT have individual D&I performance objectives.

Awareness and education

Our D&I learning strategy has two aspects: offering a variety of D&I courses within our existing management training curriculum and building stand-alone D&I programs.

One of these programs – ‘Diversity is Everybody’s Business’ – is a team awareness program, supported by a D&I toolkit including videos, a quiz, a 360 degree questionnaire and employee self-assessments. The aim is to reach all employees by the beginning of 2015.

In 2013, we piloted our ‘Inclusive Leadership’ program to provide training in diversity management and gender balance for our top 500 leaders. This will be rolled out in 2014.

Diversity and inclusion is also about developing and enhancing people’s own skills. We offer a variety of learning and development programs and every employee is encouraged to create an Individual Development Plan (IDP). 76 percent of employees have a plan in place. Development opportunities and performance is also reviewed annually for all employees.

Our online CCE Academy offers training in many areas from leadership to commercial, supply chain and global functions. In 2013,

more than 11,600 individuals completed one or more Academy courses and just under 70,000 courses were provided. This included more than 234,600 hours of training – an average of 20 hours per employee.

Within our workplace

We continue to improve our processes, organization and culture to further support diversity and inclusion. Our ‘Diversity in Action’ program provides sites and functions with D&I check-ups and self-assessment workshops (see case study below). Since its launch in 2012, more than 500 people have been directly involved in the program. In 2013, the program reached 24 sites, surpassing our initial target of 16. Feedback from participants has been very positive: 100 percent said they found it useful and 97 percent would recommend it to their peers.

We continue to review our HR processes from a D&I perspective. To achieve greater representation for women, we aim to have at least one female on both the candidate list and the interview panel for every open leadership position at CCE. Our efforts are showing results. Women currently make up 33 percent of our Board of Directors (2.5 times the European average³), 25 percent of our ELT (almost three times the average³) and 36 percent of our management and leadership bands – an increase of 13 percent since January 2012.

Women’s networks within CCE have also been important in helping to make our



culture more inclusive and supporting women’s careers. Following success in France, Benelux and Great Britain, we now have groups in Norway, Sweden and the USA (see case study below). In addition this year, we again sent some of our top women executives to the Global Women’s Forum in Deauville, France, providing an opportunity to debate key issues with business and other leaders from around the world.

Since its launch in 2009, our University Talent Program (UTP) has provided a pipeline of male and female graduate talent. In 2013, we recruited a further 23 graduates. Currently, 57 percent of all UTP graduates are female.

Recognition

We are pleased by the many diversity awards we received in 2013 which recognize our progress and the innovative nature of our diversity programs such as ‘Diversity in Action’, (see case study below). Our latest employee engagement survey also shows high and rising scores for D&I across the organization.

3. McKinsey’s ‘Women matters’ report, 2012.

CASE STUDY

Women’s networks

In 2010, in France, we launched Elles@Coke to allow women managers to meet, exchange ideas, support each other and work towards greater advancement and representation within the company. The concept has proved so successful that other countries have drawn on the lessons learned and similar networks have now been set up for employees in Belgium, the Netherlands, Sweden, Norway and the USA.

The Women’s Network in Great Britain has proved extremely popular. Meetings and events are open to men as well as women and are usually oversubscribed. Like our other networks, this is helping to continue the development of a more inclusive culture.



CASE STUDY

Diversity in Action

Since 2012, our ‘Diversity in Action’ program has involved more than 500 people in 24 sites across the business. D&I check-ups and self-assessment workshops are provided on topics such as gender, ethnicity and nationality, age, disability, sexual orientation, religion and work-life balance.

Follow-up meetings take place every six months for two years to review progress. In addition, sites that participate in the program make D&I part of their management routines, with a diversity scorecard reviewed at every local management meeting. In Antwerp, following the self-assessment, meetings were organized with female employees to identify opportunities to improve the work environment. In Chaudfontaine, a program was set up to favor the knowledge transfer

from more experienced to less experienced employees.

Diversity in action

“The D&I self-assessment allowed us to understand the richness that is in our teams and to take into account differences in what we do in our daily lives as managers. It was very useful. We realized that there are many simple things that we can do to leverage diversity. In fact, diversity is not a complicated matter.”

Sevan Artinian,
CCE Director of Operations, Marseille, France





We will provide a safe working environment, continually driving higher standards and performance.

A Safe, Healthy Workplace

OUR COMMITMENT

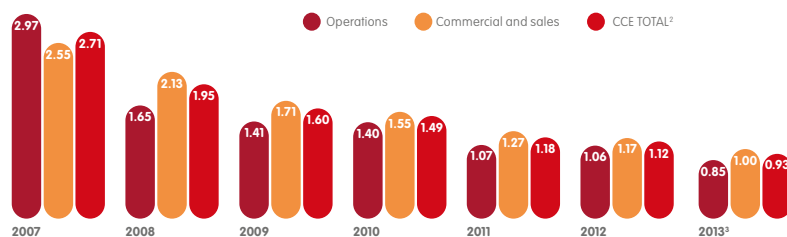
We will provide a safe and healthy work environment with a vision of achieving zero accidents and attaining world-class health and safety status. In addition, we will provide access to health and well-being programs for all of our employees.

INTRODUCTION

We believe people make a company successful and sustainable. A safe, healthy and positive working environment is essential to ensuring that our employees can give their best and achieve their full potential.

Lost-time accident rate 2007–2013¹

Number of lost-time accidents per 100 full-time equivalent employees.



1. Data recalculation and changes to previous years due to data improvements.
2. Nordics are included from the year 2010 onwards.
3. Cold Drinks Centres transferred from commercial to operations.



OUR STRATEGY

Within our workplace program we focus our efforts on:

- Fostering a diverse and inclusive culture.
- Working towards world-class safety status in our manufacturing and sales operations.
- Enabling and encouraging our employees to lead active, healthy lives.

This factsheet addresses the second and third priorities. For information on diversity and inclusion at CCE, see Factsheet 13.

WORKING TOWARDS WORLD-CLASS SAFETY

We aim to achieve world-class safety standards and a zero-accident workplace, working towards a consistent approach and level of performance across our territories. To ensure strong safety governance, we operate Business Unit Safety Councils at a national level and health and safety committees at each of our production, sales and distribution sites. Our standards apply equally to employees and contractors.

At the end of 2013, 16 of our 17 production facilities and all regional distribution centers were certified to Occupational Health and Safety management system OHSAS 18001.

Continuing a seven-year improvement trend, our 2013 lost-time accident (LTA) rate was 0.93 accidents per 100 full-time equivalent employees compared to 1.12 in 2012. There were no fatalities in 2013. LTAs are slightly lower in operations, largely because manufacturing sites are less susceptible to external influences.



Each year our sites are challenged to further improve their performance. In 2013, the most outstanding progress was in our site in Norway (see case study below).

To support this drive for continued improvement, we have focused on the following safety initiatives:

- Revising our safety standards to make them easier to understand and implement. This has increased awareness and compliance, changed people's attitudes to safety, empowered employees to challenge unsafe practices and made individuals more aware of their role in setting and enforcing standards and safe behaviors.
- Providing intensive, week-long management training for safety teams in all territories. Designed to raise safety competency levels, these covered safety disciplines such as risk management, governance, root cause analysis, data

and information management and audit, along with softer skills such as change management, communication and culture.

- Developing our Europe-wide health and safety training curriculum to consolidate and standardize our approach and provide training relevant to three levels of competence: awareness, manager and practitioner.
- Expanding our use and understanding of data, recording accidents that result in treatable injuries and potential incidents, commonly referred to as near misses. Investigating incidents of this type can highlight issues that need attention, while providing greater insight into safety trends and helping to avoid more serious incidents – all part of a greater emphasis on accident prevention.
- Focusing on higher safety performance from our contractors by raising awareness of their responsibilities, acceptable behaviors and our safety standards. We intend to raise the bar among our network of suppliers, contractors and partners.

- Offering flu vaccinations to all employees.
- Where possible, providing access to health and fitness centers across our territories.
- Running awareness campaigns to help employees to stop smoking.

In 2013, we joined the Global Corporate Challenge (GCC) to encourage employees to walk, cycle or swim their way to more active lives and will be joining it again in 2014 (see case study below).

CASE STUDY

Safety improvements in Norway



Following the purchase of our Norwegian plant in 2010, significant investment was made in updating production methods and ensuring that existing equipment met higher standards.

At the same time, the plant re-launched CCE's safety standards while also developing a sharper management focus to eliminate accidents and change people's safety behavior.

From having one of the highest accident rates in CCE in 2012, the plant has achieved more than 500 days without an LTA and is now one of the leading sites in CCE and the Coca-Cola System.

With such a successful step change, the safety team in Norway received our annual internal recognition award for CRS.

Our strong safety performance was recognized again in 2013 with all sites in Great Britain gaining The Royal Society for the Prevention of Accidents Gold Award.

EMPLOYEE WELL-BEING

We aim to promote a culture of well-being that empowers and encourages our employees to lead active, healthy lives. This means providing a healthy, safe and positive environment so that employees are engaged at work and can concentrate on their performance. As well as the protection afforded by our employee benefits, we have, in recent years, developed a range of programs and tools to encourage employees to proactively manage their overall health and resilience. These include:

- Our Employee Assistance program, a confidential information service to support employees who have work or personal problems such as bereavement, stress or financial concerns.
- Our Health Risk Assessments program which offers employees an analysis of their current state of health and support for areas they may wish to focus on.
- A network of well-being champions to coordinate the roll-out of our well-being programs and engage our people in local initiatives.
- Publishing health and well-being information on our HR portal, 'HeRe Online'.

CASE STUDY

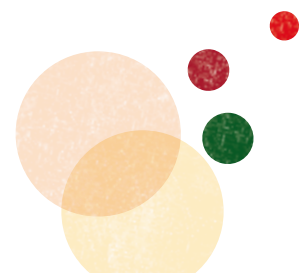
Global Corporate Challenge



In 2013, we joined forces with 'Get the World Moving' to promote the Global Corporate Challenge across our business. The GCC aims to get people active in an easily accessible and fun way. It's about team spirit and bringing colleagues together – with a little friendly competition thrown in.

Designed for employees of all fitness levels, the aim was for each team member to walk, cycle or swim 10,000 'steps' a day, with participants able to update progress online or by using the GCC phone app.

Three hundred teams of seven people signed up to the challenge, armed with pedometers and walking more than 1.6 million kilometers over a 16-week period, an average of 13,000 steps per person per day. Of those surveyed, over half reported losing weight and feeling less stressed. The winning team, Les Frappadingues (The Crazy Ones – pictured above) from Dunkerque, consistently achieved an average daily step rate of more than 27,200.



CCE SUPPLY CHAIN

(1.4m metric tonnes CO₂e estimated)¹
Ingredients > Packaging



% CCE value chain emissions (estimated)
 17% 52%

CCE OPERATIONS

(658,203 metric tonnes CO₂e)
Manufacturing > Distribution > Refrigeration



7%

7%

17%

CUSTOMERS AND CONSUMERS

Recycling



Included in packaging?

¹We have modeled emissions for ingredients and packaging using industry average conversion factors linked to our procurement data for each raw material.
²As a result of packaging carbon footprint methodologies.

Our estimated carbon footprint across our value chain

Energy and Climate Change

OUR COMMITMENT

We will reduce the carbon footprint of the drink in your hand by a third by delivering carbon reductions throughout our value chain.

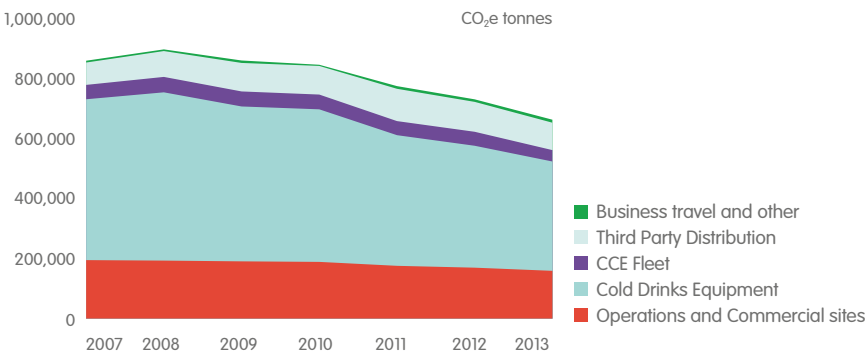
INTRODUCTION

We recognize the part we play in addressing climate change and the need for collaboration. We want to grow a low-carbon business and inspire our customers and suppliers to lead change for a more sustainable tomorrow. Since 2007, we have reduced the carbon footprint of the drink in your hand by nearly 18 percent.

52 percent of emissions within our value chain comes from our packaging. Of this 60 percent is from our cans and 20 percent from our plastic (PET) bottles. Our sustainable packaging and recycling targets support our value chain carbon commitment and we're focused on working with our suppliers to further reduce these impacts (for more information see Factsheets 7, 19 and 20).

This factsheet focuses on our commitment to reduce the carbon footprint of our business operations.

CCE's Business Operations 2007-13



OUR OPERATIONAL CARBON FOOTPRINT

CCE's business operations (manufacturing, distribution and refrigeration) represent 31 percent of our value chain carbon footprint. This was 658,203 tonnes of CO₂e for the period January 1, 2013 – December 31, 2013.

To support our value chain commitment, we set a target to reduce the absolute carbon footprint of our business operations by 15 percent by 2020, from a 2007 baseline. In 2013, we met this target seven years early with an actual reduction of 23 percent. We plan to continue our efforts to maintain this achievement as we grow our business.

OUR STRATEGY

Our strategy to reduce the carbon footprint of our business operations focuses on three themes:

- Measuring and managing our carbon footprint.
- Setting supporting targets and developing carbon reduction roadmaps.
- Driving innovation, collaboration and technology.

23% reduction in the carbon footprint of our own business operations since 2007³

nearly 18% reduction in the carbon footprint of the drink in your hand since 2007

³ Absolute reduction for our business operations only (manufacturing, distribution and cold drinks equipment).

**MEASURING OUR CARBON FOOTPRINT**

The carbon footprint of our business operations is calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol and includes manufacturing processes, facilities, fleet, offices, cold drinks equipment and our business travel. We measure emissions from these activities in our eight Western European territories and our offices in the United States and Bulgaria. Our baseline year is 2007 and our emissions are independent of any greenhouse gas trades.

We use an operational control consolidation approach to determine organizational boundaries. Data is consolidated from a number of sources across our business and is analyzed centrally. Under the Protocol, we measure our emissions in three 'scopes':

- **Scope 1:** Direct sources of emissions such as the fuel we use for manufacturing and our own vehicles.
- **Scope 2:** Indirect sources of emissions such as the purchased electricity we use at our sites.
- **Scope 3:** Indirect sources associated with the electricity used by our coolers and vending machines at our customers' premises, our business travel by rail and air, emissions associated with waste,

recycling, water and wastewater from our sites and the fuel used by our third-party distributors.

We measure and seek to reduce our Scope 3 emissions (those that do not occur at our business operations but result from our business) because they are significantly greater than our Scope 1 and 2 (core) emissions. The carbon footprint of our business operations in 2013 is verified in accordance with the GHG Protocol by SGS.

SOURCES OF DATA

We use a variety of methodologies to gather our emissions data:

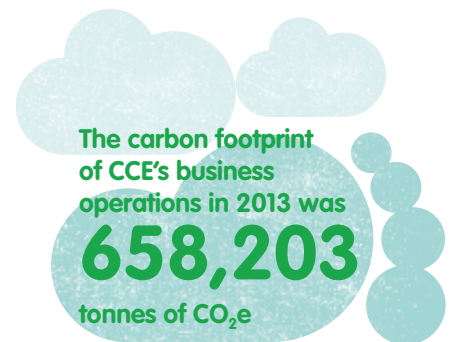
- Energy data from metered sources, supplier invoices and estimates based on floor size.
- Refrigerant gas losses from contractors' re-gasing invoices.
- CO₂ fugitive gases from measuring our stock levels and subtracting the quantity of CO₂ used in our products and in wastewater treatment.
- Cold drinks equipment calculated based on supplier energy consumption rates and by subtracting savings from carbon reduction initiatives for the reporting time period.

- Transport fuel calculated based on actual liters used or kilometers recorded.
- Supply of water, treatment of wastewater and waste management calculated by using liter and kg data respectively.

The raw data collected is converted to carbon equivalents (CO₂e) using emission factors or Global Warming Potential factors: electricity (IEA 2011), non-electrical (DEFRA 2013) and district heating from suppliers. Two percent of our operational carbon footprint is estimated.

MANAGING OUR CARBON FOOTPRINT

Since 2010, CCE has used a Carbon Allowance setting process to establish annual carbon reduction targets. Allowances are agreed for each business unit in line with our business plans. Carbon reduction plans and road maps are developed and progress is monitored and reported quarterly. For more information on our energy and renewable energy, cold drinks equipment and distribution carbon reduction plans, see Factsheets 16, 18 and 17.

**GREENHOUSE GASES (TONNES CO₂e)⁴**

	Scope 1 Direct emissions (e.g. fuel)	Scope 2 Indirect emissions	Scope 3 Related third-party emissions	Total (GHG) emissions
	2013	2013	2013	
Carbon Dioxide (CO ₂)	111,015	82,356	462,887	656,258
Nitrous Oxide (N ₂ O)	341	0	703	1,044
Methane (CH ₄)	103	0	32	135
Hydro-fluorocarbons	765	0	0	765
TOTAL (SCOPE) (tonnes CO ₂ e)	112,225	82,356	463,622	658,203
% Footprint	17%	13%	70%	100%

ENERGY USE

We use a variety of sources of energy in our operations which all contribute to our carbon footprint. Our energy use in 2013 was as follows:

CCE Energy Sources and Use – 2013 (MWh⁵)

Direct energy consumption by primary energy source	Total natural gas used	152,865
	Total LPG used	29,762
	Total Light Fuel Oil used	859
	Total Diesel and Petrol used	153,070
	Total Biofuel used	6,402
Indirect energy consumption by primary energy source	Total electricity purchased and used	332,004
	Total heat purchased and used	19,335
	Energy used in cold drinks equipment	1,472,407
	Energy from renewable or low-carbon sources	19,354

4. Please note we do not have PFCs or SF₆ emissions.

5. Energy data expressed as MWh in line with CCE's internal reporting processes and KPIs.

CASE STUDY**Carbon Disclosure Project**

We report our carbon emissions publicly via the Carbon Disclosure Project (CDP) and are listed in the CDPs S&P 500. The CDP is a not-for-profit organization, encouraging transparency and public disclosure of companies' environmental footprint and improvement actions.

We operate a company-wide carbon accounting system, reporting both our core operations and value chain footprint. In 2013, we took this approach one step further, piloting the new GHG Protocol's Corporate Value Chain (Scope 3) standard. Using the new methodology, we expanded our understanding and highlighted packaging, ingredients and our core operations as our key focus areas, confirming our value chain approach.



Since 2007, we have reduced our energy use ratio by 15%. Our total energy use has risen by only 2% during a period when our production increased by 9%.

Energy and Renewable Energy

OUR COMMITMENT

We will manufacture every liter of product with 50 percent less carbon emissions and source 35 percent of manufacturing energy from renewable and low-carbon sources by 2020¹.

INTRODUCTION

We have set rigorous targets for reducing emissions across our value chain and are determined to help secure a low-carbon future. The carbon emissions resulting from our manufacturing plants are associated with the energy we use to make our products.

We continue to make our manufacturing more energy-efficient. In 2013, we invested \$57 million in new energy-efficient production lines and equipment and an additional \$7 million in further carbon reduction projects in our production plants.

OUR STRATEGY

In our manufacturing operations, our low-carbon strategy focuses on improving energy efficiency and using alternative energy sources by:

- Managing the energy we use and adopting best practices and behaviors.
- Investing in new and improved energy-efficient equipment.
- Investing in renewable and low-carbon energy sources, where possible.

ENERGY USE

Seventy percent of the carbon footprint of our manufacturing and distribution sites is due to electricity and gas use. In 2013, the total energy use in our operations was 496,610 megawatt hours³ (MWh), an increase of two percent since 2007 despite a nine percent increase in production.

We monitor energy efficiency by calculating the energy needed to produce a liter of product – our energy use ratio. In 2013, we used 76.83 kWh/1,000 liters, a reduction of nearly six percent since 2012 and 15 percent since 2007.

ENERGY MANAGEMENT

Ensuring we manage our energy and carbon emissions is fundamental to our approach. We operate energy management and monitoring processes across CCE.

We have invested in monitoring and targeting systems and energy metering.

4%

of our energy for manufacturing comes from renewable/low-carbon sources

76.83

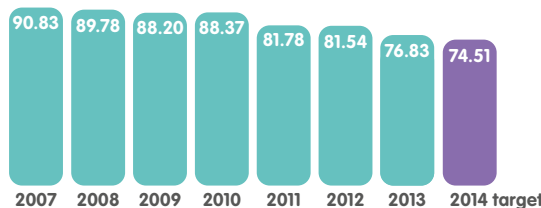
Energy use ratio (kWh/1,000 liter)

23.56

Carbon intensity ratio (CO₂e g/liter)

ENERGY USE RATIO PROGRESS 2007–2013² AND 2014 TARGET

● Energy consumed (kWh) per 1,000 liters of product



¹ 2020 target assumes inclusion of grid renewable energy.

² Including Norway and Sweden from the year 2010 onwards.

³ Energy data expressed as MWh in line with CCE's internal reporting processes and KPIs.



These provide operators with live data to monitor and benchmark our energy use and identify opportunities for improvement. In 2014, we will be investing in advanced systems which link directly to our production software.

We are implementing our top five energy saving best practices and have rolled out The Coca-Cola Company and the World Wildlife Fund (WWF) Energy Savers program. Six of our plants (Antwerp, Gent and Chaudfontaine in Belgium, Marseille and Toulouse in France and Dongen in the Netherlands) have been awarded the program's 'Energy-Savers' certificate.

We have also piloted the energy management standard, ISO 50001, at Wakefield and East Kilbride, Great Britain, Dunkerque, France and Chaudfontaine, Belgium. This has helped identify further opportunities which we will share across our sites.



We have been recognized as one of the leading performers in carbon management by The Carbon Trust and in 2013 again received The Carbon Trust Standard across all of our operations.

INNOVATION AND TECHNOLOGY

We continue to invest in process innovation and energy-efficient technologies to conserve energy. We have developed centrally-led projects, concentrating on areas of high energy use plus site-specific initiatives to address local opportunities. Recent projects include:

Bottle blower optimization

We have rolled out a company-wide upgrade, installing the latest technology to reduce the energy used to blow our PET bottles. We are reducing the standard air pressure needed and installing air recovery systems. We have also installed ceramic reflectors to optimize the heat generated within our ovens.

LED energy-efficient lighting

In 2013, we continued to install energy-efficient LED and intelligent lighting systems in our sites and plan to fit more in 2014 (see case study).

Packaging oven optimization

In 2013, we completed our multi-site project in Belgium and Great Britain converting electric packer ovens to use gas as a heating source to shrink film for bottle or can packs. The program also involved installing roller shutters and oven 'sleep mode' systems.

This has reduced energy consumption by 25 percent and, in Great Britain, has reduced the carbon footprint of our ovens by more than 50 percent.

ALTERNATIVE AND RENEWABLE ENERGY

Just under four percent of our manufacturing energy is from renewable and low-carbon sources, saving more than 3,500 tonnes of CO₂e annually. We plan to increase this in the future. Current and planned projects include:

District heating

District heating provides significant efficiencies by enabling businesses and homes to use a centrally generated source of heat. However, district heating is only available in some of the areas in which we operate. In Norway and Sweden we have linked our sites to district heating systems fuelled by biomass, drawing 25 percent and 36 percent of their energy respectively from this source.

Turning waste heat into energy

At our Dongen plant in the Netherlands, we are working with the Ardagh Group to test and investigate whether we can capture and use waste heat produced by Ardagh's glass production plant at our own manufacturing site located next door.

Combined Heat and Power (CHP)

CHP systems produce both electricity and heat from one energy source, resulting in lower carbon emissions. CHPs, however, are not suitable for all sites as they require sufficient demand for power and heat. We have investigated the feasibility of installing CHPs at all our sites and identified our largest plant, Wakefield in Great Britain, as offering the most opportunity. We plan to start installation in 2014.

Solar photovoltaic

We have installed solar photovoltaic panels in Great Britain at Edmonton, Sidcup and Wakefield. In 2013, we also installed a solar panelled car port, linked to electric car charging points at our new head office in Uxbridge, Great Britain.

Wind

Wind turbines require sufficient wind and land to be a possible alternative energy source. We have surveyed our sites and invested in detailed tests where opportunities were identified. Plans and further investigations are being developed for our Dongen plant in the Netherlands.

CASE STUDY

Heat recovery from air compressors



At our Sidcup plant in Great Britain, we have developed and installed a new heat recovery system on our low pressure and high pressure air compressors. In a compressor, heat is generated. This has to be removed, which requires energy. Instead, we have installed heat exchangers to capture the waste heat, which reduces the energy needed and enables the heat to be used for cleaning networks and site heating.

CASE STUDY

Energy-efficient LED lighting



We have invested in LED lighting and intelligent management systems in many of our sites. These include our production plants in Sidcup in Great Britain and Grigny and Clamart in France and at our distribution center in Northampton, Great Britain.

The new systems offer significant energy savings as well as higher quality lighting, longer lifespans and better control. For our Northampton site, the savings are predicted to halve the site's electricity use.

Saving energy, sharing knowledge

"Collaborating with different teams has enabled us to share knowledge and identify energy-efficient ideas and innovations across the entire operation. It's great to find solutions at a site level that can be rolled out to other plants and make a real difference."

Peter Johnson, CCE Asset Care Systems, Professional, Sidcup, Great Britain





We are working with our customers, suppliers and logistics partners to reduce our carbon emissions and the number of kilometers driven to deliver our products.

Transportation and Distribution

OUR COMMITMENT

We will deliver a case of product with 20 percent less carbon emissions by 2020 than in 2007.

INTRODUCTION

Transporting our product is one of the smallest elements of our value chain carbon footprint, accounting for seven percent of the total. However, we drive more than 106 million kilometers a year, which makes it important to continue to reduce our kilometers and find new, less carbon-intensive ways of distributing our products. Our aim is to grow our business but not our carbon. Delivering products effectively and efficiently is central to how we operate and achieve this objective.

We are developing our use of alternative technologies and fuels which now account for 5% of our kilometers driven.

We aim to drive down our carbon per case delivered.

In 2013 we achieved a 12% reduction in CO₂e (grams) per case delivered since 2007.

2 million kilometers saved due to backhauling initiatives



OUR STRATEGY

We focus our efforts on three key areas:

- Driving fewer kilometers by optimizing our logistics network.
- Working in collaboration with our customers and suppliers to remove road kilometers through techniques such as backhauling.
- Reducing the carbon emissions of every kilometer driven by improving vehicle efficiency and by encouraging the adoption of alternative technologies.

NETWORK OPTIMIZATION

Working to optimize our network is fundamental to reducing our carbon emissions. Our aim is to operate the most efficient and effective distribution network by identifying opportunities to minimize and remove kilometers driven. This involves three main activities:

- Maximizing local production and deliveries direct from our production sites.
- Collaborating with suppliers to understand opportunities for greater efficiencies.
- Working with our customers to optimize our routes to market.

We continue to develop and expand local capacity and storage at our plants, reducing the need for long-distance freight. Recent projects include capacity investment in Clamart and Marseille in France, Edmonton and Wakefield in Great Britain and Oslo, Norway, as well as increasing storage capacity with automated warehousing at

our sites in Wakefield, Great Britain and Dongen in the Netherlands.

In working with our suppliers, we consider how materials are delivered to our factories. To minimize transportation, many of our sites are located alongside our can suppliers, enabling the cans to be delivered directly. Similarly, all our PET bottles are blown on site and in recent years we have invested in PET bottle preform manufacture in-house, eliminating the need for transportation.

Cutting kilometers from factory to customer involves collaboration both with our customers and across different parts of the business, from sales forecasting, production planning to route design and vehicle scheduling and utilization. This is underpinned by robust management practices, shared KPIs and joint reporting processes.

In 2013, we achieved a 171 CO₂e (grams) per case delivered which is a reduction of 12 percent since 2007. Network optimization projects in particular, saved more than 5,470,000 road kilometers and 5,400 tonnes of CO₂e.

BACKHAULING

We continue to expand our backhauling systems, ensuring where possible, that trucks are loaded on both the outward and return legs of a delivery in order to reduce empty journeys (see case study below). In 2013, our backhauling initiatives removed two million road kilometers and 1,900 tonnes of CO₂e.

ALTERNATIVE TECHNOLOGIES AND FUELS

Close collaboration with our third-party hauliers, which now account for the majority of our deliveries, has led the way in adopting new carbon-reduction technologies and fuels. In 2013, these accounted for just under five percent of our distribution kilometers across Europe. Recent developments include:

Eco-Combis

Replacing conventional diesel trucks with longer 'Eco-Combis', capable of carrying up to 38 percent more per journey, cuts down the number of road trips and reduces our emissions. In the Netherlands, we have expanded our use of Eco-Combi vehicles to a fleet of ten trucks, reducing emissions per pallet moved by 22 percent.

Bio- and dual-fuel trucks

We continue to trial and introduce vehicles using alternative fuels. In Sweden, we have switched from fossil fuels to biodiesel with 75 percent of our trucks running on biofuel. Increasing our use further is currently limited by our early adoption of vehicles meeting the vehicle air quality standard, Euro 6.

In the Netherlands, we introduced the first Eco-Combi truck in the worldwide Coca-Cola System to be powered by dual-fuel. We run a further ten standard trucks fueled by using landfill-derived biogas, a form of energy produced from household waste.

We have also worked closely with hauliers in some of our other territories to trial dual-fuel vehicles. In Sweden, we operate 33 dual-fuel delivery trucks powered by a mix of 75 percent rapeseed-oil biogas and 25 percent regular diesel. Until alternative fuels and truck technologies become more viable, we see dual-fuel vehicles as a key element of our sustainable distribution strategy.

Electric vehicles

Electric vehicles can offer benefits for regular, shorter journeys but are limited by the weight they can carry. We have trialed electric vehicles for GLACEAU vitaminwater deliveries in Paris, France, completing more than 1,100 orders in 2013. Similarly, we are trialing the use of electric vans for inner-city routes in Oslo, Norway and for our sales teams in Belgium. We also use electric vehicles in our company car fleet.

CASE STUDY

Backhauling



We have used backhauling for many years to reduce our road kilometers and we continue to expand and develop new routes as new opportunities are identified.

Led by our customer logistics and routing teams, our backhauling program is complex. It requires close collaboration with customers or suppliers, that typically have a site near one of our plants. Project teams work together to combine deliveries with collections to avoid vehicles returning empty.

This way we save overall kilometers and reduce emissions while making our logistics more efficient and creating value for our partners.

We have backhaul arrangements with 28 major customers including Tesco, Asda, Bookers, Casino, Carrefour, Systeme U and similar arrangements with many of our suppliers such as those that supply our cans in Sweden and our pallets in Dunkerque, France.

Rail

Where long-distance journeys are necessary, we use multi-modal transport where trailers are transported by rail with only short truck journeys at each end of the route. In 2013, we celebrated our 4,000th multi-modal rail delivery in France.

Smaller trucks and company cars

We are reducing emissions from our car and van fleet through a variety of measures, from introducing caps on CO₂ g/km to trialing electric and dual-fuel cars.

Vehicle technology is improving with more low-carbon vehicles becoming available. In 2013, we reviewed the vehicles we offer our employees, choosing models with the highest energy efficiency and safety standards and increasing the range of hybrid cars.

Since 2010, we have reduced our car fleet's average CO₂g/km by 18 percent. In Belgium, where we use smaller trucks, we limit their speed to 80km per hour, which also saves fuel.

WORKING WITH THE INDUSTRY

To benchmark our progress and demonstrate our commitment to low-carbon vehicles and fuels, we work with industry groups and have joined the Netherlands and Belgium Lean & Green program and the Centre for Sustainable Freight Transport in Great Britain. We are also working with ADEME in France, to help develop a carbon reduction charter and are part of the Haga emissions-reduction initiative in Sweden.

Optimizing and driving our emissions

"Collaboration across our network has enabled us to identify a variety of opportunities and unlock carbon emissions savings, from our internal teams focusing on reducing kilometers needed to deliver our products, to developing customer and supplier backhauling partnerships and trialing alternative technologies. Without working together in this way, we wouldn't have been able to come up with the solutions we needed and achieve what we have."

Fabrice Zumerle, CCE Senior Manager, Logistics





32%
reduction in the absolute carbon footprint of our cold drinks equipment since 2007.

Cold Drinks Equipment

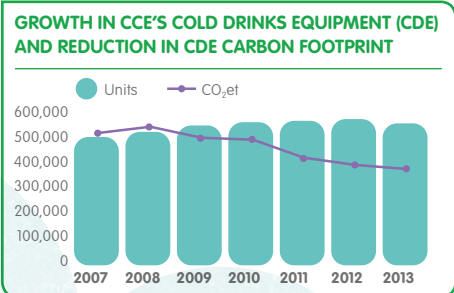
OUR COMMITMENT

We will reduce the carbon emissions from our cold drinks equipment (CDE) by an average of 35 percent and purchase only HFC-free coolers.

INTRODUCTION

We have more than 572,000 items of cooling equipment (coolers, vendors and fountain machines) in the marketplace, operated by our customers on their own premises. Our cold drinks equipment fleet is one of the second largest source of carbon emissions in our value chain, accounting for 17 percent of the total. In the past four years, we have invested more than \$42 million in programs to reduce these emissions. Since 2007, we have cut the annual carbon impact of our cooling equipment by more than 170,000 tonnes of CO₂e. This investment is saving approximately 50,000 MWh of electricity for our customers each year.

39%
reduction in the average CO₂e (grams) per unit of equipment



1,032g (2007)

632g (2013)
average CO₂e per unit of equipment

OUR STRATEGY

Our cooling equipment strategy has four priorities:

- Collaborating with suppliers to purchase new, more efficient equipment.
- Installing energy-efficient technology to existing equipment during refurbishment and at our customers' premises.
- Buying coolers that do not contain hydrofluorocarbon (HFC) greenhouse gas refrigerants.
- Working with suppliers to develop technology and innovation.

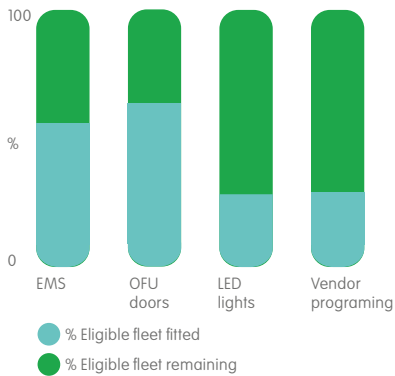
NEW EQUIPMENT

We have high standards for new equipment that we buy and install in our customers' premises. We only purchase equipment that is at least 40 percent more energy-efficient than the equivalent equipment we purchased in 2000.

Since 2010, we have not purchased large open-fronted units that use high levels of energy. All new coolers with a capacity of over 250 liters also come with an energy management device. We also specify low-energy LED lighting or no lighting at all if customers request it.

Where possible, our new purchases come with Electronically Commutated (EC) fans and motors. In addition, we retrofit EC components at our customers' premises.

COLD DRINKS EQUIPMENT (CDE) – ENVIRONMENTAL TECHNOLOGY ROLL-OUT¹



EMS: Energy Management Systems
OFU doors: Open Fronted Unit doors
Vendor Programming: Vending machines with pre-programmed timers

1. Eligible is defined as models with more than 3,000 units in the marketplace.

EXISTING EQUIPMENT

Cooling equipment is refurbished several times to extend its working life. We also continue to make existing coolers and vendors more energy-efficient. Units are refurbished at six service centers across our territories, while tens of thousands more are retrofitted with energy-efficient technology on our customers' premises every year. In 2013, we fitted energy reduction components to just under 44,000 units. These include:

Fitting doors

Fitting doors to our large, open-fronted coolers reduces their energy use by up to 50 percent. We have fitted doors to 62 percent of our open-fronted cooler fleet and aim to reach 75 percent by the end of 2016. Of the remainder, 15 percent are in outlets where access prevents doors being replaced and 10 percent are models we will phase out.

We are also fitting doors to our smaller, open-fronted 'impulse' coolers. We have converted 21 percent of the fleet so far, with more than 2,200 units upgraded in 2013, and are planning to continue this program in 2014.

More efficient lighting

CCE has led the way in replacing fluorescent lights in coolers and vending machines with more efficient LED lighting which can cut energy consumption by up to 80 percent. We are now installing 'tube' LEDs which are quick to fit and means less disruption for our customers. We have so far fitted long-life LED lights to more than 133,600 items of equipment, (28 percent of applicable units) and plan to fit another 21,800 in 2014.

Energy management devices

We are also fitting EMS-55 energy management device – intelligent systems which recognize when a cooler is not being opened regularly and respond by shutting off lights and adjusting temperature. This can reduce the unit's energy consumption by up to 35 percent. Since 2010, we have fitted 182,000 EMS devices. As a result, 65 percent of the relevant coolers and 47 percent of our vending machines now use this technology.

Where space does not allow, we install the more compact EMS-25 Plus device, which also produces up to 35 percent energy saving.

In 2013, we extended our program further by rolling out an energy management solution specifically designed for our fountain business (see case study).

Programing our vending machines

Some of our vending machines can be programed to save up to 25 percent of energy used. We programed 2,000 machines in 2013 and plan to complete this initiative in the coming years.

BECOMING HFC-FREE

HFC refrigerants are potent greenhouse gases that can contribute to global warming if they leak or are released when equipment is disposed of in an uncontrolled manner. We have made great progress in our transition to HFC-free refrigerants. In 2010, 50 percent of our cooler purchases were HFC-free. By the end of 2013, this had risen to 99.8 percent.

CCE is committed to purchasing only HFC-free coolers. Where a commercial HFC-free solution is not currently available, we collaborate with our suppliers to develop new HFC-free solutions. We are now looking to accelerate the transition to HFC-free across the rest of our cold drinks equipment portfolio, including vendors and fountain equipment.

To prevent leakage of HFCs from existing coolers, our cooling equipment is maintained to high standards by our technical centers and field engineers. We also have systems in place for safe disposal when equipment comes to the end of its useful life.

TECHNOLOGY EVOLUTION AND INNOVATION

We believe that further developments in innovation and technology have a significant part to play in meeting the sustainability challenges of the future. We look to collaborate with businesses working at the forefront of this technology to find innovative solutions.

CASE STUDY

Energy management timer for drinks fountains

In 2013, we launched an energy-saving solution specifically designed for units used to cool fountain drinks in venues such as pubs and cinemas. The device powers down equipment when the outlet is closed, operating only intermittently to maintain drink quality and then powering up just before the outlet opens again.

The device prevents units running 24 hours a day and cuts energy consumption by up to 30 percent.

We installed 3,300 of these devices in 2013 and plan to install up to 24,000 over the next three years.



Staying cool while reducing energy

"We work in the field engineering team in the Netherlands. In 2013, we replaced 5,200 fluorescent lighting tubes with energy-efficient LED tubes, which will last longer and use less energy. We also deactivated the illuminated header in 1,000 coolers, replacing these with reflective, non-illuminated graphics. We are proud to be working with our customers to reduce energy consumption and helping to meet our 2020 commitments."

Peter van Huizen, Jan Boddeman and Jan Wagt, CCE Field Engineering, Netherlands





21,800

tonnes of CO₂e saved
from lightweighting and
using recycled and
renewable materials.

100%

of our cans and
bottles are fully
recyclable.

Sustainable Packaging

OUR COMMITMENT

We will set the standard for sustainable packaging, achieve zero waste in our operations and recycle more packaging than we use.

INTRODUCTION

Packaging is essential to safeguard the quality of our drinks and ensure their safe delivery to our customers and consumers. It is also an important resource. We are committed to supporting a circular economy by ensuring that maximum value can be gained from the use of resources.

Packaging can be carbon-intensive in its manufacture and despite the fact that nearly all of our packaging is recyclable, it is often not recycled. We estimate that packaging accounts for about half of the carbon emissions in our value chain.

Reducing our carbon footprint and optimizing resource use means looking at every aspect of our packaging from design, material used, weight and recyclability.

OUR STRATEGY

We continue to evolve and innovate our packaging to contribute to our commitment to reduce the carbon footprint of the drink in your hand by a third by 2020. Our strategy focuses on three core pillars:

- Using less material for each product.
- Using more recycled and renewable materials.
- Making sure that our own packs are recyclable.

USING LESS MATERIAL

We have a long-standing program of 'lightweighting' our packaging and continue to challenge ourselves to do more, without affecting quality. Our redesign process uses environmental assessment methodologies to identify opportunities to use less material and reduce carbon emissions.

We monitor improvements by tracking the average total weight of packaging per liter of product – our packaging use ratio. In 2013 we used 119.8g/liter of product, just over three percent less than in 2012 (123.9g/liter).

In 2013, lightweighting initiatives and the use of recycled and renewable materials reduced the carbon impact of our business by 21,800 tonnes of CO₂e. These included:

- Reducing the weight of our 500ml PET bottles from 24.7g to 21.7g in all territories, saving 1,500 tonnes of CO₂e. We plan a further reduction to 19.9g, starting in Benelux and Great Britain, saving another 1,200 tonnes of CO₂e in 2014.





- Reducing the weight of our large PET bottles by introducing lighter, shorter closures for sparkling brands in Great Britain and our water brand in Belgium, saving 800 tonnes of CO₂e.
- Reducing the weight of our aluminum cans across our territories. Our lightest 330ml cans are now below 10g and we're working to further lightweight all our cans.
- Continuing to lightweight our can ends with successful rollout in Great Britain and France, saving 1,800 tonnes of CO₂e. Further rollout is also planned for Sweden in 2014.
- Reducing the weight of our secondary and tertiary packaging, by reducing plastic film weight and removing cardboard trays. As a result, just over 4,000 tonnes of CO₂e have been removed from our packaging footprint.

In 2014, we plan to further reduce our large 1.5L, and 1.75L PET packs in Great Britain from 41.7g to 40.3g and to develop the next generation of lightweight closures. We will also continue to look for further packaging innovation and lightweighting opportunities.

USING RECYCLED AND RENEWABLE MATERIALS

A crucial step in developing sustainable packaging and reducing our carbon footprint is to use more material from recycled and renewable sources.

Recycled materials

We believe recycled material can play an important role within a circular economy and are committed to increasing the amount of recycled material in all packaging types.

CASE STUDY

Lightest 330ml glass bottle



Since 2005, CCE and Ardagh Glass UK have been working to reduce the weight of our Coca-Cola, Sprite and Fanta 330ml glass bottle. Through various initiatives including investment in design technology and changes in the glass forming process, the bottle now weighs 190g (a 21 percent reduction since 2005). Recent reductions have saved a further 2,100 tonnes of CO₂e.

OUR 2013 PACKAGING FOOTPRINT

In 2013, we used a total of 368,261 tonnes of material.

Materials used	Tonnes
Aluminum	52,601
Steel	42,850
PET	124,563
Glass	73,709
Other (primary)	22,506
Secondary and tertiary packaging	52,032
Total	368,261

Aluminum and steel

Recycling metals saves a significant amount of energy. For example, it takes 95 percent less energy to produce recycled aluminum than virgin aluminum. We have made it a priority to increase the recycled content of our cans. We're working with NGOs, government, industry bodies and local authorities to encourage consumers to recycle more and support campaigns such as Metal Matters, 'Happiness Recycled' at local festivals and in-store and online customer campaigns with retailers (see Factsheet 20). We are also working with aluminum and steel producers and can manufacturers to make our cans more environmentally friendly.

PET

Approximately 60 percent less energy is used in producing recycled PET (rPET) than the virgin material. However, recycling levels are lower for PET than for metals. To address this, we have invested in plastics reprocessing. In Great Britain, our joint venture, Continuum, is the largest, most sophisticated plant of its kind in the world. In France our joint venture, Infineo, has increased the rPET plant capacity by 70 percent.

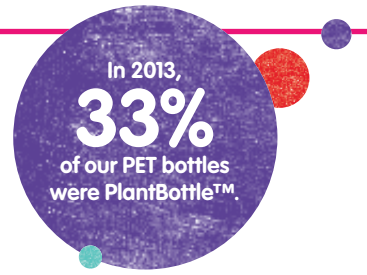
Glass

Recycled glass is used in our bottles and we're working with our suppliers and waste management companies to increase the recycled content.

Renewable material

We have made progress in increasing rPET in our bottles. However, to reduce the use of virgin PET even further, we have also looked to renewable sources.

In many of our products and territories we now use PlantBottle™, a material containing up to 22.5 percent plant-based material and 25 percent rPET. In addition, now that our plant in Norway uses recyclable and non-returnable PET bottles, we have increased our use of PlantBottle™ even further. In 2013, 33 percent of all the PET bottles we produced were PlantBottle™.



Both rPET and PlantBottle™ make a significant contribution to our commitment to reduce the carbon footprint of our value chain. We believe the best environmental solution is to use a combination of the two.

Sustainably sourced cardboard

The majority of the cardboard packaging we use comes from recycled sources. That said a small proportion of virgin fiber is still needed for strength. The source of this virgin material is important to us. We are working with our suppliers to gain Sustainable Forest Management accreditation under the Program of Endorsement of Forest Certification (PEFC). By the end of 2013, 90 percent of our cardboard had achieved accreditation.

MAKING OUR PACKAGING RECYCLABLE

To ensure a supply of good-quality recycled material and avoid our packaging going to landfill, it's important to design for recyclability from the start. By the end of 2013, 100 percent of our bottles and cans were recyclable.

Increasing rPET in our bottles

"Through collaboration with our suppliers and technical innovation, we've been able to achieve an average of 32% rPET across all PET packs in 2013. We use data and in-depth analysis to help to drive step by step improvements. As a cross-company team, we were able to bring together different business skills, from commercial to technical, to help achieve our goal."

Patrick Le Prince Marius, CCE Senior Manager, Commercialization; Geert Marse, CCE Associate Director, Engineering; Yui Kamikawa, CCE Senior Manager, Packaging





In 2013, we launched our 'Happiness Recycled' campaign, encouraging festival-goers at events such as RockNess in Scotland to recycle more.

Recycling

OUR COMMITMENT

We will set the standard for sustainable packaging, achieve zero waste in our operations and recycle more packaging than we use.

INTRODUCTION

Packaging is an important and valuable resource, but is often thrown away and discarded to landfill. We're committed to supporting a circular economy, whereby resources are recycled and re-used for as long as possible, feeding back into the economy and ensuring we can obtain maximum value from our packaging.

In 2009, we set ourselves a goal to recycle more packaging than we use by 2020. We're working to promote recycling in the industry, ensuring our packaging is recyclable, investing in recycling infrastructure and using our brands to inspire and encourage consumers to recycle more.

Our work generates more recycled material to feed back into our own packaging, reducing our carbon footprint and furthering the circular economy. We have made significant progress in 2013, ensuring that 84 percent¹ of the packaging we use is recycled, including recycling through our joint ventures.

84%
of the packaging
we use is recycled¹

46 million
opportunities
for consumers to
see CCE's recycling
messaging

1. Percentages of packaging recycled by championing improvements to collection schemes and investing in strategic infrastructure projects.

OUR STRATEGY

Our recycling strategy has three pillars:

- Consumer behavior and disposal:**
In collaboration with customers, consumers, suppliers, local authorities and communities, we are using our assets and brand marketing to influence consumer behavior and inspire people to recycle more.
- Collecting and sorting:**
We support existing collection schemes in the countries where we operate and will support specific programs to improve collections in countries with the lowest national recovery rates.
- Re-use and reprocessing:**
By investing in recycling and reprocessing infrastructure, we aim to ensure that, by 2020, the amount of packaging collected and reprocessed through national schemes and our own initiatives is greater than the amount of packaging we use.

CONSUMER BEHAVIOR AND DISPOSAL

Working with our customers and other stakeholders, we are using our brands and a variety of marketing programs to raise awareness, change people's environmental behavior and encourage recycling. Programs in 2013 have included:

Research and innovation

We undertook a study with the University of Exeter to better understand recycling behavior in the home. Over six months, 20 households in Great Britain and France



were observed to analyze the dynamics of recycling and waste disposal and explore ways of boosting at-home recycling.

We have used the findings to launch a new online recycling challenge, in partnership with OpenIDEO, aimed at inviting and developing ideas and solutions to encourage recycling in the home (see Factsheet 8 for more information).

Partnerships with retailers

During 2013, we continued our partnerships with retailers and others to encourage consumers to recycle more.

In collaboration with Sainsbury's, the Local Government Association and the UK's Waste Resources Action Program (WRAP), we held a series of workshops for local authorities to raise awareness of cost-effective communications as a way of raising

recycling rates. With Sainsbury's we also ran an online 'Don't Waste. Create' program to encourage consumers to reuse PET bottles in fun and useful ways before recycling them.

Running in partnership with Tesco, our 'Together We're Making Recycling Count' campaign, invited online visitors to make a recycling pledge in return for money-off vouchers. More than seven million people viewed our online recycling messages and 37,000 made pledges over the six-week campaign.

Similarly, with Casino, we ran 'Give a new life to your bottle', an in-store and online campaign (see case study below).

Promoting recycling in Milton Keynes

Our 'Recycling for your Community' pilot in Great Britain was developed with Milton Keynes Council and UK Government Department for Environmental Food and Rural Affairs (DEFRA) to help change recycling behavior on two local housing estates. Working with five community groups, the scheme used low-cost initiatives and behavior-change techniques, from peer-to-peer communications to encouraging pledges.

Initial results show that recycling rates on both estates outperformed the rest of Milton Keynes. The scheme also had a positive

effect on community cohesion with residents working together on issues such as littering and graffiti.

Festivals and events

In 2013, we launched 'Happiness Recycled' at events such as RockNess and the Royal Highland Show in Scotland and Musilac music festival and Braderie de Lille in France. Giant flower pots, interactive bins and flash mob-style performers showed festival-goers how easy and fun it is to recycle.

COLLECTION AND SORTING

To reduce packaging sent to landfill, we are working with policymakers, industry partners and national recovery schemes. These include Eco-Emballages in France, Fost Plus in Belgium, Nedvang in the Netherlands, Returpack and REPA in Sweden, Norsk Resirk and Rentpak in Norway and WRAP, Zero Waste Scotland, DEFRA and Valpak in Great Britain. We are one of the founding members of The Resource Association and also support the plastics waste and resource management organization, Recoup, and the aluminum packaging recycling organization, Alupro, in Great Britain.

At our own operations we have been working to reduce waste going to landfill. In 2013, 99.5 percent of our manufacturing waste was recycled and 14 of our plants achieved zero waste to landfill.

RE-USE AND REPROCESSING

To ensure sufficient supplies of recycled plastic (rPET), we have invested heavily in the infrastructure for the collection and reprocessing of materials in Great Britain and France.

Continuum Recycling in Great Britain, our joint venture with ECOPlastics, is the largest and most sophisticated plastic bottle reprocessing plant in the world and in 2013 celebrated processing its billionth bottle. In France we have also opened Infineo, a \$12 million joint venture reprocessing facility with APPE. This has increased the plant's rPET capacity by 70 percent, along with the launch of a new education center (see case study). As a result, we were able to ensure an average of 32 percent recycled material in our PET bottles at the end of 2013.



CASE STUDY

New recycling education center in France



In October 2013, we opened a new education center at our Infineo recycling facility, similar to the one already operating at Continuum in the UK. Designed with input from Eco-Emballages, the household packaging recycling organization for France, and the Regional Ministry of Education, the center explains the principles of the circular economy and the recycling of all types of packaging in an interactive and engaging way.

"The center will host around 5,000 visitors a year and will seek to influence the environmental behavior of school students and the public to make the circular economy a reality," said Professor Sylvie Faucheux, Chancellor of the University of Burgundy.

CASE STUDY

Recycling campaign with Casino



The aim of our joint in-store and online campaign, 'Give a new life to your bottle', was to promote the benefits of recycling, explain the lifecycle of a bottle, and what and how to recycle, invite pledges and offer prizes to encourage more recycling.

"Our partnership with Casino has been really successful, engaging our companies to raise consumers' awareness of recycling. We can achieve more by working together and we hope to continue the good progress in the future," said Vianney Dubois, Associate Director, National Accounts, CCE France.



We use dry lubricant instead of soapy water to move cans and bottles on our conveyors, saving 4,000-8,000m³ of water a year.

In 2013, we were rated the most water-efficient bottler within the Coca-Cola System.

Water Stewardship

OUR COMMITMENT

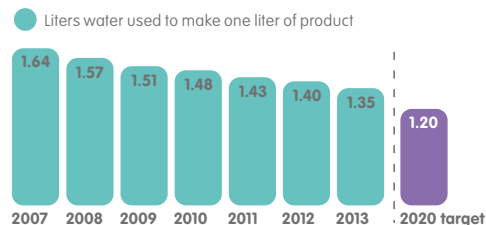
We will set the standard for water efficiency, establish a water sustainable operation and minimize water impacts throughout our value chain.

INTRODUCTION

Water is one of nature's most precious resources. It is critical to our communities, our ecosystems and the sustainability of our business. It is an essential ingredient in our beverages and central both to our manufacturing processes and to many of the agricultural ingredients we use.

We are committed to being responsible stewards of water and using as little water as possible for each liter of beverage we produce. This factsheet focuses on our water stewardship programs within our own operations. For information on water protection and replenishment and sustainable agriculture, see Factsheets 22 and 23 respectively.

WATER USE RATIO PROGRESS 2007-2013 AND TARGET¹



1. Including Norway and Sweden from the year 2010 onwards



In 2013, we used a total of **8.6m** cubic meters of water

OUR STRATEGY

Our water stewardship program focuses on four strategic priorities:

- Protecting our water sources for our operations and communities.
- Reducing the amount of water we use by becoming more water-efficient.
- Recycling the water we use by ensuring it is treated and returned to the environment at standards supporting aquatic life.
- Replenishing the water that goes into our beverages in areas of water stress or where water quality may be an issue.

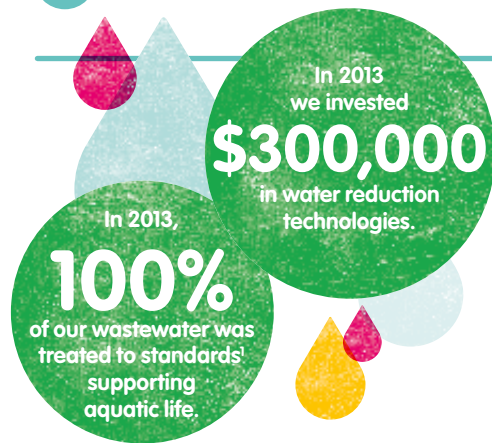
This factsheet focuses on priorities two and three. For priorities one and four, see Factsheet 22.

USING LESS WATER

Ensuring a water-efficient operation is key to our water stewardship strategy. In 2013, our total water consumption was 8.6 million cubic meters (m³), down 1.8 percent from 2012, and our wastewater volume was 2.6 million m³, down 9 percent. Both were achieved despite increased production.

We monitor our water efficiency by calculating the water needed to produce a liter of product – known as our water use ratio. In 2013, we used 1.35 liters/liter, which was down 3.5 percent from 2012 (1.40 l/l) and 18% down from 2007 (1.64 l/l).

In 2014, we aim to further reduce our water use ratio to 1.34 liters/liter and are committed to achieving 1.20 liters/liter by 2020.



While we can't reduce the water in our products, we can use less in our cleaning and manufacturing processes. We have invested in water meters, water mapping, and monitoring and targeting systems and have developed process optimization techniques.

We operate company-wide water monitoring. Targets are set annually and reduction options are identified and modeled. We have also implemented a water savers program, developed by The Coca-Cola Company and the World Wildlife Fund (WWF), in the majority of our plants.

We are the most water-efficient bottler in the Coca-Cola System. Our operations in France, Great Britain and the Netherlands are ranked 1st, 2nd and 3rd respectively. We have been awarded the Carbon Trust Water Standard and our operations in Dongen and Chaudfontaine were among the first beverage plants to receive the gold-level European Water Standard (see Factsheet 22). Our operations in Wakefield also received Yorkshire Water's Chief Executive's Award (see case study).

RECYCLING THE WATER WE USE

It is fundamental to us that we return the water we use to a high standard¹. In 2013, we again met our commitment to ensure that 100 percent of our wastewater is treated to a standard which supports aquatic life.

While most of our plants pre-treat wastewater on site and then send it to municipal water treatment plants, our facilities at Gent and Chaudfontaine in Belgium, Wakefield in Great Britain and Marseille in France carry out full wastewater treatment on site. Of our total waste water, 1,890,759m³ was treated by municipal wastewater treatment stations and 679,085m³ by our own treatment plants.

Due to improvements in our water efficiency, we have reduced the amount of water that needs to be treated. In 2013, this was down by nine percent compared with 2012 and by nearly 28 percent since 2007.

¹ In compliance with local regulations.

REDUCTION AND RECYCLING

Technological innovation is an important pillar of our water reduction and recycling strategy. We continued our program in 2013, investing more than \$300,000 in piloting and implementing new technologies. Recent developments include:

Regeneration and re-use

To purify the water for our drinks, we use resin granules which need to be regularly regenerated and then rinsed. After successful trials, our Dunkerque plant in France now re-uses water from the rinsing process and saves around 15,000m³ a year. We plan to implement this approach in our plants in Sidcup, Great Britain and Dongen in the Netherlands.

Dry and semi-dry lubricants

For conveyors which move cans and PET bottles, we use dry lubricant instead of soapy water, saving between 4,000 and 8,000m³ water per year (depending on the conveyor length). We also use semi-dry lubricants for our stainless steel glass bottle conveyors at Antwerp, in Belgium, Dongen, in the Netherlands, Jordbro, in Sweden and Clamart, in France, providing additional savings of over 4,000m³ of water a year. We plan to roll this out to our plants in Gent, in Belgium and Marseille, in France.

Air rinsers

When machinery is replaced or new lines are installed, we use ionized air instead of water to rinse pre-blown bottles and cans. 73 percent of our plastic bottle and can lines now use air rinsers. Where new air rinsers are not possible, we're installing new, efficient nozzles, reducing water flows and introducing water recycling.

Bottle washers

Bottle washing equipment in plants with refillable packaging is one of our main users of water. We are investing in new, more efficient bottle washers and have developed a program of water optimization to reduce water use.

Cleaning optimization

We have optimized our cleaning processes – 'Clean in Place' (CIP) – by using air rather than water where possible, using cold water and recovering the water we use for reuse within our cleaning systems.

We have also installed rainwater harvesting systems to wash vehicles and flush toilets at our sites in Northampton, Great Britain and at Chaudfontaine and Antwerp in Belgium.

Electro chemically activated water

We have successfully trialled and installed electro chemically activated water at our Marseille plant, in France. This process electrolyzes salt added to water to create a chlorinated cleaning solution, saving up to 2,000m³ of water per year. In 2014, we plan to implement this technology in Grigny and Dunkerque in France.

CASE STUDY

Yorkshire Water's top accolade



Left to right: Angus Kippen, Environmental Manager, CCE Wakefield, Great Britain and Kevin Barefoot, Yorkshire Water's Business Services Manager.

In 2013, our Wakefield plant in Great Britain received Yorkshire Water's top accolade, the Chief Executive's Award, at the company's "Taking Responsibility for Business" Awards. The award recognized our water stewardship, our value chain approach and our consideration of impacts in water-stressed areas.


Kevin Barefoot, Yorkshire Water's Business Services Manager, said: "The award recognizes the exceptional work that our customers undertake. Their proactive attitude not only positively contributes to the sustainability of their business but to the sustainability of the Yorkshire region and much wider supply chain."

Saving water, drop by drop

"Since 2007, we have reduced the water we use by 18 percent, while our production has increased by more than nine percent, which is a great achievement. Each employee has had a role to play, sharing and implementing best practices and ensuring we have the right balance between investing in technology and challenging the way we do things."

Laure Drouot
CCE Senior Manager, QESH, Environment





157,800m³
water replenished
through projects
at the River Nar
and River Cray in
Great Britain.

Protecting and Replenishing the Water We Use

OUR COMMITMENT

We will protect the future sustainability of the water sources we use and return to nature the water used in our beverages where it is sourced from areas of water stress by investing in community based water programs.

INTRODUCTION

Water is one of nature's most precious resources. It is critical to our communities, our ecosystems and the sustainability of our business. Although water is generally regarded as abundant in Europe, increasingly disruptive weather patterns are raising concerns of scarcity, flooding and potentially unreliable water quality especially in more densely populated areas.

CASE STUDY

Restoration and replenishment at the River Nar

We are working with The Coca-Cola Company, WWF-UK and the Norfolk Rivers Trust to restore water quality and local wildlife habitats in the River Nar catchment in Norfolk where a high proportion of the sugar beet used in our drinks in Great Britain is grown.

The project focuses on three core elements. The first is to restore the Nar to its natural, meandering state to help the river and the surrounding meadows work more harmoniously in times of flood and attract more wildlife.



Secondly, we're reducing agricultural pollution and build-up of river sediment by implementing silt traps and working with local farmers to adopt more sustainable farming methods.

Finally, a river catchment management plan has been developed. This explains the health of the river and sets out a roadmap of actions needed to restore it.

The project outcomes are encouraging and are being used to demonstrate what good river management can look like.

See more at — www.wwf.org.uk/what_we_do/working_with_business/companies_we_partner/the_coca_cola_company/

OUR STRATEGY

We believe that being a water-sustainable operation involves four elements:

- Protecting our water sources for our operations and communities.
- Reducing the amount of water we use by becoming more water-efficient.
- Recycling the water we use by ensuring it is treated and returned to the environment at standards supporting aquatic life.
- Replenishing the water that goes into our beverages in areas of water stress or where water quality may be an issue.

This factsheet focuses on steps one and four – those activities which take place outside our operations. For information on steps two and three, see Factsheet 21.

PROTECTING OUR WATER SOURCES

We understand the value of water and the importance of protecting water sources and their quality. The majority of the water we use (77 percent or 6.66 million m³) comes from municipal sources with only 23 percent (two million m³) from on-site wells – all of which are licensed.

We are working hard to protect water for the future. All our plants have undertaken Source Vulnerability Assessments (SVAs) to assess potential risks of water quality and availability for our business, the local community and the ecosystem. Taking a catchment-based approach, the SVAs evaluate the local water resource systems,



current and historic water quality, current water stresses and potential risks due to extreme weather conditions or natural disasters.

In addition to SVAs, each of our plants has put in place Source Water Protection Plans (SWPPs). The plans consider the conclusions of SVAs and future water needs of the plant to identify mitigation plans. These plans are reviewed annually and updated as necessary.

In recognition of our high standards of water use from extraction to wastewater, our operations in Dongen in the Netherlands and Chaudfontaine in Belgium have been awarded the European Water Stewardship Standard at gold level (see case study).

CASE STUDY

European Water Stewardship Standard – gold level



Our site in Dongen, Belgium, was the first beverage plant to receive the gold-level European Water Stewardship (EWS) Standard for water protection and stewardship practices – shortly followed by our site in Chaudfontaine, Belgium, which was the first mineral water bottling plant to achieve the standard.

The EWS is a new standard which aims to help organizations align with the objectives of the European Water Framework Directive and go beyond site water management to actively respond to local water challenges.

Both sites had to demonstrate high levels of water conservation from extraction management and water reduction initiatives to wastewater management and working with local stakeholders.

Implementing the standard provided additional benefits at the plants and these will be shared across our manufacturing sites.

See more at — www.ewp.eu

REPLENISHING OUR WATERSHEDS

The Coca-Cola System is working globally to replenish or balance the water used in its finished beverages through community projects such as reforestation, aquifer protection and river revitalization.

As part of this global approach, we have chosen to focus on investing in replenishment programs in areas of water stress within our countries of operation. Using water stress mapping, we identified these areas to be Flanders in Belgium, South East England and the South East of France. Together, our plants in these areas accounted for 37.5 percent of our 2013 production (nearly 2.4 million m³). Our aim is to develop water-based community projects to replenish the water we use in our products from these areas.

Replenishment projects

Since 2012, we have been working in partnership with The Coca-Cola Company and WWF-UK on a three-year water protection and replenishment project for two English rivers – the Nar in Norfolk and the Cray near our Sidcup plant in Kent. In each case we're developing local catchment plans and implementing on-the-ground projects to restore water and improve water quality (see case study overleaf). Calculations indicate that since 2012 these projects have resulted in more than 157,800m³ of water being replenished and habitats have been improved in an area of approximately four kilometers.

Lessons learned from these exemplar projects will be shared to encourage others to introduce measures to reduce water abstraction and demand and to raise discussion and debate to help develop national water policy.

Replenishment in our supply chain

Our studies show that around 80 percent of the total water footprint of our products comes from our agricultural supply chain – in particular, the production and processing of sugar. For CCE, a significant proportion of the sugar we use is from sugar beet.

We must consider the amount and the importance of the water we use. A large water footprint might be sustainable in a water-rich area, while a smaller one in a water-scarce region can have a far greater environmental impact.

In view of these geographical differences, we've been working with our European sugar beet processors to develop bespoke standards supporting our Sustainable Agriculture Guiding Principles (see Factsheet 23).

CASE STUDY

Aquifer protection – Chaudfontaine



We have been working with the local community, the University of Liege and Walloon Regional Authority in Chaudfontaine, Belgium, on a large-scale project to protect the area's natural warm spring from pollution.

The water takes 60 years to filter through purifying rocks into the aquifer, before emerging at the surface and attracting local visitors and tourists.

The local area has been surveyed and more than 1,000 homes have been visited to identify potential risks. Protection measures are being implemented to prevent potential pollution from a variety of sources, from fuel tanks to livestock farms and sewage works. In 2013, the project was extended to 2015 with the aim of implementing 500 measures and investing a total of \$1.7 million.

WWF and Coca-Cola

"WWF and Coca-Cola have a long history of working together around the world. We're really proud of our work in the UK which is directly helping to reduce impacts on the freshwater environment while encouraging others to do the same."

Hugh Mehta,
Head of Corporate Partnership Management, WWF-UK



We are working with The Coca-Cola Company and our sugar suppliers to ensure that our sugar is sustainably sourced.

Sustainable Agriculture

OUR COMMITMENT

We will work with our sugar suppliers to ensure that by 2020 the sugar we use is sourced sustainably.

INTRODUCTION

Inside every bottle of Coca-Cola – indeed in many of our products – are agricultural ingredients that start on a farm. Our business depends on the long-term availability of these products. That said, conventional agricultural practices can have serious environmental and social impacts. The World Wildlife Fund (WWF) has identified that agriculture uses over two-thirds of the world's fresh water. At the same time, agriculture can be a leading contributor of greenhouse gas emissions and a primary driver of deforestation.

In our own value chain, agriculture accounts for the largest share of water use and the third-largest share of carbon emissions.

At CCE, we are working closely with The Coca-Cola Company to develop our approach to sustainable agriculture. This includes an ambitious new goal for the global Coca-Cola System to 'sustainably source key agricultural ingredients by 2020'. For information on our broader sustainability work with our suppliers, see Factsheet 7.

OUR STRATEGY

At CCE, our focus is on ensuring that the sugar cane and sugar beet we use in North West Europe is sourced sustainably.

Working with The Coca-Cola Company, we have established a set of Sustainable Agriculture Guiding Principles (SAGPs) and are developing partnerships with our sugar suppliers to ensure that our sugar is sustainably sourced.

In 2013, we established an internal Sustainable Agriculture Steering Group to oversee this work. Sustainable agriculture is now a key pillar in our sustainability journey and we will continue to develop our plans in this area.

SUSTAINABLE AGRICULTURE GUIDING PRINCIPLES

In 2013, together with The Coca-Cola Company, we launched our SAGPs, specifically for suppliers of agricultural ingredients. The principles are designed to work in conjunction with our Supplier Guiding Principles (see Factsheet 7).

The principles set out what we mean by 'sustainable sourcing' and include expectations and criteria that our suppliers will be expected to meet in terms of human and workplace rights, the environment and sustainable farm management practices (see SAGPs overleaf).

At CCE, we have shared our SAGPs with our suppliers of sugar beet and sugar cane and will work with them over time to ensure they are able to meet our criteria.



FOCUS ON SUGAR

Our work to understand the water footprint of our value chain highlighted that sugar – taking account of farming, processing and production – can account for up to 80 percent of our value chain water footprint.

As a result, our focus at CCE is on ensuring that the sugar cane and sugar beet we use in North West Europe is sourced sustainably. Understanding the different sustainability issues and the supply chains of these two very different crops is central to our sustainable agriculture strategy.

Sustainable beet

At CCE, a significant proportion of the sugar we use is from sugar beet – a root crop grown widely in North West Europe. In 2013, we began working with The Coca-Cola Company and WWF to define the best practices for sustainable sugar beet farming in Europe and to identify a set of standards that support our SAGPs.

In collaboration with Europe’s sugar beet processors, we worked with the Sustainable Agricultural Initiative (SAI) Platform to develop a farm-level self-assessment tool – the Farmer Sustainability Assessment (FSA). Following a pilot with a number of sugar beet farmers in Europe, the FSA was formally adopted and we are now working with our sugar beet suppliers to roll it out.

For more information see: www.saiplatform.org/farmerselfassessment/farmer-self-assessment2

Sustainable cane

Sugar cane is a grass crop, produced in sub-tropical areas. Under the existing EU sugar regime, around 70 percent of Europe’s sugar cane imports are sourced from developing countries which have preferential trading relationships with the EU.

The Coca-Cola Company has played an important role in the establishment of Bonsucro, a global standard for sustainable sugar cane production.

To accelerate our move towards sustainably sourced sugar cane in Europe, we are working with The Coca-Cola Company to consider how sustainable agricultural practices can also be implemented in smallholder sugarcane farms. In 2013, we took our first step on this journey by working with the Rainforest Alliance to develop our understanding of the sustainability risks and current best practice in the sugar cane supply chain in Europe. We will continue this work in 2014.



Sustainable Agriculture Guiding Principles (SAGPs)

Human and workplace rights	Environment	Management systems
Freedom of association and collective bargaining	Water management	Harvest and postharvest handling
Prohibit child labor, forced labor and abuse of labor	Energy management and climate protection	Reproductive material identity, selection and handling
Eliminate discrimination	Conservation of natural habitats and ecosystems	Management systems, record keeping and transparency
Work hours and wages	Soil management	Business integrity
Safe and healthy workplace	Crop protection	
Community and traditional rights		

Sourcing sugar sustainably

“In 2011, The Coca-Cola Company conducted a wide ranging water footprint sustainability assessment looking at sugar sourcing in Europe. This served as the starting point of our journey on sustainable sugar beet. We have since worked with our key suppliers and other food and beverage companies to define and harmonize our sustainability expectations for farmers. The recently developed Farmer Sustainability Assessment of the Sustainable Agriculture Initiative allows farmers to assess the sustainability of their agricultural practices (covering environmental, social and economic issues) and provides a basis for continuous improvement.”

Ulrike Sapiro, Director Community and Environment, The Coca-Cola Company, Europe



CASE STUDY

Communicating our principles

To introduce our SAGPs, it was important to communicate them effectively across our supply base. The principles were first shared with our sugar suppliers as part of our Supplier Relationship Management (SRM) process.

In December 2013, in partnership with The Coca-Cola Company, we also convened a virtual Sustainable Agriculture Conference to launch the principles with representatives from European suppliers of sugar beet and sugar cane. Procurement and sustainable agriculture specialists from both CCE and The Coca-Cola Company explained our commitment to sustainable sourcing and outlined our plans to validate suppliers for compliance with our SAGPs from 2015.


































Our CRS performance data is assured over a three-year cycle by DNV GL as indicated by 

Our 2013 carbon footprint has been audited by SGS as indicated by 

We have seven commitments supported by 37 stretch targets. Our recent progress is shown in the table below. The baseline year is 2007 unless otherwise stated.

2013 CRS Data Table

FACTSHEET NUMBER	TARGET	KPIs	BY WHEN	2010	2011	2012	2013	
15 Energy and Climate Change	Carbon Footprint	Reduce the carbon footprint of the drink in your hand by a third.	Reduction in value chain CO ₂ e emissions/total number of products, since baseline (%)	2020	Not reported	Not reported	Measurement developed	17.8
	Carbon footprint – Core Business	Grow our business, but reduce the absolute carbon footprint of business operations by 15 percent.	Carbon footprint – core business operations ('000 tonnes CO ₂ e) ¹	2020	840	769	726 	658 
			CO ₂ e reduction since 2007 baseline (%) ¹	2020	-2	-10 	-15 	-23 
16 Energy and Renewable Energy	Manufacturing	Manufacture every liter of product with 50 percent less carbon emissions.	CO ₂ e per liter of product manufactured (g/liter) ¹	2020	27.76	25.37	25.5	23.56
			Energy use ratio (kWh/1,000 liter) ¹	2020	88.37	81.67	81.54	76.83
	Alternative Energy	Source 35 percent of manufacturing energy from renewable/low-carbon sources.	Energy sourced from renewable/low-carbon sources (%) ^{1,2}	2020	Not reported	Not reported	Measurement developed	3.6
17 Distribution	Transportation	Deliver a case of product with 20 percent less carbon emissions.	CO ₂ e g per case of product (g/case)	2020	Not reported	Not reported	Measurement developed	171
18 Cold Drinks Equipment	Cold Drinks Equipment	Reduce the carbon emissions from our cold drinks equipment by an average of 35 percent.	Average CO ₂ e per unit of equipment (kg/unit)	2014	0.88	0.75	0.70	0.63
			Reduction in average CO ₂ e per unit of equipment since baseline (%)	2014	-5	-19	-23	-38.7
	Cold Drinks Equipment	Purchase only HFC-free coolers from 1 January 2013.	HFC-free coolers purchased (%)	2013	50	82	100	99.8
7 Suppliers and Sustainability	Supplier Collaboration	Work in partnership with our suppliers to reduce carbon emissions across each stage of our value chain.	Number of suppliers completing CCE's carbon challenge	Ongoing	Not reported	129	130	140
	Value Chain	Work with partners to find innovative ways to minimize water impacts throughout our value chain.	Number of projects/partnerships established	Ongoing	Not reported	0	1	2
	Ingredients	Work with our sugar suppliers to ensure that the sugar we use is sustainable.	Sugar sourced from sustainable sources (%)	Ongoing	Work in progress			
19 Sustainable Packaging	Lightweighting	Reduce by 25 percent the amount of material we use across all packaging formats.	Packaging use ratio (g/liter product)	2020	131	127.5	123.9 	119.8
			Total weight of packaging used (tonnes)	2020	363,062	384,521	367,925 	368,261
	Recycled Material	Include recycled aluminum, steel and glass in respective packaging formats.	Recycled aluminum, steel and glass (%)	Ongoing	Data improvements in progress ³	Data improvements in progress ³	32.7 ³ 	32.6 ³ 
			Total recycled materials used (tonnes)	Ongoing	123,624	130,035	127,557 	111,783 
	PET Bottles	Ensure that our PET bottles set the standard for sustainable packaging, using the optimal combination of recycled PET and PET from plant-based materials.	PET that is rPET (%) ⁴	2020	17.9	22.5	25 	32 
		PET bottles that are PlantBottle™ (%) ⁴	2020	0.5	25	26.9 	33.3 	
20 Recycling	Recyclability	Ensure 100 percent of our cans and bottles are fully recyclable.	Cans and bottles recyclable (%)	2014	99	99	99.4 	100 
	Manufacturing	Send zero waste to landfill from our own manufacturing sites and reduce the amount of waste we generate.	Total waste produced (metric tonnes) ¹	2014	29,810	34,480	32,894 	28,019 
			Waste recycled (%) ¹	2014	99.5	99.6	99.4 	99.5 
	Packaging Recycling⁶	Recycle more packaging than we use by championing improvements to collection schemes and investing in strategic recycling infrastructure projects.	Packaging recycled as percentage of total used (%) ⁵	2020	Not reported	Not reported	73 	84 
	Inspiring Consumers	Increase packaging recovery rates by using our brands to educate and inspire consumers to recycle more often.	Number of consumer opportunities provided to view brand-led recycle/recover messaging	Ongoing	Not reported	4.7 million	32.3 million 	46.3 million 
21 Water Stewardship	Reduce	Reduce the amount of water we use, aiming to manufacture every liter of product using an average of 1.2 liters of water	Water use ratio (liters water/liter product) ¹	2020	1.48	1.43	1.40 	1.35 
			Total water used (million cubic meters) ¹	2020	9.5	9.4	8.8 	8.6 
	Recycle	Safely return to nature 100 percent of the wastewater from our manufacturing operations.	Water returned at standard supporting aquatic life (%) ^{1,6}	Ongoing	100	100	100 	100 



FACTSHEET NUMBER	TARGET	KPIs	BY WHEN	2010	2011	2012	2013	
22 Protecting and Replenishing the Water We Use	Protect	Protect the future sustainability of the water sources we use.	Manufacturing plants with Source Water Protection Plans implemented (%) ¹	Ongoing	88	100	100	100
	Replenish	Return to nature the water used in our beverages, where it is sourced from areas of water stress, by investing in community-based water programs.	Water replenished (% vs liters in our beverages where sourced from areas of water stress) ¹	2020	Not reported	Not reported	Measurement developed	6.5
9 Product Portfolio	Choice	Develop and market a wide choice of products so people can decide which of our beverages best meets their needs and lifestyles.	Full-sugar brands with a no- or low-calorie alternative (%)	Ongoing	Not reported	Not reported	47.6 ⁹	53.8 ⁷
	Quality	Ensure that our products meet the highest quality and food safety standards, in line with consumer expectations.	Facilities accredited to ISO 9001 and FSSC 22000 (%) ¹	Ongoing	94	94	94	100
			Number of product quality complaints per million units sold	Ongoing	1.39	1.31	1.30	1.24
	Low-Calorie Products	Accelerate the growth of no- and low-calorie products	Products which are no- or low-calorie (<40 calories per 250ml) (%) ⁹	Ongoing	33.4 ⁸	31	31	31
	Portion Size	Increase the availability of small portion size choices for sparkling soft drinks.	Products in packs that are 250ml or less (%)	Ongoing	20.8 ⁸	19	19	19
10 Responsible Marketing	Nutritional Information	Provide easy-to-understand nutritional and ingredient information so that consumers are able to make informed beverage choices.	Products with on-pack GDA labeling (%) ^{10,11}	Ongoing	97	97	97.9	98
	Responsible Marketing	Ensure that our products are sold and marketed in a responsible way.	Compliance with responsible marketing, marketing to children, education channel and digital marketing guidelines (%)	Ongoing	Measurement in progress			
11 Active Healthy Living	Local Collaboration	Encourage people to lead an active, healthy lifestyle by working with our brands and supporting local partnerships.	Investment in active healthy living activities (\$)	Ongoing	Not reported	867,000	1.0 million	1.3 million
	Physical Activity	Support people to participate in programs which encourage active healthy living.	Numbers of people engaged in active healthy living programs	Ongoing	Measurement in progress			>900,000
	Nutritional Education	Support community partnerships to highlight the importance of good nutrition, balanced diets and active, healthy living.	Investment in nutrition education (\$)	Ongoing	Current focus on providing ingredients information on pack. We are looking to take this further in coming years.			
12 Community	Social Investment	Invest 1 percent of our annual pre-tax profit to support charitable and community partners and make a positive difference in the communities in which we operate.	Pre-tax profit invested (%) ¹²	2014	0.5	0.6	0.5	1.1
	Community	Invest in community projects and partnerships where we can make the biggest impact, aligned to our core business and CRS focus areas. ¹⁴	Total value of community contributions (millions \$) ¹²	Ongoing	4.3	5.7	3.9	9.1 ¹³
	Employee Volunteering	Support the active involvement of our employees by encouraging them to volunteer.	Number of hours volunteered by CCE employees (hours) ¹²	Ongoing	12,000	14,000	10,200	5,098
13 Diversity and Inclusion	Workplace Diversity	Attract, develop and retain a highly talented, engaged and diverse workforce.	Voluntary turnover rate (%)	Ongoing	6.5	5.7	6.4	5.4
			Average training days per employee	Ongoing	3	3	3	2.7
			Females in workforce (%)	Ongoing	23	23	24	24
			Females in management roles (%) ¹⁴	Ongoing	32	33	36	36
			Employees with individual development plans	Ongoing	Not reported	478	64	76
14 A Safe, Healthy Workplace	Workplace Safety	Provide a safe and healthy work environment with a vision of achieving zero accidents and attaining world class health and safety status.	Lost-time accident rate (number of lost-time accidents per 100 full-time equivalent employees) ¹	2020	1.48 ¹⁵	1.18 ¹⁵	1.12 ¹⁵	0.93 ¹⁶
			Number of fatalities ¹	2020	0	0	0	0
	Employee Well-being	Provide access to health and well-being programs for 100 percent of our employees	Employees with access to health and well-being programs	2014	Not reported	Not reported	Measurement developed	100

- KPI does not include contracted packers (co-packers).
- CCE onsite renewable or low carbon energy only: excludes renewable energy sources via a national grid. However, target includes sources via National Grid.
- Through collaboration with our suppliers, we have improved our knowledge and transparency of our data and we are now able to provide improved figures for 2012 and 2013. We are in the process of recalculating 2010 and 2011 data.
- Year-end figures.

- Percentages of packaging recycled by championing improvements to collection schemes and investing in strategic infrastructure projects. 2012 data recalculated due to data improvements. For further information see 'Calculation Methodology - CCE Packaging Recycled' on www.cokecce.com/corporate-responsibility-sustainability/publications-and-policies
- In compliance with local regulations.
- This includes all CCE's full-sugar brands, excluding waters and hot drinks. Including waters and hot drinks = 56%. Our most popular brands (Coca-Cola, Fanta, Sprite) all have low-calorie alternatives and together these make up over 90% of CCE's volume.

- Does not include Norway and Sweden.
- Measured using unit cases.
- We changed the way we measured against this target in 2012. Our 2010 and 2011 data in this table shows the volume of our products with GDA labeling. From 2012 to ensure greater focus on smaller brands, we changed the measurement to products with GDA labeling rather than volume. The 2012 and 2013 numbers therefore show the percentage of our products with GDA labels.
- Does not include products which do not require GDA labeling such as waters and our fountain Bag in Box products.

- CCE's community investment contributions reported using the standardized approach provided by the London Benchmarking Group methodology.
- This includes significant one-off investments in 2013.
- Percentage of women in management bands.
- Data recalculation and changes to previous years due to data improvements.
- Cold drinks centers transferred from commercial to operations.

Independent Assurance statement



Our scope

Coca-Cola Enterprises commissioned DNV Two Tomorrows Limited ('DNV GL') to undertake independent assurance of its Corporate Responsibility & Sustainability Report 2013/2014 as published at www.cokecce.com for the following areas:

- Coca-Cola Enterprises' corporate responsibility and sustainability performance data for the year ended 31 December 2013, as published in the Diversity, A Safe and Healthy Workplace, Water Stewardship and Protecting and Replenishing the Water We Use factsheets; and
- Coca-Cola Enterprises' self-declared Global Reporting Initiative (GRI) application level of B+ of the GRI 'G3.0' Guidelines as published in the full GRI index.

Our approach

We performed our work using DNV GL's assurance methodology which is based on our professional experience and international assurance best practice, including reference to the International Standard on Assurance Engagements 3000 (Revised) – 'Assurance Engagements Other Than Audits and Reviews of Historical Financial Information'.

We used the GRI Quality of Information Principles to evaluate the performance data together with Coca-Cola Enterprises' data protocols for how the corporate responsibility and sustainability performance data are measured, recorded and reported, as the basis of the Reporting Criteria for undertaking our assurance work.

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance conclusions. We are providing a 'limited level' of assurance. A 'reasonable level' of assurance would have required additional work at Group and site level to gain further evidence to support the basis of our assurance conclusions.

Basis of our opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at Group level. Our assurance work included the following:

- Interviewing senior management responsible for the management of corporate responsibility and sustainability, the Corporate Responsibility & Sustainability Report 2013/2014 and selected data reporting systems;
- Reviewing and sample checking the sustainability performance data measurement, collection and reporting processes at Group level for the performance data in the factsheets in scope of this assurance engagement;
- Reviewing how the sustainability performance data in scope of this assurance engagement are represented in the 2013 CRS Data Table; and
- Assessing the GRI index for compliance with the GRI 'G3.0' application level requirements for B+.

Responsibilities of the Directors of Coca-Cola Enterprises and of the assurance providers

The Directors of Coca-Cola Enterprises have sole responsibility for the preparation of the Corporate Responsibility & Sustainability Report 2013/2014. In performing our assurance work, our responsibility is to the management of Coca-Cola Enterprises; however our statement represents our independent opinion and is intended to inform all of Coca-Cola Enterprises' stakeholders including its senior management. We were not involved in the preparation of any part of the Report. However, having reviewed and provided feedback on drafts of the Report, in a number of instances changes were made to the final version.

DNV GL provides a range of other services to Coca-Cola Enterprises, none of which constitute a conflict of interest with this assurance work.

Our key observations and recommendations

We have provided a confidential Management Letter containing our observations and recommendations made during the course of our work to Coca-Cola Enterprises' senior management. Without affecting our assurance opinion, our overall key observations and recommendations are summarised below:

- We restate our recommendation to Coca-Cola Enterprises to review the current suite of targets and KPIs to ensure they are aligned with the core business strategy. We understand that this review is already underway, and once complete, should establish targets and KPIs that are both challenging enough to the business and that address the expectations of customers and other key stakeholders.
- We see an opportunity for Coca-Cola Enterprises to explore how to report in future on the direct and indirect socio-economic impacts of its operations. The breadth of these impacts will be extensive, ranging from economic development amongst upstream suppliers, 'knock-on' effects in the vicinity of manufacturing operations, economic activity in the post-consumer value chain, and the contributions made at a national level through taxation.



Our key observations and recommendations relating to the factsheets in scope of this assurance engagement include:

Diversity:

- Coca-Cola Enterprises demonstrates a proactive approach to employee diversity and inclusion, for example through the roll-out of ‘Diversity in Action’ and ‘Diversity is Everybody’s Business’ programs. Current activities and KPIs reported in the factsheets focus primarily on gender diversity. We recommend Coca-Cola Enterprises should consider ways of expanding its reporting of performance for other diversity metrics, such as disability, ethnicity and sexual orientation.

A Safe and Healthy Workplace:

- We restate our recommendation to Coca-Cola Enterprises to include safety performance for third party contractors in its future reports.

Water Stewardship & Protecting and Replenishing the Water We Use:

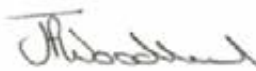
- Coca-Cola Enterprises has made significant progress in these areas over the last year, particularly in assessing what is required to replenish water usage within the context of local water catchment areas. We recommend that Coca-Cola Enterprises should continue to explore the social dimensions of water protection and replenishment, to provide a more detailed account of the benefits and trade-offs involved.
- We observed that Water Stewardship and Replenishment KPIs such as the Water Use Ratio and Water Replenishment are calculated by manually entering a significant number of data points from the master database. Such manual manipulation of data risks introducing human error in the data entry and transposition of figures. We recommend that Coca-Cola Enterprises considers establishing an automated system to capture data from the master database into their KPI calculation spreadsheets.

Our conclusions

On the basis of the work undertaken, nothing came to our attention to suggest that:

- there are any material misstatements within the corporate responsibility and sustainability performance data for the year ended 31 December 2013, as published in the Diversity and Inclusion, A Healthy and Safe Workplace, Water Stewardship and Water Protection and Replenishment factsheets; or that
- there is any material misstatements within Coca-Cola Enterprises’ self-declared GRI application level of B+ of the GRI ‘G3.0’ Guidelines as published in the GRI index.

for DNV Two Tomorrows Limited
London
28 May 2014



Jon Woodhead
Head of Department, UK Sustainability



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