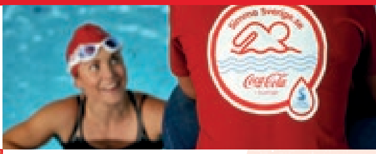
Coca-Cola Enterprises

Corporate Responsibility & Sustainability Report 2014/2015

Delivering on our commitment towards a sustainable future

About this report



This is Coca-Cola Enterprises' (CCE's) tenth annual Corporate Responsibility and Sustainability (CRS) Report, providing a progress update on our Sustainability Plan and replacing CCE's 2013/2014 CRS Report.

This report, made up of 30 factsheets, is our most recent CRS disclosure and contains a full year of data from January 1, 2014 to December 31, 2014 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 2015.

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

MATERIALITY ASSESSMENT

In 2014, we held a series of stakeholder roundtables during which we discussed our material issues and Sustainability Plan commitments, updating the work that we first completed in 2011.

As part of this assessment, our stakeholders asked us to highlight and explain our most material issues. In this year's report, we include an overview of our six most material issues, and explain why these particular issues matter to us, and how we are responding to them.

These issues comprise:

- **Wellbeing**
- **Climate Change**
- **Resource Scarcity**
- **Water**
- **Sustainable Sourcing**
- **Employment and Diversity**

For our full Materiality Assessment, please see Factsheet 27.

REPORTING BOUNDARIES AND STANDARDS

At CCE, we have taken a value chain approach in considering our most significant impacts. 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 Unites 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 operational 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 29) and is in accordance with the Global Reporting Initiative (GRI) G4 Guidelines at the Core level. The carbon footprint data of our core business operations has been assured by SGS Limited.

The report also serves as our Communication on Progress (COP) for the United Nations Global Compact (UNGC). Our Water Factsheets 18 and 19 serve as our COP-Water, part of our endorsement of the UNGC CEO Water Mandate.

ONLINE

www.cokecce.com:
Our corporate website includes a CRS section which further details our initiatives, our CRS commitments and targets, a full GRI Index and indices showing our compliance with the UNGC 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 on 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.cokecce.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 2014/2015 Sustainability Report, www.coca-colacompany.com/#sustainability, contains a summary of the global Coca-Cola system's sustainability work.

For further information, please contact crs@cokecce.com.

CEO Statement

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

Q. It's been four years since the launch of your Sustainability Plan – what has changed in the past few years?

A. John Brock: Our stakeholders' expectations of us as a business, and as an industry, have significantly increased over the past few years. We have assembled roundtable discussions with stakeholders across our territories to better understand their evolving expectations. We take our responsibility to continue to push ourselves seriously, which is why we are proud to be launching an updated Sustainability Plan with challenging new targets.

A. Hubert Patricot: The Sustainability Plan we launched in 2011 helped us drive some great successes. We set a target to reduce the carbon footprint of our core business operations by 15 percent. In just three years, we reduced it by 29 percent, and also exceeded targets for reducing the carbon footprint of our cold drinks equipment and transportation. We know that we have more to do, so our new plan includes revised targets in a number of areas.

Q. How have you incorporated stakeholder concerns into your Sustainability Plan?

A. John Brock: Our stakeholders' concerns are aligned to our key commitment areas. Issues such as climate change, resource scarcity and obesity are of big concern to our stakeholders; our revised targets reflect our goal to meet their challenges directly. However, we know that these issues cannot be solved by one company alone. We need to work in partnership to develop common solutions to problems, and we are committed to playing our role in this.

A. Hubert Patricot: I believe that as stakeholder expectations increase, all organizations need to work in closer partnership with each other in order to create the big changes required. To be at the forefront of this movement, we will continue to work with stakeholders in areas where we are already active; for example, recycling and water replenishment, and will seek out new partnerships in order to meet our goals. We see this shift as a positive development which will drive increased sustainability and performance.

Q. How does the sustainability agenda shape your business strategy moving forward, given the pressure that the beverage industry is facing?

A. Hubert Patricot: Social issues, as much as environmental issues, are driving our sustainability agenda – including the way we report our progress and set our objectives. In particular, our updated Sustainability Plan commitments and our issues reporting focus were directly influenced by the stakeholder roundtables we held. Engaging with our stakeholders on issues that concern them will drive improved performance, greater employee engagement, and stronger connections locally.

A. John Brock: Forward-thinking businesses will be able to turn the societal and environmental challenges we face into an opportunity. We are proud of our environmental successes and the revised stretch targets in our new plan, and we want to make strides to become part of the solution on obesity. Our portfolio has the largest percentage of no- and low-calorie beverages that it's ever had, and we've now set a target to get three million people moving by 2020, in line with the Coca-Cola system commitments.

Q. What are the trends that you see as shaping the future of sustainability?

A. Hubert Patricot: I'm really inspired by the sustainability changes that have occurred in the past 10 years, and now we're beginning to see the next evolution of what it means to be a sustainable business. Taking a holistic view of defining value for both shareowners and stakeholders will be critical.

A. John Brock: The pace of change in innovation and technology allows us to progress even further in the future. Innovative and technological collaboration with other organizations will become increasingly important for businesses as they seek to create more sustainable products, packaging and services. We have partnered with OpenIDEO to crowdsource ideas to help improve home recycling, and have been working with partners to develop ways to use 3D printing in our business. As technology and our partnerships evolve, we'll see more innovative solutions to sustainability.

Q. What's next on your sustainability journey? How will you aim to meet your new sustainability targets?

A. John Brock: Our new targets will not be easy to achieve – but that is exactly the point. We are responding to stakeholder expectations and challenging ourselves to improve our environmental and social performance. Over the coming years, we will continue our focus on reducing our energy and water usage and enhancing our sustainable sourcing efforts. We will continue to support and measure our sustainability progress against the principles outlined in the United Nations Global Compact.

A. Hubert Patricot: We know that we need to accelerate our efforts and are determined to create value from collaboration and explore what true sustainability leadership means in the future. We'll continue to review how to innovate further, and explore opportunities for collaboration across our value chain.

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

Hubert

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

PERFORMANCE HIGHLIGHTS 2014

Wellbeing

Reduced the calories per liter across our portfolio by 5.4% since 2010 and engaged over 1 million people in Active Lifestyle programs.

See Factsheets 6–8

Energy and Climate Change

Achieved a 29 percent absolute reduction in the carbon footprint of our core business operations against our 2007 baseline.

See Factsheets 9–13

Sustainable Packaging and Recycling

Reduced our packaging use ratio by 20 percent against a 2007 baseline – a continued decrease from the previous year.

See Factsheets 14–16

Water Stewardship

Maintained our water use ratio of 1.36 – a reduction of 17 percent since 2007. Established three important water replenishment partnerships in water-stressed areas in Belgium, Great Britain and France.

See Factsheets 17–19

Sustainable Sourcing

100 percent of our sugar beet suppliers have agreed to adopt our Sustainable Agriculture Guiding Principles by 2020.

See Factsheets 20–22

Workplace

Achieved 25 percent female representation at leadership level and 36 percent representation at management level. Hosted our first, award-winning Diversity & Inclusion Lab.

See Factsheets 23–25

Community

Reached more than 130,000 young people through local partnerships and our education programs and centers.

See Factsheet 26

Our Sustainability Plan

COMMITMENT HIGHLIGHTS

10%

Reduce the calories per liter by 10 percent across our portfolio by 2020.[1, 2]

3 million

Enable three million people to be physically active by investing in grassroots programs which support active lifestyles.[1]

50%

Reduction in the absolute carbon footprint of our core business operations by 2020.

40%

Ensure that 40 percent of the PET we use is recycled PET and/or PET from renewable materials.

40%

Source 40 percent of our energy from renewable sources by 2020.

40%

Aspire to have a minimum of 40 percent of women in both management and leadership grades by 2025.

100%

Sustainably source 100 percent of our key agricultural ingredients by 2020.

INTRODUCTION

In September 2011, we launched our Sustainability Plan – 'Deliver for Today, Inspire for Tomorrow'. We set challenging and measurable targets which represent a significant stretch for our business.

STRATEGIC PRIORITIES

Our Sustainability Plan includes three strategic priorities:

- Deliver for Today – demonstrating best practice across all of our commitments.
- Lead the Industry – in areas where we believe we can make the biggest difference:
  - **– Energy and Climate Change**
  - **– Sustainable Packaging and Recycling**
- Innovate for the Future – Driving new opportunities for innovation, thought leadership, collaboration and partnership.

We are proud of the progress we have made and in some areas we have met our initial targets ahead of schedule. But we know that we need to go further. We have to evolve our targets, reflecting not just the progress that we've made, but also to ensure that we continue to meet our stakeholders' expectations.

In 2014, we undertook a comprehensive review of our Sustainability Plan. This included a review of our progress and a series of discussions with our stakeholders. They challenged us to go further, and we've listened.

As a result, we have made significant changes to our Sustainability Plan, responding to challenges on many important topics including carbon emissions, renewable energy, calories and sustainable sourcing.

We believe that our commitments and targets are feasible, but continue to represent a significant stretch for our business. We are determined to meet the targets we have set, yet we know that continued investment, ongoing innovation and strong collaboration will be critical in the years ahead.

We will continue to report progress against our targets on an annual basis in our CRS Report.

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

OUR UPDATED COMMITMENTS:

We have updated our targets across every one of our commitment areas. As before, we believe these targets are feasible, but stretching – and that we can achieve the majority of them by 2020 through a continued focus on innovation, investment and collaboration.

Our three priorities remain the same: Deliver for today, Inspire for tomorrow, and Lead the industry. Below, we have outlined the key focus areas in our updated Sustainability Plan, highlighting in particular where there has been a change. These updated targets are reported against in this year's Corporate Responsibility and Sustainability Report. You will find progress against these targets on each of the relevant factsheets, and in our data tables. Our baseline year is 2007 unless otherwise stated.

Energy and Climate Change

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

	Target	By
Carbon footprint	Reduce the carbon footprint of the drink in your hand by a third	2020
Carbon footprint – core business	Grow our business, but reduce the absolute carbon footprint of our core business operations by 50 percent	2020
Manufacturing	Manufacture every liter of product with 50 percent less carbon emissions	2020
Transportation	Deliver a case of product with 30 percent less carbon emissions	2020
Cold drinks equipment	Reduce the carbon emissions from our cold drinks equipment by an average of 50 percent	2020
Renewable and low-carbon energy	Source 40 percent of our energy from renewable or low-carbon sources	2020
Supplier collaboration	Work in partnership with our suppliers to reduce carbon emissions across our value chain	Ongoing

Sustainable Packaging and Recycling

We will support the development of the circular economy, use recycled and renewable materials and recycle more packaging than we use.

	Target	By
Lightweighting	Reduce by 25 percent the amount of material we use across all packaging formats	2020
Recycled materials	Include recycled aluminum, glass and steel in respective packaging formats	Ongoing
PET bottles	Ensure that 40 percent of the PET we use is recycled PET and/or PET from renewable materials	2020
Recyclability	Continue to ensure that 100 percent of cans and bottles are fully recyclable	Annual
	Support the development of infrastructure and technology to enable recycling of all other packaging materials	2025
Manufacturing	Send zero waste to landfill from our own manufacturing operations	Annual
Recycling	Recycle more packaging than we use, by championing improvements to collection schemes and supporting the recycling industry	2020
Inspiring consumers	Increase packaging recovery rates by using our brands to educate and inspire consumers to recycle more often	Ongoing
Packaging innovation	Support the wider packaging industry to explore next-generation packaging[1]	Ongoing

Water

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

	Target	By
Protect	Protect the future sustainability of the water sources we use and safely return to nature 100 percent of the wastewater from our manufacturing operations	2020
Reduce	Reduce the amount of water we use, aiming to manufacture every liter of product using an average 1.2 liters of water	2020
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[1]	2020
Value chain	Minimize water impacts in our value chain through our sustainable sourcing programs	2020

Sustainable Sourcing

We will sustainably source 100 percent of our key agricultural ingredients.

	Target	By
Key agricultural ingredients	Sustainably source 100 percent of our key agricultural ingredients[1]	2020

Wellbeing

We will play our part to promote wellbeing by reducing calories across our portfolio by 10 percent and enabling three million people to be active.

	Target	By
Choice – calorie reduction	Reduce calories per liter across our product portfolio by 10 percent[1, 2]	2020
Choice – availability	Offer a no- or low-calorie alternative whenever regular sparkling drinks are available	Ongoing
Choice – portion size	Ensure that all sparkling soft drinks are available in small portion size choices, and increase the availability of small packs	Ongoing
Nutritional information	Ensure clear nutritional labeling on front of pack across all our products[1]	Ongoing
Responsible marketing	Not market any of our products to children under 12 and not sell our products in primary schools[1]	Ongoing
Active lifestyles	Enable three million people to be physically active by investing in grassroots programs which support active lifestyles[1]	Ongoing

Community

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

	Target	By
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	Annual
Employee volunteering	Support the active involvement of our employees by encouraging them to volunteer	Ongoing
Supporting young people	Support the skills development and learning needs of 250,000 young people each year	2020

Workplace

We will attract, develop and motivate a highly talented and diverse workforce within a safe and healthy workplace.

	Target	By
Employee wellbeing	Encourage participation in our employee wellbeing programs so that at least 50 percent of our employees take part	2020
Workplace safety	Provide a safe and healthy work environment with a vision of achieving zero accidents and attaining world-class health and safety status	2020
Workplace diversity	Attract, develop and motivate a highly talented and diverse workforce	Ongoing
	Aspire to have a minimum 40 percent of women in both management and leadership grades	2025

[1] In partnership with The Coca-Cola Company.
[2] Against a 2010 baseline.

Our Business

HIGHLIGHTS 2014

170 million

people served across eight territories in Western Europe. Coca-Cola Enterprises (CCE) is one of the world's largest independent bottlers of Coca-Cola beverages.

17 manufacturing operations

We operate 17 manufacturing operations facilities in Western Europe.

40

beverage brands manufactured and distributed.

12 billion

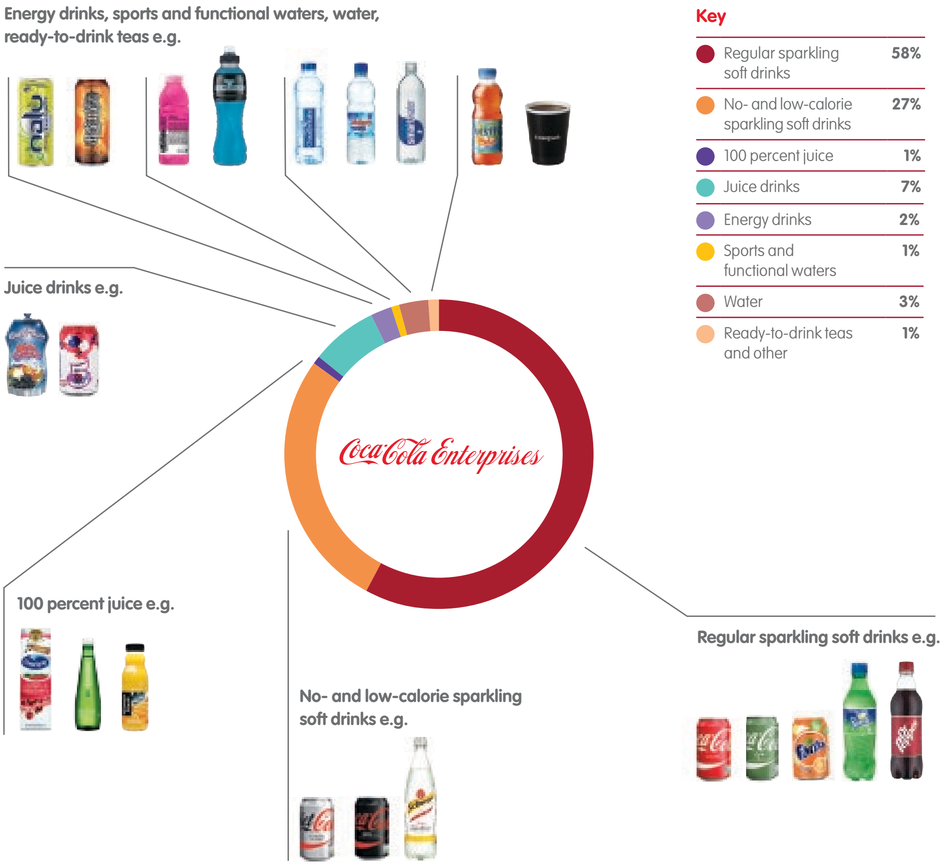
bottles and cans sold.

WHAT WE DO

At CCE, we manufacture and distribute over 40 of the most popular beverage brands in the world. These include Coca-Cola, Coca-Cola Life, Diet Coke, Coca-Cola Light, Coca-Cola Zero, Fanta and Sprite[1] as well as a growing range of water, juices and juice drinks, sports drinks, energy drinks and ready-to-drink teas.

In 2014, we sold approximately 12 billion bottles and cans (or 600 million physical cases) through more than one million retail customers across our territories, generating approximately $8.2 billion in revenue and $1.019 billion in 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 business makes a significant economic contribution to the countries and communities in which we operate. At the end of 2014, we employed approximately 11,650[2] people, paying salaries and benefits of $1 billion. We also paid $1.4 billion in total taxes.[3] An independent evaluation concluded that in Great Britain each job provided by Coca-Cola supports a further eight jobs, and that for every £1 of value CCE creates, an additional £8 is generated.

OUR PRODUCT PORTFOLIO AS SOLD BY VOLUME



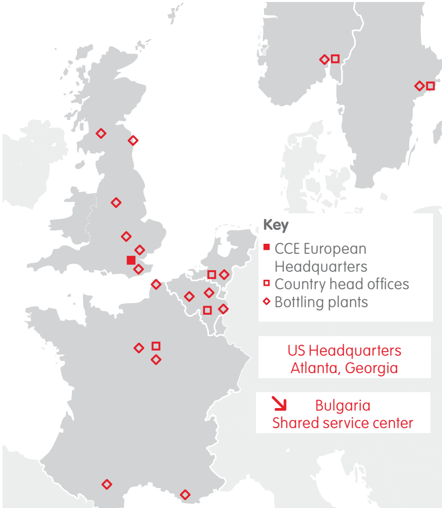
Key

● 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%

OUR OPERATIONS AT A GLANCE

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 11,650[2] people.

WHERE WE OPERATE



COCA-COLA ENTERPRISES KEY STATISTICS 2014

Territory	Employees[2, 4]	Manufacturing sites	Carbon footprint (tonnes CO_2e)	Water use ratio (liters to make 1 liter product)
Belgium & Luxembourg	2,400	3	78,142	1.57
France[5]	2,650	5	88,580	1.22
Great Britain[6]	3800	6	337,474	1.29
Netherlands	800	1	91, 783	1.65
Norway[7]	700	1	5,756	1.34
Sweden	800	1	11, 911	1.80
USA	150	0	4,367	n/a
Bulgaria	250	0	443	n/a
TOTAL	**11,650[2]**	**17**	**618,984**	**1.36**

A STRONG PARTNERSHIP

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.

Coca-Cola Enterprises

Our people

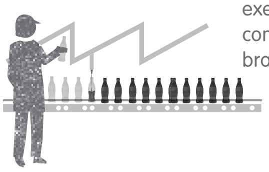
11,650[2]
employees

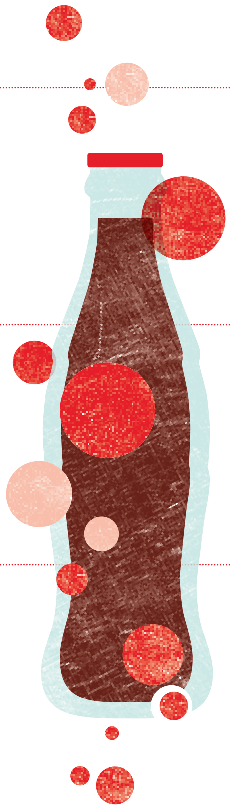
Our operations

8 countries and territories in Western Europe

Our customer focus – B2B

Bottler; distributer; market execution and innovation; community and customer brand marketing

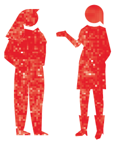




The Coca-Cola Company

People

130,600
employees



Operations

200
countries worldwide

Consumer focus

Brand ownership; product development and innovation; brand marketing and advertising

---

1 Coca-Cola, Coke, Coca-Cola Zero, Coke Zero, Coca-Cola Life, Coke Life, Coca-Cola Light, Diet Coke, Fanta and Sprite, and the design of the Coca-Cola Contour Bottle are registered trademarks of The Coca-Cola Company.

[2] As quoted in our 2014 10-K and Annual Report.

3 Reduction in amount paid in USD vs 2013 is due to foreign currency exchange fluctuations, which are noted in our 2014 10-K and Annual Report.

[4] Rounded to nearest 50 employees (country employee figures do not include occasional workers in Norway and Sweden nor Belgian pre-pensioners.

[5] Including Monaco.

[6] Great Britain is our largest market and has carbon-intense electricity.

[7] Our Carbon Footprint in Norway: In April 2013 we completed a business transformation project in Norway which included a move to recyclable and non-refillable PET bottles and a significant change to our route to market operations. This has resulted in a significant change in emissions across our Norwegian value chain, only part of which is included within the boundaries of this carbon footprint. Additional emissions occur within our wider value chain, which we report on as part of our 'Drink in your hand' value chain commitment. We no longer operate a direct store delivery model and have eliminated the road kilometers associated with the collection and return of refillable packaging. Instead, our customers now collect finished product directly from CCE's factory in Oslo for onward distribution. Any emissions associated with our customers' transportation are outside of our operational control and are therefore not included in our carbon footprint. We will continue to review the carbon impact of this change across our value chain in the future.

Our Value Chain

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, through to their disposal. We are committed to reducing our impact across the value chain – reducing the carbon footprint of the drink in your hand by a third by 2020, and minimizing water impacts in our value chain. However, our biggest impact lies beyond our business operations – so we must collaborate with our suppliers, customers and other stakeholders to make a real reduction in our impact.

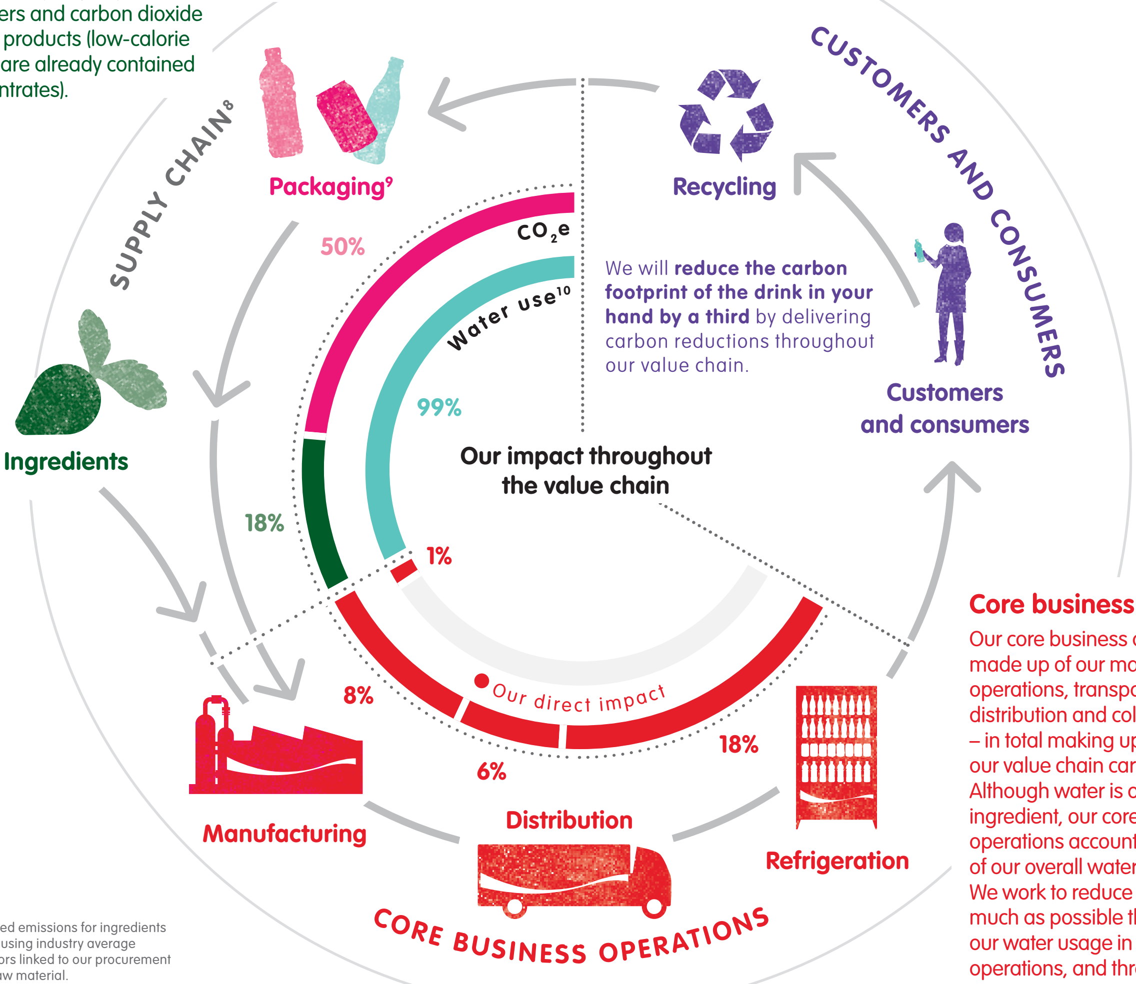
Supply chain

Ingredients: The majority of our water impact and 18 percent of our carbon impact comes from our 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).

Packaging: 50 percent of the carbon footprint of our value chain comes from our packaging, which is also a large contributor to our water footprint. Our packaging materials come from a range of key suppliers with whom we work in order to reduce the impacts of our packaging materials.

Customers and consumers

We are working to increase recycling rates across our territories. This will help us to generate more material to turn into new bottles and cans. The carbon footprint related to the recycling of our packaging is incorporated into the carbon footprint of our packaging.[9]



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

Core business operations

Our core business operations are made up of our manufacturing operations, transportation and distribution and cold drink equipment – in total making up 32 percent of our value chain carbon footprint. Although water is our primary ingredient, our core business operations account for only 1 percent of our overall water footprint. We work to reduce our impact as much as possible through minimizing our water usage in our manufacturing operations, and through collaboration with our key suppliers.

---

[8] We have modeled emissions for ingredients and packaging using industry average conversion factors linked to our procurement data for each raw material.
[9] As a result of carbon footprint methodologies.
[10] Based upon multiple water footprinting programs since 2011. See Factsheet 19.

Innovate for the Future

Laura Storm, Sustainia, presenting at our second Future for Sustainability Summit.

HIGHLIGHTS 2014

Summit

We hosted our 'Future for Sustainability Summit' in partnership with the Financial Times.

Profit and Purpose

CCE commissioned Cranfield University to explore how business can successfully combine profit and purpose.

Eight

winners of the OpenIDEO Recycling Challenge crowdsourcing initiative, aimed at generating ideas to improve home recycling rates.

INTRODUCTION

Innovation will be critical if we are to meet the targets in our Sustainability Plan. We know that tackling the size and scale of the issues in our value chain will require collaboration, and that we will need to accelerate the pace of change. We cannot do this alone and will need to work with stakeholders to develop innovative new solutions to shared problems. Although we have made strong steps over the past few years, we know that we have a long way to go on our sustainability journey.

Speakers at our Future for Sustainability Summit.

OUR STRATEGY

We are focused on collaborating with others to develop innovative solutions which will benefit ourselves, our industry and broader society. We will do this 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

Sustainability summit

In October 2014, we hosted our 'Future for Sustainability Summit' in partnership with the Financial Times, in order to generate a dialogue around the future of business. The Summit brought together over 250 delegates from diverse backgrounds to explore how business can redefine value beyond financial metrics, as well as to examine sustainability strategies and trends that are shaping future business models. We hosted a number of influential business professionals, entrepreneurs and academics, including members of the World Economic Forum's Global Shapers program. The speaker line-up provided insights from a range of backgrounds including the financial, corporate, academic and not-for profit world. It included representatives from The Haga Initiative, Climate Change Capital, l'Institut de lèconomie Circulaire, Sainsbury's, Green Alliance, Sustainia and Cranfield University.

The Summit explored various themes including the business case for tackling natural resource scarcity and environmental challenges at a boardroom level, the importance of engaging the financial community in developing a new definition of business value, and the challenge of integrating sustainability into product design.

In 2015, we plan to host a series of stakeholder roundtables, which will provide the opportunity for a more in-depth discussion with key stakeholders on a range of topics covering our key issues.

Combining profit and purpose: a new dialogue on the role of business in society

One of the key themes at the Summit was the important role that businesses have to play in combining profit and purpose – being clear that to be successful, companies need to ensure that profit and social purpose are fully complementary. Businesses today face significant pressure to deliver value beyond a return for investors. They must generate a profit while also addressing significant social and environmental challenges. We wanted to better understand whether today's business leaders and those of the future think that the business community is currently doing enough to address global sustainability challenges and to combine 'profit' and 'purpose'. We commissioned the Doughty Centre for Corporate Responsibility at Cranfield University, with support from FT Remark and Net Impact, to further explore this topic with current and future business leaders – including the millennial generation. Results revealed a strong alignment on the topic of 'profit and purpose' with 90 percent of future leaders and 88 percent of current leaders believing that business should have a social purpose. However, only one in five future business leaders thinks companies already have a clear focus on social purpose, compared with four in five current CEOs. This suggests that business either isn't doing enough to address global sustainability challenges, or isn't communicating its achievements to a global audience.

The research was launched at our 'Future for Sustainability Summit' in partnership with the Financial Times.

BUSINESSES HAVE A CLEAR SOCIAL PURPOSE

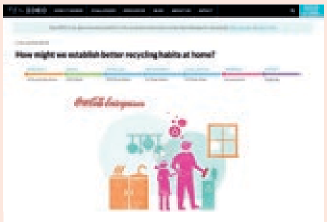
Nearly

current leaders agree

However only

future leaders agree

CASE STUDY
OpenIDEO


How might we establish better recycling habits at home?

Our recent online partnership with open innovation platform OpenIDEO.com allowed us to answer the question, 'How might we establish better recycling habits at home?'

For three months, members of the online OpenIDEO community submitted creative ideas to address the challenge and inspire behavior change on recycling. Many of the ideas were tested and prototyped during this period with over 320 contributions received during an initial research phase and over 200 ideas submitted for consideration by the OpenIDEO community and a panel of recycling experts. Twenty-five ideas were then reviewed against a set of evaluation criteria with eight selected as the best winning ideas.

We are currently working to further develop one of these ideas, a mobile phone app to help people understand what materials are recyclable where they live. This is being done in partnership with WRAP, the UK Government's recycling agency.

Baljinder Bansal
Associate Director,
IT Innovation

EMPLOYEE SPOTLIGHT — The innovation process

Within our Information Technology (I.T.) department we have adapted the Lean Startup methodology to support our innovation process, enabling ideas to be generated and developed quickly and cost-effectively. Colleagues are able to access our Ideation Platform, either from their laptop or via a mobile phone app, where they can post an idea. If their idea receives enough 'likes', it's developed into a proof of concept, and presented to senior management for a decision on future investment. We have learned equally from our successes and our failures, and are building these insights into our processes. We have been trialing the use of a 3D printer within our business, as well as the use of beacon messaging. The idea generation process has also started to expand to other areas of our business such as with our Field Sales teams in Great Britain. I'm very excited to see what innovative ideas will be developed.

COLLABORATION AND ENGAGEMENT

Our Sustainability Plan commitments cover our entire value chain – and we know that in order to achieve our goals we will need to look outside our own operations and collaborate with all of our stakeholders. For this reason, we have developed many key partnerships over the past few years.

Following research by the University of Exeter in 2014, which helped us understand recycling behavior in the home, we entered a new partnership with OpenIDEO as part of our 'Recycle for the Future' program. Together, we launched a recycling challenge to crowdsource ideas on how to promote recycling in the home (see case study).

Partnerships with our retail customers have been very important in helping to improve consumer recycling behavior. During 2014, we increased our partnerships with retailers and held campaigns to encourage shoppers to recycle across Great Britain, France and Belgium (see Factsheet 16).

We also work closely with our suppliers to encourage them to improve their own sustainability. Our Supplier Relationship Management (SRM) process helps us to collaborate with suppliers and provides a management framework whereby each supplier is evaluated on their sustainability performance (see Factsheet 22).

We are also working closely with The Coca-Cola Company to develop our approach to sustainable agriculture and to ensure that by 2020 the global Coca-Cola system sources its key agricultural ingredients sustainably. As each supply chain for each commodity is different and complex, we are developing partnerships with our suppliers and with third-party organizations like the Rainforest Alliance and the Sustainable Agriculture Initiative to define what we need to do to sustainably source our ingredients. For more information see Factsheet 21.

ACCELERATING THE PACE OF CHANGE

In order to address the sustainability challenges we face, it is important that we accelerate the pace of change. We will achieve this by increasing our use of new technology and forging new partnerships with our stakeholders.

Our joint business venture with APPE has helped us to create a step-change in recycling and support our commitment to reduce the carbon footprint of the drink in your hand by a third by 2020. We have invested over $12 million to create a state of the art recycling plant, Infineo, which produces enough high-quality recycled PET (rPET) to cover our requirements in France, Belgium and Luxembourg. As a result, at the end of 2014, we were able to include an average of 34 percent rPET in our packaging (see Factsheet 15).

Coca-Cola Enterprises

Issue sheet:
Wellbeing

How can we be part of the solution to the challenge of obesity?

ISSUE INSIGHTS

10%

The World Health Organization recommends that added sugars should be less than 10 percent of total calorie intake.[1]
World Health Organisation

1.9 billion

In 2014, more than 1.9 billion adults were overweight (600 million of these were obese).[2]
World Health Organisation

Doubled

Worldwide obesity rates have more than doubled since 1980.[3]
World Health Organisation

OUR COMMITMENT

We will play our part to promote wellbeing by reducing calories across our portfolio by 10 percent and enabling 3 million people to be active by 2020.[7]

> "Efforts to encourage even small increases in activity in inactive individuals may be of public benefit."
>
> Ekelund et al, American Journal of Clinical Nutrition[4]

Obesity is a complex challenge with a significant cost to both society and individuals. Worldwide, over 600 million adults and 42 million children under the age of five were classed as overweight or obese in 2013.[5] In Europe, 50 percent of people are overweight or obese and two-thirds are not meeting recommended levels of physical activity.[6] We know that diet and calorie intake, including the calories in our products, can have a big impact on health and wellbeing and we want to be part of the solution.

Obesity and inactivity combined have a profound impact on public health, on the economy and ultimately on the happiness of society as a whole.

It will require multiple stakeholders across industry, government and civil society to work together to change behavior and support and inspire people to become more active.

As a major manufacturer within the food and beverage industry, we understand the role that diet, including our products, can have on health and wellbeing. We know that we need to be part of the debate, and part of the solution on this issue. We have worked over the past years to increase the number of no- or low-calorie beverages in every market, and increase the range of portion sizes. However, we know that we need to go further, and have recently set new commitments to reduce the calories per liter across our portfolio by 10 percent by 2020.[7, 10] We also aim to get three million people physically active by 2020, through supporting community-based physical activity programs.[7]

Solving a complex global challenge like obesity can't be done by any one organization in isolation. We will continue to work in conjunction with partners in government, industry and civil society to continue to make significant progress on this issue.

Hubert Patricot
Executive Vice President and President, European Group,
Coca-Cola Enterprises

A VIEW FROM COCA-COLA ENTERPRISES

Obesity is a serious and complex issue, and an important one for our business. According to the World Health Organization, 50 percent of people in Europe are overweight or obese, and two-thirds are not meeting recommended levels of physical activity.[7, 8] As European President, I also know from my conversations with customers, colleagues and business partners that this issue is high on our shared agenda.

As a business, we have a role to play in addressing obesity. Our wellbeing commitments will reduce the calories per liter across our portfolio by 10 percent[7, 10] and enable three million people to become physically active by 2020.[7]

We offer our consumers a choice – whether among low-, mid- or no-sugar products, or through a range of pack sizes – and we are always exploring opportunities to expand the portfolio of products that we offer. Recent examples include Finley, a low-calorie fruit-based sparkling drink in France, and SmartWater, available in Great Britain.

We will also continue to collaborate with The Coca-Cola Company to use innovative sweeteners to create further choice for consumers. We recently launched Coca-Cola Life, made with 30 percent less sugar than a regular Coca-Cola and partially sweetened by Stevia, a natural sweetener which comes from the stevia plant.

In addition, we will provide consumers with the information they need on how much sugar and how many calories are in our beverages. I am confident that these steps will help the people who buy our products make the right choices for themselves and their families.

We are addressing the issue of sedentary lifestyles by working with our local communities to encourage people to become more active. Programs like ParkLives, which provides free outdoor sporting activities in Great Britain, and Olympic Moves, an annual school sports competition in the Netherlands and in Belgium from 2015 are examples of how we have encouraged young people and families into sport over the past year – and we want to go even further in the years ahead.

My job is to ensure that we grow our business sustainably and responsibly. To do so, we must work with our consumers and civil society to ensure we address the issue of obesity together. We are on a journey in this area, and I am confident that our new wellbeing commitments are a significant step in the right direction.

Mark Driscoll
Head of Food,
Forum for the Future

A VIEW FROM FORUM FOR THE FUTURE

Obesity, food security, inequality and resource scarcity are among the biggest challenges society faces today. The need to provide everyone with access to healthy and nutritious food within environmental limits has to be one of the key imperatives of our time. In 2013 around 62.1 percent of adults were overweight or obese in the UK. The costs associated with dealing with obesity are now estimated at more than £5 billion per year.

At Forum for the Future, we believe it is crucial that the global food and drinks industry and businesses such as Coca-Cola Enterprises give more attention to what we call 'sustainable nutrition'. This will enable all of us to tackle urgent challenges like obesity. If businesses don't, then governments and consumer groups are likely to demand more regulatory action.

Tackling these challenges requires collaboration across the food value chain. Coca-Cola Enterprises will need to work with others – businesses, NGOs, the academic community and governments – to solve these issues. Difficult choices may be required. For instance, we must ask, 'should certain products be on the shelves at all?' We believe that Coca-Cola and other brands have a responsibility to encourage and promote more healthy and sustainable eating patterns to their customers. This is where real leadership lies.

---

1 World Health Organization
2 World Health Organization
3 World Health Organization
4 Ekelund, U et al
5 World Health Organization
6 World Health Organization
7 In partnership with The Coca-Cola Company
8 World Health Organization
9 World Health Organization
10 Against a 2010 baseline

Wellbeing: Product Portfolio

HIGHLIGHTS 2014

5.4%
reduction in the calories per liter across our product portfolio since 2010.

56%
of our full sugar brands have a no- or low-calorie alternative.[1]

32%
of the volume of our products in our portfolio are no- and low-calorie (40 calories/250ml).[2]

99%
of our products have front-of-pack GDA labeling.

SUSTAINABILITY PLAN COMMITMENTS

Calorie reduction

Reduce calories by 10 percent per liter across our product portfolio by 2020.[3, 4]

No-, low-calorie

Offer a no- or low-calorie alternative whenever regular sparkling soft drinks are available.

Small packs

Ensure that all sparkling soft drinks are available in small portion size choices, and increase the availability of small packs.

Labeling

Ensure clear nutritional labeling on front of pack across all our products.[3]

Under 12

We will not market any of our products to children under 12 and will not sell our products in primary schools.[3]

OUR COMMITMENT

We will reduce calories per liter across our portfolio of beverages by 10 percent by 2020.[3, 4]

INTRODUCTION

As a manufacturer in the food and beverage industry, we understand the role that diet, including our products, can have on health and wellbeing. We believe all calories count, and are committed to playing our part to help address obesity.

OUR STRATEGY

We believe choice and information are important for consumers to be able to make the right decisions for them and their families. We also believe that it is critical to get more people active in our communities. By providing a wide variety of products, driving awareness of our no- or low-calorie options, and by supporting programs which get people in our communities moving, we are working to be part of the solution to obesity.

Our wellbeing strategy has four key priorities:

- No-/low-calories – We have taken steps to broaden the choice of drinks we offer and provide a variety of full, no- and low-calorie options, in a wide range of packaging and portion sizes. We will also drive awareness of these lower-calorie options.
- Nutrition information – We aim to be clear and transparent in our labeling, ensuring clear front-of-pack Guideline Daily Amount (GDA) labeling on all of our packages, so that people can easily see how many calories they are consuming.
- Responsible marketing – We will market responsibly across all channels where we sell our products. We will never market any of our products to children under 12.
- Active lifestyles – We aim to get three million people moving by 2020, by supporting community based physical activity programs across our countries of operation.[3]

This factsheet focuses on the efforts we have made to adapt our product portfolio to provide a choice for our customers, and to ensure that our marketing and labeling continues to be responsible and transparent. For more information on our work to encourage active lifestyles, see Factsheet 8.

NO-/LOW-CALORIES

Calorie commitments

We have set a new commitment as part of our revised Sustainability Plan, to reduce the calories per liter across our portfolio of beverages by 10 percent by 2020.[3, 4] As of 2014, we have reduced the calories in our portfolio by 5.4 percent.

In line with this new commitment, we have also developed targets within some of the individual countries in which we operate. For example, the Coca-Cola system in Great Britain was one of the first companies to sign up to the UK Government's Responsibility Deal in 2011, and has voluntarily supported its calorie reduction initiative since 2012. This led to a commitment to reduce the calories in some of our leading soft drinks by at least 30 percent and reduce the average calories per liter of our sparkling drinks by 5 percent by the end of 2014. Thus far, we have reduced the calories in our portfolio in Great Britain by 5.3 percent since 2012, and aim to reduce by a further 5 percent by 2025.

In France, in conjunction with our soft drinks association, we signed a collective charter with the French Ministry of Agriculture and Consumption to reduce the amount of calories by 5 percent in the Soft Drinks category in France by 2015. In the Netherlands, in conjunction with The Coca-Cola Company, we have developed a commitment to reduce the calories in our portfolio by 10 percent between 2012 and 2020.

CHOICE

We want to encourage choice within our portfolio, and have set new commitments which aim to offer a no- or low-calorie alternative every time a regular sparkling soft drink is available.

Our product portfolio is already made up of a wide variety of products. These cover regular, no- and low-calorie options – including our core sparkling beverages such as Coca-Cola, Fanta and Sprite – which make up 58 percent of our portfolio. Fifty-six percent of our full sugar sparkling soft drinks have a no- or low-calorie alternative such as Diet Coke and Coke Zero.[1] No- and low-calorie sparkling soft drinks make up 27 percent of our total portfolio. The rest of our portfolio consists of non-sparkling drinks including waters, juices, sports drinks, functional waters and energy drinks.

In addition, we have been working to reduce the sugar and calories in our portfolio through reformulation, reducing the sugar and calories in our beverages by up to 30 percent. In 2014, our reformulations included Fanta Fruit Twist and Dr Pepper in Great Britain, Monster in France, and Nestea in Norway.

Package and portion sizes

We aim to ensure that all of our regular calorie drinks are available in small portion sizes of 250ml or less, and to increase the availability of small pack sizes. In 2014, 19 percent of our regular calorie drinks were available in portion sizes of 250ml or less. We introduced the 250ml can in Great Britain, France, Belgium, Luxembourg and Sweden in 2013. 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.

Availability and promotions

Within some of our territories, we have set specific commitments regarding our marketing spend. In Great Britain we have set a commitment to more than double our media investment in our no- and low-calorie variants of Coca-Cola.

We have also been working to develop guidelines for our sales teams, to encourage the sale of no- and low-calorie beverages. For example, we have developed guidelines to make our no- and low-calorie beverages most prominent in any meal deal or snack promotion.

CASE STUDY

Finley

In April 2014, we launched FINLEY, a new fruit-based sparkling drink to French consumers. The low-calorie drink for adults is available in four different flavors: Grapefruit & Blood Orange; Lemon & Elder Blossom; Orange & Cranberry; and Tonic. The drink includes fruit juice, natural aromas, natural sweeteners and no added preservatives and is 20 calories per 100ml serving. The launch is an important step in CCE's diversification strategy aimed at meeting greater consumer needs as well as increasing our low-calorie beverage portfolio. In 2015 we have since expanded Finley to Belgium and Sweden.

NUTRITION INFORMATION

We believe in the importance of helping people understand what is in our products so that they can make the right choices for their lifestyle.

We have long been committed to providing clear and transparent nutritional labeling so that people can make informed choices about the products they buy and consume. We have voluntarily included ingredients and nutrition information on the labeling of all our products since 2003. In 2007, we led the development of Guideline Daily Amount (GDA) labeling across Europe and in 2013 we committed to move to the EU Reference Intakes (RI) label. In Great Britain, we signed up to the UK Government's voluntary, color-coded, front-of-pack nutrition labeling scheme in 2014 – with the new labels starting to appear on Coca-Cola products in early 2015.

We take advice from local and European Scientific Advisory Councils and make no health claims unless these are scientifically proven. Information about our products is also available through the websites, care lines and consumer information centers operated in all the countries where we do business. 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.

Public campaigns

More recently, we have been working with Public Health England, as part of its Change4Life campaign, to create marketing campaigns which will encourage consumers to try no- and low-calorie alternatives, such as Coca-Cola Zero, through vouchers, print-ads and in-store point-of-sale promotions with retailers.

RESPONSIBLE MARKETING

No marketing to children under 12

We respect the role of parents and guardians and believe that they should be able to choose the drinks that are right for their children. Since 2009, one of our core global commitments has been that we will not market to children under the age of 12.

Through UNESDA, the European trade association representing the soft drinks industry, we have committed not to advertise in printed media, on websites or during broadcast programs specifically aimed at children. As a result, 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 programing 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.

CASE STUDY

Coca-Cola Life

In 2014, Coca-Cola introduced Coca-Cola Life in Great Britain and Sweden. This lower calorie cola contains a third less sugar and a third fewer calories than regular cola.[5] It features a blend of sugar and naturally-sourced stevia leaf extract and a 330ml can contains 89 calories. In 2015 Coca-Cola Life was expanded to the remainder of our territories.

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 lower, 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. For more information see further reading below.

Our products and alcohol

We recognize that adult consumers may choose to drink our products in conjunction with alcohol, but actively support our products as a refreshing alcohol alternative. For the past seven years, we have worked in conjunction with the THINK! driver friendly program in Great Britain to offer a free second drink during Christmas when ordering a Coca-Cola, Diet Coke, Coca-Cola Zero and Schweppes product. In 2014, this program was supported by 12,500 bars and pubs across the country.

Further reading:

The Coca-Cola Company Global Responsible Marketing Policy

The Coca-Cola Company Global School Beverage Guidelines

The Coca-Cola Company Responsible Marketing Charter, Great Britain

UNESDA Commitments to Act Responsibly

UNESDA Code for Energy Drinks and Shots

Coca-Cola Great Britain: Choice and Information

---

1 This includes all CCE's full sugar brands, excluding waters and hot drinks. Our most popular brands (Coca-Cola, Fanta, Sprite) all have low-calorie alternatives and together these make up 90 percent of CCE's volume.
2 Measured using unit cases.
3 In partnership with The Coca-Cola Company.
4 Against a 2010 baseline.
5 36 percent fewer calories vs full sugared colas in Great Britain due to a sugar reduction of 37 percent, involving reformulation with stevia leaf extract.

Wellbeing: Active Lifestyles

HIGHLIGHTS 2014

1 million+

Over 1 million people engaged in active lifestyle programs.

SUSTAINABILITY PLAN COMMITMENT

3 million

Enable three million people to be physically active by investing in grassroots programs which support active lifestyles by 2020.[1]

In Europe, the Coca-Cola system has set a goal to get **10 million Europeans moving** by 2020, through various initiatives and local sports programs.

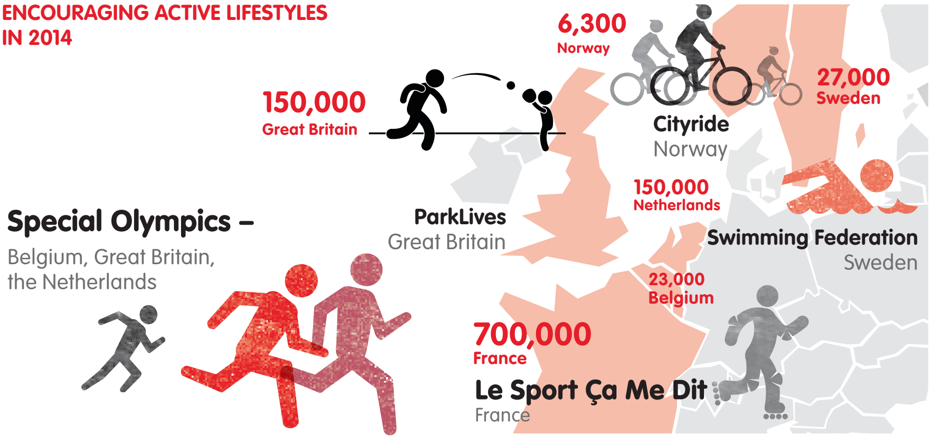
OUR COMMITMENT

We will enable three million people to be physically active by investing in grassroots programs which support active lifestyles by 2020.[1]

INTRODUCTION

We are aware that physical inactivity is a significant problem across Europe, and we want to play our role in encouraging active lifestyles. This is one of the reasons we are investing in community-based physical activity programs across our countries of operation.

ENCOURAGING ACTIVE LIFESTYLES IN 2014



OUR STRATEGY

We believe that along with providing a balanced portfolio that offers choice for consumers, we have a role to play in getting more people active in their communities.

The Active lifestyle component of our Wellbeing commitment aims to enable three million people to be physically active by 2020, through investing in grassroots programs which support active lifestyles.[1]

We have a number of established programs throughout our territories, and these are covered in this factsheet. As we make progress towards this commitment, we will look to expand these programs and develop new partnerships.

For more information on the Product Portfolio element of our Wellbeing commitment, please see Factsheet 7.

ACTIVE LIFESTYLES

At CCE, we have set a new commitment to get three million people moving by 2020.[1] As part of this commitment, we have developed long-standing partnerships in conjunction with The Coca-Cola Company to support community-based physical activity programs across our countries of operation.

We have at least one major physical activity program in every country where we operate. In 2014, these included:

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 the Special Olympics for 36 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 Netherlands. In 2014, we supported a variety of events in each of our territories, in particular the European Summer Games in Antwerp, Belgium (see case study).

CASE STUDY
Special Olympics European Summer Games

In September 2014, we were proud to support the Special Olympics European Summer Games. Held over five days at various venues across Antwerp, Belgium, the event saw 2,000 athletes from 58 nations competing in 10 different sports. The games were Europe's largest sporting event for people with intellectual disabilities, and offered a life-changing opportunity for athletes to compete at European level. CCE supported the event with more than 200 employee volunteers helping athletes and encouraging consumers to recycle at 45 Coca-Cola branded recycling points.

Mission Olympic, Belgium

In 2011, Coca-Cola organized the first Mission Olympic event at the King Baudoin Stadium in Brussels. The fourth season of Mission Olympic took place in 2014. Every year, Mission Olympic encourages 23,000 Belgian students aged between 12 and 14 to get moving through showcasing and providing opportunities to try more than 50 sports. Through this initiative, Coca-Cola aims to familiarize young people with various sports and develop their enthusiasm for the Olympic spirit.

During the 2015/2016 school year, Olympic Moves, currently running in the Netherlands, will be introduced in Belgium.

Bloso and Adeps, Belgium

We support two regional Belgian national sports associations, Bloso and Adeps, who are responsible for all aspects of sport development – from training coaches, to growing sports clubs and developing communal sporting functions.

Royal Belgian Football Association, Belgium

In 2014, CCE extended its more than 30-year partnership with the KBVB (the Royal Belgian Football Association) with another four-year collaboration. Half of the sponsorship budget will be invested in youth football activation programs, encouraging an active lifestyle among young people aged 12 and over.
In 2014, in partnership with the Federation, we developed a customer activation linked to the 2014 FIFA™ World Cup. This activation resulted in a donation of $74,100 being made to G-Football, an organization for people with disabilities.

StreetGames, Great Britain

With The Coca-Cola Company, Great Britain, we support StreetGames, a UK charity focused on making a wide range of sports and dance more accessible for young 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. In 2014, we helped StreetGames hold four multi-sport festivals in London, Manchester, Cardiff and Glasgow. Each event involved more than 1,000 young people for a day of sport, music and learning skills. In 2014, StreetGames was also the major beneficiary of Coca-Cola's FIFA™ World Cup on-pack promotion, raising a further $155,000 towards training young coaches and volunteers.

ParkLives, Great Britain

In 2014, Coca-Cola Great Britain launched a nationwide, long-term program of fun, free activities in parks in the heart of local communities in major cities. Partnerships were established with three local authorities in Birmingham, Newcastle and the London Borough of Newham. A wide range of free, informal sports activities were on offer throughout the summer in over 70 parks, from tai chi to rounders, Zumba and table tennis, with all ages and abilities welcome. Over 3,000 hours of activities were provided and the program will expand to more cities in 2015.

Le Sport Ça Me Dit, France

In France, we sponsor Le Sport Ça 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 provided with equipment for six different activities, all packaged in a one-meter cube. This cube is able to be set up very quickly in streets, parks and other urban spaces. The project involved approximately 600,000 young people in 2014 alone and currently operates in more than 1,000 municipalities.

L dans la Ville, France

In 2014, a new partnership was established with 'L dans la Ville', an NGO operating since 1998 to address access to sports and jobs in under-privileged areas. The program targets girls aged 12 -20 and focuses on four key areas: weekly sports sessions, holiday sports camps, support for professional integration, and support for entrepreneurs. In 2014, more than 1,000 girls took part in Lyon and Paris, and 80 percent of the 16–20 year olds taking part found a job at the end of the program.

Olympic Moves, Netherlands

Started in 2003 by the Coca-Cola system and the Dutch Olympic Committee, Olympic Moves is the biggest annual school sports competition in the Netherlands. Each year, it encourages more than 150,000 12 to 18-year-olds to discover sports in a fun way and to develop a lifelong interest in physical activity. In 2014, Olympic Moves involved 300 Dutch schools through a series of local, regional and national events. The Olympic Moves Final was held at the Olympic Stadium, Amsterdam. We are working to increase the number of students and schools participating in the next few years, by increasing the number of regional finals and the number of vocational high schools participating.

Monique Maks
Director of Jeugdsportfonds, Netherlands

EXTERNAL SPOTLIGHT
Jeugdsportfonds

Taking part in sport with others is one of the best things there is. Sport helps to build self-esteem and enable young people to establish contact and friendship with others. Unfortunately, this is not always as easy as it sounds. In the Netherlands, thousands of young people are not able to become members of a sports club as it is too expensive. Together, with Coca-Cola, we are committed to helping underprivileged young people get more active.

Jeugdsportfonds, Netherlands

We have teamed up with The Coca-Cola Company in a three-year agreement which enables teenagers from low-income families to experience the joy of playing team sports. In 2014, nearly 30,000 young people were able to play organized sports and by 2016, the aim is to expand the program to support 40,000 teenagers each year (see external spotlight).

JOGG, Netherlands

In Dongen in the Netherlands, where our manufacturing operation is based, we are working with 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.

Puls, Norway

In Norway, in 2104, we partnered with Puls and the Red Cross to help under-privileged young people get more active. More than 1,700 young people took part in activities including climbing, dancing, football and bowling, based in four Red Cross centers in Oslo.

Cityride, Norway

In 2013, CCE partnered with Cityride in Norway to promote the advantages of cycling and to encourage young people and their families to get involved. In 2014, Cityride events took place in 20 locations and involved 4,600 people.

Swimming Federation, Sweden

In 2013, CCE began a three-year partnership with the Swedish Swimming Federation to encourage exercise through swimming and improve the nation's swimming ability. The program promotes swimming in cooperation with local associations, giving people tips and challenges from champion swimmers via digital channels. In 2014, more than 27,000 people benefited from the program.

---

[1] In partnership with the Coca-Cola Company.

Coca-Cola Enterprises

Issue sheet: Climate Change

How can we tackle the issue of climate change?

ISSUE INSIGHTS

2°C

To avoid the most dangerous impacts of climate change, we need to limit global temperature rises to no more than 2°C above pre-industrial levels.[1]
IPCC

Rising levels

The rising levels of greenhouse gases from the burning of fossil fuels and land-use changes (such as deforestation) are causing a sustained and unequivocal rise in global temperatures.[2]
IPCC

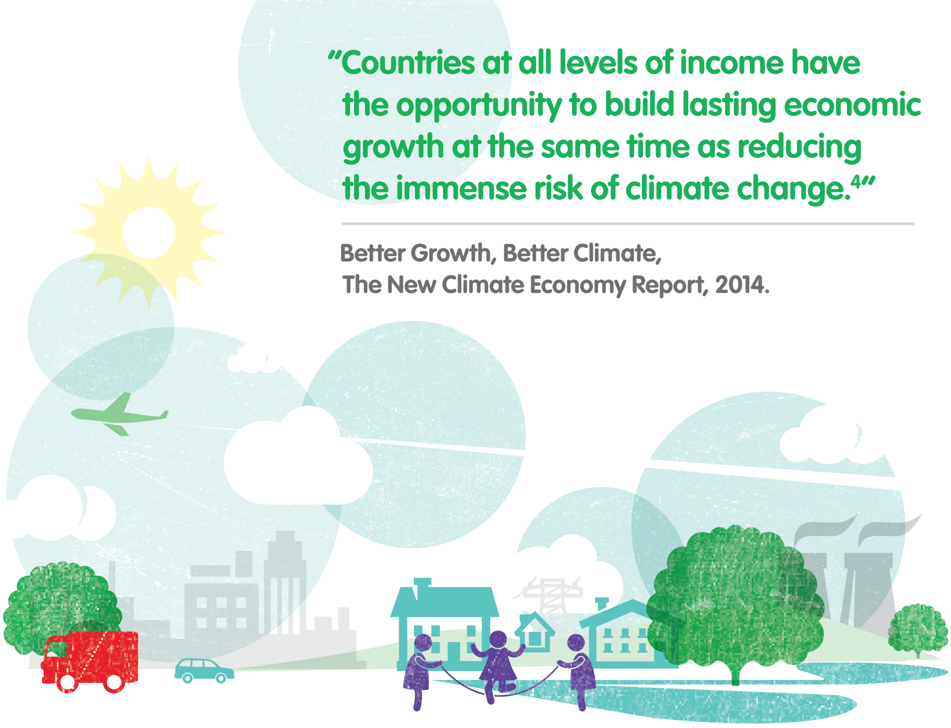
40%

The European Union has agreed a 40 percent greenhouse gas emissions reduction target by 2030 and a long-term target to reduce GHG emissions by 80-95 percent by 2050.[3]
European Union

OUR COMMITMENT

We will reduce the carbon footprint of the drink in your hand by a third by delivering carbon reductions throughout the entire value chain by 2020.

> **"Countries at all levels of income have the opportunity to build lasting economic growth at the same time as reducing the immense risk of climate change.[4]"**
>
> **Better Growth, Better Climate, The New Climate Economy Report, 2014.**



Climate change is one of the most serious and complex global challenges facing the world. Together with other related impacts including extreme weather events, biodiversity loss and water and food crises, it's among the top global risks identified by the World Economic Forum.

At Coca-Cola Enterprises we believe that urgent action must be taken to tackle climate change – one of the most significant risks for our business.

Gradual rises in global temperatures, due to increased greenhouse gases in the atmosphere, are linked to changing weather patterns and extreme weather conditions around the world – both of which could have adverse impacts on our manufacturing operations and distribution network. Climate change may also impact water, our primary ingredient, exacerbating water scarcity and causing a further deterioration of water quality in affected regions.

In addition, climate change could lead to decreased agricultural productivity in certain regions of the world and possibly limit the availability or increase the cost of the raw materials we use in our products.

As a result, we have strengthened our commitments to reduce the greenhouse gas emissions associated with our own business and our value chain. It is also why we continue to support a progressive policy agenda on climate change and carbon reduction and have supported the work of the Prince of Wales' Corporate Leaders Group on Climate Change and the Haga Initiative in Sweden.

We believe that the impact of climate change is both dangerous and costly. Yet economic growth and action on climate change can be achieved simultaneously. Decarbonization and the transition towards a low-carbon economy can be a driver of green growth and deliver significant long-term economic benefits. These include improved energy security, new jobs in the low-carbon sector, reduced air pollution and protection of the biodiversity and ecosystems on which we all rely.

Nina Ekelund
Programme Director,
Haga Initiative,
Sweden

A VIEW FROM THE HAGA INITIATIVE

I believe climate change is the biggest threat to the survival of humanity. Among young people, particularly, it's a cause of concern because it's their future at stake. Companies like Coca-Cola Enterprises, that seek to be close to their consumers, have to take a lead on this issue – and be seen to be doing so.

That means having an ambitious climate agenda with clear targets. It means recognizing the link between climate change and issues such as water security and biodiversity and taking action accordingly. It means investing in innovation and working with others to promote recycling, develop sustainable packaging and advance the circular economy. Progressive companies also need to be transparent in communicating what they are doing and the progress they are making.

The benefits are clear – not just cost savings through greater energy efficiency, but a better brand reputation leading to greater consumer loyalty, employees (especially the younger generation) who are proud to work for the organization and investors prepared to look more favorably on the business. Given that the costs of such an agenda will change over time, companies that take ambitious action now will have an advantage over those that wait.

With every step, CCE needs to be asking what it can do to be part of the climate change solution. That's what tomorrow's consumers will want to see.

Rein de Jong
Supply Chain Operations Director,
Dongen, Netherlands,
Coca-Cola Enterprises

A VIEW FROM COCA-COLA ENTERPRISES

I'm passionate about the issue of climate change. As a father, I feel that it's important to leave the planet in as good a state as it can be for our children. However, I know that everything I do on a personal basis – at home, on my way to work – can be done bigger and better at our factory in Dongen. By belonging to a company like CCE, I can make a big difference.

As the site director for our Dongen factory, I see first-hand the impact that climate change can have and the risks we face as a business. For example, over the past three years, we have had much heavier rainfall and have had to deal with issues such as flooding for the first time.

I'm proud that at CCE we are looking at the opportunities and the longer-term picture rather than just managing the risks. Our new target to halve the carbon footprint of our business and our commitment to reduce the carbon footprint of the drink in your hand by a third are the right things to do. At Dongen I'm proud that we have reduced the energy that we use at the site by 19 percent since 2007. Sometimes it means that our investments have a longer payback – for example when we look to source our energy from low-carbon or renewable sources, such as wind. It also provides some great opportunities for collaboration. At Dongen, we are working with our neighbor and supplier, Ardagh Glass, to capture the residual heat from their facility and use it to power our Dongen site.

I believe that by working together we can all make a big difference.

Wakefield packaging line.

---

1 IPCC
2 IPCC
3 European Union
4 The New Climate Economy Report 2014

Our Carbon Footprint

Our cooling equipment.

Production line at our Wakefield manufacturing operations.

HIGHLIGHTS 2014

19%

reduction in the carbon footprint of the drink in your hand since 2007.

29%

reduction in the carbon footprint of our core business operations since 2007.

618,984

The carbon footprint of CCE's core business operations in 2014 was 618,984 metric tonnes of CO_2e.

SUSTAINABILITY PLAN COMMITMENTS

1/3

Reduce the carbon footprint of the drink in your hand by a third by 2020.

50%

Grow our business, but reduce the absolute carbon footprint of our core business operations by 50 percent by 2020.

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 by 2020.

INTRODUCTION

We recognize the part we must play in addressing climate change. We want to grow a low-carbon business and inspire our customers and suppliers to lead change for a more sustainable tomorrow.

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.

We are focused on reducing both the carbon footprint of our business and that of our entire value chain. Since 2007, we have reduced the carbon footprint of the drink in your hand by 19 percent, and have reduced the carbon footprint of our core business operations by 29 percent. As part of our updated Sustainability Plan commitments, we have set a goal to reduce the carbon footprint of our core business operations by half by 2020 in absolute terms.

We have set carbon reduction targets for each key area of emissions within our operations. More detail on our transportation and distribution and cold drinks equipment can be found in Factsheets 12 and 13. Fifty percent of emissions from our value chain comes from our packaging: of this, 57 percent comes from cans and 20 percent from plastic (PET) bottles. For more information on our sustainable packaging and recycling work, see Factsheets 15 and 16. Information on the work with our suppliers to reduce our supply chain impacts can be found in Factsheet 22. We also provide more detail about the work that we are doing to source our key agricultural ingredients sustainably in Factsheet 21.

This Factsheet will provide more information about the work we are doing to reduce the carbon footprint of our core business operations.

OUR CARBON FOOTPRINT

At CCE we measure both the carbon footprint of our business and that of our value chain. Our value chain carbon footprint is made up of six key elements, from the ingredients and packaging in our supply chain, through our core business operations (manufacturing, distribution) and our cold drinks equipment, to recycling once our product has reached a consumer.

ESTIMATED CARBON EMISSIONS ACROSS OUR VALUE CHAIN IN 2014

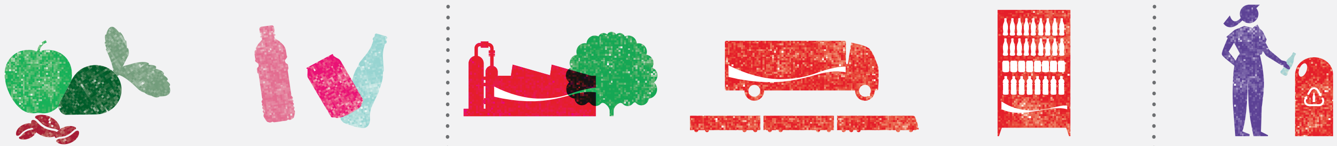
SUPPLY CHAIN

1.32 million metric tonnes CO_2e estimated[1]

CORE BUSINESS OPERATIONS

618,984 metric tonnes CO_2e

CONSUMERS



Ingredients	Packaging	Manufacturing	Distribution	Refrigeration	Recycling
18%	50%	8%	6%	18%	Included in packaging[2]

---

1 We have modeled emissions for ingredients and packaging using industry average conversion factors linked to our procurement data for each raw material.

2 As a result of carbon packaging footprint methodologies.

In 2014, using the WRI/WBCSD Greenhouse Gas Protocol, we measured the carbon footprint of our core business operations at 618,984 tonnes of CO_2e for the period January 1, 2014 through December 31, 2014. This was a reduction of 6.34 percent from 2013, and a 29.13 percent reduction from our 2007 baseline.

MEASURING OUR CARBON FOOTPRINT

CCE's core business operations include our manufacturing processes, facilities, fleet, offices, cold drinks equipment and business travel. We measure emissions from these activities across our entire business in eight Western European territories (Great Britain, France, Belgium, Luxembourg, the Netherlands, Monaco, Norway, and Sweden) as well as for our offices in the United States and Bulgaria. Our core business operations make up 32 percent of our value chain carbon footprint.

Under the WRI/WBCSD Protocol, we measure our emissions in three 'scopes', except for CO_2e emissions from biologically sequestered carbon, which is reported separately.

- Scope 1: Direct sources of emissions such as the fuel we use for manufacturing and our own vehicles. Scope 1 also includes our process and fugitive emissions.
- 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 employee business travel by rail and air, emissions related to the supply of water and treatment of wastewater, emissions from waste to landfill and solid incinerated waste where energy has been recovered, 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. We use a baseline year of 2007, and our Scope 1 and 2 emissions are independent of any greenhouse gas trades. The carbon footprint of our business operations in 2014 is verified in accordance with the GHG Protocol by SGS.

SOURCES OF DATA AND CALCULATION METHODOLOGIES

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. We use a variety of methodologies to gather our emissions data and measure each part of our operational carbon footprint, including:

- Energy data: from metered sources, supplier invoices and estimates (e.g. our bottle sorting facility in Norway is estimated on the basis of its floor area in comparison to its main production facility).
- Refrigerant gas losses from contractors' re-gasing invoices.
- CO_2 fugitive gases from measuring our opening and closing stock levels and subtracting the quantity of CO_2 used in our products as well as CO_2 used in effluent wastewater treatment.
- Calculations of cold drinks equipment emissions are based on average hourly supplier energy consumption rates and by subtracting any savings achieved through carbon reduction initiatives during the reporting period.
- Transport fuel calculated according to actual liters used or kilometers recorded.
- Supply of water, treatment of wastewater and waste management calculated by using liter and weight (kg) data respectively.
- Energy, fuel and fugitive gas raw data, is collected and converted to carbon equivalents (CO_2e), and multiplied by emission factors or Global Warming Potential factors: electricity (IEA 2012), non-electrical (DEFRA 2013) and district heating from suppliers.

Approximately 2 percent of our operational carbon footprint is based on estimated emissions (e.g. leased offices where energy invoices are not available). More information on the methodologies used can be found on **cokecce.com**

MANAGING OUR CARBON FOOTPRINT

At CCE, we manage the reduction of our operational and value chain commitment through our CRS Advisory Council, and specifically our Energy and Climate Change Steering Group. This group is responsible for setting our carbon reduction targets, and the subtargets for each area under our operational control. In addition, since 2010, we have used a Carbon Allowance process under which each business unit sets annual carbon reduction targets in line with it's business plans. Business unit level carbon reduction plans are developed, with progress monitored and reported quarterly. For more information on our energy and renewable energy, transportation and distribution and cold drinks equipment carbon reduction plans, see Factsheets 11, 12 and 13.

Greenhouse Gases (tonnes CO_2e)[3]

		Carbon dioxide (CO_2)	Nitrous oxide (N_2O)	Methane (CH_4)	Hydro-fluorocarbons	TOTAL (SCOPE) (tonnes CO_2e)	% Footprint
SCOPE	1. Direct emissions (e.g. fuel)	104,044	307	102	680	105,133[8]	17%
	2. Indirect emissions (e.g. electricity)	79,117	0	0	0	79,117	13%
	3. Related third-party emissions (e.g. from cold drinks equipment)	434,052	659	24	0	434,734	70%
TOTAL (GHG)		**617,212**	**966**	**126**	**680**	**618,984**	**100%**

A variety of sources of energy are associated with our core business operations, all of which contribute to our carbon footprint. Our energy use in 2014 was as follows:

CCE Energy sources and use – 2014

		MWh	Gigajoules
Direct energy consumption by primary energy source[4]	Total natural gas used	**150,668**	**542,405**
	Total LPG used	**26,952**	**97,026**
	Total light fuel oil used	**875**	**3,151**
	Total diesel and petrol used	**126,205**	**454,336**
	Total biofuel used	**3,319**	**11,949**
Total direct energy consumption		**308,019**	**1,108,867**
Indirect energy consumption by primary source	Total electricity purchased and used	**306,593**	**1,103,735**
	Total heat purchased and used	**19,253**	**69,311**
	Energy used in cold drinks equipment[5, 6]	**1,340,546**	**4,825,966**
	Energy from renewable or low-carbon sources[4]	**26,591**	**95,728**
Total indirect energy consumption[7]		**1,692,983**	**6,094,739**

Our operational carbon footprint 2007–2014 by emission source[7, 9]

	2007	2008	2009	2010	2011	2012	2013	2014
Operations and commercial sites (tonnes CO_2e)	196,800	195,110	192,070	190,673	177,593	170,708	160,584	**154,179**[8]
Cold drinks equipment (tonnes CO_2e)	532,434	557,010	512,715	505,017	432,835	411,082	361,944	**344,058**
CCE fleet (tonnes CO_2e)	50,636	51,033	49,702	48,883	46,603	46,270	37,716	**30,727**
Third-party distribution (tonnes CO_2e)	85,888	85,592	94,377	94,794	106,934	99,090	90,691	**79,800**
Other (including business travel) (tonnes CO_2e)	7,597	6,792	9,529	8,518	8,963	9,919	9,936	**10,221**
TOTAL ('000 tonnes CO_2e)	**873**	**896**	**858**	**848**	**773**	**737**	**661**	**619**

[3] Please note we do not have PFCs or SF6 emissions.

[4] Includes on- and off-site solar, geothermal, biomass and combined heat and power (CHP) generation.

[5] Refrigerant leaks for CDE equipment are not included in our Scope 3 calculations.

[6] This included energy consumed by our cold drinks equipment outside of CCE operations and within customer locations

[7] Due to a number of minor data recalculations including changes to emission factors, we have restated the carbon footprint of our core business operations in 2007 (our baseline year) as well as for subsequent years.

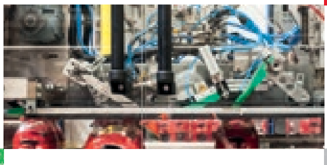
[8] Please note that because we use anaerobic wastewater biogas at Wakefield, Great Britain, this generated emissions of 271 metric tonnes of CO_2e in 2014. We do not include the associated CO_2e emissions under Scope 1 of our footprint in alignment with the WRI/WBCSD Protocol

[9] See footnote 3 on Our Business factsheet.

Energy and Renewable Energy

Coca-Cola Enterprises

Production lines at our Wakefield manufacturing operations.



HIGHLIGHTS 2014

28%

reduction in the CO_2e g/liter of product produced against our 2007 baseline.

5.5%

of the energy we use for manufacturing comes from renewable/low-carbon sources.

74.14

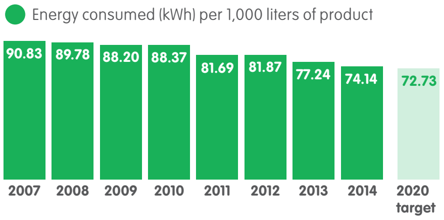
energy use ratio (kWh/1,000 liters).[1]

5.31%

reduction in total energy use against 2007 baseline.

ENERGY USE RATIO

PROGRESS 2007–2014[2] AND 2020 TARGET



SUSTAINABILITY PLAN COMMITMENTS

50%

Manufacture every liter of product with 50 percent less emissions by 2020.

40%

Source 40 percent of our energy from renewable or low-carbon sources by 2020.

OUR COMMITMENT

By 2020, we will manufacture every liter of product with 50 percent less carbon emissions for every liter of product we manufacture and source 40 percent of our energy from renewable or low-carbon sources.

INTRODUCTION

In working towards a low-carbon future, we've set rigorous targets for reducing emissions across our value chain. Within our production plants, the focus is on making our manufacturing more energy efficient. In 2014, we invested $59 million in new energy-efficient production lines and equipment and $10 million in additional projects to reduce carbon emissions at our plants.

STRATEGY

Within our manufacturing operations, we aim to improve our energy efficiency and make greater use of alternative energy sources. This involves:

- 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 CONSUMPTION AND ENERGY EFFICIENCY

The use of electricity and gas accounts for 90 percent of the total energy used in our manufacturing and distribution sites. In 2014, our manufacturing operations used a total of 461,095 megawatt hours (MWh)[3] of energy, a decrease of 5.31 percent since 2007 despite a 5.44 percent increase in production volumes. This resulted in an average of 23.8 grams of CO_2e per liter of product produced, a 28 percent reduction against our 2007 baseline.

We monitor energy efficiency by calculating the energy use ratio, namely how much energy it takes to produce 1,000 liters of product. The calculation includes gas, oil, diesel, LPG, electricity bought from the national grid, and district heating.[1] Our 2014 ratio of 74.14 kWh per 1,000 liters is 4.02 percent less than in 2013, and 18.38 percent less than our 2007 baseline. 5.5 percent of our energy use comes from renewable sources.

We report our reductions in energy consumption and carbon emissions based against a 2007 baseline, in line with our Sustainability Plan.

ENERGY MANAGEMENT

Central to our approach is the effective management of energy and carbon emissions with energy management and monitoring processes in place across CCE.

We use energy meters and inline monitoring and targeting systems to provide live data on the energy we're using and to identify opportunities for improvement. In 2014, we continued the installation of more advanced systems which combine production data with information on water and energy consumption.

Linked directly to our production software, these tools provide real-time reporting which help our line operators meet our energy-use targets. These new systems have so far been installed at Dongen in the Netherlands and Dunkerque and Grigny in France. More will follow in 2015.

Six of our manufacturing operations (Antwerp, Gent and Chaudfontaine in Belgium, Marseille and Toulouse in France and Dongen in the Netherlands) hold the 'Energy-Savers' certificate awarded under the Energy Savers program run jointly by The Coca-Cola Company and World Wildlife Fund (WWF).

Sixteen of our 17 sites are certified under the ISO 14001 environmental management standard and all meet the even more rigorous KORE requirement – The Coca-Cola Company's internal certification linked to quality, environmental and safety performance. Four of our sites (Wakefield and East Kilbride in Great Britain, Dunkerque in France and Chaudfontaine in Belgium) have also achieved the energy management standard, ISO 50001. We have also been ranked as one of the most energy efficient bottlers in the Coca-Cola system.

We have again been recognized as a leading manager of carbon with all our operations receiving the 2014 Carbon Trust Standard.

In 2014, CCE became the first company to be accredited as a Low Energy Company (LEC). We achieved this accreditation through a training course run by the Energy Managers Association (EMA) which helped our IT managers understand the use of energy within our organization, the potential carbon impact of IT systems and how to increase our carbon and energy savings.

INNOVATION AND TECHNOLOGY

In our drive to conserve energy, we continue to invest in process innovation and energy-efficient technologies. The work includes centrally led projects in areas of high energy use and site-specific initiatives to address local opportunities, including:

Bottle blower optimization

Following a series of initiatives in 2013 to reduce the energy needed to blow our PET bottles, we have now redesigned the base of the moulds in which the bottles are blown so that the process requires less air pressure, and therefore less energy. The new design was tested in 2014 at Grigny in France, Antwerp in Belgium and Sidcup in Great Britain and will be rolled out to 10 more sites in 2015. We expect that this will result in 2,500 MWh less energy used, equivalent to a reduction of 560 tonnes CO_2e.

LED energy-efficient lighting

We continue to install energy-efficient LED and intelligent lighting systems in our sites. In 2014 there was further work at Sidcup and Northampton in Great Britain and at Grigny and Clamart in France. New lighting projects were implemented at Dunkerque in France, Antwerp in Belgium and East Kilbride in Great Britain. These projects resulted in a reduction of 2,323 MWh in electricity usage, an equivalent of 760 tonnes of CO_2e in 2014 (see employee spotlight).

Gilles Kalicki
Technical Services
Dunkerque, France

EMPLOYEE SPOTLIGHT

LED lighting project in Dunkerque.

The aim of our 'smart lighting' project was to optimize the lighting in our Dunkerque manufacturing operation. This depended on the activity in each area, the contribution of natural light as well as the inclusion of motion sensors installed on each LED light. The project required close collaboration with LED light suppliers, so that the installation could take place without disrupting production, providing a safe working environment, and also ensuring the most energy efficient solutions were selected.

Nearly 400 LED fixtures were installed to replace 600 light fittings. The complex installation had to be undertaken at heights of 10-12 meters, requiring the use of aerial work platforms and scaffolding.

I was proud to be part of the installation team. As a result of this project, approximately 1,500 MWh are saved annually, about 7 percent of the electricity consumption of our Dunkerque manufacturing operations.

Packaging oven optimization

Wrapping shrink film over packs of bottles or cans involves heating the film. Having previously used electricity for this purpose, we're now converting our heating equipment to gas which is less carbon-intensive. This multi-site project continued in 2014 with packer ovens converted at Sidcup and Edmonton in Great Britain. Others will follow in 2015 at Milton Keynes and East Kilbride in Great Britain, Dongen in the Netherlands, and Marseille and Toulouse in France. The work so far has cut the carbon footprint of our ovens by approximately 25 percent.

RENEWABLE AND LOW-CARBON ENERGY

At present, approximately 5.5 percent of our manufacturing energy comes from renewable and low-carbon sources, saving more than 3,500 tonnes of CO_2e a year. As a result, we were able to generate 26,444 MWh of energy in 2014 from renewable sources. We plan to further grow this area in the future, through investment in the following types of projects:

District heating

District heating provides efficiencies by enabling businesses and homes to use a centrally generated source of heat. However, this is only available in some of the areas in which we operate. Our manufacturing operations in Norway and Sweden are linked to district heating systems fueled by biomass, drawing approximately 23 percent and 37 percent of their energy respectively from this source.

Turning waste heat into energy

At Dongen in the Netherlands, we are working with the Ardagh Group to investigate whether we can capture and use waste heat from Ardagh's glass production plant at our own manufacturing operations next door. Tests carried out in 2013 and 2014 have confirmed that it is feasible to recover the heat. In 2015, a detailed engineering study will indicate whether the project is financially viable.

Combined heat and power

Our first combined heat and power (CHP) system was installed this year at Wakefield in Great Britain (see case study).

Solar photovoltaic

We generated more than 150 MWh of electricity through solar photovoltaic panels in our operations in 2014. These panels have been newly installed at our manufacturing operations in Chaudfontaine, Belgium, and Marseille, France. These join previous installations at our manufacturing operations in Edmonton, Sidcup, Wakefield and our offices in Uxbridge in Great Britain.

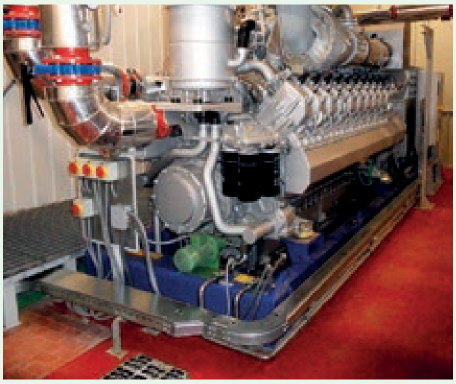
Wind

Wind turbines require sufficient wind and land in order to be a viable source of energy. After surveying our sites we've developed plans for a five-turbine wind park at Dongen in the Netherlands. One or two wind turbines would be located on our site, the others would be located at another industrial plant in the area. The project is now subject to approval by the local authorities.

CASE STUDY

CHP at Wakefield

Combined heat and power (CHP) systems can cut carbon emissions by generating electricity and heat from natural gas and are practical as long as there is sufficient demand for both. A feasibility study across our sites identified our largest plant, Wakefield, as offering the best opportunity for CHP. Since the CHP started in July 2014, this equipment has delivered 4,785 MWh of electricity and 3,185 MWh of heat. This reduced the site's carbon footprint by 770 tonnes of CO_2e. On a yearly basis these figures will double. Plans are also under way for a CHP system at Milton Keynes in Great Britain and at Gent in Belgium.



---

1 Includes sources: thermal energy – natural gas, heat or steam, electricity; LPG, oil, diesel and renewables – solar PV, geothermal. Does not include 'output' from CHP as natural gas 'input energy' is included.

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.

Transportation and Distribution

HIGHLIGHTS 2014

4.4%

of the kilometers we drive use alternative technologies and fuels.

2.5 million

kilometers saved due to backhauling initiatives.

$132m

invested in increased storage capacity at our manufacturing operations.

26%

In 2014, we achieved a 26 percent reduction in CO_2e per case delivered (145 g/case) since 2007.

SUSTAINABILITY PLAN COMMITMENT

30%

Deliver a case of product with 30 percent less carbon emissions by 2020.

OUR COMMITMENT

We will deliver a case of product with 30 percent less carbon emissions by 2020.

INTRODUCTION

The transportation of our products accounts for 6 percent of our carbon footprint, making it one of the smaller contributors in our value chain. However, it is critical that we continue to improve in this area. Delivering our products effectively and efficiently is central to our business, and we drive more than 102 million kilometers a year to achieve this goal. As our business grows, we will continue to find new ways to reduce the kilometers we drive and find new, less carbon-intensive ways of delivering our products.

OUR STRATEGY

We focus our efforts on three key areas:

- **Driving less:** traveling fewer kilometers by optimizing our logistics network.
- **Driving greener:** working with our customers and suppliers to remove road kilometers through techniques such as backhauling.
- **Collaborating with industry:** promoting alternative technologies and greater vehicle efficiency so the industry as a whole emits less carbon for every kilometer driven.

DRIVING LESS BY OPTIMIZING OUR NETWORK

In order to reduce our carbon emissions, we need to make our distribution as efficient as possible. We do this by producing our products as close as we can to our customers, and delivering them directly from our production sites, rather than from external warehouses. In addition, we collaborate with our customers and suppliers to improve the way we deliver our products and receive our raw materials.

In order to be able to deliver our products directly to our customers, we have to invest in production and storage capacity at our manufacturing operations. At our Wakefield plant in Great Britain, we recently opened a $46.5 million Automated Storage and Retrieval System (ASRS) warehouse, a 34-meter high facility designed to hold and automatically move 30,000 pallets. The new facility has doubled our storage capacity at the site and allows us to deliver products directly to our customers, saving 496,000 road kilometers by HGV trucks and a reduction of 712 tonnes of CO_2e per year. We have also invested nearly $86 million in similar systems at our manufacturing operations in Edmonton in Great Britain, Dongen in the Netherlands, Clamart and Marseille in France, and Oslo in Norway.

By working in conjunction with our customers, we can optimize our routes, reducing the kilometers we drive. This type of collaboration is particularly important in countries such as Belgium, where most of our deliveries are directly to shops rather than to customer warehouses.

Our work with suppliers includes optimizing the way materials are delivered to our factories. Many of our sites are located next to our can suppliers so that they can be delivered with minimal transportation. Similarly, all our PET bottles are blown on site, and we recently started manufacturing our own PET bottle preforms at our manufacturing operations in Grigny, France, to reduce our transportation requirements even further (see Factsheet 15).

BACKHAULING

Backhauling reduces road kilometers and emissions by combining customer deliveries with collections, ensuring that trucks are loaded on both the outward and return legs of a delivery whenever possible. We currently have backhaul arrangements with 26 major customers including Tesco, Casino, and Carrefour, and these initiatives removed more than 2.54 million road kilometers and 2,257 tonnes of CO_2e in 2014. We also partnered with Tesco to increase the percentage volume backhauled from 14 percent to 46 percent. This enabled us to move nearly 10,000 orders to Great Britain's largest retailer in a more carbon-efficient way.

CASE STUDY
Multi-modal transport

For transporting raw materials and finished goods over long distances we use multi-modal transport, whereby trailers are transported by rail with only short truck journeys at each end of the route. We have used this method in France since 2001, delivering more than 35,000 loads in this way by 2014. The work that we have done to optimize our networks has decreased the number of long-distance journeys that require rail transport. However, where long-distance travel remains unavoidable, we have been working with our hauliers to increase the use of multi-modal rail as the preferred mode of transport. In 2014, we changed our transport organization, and opened new routes and began to use this method to transport pre-forms and empty glass bottles, allowing us to handle 1,000 more multi-modal trips a year. In 2014, as a result of a new tendering process focusing specifically on multi-modal transport, we were able to increase these trips by 18 percent vs 2013. By 2020, we plan to double the annual number of trips to 5,000, increasing road kilometers saved from two million to four million a year. We estimate this will save us 3,800 tonnes in CO_2 emissions per year versus using traditional diesel truck transport methods.

ALTERNATIVE TECHNOLOGIES AND FUELS

Most of our deliveries are now made by third-party hauliers with whom we collaborate in promoting the use of new carbon-reduction technologies and fuels. In 2014, these alternatives accounted for 4.4 percent of our distribution kilometers across Europe.

Improvements in vehicle efficiencies

We encourage our hauliers to use newer, fuel-efficient engines and have been working with them over the past 12 months to assess the efficiency rates of their trucks. The results have been positive, showing that the trucks used today are on average 9 percent more efficient than those used in 2007. Our main hauliers are also making the transition to the latest EURO VI emission standard, and plan to ensure that all their diesel trucks meet this standard by 2018.

Eco-Combis

Longer than conventional diesel trucks, 'Eco-Combi' diesels can carry up to 38 percent more per journey, which in turn cuts the number of trips and reduces our emissions. By using 11 Eco-Combis in the Netherlands, we have been able to reduce emissions for each pallet moved by 22 percent.

Bio- and dual-fuel trucks

We continue to trial and introduce vehicles using alternative fuels. In Sweden, 62 percent of our trucks now run on biofuel. In the Netherlands, we are working to develop a pilot for the use of another bio-fuel and in France, we introduced the first trucks to run on compressed natural gas (CNG).

We have also been working with hauliers to trial dual-fuel vehicles. In Sweden, we operate dual-fuel delivery trucks powered by a mix of 75 percent liquid natural gas (LNG) and liquid biogas (LBG) and 25 percent regular diesel.[1] Increasing our use of biofuel further is limited by our early adoption of the Euro VI standard. Until alternative fuels and truck technologies become more viable, dual-fuel vehicles will be central to our sustainable distribution strategy.

Smaller trucks and company cars

In 2013, we reviewed the vehicles we offer our employees, choosing models with the highest fuel efficiency, and increasing the range of hybrid cars. As a result, we now have 101 hybrid vehicles in our fleet. In 2014, we replaced 43 percent of our total car and van fleet, achieving a reduction of our average CO_2g/km emissions by 5.6 percent. Since 2010, we have reduced our car fleet's average CO_2g/km by 20 percent. In Belgium, where we use smaller trucks, we limit their speed to 80 kilometers per hour to save fuel.

Electric vehicles

Electric vehicles offer environmental benefits on regular, shorter journeys but are limited by their carrying capacity. CCE uses them for our smaller, inner-city routes in Paris, France and in Oslo, Norway, and we also have a small number of electric vehicles in our company car and van fleet. We are also developing an EU Electric and Plug-in Hybrid policy for new vehicles in 2015.

WORKING WITH THE INDUSTRY

We work with a number of industry groups across our territories in order to benchmark our progress and enhance our commitment to low-carbon vehicles and fuels. In particular, we are members of the Belgian Lean & Green program and the Centre for Sustainable Freight Transport in Great Britain. We are also working with ADEME in France on a carbon reduction charter, are part of the Haga emissions-reduction initiative in Sweden and are involved in a vehicle efficiency study with Heriot-Watt University's Centre for Sustainable Road Freight in Great Britain. In a further move to change industry practices, we now include carbon-reduction criteria in our procurement systems and the tendering process for hauliers.

Marijke Jacobs-Heefer
Senior Manager,
Customer Logistics,
Netherlands

EMPLOYEE SPOTLIGHT
Alternative fuels for transport

As a member of the Transportation Working Group, part of my role is to research and explore the use of alternative fuels for transport. Over the past eighteen months I have looked at the opportunities for two alternative fuels – biogas and biodiesel – and have worked closely with our hauliers and truck suppliers to identify common areas of focus. In particular, we are exploring the use of 10 percent diesel and 90 percent gas as well as working with a number of hauliers to consider the use of up to 35 percent biodiesel. It is exciting to be at the forefront of this technology and finding new opportunities to use it in our business.

REVISING OUR TARGET

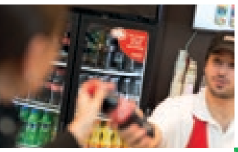
This year we met our initial transportation commitment to deliver a case of product with 20 percent fewer emissions by 2020. Although we have made significant improvements in our processes and policies over the past few years, this has largely been due to improvements made to our baseline figures and modeling assumptions. Through work we completed in 2014, we have been able to replace assumptions with actual data and to factor in the improved vehicular efficiency rates of our hauliers, which we didn't have previously.

During this time, we have also changed our route to market for some of our direct store deliveries and full service vending operations, which accounts for more than half of the progress we have made. To be consistent in the way we measure this commitment we will continue to include these emissions in the targets we set. We are also restating our 2007 baseline calculation as this was understated by 15,000 tonnes. We know that there is much more work to do and have now revised our target to achieve a 30 percent carbon emissions reduction by 2020.

---

[1] Percentage of RME used may vary depending on outdoor temperature.

Cold Drinks Equipment



Refurbishment at our Milton Keynes Cold Drinks Center.

HIGHLIGHTS 2014

35%

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

$47m

invested in reducing carbon emissions from our cold drinks equipment since 2010.

631kg

We reduced the average CO_2e per unit of equipment to 631kg in 2014 – down from 1,032kg in 2007.

39%

reduction in the average CO_2e per unit of equipment since 2007.

SUSTAINABILITY PLAN COMMITMENT

50%

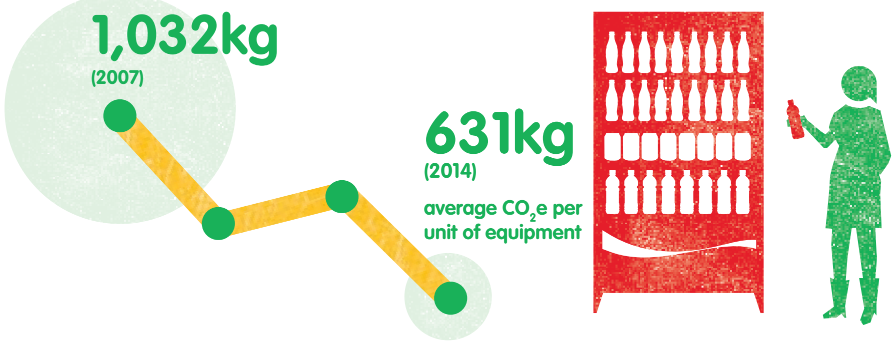
Reduce the carbon emissions from our cold drinks equipment by an average of 50 percent by 2020.

OUR COMMITMENT

We will reduce the carbon emissions from our cold drinks equipment by an average of 50 percent by 2020.

INTRODUCTION

Our customers operate more than 545,000 items of cooling equipment (coolers, vendors and fountain machines) supplied by CCE. Our cold drinks equipment fleet is the third largest source of carbon emissions in our value chain, accounting for 18 percent of the total. In the past five years, we have invested more than $47 million in reducing these emissions. Since 2007, we have cut the carbon impact of our cooling equipment by more than 188,376 tonnes of CO_2e, saving approximately 62,168 MWh of electricity for our customers each year.



OUR STRATEGY

Our cooling equipment strategy has three priorities:

- Collaborating with suppliers to purchase new, more efficient equipment.
- Fitting existing equipment with energy-efficient technology during refurbishment and at our customers' premises.
- Working with suppliers and other partners to innovate and develop new cooling technologies that can then be adopted by the wider cold drinks industry.

NEW EQUIPMENT

New equipment that we buy and install in our customers' premises has to meet high standards. We only purchase equipment that is at least 40 percent more energy-efficient than an equivalent purchased in 2000.

To save energy, we have not bought any large, open-fronted units (OFUs) since 2010. Those already in place have been fitted with doors, more efficient lighting and energy management devices. From September 2014, OFUs that would previously have been retrofitted or refurbished are being replaced with closed-door units (see case study).

We constantly review our refrigeration standards in conjunction with The Coca-Cola Company to ensure that consumers can continue to enjoy high-quality products in a more energy-efficient way.

EXISTING EQUIPMENT

CCE's policy is to buy new equipment when a cooler can no longer be economically refurbished. 59.3 percent of all the equipment we placed in the market in 2014 consisted of refurbished items.

When a unit finally reaches the end of its working life, it is 100 percent recycled under conditions that are carefully monitored so that nothing goes to landfill.

During 2014, we continued to make our existing coolers and vendors more energy-efficient, either by refurbishing them at one of our six service centers or by retrofitting them with energy-efficient technology on our customers' premises. In 2014, we fitted energy-reduction devices to approximately 35,600 units.

Fitting doors

Fitting doors to our large, open-fronted units reduces their energy use by up to 50 percent. By September 2014, we had fitted doors to 67.6 percent of our OFU fleet.

Although we no longer upgrade our large coolers in this way, the program continues for our smaller, open-fronted, 'impulse' coolers. We have so far converted 26.9 percent of the fleet, with more than 944 units fitted with doors in 2014. This work will continue in 2015.

More efficient lighting

Replacing fluorescent lights in coolers and vending machines with more efficient LED lighting can cut energy consumption by up to 80 percent. Knowing this, CCE has led the industry in retrofitting LEDs to cold drinks equipment, and in developing the technology from basic, wired-in LEDs to high-quality, easy-fitting 'tube' LEDs. As the technology has improved, CCE's retrofitting program has accelerated. Since 2010, the number of CCE coolers and vendors with LED lighting rose from just under 23,000 to approximately 174,000 (39 percent of applicable units). We plan to fit another 20,630 to applicable units in 2015.

Energy management and energy-saving devices

EMS-55 energy management devices (or EMS-25 Plus devices in the case of smaller units) are intelligent systems which recognize when a cooler is not being opened regularly and respond by shutting off lights and adjusting the temperature. Both devices can reduce the unit's energy consumption by up to 35 percent. Since 2010, we have fitted 155,946 EMS devices with the result that 70 percent of the fleet that we fit this device to now uses this technology.

Where fitting an EMS device is impractical or not cost-effective, we have introduced a simpler, 'plug-and-play', energy-saving timer. Originally developed for our fountain business, this device is now being rolled out to relevant coolers and vendors in Great Britain with further deployment in Belgium, Luxembourg and the Netherlands from 2015. The timer will enable us to extend our energy management and energy-saving program to between 80 and 85 percent of our fleet. It also continues to be fitted to more of our fountain units.

Programing our vending machines

Some of our vending machines can be programed to switch on and off at pre-selected times with potential energy savings of up to 25 percent. In 2014, we programed 2,055 machines in this way and we plan to complete the task by 2017.

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 incorrectly.

CCE has a policy that all equipment purchased should be HFC-free wherever possible, across all of our coolers, vendors and fountain machines. Over the past four years we have made significant progress on our journey towards having an HFC-free fleet – moving from 50.4 percent HFC-free cooler purchases in 2010 to 97.5 percent in 2014.[1]

Where an HFC-free solution is not available, we will collaborate with our suppliers to develop suitable options.

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.

CASE STUDY

Taking the lead in energy-efficient coolers

CCE is leading the industry with a program to introduce more energy-efficient coolers. From September 2014, our large open-fronted units (OFUs) will no longer be refurbished but instead be upgraded to more energy-efficient coolers including the next-generation iCOOL range featuring energy management technology, LED lighting and electronically commutated (EC) fans and motors. These advanced coolers are 70 percent more energy efficient than standard OFUs and 40 percent more efficient than OFUs retrofitted with doors. They are also more reliable and less costly to maintain. In addition, they will allow CCE to lead the industry in anticipating EU legislation which will require all commercial refrigeration to carry an energy-rating label from January 2017. In 2015, we will invest $4 million to upgrade 1,280 OFUs in Great Britain. The new iCOOL range will account for 30 percent of our cooler purchases during the year.

TECHNOLOGY EVOLUTION AND INNOVATION

Given the importance of innovation and technology in meeting the sustainability challenges of the future, we continue to collaborate with relevant partners to find innovative solutions (see case study below).

John Howlett
Manager,
Technical Services,
Milton Keynes, Great Britain

EMPLOYEE SPOTLIGHT

Our LED journey

We began collaborating with our LED and cooler manufacturers in 2006 to pioneer the use of LED technology in our coolers. LED lighting is ideal for use in our coolers, as it operates best at low temperatures and does not emit any ultra-violet rays. As a result, it doesn't have a negative effect on the labels or the natural colorings in our bottled products. In addition, while a traditional fluorescent light bulb needs to be replaced once a year, LEDs can last the life of a cooler and consume less electrical energy. By working with our cooler and LED manufacturers, we have been able to improve the technology, and it's now standard in all of our coolers.

We have also pioneered the use of push-in 'tube' LEDs which are higher quality and easier to fit. We'll continue to develop and take advantage of the latest LED developments with our suppliers while looking for new opportunities to use technology innovations to reduce our energy consumption.

---

[1] Our 2014 figure for HFC-free purchases is slightly lower than in 2013 (99.8 percent) as some HFC-free models were not commercially available.

Coca-Cola Enterprises

Issue sheet:
Resource Scarcity

How can we address the issue of resource scarcity?

ISSUE INSIGHTS

Circular Economy

The adoption of the circular economy could be worth as much as USD 700 billion in consumer goods material savings alone.[1]
Ellen MacArthur Foundation

42%

of household waste in the EU is recycled.[2]
Eurostat

64.6%

of packaging waste in the EU is recycled.[3]
Eurostat

Vision 2050

around 9 billion people live well, and within the limits of the planet.[4]
World Business Council for Sustainable Development

OUR COMMITMENT

We will support the development of the circular economy, use recycled and renewable materials and recycle more packaging than we use.

> "Waste is only waste if we waste it."
>
> Will.i.am, Musician

> "The circular economy represents a clear and proven opportunity for businesses around the world."[5]
>
> Ellen MacArthur Foundation

Our planet faces a resource challenge with an increasing population placing heightened pressure on our finite resources. By 2050, the UN predicts that there will be over 9 billion people in the world[6] and by 2030 it is estimated that the world will need 30 percent more water, 40 percent more energy and 50 percent more food.[7] In order to ensure a supply of resources in the future, society needs to find new, renewable sources of raw materials and ensure that those materials which come from finite resources can be re-used and recycled. We need a 'circular economy' way of thinking.

At Coca-Cola Enterprises, we are fully aware of the risks and opportunities that resource scarcity poses to our business, in particular for our packaging. The sources of the virgin materials we use are finite and at increasing risk due to climate change and population growth. This has an impact not only on our ability to source these materials, but also on their cost. Ensuring that we have a high quality supply for our packaging materials, at a stable cost, is critical for the future of our business.

Over the past few years we have begun to look for new, renewable sources of PET plastic. In 2009 we introduced PlantBottle™, in which we have been able to replace one of the key molecules in PET with a chemically identical material derived from sugar cane and molasses. The resulting material looks, functions and recycles like traditional PET but has a lower carbon footprint. Work is now ongoing with partners to create the other key molecular component of PlantBottle™ from renewable materials.

In addition, we aim to use as little material as possible for our packaging. We are committed to reducing the amount of material we use across all of our packaging by 25 percent by 2020, and increasing our use of renewable and recycled materials. We aim to ensure that 40 percent of the PET we use is recycled PET, and/or PET from renewable materials by 2020. At the same time, we are supporting the wider packaging industry to explore next-generation packaging, and engaging in research and educating consumers on ways to improve recycling.

However, more needs to be done. Three out of four of our packs are currently recovered for recycling – meaning that 25 percent of our packs are still sent to landfill or incinerated. Further steps need to be taken in conjunction with governments to improve national collection rates, so as to improve the availability and quality of recycled packaging materials.

We aim to play our part in ensuring that consumers know how and where our packages can be recycled, and support the reprocessing infrastructure so that the bottles collected can be turned into new bottles. Working together, we can improve this cycle in order to ensure a consistent, high quality supply of materials for our packaging, and reach our target of 40 percent recycled and/or renewable PET by 2020.

Mathias Lenas
Director, Sustainable Packaging & Recycling
Coca-Cola Enterprises

A VIEW FROM COCA-COLA ENTERPRISES

As well as pushing up demand for energy and water, climate change is likely to mean scarcer supplies and more volatile prices for the steel, aluminum, cardboard and plastics that we use in our business.

If that is the risk to CCE, the opportunity is the chance to take the lead in developing a sustainable way to do business. To this end, we support the development of the circular economy, under which we consume fewer resources, and items previously considered waste are turned back into new materials and products. This is why we have heavily invested in recycling partnerships, like our joint venture reprocessing facility with APPE in France – and our ongoing work to make our packaging lighter and fully recyclable.

For me, recycling is the major industry of the 21st century – the key way to preserve natural resources for future generations. Our stakeholders expect us to take the lead and our reputation depends on our doing so. But leadership brings challenges. We need to demonstrate quantifiable progress. We need to be increasingly innovative in our packaging and processes so as to minimize our use of resources. And we need to be able to collaborate with a range of partners from packaging suppliers to specialists in collection and recycling.

The circular economy only works if all stakeholders, including our consumers, understand why it's important and how they can play their part. So leadership on our part also requires constant communication to influence the attitudes and behavior of the wider public.

Employees at Infineo Recycling, our joint venture with APPE in France.

Gregory Giavarina
Deputy Chief,
L'Institut de l'économie circulaire

A VIEW FROM L'INSTITUT DE L'ÉCONOMIE CIRCULAIRE

I believe that by working towards adopting a circular economy, we will be able to separate economic growth from the depletion of natural resources.

In a circular economy, a positive value loop is created each time a material or product is used or re-used, before it is ultimately destroyed. To do so – the circular economy is dependent upon developing new design models for production and consumption, extending how long a product can be used for, ensuring that products can be re-used and recycled.

To have a circular economy – we have to rethink waste. It can no longer be simply the end result of a production model. To do this, companies need to better optimize the use of their resources by rethinking the design of their product from the start.

To achieve a circular economy model, governments need to work together with companies, stakeholders and local communities to develop ambitious strategies, with multi-year program objectives and shared governance. What Coca-Cola Enterprises has done in creating a PET closed loop system, through their Infineo joint venture, is a good example of how companies should be moving towards better management of their resources and minimizing their environmental impacts. The work that they are doing on eco-design, creating closed-loop recycling, and regional stakeholder engagement will be of benefit to many.

---

1 Ellen MacArthur Foundation
2 Eurostat
3 Eurostat
4 World Business Council for Sustainable Development, Vision 2050
5 The Ellen MacArthur Foundation, Circular Economy 100
6 The United Nations
7 Stockholm Environment Institute

Sustainable Packaging

HIGHLIGHTS 2014

20%

reduction in our packaging use ratio since 2007.

120,320

tonnes of recycled material used in our packaging.

34%

of the PET we purchased in 2014 was rPET.

SUSTAINABILITY PLAN COMMITMENTS

25%

Reduce by 25 percent the amount of material we use across all packaging formats by 2020.

Include recycled

aluminum, glass and steel in respective packaging formats.

40%

Ensure that 40 percent of the PET we use is recycled PET and/or PET from renewable materials by 2020.

100%

Continue to ensure that 100 percent of our cans and bottles are fully recyclable.

Support

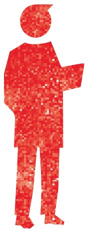
the wider packaging industry to explore next-generation packaging.[1]

OUR COMMITMENT

We will support the circular economy, use recycled and renewable materials 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 the development of a circular economy by ensuring that maximum value can be gained from the use of our resources.



19,300 tonnes

of CO_2e saved through projects in 2014 to lightweight and use recycled and renewable materials.

OUR STRATEGY

We continue to evolve and innovate our packaging in line with our commitment to reduce the carbon footprint of the drink in your hand by a third by 2020. Our strategy focuses on several priorities:

- Using 25 percent less material across all our packaging formats.
- Including recycled aluminum, glass and steel across all our packaging formats.
- Ensuring that 40 percent of the PET we use is recycled PET and/or PET from renewable materials.
- Ensuring that 100 percent of our cans and bottles are fully recyclable.
- Supporting the development of infrastructure and technology to enable recycling of all other packaging materials.

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.

OUR 2014 PACKAGING FOOTPRINT

In 2014, we used a total of 346,545 tonnes of material.

Materials used	Tonnes
Aluminum	51,469
Steel	38,670
PET	115,896
Glass	71,888
Other (primary)	23,144
Secondary and tertiary packaging	45,478
Total	**346,545**

USING LESS MATERIAL

Our long-standing lightweighting program involves constantly redesigning our packs to use less material, and we continue to make progress and lead the industry in lighter packaging. In 2014, we focused our strategy on the lightweighting of aluminum cans and PET bottles, as these will have the biggest impact in reducing our packaging-related carbon emissions.

We monitor improvements by tracking our packaging use ratio – the average total weight of packaging per liter of product. Our 2014 ratio of 120.5g/liter is 19.6 percent less than in 2007 (149.5 g/liter). Our 2014 packaging use ratio was up slightly on our 2013 rate (120.1 g/liter) by 0.4 percent, due to an increase in smaller packaging sizes, which has an adverse impact on our packaging use ratio.

Lightweighting initiatives in 2014 included:

- Reducing the weight of our large 1.25L, 1.5L and 1.75L PET bottles from 41.7g to 40.3g (the 1.75L bottle will be completed in 2015).
- Continuing to lightweight our 500ml PET bottles. After reducing the weight from 24.7g to 21.7g in 2013, we brought it down to 19.9g in 2014 in Great Britain, Belgium, the Netherlands and Sweden – an annual saving of 1,951 tonnes of CO$_2$e.
- Lightweighting the closures on large PET bottles for sparkling brands in Great Britain and our water brand in Belgium. This technically demanding task has gone through multiple phases of development, and after lengthy trials, the new closures will be introduced in 2015, with expected savings of 1,902 tonnes of CO$_2$e.
- Reducing the weight of all our aluminum cans to below 10g. Work is now underway to further decrease the weight of our cans over the next few years.
- Completing a project to lightweight our can ends with the final rollout in Sweden in 2014.
- Further reducing the weight of our unprinted film, a saving of 301 tonnes of CO$_2$e a year. In 2015, we will continue this work by evaluating how printed film can be further lightweighted without affecting its quality.

In total, our lightweighting initiatives in 2014 reduced the carbon impact of our business by 9,300 tonnes of CO$_2$e, and avoided the use of 1,266 metric tonnes of materials.

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 that using recycled material is critical within a circular economy and are committed to increasing the amount we use in all our packaging.

Aluminum and steel

It takes 95 percent less energy to produce recycled aluminum than virgin aluminum. Increasing the recycled content of our cans represents our best opportunity to reduce their carbon footprint and is therefore a top priority.

Thomas De Waele
Technical Packaging Manager, Engineering

Kurt Peelman
Manager, Procurement

EMPLOYEE SPOTLIGHT

Lightweighting large PET

Three years ago we began a project in Great Britain to lightweight our large PET contour bottles – 1.25L, 1.5L, 1.75L, 2L and 3L. Working with multiple teams across CCE, we conducted a number of trials to ensure our products would meet technical and consumer requirements, resulting in a thinner, lighter bottle that would still keep our products fresh and maintain their quality. We focused on reducing the weight of the neck finish by 1.25 grams per pre-form and lightweighting the contour bottles from 41.75 grams to 40.3 grams. As a result, we were able to reduce our material use by 860 metric tonnes and saved 1,789 metric tonnes of CO$_2$e. We will continue to implement these changes in Great Britain, and to explore ways to lightweight our large PET bottles.

We're working with NGOs, government, industry bodies and local authorities to encourage consumers to recycle more. We also support recycling campaigns such as Metal Matters, Chaque Canette Compte, 'Happiness Recycled' and numerous in-store and online retail campaigns (see Factsheet 16). In parallel, we are working with aluminum and steel producers and can manufacturers to raise the recycled content in our packaging.

PET

It takes about 60 percent less energy to produce recycled PET (rPET) than virgin plastic, making rPET the second greatest opportunity we have to reduce our packaging carbon emissions. We are committed to a long-term solution for sourcing high quality rPET for our packaging. As a result, in Great Britain, we have established a long-term supply agreement with ECO Plastics. In France, we have invested in plastics reprocessing at Infineo Recycling, our joint venture with APPE, which produces enough high quality rPET to cover our requirements in France, the Netherlands, Belgium and Luxembourg.

CASE STUDY

Pre-form manufacture at Grigny

In June 2014, CCE announced a new $20.8 million pre-form injection line at our manufacturing facility in Grigny, France. The site will now be able to produce its own bottle pre-forms, using rPET sourced through our Infineo joint venture. This program will significantly reduce our carbon emissions resulting from transportation – saving 266,000 transport road kilometers and 108 tonnes of CO$_2$e a year.

Glass

We use recycled glass in our bottles and are working with our suppliers and waste management companies to increase the recycled content. Across CCE, we used approximately 44 percent recycled glass in our glass bottles in 2014.

Renewable material

We have also begun investigating the use of renewable sources of PET in our packaging. In particular, since 2009, we have used PlantBottle™ packaging which is PlantPET derived from sugar cane and molasses. In 2014, 27.8 percent of our PET bottles were PlantBottle™, used primarily in SmartWater in Great Britain and in 500ml Coke PET bottles in Norway and Sweden. We will continue to review our use of PlantPET, as well as other renewable materials, as part of our overall commitment in the years ahead.

Sustainably sourced cardboard

Most of the corrugated packaging we use comes from recycled sources. However, a small proportion of virgin fiber is still needed for strength and this needs to be carefully sourced. We are working with our suppliers to gain Sustainable Forest Management accreditation under the Forest Stewardship Council. We have made significant progress in this area, and aim to have all of our cardboard and corrugated packaging FSC certified by the end of 2015.

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. All our cans and our glass and plastic bottles can be fully recycled.

---

[1] In partnership with The Coca-Cola Company.

Recycling

Coca-Cola Enterprises

HIGHLIGHTS 2014

88%

of our packaging is recycled.

35.3 million

The number of consumer opportunities provided to view brand-led recycle/recover messages.

27,165

metric tonnes of waste produced at our manufacturing operations.

99.5%

of our manufacturing waste is recycled and 14 of our 17 manufacturing operations achieved zero waste to landfill.

SUSTAINABILITY PLAN COMMITMENTS

Support

the development of infrastructure and technology to enable recycling of all other packaging materials by 2025.

Zero

Send zero waste to landfill from our manufacturing operations.

Recycle

more packaging than we use, by championing improvements to collection schemes and supporting the recycling industry by 2020.

Increase

packaging recovery rates by using our brands to educate and inspire consumers to recycle more often.

OUR COMMITMENT

We will support the development of the circular economy, use recycled and renewable materials and recycle more packaging than we use.

INTRODUCTION

Packaging is essential to our business, but is often needlessly thrown away and ends up in landfill. CCE is committed to supporting the development of the circular economy, so that resources are recycled and re-used for as long as possible, feeding back into the economy and ensuring that we can obtain maximum value from our packaging.

OUR STRATEGY

Our recycling strategy focuses on the following priorities:

- Recycle more packaging than we use, by championing improvements to collection schemes and supporting the recycling industry.
- Increase packaging recovery rates by using our brands to educate and inspire consumers to recycle more often.
- Support the wider packaging industry to explore next-generation packaging.[1]
- Send zero waste to landfill from our own manufacturing operations.

Our progress

In 2011, we committed to recycle more packaging than we use by 2020. To this end, we're working to promote recycling in the industry, ensuring that our packaging is recyclable, investing in recycling infrastructure and using our brands to inspire and encourage consumers to recycle more. As more material is recycled, more becomes available and the recycled content of our packaging can increase – all of which reduces our carbon footprint and contributes to the circular economy.

We made good progress in 2014, ensuring that the equivalent of 88 percent of the packaging we use is recycled. This includes material recycled through our joint venture in France and our recycling partnership in Great Britain.

CONSUMER BEHAVIOR AND DISPOSAL

Working with our customers and other stakeholders, we seek to raise awareness, change people's environmental behavior and encourage recycling.

Research and innovation

Following our study in 2013 with the University of Exeter, which researched the recycling behavior of 20 households in Great Britain and France, we used the findings to set up an online recycling challenge. This challenge, launched in 2014 in partnership with the open innovation platform, OpenIDEO, aimed to crowdsource ideas to encourage home recycling. Our objective was to develop the most promising ideas into practical solutions.

From more than 200 ideas submitted, eight winners were selected. One of these ideas was an app which would provide the user with details on how and where packaging could be recycled by scanning its barcode. You can read more about the challenge and all the winning ideas on the OpenIDEO challenge page.

Partnerships with retailers

Having active recycling partnerships with our retail customers has been an important part of our strategy to improve consumer recycling behavior. During 2014, we increased our partnerships with retailers, running campaigns in Great Britain, France and Belgium.

In partnership with Tesco, we launched a new online campaign to engage and educate consumers in an attempt to boost recycling rates in Great Britain. Tesco customers were directed to a dedicated website for the 'Recycling is the Answer' campaign where they were invited to 'pledge, play and recycle'. Participants made a commitment to recycle more at home and played a themed game, sorting a variety of packaging into the appropriate recycling bin in a virtual kitchen, in return for Tesco Clubcard points or a money-off coupon. This and other campaigns in the past two years have resulted in 47,000 pledges to recycle.

In January 2014, we held a similar program with Waitrose. The 'Spin to Recycle' campaign was created to boost at-home recycling by encouraging shoppers to pledge to recycle a selected material for one month. As a reward, consumers received a free gift and were sent an email at the end of the campaign to see how their recycling activity had changed.

In France, we held a variety of activations with Carrefour, Casino and E. Leclerc. At Carrefour, our premier activation was the Carrefour Cup, which was seen by over 118,000 people (see case study). We repeated our 'Give a new life to your bottle' campaign at more than 460 Casino stores, aiming to promote the benefits of recycling, explain the life cycle of a bottle, and what and how to recycle. More than 20 million consumers had an opportunity to see the campaign.

Recycling partnerships

In 2014, Chaque Canette Compte (CCC) and CCE created a joint Recycling Village at Braderie de Lille, where CCC's up-cycling stand was located close to the CCE 'Happiness Recycled' activation. CCC also developed dedicated sorting boxes for Braderie de Lille including PET and can collection. CCE also made it possible for CCC to work closely with The Coca-Cola Company during the Paris Games Week, collecting and recycling the sampling cans that were part of the Coca-Cola Zero activation. This resulted in a recycling rate of 94 percent.

Festivals and events

In 2014, recycling activities took place at six music festivals in France, three in the Netherlands and eight in Belgium. In Great Britain, we partnered with Zero Waste Scotland, with employees volunteering at festivals, helping at interactive recycling bins, educating the public about recycling and conducting recycling behavior surveys. We also had a high-profile recycling presence at the Special Olympics European Summer Games in Antwerp (see employee spotlight). In Great Britain, our 2014 Christmas truck tour included a recycling element for the first time.

We also held retailer tie-in events at festivals in 2014. Participating stores, such as Asda in Great Britain, offered shoppers a chance to win tickets to The Royal Highland Show. Once there, event-goers could take part in a fun range of recycling activities under our 'Happiness Recycled' program. The message was then spread digitally with consumers invited to share their souvenir pictures on social media and to take part in an online survey. 40 percent of respondents said the 'Happiness Recycled' experience had improved their recycling behavior.

COLLECTION AND SORTING

To reduce the amount of soft drinks packaging sent to landfill, we work 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, Infinitum and Rentpack in Norway, and WRAP, Zero Waste Scotland, DEFRA and Valpak in Great Britain. We also support The Resource Association along with the plastics waste and resource management organization, Recoup, and the aluminum packaging recycling organization, Alupro, in Great Britain.

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 France and Great Britain.

In France, Infineo Recycling, our joint venture with APPE – is now in its second year and is recycling 1.5 billion PET bottles a year. In Great Britain, supplies of rPET have been secured through a long-term agreement with ECO Plastics. As a result of both initiatives, we were able to increase the amount of rPET we purchased to 34 percent in 2014.

MANUFACTURING WASTE

We also continue to reduce the waste going to landfill from our manufacturing operations with the aim of achieving zero waste to landfill. In 2014, we sent 99.5 percent of our waste for recycling or for energy recovery and 14 of our manufacturing operations achieved zero waste to landfill.

Manufacturing waste 2014[2]

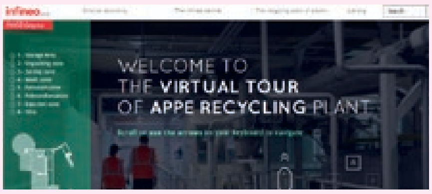
	Metric tonnes
Total waste produced at CCE manufacturing operations	27,165
Percentage of waste recycled and/or sent for waste to energy recovery from CCE manufacturing operations	99.5%
Recycling	23,853
Landfill	140
Waste to energy recovery	3,172

CASE STUDY
Carrefour Cup

The Carrefour Cup competition took place in the car park of 16 Carrefour stores, sponsored by a variety of partners including CCE. During the four-week tour, members of the CCE Recycling team and CCE volunteers encouraged 20,000 consumers to spin an interactive recycling wheel and answer questions on recycling facts, or try to sort packaging into the correct bins. We also wanted to understand whether people would improve their recycling behavior long-term as a result of this activation. Following a survey conducted one month later, we found that 33 percent of the people who engaged with us said they would recycle more at home as a result of this campaign.

CASE STUDY
Infineo 2.0

Our new, interactive website offers a virtual tour of our Infineo joint venture, explains the principles of the circular economy and outlines the steps in the recycling process. Its launch was an important step in reaching out to the public and providing education and information for our stakeholders. For more information, please visit the Infineo 2.0 site.



Milou Hamelers
Senior Manager, Recycling

EMPLOYEE SPOTLIGHT
Recycling at Special Olympics

In September 2014, Antwerp hosted the Special Olympics European Summer Games, and this year we provided support for recycling at the event. In addition to providing volunteer recycling teams, who kept the sites clean and collected and sorted the waste, we also shared information about improving consumer recycling in a number of ways. In one case we featured actors in a role-play to demonstrate to consumers how they could become 'Recycling Champions'. In addition, we partnered with Fost Plus and Sita to set up 45 recycling points in five venues to share the recycling message with visitors. It was a great event to be part of, and the visitors and athletes really embraced the spirit of recycling.

---

[1] In partnership with The Coca-Cola Company.
[2] Waste data generated from manufacturing operations, and waste contractor information.

Issue sheet:
Water

How can we ensure sustainable water use?

ISSUE INSIGHTS

3%

Only 3 percent of water on the planet is fresh water, and only about 1 per cent is readily available for human use.[1]

WWF

1.2 billion

Around 1.2 billion people, or almost one-fifth of the world's population, live in areas of water scarcity.[2]

The United Nations

17%

Just 17 percent of UK rivers meet the EU Water Framework Directive's definition of reaching 'good ecological status'.[3]

UK Environment Agency

OUR COMMITMENT

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

> "At the current rate of water consumption, two-thirds of the world's population may face water shortages by 2025."[4]
>
> WWF

Water is the main ingredient in all of our products. It is also vital to our manufacturing processes and is needed to produce the agricultural ingredients that are essential to our business.

Water is one of the world's most precious resources. While generally regarded as being abundant in Europe, water is a limited and increasingly stressed resource in many parts of the world.

In many regions, water sources have been affected by over exploitation, increasing demand for food products, poor water management and the impacts of climate change. Water and water-related crises are among the top global risks identified annually by the World Economic Forum.

Water scarcity and the deterioration of the quality of water sources in our own territories – and across our supply chain – are a significant issue for Coca-Cola Enterprises. Even if temporary, they may result in increased production costs or capacity constraints and affect the growth of agricultural ingredients we use in our products.

Even in North West Europe there are many areas, including South East England, southern France and the Flanders region of Belgium, which experience a high level of water stress and challenges related to water quality.

In particular, some the rivers and streams in areas where sugar beet (one of our key agricultural ingredients) is grown in Europe are facing a significant level of stress. At a local level, water stress is often compounded by over-abstraction, which can increase the concentration of pollutants, lower river levels and damage river habitats and wildlife.

This is why we adopt a holistic approach to water stewardship – working to protect the future sustainability of the water sources we rely upon, striving to be an efficient user of water, recycling and re-using our water where possible, and ensuring that we can replenish the water we use in areas of water stress.

Pete Smith
Supply Chain Operations Director,
Jordbro, Sweden,
Coca-Cola Enterprises

A VIEW FROM COCA-COLA ENTERPRISES

At Coca-Cola Enterprises, water is our most important ingredient. Without water in the right quantity and of the right quality, we don't have a product – so it's vital we treat water with respect. That means protecting the quality of our local water sources and making sure we are as efficient as possible in our own use of water.

We take any threat to the water around our manufacturing operations, or in our supply chain, very seriously. We place a significant emphasis on continually assessing the vulnerability of our local water sources and regularly develop plans to address risks and do what is necessary to protect the future sustainability of the water sources we use.

I have worked at a variety of sites at Coca-Cola Enterprises over the past 20 years – all of them in locations which normally have high quality, abundant water supplies. However, even these areas can experience the impacts of water stress. When I worked at Wakefield in water-abundant Yorkshire, we found water supplies running low during periods of summer drought. As a result, we had to switch from using the municipal water supply to using water sourced from our local river – which required additional treatment and processing.

At sites like Morpeth, where we package Abbey Well spring water, we place significant emphasis on safeguarding our water source and monitoring its quality.

Across all of our sites, we aim to use as little water as possible. At our Morpeth facility we managed to reduce our water-use ratio during the five years I was there – largely by implementing water-saving projects, many of which began as innovative ideas proposed by members of our team.

Focusing on water quality and efficient water use does more than simply conserve precious water resources. It helps to make our whole operation more efficient, creates a better end product and allows us to offer great value to our consumers.

Belinda Fletcher
Head of Food and Water,
WWF – UK

A VIEW FROM WWF

Globally, our freshwater environment is under threat. WWF's 2014 Living Planet Index shows that populations of freshwater species have declined by 76 percent since 1970. Climate change impacts such as increased weather variability (including a greater frequency of floods and droughts), coupled with population growth and increased water consumption, also pose a major challenge.

In fact, the World Economic Forum's 2015 Global Risk Report ranked 'water crises' as the risk with the biggest potential impact to global growth. The food and beverage industry is particularly susceptible, as agriculture accounts for 70 percent of human water withdrawal.

For companies like Coca-Cola Enterprises, assessment of water-related risks and impacts should be the first step in any plan to tackle these challenges and enable the development and implementation of suitable action plans. However, companies also need to provide financial and political support to encourage the better management of river catchments.

Coca-Cola Enterprises cannot do this alone. We welcome the way it has engaged with WWF, local farmers and community groups in developing catchment plans and river protection and conservation work on the River Nar and River Cray in England, as well as the voice of support it has provided for improved policy and legislation on issues that can't be overcome at the catchment level.

Coca-Cola Enterprises has started the journey towards good water stewardship. However, a long road lies ahead. The next challenge includes ensuring that water risks and impacts are mitigated on a larger scale across its geographies, and that it can use its influence to encourage policy makers to recognize the need for action to ensure the durability of positive outcomes from water protection projects such as those on the River Nar and River Cray.

CCE employees helping with river replenishment on the River Cray, near our Sidcup manufacturing operations.

1 WWF
2 The United Nations
3 UK Environment Agency
4 WWF

Photography: Copyright Hugh Mehta, WWF-UK

Water Stewardship

River replenishment work on the River Nar and the River Cray.

HIGHLIGHTS 2014

100%

In 2014, 100 percent of our wastewater was treated to standards supporting aquatic life.

8.48 million m³

In 2014, we used a total of 8.48 million cubic meters of water, a 2 percent decrease from the previous year.

$1.17m

In 2014, we invested $1.17m in water-reduction technologies.

1.36

We used 1.36 liters of water to make 1 liter of product, in 2014.

SUSTAINABILITY PLAN COMMITMENTS

100%

Protect the future sustainability of the water sources we use and safely return to nature 100 percent of the wastewater from our manufacturing operations by 2020.[1]

1.2

Reduce the amount of water we use, aiming to manufacture every liter of product using an average of 1.2 liters of water by 2020.

OUR COMMITMENT

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

INTRODUCTION

Water is a precious resource, critical to our communities, our ecosystems and the sustainability of our business. It is also the main ingredient in our beverages and essential to our manufacturing processes and to the key agricultural ingredients we use.

OUR STRATEGY

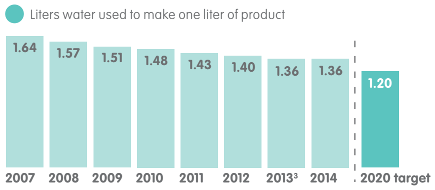
As responsible stewards of water, we aim to use as little water as possible for each liter of beverage we produce. Our target is to use 1.2 liters of water per liter of product we make.

Our water stewardship program focuses on four priorities:

- Protecting the water sources that supply our operations and communities.
- Reducing the amount of water we use by becoming more water-efficient.
- Returning to nature the water used in our beverages, where it is sourced from areas of water stress, by investing in community-based water programs.[1]
- Minimizing water impacts in our value chain through our sustainable sourcing programs.

This factsheet focuses on priority two – those activities that take place within our operations. For priorities one, three and four, see Factsheets 19 and 21.

WATER USE RATIO
PROGRESS 2007–2014 AND TARGET[2]



USING LESS WATER

Being water-efficient is key to our stewardship strategy. In 2014, our total water consumption was 8.48 million cubic meters (m³), down 2 percent compared to 2013, and our wastewater volume was 2.7 million m³, an increase of 3.5 percent versus 2013.

We monitor our water-efficiency by calculating our water use ratio – the amount of water we need to produce a liter of product. In 2014, we used 1.36 liters/liter, which was 17 percent down on 2007 (1.64 liters/liter) and flat versus 2013.[2]

We are committed to achieving a water use ratio of 1.2 liters/liter by 2020. While we can't reduce the amount of water in our products, we've made great strides in making our manufacturing and cleaning processes more water-efficient. Since 2011, we have invested more than $2.8 million in process optimization and technologies such as water meters, water mapping and monitoring and targeting systems. But now that these investments have been made, each further step becomes more challenging. Future progress will depend increasingly on behavioral change and sharing best practice across CCE. Our target is to achieve a water use ratio of 1.34 liters/liter in 2015.

As part of our drive for improvement, we operate company-wide water monitoring. Targets are set annually and reduction options are identified, modeled and reviewed by senior management.

In 2013, we achieved the Carbon Trust Water Standard and our manufacturing operations in Dongen in the Netherlands and Chaudfontaine in Belgium were awarded the gold-level European Water Stewardship Standard. Issued under the European Water Framework Directive, the Standard recognizes excellence at every stage of water management from the protection of water sources, through efficient use of water, to the quality of wastewater we release into the environment. Plans are in place for other CCE sites to prepare for the requirements of the Directive.

WASTEWATER TREATMENT

We have high standards for all water returned to the environment – compliance with local regulations being the minimum requirement across CCE. We're committed to ensuring that 100 percent of our wastewater is treated to a level that supports aquatic life and maintained this standard in 2014.

While most of our manufacturing operations pre-treat wastewater on site and then send it to municipal water treatment plants, our manufacturing operations at Gent and Chaudfontaine in Belgium, Wakefield in Great Britain and Marseille in France carry out full wastewater treatment on site. Of our total wastewater in 2014 (2.6 million m^3), 1.9 million m^3 was treated by municipal wastewater treatment stations and 686,722m^3 by our own treatment plants.[4]

As we consume less water in our processes, the amount of wastewater needing to be treated also reduces. In 2014, this was 25 percent less than in 2007. In addition we have heavily invested in wastewater treatment technology – $2.5 million in 2014, and $6.5 million since 2007.

WATER REDUCTION AND RE-USE

Technological innovation is an important part of our water reduction and recycling strategy. We continued our program in 2014, investing more than $1.1 million in piloting and implementing new technologies, including:

Water re-use

To purify the water that goes into our drinks, we use resin granules which need to be regularly regenerated and rinsed. In 2013, our manufacturing operations in Dunkerque, France developed a system for re-using the water from the regeneration and rinsing process, saving around 15,000m^3 a year. In 2014, the same technology was transferred to Sidcup in Great Britain, saving around 14,500m^3 of water a year. We estimate that this resulted in a saving of approximately $50,000. We plan to implement this technology at Dongen in the Netherlands in 2015.

Monitoring

Manufacturing Execution Systems (MES) linked to our production processes can track how much water is being consumed in real time and allow operators to take action if targets are being exceeded. The first MES was installed at Dongen in the Netherlands in 2012.

Dry and semi-dry lubricants

Conveyors in our plants used to be lubricated with soapy water. With the final change-over at Jordbro in Sweden in 2014, most conveyors moving cans and PET bottles now use dry lubricants instead – saving between 4,000 and 8,000m^3 of water a year for each conveyor depending on its length. We also use semi-dry lubricants for our stainless steel conveyors for glass bottles at Antwerp in Belgium, Dongen in the Netherlands, Clamart and Marseille in France and Gent in Belgium – the last two adopting the technology in 2014. This saves a further 4,000m^3 of water a year per conveyor.

Air rinsers

When machinery is replaced or new lines are installed, we switch to ionized air instead of water for rinsing bottles and cans before they are filled. With new air rinsers installed in 2014 on two plastic bottle lines in Wakefield, Great Britain, 55 percent of our bottle and can lines now use the technology. Where new air rinsers are not possible, we're installing more efficient nozzles and recycling the water (see employee spotlight).

Bottle washers

Some of the heaviest consumers of water on our lines are the machines for washing refillable glass bottles. We continue to invest in new, more efficient machines, each representing a huge investment but bringing major benefits. A new $2 million bottle washer installed in Marseille, France in 2014, will save around 15,000m^3 of water per year.

Cleaning optimization

We have improved our 'Clean in Place' (CIP) processes by using air rather than water where possible, using cold water and recovering the water we use for re-use within our cleaning systems. We have also made progress with using electro chemically activated (ECA) water, a process that combines electrolyzed salt with water to create a disinfecting solution. This process was piloted in some of our French manufacturing operations, including Marseille in 2011, Grigny in 2013 and Dunkerque in 2014. We plan to install this process at our manufacturing operations at our site in Clamart, France in 2015.

CASE STUDY

New glass bottle washer in Marseille

Along with the re-use of rinsing water at Sidcup, the biggest water-saving project of 2014 was the installation of new washing equipment for refillable glass bottles at Marseille in France. This follows a similar project at Clamart, France in 2010. Together, the two new machines are saving 60,000m^3 of water a year.

Other water-saving initiatives

Rainwater harvesting systems are used to wash vehicles and flush toilets at our manufacturing operations in Northampton, Great Britain, and Chaudfontaine and Antwerp in Belgium.

Tomasz Parzyk
Environment Manager,
Wakefield, Great Britain

EMPLOYEE SPOTLIGHT

Saving water in Wakefield

As the Environment Manager at Wakefield, I work closely with the team of 200 technicians who assess the production lines on a regular basis and see where we can either reduce or eliminate the use of water. In 2014, we identified three key projects, saving a total of 23,500m^3 – enough water to supply an average family household for 170 years. The first project involved fitting a new type of nozzle to the equipment used to rinse cans and bottles before they are filled. The new nozzles produce a more focused spray of water, which allows us to have the same quality cleaning, but using less water. For the second project, we designed new micro filters (a water collection and filtration system) to filter water collected from the bottle rinsing process before re-using it, so delivering a 75 percent reduction in water use. In the third project, we replaced water with ionized air to rinse our bottles. These combined projects enabled Wakefield to improve its performance in 2014, and we are committed to continuing this journey.

---

[1] In partnership with The Coca-Cola Company.
[2] Data gathered through internal KORE management and ISO 14001 systems.
[3] 2013 figures restated due to revisions in production liter volumes.
[4] Determined through volume and quality of wastewater in compliance with local licenses. Data gathered through internal KORE management and ISO 14001 systems.

Photography: Copyright Hugh Mehta, WWF-UK.

Protecting and Replenishing the Water We Use

HIGHLIGHTS 2014

100%

of our manufacturing operations have implemented Source Water Protection Plans.

12%

of the water used in our beverages, where it has been sourced from areas of water stress, has been replenished in 2014.

286,000m^3

water saved through annual water replenishment programs to date.

SUSTAINABILITY PLAN COMMITMENTS

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 by 2020.[1]

Minimize

water impacts in our value chain through our sustainable sourcing programs.

OUR COMMITMENT

We will protect the future sustainability of our water sources. Where the water used in our beverages is sourced from areas of water stress, we will return an equivalent amount to nature by investing in community-based water programs.

INTRODUCTION

Water is one of nature's most precious resources – critical to our communities, our ecosystems and the sustainability of our business. Although North West Europe is generally thought not to suffer from water stress, increasingly disruptive weather patterns and the effects of flooding are raising concerns regarding water quality, leading to water stress, especially in more densely populated areas.

OUR STRATEGY

Being a water-sustainable operation involves four elements:

- Protecting the water sources that supply our manufacturing operations and communities.
- Reducing the amount of water we use by becoming more water-efficient.
- Returning to nature the water used in our beverages, where it is sourced from areas of water stress, by investing in community-based water programs.
- Minimizing water impacts on our value chain through our sustainable sourcing programs.

This factsheet focuses on priorities one, three and four – those activities which take place outside our manufacturing operations. For more information on our activities within our manufacturing operations, see Factsheet 18.

PROTECTING OUR WATER SOURCES

We understand the importance of protecting our water sources and the quality of the water they hold. Most of the water we use – 77 percent or 6.5 million cubic meters (m^3) – comes from municipal sources and 23 percent (1.9 million m^3) from on-site wells, all of which are licensed.

As part of protecting our water for the future, all our manufacturing operations have carried out Source Vulnerability Assessments (SVAs). This assesses potential risks in terms of water quality and future availability for our business, the local community and the wider ecosystem. Within each catchment, SVAs evaluate local water resource systems, past and present water quality, current water stresses and potential risks arising from extreme weather conditions or natural disasters.

Drawing on the findings of their SVAs, all our plants now have Source Water Protection Plans (SWPPs) that take account of future water needs and identify any mitigation plans that may be required. These plans are reviewed and updated as necessary.

REPLENISHING OUR WATERSHEDS

The Coca-Cola system around the world is working to replenish 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 at CCE have chosen to invest in replenishment programs in areas of water stress within our countries of operation. In 2014, we have expanded our water replenishment programs so that we now have water-based community projects in three of our regions of operation, identified as suffering from high water stress[2] – South East England, the South East of France and Flanders in Belgium. In 2014, six of our 17 plants were located in areas of water stress, accounting for 38 percent of our production and drawing 2.34 million m^3 of water from local sources for their beverages.

Water sourced by volume and type[3]

	Million cubic meters	% of total used
Municipal	6,549	77.24
Borehole	1,928	22.74
Rainwater Harvesting	2	0.02
TOTAL	8,479	100

South East England

2014 saw the completion of a three-year partnership with The Coca-Cola Company and World Wildlife Fund (WWF)-UK to protect and replenish two English rivers – the Nar in Norfolk and the Cray near our manufacturing operations at Sidcup in Kent. Each involved working with partners to develop local catchment plans and on-the-ground projects to restore water and improve its quality. In the Nar, we worked with the Norfolk Rivers Trust and local farmers to prevent agricultural pollution running into the river by changing practices over 2,000 acres of land. We have replenished 203,000m^3 of water in the Nar in 2014, and 286,000m^3 over the course of the three year project, restoring 3.3 kilometers of river habitat. In the Cray, we worked with the North West Kent Countryside Partnership, volunteers from our Sidcup manufacturing operation and the local community to improve a four-kilometer stretch of the river.

The benefits from the project are wider than the amount of water replenished. We are using what we have learnt from the partnership to promote good water stewardship nationally and to work with government to support the implementation of the EU Water Framework Directive. The Directive requires that all rivers in England and Wales meet 'good ecological status' by 2015. The lessons learned from this project have been shared and have helped shape UK water abstraction policy. In addition, we have hosted multiple stakeholder events to encourage the action of others in industry and government on these issues. Most recently, we worked with the WWF to develop the 'State of England's Chalk Streams' report and film in November 2014. As a result of the successes achieved through this partnership, CCE has been recognized by government and environmental bodies as a key partner in the national debate on the protection of rivers.

We are currently working with WWF-UK and The Coca-Cola Company to understand how we can build on the work and extend the project to other areas in the East Anglian basin.

South East France

We are working with WWF in the Camargue region of France, near our Marseille manufacturing operations, to restore the natural flow of the River Rhône through approximately 6500 hectares of the wetlands in the Camargue. The flow has been adversely affected by industry and agriculture and the project will replenish some 1.2 million m^3 of water – a significant volume equivalent to 50 percent of our overall replenishment target.

Flanders

In partnership with a local NGO, Natuurpunt, we are restoring nature in the Stappersven Lake – part of the unique 6,000-hectare nature reserve De Zoom-Kalmthoutse Heathland Park. This park is considered one of Europe's top nature reserves and was included in Natura 2000 – a network of protected nature reserves throughout Europe. Over the next five years, we will be working with Natuurpunt and other local partners to repair the local environment and improve the habitat for local exotic wildlife.

MINIMIZING OUR VALUE CHAIN IMPACT

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 and fruit juice. For CCE, much of the sugar we use is from sugar beet grown within our countries of operation.

In assessing the water footprint of sugar beet production, we need to bear in mind that a large footprint might be sustainable in a water-rich area while a smaller footprint in a water-scarce region could 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 that support our Sustainable Agriculture Guiding Principles (see Factsheet 21).

Since 2009, we have run four water footprinting programs to understand our impact across the value chain. These began with projects looking at the water footprint of a 0.5 liter PET bottle of Coca-Cola produced in Dongen, in conjunction with the University of Twente. These were followed with projects to understand the water footprint of sugar beet in 2011 with Denkstatt and the Technical University of Vienna. In 2014, we extended this work to understand the water footprint of cane sugar imported into Europe with the Water Footprint Network and Twente University, as well as developing a further understanding of our own water footprint, in line with the ISO 14046 methodology. Production processes for juice and sugar have emerged as our water footprint 'hot spots'. We will continue to develop an understanding of our water footprint in 2015 and beyond.

CASE STUDY
Replenishing water from the River Nar to the Camargue

We made a commitment four years ago to replenish an amount equivalent to the water we use in areas where we operate that suffer from water stress. In 2012, we began our partnership with WWF to secure a thriving future for two English chalk streams – the River Nar and River Cray. At the end of this three-year program we exceeded our replenishment target by 36,300m^3, returning more than 286,000m^3 to the ecosystem. We also learned important lessons which we have shared with stakeholders. As a result the UK Government has adopted a new policy to tackle damaging abstraction.

We have now expanded our partnership with WWF to the Camargue region in France, which will aim to restore the natural flow of the River Rhône. We are also working with Natuurpunt, a local NGO in Belgium, to restore the Stappersven Lake over the next five years.

Four years on, we are proud to have established these partnerships, and will now work to meet our target of replenishing 100 percent of the water we use in areas of water stress by 2020.

---

1 In partnership with The Coca-Cola Company.
2 Identified through our SWPPs.
3 Data gathered through internal KORE management and ISO 14001 systems.

Issue sheet:

Sustainable Sourcing

How can we source ingredients sustainably?

ISSUE INSIGHTS

9 billion

The world's population is set to reach 9 billion people by 2050.[1]
The United Nations

Double

Global food production will need to double by 2030 to support growth in the world's population.[2]
Stockholm Environment Institute

70%

Globally, the agricultural sector consumes about 70 percent of the planet's accessible fresh water.[3]
WWF

36%

Agriculture represents 36 percent of the world's land surface which is estimated to be suitable for crop production.[4]
Food and Agriculture Organisation (FAO)

Global

population growth is putting unprecedented strain on our natural resources.[5]
Rainforest Alliance

OUR COMMITMENT

We will sustainably source 100 percent of our key agricultural ingredients by 2020.

> **"When agricultural operations are sustainably managed, they can preserve and restore critical habitats, help protect watersheds, and improve soil health and water quality. But unsustainable practices have serious impacts on people and the environment".[6]**
>
> **WWF**

Our products – and the world's population – depend on a sustainable supply of agricultural crops. At the same time, farming and agriculture are under significant pressure at the moment due to population growth, increased demand for food products and the impacts of climate change.

The ongoing sustainability of agricultural crops – and the communities that produce them – is a critical issue for our business. At Coca-Cola Enterprises we use many different agricultural ingredients in our products, including sugar beet, sugar cane, coffee and fruit. We also use pulp and paper in our packaging.

We recognize that changing weather patterns, rainfall and soil quality in different parts of the world in the future may result in decreased availability or increased cost of some of the agricultural ingredients we rely on.

As a result, we have an important responsibility to hold ourselves and our suppliers to high sourcing standards – ensuring that the agricultural ingredients we use are sourced sustainably, in a way which respects human and labor rights, minimizes environmental impacts, supports farmers and sustains local livelihoods.

That is why we have made a commitment to source 100 percent of our key agricultural commodities sustainably by 2020. We have set rigorous processes in place to embed sustainability across our value chain, developed a set of Sustainable Agriculture Guiding Principles, and have introduced a rigorous audit process for key suppliers.

Sustainable sourcing is a significant issue across the entire food and beverage industry. It is important that we collaborate with other companies, through programs like the Sustainable Agriculture Initiative, and work together to develop industry standards and share best practices on sustainable sourcing.

Malik Bechar
Senior Manager, Procurement,
Coca-Cola Enterprises

A VIEW FROM COCA-COLA ENTERPRISES

At Coca-Cola Enterprises, I am responsible for ensuring that our sugar is sourced sustainably. Most of the sugar we buy comes from sugar beet grown in Europe, but a certain amount is sourced from sugar cane that's grown mainly in developing countries. The way sugar is harvested and produced is very different from one location to another. In Europe, our main focus is on environmental issues – working with our suppliers to reduce the use of pesticides, take up less land and reduce the use of water. In cane-producing countries, we have a dual focus on environmental issues and human and labor rights – given that working conditions in these countries are often less regulated than in Europe.

We recognize the impact that we have on the livelihood of farmers in developing countries, and wish to work with our suppliers to improve local working conditions – thereby helping the farming sector to grow sustainably.

This requires collaboration on many levels. We need to work with a wide range of stakeholders including other food and drinks companies though forums such as the Sustainable Agriculture Initiative. We also need to work closely with sugar refiners to help them reduce their water use and carbon footprint, and with the sugar cane growers to share best practice on sustainable agriculture.

We have an opportunity to take the lead and set the standard for sustainable sourcing. By meeting our responsibilities, we can help to ensure a sustainable supply of key agricultural ingredients while providing stable livelihoods and a better environment for farmers.

A field of sugar beet in Norfolk, UK.

Peter Erik Ywema
General Manager,
Sustainable
Agriculture Initiative
(SAI)

A VIEW FROM SAI

It's important to realize how dependent large companies are on farmers for their agricultural supplies. If companies like Coca-Cola Enterprises don't take care of the farming sector, they face the danger of not being able to source the right quality and quantity of agricultural raw materials in the future.

To manage sustainable sourcing, companies need to address the environmental as well as the social and economic aspects of farming. If farmers can't make a decent living and if farms are not economically viable, there may be no one to produce sugar beet in 20 years' time. Increasingly, the industry should recognize and value the link between the farmer and the product on the supermarket shelf.

Companies need to support the environmental aspects of sustainable sourcing – working with farmers on water conservation, biodiversity, pollution and deforestation. In particular, the issue of soil management is increasingly important as it helps prevent erosion, keeps soil productive and biologically sound and traps carbon, thus reducing greenhouse gas emissions. Healthy soil is also better able to absorb water, protecting against drought and floods.

Achieving these objectives requires farmers to follow agreed industry standards. However, having many different buyers imposing their own sustainability codes just makes life impossible and costly for farmers. I'd like to see fewer, more coordinated standards for sustainable farming, so that producers can get on with producing and the wider industry can support best practice.

---

1 The United Nations
2 Stockholm Environment Institute
3 WWF
4 Food and Agriculture Organisation at the United Nations
5 Rainforest Alliance
6 WWF

Photography: Copyright Hugh Mehta, WWF-UK

Sustainable Agriculture

Coca-Cola Enterprises

HIGHLIGHTS 2014

100%

of our key sugar suppliers are committed to complying with our SAGPs by 2020.

SUSTAINABILITY PLAN COMMITMENT

100%

Sustainably source 100 percent of our key agricultural ingredients by 2020.[1]

Sustainable Agriculture Guiding Principles (SAGPs)

Human and workplace rights
- Freedom of association and collective bargaining
- Prohibit child labor, forced labor and abuse of labor
- Eliminate discrimination
- Work hours and wages
- Safe and healthy workplace
- Community and traditional rights

Environment
- Water management
- Energy management and climate protection
- Conservation of natural habitats and ecosystems
- Soil management
- Crop protection

Management systems
- Harvest and postharvest handling
- Reproductive material identity, selection and handling
- Management systems, record keeping and transparency
- Business integrity

OUR COMMITMENT

We will work with our suppliers to ensure that we sustainably source 100 percent of our key agricultural ingredients by 2020.

INTRODUCTION

Agriculture is at the heart of our business. Every bottle of Coca-Cola contains agricultural ingredients that start on a farm – as do many of our other products.

OUR STRATEGY

The long-term availability of our key agricultural ingredients is crucial to our business. However, common agricultural practices must evolve to become more efficient and address the challenges of topsoil loss, fresh water depletion and greenhouse gas emissions. In our own value chain, agriculture accounts for the largest share of the water we use and is the third-largest source of carbon emissions. Social challenges for some of our commodities, including working conditions and workplace rights, also need to be addressed.

At CCE, we will work with The Coca-Cola Company to sustainably source 100 percent of our key agricultural ingredients by 2020.

At CCE, we are working with The Coca-Cola Company to develop our approach to sustainable agriculture and to ensure that by 2020, the global Coca-Cola system sources its key agricultural ingredients sustainably. We have thus far focused our work on sugar beet and sugar cane, and will expand this to other agricultural ingredients from 2015. For information on how we manage sustainability with our suppliers as a whole, please see Factsheet 22.

SUSTAINABLE AGRICULTURE GUIDING PRINCIPLES

At the heart of our strategy to achieve our sustainable agriculture objectives are our Sustainable Agriculture Guiding Principles (SAGPs), which have been developed in partnership with The Coca-Cola Company and set out expectations for suppliers across 14 main agricultural ingredients. This work is overseen by our Sustainable Agriculture Steering Group.

Launched in 2013, our SAGPs operate in conjunction with our Supplier Guiding Principles (see Factsheet 22) and apply specifically to suppliers of agricultural ingredients.

The principles set out what we mean by 'sustainable sourcing' and include standards and criteria that suppliers will be expected to meet in terms of human and workplace rights, the environment and sustainable farm management practices. Having shared our SAGPs with our sugar beet and sugar cane suppliers, we are now working with them to develop plans to ensure that we can jointly meet these principles by 2020. Validating compliance to our SAGPs will be done through the use of third-party standards, such as the Sustainable Agricultural Initiative (SAI) and Bonsucro.

SUSTAINABLE SUGAR

Analyzing the water footprint of our product has shown that the farming, processing and production of sugar can account for up to 80 percent of a product's total water footprint. It is therefore essential that the sugar cane and sugar beet we use in North West Europe is sustainably sourced. Understanding the different sustainability issues and supply chains of these two very different crops is central to our sustainable agriculture strategy.

Sustainable beet

At CCE, the majority of the sugar we use comes from sugar beet, a root crop widely grown in North West Europe. It is a critical part of our supply chain, and compliance to our SAGPs by our sugar beet suppliers is highly important. We, along with The Coca-Cola Company, have established several pathways to compliance for our sugar beet suppliers through third-party standards.

Our preferred method is the SAI Platform. This was developed in conjunction with other major FMCG brands and Europe's sugar beet producers in order to harmonize and provide clarity around industry expectations for sustainable sourcing. Through this program, we have collaborated to develop a farm-level self-assessment tool – the Farm Sustainability Assessment (FSA).

The FSA was developed from existing certification programs, including The Global Partnership for Good Agricultural Practice (GLOBALG.A.P. – a global food safety assurance standard); The UK's Red Tractor farm assurance standard; and the International Sustainability and Carbon Certification program (ISCC), which helps to certify biofuels, including those from sugar beet. The FSA is designed to help farmers meet the expectations of many different customers in the sugar value chain. Through the FSA, farmers will be able to assess themselves against industry-agreed best practices for sustainable farming in Europe and gain verification that they comply with our own SAGPs and those of their other customers.

We believe using the FSA will help farmers, processors, and sugar beet customers by improving yields, reducing inputs, protecting soil and helping farmers improve their farm management capabilities. Following a pilot with sugar beet farmers in 2014, the FSA is now being rolled out across Europe (see external spotlight).

Our aim is that our sugar beet suppliers will achieve compliance with our SAGPs through the SAI, or other programs, by 2020. We continue to work with them towards this objective.

Sustainable cane

Sugar cane is a grass crop grown in subtropical regions of the world. At CCE, a small percentage of the sugar we use comes from sugar cane. Under the existing EU sugar regime, around 6 percent of CCE's sugar cane imports come from developing countries which have preferential trading relationships with the EU.

Through The Coca-Cola Company, there are multiple third-party standards under which a supplier can be certified to meet our SAGPs. These include Bonsucro, the Rainforest Alliance Standard and Fairtrade. Of these, The Coca-Cola Company has played an important role in the establishment of Bonsucro. Most recently, The Coca-Cola Company, on behalf of the system bottlers, has become Bonsucro Chain of Custody certified, allowing Coca-Cola system bottlers, including CCE, to accurately trace the origins of our cane sugar.

To accelerate our move towards sustainably sourced cane sugar in Europe, we are working with the Rainforest Alliance to develop our understanding of the sustainability risks and current best practices in the cane sugar supply chain in Europe. The Rainforest Alliance has conducted farm-level field assessments with sugar suppliers in some key sugar cane growing countries. We expect this work to be complete by early 2015, and will develop a report and recommendations based on its findings.

As with beet sugar, we are working with our suppliers to develop a timetable for compliance with our SAGPs through a third-party standard. We aim to ensure that all of our sugar cane is sustainably sourced by 2020.

OTHER KEY AGRICULTURAL INGREDIENTS

We have recently set a target to sustainably source our key agricultural ingredients by 2020. These will include a variety of ingredients including orange, lemon, apple and grape fruit juices, coffee, and pulp and paper products, which are used in our packaging. We also purchase very low volumes of other fruit juices, and these will also be reviewed as part of this work. We will begin working this year with suppliers and third-party frameworks to establish programs that will allow farmers to comply with our SAGPs. We will continue to expand our reporting on these agricultural ingredients in the future.

Jan Burger
Sustainability Manager,
The Coca-Cola Company

EXTERNAL SPOTLIGHT

The Farm Sustainability Assessment

Through the Sustainable Agriculture Initiative (SAI), we have worked together with industry and sugar beet producers to develop the Farm Sustainability Assessment (FSA), which aims to reduce carbon and water footprints and improve biodiversity. The FSA will reduce risks in the supply chain and make it more resilient against the impacts of climate change. In October 2014, the FSA was rolled out to all major sugar beet suppliers for implementation. Working with the SAI Platform provides an industry-aligned approach that drives scale, speed and credibility. Working with external partners has been a real privilege and I look forward to seeing its success in the years to come.

---

1 In partnership with The Coca-Cola Company.

Suppliers and Sustainability

Coca-Cola Enterprises

PET forms

HIGHLIGHTS 2014

140

We are working with 140 of our key suppliers to reduce their carbon emissions.

5th

Our fifth Supplier Sustainability meeting was held virtually in 2014, deep diving on the circular economy and sustainable agriculture.

75%

75 percent of our procurement spend in 2014 was in countries where we operate and 96 percent was within the EU.

$4.4 billion

$4.4 billion spent with approximately 12,700 suppliers in 2014.

68%

68 percent of our spend with suppliers was covered by contracts containing our Supplier Guiding Principles (SGPs) in 2014.

SUSTAINABILITY PLAN COMMITMENT

Reduce

Work in partnership with our suppliers to reduce carbon emissions across our value chain.

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 our own business, in our value chain.

OUR STRATEGY

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 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

Our procurement teams are instrumental in our ability to work with suppliers and improve sustainability in our value chain. To ensure our procurement teams have the skills required, we have developed a training toolkit which provides them with the training needed to work with suppliers to identify sustainability opportunities, further drive our sustainability ambitions and help build long-term supplier value. This toolkit is made up of three modules:

- 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.

All of our procurement managers who work directly with suppliers have now received this training. In 2014, we focused on further embedding this toolkit through e-learning.

Supplier Guiding Principles (SGPs)

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

OUR PROCUREMENT PROCESSES

We want to ensure that our suppliers understand and adhere to CCE's sustainability standards and, where possible, we also align to the common Coca-Cola Company standards. We uphold these through our CCE Code of Business Conduct and our Supplier Guiding Principles, as well as through regular audits. These are outlined below:

Code of Business Conduct

Our Code of Business Conduct outlines the principles by which we operate 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. These SGPs are in line with those of the Coca-Cola system. They reflect and communicate our 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 multi-year contracts during their renewal. In 2014, 68 percent of our spend with suppliers was covered by contracts containing our SGPs.

We took these SGPs further in 2014, by adopting The Coca-Cola Company's Sustainable Agriculture Guiding Principles (SAGPs) 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 21).

Over the past three years, The Coca-Cola Company has undertaken a series of audits, through independent third-party auditors, to monitor supplier compliance to the Coca-Cola system SGPs. To date, over two-thirds of our suppliers of ingredients and packaging have been covered by these audits.

In addition, CCE, along with The Coca-Cola Company, is a member of the AIM-PROGRESS forum, a global group promoting responsible sourcing practices and an audit program designed to align supplier audits and reduce duplication and costs for suppliers. Our SGP audits are aligned with AIM-PROGRESS and are recognized by its members. Similarly, we recognize audits carried out on behalf of other signatory companies.

OUR SUPPLIERS

At CCE, we aim to work with our suppliers to encourage them to improve their own sustainability. Our Supplier Relationship Management (SRM) process helps us to collaborate with suppliers, and provides a management framework under which each supplier is evaluated on their performance. They are rated against quality, cost and value, service and innovation, and corporate responsibility and sustainability (CRS).

Melanie Leroy
Senior Manager,
Procurement

Yuichiro Kamikawa
Senior Manager,
Supply Chain

EMPLOYEE SPOTLIGHT

Carbon challenge

Melanie: In 2014, our PET, aluminum can and glass suppliers all progressed to the 'high impact' category in our carbon challenge. This was achieved through a collaborative project between CCE's procurement and technical teams and our suppliers to further develop the information requested from our suppliers.

Yui: Working closely with our suppliers' environmental specialists during this project has provided us with greater visibility of the carbon footprint of our packaging in our supply chain. Carbon is often a complex subject, and is one where calculations and impact areas vary between each of our major packaging materials. Our collaboration has enabled both CCE and our suppliers to share key data points, so that we can jointly improve our carbon footprint. As a result of this project, some of our suppliers have adopted a carbon reduction target aligned to ours, strengthening the basis for our ongoing collaboration.

Melanie: This project was piloted with the majority of our packaging suppliers, but will be expanded to other commodities in order to strengthen the level of expertise and clarity required to tackle such a complex topic.

The CRS component of the SRM is made up of two inputs:

- A sustainability rating from an independent company, EcoVadis.
- The results from our suppliers' 'Carbon Challenge'.

ECOVADIS

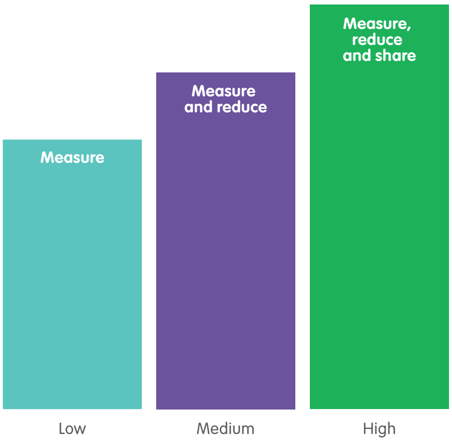
The EcoVadis scorecard evaluates our suppliers against four criteria – environmental, social, ethical and supply chain management. Their score is provided to suppliers, and used to develop joint action plans which will allow suppliers to raise their rating and reduce their risk. Since we introduced the EcoVadis assessment process in 2012, average scores of our suppliers have dramatically improved, showing strong continued progress in all four categories.

CARBON CHALLENGE

CCE's 'Carbon Challenge' is a three-stage program designed to encourage suppliers to make progress toward achieving their carbon management goals. Depending on the commodity or service the supplier provides, they are given a low, medium or high impact score. As a result of this score, suppliers are then directed to a particular phase of the challenge. If they are a low impact supplier, they are encouraged to measure their carbon footprint, as a first step. Medium impact suppliers are encouraged to measure and reduce their carbon footprint, while high impact suppliers are encouraged to not only measure and reduce, but also to share their carbon footprint information by product or commodity. Where the score is low, we work with the supplier to improve their score. In 2014, all of our PET, aluminum can and glass suppliers moved into the 'high' impact category – a major step forward for CCE and our suppliers (see employee spotlight).

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 2014, our CRS Supplier of the Year was Brammer.



Supplier carbon impact category

Issue sheet:
Employment and Diversity

How can we ensure diversity within our workforce?

ISSUE INSIGHTS

Older and smaller

Europe's working-age population is rapidly becoming older and smaller.[1]

Economist Intelligence Unit / Towers Watson

Three quarters

Almost three-quarters (71%) of senior business executives in Europe expect the proportion of their employees aged over 60 to increase by 2020.[1]

Economist Intelligence Unit / Towers Watson

40 million

There will be a global shortage of 38 to 40 million highly skilled workers – needed to raise productivity and drive growth – by 2020.[2]

McKinsey Global Institute

900,000

The EU expects a job gap of 900,000 in Science, Technology, Engineering and Maths (STEM) areas by 2020.[3]

The European Commission

OUR COMMITMENT

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

> "Diversity is a key driver of innovation and is a critical component of being successful on a global scale."[4]
>
> Forbes Insights, Innovation Through Diversity

Attracting, developing and motivating a talented and diverse workforce is a fundamental part of our business agenda. Diversity and Inclusion is central to CCE's operating framework (our own business roadmap) and we have a particular focus on gender diversity and age.

We believe there is a clear competitive advantage to be gained from having a truly diverse workforce. Organizations which reflect the realities of the world around them are far better placed to not only understand the needs of their customers and consumers, but also to recruit and retain employees. More importantly, a diverse workforce means having diversity of ideas, thinking and experience across our business, which leads to enhanced ways of working and ultimately to better internal decision-making.

At Coca-Cola Enterprises, the need to develop a diverse workforce is clear. We need to develop a sales force that is reflective of our consumers and better able to meet their needs and anticipate trends in the marketplace.

We also recognize that there continues to be a gender gap in the entire workforce across Europe.[5] Within our own industry, the gender gap within Science, Technology, Engineering and Maths (STEM) careers is of particular concern.

We want to be part of the solution and have developed recruitment, apprenticeship and graduate programs that seek to address the gender imbalance and attract more diverse talent into all levels of our business. At a grassroots level, we are also opening the doors of our manufacturing operations to young people to demystify manufacturing, encourage the uptake of STEM subjects at school and broaden the career aspirations of girls and boys alike.

In Western Europe, unemployment, particularly among young people, has been a significant issue for the past few years, leading in some regions to social unrest. At the same time, there is a global shortage of employees who will have the skills required by companies in the years ahead, especially as technology continues to develop and expand.

We believe we can play a positive role in the communities in which we operate. We have invested in employability programs that inspire and help young people to build a brighter future by supporting them in acquiring the skills, knowledge and understanding of the workplace that will give them a competitive edge.

Maria Kokkinou
Chief Diversity Officer
and Talent Acquisition
Director,
Coca-Cola Enterprises

A VIEW FROM COCA-COLA ENTERPRISES

As Chief Diversity Officer and Talent Acquisition Director at CCE, I believe that building a diverse workforce is critical for the future of our business.

Our products are consumed by people of all different genders, ages, nationalities, ethnicities, religions, sexual orientations and educational backgrounds. Our key customers are increasingly diverse as well. In order to meet their needs, we need to be able to acknowledge those differences, and have common ground. It is clear to me that we not only have a responsibility to be inclusive – it is actually a business imperative.

Gender diversity is a particular focus for us at the moment. We know that 70 percent of the decisions to buy our products are actually made by women. And at the same time, 60 percent of university graduates are now female – and they bring a new set of skills and leadership styles.

This will help us to improve the dynamics of our team and develop our ability to innovate. That is why we have recently set an aspiration to achieve a minimum of 40 percent women at both management and leadership grades, and have focused on programs which improve our ability to attract, develop and retain women, particularly within our supply chain organisation.

Beyond talent acquisition, we invest in factory-based education centers that demystify manufacturing for the younger generation while our Real Business Challenge and Passport to Employment programs enhance the general employability of young people across our communities. Participating students may find jobs at Coca-Cola Enterprises. However, that's not the end objective. We want to provide young people with insight into our industry and support them in developing skills which will help them to find jobs anywhere.

Unless people are offered the right experiences and opportunities to develop, we will not be able to grow as a society.

Michael Privot
Director,
European Network Against Racism (ENAR)

A VIEW FROM THE EUROPEAN NETWORK AGAINST RACISM

Leading by example is not only a question of image: diversity has to be embodied in the organizational culture and be well communicated. People have to know that Coca-Cola Enterprises embraces and lives its all-inclusive vision of diversity. The company should promote diversity and be seen to be doing so.

In Europe, youth unemployment can be as high as 40 percent, and is often an obstacle for the sustainability of diverse and inclusive societies. By offering a great working experience to young people, successful companies can strengthen bonds with a large and long-lasting consumer base, and offer young people an income and a future. Young Europeans are increasingly diverse in terms of race, religion, belief, cultural background, gender identity and sexual orientation. When it comes to accessing employment, in many instances those diversities result in compounded discrimination, not cumulative advantage.

Coca-Cola Enterprises has invested considerably in training its employees to depart from unconscious biases and promote gender balance. Coca-Cola Enterprises fares well in terms of diversity, but has the potential to improve even further by embracing a holistic and talent-aware approach to racial, cultural and religious diversity. This approach should include further management training, the improvement of recruitment pipelines, community reach-out and career management processes and the use of purchasing power to encourage suppliers to enhance their own diversity management.

By demonstrating that hiring young people with diverse backgrounds creates a positive benefit for both employees and employers, companies are able to influence governments, and foster their drive to develop a supportive policy environment. CCE has the potential to be a game-changer in this area too. Let's do it together!

CCE employees at our exhibit at the Food and Drink Federation (FDF) Taste Success Big Bang Fair, which promotes STEM education in Great Britain.

---

1 Economist Intelligence Unit / Towers Watson
2 McKinsey Global Institute
3 The European Commission
4 Forbes Insights
5 The Institute for Public Policy Research (IPPR)

Employment and Diversity

CCE Board members speaking at our elles@coke event in Paris.

HIGHLIGHTS 2014

33%
of our Board of Directors are female.

30%
of employees in executive grades are female.

25%
of employees in leadership grades are female.

36%
of employees in management grades are female.

77%
employee satisfaction rating in our latest employee survey.

76%
of our employees are covered by collective bargaining agreements.

SUSTAINABILITY PLAN COMMITMENTS

40%
We aspire to have a minimum of 40 percent of women in both management and leadership grades by 2025.

Attract
develop and motivate a highly talented and diverse workforce.

OUR COMMITMENT

We will attract, develop and motivate a highly talented and diverse workforce within a safe and healthy workplace. By 2025, we aspire to have a minimum of 40 percent of women in both management and leadership grades across our business.

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, in an environment that supports their development.

OUR STRATEGY

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

- Driving an inclusive culture within our workforce, reflective of the communities in which we operate.
- Working towards world-class safety status in our manufacturing and sales operations.
- Developing a wellbeing program to encourage our employees to live active, healthy lives.

This factsheet addresses the first priority – driving an inclusive culture within our workforce. See Factsheet 25 for more information on employee safety, health and wellbeing.

FOSTERING A DIVERSE AND INCLUSIVE CULTURE

We seek to attract, develop and motivate 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 each individual to help them achieve their potential. At CCE as part of our diversity and inclusion (D&I) strategy we focus on:

Accountability

Responsibility for diversity rests at all levels of the business. Our D&I Council is chaired by two members of our Executive Leadership Team (ELT). We created a detailed D&I scorecard to allow us to measure and benchmark progress across the business. Every quarter, our Leadership Team (LT), led by our CEO John Brock, reviews how each business unit and function is progressing against its D&I action plan. All of the members of our LT have individual D&I performance objectives.

In addition, we have established local D&I Councils in the Netherlands, France, Belgium, Luxembourg, Great Britain and across our supply chain business unit. These local councils work with business leaders to further extend D&I initiatives in the business. Each business unit has D&I sponsors who are also members of the D&I Council.

Setting targets

We continue to improve our processes, organization and culture to support D&I. In particular, we have an aspiration to achieve 40 percent of women in both management and leadership grades by 2025. To achieve this goal, all of our business areas have developed tailored action plans relating to talent acquisition, female retention and career progression and development. Our systematic approach is showing results. Women currently represent 30 percent of our executive grades, 25 percent of our leadership grades and 36 percent of our management grades – an increase of 43 percent, 19 percent and 13 percent respectively since 2012. In addition, women represent 33 percent of our Board of Directors and 25 percent of our Executive Leadership Team.

Talent recruitment

We are focused on ensuring that we recruit the best talent and we have robust plans as part of our talent acquisition strategy. We have reworded our job advertisements in order to ensure that they are attractive to both male and female candidates and we have built female talent pipelines in certain areas of the business where we find it difficult to attract women. Our new recruitment marketing campaign, 'My time is now,' is also designed to encourage women to think differently about their careers. We challenge ourselves to provide gender-balanced short lists

Workplace profile[1]

		2012	2013	2014[4]
Total employees		13,000	11,750[2,3]	**11,650[3]**
Full-time employees (%)		94	96	**95.6**
	Male			**98**
	Female			**89**
Voluntary turnover rate (%)		6.4	5.4	**5.7**
Employees with Individual Development Plans (%)		64	76	**86.7**
Average training days per employee		3	2.7	**2.2**
Age profile of workforce (%)	<20	1	0	**0.2**
	20–29	17	16	**15.9**
	30–39	32	32	**30.5**
	40–49	33	33	**32.6**
	50–59	15	17	**18.2**
	60+	2	2	**2.6**
Percentage of employees covered by collective bargaining agreements[5]		–	–	**76%**

Diversity profile[6, 7]

		2012	2013	2014
Females on Board of Directors (%)		33	33	**33**
Females in executive roles (%)		21	25	**30**
Females in leadership roles (%)		21	24	**25**
Females in management roles (%)		32	34	**36**
Females in non-management roles (%)		23	23	**24**
Females in workforce (%)		24	24	**25**
Board of Directors members over 40 (%)		100	100	**100**
Ethnically diverse members of the Board of Directors (%)		17	17	**17**
Equal remuneration (median compensation of men vs. women) (%)[8]	Executive	–	–	**102**
	Management	–	–	**110**
	Non-Management	–	–	**105**

An Vermeulen
Vice President, Field Sales,
Belgium and Luxembourg

EMPLOYEE SPOTLIGHT
The diversity and inclusion journey

"In 2010, I was the first woman to join the Benelux senior leadership team, and four years later the team is perfectly gender-balanced between 50 percent males and 50 percent females. Between 2010 and 2014, I took part in both the Corporate and local D&I Councils and attended the first D&I Lab in 2014. The Lab involved other large organizations aiming to explore and debate how to promote, develop and retain women. An Inclusive Leadership program, which we piloted in 2014, was another success and was rolled out to all senior leaders in CCE. One of the challenges was how to identify 'unconscious bias' signals, and we took part in exercises to learn to think in a more neutral and balanced way. Senior management took part in the training in order to act as future role models. One of the next steps I personally feel very strongly about is equipping our first line managers with this way of thinking. We are making good progress, and recognize that more opportunities lie ahead. With four generations working for CCE in Europe, we will also explore how to best celebrate age and experience.

CASE STUDY
D&I lab on female retention

In 2014, we held our first Diversity & Inclusion Lab, focused on addressing the challenge of improving female retention. The Lab consisted of an internal CCE panel, external speakers from other FMCG companies, and academics. During the Lab, 35 leaders from our commercial and operations teams spent the day looking at our internal best practices, while also hearing about best practices from other organizations, including thought leadership on the topic of female retention from academia. The outcome from the Lab was the development of a female retention plan, which the participants drafted during the breakout sessions. Their recommendations, which included the development of an awareness training program on flexible working, training on how to manage sexist behaviors and informal mentoring have been incorporated into our 2015 D&I strategic action plan. The program won two awards – the Diversity Trophy, a prestigious French diversity award, and the LSA Diversity Trophy for Gender Parity. We will run the Lab again in May 2015 – focusing on improving engagement between multiple generations.

of candidates, as well as having gender-balanced interview panels. In addition, we focus on building our talent pipeline through our University Talent Program (UTP), which has been running since 2009. In 2014, we recruited a further 26 graduates, and currently 50 percent of all UTP graduates are female.

We have set up community initiatives that support females in manufacturing – for example providing mentors to support the Brunel University mentorship scheme for female engineering students in Great Britain and financing a study in Sweden to better understand what drives female employees. We also work with partners to support programs aimed at improving youth employment and employability and promoting interest in Science, Technology, Engineering and Mathematics (STEM) careers. For more information see Factsheet 26.

At CCE, we do not make employment-related decisions, including pay decisions, on the basis of legally or Company-protected characteristics, including gender. In order to ensure that line managers make appropriate pay decisions, we provide training and support during the annual merit process, as well as when hiring or promoting an employee. More specifically, we monitor pay equity within our territories, through annual and ad hoc reviews, not only where these are required by law. During these reviews, we take into account various additional factors, including overall tenure at CCE and performance over time, which can impact the pay of both males and females.

Awareness and education

We aim to embed D&I within our business. As a result, our D&I training strategy aims to offer stand-alone programs that will run for a period of years; as well as D&I activities in our existing management training curriculum.

Our 'Diversity in Action' program, launched in 2012 aims to embed diversity within the business through a series of check-ups and self-assessment workshops on a variety of diversity topics. Over the past two years, the program has involved more than 700 people in over 30 sites.

In 2014, we rolled out an Inclusive Leadership program to provide training in D&I management and gender-balance for our top 500 leaders. We plan to expand the program to our remaining leaders in 2015.

We also offer a variety of learning and development programs to help employees build and develop their own skills. Every employee is encouraged to create an Individual Development Plan (IDP), through which training needs are identified. In 2014, 86.7 percent of employees had an IDP in place. Our online CCE Academy offers training in many areas from leadership to commercial, supply chain and global functions. In 2014, more than 11,100 individuals completed at least one training course. 56,000 courses were attended during the year.

Employee networks

In 2010, we launched our first employee network for women and since then we have broadened the scope of employee networks to focus on a wide range of subjects. By 2014, we had 17 employee networks, across all our geographies, holding 50 events involving more than 2,000 employees.

---

1 CCE does not have supervised workers.
2 Decrease due to a business transformation program, which included consultation with works councils within the countries in which we operate.
3 As quoted in our 2014 10-K and Annual Report.
4 Rounded to nearest 50 employees. Percentages are based on a figure of 11,519 which does not include occasional workers in Norway and Sweden, nor Belgian pre-pensioners.
5 2014 is the first year for which we are providing collective bargaining information.
6 CCE does not capture minority group information on all employees across all of our territories, in accordance with local law.
7 We have restated our diversity data from 2012–2014 to align with our new diversity commitment.
8 Equal remuneration ratio based upon median wage of 52% of our employees.

A Safe, Healthy Workplace

HIGHLIGHTS 2014

0.95

Number of lost-time accidents per 100 full-time employees.[1]

64%

reduction in lost-time accident rate since 2007.[1]

4.6%

Our absentee rate in 2014.

SUSTAINABILITY PLAN COMMITMENTS

50%

Encourage participation in our employee wellbeing programs so that at least 50 percent of our employees take part.

Zero

Provide a safe and healthy work environment with a vision of achieving zero accidents and attaining world-class health and safety status.

OUR COMMITMENT

We will provide a safe and healthy work environment with the aim of achieving zero accidents and attaining world-class health and safety status. We will also encourage participation in our employee wellbeing programs, so that by 2020 at least 50 percent of our employees take part.

INTRODUCTION

People are the key to a successful, sustainable company. To give their best and achieve their full potential, they need a safe, healthy and positive working environment.

OUR STRATEGY

Our workplace program focuses on three priorities:

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

This factsheet covers the second and third priorities. For information on the first, see Factsheet 24.

WORKING TOWARDS WORLD-CLASS SAFETY

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

In 2014, 16 of our 17 manufacturing operations and all regional distribution centers were certified to Occupational Health and Safety management system OHSAS 18001.

In 2014, our lost-time accident (LTA) rate was 0.95 accidents per 100 full-time equivalent employees[1] compared to 0.89 in 2013. LTAs are slightly lower at our manufacturing operations than among commercial and sales people in the field because safety practices can be better controlled within our own operations. During 2014 there were five contractor lost-time accidents across our territories. During the year there were no fatalities. Our absence rate in 2014 was 4.6 percent.

In our drive for continued improvement at all our sites, we have focused this year on the following safety initiatives:

- Revising our safety standards to make them easier to understand and implement – the objectives being to raise awareness and levels of compliance, empower our people to challenge unsafe practices and make individuals more aware of their role in ensuring a safe workplace.
- Providing intensive, week-long management training for safety teams across all our territories. These cover 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. The process continues with refresher sessions and is repeated for everyone joining our teams.
- Continuing to develop our Europe-wide health and safety training curriculum in order to consolidate and standardize our approach and provide relevant training at three levels of competence: awareness, manager and practitioner.
- Developing a process for visiting each site and function and assessing its progress towards world-class safety on a five-point scale from 'basic' to 'center of excellence'. Here CCE is taking the lead within the Coca-Cola system in partnership with the Global Safety Council and will be piloting the process in the coming year.
- We will be improving our use of safety data by recording accidents that result in treatable injuries along with potential or 'near miss' incidents and will pilot the process in the coming year. Investigating these types of incidents can highlight issues that need attention, help to identify safety trends and enable us to avoid more serious incidents –

all part of a greater emphasis on accident prevention.

- Improving the safety performance of our contractors by raising awareness of their responsibilities, the behaviors they need to observe and our own safety standards. Through a system of site visits and practical advice and support, we continue to raise the bar among contractors, suppliers and partners to help them reach the standards we expect at our own sites.

We estimate that the reduction in the total number of LTAs in 2014 (504 less than 2013) resulted in a saving of approximately $180,000. Our strong safety record was recognized again in 2014, with all sites in Great Britain gaining The Royal Society for the Prevention of Accidents Gold Award.

EMPLOYEE WELLBEING

We aim to encourage participation in our employee wellbeing programs so that at least 50 percent of our employees take part by 2020. This means ensuring that employees are healthy and safe and have a positive mindset so that they can engage in their work and concentrate on their performance. We do this through our employee benefits packages as well as the programs we offer to help employees manage their own health and wellbeing. Our employee benefits are available to all full-time employees and vary according to country and employee level, but can include vacation time and a variety of leave packages for when an employee may be sick, having a child, or experiencing bereavement or long-term illness in their family, as well as other benefits such as medical or dental insurance and eye care vouchers.

As well as these types of employee benefits, we have also developed programs and tools which help employees manage their health and wellbeing on a proactive basis. These are available to all employees and include:

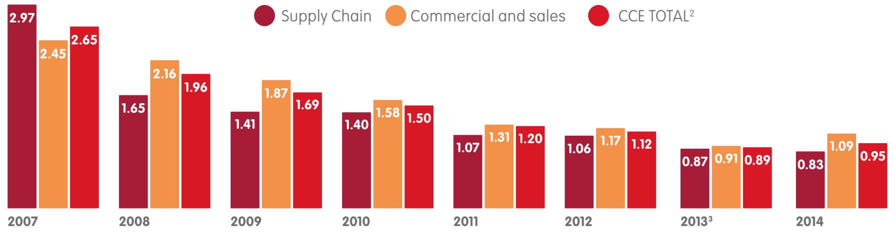
Our Employee Assistance program, a confidential information service to support employees with work or personal problems such as bereavement, stress or financial concerns.

- Our Health Risk Assessments program which offers employees an analysis of their current state of health and recommends actions they may wish to take.
- Occupational health assessments – including risk assessments for desk workers to ensure that workstations are comfortable and ergonomically sound (see case study).
- Offering flu vaccinations to all employees.
- Providing access to health and fitness centers. The head offices in the countries in which we operate include a gym for the use of employees. Those not working at head offices can benefit from local gym discounts.
- Campaigns to help employees to stop smoking.
- A network of wellbeing champions who coordinate the roll-out of our wellbeing programs and involve our people in local initiatives.
- Publishing health and wellbeing information on our HR portal, 'HeRe! Online'.

We also encourage our employees to lead active lifestyles through our participation in programs such as the Global Corporate Challenge (GCC). The GCC encourages employees to walk, cycle or swim 10,000 steps each day for 100 days. In 2014, our second year of participation, we fielded 312 teams of seven people with representation from all our territories.

Lost-time accident rate 2007–2014[1]

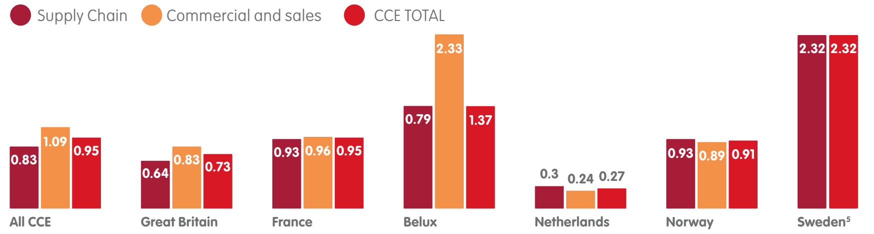
Number of lost-time accidents per 100 full-time equivalent employees.



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

Lost-time accident rate by country 2014[4]

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



4 Data not collected for the USA or Bulgaria, as work is solely office-based.
5 Data not collected separately on commercial employees in Sweden.

Fiona Doherty
and Sharon Forde
Wellbeing Champions, Great Britain

EMPLOYEE SPOTLIGHT
Employee health checks

In September 2014, we worked with our Occupational Health supplier, Duradiamond, to offer a number of mini health checks across Great Britain, as part of CRS in Action Week. Over a 19-day period, visits were held in 14 sites across the country to assess employees' pulse, blood pressure, height, weight, BMI, blood sugar, and cholesterol. In addition, we organized 'free fruit' days to promote healthy eating and also offered flu vaccinations.

CASE STUDY
Occupational health in Great Britain

At CCE, we work to ensure that our employees' health is not adversely affected by their job. In Great Britain, all new employees complete a pre-placement questionnaire to assess their health before they start work. All employees are able to have a risk assessment for different areas where they work – such as their workstation or vehicle. We also offer risk assessments for employees experiencing stress, as well as assessments for new or expectant mothers. Employees can be referred for an Occupational Health Assessment (OHA) by their manager, and the assessments are carried out by Occupational Health advisors who have a nursing background. Occupational Health Assessment days are held during the year on-site where ongoing cases are discussed and new assessments made. The OHA days are also used to raise awareness on a specific topic such as respiratory problems, asthma, and mental health.

---

1 CCE employees only. Whilst we capture contractor LTA data, we do not include it in our LTAs and we do not currently split by gender.

Community

Coca-Cola Enterprises

Special Olympics participants.

Participants in our Real Business Challenge.

HIGHLIGHTS 2014

130,000

young people each year reached by our local partnerships and education centers.

0.7%

of pre-tax profits invested.

6,071 hours

appoximately volunteered by by CCE employees.

100%

of our locations have community programs in place.

32,000+

visitors to our education centers every year.

SUSTAINABILITY PLAN COMMITMENTS

1%

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.

Support

the active involvement of our employees by encouraging them to volunteer.

250,000

Support the skills development and learning needs of 250,000 young people each year by 2020.

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, focusing mainly on programs which will improve the development of workplace skills in young people, protect the environment and encourage active, healthy living. We aim to support our employees in being actively involved in community work.

OUR STRATEGY

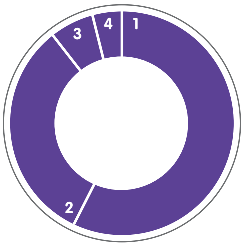
At CCE, our community program focuses on three pillars:

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

This factsheet focuses on community initiatives linked to the first and second pillars. See Factsheet 8 for more details on our active lifestyle programs.

COMMUNITY INVESTMENT

In 2014, we invested \$5.9 million,[1] nearly 0.7 percent of pre-tax profit, in community initiatives across our territories. This breaks down as follows:



1 Cash contributions 48%

2 In-kind contributions 6%

3 Management costs 21%

4 Employee volunteering time[2] 25%

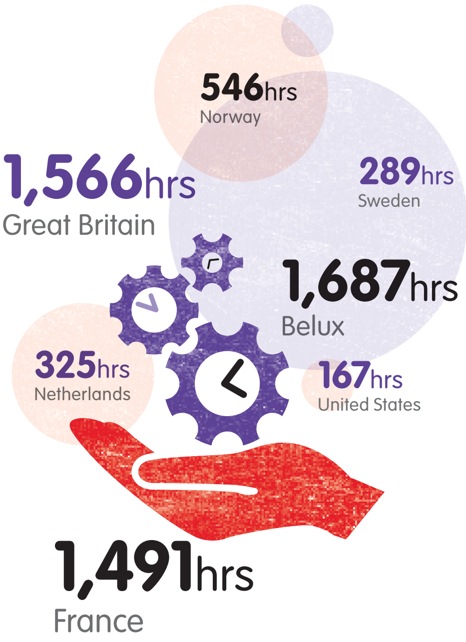
SUPPORTING YOUNG PEOPLE AND DEVELOPING THEIR WORKPLACE SKILLS

We want to help young people to gain an understanding of the workplace and the skills they will need. Since 2011, we have invested over \$11 million in building a program to support the education of young people across our territories. In 2014, we reached nearly 130,000 young people through our education centers and our community partnerships, providing a variety of work-related learning programs.

Education centers

CCE's eight education centers offer students, aged 12-25, an exciting opportunity to learn about modern manufacturing and the working environment. The centers, run by education specialists employed by CCE, aim to demystify manufacturing for young people through a free visit that includes a factory tour alongside curriculum-linked content. In 2014, we operated eight education centers across Great Britain, France and Belgium, and are planning to have an education center in each of our territories by 2020.

VOLUNTEER HOURS PER COUNTRY



CASE STUDY
Coca-Cola Visitors Center

In April 2014, following an extensive refurbishment, we re-opened our Coca-Cola Visitors Center at our Antwerp manufacturing operations. The Center, which is expected to welcome nearly 25,000 visitors a year, offers guided tours aimed at students aged 12-25. The recent refurbishment has allowed the site to upgrade its digital capabilities, enabling visitors to have a more interactive experience and giving students a view of potential career options at CCE.

Our newest facility was opened in Milton Keynes in October 2014, marking our fifth education center in Great Britain, Through these, we have reached 11,420 students in 2014. Since 2011, CCE has invested a total of $6.2 million in our Great Britain education programs, reaching more than 300,000 young people. We also have education centers at our sites at Sidcup, Edmonton, Wakefield and East Kilbride.

In April 2014, following an extensive refurbishment, we re-opened the Coca-Cola Visitors Center, alongside our production and distribution site in Antwerp. The Center is expected to welcome 25,000 visitors per year (see case study).

Education Partnership Programs

Our education partnership programs are critical to our ability to support young people in developing their workplace skills across all our territories. In 2014, we reached nearly 130,000 young people through the following programs:

Dreamers and Believers, Belgium
In 2014, to support the opening of The Coca-Cola Visitors Center, we launched our new 'Dreamers and Believers' initiative. Through the program, we partnered five young people aged 19-21 (dreamers) with senior level executives (believers) from local businesses, including CCE Chief Executive Officer, John Brock. Each dreamer developed a business plan, supported by a series of workshops and a final presentation to the believers.

Passport to Employment, France
In the 10 years that CCE has worked on the Passport to Employment scheme, it has helped more than 20,000 young people from under-privileged backgrounds. Our employees provide support through interview training 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.

L dans la Ville, France
In 2014, a new partnership was created with 'L dans la Ville', an NGO operating since 1998, to address access to sport and jobs in under-privileged areas. In 2014, more than 1,000 young girls in Lyon and Paris were involved, with 80 percent of the participants gaining employment after taking part in the program.

The Real Business Challenge, Great Britain
Aimed at 12 to 15 year-olds, the Real Business Challenge is a national enterprise competition that is open to all secondary schools in Great Britain. Students are challenged to tackle a business task set by CCE and to pitch their enterprise skills against other schools. In 2014, the competition reached 77,100 students. The program runs for a full year, with preliminary in-school challenges followed by regional and national finals. Of those students who took part in 2014, 94 percent agreed that the Real Business Challenge helped them to develop skills that increased employability.

JINC, Netherlands
In 2014, we continued our partnership with JINC, an organization bringing together companies and under-privileged 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.

Wouter Gudde
Director of Excelsior 4All Foundation and Commercial Director of Excelsior Soccer Club

EXTERNAL SPOTLIGHT
Excelsior4All Foundation, Netherlands

For three years we have worked in partnership with CCE, helping young people to develop their social and sporting skills. In particular, CCE has supported our learning center, where students with learning difficulties receive additional training combined with sports workshops. We look forward to a series of soccer workshops for secondary schools in 2015. These will enable us to reach more young people in order to introduce them to sports and an active lifestyle.

Rachel Johnston
Education Center Manager, Milton Keynes, Great Britain

EMPLOYEE SPOTLIGHT
Education centers

"I am a qualified teacher and am responsible for hosting educational visits to our new education center in Milton Keynes. We aim to host six visits a week – 4,000 students a year. The center is free and we offer a curriculum-linked program that gives subject-related insight into manufacturing processes. We also offer a guided tour of the factory and hope to inspire these students to consider careers in manufacturing."

SUPPORTING COMMUNITY PROJECTS TO IMPROVE AND PROTECT THE ENVIRONMENT

Our community investment also supports programs which protect and enhance the environment such as our water replenishment partnerships with the WWF in the UK and France, and with Natuurpunt in Belgium. More information about these projects can be found on Factsheet 19. Our other environmental programs include:

Clean the Beaches, Sweden
We support Stada Sverige (Clean Sweden) to promote environmental awareness among young people. Since 2010, our support of the program has enabled more than 10,000 participants across Sweden to clear litter from over 1,500 Swedish beaches, resulting in more than 400 tonnes of waste being collected.

CRS Roadshow, Sweden
In 2014, together with the Swedish recycling organization, Returpack, we took part in a roadshow visiting schools and raising awareness of recycling with more than 10,000 students.

EMPLOYEE VOLUNTEERING

We encourage volunteering as part of our community initiatives, helping employees to enhance their own skills and experience. In 2014, our employees volunteered approximately 6,070 hours on CCE community projects across all locations. These have included our headline active lifestyle and employment initiatives such as Special Olympics, The Real Business Challenge, JINC and our education centers.

CCE's recycling team also organized volunteers to help support recycling activations at summer festivals, including the Special Olympics European Summer Games, often in conjunction with partners such as Zero Waste Scotland. In 2014, more than 250 CCE employees volunteered their time to help with recycling events at these festivals and events. For more information see Factsheet 16.

---

[1] CCE's Community Investment contributions reported using the standardized approach provided by the LBG methodology.

[2] Time includes both employee volunteering and employee management time.

Our Stakeholders and Materiality


CCE's CFO, Nik Jhangiani (second from left), with speakers at our Future for Sustainability Summit.

HIGHLIGHTS 2014

250

Delegates attended our 'Future for Sustainability Summit'.

73

key stakeholders took part in a series of roundtables in our territories to define our goals for our Sustainability Plan.

Profit and Purpose

was the title of our white paper, 'Combining Profit and Purpose: A new dialogue on the role of businesses in society,' in conjunction with Cranfield University and the Financial Times.

200+

ideas generated through our partnership with OpenIDEO to crowdsource ideas to improve home recycling rates.

26th

ranking in the Corporate Knights 2014 list of Global 100 Most Sustainable Companies – the only beverage company listed.

INTRODUCTION

We value the opinions of our stakeholders and the ongoing dialogue that we have with them. We developed our Sustainability Plan – both our original plan in 2011, and our new plan with revised targets – based on the input of a wide range of stakeholders. We have taken their views into account by setting further stretch, value-chain-based goals, and structuring our reporting this year around the key issues material to our business. We will only be able to meet our targets by collaborating with our customers and suppliers as well as with thought leaders, NGOs and members of our local communities.

OUR STRATEGY

We engage with stakeholders throughout the year on a local and national level and build relationships to allow for an open and honest dialogue, where we are able to productively discuss how to make progress against the issues that matter to us.

In addition, we engage with stakeholders on more specific topics as required, including our Sustainability Plan objectives and reporting.

This factsheet describes both our ongoing stakeholder engagement approach, and our materiality assessment which required specific stakeholder review.

MATERIALITY ASSESSMENT

Our material issues have been confirmed through a review of our Sustainability Plan, held in 2014. To do this, we held a series of roundtables with 73 key stakeholders in London, Brussels, Rotterdam and Paris and held individual interviews with other critical stakeholders, including those in Norway and Sweden. We sought feedback on our Sustainability Plan objectives, and their expectations of us as sustainability leaders.

Through these discussions, we identified 35 priority issues which were then mapped against their ability to impact our business and our stakeholder expectations. This mapping was verified by our CRS Advisory Council, Executive Leadership Team and CRS Board Committee.

We grouped these issues together around our seven commitment areas, and the detailed stakeholder expectations were used to inform the revision of our Sustainability Plan targets.

The full mapping of our material issues is below:

TOP PRIORITY ISSUES

Stakeholder expectation

• Water pollution • Nutritional labeling • Product quality • Nutrition and balanced diets • Occupational health and safety	• Energy efficiency and carbon reduction • Use of recycled materials • Resource scarcity • Whole value chain thinking (carbon, water) • Water consumption	**• Innovation in refrigeration** **• Innovation in packaging** **• Calorie reduction** **• Responsible marketing**
• Water scarcity • Impact of community contributions • Employee physical and mental health • Recyclability of packaging	• Renewable energy and alternative fuels • Sustainable sourcing (sugar and other raw materials) • Supply chain traceability • Portion size	• Consumer recycling • Packaging reduction • Active lifestyles • No-/low-calorie alternatives
• Manufacturing waste • Water source protection • Employee volunteering	• Local socio-economic impact, youth • unemployment and job creation • Diversity and equal opportunities	

Potential to impact our business

2014 KEY STAKEHOLDER ENGAGEMENT AND DIALOGUE

We sought feedback from our stakeholders on our Sustainability Plan objectives through a series of stakeholder roundtables and interviews. Their summary feedback is below, and the result can be seen in our revised Sustainability Plan.

Issue	Our stakeholders recommendations	Our response
Wellbeing	Do more to reduce calories across the portfolio	As part of our Sustainability Plan commitments, we have created an updated calorie commitment to reduce the calories in our portfolio by 10 percent by 2020.[1, 2] We have also maintained our commitment to enable 3 million people to be physically active by investing in grassroots programs which support active lifestyles. Other calorie goals have also been set at a local level, including in Great Britain, France and The Netherlands.
Resource Scarcity	Lead the industry by using recycled and renewable materials and innovating on alternative packaging and delivery options	We have updated our Sustainability Plan commitments to ensure that 40 percent of the PET we use is recycled PET and/or PET from renewable materials. We will continue to work with our suppliers and The Coca-Cola Company to develop innovative solutions to decrease the impact of our packaging on the environment. We also work at a local level to improve national policy in this area – providing evidence at the UK House of Commons Environmental Audit Committee on the circular economy, for example.
Climate Change	Develop focus on renewable energy, and innovation in refrigeration, and increase advocacy on climate policy	We have set a commitment in our Sustainability Plan to source 40 percent of our energy from renewable or low-carbon sources by 2020. Throughout the year, we have engaged with stakeholders and others in the industry to advocate for changes to European policy on climate change – for example, as a member of the Prince of Wales' Corporate Leaders Group.
Water	Measure and manage impacts across the full value chain – focusing on carbon, water and resource scarcity	We have continued to expand our reporting on the impacts of our business against our entire value chain; and will continue to do so. We have adapted our Sustainability Plan commitments and expanded our replenishment programs into three countries where we operate. The largest water impact in our value chain is in our ingredients – and so we have set a commitment in our updated Sustainability Plan to source all of our key agricultural ingredients sustainably by 2020.
Sustainable Sourcing	Expand focus on sustainable sourcing beyond sugar	We have made a commitment in our updated Sustainability Plan to source all of our key agricultural ingredients sustainably by 2020. We have done this in partnership with The Coca-Cola Company, and will continue to roll-out our joint system Sustainable Agriculture Guiding Principles (SAGPs) with suppliers and with stakeholders such as the Rainforest Alliance and the Sustainable Agriculture Initiative (SAI).
Employment and Diversity	Commit to empowering women in the workforce	We have an aspiration to have a minimum of 40 percent of women in both management and leadership grades by 2025. We will continue to build our diversity and youth employment programs in support of this and our other workplace objectives.

MATERIAL ISSUES – G4 ASPECTS MAPPING

Based on the material issues identified by our stakeholders, we've mapped these against the GRI G4 Aspects, and identified the external boundaries associated with each. The reporting information in each of our factsheets has been developed carefully to cover the G4 Aspects on an issue-by-issue basis. Within these aspects, the CCE boundary always covers all territories where CCE has operations.

Priority Issues	**Wellbeing**	**Climate Change**	**Resource Scarcity**	**Water Stewardship**	**Sustainable Sourcing**	**Employment and Diversity**
COMMITMENT AREA	**WELLBEING**	**ENERGY AND CLIMATE CHANGE**	**SUSTAINABLE PACKAGING AND RECYCLING**	**WATER**	**SUSTAINABLE SOURCING**	**WORKPLACE AND COMMUNITY**
Factsheets	**6-8**	**9-13**	**14-16**	**17-19**	**20-22**	**23-26**
G4 Aspects	Customer health and safety Marketing communications Compliance Product and service labeling	Overall Emissions Energy Transport Effluents and waste	Overall Materials Environment: Product and services	Overall Water Effluents and waste Compliance	Materials Water Supplier environmental assessment Supplier assessment for labor practices Supplier human rights assessment Supplier assessment for impacts on society	Indirect economic impacts Economic performance Local communities Diversity and equal opportunity Equal remuneration for men and women Occupational health and safety Employment Training and education Anti-Corruption Public Policy
External Boundary	Customers Consumers TCCC	TCCC Suppliers Customers Consumers	TCCC Suppliers Customers Consumers	Communities	TCCC Suppliers	Communities

---

[1] In conjunction with the Coca-Cola Company.

[2] Against a 2010 baseline.

ONGOING ENGAGEMENT ACTIVITIES

We work in closely with many stakeholders in order to develop a collaborative response to the issues that we face as a business and as a society. We do this both through memberships of industry associations such as UNESDA (the European soft drinks industry association), as well as through multi-stakeholder initiatives driving public policy decisions, and local engagement with stakeholders in our communities. More information about local engagement activities can be found in our country CSR reports.

Stakeholder group:
Investors, shareowners and analysts

Key stakeholders: CDP, Newsweek Green Rankings, Global 100 Most Sustainable Companies

Issues: Various, but particularly focused on risk management and areas of risk for the business.

Engagement focus: Improved disclosure around value-chain impacts and water.

We engage with investors, share owners and analysts through our Investor Relations team, the release of our Annual Report and 10-K, and investor conferences. CRS also forms a regular part of each presentation we make to financial analysts. We engage regularly with other indices, including the DJSI, Newsweek Green Rankings (where we were placed 22nd in the United States, in 2014), and others. We disclose our carbon figures publicly to the CDP, and also respond to the CDP Water disclosure. We are included in the CDP S&P 500 and continue to be members of the FTSE4Good Index. In 2014, we were #26 on the Corporate Knights 2014 list of the Global 100 Most Sustainable Companies.

Stakeholder group:
Academics and networks

Key stakeholders: Cranfield University, University of Exeter – One Planet Sustainability Challenge, OpenIDEO, UNESDA, Prince of Wales' Corporate Leaders Group on Climate Change, European School of Management and Technology Sustainability Roundtable (ESMT), Financial Times – Summit


Speaker at our Future for Sustainability Summit.

CCE engagement:

Engagement method: Ongoing membership of stakeholder network

Engagement: Active response 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 and have worked with the University of Cranfield to publish a paper regarding the role of business in society. We also participate in the European School of Management and Technology's Sustainability Roundtable and SustainAbility's Engaging Stakeholders network, and are a member of the EU Corporate Leaders Group on Climate Change. Our European President is also the President of our trade association, UNESDA.

Stakeholder group:
Media and social media

Key stakeholders: OpenIDEO


How might we establish better recycling habits at home?

OpenIDEO challenge

CCE engagement:

Issues: Various

Engagement focus: Online reporting and interactive CRS communication.

We want to be transparent and develop open and innovative channels of communication. Our website (www.cokecce.com) has recently been updated to provide greater visibility of the social media discussion occurring about our key issues. We also communicate our sustainability progress via @CokeCCE on Twitter and are expanding onto other platforms such as LinkedIn, Facebook and Google+. We have also partnered with OpenIDEO to host a crowdsourcing challenge to develop ideas as to how to improve home recycling rates.

Stakeholder group:
Suppliers

Key stakeholders: EcoVadis, SAI, Rainforest Alliance

Issues: Carbon, environmental, social, labor and supplier standards

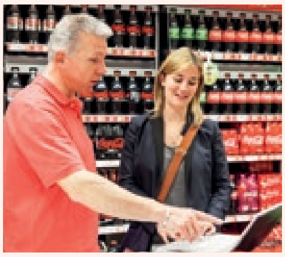
Engagement focus: Developing greater collaboration and innovation.

Our suppliers are important stakeholders for us, helping us achieve our value chain sustainability commitments. We have continued to engage with them in 2014 by holding our annual supplier sustainability virtual meeting to share our CRS goals, progress and aspirations. We have an ongoing relationship with EcoVadis to help us better understand and improve the impact of our suppliers on our value chain. We are also working with external partners, such as the Sustainable Agriculture Initiative (SAI) and the Rainforest Alliance, to help implement our SAGPs with our key sugar suppliers.

[3] As quoted in our Annual Report and 10-K.

Stakeholder group:

Customers


Field sales discussions with a customer.

Key stakeholders:
Customers, Every Can Counts, Chaque Cannette Compte

Issues: Various, but particularly focused on recycling, packaging and labeling

Engagement focus: Business engagement and CRS collaboration. We have more than one million customers, ranging from small independent retailers to large international chains. We have set a strategic business priority to be their most valued supplier, and are continually reviewing and improving our processes to meet their evolving needs. We set annual customer satisfaction targets and measure our performance using surveys such as those by the Advantage Group. In 2014, we were rated the leading consumer goods company in Great Britain, the Netherlands, Belgium and Sweden, and the number two supplier in France, through the Advantage Survey group. In recent years we have also developed partnerships with some of our key customers, and through recycling NGOs, to encourage consumers to recycle more.

Stakeholder group:

Government/regulators

Key stakeholders:
Local and national governments

Issues: All of our material issues, local economic impact

Engagement focus: Ongoing dialogue and collaboration on key issues.
We have developed good working relationships at a local and national level with government and regulators on a variety of key issues. For example, in Great Britain, we signed up to the UK Department of Health's Public Health Responsibility Deal, making a commitment to reduce the average calories per liter in our range of sparkling drinks by 5 percent.

Stakeholder group:

Communities

Key stakeholders:
Special Olympics, Swim Sweden, Le Sport Ça Me Dit, Real Business Challenge, Mission Olympic, Norway Cityride


CCE employee volunteers at the Special Olympics Summer Games.

Issues: All of our material Issues, particularly focused on employment and wellbeing.

Engagement focus: 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 11,650[3] 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.

Stakeholder group:

Employees

Issues: All of our material issues


Employees at our Wakefield manufacturing operations.

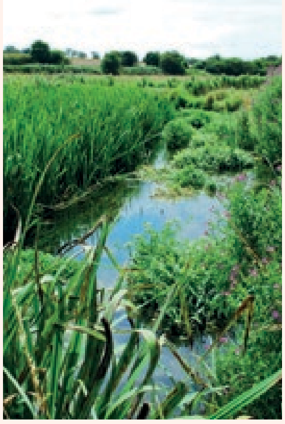
Engagement focus: Active response and sharing of ideas. Working with our employees is fundamental to achieving our sustainability goals. CCE has developed an 'Ambassador' program to help our employees understand more about our products, their ingredients and our wider CRS aspirations. We also share CRS 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.

Stakeholder group:

NGOs

Key stakeholders:
WWF, UN Global Compact, Natuurpunt, WRAP

Issues: Various


The River Nar, site of our river replenishment partnership with the WWF.

Engagement focus: Improved disclosure around value chain impacts and water. We maintain relationships with national NGOs on a wide range of issues, including those involved in climate change, packaging recovery, obesity and active healthy living. We are a signatory to the UN Global Compact and its CEO Water Mandate. We have expanded our water replenishment partnership with the World Wildlife Fund (WWF), and have developed a further partnership with Natuurpunt in Belgium.

Governance

CRS Committee of CCE's Board of Directors – (from left to right): Andrea Saia, Cal Darden (Chairman), John F. Brock, Véronique Morali, Jan Bennink, Phoebe Wood, Laura Brightwell (CCE Executive liaison to CRS Committee).

HIGHLIGHTS 2014

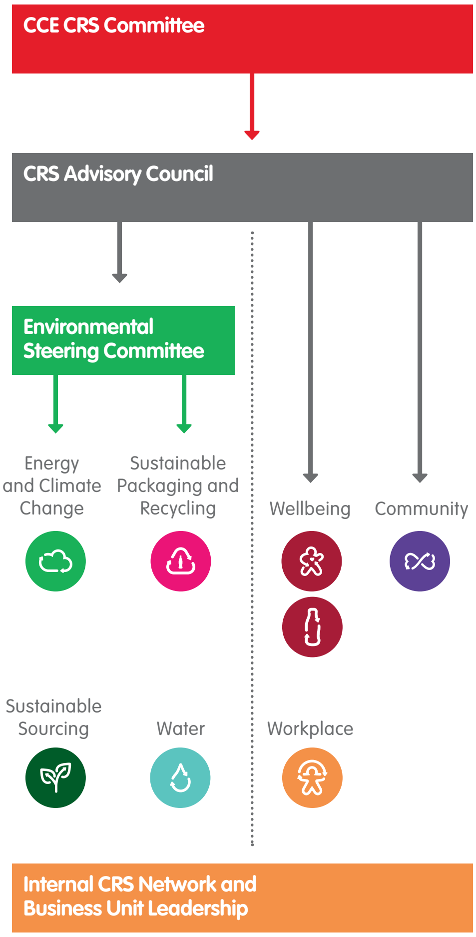
133

reports made through the RIGHT[1] Call process (our process to address potential violations of our Code of Business Conduct).

88%

of eligible employees completed the RIGHT Way training program, including anti-corruption.

OUR CRS GOVERNANCE STRUCTURE



CCE CRS Committee

CRS Advisory Council

Environmental Steering Committee

Energy and Climate Change

Sustainable Packaging and Recycling

Wellbeing

Community

Sustainable Sourcing

Water

Workplace

Internal CRS Network and Business Unit Leadership

OUR COMMITMENT

We are committed to being a responsible business, embedding Corporate Responsibility and Sustainability principles into our everyday decision making.

INTRODUCTION

Our business is built upon trust. Our customers, suppliers and consumers need to trust not only our products, but the fact that we treat our people fairly and with respect, protect the environment, and adhere to relevant laws and regulations.

OUR STRATEGY

Corporate Responsibility and Sustainability (CRS) is core to our vision of being the best beverage sales and service company. It is a key component of our Operating Framework and as such is critical to our long-term, sustainable growth. Our goal is to be a CRS leader in the food and beverage industry and to embed CRS principles into our everyday decision-making.

CORPORATE GOVERNANCE STRUCTURE

CCE has a strong corporate governance structure, with a Board of Directors (BoD) that oversees the interests of the company and its shareholders. Our BoD is supported by seven committees, including our CRS Committee, which oversees our CRS strategy, and our Audit Committee, which oversees compliance and risk management. We believe that being accountable and transparent are key operating principles. At CCE, we hold ourselves accountable to the highest standards of corporate governance and public accessibility to information about our company. Our approach is set out in our Corporate Governance Guidelines and Code of Business Conduct (COBC). Further information about these and other aspects of our governance structure can be found on **www.cokecce.com**.

CRS GOVERNANCE

Our CRS Committee meets five times a year. It is primarily responsible for overseeing progress against our Sustainability Plan. It provides an oversight role by reviewing and managing the progress against our goals, managing our CRS risks and issues, and ensuring that we take any stakeholder views into account. 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. The CRS Advisory Council is a cross-functional group of CCE leaders, who in turn chair steering groups for each CRS focus area. The CRS Advisory Council, which also meets five times a year, is supported by a network of subject matter experts and CRS managers from across CCE.

OUR OPERATING FRAMEWORK

Vision

Be the best beverage sales and service company

Mission

Delight our consumers and drive growth for our customers while proudly supporting our communities every day

Sustainability Leadership inspires us and creates value

To be the best we will

Lead category value growth

Excel at serving our customers with world-class capabilities

Drive an inclusive and passionate culture

Deliver consistent long-term profitable growth

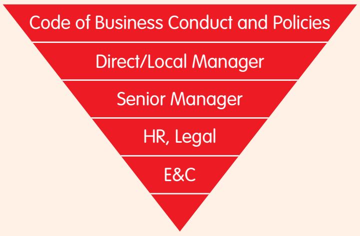
We win together with **The Coca-Cola Company**

Values

Accountable – Customer focused – Team-driven

CASE STUDY
RIGHT CALL PROCESS

The RIGHT call process



Europe: 00 800 1888 9888
United States: 877-627-8685
Bulgaria: 00-800-0010, then 888-273-6008

CCE champions a culture of integrity and trust in a variety of ways. We have established a Code of Business Conduct (COBC) which sets out the expectations for behavior, as well as a formalized process to address violations of these rules.

The RIGHT Call process has been established to address potential violations of the COBC, and to support employees who speak up to raise their concerns. There are several ways for an individual to report an issue. For example, a concern can be shared with an employee's line manager, Human Resources, Legal or Ethics and Compliance representative. In addition, an ethics and compliance hotline is available.

Any report is dealt with at both the local and corporate level by CCE's RIGHT Call Committees (RCCs), which includes representatives from Human Resources, Legal, Internal Control, Security, Internal Audit and Ethics & Compliance. The local RCC investigates reported cases and provides a monthly anonymous report of local cases to the Corporate RCC. The Corporate RCC, has oversight of COBC violations across CCE, and is able to address trends and review whether the COBC is being applied consistently. The Corporate RCC reviews these summary cases and, based upon the level of risk, discusses with management if further action should be taken. This could include a policy review, additional training or communication, or increased monitoring.

During 2014, we conducted 133 internal investigations related to potential breaches of the COBC. Out of the 133 reported cases, two of which were reported via the hotline, 25 were determined not to be COBC breaches, while 67 cases ended in termination of the employment agreement. A variety of outcomes occurred in the remaining 41 cases, ranging from no action to a warning or suspension.

RISK MANAGEMENT AND BUSINESS PLANNING

We evaluate all strategic business risks through an integrated risk assessment. Social and environmental risks are incorporated under broader categories in this risk assessment, which is reviewed annually with our BoD. We have identified 24 risks that cover a range of areas, including both CRS and non-CRS issues on climate change, water scarcity, waste and pollution, health and wellbeing, health and safety, supplier management, ethics and compliance, and brand reputation. Each of these risks is assigned to a specific BoD committee and members of the Executive Leadership Team (ELT). Laura Brightwell is the ELT member responsible for CRS. Relevant risks that could materially affect our business and financial results are disclosed in CCE's Annual Report on Form 10-K.

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 and long-range business planning processes. Progress against our Sustainability Plan is reported each year.

ETHICS AND COMPLIANCE

At CCE, we have established a RIGHT Way model of five core ethical values: Respect, Integrity, Good Judgement, Honesty and Trust. These values are the foundation of our COBC and are qualities that underpin our decisions and working practices.

Governance

Our Ethics and Compliance team offers governance, guidance and support to build a culture of trust within CCE. The team promotes policies (COBC) and procedures (the RIGHT Call process and RIGHT Way training) to ensure compliance, and champions ethical behavior in everything we do.

The team also conducts a regular compliance risk assessment for CCE's key compliance risks. This risk assessment helps us to ensure that we are always aware and have put in place the policies and mechanisms to comply with varying local, national and international laws and regulations. As a result of our 2014 risk assessment, we are focusing on improving our internal communication, training and monitoring of compliance risks over the next year.

Code of Business Conduct

Our COBC outlines the behavior we expect of every employee. The COBC identifies 12 guiding principles. For example the promotion of 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 10 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 COBC, which is approved by the BoD, is underpinned by a series of policies that provide additional guidance on issues such as anti-corruption, gifts, hospitality and entertainment, and insider trading, which have been approved by an ELT member. The COBC, as well as our Ethics and Compliance policies, can be found on our intranet, and both are publicly available on **www.cokecce.com**.

We carry these principles through to our dealings not only with our employees, but also with our customers and suppliers. Our Supplier Guiding Principles (SGPs) are used to reflect and communicate our principles and emphasize the importance of responsible workplace policies and practices, respect for human rights and environmental protection to our suppliers. We utilize our COBC and RIGHT Way model to govern how we interact with our customers. In 2014, we did not receive any fines for violations.

Training

We provide COBC training to all CCE employees every three years, including to new employees as part of their induction. In 2014, we focused on rolling out the training to non-computer users, primarily in our Supply Chain function, with 88 percent of these employees completing the training. In 2015, we will expand the specialist e-learning modules we offer. These modules cover topics such as Insider Trading and Special Events Awareness.

To assist with compliance and raise awareness of our Gifts, Hospitality and Entertainment policy, we also developed an iPhone app available to all employees with a company phone, including our commercial teams. This app provides readily available guidance on when it may be acceptable to offer or receive hospitality or entertainment, and allows employees to quickly check whether they are in compliance with our policy.

Speaking up

In order to establish an effective Ethics and Compliance program and to enhance a culture of trust, employees must be able to raise concerns without fear of retaliation. Under our RIGHT Call process, employees who suspect a violation of the COBC, or one of our policies, are encouraged to contact their own manager or the Human Resources, Legal or Ethics and Compliance function. In addition, employees and external stakeholders can use a confidential and anonymous RIGHT Call hotline with a single telephone number in all territories. Contact information for the RIGHT Call hotline is available on our internal webpage, is shared during relevant training programs, and is available externally at **www.cokecce.com**.

All concerns related to the COBC are investigated by the RIGHT Call Committee, a cross-functional group of senior leaders, and by similar committees in each geographic business unit. The local RIGHT Call Committee has responsibility to detect, prevent and investigate all incidents in their geographic business unit. The Corporate RIGHT Call committee has oversight of COBC violations across the business, addresses trends with senior leadership, and ensures consistent application of the COBC. All incidents are investigated and reported to the Audit Committee.

[1] RIGHT stands for Respect, Integrity, Good Judgement, Honesty and Trust.

2014 CRS Data Table

🟥 Indicates our CRS performance data is assured over a three-year cycle by DNV GL.

🟩 Indicates our 2014 carbon footprint has been audited by SGS.

FACTSHEET NUMBER		TARGET	KPIs	BY WHEN	2011	2012	2013	2014
7 Wellbeing: Product Portfolio	**Choice – Calorie reduction**	Reduce calories per liter across our product portfolio by 10 percent.[1, 2]	Reduction in calories per liter (%)	2020	Not previously reported	Not previously reported	Not previously reported	**5.4**
			Products which are no- or low-calorie (<40 calories per 250 ml) (%)[3]		31	31 🟥	31 🟥	**31.8**
	Choice – Availability	Offer a no- or low-calorie alternative whenever regular sparkling soft drinks are available.	Full sugar brands with a no- or low-calorie alternative (%)[4]	Ongoing	Not previously reported	47.6 🟥	53.8	**56**
	Choice – Portion Size	Ensure that all sparkling soft drinks are available in small portion size choices, and increase the availability of small packs.	Products in packs that are 250ml or less (%)		19	19 🟥	19	**19**
	Nutritional Information	Ensure clear nutritional labeling on front of packs across all our products.	Products with on-pack GDA labeling (%)[5, 6]	Ongoing	97	97.9	98	**99**
	Quality	Ensure that our products meet the highest quality and food safety standards, in line with customer expectations.	Facilities accredited to ISO 9001 and FSSC 22000 (%)[7]	Ongoing	94	94 🟥	100	**100**
			Number of product quality complaints per million units sold (CPMU)	Ongoing	1.31	1.30 🟥	1.24	**1.17**
	Responsible Marketing	Not market any of our products to children under 12 and not sell our products in primary schools.[1]	Compliance with responsible marketing, marketing to children education channel and digital marketing guidelines (%)	Ongoing	Measurement in progress	Measurement in progress	Measurement in progress	**Measurement in progress**
8 Wellbeing: Active Lifestyles	**Active Lifestyles**	Enable three million people to be physically active by investing in grassroots programs which support active lifestyles.[1]	Numbers of people engaged in active lifestyle programs	2020	Measurement in progress	Measurement in progress	>900,000	**1,000,000+**
10 Our Carbon Footprint	**Carbon Footprint**	Reduce the carbon footprint of the drink in your hand by a third.	Reduction in value chain CO_2e emissions/total number of products, since baseline (%)	2020	Not previously reported	Measurement developed	17.8	**19**
	Carbon Footprint – Core business	Grow our business, but reduce the absolute carbon footprint of our core business operations by 50 percent.	Carbon footprint – core business operations ('000 tonnes CO_2e)[7, 8]	2020	771 🟩	735 🟩	658 🟩	**619** 🟩
			CO_2e reduction since 2007 baseline (%)[7, 8, 9]	2020	10 🟩	15 🟩	23 🟩	**29** 🟩
11 Energy and Renewable Energy	**Manufacturing**	Manufacture every liter of product with 50 percent less emissions.	CO_2e per liter of product manufactured (g/liter)[7]	2020	25.37	25.5	23.56	**23.8** 🟥
			Energy use ratio (kWh/1,000 liter)[7, 10]	2020	81.69	81.67	72.2	**74.14** 🟥
	Renewable and low-carbon Energy	Source 40 percent of our energy from renewable or low-carbon sources.	Energy sourced from renewable/low-carbon sources (%)[7, 10]	2020	Not previously reported	Measurement developed	3.6	**5.5** 🟥
12 Transportation	**Distribution**	Deliver a case of product with 30 percent less carbon emissions.	CO_2e g per case of product (g/case)	2020	Not previously reported	Measurement developed	171	**145** 🟥
			% reduction per case delivered	2020	Not previously reported	Not previously reported	12	**26** 🟥
13 Cold Drinks Equipment	**Cold drinks equipment**	Reduce the carbon emissions from our cold drinks equipment by an average of 50 percent.	Average CO_2e per unit of equipment (metric tonnes per unit)	2020	0.75	0.70	0.63	**0.63** 🟥
			Reduction in average CO_2e per unit of equipment since baseline (%)	2020	19	23	38.7	**39** 🟥
15 Sustainable Packaging	**Lightweighting**	Reduce by 25 percent the amount of material we use across all packaging formats.	Packaging use ratio (g/liter product)[11]	2020	127.5	123.9 🟥	120.1	**120.5**
			Total weight of packaging used (tonnes)	2020	384,521	367,925 🟥	368,261	**346,545**
	Recycled Material	Include recycled aluminum, glass, and steel in respective packaging formats.	Recycled aluminum, steel and glass (%)	Ongoing	Data improvements in progress	32.7[12] 🟥	32.7[12]	**35**[12]
			Total recycled materials used (tonnes)	Ongoing	130,035	127,557 🟥	111,783	**120,320**
	PET Bottles	Ensure that 40 percent of the PET we use is recycled PET and/or PET from renewable materials.	PET that is rPET (%)[13]	2020	22.5	25 🟥	32	**34**
			% of PET bottles that are PlantBottle™ (%)[13]	2020	25	26.9 🟥	33.3	**27.8**
	Recyclability	Continue to ensure that 100 percent of cans and bottles are fully recyclable.	Cans and bottles recyclable (%)	Annual	99	99.4 🟥	100	**100**
		Support the development of infrastructure and technology to enable recycling of all other packaging materials.	KPI in development	2025	Not previously reported	Not previously reported	Not previously reported	**Measurement in development**

---

[1] In partnership with The Coca-Cola Company.

[2] Against a 2010 baseline.

[3] Measured using unit cases.

[4] This includes all CCE's full-sugar brands, excluding 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.

[5] We changed the way we measured against this target in 2012. Our 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.

[6] Does not include products which do not require GDA labeling such as waters and our fountain Bag in Box products.

[7] Does not include contracted packers (co-packers).

[8] Due to a number of minor data recalculations including changes to emission factors, we have restated the carbon footprint of our core business operations in 2007 (our baseline year) as well as for subsequent years.

[9] Our Carbon Footprint in Norway: In April 2013 we completed a business transformation project in Norway which included a move to recyclable and non-refillable PET bottles and a significant change to our route to market operations. This has resulted in a significant change in emissions across our Norwegian value chain, only part of which is included within the boundaries of this carbon footprint. Additional emissions occur within our wider value chain, which we report on as part of our 'Drink in your hand' value chain commitment. We no longer operate a direct store delivery model and have eliminated the road kilometers associated with the collection and return of refillable packaging. Instead, our customers now collect finished product directly from CCE's factory in Oslo for onward distribution. Any emissions associated with our customers' transportation are outside of our operational control and are therefore not included in our carbon footprint. We will continue to review the carbon impact of this change across our value chain in the future.

🟥 Indicates our CRS performance data is assured over a three-year cycle by DNV GL.
🟩 Indicates our 2014 carbon footprint has been audited by SGS.

FACTSHEET NUMBER		TARGET	KPIs	BY WHEN	2011	2012	2013	2014
16 Recycling	**Manufacturing**	Send zero waste to landfill from our own manufacturing operations.	Total waste produced (metric tonnes)[7, 14]	2020	34,480	32,894 🟥	28,019	**27,165**
			Waste recycled (%)[7, 14]	2020	99.6	99.4 🟥	99.5	**99.5**
	Packaging Recycling[13]	Recycle more packaging than we use, by championing improvements to collections schemes and supporting the recycling industry.	Packaging recycled as a percentage of total used (%)[15]	2020	Not previously reported	73 🟥	84	**88**
	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	4.7 million	32.3 million 🟥	46.3 million	**35.3 million**
	Packaging innovation	Support the wider packaging industry to explore next-generation packaging.[1]	KPI in development	Ongoing	Not previously reported	Not previously reported	Not previously reported	**Measurement in development**
18 Water Stewardship	**Protect**	Protect the future sustainability of the water sources we use and safely return to nature 100 percent of the wastewater from our manufacturing operations.	Water returned at standard supporting aquatic life (%)[7, 16]	Ongoing	100	100	100 🟥	**100**
			Manufacturing plants with Source Water Protection Plans implemented (%)[7]	Ongoing	100	100	100 🟥	**100**
	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)[7]	2020	1.43	1.40	1.36[17] 🟥	**1.36**
			Total water used (million cubic meters)[7]	2020	9.4	8.8	8.6 🟥	**8.5**
19 Protecting and Replenishing the Water We Use	**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.[1]	Water replenished (% vs liters in our beverages where sourced from areas of water stress)[7]	2020	Not previously reported	Measurement developed	6.5 🟥	**12**
	Value chain	Minimize water impacts in our value chain through our sustainable sourcing programs.	Number of projects/ partnerships established	2020	0	1	2	**3**
21 Sustainable Agriculture	**Ingredients**	Sustainably source 100 percent of our key agricultural ingredients.[1]	Agricultural ingredients sourced from suppliers who comply with our SAGPs (%)	2020	Not previously reported	Not previously reported	Not previously reported	**Measurement in development**
22 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	129	130	140	**140**
24 Employment and Diversity	**Workplace diversity**	Aspire to have a minimum 40 percent females in both leadership and management grades.	Females in executive grades[19]	Ongoing	n/a	21	24	**30**
			Females in leadership grades (%)[19]	2025	n/a	21	24	**25**
			Females in management grades (%)[19]	2025	n/a	32	34	**36**
	Attract	Attract, develop and motivate a highly talented and diverse workforce.	Females in workforce (%)	Ongoing	23	24	24	**25**
			Voluntary turnover rate (%)	Ongoing	5.7	6.4	5.4 🟥	**5.7**
			Employees with individual development plans (%)	Ongoing	47.8	64	76 🟥	**86.7**
			Average training days per employee	Ongoing	3	3	2.7 🟥	**2.2**
25 A, Safe, Healthy Workplace	**Workplace Diversity**	Encourage participation in our employee wellbeing programs so that at least 50 percent of our employees take part.	% employees participating in our employee wellbeing programs	2020	Not previously reported	Not previously reported	Not previously reported	**Measurement in development**
	Zero Accidents	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)[7, 22]	Ongoing	1.20[20]	1.12[20]	0.89[20, 21] 🟥	**0.95**
			Number of fatalities[7]	Ongoing	0	0	0 🟥	**0**
26 Community	**Social Investment**	Invest one 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 (%)[23]	Annual	0.6	0.5	1.1[24]	**0.7** 🟥
	Community	Invest in community projects and partnerships where we can make the biggest impact, aligned to our core business and CRS focus areas.	Total value of community contributions (millions $)[23]	Ongoing	5.7	3.9	9.1[24]	**5.9** 🟥
	Employee Volunteering	Support the active involvement of our employees by encouraging them to volunteer.	Number of hours volunteered by CCE employees (hours)[25]	Ongoing	14,000	10,200	5,098	**6,071** 🟥
	Supporting young people	Support the skills development and learning needs of 250,000 young people through our Education Program each year.	Number of young people reached through our Education Progam each year	2020	Not previously reported	Not previously reported	Not previously reported	**130,000**

---

[10] Includes sources: thermal energy – natural gas, heat or steam, electricity, LPG, oil, diesel and renewables – solar PV,, geothermal. Does not include 'output' from CHP as natural gas 'input energy', as CHP is included within natural gas.

[11] We have made some minor adjustments on the timings of full implementation of some of our lightweighting projects and on how to account for the sales volumes of some of our products in the calculation of this metric.

[12] Through collaboration with our suppliers we have improved our knowledge and transparency of our data and we are now able to provide figures for 2012 and 2013. We are in the process of recalculating 2011 data.

[13] Year-end figures.

[14] Waste data generated from manufacturing operations, and waste contractor information.

[15] Percentage 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'.

[16] In compliance with local regulations.

[17] 2013 figures restated due to revisions in production litre volumes.

[18] Data gathered through internal KORE management and ISO 14001 systems.

[19] We have restated our diversity data from 2012-2014 to align with our new diversity commitment.

[20] Data recalculation due to data improvements.

[21] Cold drinks centers transferred from commercial operations.

[22] CCE employees only. Whilst we capture contractor LTA data we do not include it in our LTA and we do not currently split by gender. Data not collected for the USA or Bulgaria, as work is solely office-based.

[23] CCE's community investment contributions reported using the standardized approach provided by the LBG methodology.

[24] This includes significant one-off investments in 2013.

[25] Time includes both employee volunteering and employee management time.

Independent Assurance Statement

SCOPE AND APPROACH

Coca-Cola Enterprises Limited ("Coca-Cola Enterprises") commissioned DNV GL Business Assurance Services UK Limited ("DNV GL") to undertake independent assurance of its Corporate Responsibility and Sustainability Report 2014/1015 (the "Report") for the year ended 31 December 2014.

We performed our work using DNV GL's assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practice including AA1000 Assurance Standard, International Standard on Assurance Engagements 3000 (ISAE 3000) and the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. We evaluated the Report for adherence to the VeriSustain™ Principles (the "Principles") of stakeholder inclusiveness, materiality, responsiveness, completeness, neutrality and reliability.

We evaluated the key performance data using the reliability principle together with Coca-Cola Enterprises' data protocols for how the data are measured, recorded and reported. The key performance data in scope was:

Energy and Renewable Energy

- CO_2e per liter of product manufactured (g/liter)
- Energy use ratio (kWh/1,000 liter)
- Energy sourced from renewable/low-carbon sources (%)

Distribution and Transportation

- CO_2e g per case of product (g/case)

Cold Drinks Equipment

- Average CO_2e per unit of equipment (kg/unit)
- Reduction in average CO_2e per unit of equipment since baseline (%)
- HFC-free coolers purchased (%)

Community

- Pre-tax profit invested (%)
- Total value of community contributions (millions $)
- Number of hours volunteered by CCE employees (hours)

We understand that the reported financial data and information are based on data from Coca-Cola Enterprises Inc's Annual Report and Accounts 2014, which are subject to a separate audit process and the review of financial data taken from the Annual Report and Accounts is not within the scope of our work.

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

RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND MANAGEMENT OF COCA-COLA ENTERPRISES AND OF THE ASSURANCE PROVIDERS

The Management of Coca-Cola Enterprises have sole responsibility for the preparation of the Report. 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. DNV GL was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement.

This is the third year that we have provided assurance. Our assurance team also undertook a gap assessment of the Coca-Cola Enterprises' Corporate Responsibility and Sustainability Report 2013/2014 against the Global Reporting Initiative (GRI) G4 Guidelines in November 2014. We have not been involved in the implementation of any of the recommendations made during the course of this work. DNV GL provides a range of certification services to Coca-Cola Enterprises, none of which constitute a conflict of interest with this assurance work.

DNV GL's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

BASIS OF OUR OPINION

A multi-disciplinary team of sustainability and assurance specialists performed work at corporate and site level. We undertook the following activities:

- Review of the current corporate responsibility and sustainability issues that could affect Coca-Cola Enterprises and are of interest to stakeholders;
- Review of Coca-Cola Enterprises' approach to stakeholder engagement and recent outputs from roundtables held with key stakeholders in London, Brussels, Rotterdam and Paris in 2014, as part of a review of Coca-Cola Enterprises' Sustainability Plan;
- Review of information provided to us by Coca-Cola Enterprises on its reporting and management processes relating to the Principles;
- Interviews with seven selected Directors and senior managers responsible for management of corporate responsibility and sustainability issues and review of selected evidence to support issues discussed;
- Site visits to the following Coca-Cola Enterprises sites to review process and systems for preparing site level key performance data and implementation of corporate responsibility and sustainability strategy and initiatives:
  - Uxbridge, United Kingdom: European Headquarters
  - Antwerp, Belgium: Manufacturing site, distribution centre and Visitors' Centre
  - Milton Keynes, United Kingdom: Manufacturing site, distribution centre, Education Centre and Cold Drinks Centre

- Review of supporting evidence for key claims and data in the Report. Our checking processes were prioritised according to materiality and we based our prioritisation on the materiality of issues at a consolidated corporate level;
- Review of the processes for gathering and consolidating the specified key performance data and, for a sample, checking the data consolidation. Where data had been assured by another third party or submitted to regulatory authorities, we tested transposition from these sources to the key performance data calculations and the Report. These included: CO_2e from manufacturing, CO_2e from distribution and transportation, and CO_2e per unit of cold drinks equipment; and
- An independent assessment of Coca-Cola Enterprises' reporting against the Global Reporting Initiative (GRI) G4 Guidelines, 'Core' level.

OPINION

On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe Coca-Cola Enterprises' adherence to the Principles. In terms of reliability of the performance data, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate.

We believe that the Report is in line with the 'Core' requirements of the GRI G4 Guidelines.

OBSERVATIONS

Without affecting our assurance opinion we also provide the following observations.

Materiality

The process for determining the issues that are most relevant to an organisation and its stakeholders.

Coca-Cola Enterprises has demonstrated a robust and effective process for determining and prioritising material issues at corporate level, as part of the review of its Sustainability Plan. The process considers inputs from a wide range of sources, including the expectations of internal and external stakeholders, megatrends, financial considerations, policies and regulations, corporate and local environments, and overall sustainability context.

Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.

We observed a good level of stakeholder engagement as part of the review of Coca-Cola Enterprises' Sustainability Plan and day-to-day business activities at corporate and operational level. The engagement considers the views of a wide range of internal and external stakeholders and is well demonstrated in the Report through examples and case studies, such as the Future for Sustainability Summit held in 2014 (see Factsheet 07 – Innovate for the Future).

Responsiveness

The extent to which an organisation responds to stakeholder issues.

The Report presents a good overview of how Coca-Cola Enterprises has consulted with a wide range of key stakeholders and shows how the company has engaged and responded to corporate responsibility and sustainability issues. The publication of responses to stakeholder feedback on key issues linked to its Sustainability Plan (see Factsheet 27 – Stakeholders and Materiality) is particularly effective and transparent.

Our Assurance Statements in the previous two years have recommended updating targets and KPIs, challenging the organization to both better align these with its core business strategy and address the expectations of key stakeholders. Coca-Cola Enterprises has updated its commitments following the review of its Sustainability Plan. Many of these revised commitments are still quite broad and more specific targets would make measuring performance against them easier.

Completeness

How much of all the information that has been identified as material to the organisation and its stakeholders is reported.

The Report provides a good overview of performance across the organisation, at corporate and operational levels, and includes upstream and downstream impacts of its operations and products. The Report covers the organisation's impacts over a longer time frame, including long-term targets and historic performance on key performance data.

While diversity and equal opportunities has been identified as a 'hidden value creator' for the business, the current activities and performance data disclosed in the Report focus solely on gender diversity. We restate our recommendation from last year, that Coca-Cola Enterprises should consider ways of expanding its reporting on other aspects of diversity, such as disability, ethnicity and sexual orientation.

Greater commentary around the socio-economic impacts of Coca-Cola Enterprises' operations across the value chain was another recommendation in last year's Assurance Statement. Since then, the business has contributed to thought leadership in this area by commissioning a study on Combining Profit and Purpose. Socio- economic contributions through direct spend on suppliers and taxation are measured and commentary is expanded in this year's Report. We recommend that future Reports provide quantifiable measures of economic activity in the post-consumer value chain – focussing on recycling in particular.

DNV GL Business Assurance Services UK Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.
www.dnvgl.com

Neutrality

The extent to which the Report provides a balanced account of an organisation's performance, delivered in a neutral tone.

The tone in the Report is neutral, with no obvious and deliberate intent to unduly influence the reader. The Report discloses both favourable and unfavourable performance data in accordance with the Sustainability Plan and its focus areas. However, we recommend Coca-Cola Enterprises provides more commentary on the challenges it faces in areas of less favourable performance, for example, water use ratio and lost-time accident rate, and disclose its plans for improvement going forward.

Reliability

The accuracy and comparability of information presented in the Report, as well as the quality of underlying data management systems.

Coca-Cola Enterprises has well-established processes for compilation, submission and approval of energy and renewable energy, distribution and transportation, and cold drinks equipment performance data from its operations to corporate level systems. We found a limited number of errors and omissions and these were corrected prior to inclusion in the Report.

We recommend that Coca-Cola Enterprises publishes and signposts its methodology for collecting and reporting key performance data included in the 'CRS data table' factsheet.

We found a limited number of material errors as well as some non-material errors in the community investment and volunteering data, and these were corrected prior to inclusion in the Report. These resulted from the inaccurate application of the LBG measurement framework at a local level, for example in the way management time is accounted for. These errors were corrected prior to publication of this report. We recommend that Coca-Cola Enterprises enhances the training given on applying the LBG guidance and establishes stricter controls around the data collection and review mechanisms for community investment and volunteering data.

For and on behalf of DNV GL Business Assurance Services UK Limited London, UK

1 June 2015

Mark Line
Senior Principal Consultant and Lead Assuror
UK Sustainability, DNV GL – Business Assurance

Jon Woodhead
Regional Assessment Services Manager and Reviewer

UK Sustainability, DNV GL – Business Assurance