

KEY PERFORMANCE DATA SUMMARY⁽¹⁾

Commitment	KPI Measurement	2010 Baseline	2016	2017	2018
Drinks					
We'll reduce the sugar in our soft drinks by 10% between 2015 and 2020, and that's in addition to the 5% reduction achieved in the previous 5 years. ⁽²⁾	Reduction in the average sugar per litre in our soft drinks portfolio since 2015 (%)		1.5	4.2	11.1
	Reduction in the average sugar per litre in our soft drinks portfolio between 2010 and 2018 (%)				15.8
We'll aim for 50% of our sales to come from low or no calorie drinks. ⁽³⁾	Percentage of volume sold which is low or no calorie (%)	33	35	37	45
We'll continuously evolve our recipes and portfolio to offer a greater choice of drinks.	Number of products which have had their recipes changed to reduce sugar since 2010 (Number)				186
	Number of new low and no calorie products launched since 2010 (Number)				435
We'll make it easier for consumers to cut down on sugar with straightforward product information and smaller pack sizes.	Percentage of total sparkling soft drinks volume sold in packs that are 250ml or less (%) ⁽⁴⁾		5.6	4.8	5.0
Packaging					
We'll make sure that 100% of our packaging is recyclable or reusable.	Percentage of packaging that is recyclable (%) ⁽⁵⁾			96.6	98
	Percentage of glass and PET packaging that is refillable (%)	29	23	21	21
We'll work with local and national partners to collect 100% of our packaging in Western Europe.	PET packaging collected for recycling as a percentage of total PET packaging put onto the market (%)	Packaging collection rates differ by country. For full information, see our country data sheets.			
	Packaging collected for recycling as a percentage of total packaging put onto the market (%) ⁽⁶⁾				74
We'll make sure that at least 50% of the material we use for our PET bottles comes from recycled plastic (rPET).	Percentage of PET used that is rPET (%)	16.0	22.8	24.6	27.6
Society					
We'll foster a diverse and inclusive culture in our business and make sure that women hold at least 40% of our management positions.	Percentage of women in management positions (senior manager level and above) (%)		31.9	32.8	35.6
We'll expand the contribution we make to society by increasing our employee volunteering and supporting local community partnerships.	Total community investment contribution (Million Euros)		6.5	4	5
	Percentage of pre-tax profits (%)		0.5	0.35	0.41
	Total number of volunteering hours (Hours)		9,775	9,209	11,955
Water					
We'll protect the sustainability of the water sources we use for future generations.	Sites with Source Water Protection Plans and Source Water Assessments in place (%)	100	100	100	100
We'll reduce the water we use in manufacturing by 20% – and address water impacts in our supply chain.	Water use ratio ⁽⁷⁾	1.82	1.61	1.61	1.61
	Percentage reduction in water use ratio since 2010 (%)		11.42	11.78	11.25
We'll replenish 100% of the water we use in areas of water stress.	Water replenished as a percentage of total water used in our beverages where sourced from areas of water stress (%) ⁽⁸⁾		89	110	141
Climate					
We'll cut greenhouse gas emissions from our core business by 50%. ⁽⁹⁾	Carbon Footprint – core business operations – market based approach (tonnes of CO ₂ e)	2,488,480	1,416,870	1,361,574	1,228,241
	Absolute reduction in greenhouse gas emissions in core business operations since 2010 (%)		43.1	45.3	50.6
We'll cut greenhouse gas emissions by 35% across our entire value chain.	Reduction in total value chain greenhouse gas emissions (Scope 1, 2, 3) per litre sold since 2010 (%)		26.3	28.0	29.7
	Energy use ratio ⁽¹⁰⁾	0.38	0.317	0.320	0.317
We'll purchase 100% renewable electricity by 2020.	Percentage of electricity purchased that comes from renewable sources (%)	1.2	75.0	87.5	100
Supply chain					
We'll continue to embed sustainability, ethics and human rights into our supply chain.	Spend with suppliers covered by our Supplier Guiding Principles (%)			80	91
We'll make sure 100% of our main agricultural ingredients and raw materials come from sustainable sources by 2020.	Percentage of sugar sourced through suppliers in compliance with our Sustainable Agriculture Guiding Principles (%) ⁽¹¹⁾			83	88

Indicates independent assurance by DNV GL.

- (1) Please note, data for previous years may not be available in all cases as new targets have been set in 2017; and combined data for CCEP prior to its formation may not be available in all cases
- (2) Sparkling soft drinks and non-carbonated soft drinks only. Does not include water or juice.
- (3) Total CCEP sales. Does not include coffee, alcohol, beer or freestyle. Low calorie beverages ≤20kcal/100ml. Zero calorie beverages <4kcal/100ml.
- (4) Based upon 2018 CCEP sparkling soft drinks sales volume, at an SKU level.
- (5) Packaging is the packaging in the hand of the consumer (RTD packaging). Recyclability criteria based upon market specific recyclability assessments.

(6) Represents an aggregated number, based on packaging collection rates by material in each of our markets which is then applied to our own packaging volumes. The way that packaging collection rates are calculated may differ across our markets and therefore this aggregated number should be treated as an estimate.

- (7) Water use ratio, litres of water per litre of finished product produced.
- (8) Water replenishment calculated on production volume from CCEP sites based in areas of water stress as determined by WRI/Aqueduct analysis, and total water volumes replenished. May differ to The Coca-Cola Company calculations, which are based on total sales volumes.
- (9) Absolute carbon reduction target, irrespective of business growth. Core business operations includes manufacturing, cold drinks equipment and transportation.
- (10) Energy use ratio, MJ/litre of product produced.
- (11) Sugar is the first agricultural ingredient for which we have supplier data.

ENVIRONMENTAL DATA

GHG Emissions ^{(1), (2)}

Greenhouse gases – 2018 (tonnes CO₂e) (GRI 305-1 / GRI 305-2 / GRI 305-3)

Scope	Carbon dioxide (CO ₂)	Nitrous oxide (N ₂ O)	Methane (CH ₄)	Hydrofluoro carbons	Percentage of footprint	Total (tonnes CO ₂ e)
1. Direct emissions (e.g. fuel)	229,810	959	299	1,119	18.9	232,187
2a. Indirect emissions – market based approach ⁽³⁾ (e.g. electricity)	6,489	15	36	0	0.5	6,540
2b. Indirect emissions location based approach ⁽³⁾ (e.g. electricity)	172,505	405	940	0	14.2	173,850
3. Related third-party emissions (e.g. from cold drinks equipment)	983,659	5,100	755	0	80.6	989,514
Total carbon footprint (Core Business Operations)	1,219,958	6,074	1,090	1,119		1,228,241

Our operational carbon footprint (tonnes CO₂e)^{(4), (5)} (GRI 305-1 / GRI 305-2 / GRI 305-3)

Metric tonnes CO ₂ e by emission source	2010	2016	2017	2018
Cold drinks equipment	1,515,051	803,753	779,860	648,047
Operations and commercial sites	568,716	269,764	258,915	243,575
Third-party distribution	268,460	245,649	232,284	245,493
CCEP fleet	121,960	83,351	79,726	79,149
Other (including business travel)	14,292	14,353	10,788	11,978
Total core operations carbon footprint	2,488,480	1,416,870	1,361,574	1,228,241
Ingredients	1,099,579	1,046,471	1,016,301	999,467
Packaging	1,816,940	1,532,512	1,526,660	1,559,002
Total value chain carbon footprint	5,404,999	3,995,853	3,904,535	3,786,711

Our normalized carbon footprint (GRI 305-4)⁽⁵⁾

Metric tonnes CO ₂ e by emission source	2010	2016	2017	2018
GHG Scope 1 & 2 emissions per litre of product produced (g CO ₂ e/litre) (market-based Scope 2 approach)	44.85	20.83	19.68	18.89
GHG Scope 1 & 2 emissions per Euro of revenue (g CO ₂ e/Euro) (market-based Scope 2 approach)		26.45	22.46	20.73
GHG Scope 1, 2, and 3 (full value chain) emissions per litre of product sold (g CO ₂ e/litre) (market based Scope 2 approach)	380.5	280.6	274.1	267.6

GHG emission reductions (absolute and normalised)(GRI 305-5)⁽⁵⁾

Metric tonnes CO ₂ e by emission source	2016	2017	2018
Absolute reduction in greenhouse gas emissions in core business operations since 2010 (%)	43.1	45.3	50.6
Reduction in total value chain greenhouse gas emissions (Scope 1, 2, 3) per litre sold since 2010 (CO ₂ e g/litre)	26.3	28.0	29.7

Note on sources of data and calculation methodologies under the WRI/WBCSD Greenhouse Gas (GHG) Protocol, we measure our emissions in three 'Scopes', except for CO₂e emissions from biologically sequestered carbon, which is reported separately. Please note that prior years data may be restated due to more accurate data becoming available. Data is consolidated from a number of sources across our business and is analysed centrally. We use a variety of methodologies to gather our emissions data and measure each part of our operational carbon footprint, including natural gas and purchased electricity data, refrigerant gas losses, CO₂ fugitive gas losses and transport fuel, water supply, wastewater and waste management.

We use emission factors relevant to the source data including UK Department for Business, Environment and Industrial Strategy (BEIS) 2018 and IEA 2016 emission factors. Scope 1 figures include: direct sources of emissions such as the fuel we use for manufacturing and our own vehicles plus our process and fugitive emissions. Scope 2 figures include: indirect sources of emissions such as the purchased electricity we use at our sites. We report against this on both a location based and a market based approach. Scope 3 figures include: indirect sources associated with the electricity used by our cold drinks and coffee equipment 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 the treatment of waste, fuel used by our third party distributors, and other energy related emissions not already accounted for under Scope 1 and 2 (e.g. emissions from well-to-tank and transmission and distribution). Additional Scope 3 figures from WRI/WBCSD GHG Protocol categories 1, 2, 7 and 11, are disclosed in our 2019 CDP response.

(1) Under the WRI/WBCSD Greenhouse Gas (GHG) Protocol, we measure our emissions in three 'Scopes', except CO₂e from biologically sequestered carbon, which is reported separately. In 2018, CCEP's biologically sequestered carbon was 7,191 tonnes.

(2) Please note we do not have PFCs or SF₆ emissions.

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

(4) Calculated using the Scope 2 market based approach.

(5) Please note that previous years data has been restated due to more accurate data becoming available.

ENVIRONMENT DATA CONTINUED

Energy and renewable energy

Energy use ratio (GRI 302-3)

	2010	2016	2017	2018
Energy consumed (MJ) per litre of product	0.38	0.32	0.32	0.32

CCEP energy sources and use (GRI 302-1)⁽¹⁾

Direct energy consumption by Primary Energy Source (Scope 1) (GRI 302-4 / GRI 302-5)⁽¹⁾

Source	2016		2017		2018	
	MWh	GJ	MWh	GJ	MWh	GJ
Diesel (CCEP fleet)	275,319	991,148	255,365	919,316	251,366	904,919
Petrol (CCEP fleet)	3,951	14,222	4,220	15,192	7,239	26,059
Natural gas	423,906	1,526,061	432,822	1,558,158	432,633	1,557,480
Propane and LPG	57,645	207,524	55,284	199,021	56,186	202,271
Light fuel oil/site diesel	42,859	154,293	35,289	127,041	29,998	107,994
Other (jet-fuel and CNG)	15,307	55,104	2,138	7,698	0	0
Geothermal	10,553	37,991	10,387	37,393	10,542	37,950
Electricity CHP	6,826	24,573	8,268	29,765	6,358	22,890
Biodiesel	2,383	8,580	4,116	14,818	1,285	4,626
Electricity solar	412	1,482	4,156	14,963	5,082	18,295
Ground source heat	107	384	107	384	107	384
Electricity water turbine	22	79	210	755	197	708
Heavy fuel oil	0	0	0	0	0	0
Total direct energy consumption	839,290	3,021,443	812,362	2,924,503	800,993	2,883,576

(1) Please note that previous years data has been restated due to more accurate data becoming available.

CCEP energy sources and use (GRI 302-1)⁽¹⁾

Direct energy consumption by Primary Energy Source (Scope 2) (GRI 302-1)⁽¹⁾

Source	2016		2017		2018	
	MWh	GJ	MWh	GJ	MWh	GJ
Electricity purchased and consumed	636,194	2,290,299	637,012	2,293,243	637,987	2,296,752
Heat and steam purchased and used	28,191	101,488	28,599	102,956	23,361	84,100
Total direct energy consumption	664,385	2,391,786	665,611	2,396,199	661,348	2,380,852

(1) Please note that previous years data has been restated due to more accurate data becoming available.

Renewable energy (GRI 302-1)⁽¹⁾

Source	2016		2017		2018	
	MWh	GJ	MWh	GJ	MWh	GJ
Renewable purchased electricity (Grid)	477,135	1,717,687	544,812	1,961,324	624,156	2,246,962
Renewable Non-Grid/onsite electricity (Solar PV and water turbine)	434	1,561	4,366	15,718	5,278	19,003
Renewable heat and steam (Biomass – district heating, Geothermal & Ground source heat pump)	38,851	139,863	39,092	140,733	34,009	122,434
Total direct energy consumption	516,420	1,859,111	588,271	2,117,775	663,444	2,388,398

(1) Please note that previous years data has been restated due to more accurate data becoming available.

Non-renewable energy (GRI 302-1)⁽¹⁾

Source	2016		2017		2018	
	MWh	GJ	MWh	GJ	MWh	GJ
Low carbon purchased electricity (Grid)	91,571	329,655	20,679	74,444	0	0
Fossil fuel electricity (Grid)	67,488	242,957	63,327	227,976	9,198	33,114
Natural gas	423,906	1,526,061	432,822	1,558,158	432,633	1,557,480
Light fuel oil/ site diesel	42,859	154,293	35,289	127,041	29,998	107,994
Propane and LPG	57,645	207,524	55,284	199,021	56,186	202,271
Total non-renewable energy	683,469	2,460,490	607,400	2,186,640	528,016	1,900,858

(1) Please note that previous years data has been restated due to more accurate data becoming available.

ENVIRONMENT DATA CONTINUED

Cold drinks equipment

Energy used in cold drinks equipment (GRI 302-2)

Source	2016		2017		2018	
	MWh	GJ	MWh	GJ	MWh	GJ
Energy used in customer locations for cold drinks equipment	2,233,336	8,040,010	2,128,787	7,663,634	1,977,199	7,117,916

Materials

Packaging footprint (GRI 301-1 / GRI 301-2)

Total weight of material used	2016		2017		2018	
	Metric Tonnes	Packaging footprint %	Metric Tonnes	Packaging footprint %	Metric Tonnes	Packaging footprint %
PET (Virgin)	163,478	25.2	158,629	23.8	154,972	23.3
PET (rPET)	52,273	8.0	55,294	8.3	61,581	9.3
PET (Plant PET)	13,500	2.1	10,999	1.7	6,653	1.0
Glass	125,591	19.3	138,731	20.9	142,727	21.5
Steel	81,633	12.6	75,344	11.3	71,295	10.8
Aluminium	83,217	12.8	87,831	13.2	91,944	13.9
Other (primary)	39,788	6.1	41,057	6.2	35,542	5.4
Secondary packaging	85,448	13.2	92,236	13.9	93,436	14.1
Tertiary packaging	4,840	0.7	4,794	0.7	4,784	0.7
Total packaging weight	649,768		664,916		662,933	
Total non-recycled content packaging weight	469,019	72.2	465,590	70.0	452,772	68.3
Total recycled content packaging material weight	180,749	27.8	199,326	30.0	210,162	31.7
Percentage of PET packaging that is refillable PET		16.1		14.2		13.8
Percentage of glass packaging that is refillable glass		87.7		85.3		84.9
PET that is rPET (%)		22.8		24.6		27.6
PET that is Plant PET (%)		5.9		4.9		3.0
Recycled aluminium, steel and glass content (%) ⁽¹⁾		32.3		34.6		35.3
Packaging use ratio ⁽²⁾		45.84		46.85		47.03

(1) Based upon supplier-provided data.

(2) We have updated our methodology for calculating the packaging use ratio to include trippage rates for refillable packaging (PET and glass.)

Manufacturing waste (GRI 306-2)⁽¹⁾

Waste by disposal type	2016		2017		2018	
	Metric Tonnes	% of Total Waste	Metric Tonnes	% of Total Waste	Metric Tonnes	% of Total Waste
Recycled	102,412.32	90.39	92,969.60	92.34	102,148.04	90.89
Composting	5,137.89	4.53	1,657.57	1.65	2,728.71	2.43
Waste to energy recovery	3,745.71	3.31	4,497.32	4.47	6,502.04	5.79
Incineration	281.39	0.25	132.06	0.13	194.35	0.17
Landfill	1,720.26	1.52	1,424.39	1.41	813.53	0.72
Total waste produced at CCEP manufacturing operations	113,297.58		100,680.93		112,386.67	

(1) Please note that previous years data has been restated due to more accurate data becoming available.

Hazardous/non-hazardous waste (GRI 306-2)

Waste type	2016		2017		2018	
	Metric Tonnes	% of Total Waste	Metric Tonnes	% of Total Waste	Metric Tonnes	% of Total Waste
Hazardous waste	502.7	0.4	437.8	0.4	530.9	0.5
Non-hazardous waste	112,794.9	99.6	100,243.5	99.6	111,855.7	99.5

ENVIRONMENT DATA CONTINUED

Water stewardship

Total water withdrawal (GRI 303-1 / GRI 303-5)⁽¹⁾

By source	2016		2017		2018	
	Volume (1,000m ³)	%	Volume (1,000m ³)	%	Volume (1,000m ³)	%
Municipal	15,143	73.17	15,071	74.24	14,904	73.04
Borehole	5,553	26.83	5,230	25.76	5,501	26.96
Rainwater	1.1	0.00	0.8	0.00	0.4	0.00
Total water withdrawn	20,697		20,302		20,405	
Total water use ratio (liters of water used/litre of finished product)		1.61		1.605		1.61

(1) Please note that previous years data has been restated due to more accurate data becoming available.

Total wastewater discharge (GRI 303-4 / GRI 306-1 / GRI 306-5)⁽¹⁾

By volume	2016	2017	2018
	Volume (1,000m ³)	Volume (1,000m ³)	Volume (1,000m ³)
Discharged for treatment by municipal water treatment works	4,687,238	4,367,661	4,641,532
Treated onsite	3,257,150	2,936,838	2,867,222
Surface water	0	0	0
Total wastewater discharged	7,944,388	7,304,498	7,508,754

(1) Please note that previous years data has been restated due to more accurate data becoming available.

Water in water-stressed areas (GRI 303-3)

	2016		2017		2018	
	Volume (m ³)	% of total production volume	Volume (m ³)	% of total production volume	Volume (m ³)	% of total production volume
Total production volume in areas of water stress	6,429,613	50.1	6,402,987	50.6	6,279,316	49.7
Total water withdrawal from sites in areas of water stress	10,242,560	49.5	10,469,558	48.4	10,388,975	50.9

	2016	2017	2018
Number of sites in areas of water stress	21	21	20

Water replenishment (GRI 303-2)

Volume of water replenished	2016	2017	2018
	Volume (m ³)	Volume (m ³)	Volume (m ³)
Belgium	30,000	42,900	80,200
France	1,920,000	3,645,000	3,971,000
Germany	37,300	37,300	37,300
Great Britain	268,800	880,300	1,467,700
Spain	3,050,000	2,439,350	3,278,950
Total volume replenished	5,306,100	7,044,750	8,835,150
Replenishment as a percentage of the water we used in our drinks, where sourced from areas of water stress	89%	110%	141% ⁽¹⁾

(1) Water replenishment calculated on production volume from CCEP sites based in areas of water stress as determined by WRI/Aqueduct analysis and total water volumes replenished. May differ to The Coca-Cola Company calculations, which are based on total sales volumes.

SOCIAL DATA

Portfolio

	2016	2017	2018
Reduction in average sugar per litre in soft drinks portfolio (%) ^{(1), (2)}	1.5	 4.2	 11.1
Reduction in average sugar per litre in soft drinks portfolio between 2010 and 2018 (%)			 15.8
Percentage of volume sold which is low or no sugar (%) ⁽³⁾	35	 37	 45
Number of products which have had their recipes changed to reduce sugar since 2010 (Number)			186
Number of new low and no calorie products launched since 2010 (Number)			435
Percentage of total sparkling soft drinks volume sold in packs which is 250ml or less (%) ⁽⁴⁾	5.6	4.8	5.0

(1) Sparkling soft drinks and non-carbonated soft-drinks only. Does not include water or juice.

(2) 2015 reduction vs. 2010.

(3) Total CCEP sales. Does not include coffee, alcohol, beer or freestyle. Low calorie beverages <=20kcal/100 ml. Zero calorie beverages <4kcal/100ml.

(4) Based upon 2018 CCEP sparkling soft drinks sales volume, at an SKU level.

Safety (GRI 403-9)


Lost-time incident rate by country

Number of lost-time incidents per 100 full-time equivalent employees	2016	2017	2018
Belgium and Luxembourg	1.12	0.68	0.50
France	1.67	1.77	1.46
Germany	2.47	1.77	1.92
Great Britain	0.31	0.56	0.70
Iceland	3.71	3.95	1.26
The Netherlands	0.14	0.00	0.13
Norway	0.29	0.31	0.31
Sweden	0.80	0.38	0.13
Spain and Portugal	1.25	1.06	0.77
CCEP Total	1.57	1.23	1.14

(1) Data for Bulgaria shared service centre not captured.

SOCIAL DATA CONTINUED

Diversity and employment Workplace profile

	2016		2017		2018		GRI
	Number	Percentage	Number	Percentage	Number	Percentage	
Total employees	24,504		23,551		23,310		GRI 102-8
Male (number/%)			18,076	76.8	17,672	75.8	
Female (number/%)			5,475	23.2	5,638	24.2	
Full-time employees	23,316		22,573		22,023		
Male (number/%)	18,404	79	17,605	97.4	17,151	97.1	
Female (number/%)	4,912	21	4,968	90.8	4,872	86.4	
Part-time employees	1,188	4.8	448	6.8	1,287	16.5	
Male (number/%)	447	1.8	110	0.6	521	2.9	
Female (number/%)	741	3	338	6.2	766	13.6	
Permanent contract	22,411	91.5	21,356		21,213	91.7	
Male (number/%)	17,216	70.2	16,424	90.9	16,199	91.7	
Female (number/%)	5,195	21.2	4,932	90.2	5,014	88.9	
Temporary contract	2,093	8.5	1,665	13.9	1,668	7.2	
Male (number/%)	1,635	6.7	1,291	7.1	1,202	6.8	
Female (number/%)	458	1.9	374	6.8	466	8.3	
Voluntary turnover rate (%)		5.4		5.9		5	GRI 401-1
Male (number/%)				68		4	
Female (number/%)				32		6.3	
New hire rate (%)		8		16		5	
Male (number/%)				69.7		4	
Female (number/%)				30.3		9.2	
Absentee rate (%)		14.6		13.1		7.7	GRI 403-9
Male (%)				6.0		4.2	GRI 403-9
Female (%)				7.1		3.5	GRI 403-9
Employees that receive regular performance appraisals							GRI 404-3
Management (%)				98.1		100	
Non-Management (%)				94.8		99	
Average training days per employee (hours)	14.4		14.0			13.2	GRI 404-1
Employees covered by collective bargaining agreements (%)		84.0		84.0		84.5	GRI 407-1
Females in leadership roles (%) (including ELT-Senior Manager Grade)		31.9		32.8		35.6	GRI 405-1
Females in non-management roles (%)		37.0		22.3		22.6	GRI 405-1
Females on Board of Directors (%)		17.6		17.6		17.6	GRI 405-1
Board of Directors members over 40 (%)		100		100		100	GRI 405-1
Equal remuneration (median compensation of men vs women) (%) ⁽¹⁾							GRI 405-2
Executive and Management		104		107		108	GRI 405-2
Non-management		98		97		100	GRI 405-2
CEO to employee pay ratio		124:1		75:1		76:1	GRI 102-39

Percentages represent percentage of total workforce.
Additional data splits available in CCEPs full GRI table

(1) The country male/female pay ratios calculated for the purposes of this report differ in calculation methodology to those that may be required by law within each country. For the purposes of this report, country pay ratios were calculated based upon base pay, on an FTE basis, excluding contract types such as apprenticeships and internships.

SOCIAL DATA CONTINUED

Community investment (GRI 413-1)

Type of investment	2016		2017		2018	
	Contribution €	Percentage of total	Contribution €	Percentage of total	Contribution €	Percentage of total
Cash contribution	5,213,317	79	3,101,384	77	3,249,686	65
In kind contribution	797,804	12	610,010	15	952,155	19
Total Volunteer Time	202,500	3	5,000	0	372,401	8
Total management costs (cash and time)	384,868	6	326,021	8	396,929	8
Total contribution	6,598,489		4,042,414		4,971,172	
% of pre-tax profit	0.5		0.35		0.41	

Community investment by country (GRI 413-1)

Type of investment	2016		2017		2018	
	Total Community Investment €	Volunteer Hours	Total Community Investment €	Volunteer Hours	Total Community Investment €	Volunteer Hours
Belgium and Luxembourg	996,088	250	849,552	619	708,586	700
France and Monaco	500,173	3,091	518,482	3,076	497,057	3,920
Germany	511,817	2,256	293,582	1,608	379,006	2,645
Great Britain	1,782,361	2,302	1,070,998	2,090	1,075,221	1,451
Iceland	N/A	N/A	N/A	N/A	212,349	0
The Netherlands	181,483	1,087	203,789	625	143,277	873
Norway	259,000	160	168,340	390	190,210	0
Spain and Portugal	1,487,324	N/A	688,340	757	1,712,829	2,310
Sweden	751,407	448	80,857	44	36,637	56
Corporate/Central CCEP	128,837	180	168,505	0	16,000	0
Total	6,598,489	9,775	4,042,414	9,209	4,971,172	11,955

Code of Conduct violations by type (GRI 205)

Code of Conduct reports by type	2018	
	Number	% ⁽¹⁾
Avoiding conflicts of interest	3	3
Creating an inclusive and respectful workplace	29	27
Dealing fairly with customers, business partners and suppliers	6	6
Delivering high quality products	10	9
Integrity with our business records ⁽²⁾	38	35
Protecting information	1	1
Respecting global and local laws and customs	1	1
Using our assets responsibly – financial	1	1
Using company assets responsibly – non-financial	4	4
Working in a safe and healthy environment	14	13
Grand Total	107	
Number of employees resigned or dismissed	35	
Number of disciplined employees still employed ⁽³⁾	40	

(1) Percentage versus overall reports.

(2) Not limited only to our financial records. Business records include records such as payroll, timecards, travel and expense reports, job applications, quality reports, field sales measures, customer agreements and inventory and sales reports.

(3) Some cases involve more than one employee.