



**Stakeholder
Progress Report
2016**

**Delivering sustainable
business growth**



Our Cover:

Our cover features Lucía Pérez Segura, a waitress at Bar Escuela, part of a Lizarran franchise, in Madrid. Since 2012, through The Coca-Cola Foundation in Spain, we have supported the GIRA Youth programme in Spain, which improves the social skills and employability of young people. Since 2013, people from the GIRA project team have been placed at the Bar Escuela to learn skills in the kitchen, bar, and as wait staff for three-month placements. Lucia helps support the people from the GIRA project, giving them advice so they can get the best of themselves during their training.

A TIME OF OPPORTUNITY



When I became CEO of Coca-Cola European Partners (CCEP) one year ago, two motivations propelled me. First, I wanted to grow this new company in a way that fulfilled its potential while respecting its shared heritage. Second, I wanted to do it in a way that would make me proud along with all our employees and every one of our stakeholders.

We have created the world's largest Coca-Cola bottler and put sustainability, in its broadest sense, at the heart of the business. From our earliest days, CCEP established strong fundamentals about how we hold ourselves accountable to each other and to the outside world and how we create an environment where people want to work and believe in what we are doing. We also developed an operating model that better reflects how people choose to enjoy and buy our beverages.

And now the next phase begins. Over the past year, we have seized the chance to talk to people about what they expect from this new company that has such deep roots. With our colleagues at The Coca-Cola Company, we have listened to customers, consumers, employees and our leadership about the issues facing our business and the wider world, and what is expected from us. The feedback was clear. You want us, fundamentally, to be a good business, but one that more meaningfully influences some of the biggest issues we face as a society. You want to see

us taking a lead on our packaging, the sugar and calories in our beverages and the impact we have on our communities. We are hard at work transforming these expectations into a set of targets and commitments that we will publish this autumn. This will be our first sustainability strategy for the Coca-Cola system in Western Europe.

But first we had to know where we were coming from. With three merging bottling organisations, it has taken us a year to consolidate our data to establish the baseline for our first full-year performance. In making this Stakeholder Progress Report available to you now, we aim to show the foundation on which we will build in the areas that all of you expect – from governance to environmental performance, from transforming our drinks portfolio and packaging to diversity.

I am proud that we have been able to do so much since forming CCEP. The credit for the progress in this report rests with the passion and commitment of 24,500 employees, and the great collaborative

partnerships that we have developed with our suppliers and customers. In particular, we have:

- Reduced the calories per litre across our portfolio by 7.9 percent since 2010. Together with The Coca-Cola Company, we are working to transform our entire portfolio so that we can offer an even wider range of drinks to our consumers.
- Reduced the carbon footprint of our core business operations – which includes our manufacturing, our cold drinks equipment and our transportation – by 42.6 percent since 2010.
- Continued to ensure that all of our packaging is recyclable. In 2016, 21 percent of the polyethylene terephthalate (PET) we used was recycled PET.
- Donated approximately €6.6 million, or 0.5 percent of our pre-tax profit, to our local communities in 2016.

While we are encouraged by what we have accomplished, there is still considerable work to be done. Ultimately, you will be the ones to judge our success. And when we publish our strategy later this year, we hope we're taking a meaningful step forward in meeting your expectations.

Damian Gammell
Chief Executive Officer
Coca-Cola European Partners
June 2017

BEING A GOOD BUSINESS

WHO WE ARE

300

million consumers.

2.5

billion unit cases sold annually.

14.2

billion litres of our world-famous brands sold every year.

13

countries.

24,500

employees.

What does CCEP do?

Discover more at
ccep.com

Coca-Cola European Partners (CCEP) is the world's largest independent Coca-Cola bottler based on revenue.

Coca-Cola European Partners

We are proud of the rich heritage of our business and of the work that we have done within our first year as a combined organisation to continue to reduce the sugar and calories in our drinks, the weight of our packaging, and our carbon and water footprints.

We know that there is more work to do. With the support of our employees, our suppliers and our stakeholders, we also know we'll be able to achieve it.

7.9%

reduction in the total calories per litre across our portfolio since 2010.

42.6%

reduction in the carbon footprint of our core business operations since 2010.

64%

of our sites send zero waste to landfill.

10.3%

reduction in our total water use ratio since 2010.



35%

of our drinks are no- and low-sugar.

21%

of the PET we use is recycled polyethylene terephthalate (rPET).

23%

of our leadership is female.

75%

of the electricity we use is from renewable sources.

€6.6m

donated to our communities in 2016.

← Mikel López de Turismo,
Key Account Manager Nacional Iberia, Spain

A strong partnership

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

Our operations at a glance

We offer consumers some of the world's leading brands, including Coca-Cola, Coca-Cola Life, Diet Coke, Coca-Cola Light, Coca-Cola zero sugar, Fanta and Sprite as well as a growing range of water, juices and juice products, sports and energy drinks and ready-to-drink teas. In 2016, we sold approximately 2.5 billion unit cases, generating approximately €10.9 billion in revenue and €1.4 billion in operating income. The company is listed on Euronext Amsterdam, the New York Stock Exchange, Euronext London and the Spanish stock exchange, and trades under the symbol CCE. We are headquartered in London, UK.

We operate in Andorra, Belgium, France, Germany, Great Britain, Iceland, Luxembourg, Monaco, the Netherlands, Norway, Portugal, Spain and Sweden, with a further office in Bulgaria. We employ approximately 24,500 people.

We proudly contribute to our local communities, and maintain a strong commitment to their economic and social wellbeing. Our contribution to the local economy in 2016 included approximately €1.4 billion in salaries, benefits, and related social-security contributions, received by our employees, and €1.4 billion in total taxes paid across our territories. We also contributed nearly €6.6 million to our local communities.

A rich history

We are proud of the local nature of our business and have operated in some of our communities for many generations. Combining the bottling operations of Coca-Cola Enterprises, Coca-Cola Iberian Partners and Coca-Cola Erfrischungsgetränke, CCEP builds on more than 60 years of European heritage with histories dating back to 1919.

1919-1931

Europe welcomes the first Coca-Cola bottling plants in France, followed by Belgium, Germany and the Netherlands.

1977

Portuguese bottler Alfagide is founded with bottling plants in several locations around Portugal.

1990

Coca-Cola Erfrischungsgetränke GmbH is founded for bottling and distribution in the east of Germany.

2007

All remaining, independent German bottlers merge with Coca-Cola Erfrischungsgetränke AG.

2013

Coca-Cola Iberian Partners is formed through the merger of eight Spanish and Portuguese bottlers.

1953

TCCC and the Daurella family come together to create the first Spanish bottling plant in Barcelona. Over the next decade, further bottling plants open in Valencia, Madrid, Tenerife, Palma de Mallorca and Bilbao.

1986

TCCC merges numerous bottling operations to create Coca-Cola Enterprises (CCE), listed on the NYSE.

1993-1999

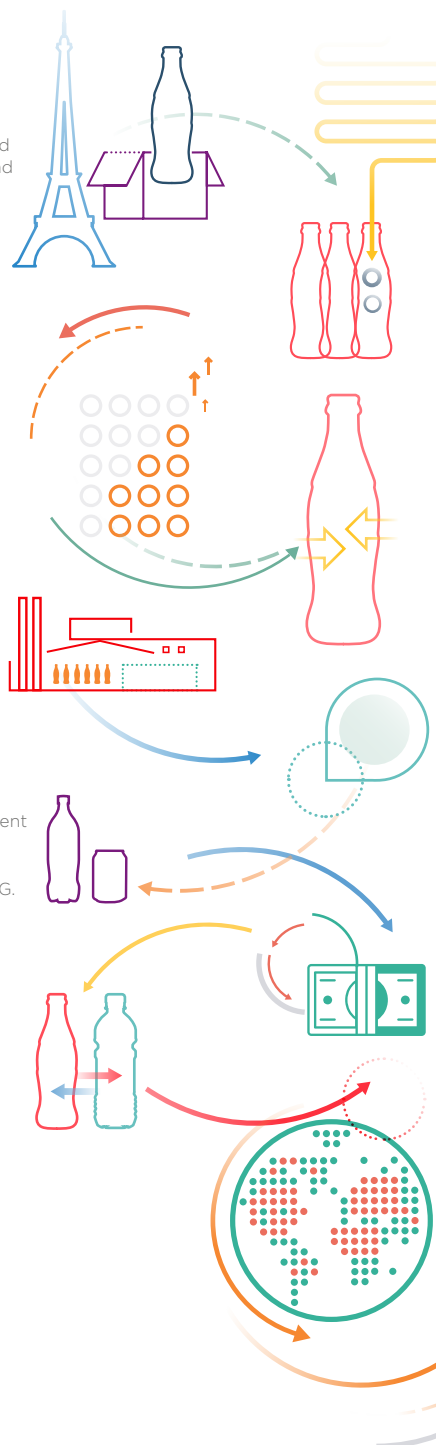
CCE acquires Coca-Cola bottling operations in the Netherlands, Belgium, Great Britain, France, Luxembourg and Monaco.

2010

CCE sells North America operations to The Coca-Cola Company and acquires the Coca-Cola bottling businesses in Norway and Sweden.

2016

Coca-Cola Enterprises, Coca-Cola Erfrischungsgetränke and Coca-Cola Iberian Partners merge to create the world's largest independent Coca-Cola bottler by revenue.



See more: For further information on CCEP's 2016 results, visit ir.ccep.com



See more: www.ccep.com/pages/our-heritage



MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

Our local contribution

74.9 percent of the drinks we sell are produced and marketed in the country in which they are consumed. Our economic impact where we operate goes far beyond the investment we make in our operations or the taxes we pay. We have 53 manufacturing operations located across our territories. In 2016 we invested over €407 million in our facilities, improving our operating infrastructure and supporting local jobs.



Norway

The first country in the Coca-Cola system to introduce PlantBottle™ on all locally produced products.



The Netherlands

We support a total of 11,700 direct and indirect jobs, representing 0.2 percent of Dutch employment.



Iceland

100 percent of our manufacturing operations are powered by geothermal sources.



Sweden

90 percent of the products we sell in Sweden are produced locally.

Belgium and Luxembourg

For every job in CCEP in Belgium and Luxembourg, we create six others.



Great Britain

97 percent of the products we sell in Great Britain are produced locally.



Portugal

contributed €219 million to the local economy.



Germany

First CCEP location to achieve 99 percent recycling of manufacturing waste in our Genshagen facility.

France and Monaco

90 percent of our products are made in France.



Spain and Andorra

For every job at CCEP, we create 16 indirect jobs.



See more: More about the contribution we make in each country can be found [here](#).

OPERATING WITH INTEGRITY



CCEP's Board of Directors.

OUR PROGRESS

We are establishing a new CCEP Code of Business Conduct.

We have established a new Corporate Social Responsibility Board of Directors Committee.



Our business is built on trust. Being accountable and transparent is central to the way in which we operate, and we are working to strengthen our processes to ensure our business always operates with integrity.

Corporate governance

CCEP has a robust corporate governance structure with a Board of Directors overseeing the interests of the company and its shareholders. Of the five committees that support the Board, the Corporate Social Responsibility (CSR) Committee oversees our sustainability strategy while our Audit Committee oversees risk management and CCEP's Ethics and Compliance programme.

At CCEP, we hold ourselves accountable to the highest standards of corporate governance and public access to information about our company.

Sustainability governance

Chaired by CCEP Board Director, Alfonso Libáno, the CSR Committee meets five times a year and is primarily responsible for overseeing our progress on sustainability. The Committee manages our CSR risks and issues and approves our sustainability commitments and targets, ensuring that stakeholders' views are taken into account.

In accordance with the precautionary principle, sustainability is taken into account in 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 commitments and targets will be reported each year.

← **María García,**
E&C Senior Legal Advisor, Spain



See more: Further information about our approach to risk and governance can be found on www.ccep.com



Risk management

Our approach to Enterprise Risk Management

Our risk management programme helps us to understand our enterprise risks and to manage them effectively.

To ensure that we have sufficient oversight of the risks that could affect our strategic priorities, we have established an Enterprise Risk Management programme that reviews both enterprise risks and local operational risks. Strategic risks are reported to our corporate Compliance and Risk Committee, chaired by the Chief Compliance Officer and made up of members of our Leadership Team (LT) and other senior leaders. Local operational risks are managed by local Compliance and Risk Committees within each of our business units.

CCEP's Enterprise Risk Management department coordinates risk assessments for each of our business



units and functions. These risk assessments will inform CCEP's annual and long-range business plans.

Principal risks

CCEP's Enterprise Risk Assessment process is a key component of our governance routines. Through interviews with members of the Board and the Audit Committee, and a risk survey to our top 250 leaders, we have identified CCEP's eight principal risks. Each of these is assigned to a specific Board committee and a member of the Leadership Team. All the principal risks are assessed by the Board and the Audit Committee. Lauren Sayeski is the Leadership Team member responsible for CSR, reporting to the CSR Committee.



See more: [More information on our risks can be found in CCEP's Annual Report.](#)

Ethics and Compliance

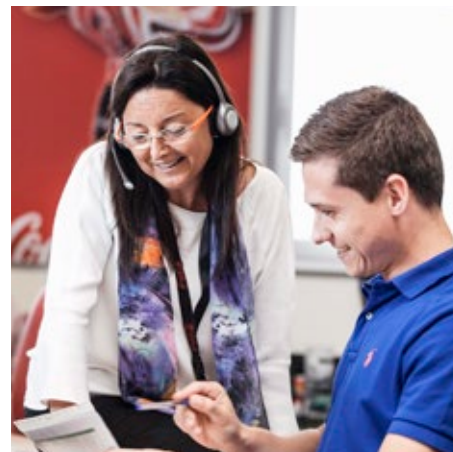
Our Ethics and Compliance framework

CCEP's Ethics and Compliance programme is based on our commitment to conduct our operations in a lawful and ethical manner, and upon the integrity of each and every one of our employees.

We have established a company-wide Ethics and Compliance programme, overseen by CCEP's Audit Committee. This programme is applicable to our employees, our officers and our directors. It also supports how we work with our customers, our suppliers and other third parties. In 2016, CCEP's Board of Directors established a fully dedicated Ethics and Compliance department, approved the key elements for CCEP's Ethics and Compliance framework and agreed CCEP's key compliance risks.

Code of Business Conduct

In 2017, CCEP will issue a new Code of Business Conduct (COBC), approved by our Board of Directors and overseen by our Ethics and Compliance department. This will



apply to all employees. Until this time, the COBCs of the three bottlers which formed CCEP remain in force.

CCEP's new COBC acts as a road map for its employees on how to do things the right way, and how to report if things are not done the right way.

CCEP's COBC will cover, among other items, share dealing, anti-corruption, data protection, environmental regulation and managing gifts and hospitality. It will also align with the UN Global Compact, the US Foreign Corrupt Practices Act, the UK Bribery Act, the UK Corporate Governance Code and Sapin 2. Related Ethics and Compliance programme policies will be approved by a member of the Leadership Team.

We expect our customers and suppliers to respect the business principles in our COBCs. Our Supplier Guiding Principles reflect and communicate our principles and emphasise to our suppliers the importance of responsible workplace policies and practices, and respect for human rights and environmental protection. We also ensure that CCEP and its suppliers respect the UK's Modern Slavery Act.

In 2016, we received no fines for COBC violations.



See more: [To download the CCEP's COBC and key Ethics and Compliance policies, please visit \[www.ccep.com\]\(http://www.ccep.com\)](#)

Code of Business Conduct violations reported in 2016 by type

In 2016, CCEP had 171 reported violations of our existing COBCs.

| | | |
|---|------------|-------------|
| Number of confirmed incidents of corruption | 0 | 0% |
| Maintaining accurate records ¹ | 71 | 42% |
| Protecting company assets | 31 | 18% |
| Working with each other | 21 | 12% |
| Working with customers and suppliers | 14 | 8% |
| Promoting health and safety in the workplace | 9 | 5% |
| Preventing substance abuse | 8 | 5% |
| Integrity in the company | 7 | 4% |
| Avoiding conflicts of interest | 5 | 3% |
| Substantive matters: commitments | 3 | 2% |
| Guiding principles for actions with third parties | 1 | 1% |
| Total number of reported violations | 171 | 100% |
| Number of confirmed incidents resulting in termination of contract | 72 | 42% |
| Number of confirmed incidents resulting in employee disciplinary action | 54 | 32% |

1. 'Maintaining accurate records' breaches were related to non-financial misstatements.

Raising concerns

At CCEP, retaliation for whistle-blowing is prohibited. In each of our territories, we have established a way for employees to raise concerns about breaches to their local COBCs. This includes processes for employees to contact a line manager, and provides information through a dedicated complaints channel. Information about the whistle-blowing channel in each territory is made available on local intranet sites² and is shared during training programmes³.

Potential violations are dealt with by local COBC Committees, chaired by the VP Legal for each country. In a process now harmonised across CCEP, local COBC Committees investigate cases and submit an anonymous monthly report to the company-wide COBC Committee, which is chaired by CCEP's Chief Compliance Officer. This has oversight of all (potential) COBC violations and is able to address trends with senior leadership and review whether the COBC is being applied consistently. An overview of all reported incidents is provided to the Audit Committee.



See more: To view our statement on the UK's Modern Slavery Act, please visit www.ccep.com/modernslavery

Training

Our employees undergo COBC training regularly and new recruits receive training as part of their induction. The launch of the new COBC in 2017 will be supported by training and awareness programmes for all employees. Training in 2016 consisted of COBC e-learning and anti-corruption courses for former CCE employees. In the former Coca-Cola Iberian Partners countries, employees received criminal risk prevention training (covering compliance policies). For CCEP, share dealing training was completed for those employees on the black-out list.



2. Not available in Germany in 2016.

3. Not available in Germany, Iberia and Iceland in 2016.

Hilmar Geirsson, →
Marketing specialist, Iceland

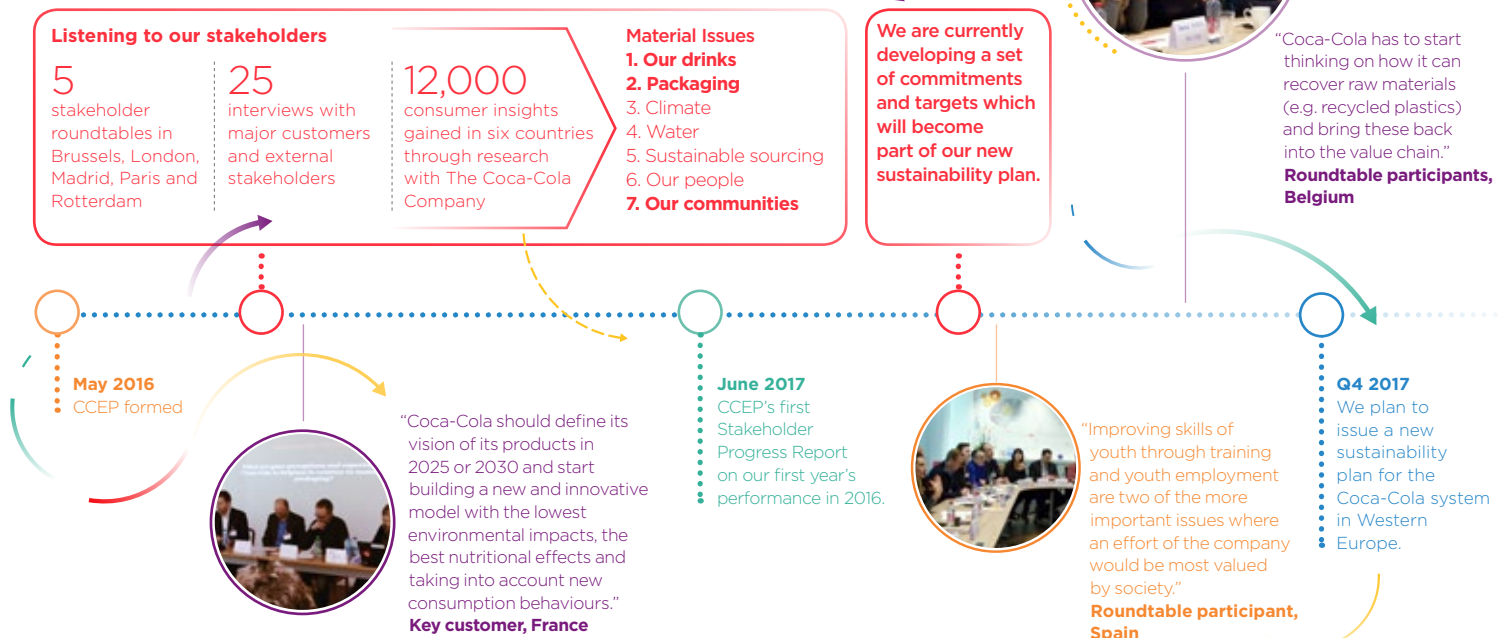
LISTENING TO OUR STAKEHOLDERS

Our stakeholders have high expectations of CCEP, and want us to address many of today's social and environmental challenges. We value the insight that we gain from discussions with our stakeholders and have specifically sought their input as we develop our new sustainability strategy for Coca-Cola in Western Europe.

We speak regularly with a wide range of stakeholders, including our local communities, customers and suppliers, NGOs and other members of civil society. Over the past year, we've had a unique opportunity to incorporate their views into our new sustainability plan. We've spent time listening to their feedback and understand that stakeholders expect us to develop strong commitments to reduce the sugar and calories in our products, make our packaging as sustainable as possible and contribute in a meaningful way to the communities in which we operate.

Developing our sustainability plan

We've sought the opinion of a wide range of stakeholders over the past year and are working to incorporate their views into our new sustainability plan. We aim to be able to release the plan, together with The Coca-Cola Company in the last quarter of 2017.



We have been listening closely to the concerns of our stakeholders on the issues that matter most to them and our business. We are now working on a new sustainability plan for Coca-Cola in Western Europe, to be published in autumn 2017. This will set out how we will respond to our stakeholders' expectations in the future.



Our drinks

Through engagement with customers, governments, regulators, NGOs and trade associations, we know that our stakeholders' main concern is the amount of sugar and calories in our beverages.

Key concerns

- That we reduce the amount of sugar and calories in our products.
- That we adopt responsible marketing and advertising practices, especially in relation to children.
- That we include easy-to-understand information about our ingredients and nutrition on our labelling.

Our 2016/2017 response

- **Calorie reduction:** In 2016, as part of an industry-wide pledge led by the European soft drinks association, UNESDA, committed to reducing added sugar in our portfolio by 10 percent between

2015 and 2020. Since 2010, we have reduced the added sugar per litre across our portfolio by 8.2%. Since 2010, we have also reduced the average calories per litre in our products by 7.9 percent.

- **Product reformulation:** In 2016 9.2% of the drinks we sold had their recipes changed to reduce sugar and calories.
- **Responsible marketing:** We have a long-standing commitment to never market our products to children under 12 years of age.
- **Labelling:** 100 percent of our products have GDA labelling and 98 percent have front-of-pack Reference Intake (RI) nutrition labelling. In 2017, through The Coca-Cola Company, we joined a multi-company task force reviewing the development of a consistent and single nutrition labelling scheme across Europe.



Packaging

Our stakeholders want our packaging to be as sustainable as possible. We are working with national and local governments, with our packaging suppliers and with packaging recovery organisations in all our markets (e.g. Eco-Emballages in France and Fost Plus in Belgium) to ensure that our packaging is sustainable and to respond to concerns about litter, collection and recycling.

Key concerns

- That our soft drinks packaging does not end up as litter, or in the oceans.
- That all our packaging is fully recyclable.

- That we support the circular economy by using recycled materials including recycled PET (rPET), aluminium and glass in our bottles and cans.

Our 2016/2017 response

- **Recyclability:** In 2016, 100 percent of our cans and bottles remained fully recyclable and 16 percent of our PET bottles and 88 percent of our glass bottles were refillable.
- **Using recycled materials:** In 2016, 21 percent of the plastic we used was rPET.
- **Recycling:** We have been working with local governments to improve the way in which packaging waste is collected and recycled in many of our markets.



Climate

Our stakeholders want us to contribute to global efforts to reduce greenhouse gas emissions and tackle climate change. In particular, they want us to set science-based greenhouse gas emission reduction targets that are in line with the Paris Climate Change Agreement. We work with a wide range of stakeholders and NGOs such as the Haga Initiative in Sweden and ZERO in Norway to reduce our direct greenhouse gas emissions. We are also working with suppliers to reduce greenhouse gas emissions resulting from the value chains of the drinks we produce.

Key concerns

- That we reduce greenhouse gas emissions across our entire value chain.
- That we set science-based carbon-reduction targets.
- That we use renewable electricity in our manufacturing operations and offices.

Our 2016/2017 response

- The majority of our electricity contracts have now been switched to electricity from renewable sources.
- We provide full transparency and disclosure of our greenhouse gas emissions through the Carbon Disclosure Project and our Annual Report and Accounts.



Water

Our stakeholders want us to take responsibility for the future sustainability of the water sources that are critical to our business. We work closely with a wide range of stakeholders, including our suppliers, local municipalities and NGOs (e.g. WWF and SEO/Birdlife) to ensure that we are protecting and replenishing the water sources we rely on.

Key concerns

- That we protect local watersheds and use water as efficiently as possible.
- That wastewater is treated to a standard that can support aquatic life.
- That we reduce water use across our value chain, particularly in areas of water stress.

Our 2016/2017 response

- **Water use:** In 2016, we used an average of 1.61 litres of water to make one litre of product.
- **Protect:** All our facilities have undertaken Source Vulnerability Assessments and have Source Water Protection Plans in place.
- **Wastewater:** 100 percent of our wastewater is safely returned to nature.
- **Replenish:** We are working with The Coca-Cola Company and many local NGOs to replenish 100 percent of the water that we use in areas of water stress. In 2016, we replenished 89 percent of this water.



Sustainable sourcing

Our customers, consumers and the NGOs with which we engage want to be sure that the key agricultural ingredients and raw materials that we use in our products and packaging are sourced sustainably. In partnership with NGOs, our suppliers and industry organisations like the SAI Platform, we are working to achieve this objective for key agricultural ingredients, such as sugar beet.

Key concerns

- That our key agricultural ingredients are sourced sustainably and do not damage the environment.
- That our supply chains are free of child labour, forced labour or modern slavery and support local livelihoods.

Our 2016/2017 response

- **Supply chain:** In 2016, 79.6 percent of our goods and materials were sourced from suppliers that complied with our Supplier Guiding Principles (SGPs).
- We continue to work with third-party certification bodies (including SAI Platform, UTZ and FSC/PEFC) to ensure that our suppliers can provide agricultural ingredients which comply with our Sustainable Agriculture Guiding Principles.
- **Modern slavery:** We have published our first statement in response to the UK's Modern Slavery Act.



Our people

Along with stakeholders such as suppliers, customers, employees and NGOs, we believe that building a diverse workforce, that reflects the communities in which we operate is critical for a thriving business.

Key concerns

- That we build gender diversity within our workforce, particularly in manufacturing and within our management and leadership.
- That we broaden our focus to include generations, cultural diversity, disability, and sexual orientation.
- That we ensure our employees continue to work in a safe environment.

Our 2016/2017 response

- **Women in leadership:** In 2016, 23 percent of our leaders and 37 percent of our managers were female.
- **Diversity and inclusion:** We have established diversity programmes to address all the diversity priorities raised by our stakeholders and are beginning to roll these out across our territories.
- **Safety:** In 2016, we had a Lost-time Incident Rate of 1.66. We are now working to establish a new cross-CCEP safety programme to continue to improve our performance.



Our communities

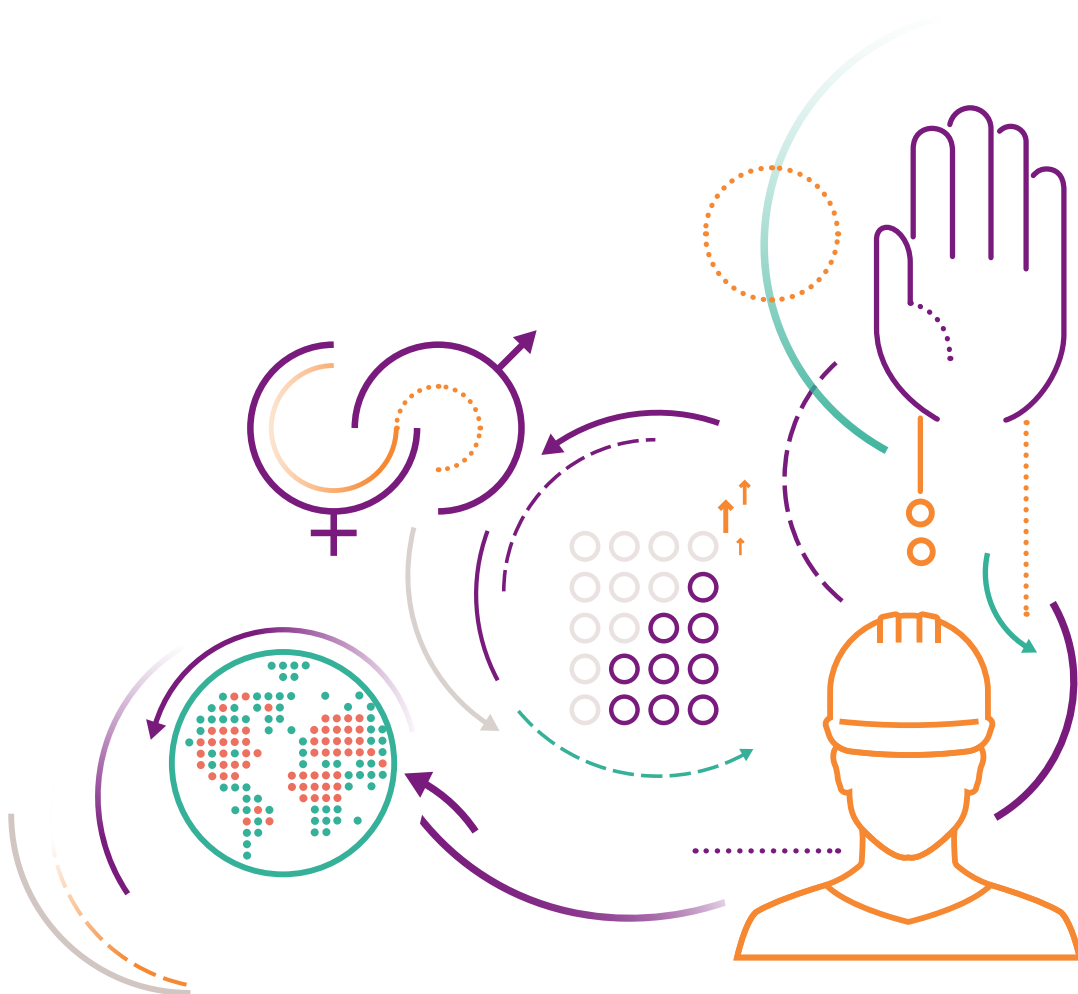
Stakeholders, including our employees and local communities, want us to continue to support national and local charitable and community initiatives while also supporting local livelihoods by providing employment opportunities.

Key concern

- That we make a proactive, positive, local economic contribution by offering apprenticeships and job opportunities and by supporting charitable and community causes.

Our 2016/2017 response

- **Community investment:** In 2016, we invested €6.6 million to support local charitable and community programmes across our territories.
- **Local employment:** We have strong relationships with the local communities in which we operate, providing employment for 24,500 people across our territories.



OUR DRINKS

Tackling obesity,
reducing sugar





OUR DRINKS: TACKLING OBESITY, REDUCING SUGAR

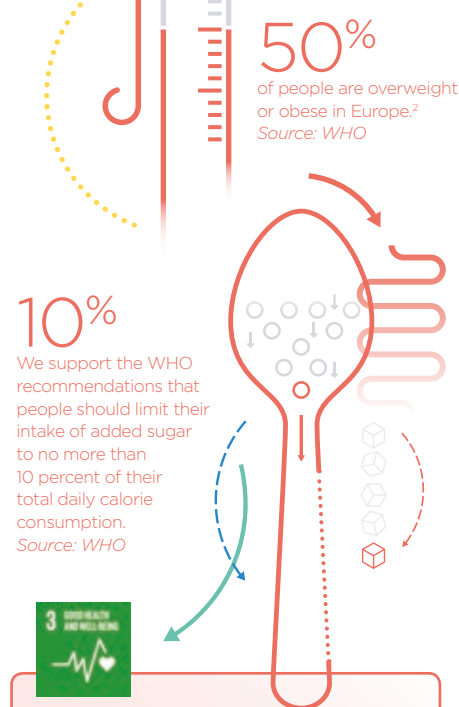
Obesity is a complex, global challenge with a significant cost to both society and individuals. Worldwide, over 600 million adults and 41 million children under the age of five were classed as obese in 2014.¹

We understand that many people want to eat and drink less sugar in order to moderate their calorie intake. Together with The Coca-Cola Company, we are taking steps to support these changing tastes and preferences.

We are listening carefully to our consumers and evolving our portfolio to give people more of the drinks they want, enabling them to control their consumption of added sugar. We are committed to becoming a total beverage company, reshaping our portfolio in line with changing consumer tastes and focusing on 'consumer-centric' brands including no- and low-sugar options and drinks in emerging categories such as organic drinks and ready-to-drink teas.

We will also expand the availability of smaller, more convenient pack sizes and invest more in making sure consumers are aware of no- and low-calorie options.

As we develop our sustainability plan for Western Europe, we are listening to what stakeholders expect of us and how they would like to see our products evolve in the future. Commitments and targets for reducing the sugar and calories in our drinks will be set accordingly.



UN SUSTAINABLE DEVELOPMENT GOALS

We support UN Sustainable Development Goal #3, ensuring good health and wellbeing. Together with the European beverage association, UNESDA, we aim to help reduce non-communicable diseases, such as obesity, by reducing the average added sugar content of our still and sparkling soft drinks by 10 percent between 2015 and 2020 in support of the global fight against obesity.

1. www.who.int/mediacentre/factsheets/fs311/

2. www.euro.who.int/en/health-topics/noncommunicable-diseases/obesity/data-and-statistics/infographic-over-50-of-people-are-overweight-or-obese-download

OUR DRINKS



OUR PROGRESS

7.9%

reduction in the average calories per litre across our portfolio since 2010.

35%

of the volume of our drinks in our portfolio are no- and low-calorie.

180

We have introduced approximately 180 no- or low-sugar products since 2010.

98%

of our products have front-of-pack Reference Intake (RI) labelling.

10%

We have signed up to UNESDA's commitment to reduce added sugar by 10 percent between 2015 and 2020.

Introduction

We know our stakeholders have high expectations about efforts to reduce the sugar and calories in our portfolio. We are listening – and are taking action. Together with The Coca-Cola Company, we are evolving our long-term business strategy to provide a greater range of no- and low-calorie products. We're doing this by changing the recipes in our drinks to reduce sugar and calories, introducing smaller packaging to help people control their sugar intake, and developing new no- and low-calorie products.



How are we changing our drinks to reduce sugar and calories?

Discover more at
ccep.com

We're also giving people straightforward, accessible information to help them make informed choices through front-of-pack nutritional labelling. Finally, we're continuing to follow our long-standing policy not to target advertising to children under 12.

Reducing sugar

We are taking multiple steps to help reduce sugar in people's diets. Along with The Coca-Cola Company, we support the WHO recommendation that people should limit their intake of added sugar to no more than 10 percent of their daily calorie consumption. Through our membership of the European soft drinks industry association, UNESDA, CCEP has committed to reducing its average sugar content per litre of product by 10 percent between 2015 and 2020. In addition, we have set calorie reduction pledges in most of the countries where we operate.

First, through The Coca-Cola Company, we are reducing the sugar in our products by using sugar alternatives that help retain the great tastes that people love, but with less sugar and fewer calories. In 2016, 9.2 percent of the drinks we sold have had their recipes changed to reduce sugar and calories.

Overall, we have reduced the average calories per litre of our products by 7.9 percent since 2010. We have also reduced the added sugar per litre across our portfolio by 8.2 percent since 2010. That's equal to removing 74,000 tonnes of sugar or 290 billion calories.

We also know that not everyone drinks sparkling soft drinks. As a result, we are also working hard to introduce new products and flavours such as no- and low-calorie soft drinks, waters, teas and juices. Since 2010, we have introduced approximately 180 new no- or low-calorie products and formulas and are aiming to increase the number in the coming years. In 2016, 35 percent of the sales volume of our drinks were no- or low-calorie.

During 2016, we introduced organic products, – Honest Tea in Great Britain and Capri-Sun Bio in France and Sweden – and organic products now represent 0.2 percent of our total volume. We also introduced new no- and low-calorie products in all our countries. These include a flavoured water, Chaudfontaine Fusion, in Belgium and the Netherlands, Finley mocktails in France, Belgium and Luxembourg and the Monster Ultra

range of zero-calorie options across our territories.

Convenient, smaller packaging

We are also working to provide a greater range of smaller, more convenient packages which make it easier for people to control their sugar intake. In 2016, 5.6 percent of our products were sold in pack sizes of 250ml or less. In 2016 we introduced a single-serving 250ml can for Finley in France.

Responsible marketing

Providing clear and accessible information

We are also making sure that consumers are clear on the amount of calories in our products, so that they can make informed choices.

Since 2009, we have voluntarily included Guideline Daily Amount (GDA) labelling on 100 percent of our packaging. We have also included front-of-pack Reference Intake (RI) information on approximately 98 percent of our packaging since 2013. In 2014, we joined the UK Government's voluntary colour-coded, front-of-pack nutrition labelling scheme.

Where it is not possible to provide front-of-package labelling (for example, on returnable glass bottles in some countries), we make this information available on our websites or by other easily accessible means.

Together with The Coca-Cola Company and five other FMCG companies, we are taking steps to promote healthier diets and balanced lifestyles to tackle obesity. This multi-company task force is looking at the development of a meaningful, consistent and single nutrition labelling scheme across Europe, in compliance with existing EU legislation.



See more: [UNESDA Sugar reduction commitment](#)

COCA-COLA ZERO SUGAR: BETTER TASTE AND NO SUGAR

CCEP-WIDE

Over the past year we've released a new version of Coca-Cola Zero called Coca-Cola zero sugar. The new recipe more closely matches the taste of Coca-Cola Classic while the name and redesigned packaging make it even clearer to consumers that the drink is sugar-free. The launch in Great Britain was backed by an investment of £14 million – the largest in a decade – as part of a strategy to increase the growth of no-sugar options.



Our product portfolio

Product portfolio by unit case volume - 2016

We offer a wide range of drinks in a variety of package sizes for our consumers. Approximately 35 percent of our volume is no- or low-calorie, and 5.6 percent of our volume is sold in small portion sizes of 250ml or less.



1. By brand.

98%

of our packaging has had Reference Intake (RI) information since 2013.

We take advice from local and European Scientific Advisory Councils and make no health claims unless these are scientifically proven. We also provide extra information about ingredients on pack labels to help consumers make the right personal choices. Our energy drinks, for example, 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.

Information about our products is available through the websites, care lines and consumer information centres that operate in all our countries. In 2016, we received 1.12 consumer complaints per million units sold.

Responsible marketing

We're working with The Coca-Cola Company to shift some of our marketing spend towards making people more aware of the no- and low-sugar options in their local markets. In 2016, for example, we invested £14 million in promoting Coca-Cola Zero Sugar in Great Britain under The Coca-Cola Company's 'One-Brand' strategy. In Germany, Coca-Cola Zero has been made the star brand in all packaging and advertisements for our sponsorship



of the German football association, Bundesliga.

We also have Responsible Marketing Guidelines in place. These provide guidance for our sales teams on how our products should be marketed. For example, we provide advice on how to collaborate with customers to develop meal and snack promotions that showcase healthier food choices and smaller portion sizes. We aim to make our no- and low-calorie beverages most prominent in our meal deal or snack promotions.

No marketing to children under 12

We have a long-standing policy not to advertise or market any of our products to children under the age of 12. While we can't control everything every child sees, we are working with The Coca-Cola Company to proactively push the industry to advertise responsibly. We do not place advertising in media where the audience is under 12 years old, and do not design our marketing communications in a way that directly appeals to children under 12. We also participate in audits by external organisations that monitor our advertising to demonstrate compliance. Through UNESDA, we are also committed not to advertise in printed media, on websites or during broadcast programmes aimed specifically at children. We do not undertake promotional activities aimed at under-12s and we never provide free samples to this age group unless an adult or carer is present.

REDUCING CALORIES BY 20 PERCENT BY 2020

SWEDEN

In May 2016, the Swedish Health Minister called for cooperation between society, government and food and drink manufacturers to address the high levels of sugar in people's diet. Coca-Cola responded with a pledge to reduce the average amount of calories in our drinks by 20 percent by 2020, from a 2010 baseline.

Over the last few years, we have made great efforts to address the issue through no- and low-calorie product innovations, clear nutritional labelling and the introduction of smaller package sizes. CCEP in Sweden sells approximately 400 million litres of non-alcoholic beverages per year, of which 24 percent consists of no- and low-calorie drinks. Between 2010 and 2015, we reduced the average amount of calories in our product portfolio by 10 percent through a variety of new no- and low-calorie drinks. We continued this work in 2016-2017 with the introduction of Sprite Mint, Fanta Pineapple, Coca-Cola Zero Sugar Cherry, Fanta Zero Pink Grapefruit and Sprite Zero Cranberry.



We believe in commercial-free classrooms for children. As part of a global Coca-Cola policy and through UNESDA, we have committed not to offer our beverages for sale in primary schools unless requested by school authorities or parents. While each of our countries has a different policy on the distribution of our products in secondary schools, we aim in every case:

To provide a full range of beverages (including waters, juices and no- and low-calorie products) in smaller portion sizes.

- To include educational images and messages on vending machines to promote balanced diets and to respect the commercial-free nature of the school environment.
- 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 children under 12 years of age.



Our products and alcohol

Most of the products in our portfolio are non-alcoholic. In two of the countries where we operate, however, we do produce or distribute alcoholic drinks such as beer, wine and spirits, making up 0.1 percent of the volume of our portfolio. In Iceland, our Akureyri facility near the Arctic Circle produces its own Viking brand of beer, as well as brewing other beers under licence. We also act as the distributor for premium spirit brands including Edrington, Illva Saronno, Buss Spirits and Berry Bros. & Rudd in Belgium and Luxembourg. In each of these countries, we respect the local code of practice for the responsible marketing and promotion of alcoholic drinks. This includes providing messages on responsible drinking, and only marketing products through channels aimed at adults over local legal purchase age.

We know that our non-alcoholic drinks are often consumed on social occasions where alcohol is involved and that they can be mixed with alcoholic beverages. We have issued guidelines to our sales teams to ensure that any association of our products with alcohol is communicated in a way that encourages moderate and responsible drinking, and which complies with all relevant laws, regulations and industry codes on the marketing and sale of alcohol.

We also promote our drinks as a non-alcoholic alternative. In Great Britain, for example, we work in conjunction with the THINK! driver-friendly programme to offer a free second non-alcoholic drink at Christmas when ordering a Coca-Cola, Schweppes or Appletiser product. In 2016, we distributed approximately 4,700 buy-one-get-one-free kits to bars and pubs across Great Britain.

ADDITIONAL INFORMATION

More information about joint commitments with The Coca-Cola Company and through UNESDA, as well as our Responsible Marketing Guidelines can be found on www.ccep.com. These include:

- UNESDA Commitment to Reduce Added Sugar
- The Coca-Cola Company Global Responsible Marketing Policy
- The Coca-Cola Company Global School Beverage Guidelines
- UNESDA Commitments to Act Responsibly
- UNESDA Code for Energy Drinks and Shots



How can we evolve the drinks we offer to help consumers reduce their sugar intake?

Discover more at
ccep.com

Céline Rød, →

Manager, Sales Development, Digital@work, Norway

SUSTAINABLE PACKAGING AND RECYCLING

■ Making our
packaging
more
sustainable



SUSTAINABLE PACKAGING AND RECYCLING: MAKING OUR PACKAGING MORE SUSTAINABLE

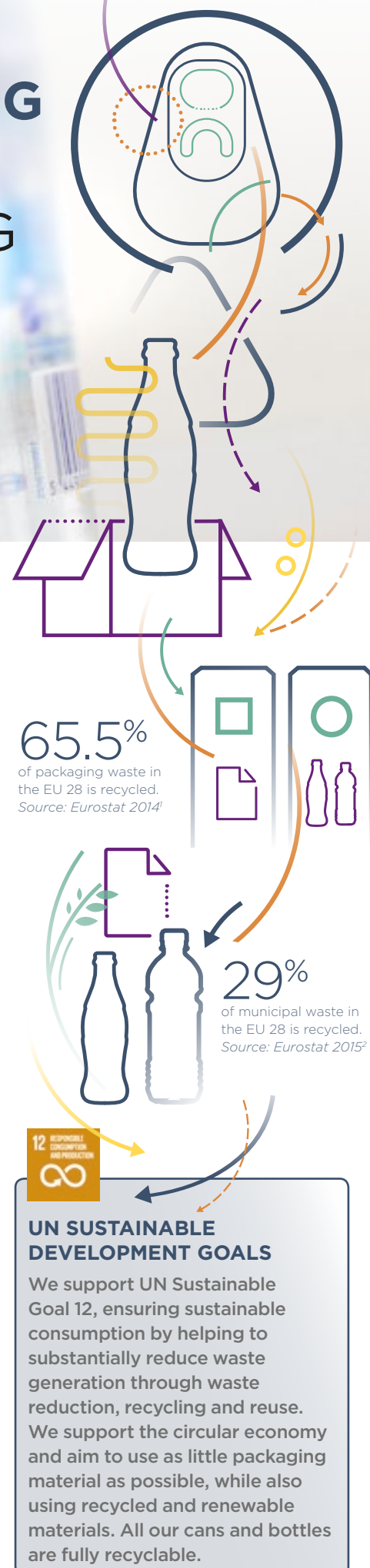
Our packaging plays an essential role in maintaining the quality of our drinks and ensuring they reach our customers and consumers safely. But the glass, aluminium, paper and plastic that we use depends on natural resources and accounts for approximately 40 percent of the carbon emissions in our value chain. Once used, our packaging is not always recycled and too often ends up in landfill, being incinerated, littering the streets or in our oceans.

Resource efficiency has long been at the heart of our thinking on sustainable packaging. Although we have made strong progress in recent years, we know there is much more to be done on tackling litter, on improving packaging recovery and recycling rates in many of our markets and on using more recycled and renewable materials.

Our stakeholders also expect us to go further, faster. Having listened to their expectations, we are reviewing our sustainable packaging strategy and will be setting new packaging targets and commitments as part of our upcoming sustainability plan.

We are open to engaging in constructive dialogue and to working with others to create effective, long-term solutions to make our packaging as sustainable as possible.

We have listened to our stakeholders, and know that we need to do more to recover our packaging, and use more recycled content. We will be developing new commitments and targets about our packaging as part of our upcoming sustainability strategy for The Coca-Cola system in Western Europe, to be released later this year.



1. ec.europa.eu/eurostat/statistics-explained/index.php/Packaging_waste_statistics

2. ec.europa.eu/eurostat/statistics-explained/index.php/Municipal_waste_statistics

SUSTAINABLE PACKAGING AND RECYCLING

OUR PROGRESS

100%

of our bottles and cans are recyclable.

21%

of the PET used in our packaging in 2016 was recycled PET.

7.6%

of our PET bottles in 2016 were PlantBottle™.

18%

reduction in our packaging use ratio (g/litre) since 2010.

Introduction

Managing the sustainability of our packaging is one of the most critical issues facing our business.

We work with our packaging suppliers to minimise the impact of our packaging on the environment by designing it for recyclability, continually trying to reduce its weight and increasing its recycled and renewable content. We are also working with customers to improve consumer awareness of recycling, and with local governments and stakeholders to improve local recovery and recycling rates.

Sustainable packaging

We offer our products in many different packaging formats, and aim to ensure that these are designed for recyclability from the start. All of our aluminium, steel, plastic and glass primary packaging is 100 percent recyclable, as is the board and paper we use in some of our packaging. Some packaging such as cartons or pouches can only be recycled where specific recovery facilities exist. We are working with local organisations to improve the recovery and recycling rates for these types of packages.

132g/litre

2016 packaging use ratio.

We are also working to increase the recycled and renewable content of all our packaging, and are continually working with our suppliers to use less material overall. We monitor our progress on reducing the amount of material we use through our packaging use ratio – the average weight of packaging per litre of product. In 2016, we used 663,516 tonnes of material across all our packaging types, and 27 percent of this was recycled material. Our packaging use ratio was 132g/litre.



Plastic Bottles – PET

Our polyethylene terephthalate (PET) bottles are one of our most popular packaging types. To make it a sustainable packaging choice for our consumers, we are working to increase the amount of recycled and renewable material contained in our bottles. In 2016, 21 percent of the plastic we used in our bottles was recycled PET (rPET).

Introduced by The Coca-Cola Company in 2009, PlantBottle™ uses PET derived from sugar cane and molasses. The resulting material looks and functions like traditional PET and is fully recyclable, but is not made entirely from a fossil-fuel base. In 2016, 7.6 percent of our bottles were PlantBottle™. We use

PlantBottle™ packaging for brands such as Smart Water and Honest Tea, as well as for 500ml Coca-Cola PET bottles in the Netherlands, Norway and Sweden. We also use PlantBottle™ in some of our ViO brands in Germany, as well as in Bonaqua in Sweden.

16%

of our PET is refillable PET¹.

In addition to one-way PET, we also offer refillable PET packaging in some of our markets, representing 16 percent of our PET bottles. Germany, which has offered refillable PET bottles since 1990, is our largest market for these packaging types. Available in the 1.5, 1 litre and 500ml sizes in Germany, these bottles are collected by retailers and returned to our manufacturing operations where they are washed and refilled. Each bottle will be refilled between 12 and 15 times before it is recycled. In 2016, we refilled more than 1.5 billion PET bottles.

100 PERCENT PLANTBOTTLE™ PORTFOLIO NORWAY



In 2012, we switched our packaging in Norway from refillable to non-refillable bottles. These non-refillable lines were switched to solely producing products which use PlantBottle™, such as 500ml Coca-Cola. PlantBottle™ packaging in Norway is made with up to 22.5 percent plantPET and 25 percent rPET, allowing us to halve our annual consumption of virgin plastic.

PACKAGING INNOVATION GREAT BRITAIN

We are continually testing new types of lightweight packaging in order to reduce the amount of resources that we use. In Great Britain, we launched a newly redesigned plastic bottle for our Abbey Well Spring Water brand. The 'twistable' design uses up to 32 percent less plastic than previously, and carries a prominent 'Recycle Me' message to remind consumers that the bottle is recyclable. Its design also makes it easy for consumers to crumple it down before disposing of it.



See more: For more information on CCEP's packaging and recycling, please see our [environmental data tables](#).

88%

of our glass bottles were refillable in 2016.

Aluminium, steel and glass

One of the best ways that we can reduce the carbon footprint of our packaging is to increase the recycled content of our aluminium and steel cans (it takes approximately 95 percent less energy to produce recycled aluminium than virgin). In 2016, 33 percent of our aluminium, steel and glass materials were made of recycled content.

We also offer refillable glass bottles in Belgium, Luxembourg, France, Germany, the Netherlands, Norway, Portugal, Spain and Sweden. In 2016, 88 percent of CCEP's glass bottles were refillable.

Cardboard and corrugated packaging

Our cardboard and corrugated packaging is used as a secondary packaging material to help transport cans and bottles to our customers. Every new paper, pulp and cardboard contract now includes a requirement for third-party certification through the Forestry Stewardship Council (FSC) or a certification endorsed by the Programme for the Endorsement of Forest Certification (PEFC). In Spain, the paper labels used on all our bottles are FSC certified and include the FSC logo. We are also currently collecting FSC certification from our existing suppliers, who have until 2020 to comply with these standards.

Recycling

A critical part of our sustainable packaging strategy is ensuring that as much of our packaging as possible can be recovered and recycled. We

support the development of a circular economy model whereby resources are recycled and re-used for as long as possible, feeding back into the economy and maximising the re-use of finite resources.

Supporting national collection, sorting and recycling schemes

There are different collection, sorting and recycling schemes in place across all the countries we operate in. While some focus on household kerbside collection and recycling, others have well-established deposit systems for beverage packaging. In some European countries, it's our experience that deposit schemes can play a positive role and be an effective way to encourage the recovery of more beverage packaging.

For a deposit system to be successful, however, it must work for all stakeholders across the value chain, and be underpinned by a circular economy strategy. We are willing to support the trial of well-designed deposit return schemes to understand the role they could play in increasing the recycling of our packaging and reducing litter.

99 PERCENT RECYCLING OF MANUFACTURING WASTE GERMANY

In 2016, we worked with recycling expert, Interseroh, to increase the amount of recyclable materials resulting from the production process at our manufacturing operation in Genshagen. The project identified more than 50 recyclable materials, including four types of paper and eight types of foil and plastics. We installed approximately 300 recycling bins to better separate these materials.

To support the change in the process, Interseroh worked with the site to provide training and workshops to ensure that employees were involved and motivated to change their behaviours. As a result of this project, 99 percent of all our production waste at the site is being recycled. This best practice will now be extended to our other German facilities, starting with our site in Karlsruhe.





We will continue to work with NGOs, policymakers, industry bodies, local authorities and national recovery schemes to reduce the amount of soft drinks packaging not being recycled. To this end, we have partnered with Eco-Emballages in France, Fost Plus in Belgium, Nedvang in the Netherlands, Returpack and REPA in Sweden, Infinitum and Rentpack in Norway, Ecoembes in Spain and Valpak in Great Britain. We also worked with Every Can Counts on recycling campaigns in Great Britain and with Chaque Canette Compte in France.

Investing in re-use and reprocessing

To ensure reliable supplies of high-quality rPET, we've helped to develop, and continue to support, the PET collection and reprocessing infrastructure in France. Here we've invested in plastics reprocessing at Infineo Recycling, our joint-venture with Plastipak. Infineo can process up to 1.5 billion PET bottles a year and produces enough high-quality rPET to meet our needs in Belgium, Luxembourg, France and the Netherlands. In Great Britain, we have invested to establish Europe's largest and most sophisticated bottle reprocessing plant in Lincolnshire. This plant is now also run by Plastipak, and we've been using material from the plant in our bottles for the past five years.

In Spain and Portugal we also have a partnership with Nosoplas to provide high-quality rPET. As a result we are able to use up to 15 percent rPET in all our sparkling soft drink and water packaging.

Influencing consumer behaviour

Working with our customers and other stakeholders, we have worked to raise awareness and to encourage consumer recycling.

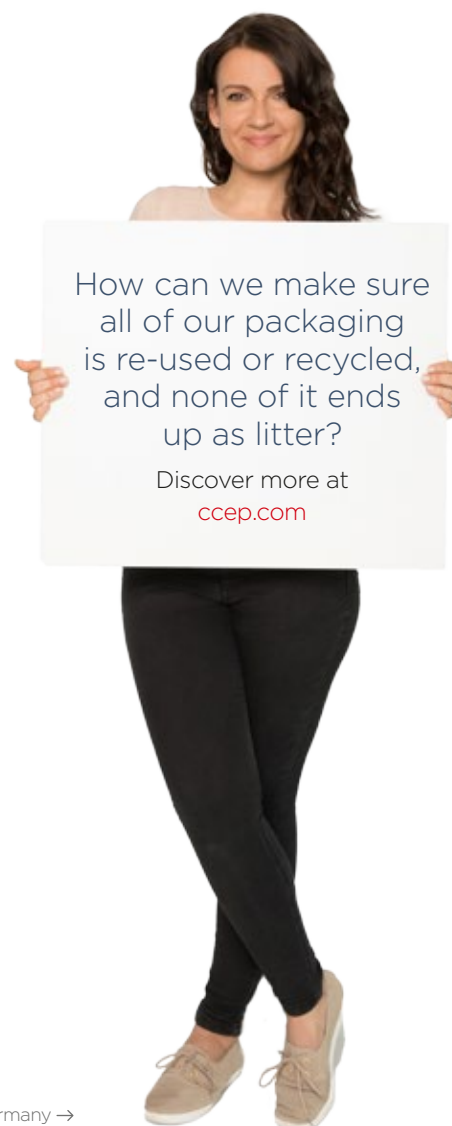
In France, we spread the recycling message at the EURO 2016 football championships, encouraging fans to recycle their packaging in the eight host cities during the event. The campaign was seen by approximately 4.8 million people.

In Belgium, we provided recycling points during the Tour de Wallonie cycling event and the Special Olympics National Games. We also sponsored the recycling booth and toolkit for campers at the Tomorrowland music festival. This resulted in 15 percent less litter on the campsite and 40 percent less litter in the festival area compared to the previous year.

We supported the Tilburg Fair in the Netherlands, the largest public event in the country with more than one million visitors. During the one-week event, our Coca-Cola recycling stand informed consumers in a fun and engaging way about the importance of recycling. We also support Nederland Schoon which aims to make the Netherlands cleaner and reduce waste on the streets. Nederland Schoon ran a successful pilot in 2016 to collect small bottles and cans with the help of local schools, sports clubs and municipalities. More than 80 communities took part in the pilot.

Cutting manufacturing waste

Our manufacturing operations continue to reduce the amount of waste they send either to landfill or for incineration. In 2016, 92.6 percent of this waste was recycled and 34 of our 53 plants sent zero waste to landfill. To achieve this, we work hard at each of our manufacturing sites to reduce and recycle our waste as much as possible. Our facility in Genshagen, Germany has been able to recycle 99 percent of its production waste (see case study). In partnership with our recycling partner, Viridor, our SmartWater facility in Morpeth has reduced its waste by approximately 40 tonnes per year through a new programme which recycles the PET liner that carries the SmartWater labels. Recycling these liners reduced the carbon footprint by approximately 180-200 tonnes of CO₂e in 2016.



How can we make sure
all of our packaging
is re-used or recycled,
and none of it ends
up as litter?

Discover more at
ccep.com

Doreen Selmke, Finance, Germany →

CLIMATE



Reducing our
greenhouse gas
emissions, supporting
the Paris Climate
Agreement

CLIMATE: REDUCING OUR GREENHOUSE GAS EMISSIONS, SUPPORTING THE PARIS CLIMATE AGREEMENT

Climate change is one of the most serious and complex challenges facing the world. At Coca-Cola European Partners (CCEP), we believe that urgent action must be taken to tackle the issue.

Political and scientific consensus indicates that increased concentrations of carbon dioxide and other greenhouse gases (GHGs), which can be attributed in part to emissions generated from businesses such as ours, are leading to gradual rises in global average temperatures.

This is influencing global weather patterns and causing extreme weather conditions around the world. Climate change has also been linked to greater water scarcity and a worsening of water quality. It can also reduce agricultural productivity which could affect the availability and cost of the key ingredients that we use in our products. An increase in extreme weather such as storms or floods could also impact our manufacturing and distribution network.

This is a critical issue for our business and we are committed to playing our part in global efforts to tackle climate change in line with the 2015 Paris Climate Change Agreement.

We have already made significant progress in reducing greenhouse gas emissions related to both our core business and our value chain. However, we need to do more and are determined to meet our stakeholders' expectations on key topics including renewable electricity use and GHG emissions from transporting and chilling our products.

We will establish new carbon reduction and renewable energy targets as part of our new sustainability plan for the Coca-Cola system in Western Europe.

We also believe that full transparency about our GHG emissions is important. As a result, we have included information on climate risks and our GHG emissions in CCEP's first Annual Report and Accounts, as well as in this report. We also share this information through our response to the Carbon Disclosure Project.

Net-Zero

The Paris Climate Change Agreement aims to limit global warming to 'well below' 2°C and sets a long-term target of net-zero emissions.

Source: Paris Climate Change Agreement

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.

Source: Intergovernmental Panel on Climate Change (IPCC)



UN SUSTAINABLE DEVELOPMENT GOALS

We support UN Sustainable Development Goal 13, and are committed to playing our part in global efforts to tackle climate change, in line with the 2015 Paris Climate Change Agreement. Since 2010, we have reduced the carbon footprint of our core business operations by 42.6 percent, and our carbon footprint across our value chain by 25 percent versus 2010.

Reducing carbon emissions across our value chain

We are committed to reducing the impact of our business across our value chain – from the sourcing of our ingredients and the production and distribution of our products to their eventual disposal. The majority of our carbon impact lies beyond our direct control. Collaborating with our suppliers, customers, consumers and other stakeholders therefore, will be critical in reducing our carbon impact.

Supply Chain

2,724,325 metric tonnes CO₂e

26.1%
Ingredients

39.7%
Packaging

Core business operations

1,416,151 metric tonnes CO₂e

7.0%
Manufacturing

7.8%
Distribution

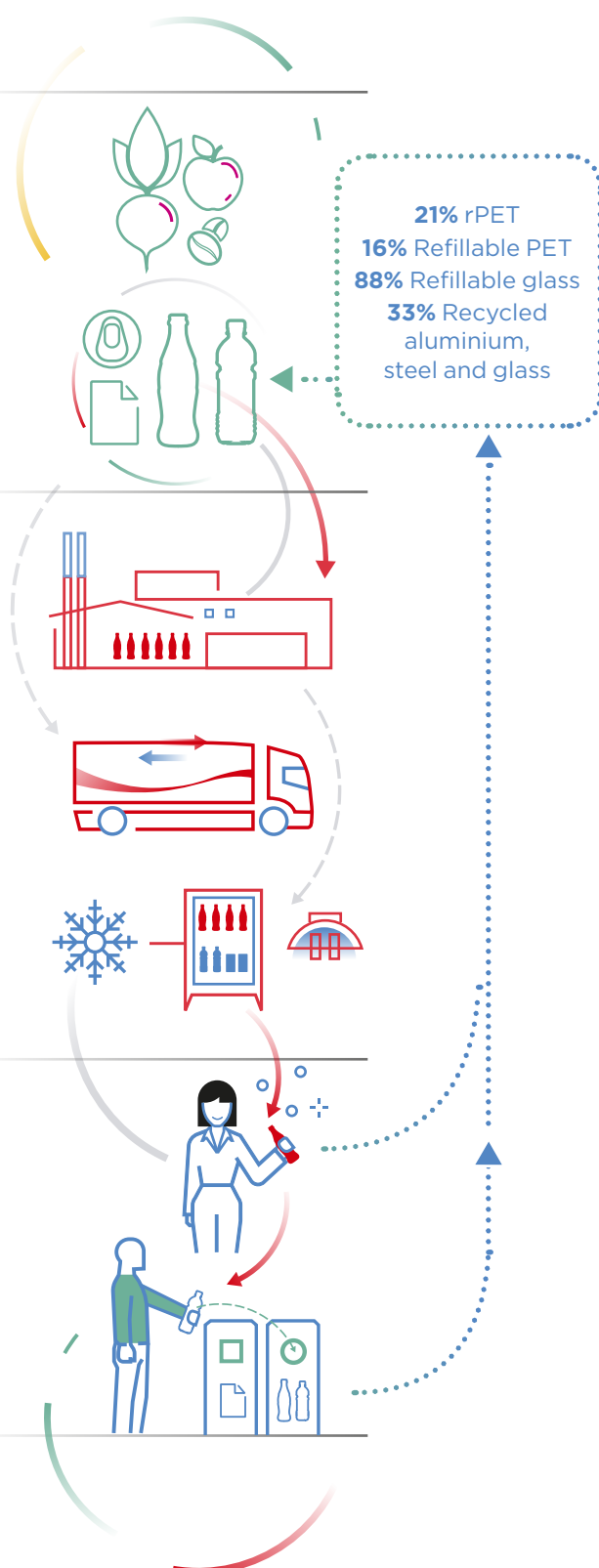
19.4%
Cold drinks equipment (CDE)

Consumers

Recycling
Included in packaging¹

Total Carbon Emissions
across our value chain

4,140,476 CO₂e



1. As a result of carbon footprint methodologies.

CARBON AND ENERGY

OUR PROGRESS

42.6%

reduction in the carbon footprint of our core business operations since 2010.

24.6%

reduction in our value chain carbon footprint since 2010.

98.4%

of our cooler purchases in 2016 were HFC-free.

Introduction

We measure the carbon footprint both of our core business operations (our manufacturing, distribution and cold drinks equipment) and of our wider value chain including our ingredients and packaging. We work within our own operations, as well as with our suppliers and customers to reduce their carbon footprint.

GHG emissions – core business operations

We report the carbon footprint of our Scope 1, 2 and 3 greenhouse gas (GHG) emissions in tonnes of CO₂ equivalent, from our core business operations, for the calendar year ended 31 December 2016. Our GHG emissions are calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol, using an operational consolidation approach to determine organisational boundaries. We disclose the Scope 1, 2 and 3 emissions which make up our core business operations (this includes our manufacturing, sales offices, distribution centres, cold

drinks equipment and transportation figures). We also report additional Scope 3 emissions (e.g. for our packaging and ingredients) in our value chain carbon footprint and our publicly available CDP responses. In addition, we disclosed our GHG emissions within CCEP's Annual Report and Accounts.

In 2016, the carbon footprint of our core business operations was 1,416,151 metric tonnes of CO₂e, a 42.6 percent reduction since 2010 and a 7.4 percent reduction versus 2015.

Across our value chain, the carbon footprint of the 'drink in your hand' was 290.7 g/litre, a reduction of 24.6 percent since 2010, and a 4.8 percent reduction since 2015.



See more: See our [methodology page for more information on how we calculate our carbon footprint.](#)

How are we reducing our carbon footprint?

Discover more at ccep.com

← **Adjan van den Broek,**
Manager, Plant Engineering, Dongen, the Netherlands



Reducing the carbon footprint of our manufacturing operations

Our manufacturing operations and commercial sites represents 21 percent of the carbon footprint of our core business operations, and 7 percent of our value chain carbon footprint. To reduce the carbon footprint of our factories and warehouses, we are primarily focusing on reducing the amount of energy we use and switching to the use of renewable electricity.

Reducing the energy we use

In 2016, our manufacturing operations used a total of 1,143,549 MWh of energy. We are working hard to reduce the energy we use by investing in new equipment and in training programmes for our employees. These efforts are working. In 2016, we had an energy use ratio of 0.32 MJ/litre of product produced, a 17.2 percent reduction versus our 2010 baseline.

In the majority of our manufacturing operations, we use monitoring systems to help control our energy use. By combining production data with live information on our energy use, they enable line operators to make real-time adjustments to reduce our energy use. This transparency is key to managing energy consumption. In 2016, we installed more meters at our Reykjavik plant, and online energy management systems at six of our sites in Germany.

| | | 2010 | 2015 | 2016 |
|----------------------------|---|--------------------------|-----------|------------------|
| | Emission sources | Tonnes CO ₂ e | | |
| Scope 1 | Direct emissions (e.g. fuel used in manufacturing, own vehicle fleet, as well as process and fugitive emissions) | 326,762 | 265,863 | 260,105 |
| Scope 2 (market-based) | Indirect emissions (e.g. electricity) | 242,104 | 51,934 | 28,197 |
| Scope 2 (location-based) | Indirect emissions (e.g. electricity) | 260,103 | 195,370 | 190,294 |
| Scope 3 | Third-party emissions included in our core business operations. (e.g. cold drink equipment, third-party transport). | 1,898,699 | 1,211,811 | 1,127,849 |
| Total core business | | | | 1,416,151 |

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. In 2016, CCEP's biological sequestered carbon was 7,968 tonnes of carbon. (The figures in the above table for 2015 incorporate data from the bottlers from which CCEP was formed).

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 DEFRA 2016 and IEA 2014 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, other energy-related emissions not already accounted for under Scope 1 and 2 (e.g. emissions from well-to-tank and transmissions and distribution). Additional Scope 3 from our ingredients and packaging will also be included in our 2017 CDP response.

Approximately 1.38 percent of our operational carbon footprint is based on estimated emissions (e.g. leased offices where energy invoices are not available). Our Scope 1 and 2 emissions are independent of any greenhouse gas trades.

Moves are under way to monitor the energy lost in our manufacturing processes when no production is taking place – for example, at weekends. A plan for reducing these losses was introduced in 2016 at our Reykjavik manufacturing operations, and similar plans have been rolled-out to the majority of our other facilities.

The attitude and behaviour of employees can play a large part in reducing consumption of water and energy. In Germany and France, we have introduced an employee behaviour-change training programme, to help them be more aware of how to reduce their use of energy and materials in their daily routines.

We continue to invest in process innovation and new, energy-efficient technologies and are looking to roll-out best practices across our territories. In 2016, we invested €3 million in energy and carbon-saving technologies. In Germany, for example, ceramic mirrors are used in our bottle-blowing machine ovens to reduce the energy used for heating our pre-forms. These mirrors have now been introduced to our sites in Bilbao and Fuenmayor in Spain.

52 of our 53 sites are certified under the ISO 14001 environmental management standard. Several of our sites have also achieved the energy management standard ISO 50001, including our manufacturing operations at Wakefield and East Kilbride in Great Britain, Dunkerque in France, Chaudfontaine in Belgium, and Lisbon in Portugal. All of our 23 production plants in Germany, as well as our German Cold Drink Equipment (CDE) operations and warehousing and distribution sites, have also achieved the ISO 50001 standard.

In 2016, our sites in Great Britain, France, Belgium and Luxembourg, the Netherlands, Norway and Sweden received the Carbon Trust Standard certification for carbon management for the fourth consecutive year.



HYDRO-ELECTRIC POWER AT CHAUDFONTAINE BELGIUM

In December 2016, we opened a new, fish-friendly, hydro-electric turbine on the Vesdre River near our natural mineral water site at Chaudfontaine in Belgium. This project will produce 330 MWh a year, enough to power the equivalent of 94 households, and will save 170 tonnes of CO₂e a year.

The turbine is the latest in a series of initiatives that have reduced Chaudfontaine's overall energy consumption by two-thirds since 2005. The combination of previously installed solar panels, geothermal heat captured from the water source and now the turbine, means that Chaudfontaine is now producing more than 10 percent of its electricity through renewable sources.



75%

of our electricity was from
renewable sources in 2016.

Renewable and low-carbon energy

Electricity and gas use accounts for 92.9 percent of the total energy used in our manufacturing and distribution sites. In 2016, 75 percent of our purchased electricity came from renewable sources, and we are aiming to switch the remainder of our purchased electricity contracts to renewable sources by 2020.

In addition to changing our energy purchasing strategy, we are also investing in renewable and low-carbon energy projects at our own manufacturing operations. For example, solar photovoltaic panels on our sites generated more than 311 MWh of electricity in 2016. Our site at Chaudfontaine is leading the way with the use of both solar photovoltaic and water turbines (see case study). In Iceland, the country's abundance of

hydropower and geothermal sources of energy gives our Reykjavik facility a remarkably low-carbon footprint. Most recently, we have contracted with a solar farm near our Wakefield operations in Great Britain to supply up to 15 percent of the site's total electricity use as part of a long-term Power Purchase Agreement (PPA). The project will help to reduce the site's operational carbon footprint by 8.6 percent.

Our manufacturing operations in Norway and Sweden and our office in Bulgaria use biomass district heating which allows homes and business to share a centrally generated renewable source of heat. Collectively, they draw approximately 4.6 percent of their total energy use from this source. In Germany our Fürstenfeldbruck manufacturing site uses a biomass burner to source its heat from old wooden pallets.

Combined heat and power (CHP) systems can cut carbon emissions by generating electricity and heat on site from low-carbon energy sources, e.g. natural gas. Having installed our first CHP system in Wakefield in 2014, we are now looking at other economic opportunities to use this technology where feasible.



TRANSPORT



Introduction

We drive over 270 million kilometres a year to distribute our products. As a result, transportation accounts for the second-largest percentage of the carbon footprint of our core business operations – approximately 22 percent and for 8 percent of our value chain carbon footprint.

Although most of our deliveries are made by third-party hauliers, we monitor the emissions attributable to our distribution and count them as part of CCEP's carbon footprint, in line with our operational consolidation approach to calculating our carbon emissions. Working with our logistics partners, we're improving routes across all our territories in order to cut the distances we drive. We are also promoting the use of carbon-reducing technologies, fuels and modes of transport.

270_m km

We drive approximately 270 million kilometres a year to distribute our products.

Cutting the distances we drive

We continue to optimise our distribution network to make it as efficient as possible. We've cut further road-kilometres by adding warehouse capacity at some of our manufacturing plants, allowing us to deliver directly to our customers from our manufacturing sites rather than via external warehouses. Working with our suppliers, we've also cut the distances that materials have to travel to reach our factories. Many of our sites are located next to our can suppliers, and some, such as our sites at Grigny, Wakefield and Halle in Germany have the capability to manufacture their own PET bottle pre-forms, reducing the need for these goods to be transported.

In Spain, we have developed an initiative called Ecoplatform. This centralises our distribution system, bringing together 150 trucks and 20 vans along with the development of a new semi-automated warehouse in Madrid.

Avoiding wasted journeys

In several of the countries in which we operate, we run front-hauling and back-hauling programmes in collaboration with suppliers and customers.

Front-hauling involves working with suppliers to rationalise the flow of materials into our plants. A rail-based system is particularly well established in Sweden.

Back-hauling combines customer deliveries with collections to ensure full loads on both the outward and return journeys. We currently have back-hauling arrangements with customers including Casino and Carrefour in France, and Tesco in Great Britain.



BIOFUELS TRUCK PILOT THE NETHERLANDS



In 2016, in partnership with DAF trucks, Nijhol oil company and three logistics contractors, CCEP in the Netherlands began a pilot project on the use of biodiesel in trucks. The pilot demonstrated that by using biofuel, CCEP can reduce CO₂e carbon emissions from transportation in the Netherlands by at least 24 percent. Following positive feedback from stakeholders, customers, government and NGOs, we aim to expand the pilot to nine trucks in the Netherlands in 2017.

Alternative fuels and technologies

We're expanding our use of 'Eco-Combi' trucks in the Netherlands. Longer than conventional trucks, these can carry up to 38 percent more per journey, resulting in fewer trips and lower emissions. In Sweden, for the same reason, we use larger trucks known as 'road trains'.

Across our territories, the majority of our main hauliers are moving to the latest EURO VI emission standard and intend that all their diesel trucks should meet this standard by 2018.

We continue to use biofuel to power some of our trucks. The eight trucks that we own and operate in Iceland all run on biodiesel. In the Netherlands, we've just completed a pilot project on the use of renewable diesel (see case study). In Sweden, where



62 percent of our trucks run on biofuel, we're testing the use of hydrogenated vegetable oil as a diesel alternative. Here we also operate dual-fuel delivery trucks powered by a mix of liquid natural gas/liquid biogas and regular diesel.

In France, we're increasing the number of vehicles running on compressed and liquefied natural gas.

Our company car and van fleet includes fuel-efficient hybrid models and a small number of electric vehicles. We also use electric vehicles for deliveries on short, inner-city routes in Paris and Oslo. Our company car tailpipe emissions fell by 2 percent in 2016, and are down by 30 percent since 2010.

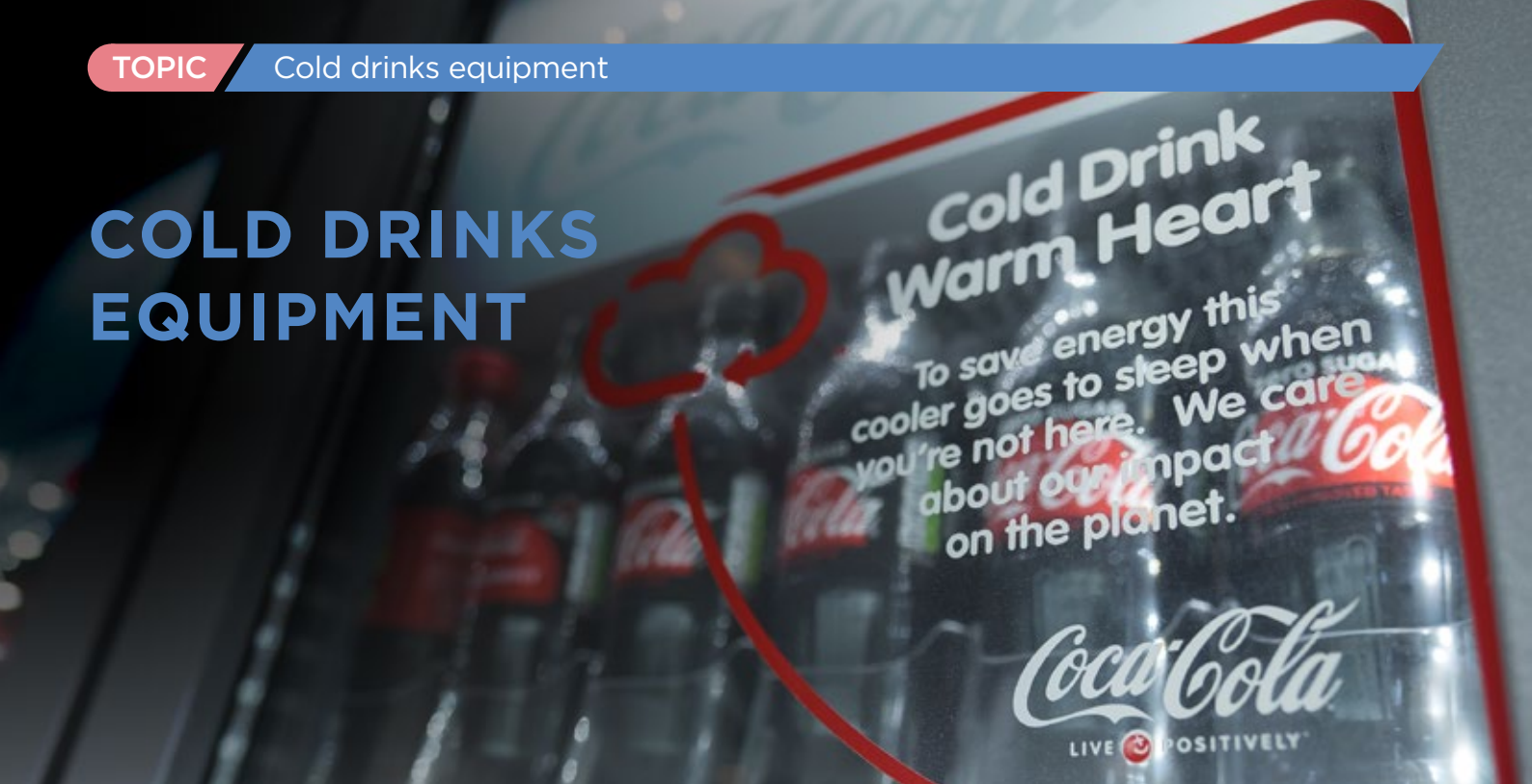
Where long-distance transport is unavoidable, we use a combination of rail and road with trailers loaded onto trains and needing only short truck journeys at each end of the route. This method is increasingly used in France and Germany.

Working with the industry

We collaborate with industry groups and stakeholders across our territories to advance the use of low-carbon vehicles and fuels. Initiatives in which we are involved include the Belgian Lean & Green programme, the Centre for Sustainable Freight Transport in Great Britain and the Haga Initiative in Sweden.



COLD DRINKS EQUIPMENT



Introduction

The 1.1 million coolers, vendors and fountain machines that CCEP installs on its customers' premises make up the largest percentage – 56.8 percent – of the carbon footprint of our core business operations. It also represents the third largest part of our value chain emissions.

Given that we are responsible for placing our cold drinks equipment (CDE) with our customers, we are also responsible for ensuring that it is as energy efficient as possible. This includes purchasing the most energy-efficient models and improving the efficiency of equipment already in our fleet by installing energy-saving devices. Our responsibility extends to the eventual recycling and safe disposal of

equipment when it is returned to us at the end of its life.

Purchasing new, more efficient equipment

Our coolers, fountains and vending machines are one of the primary ways that consumers can purchase a cold, refreshing drink, on the go. In many of our territories we are using different makes and models of equipment. One of our key priorities is to review the most energy-efficient coolers across our territories and harmonise our plans in order to buy the best models. By streamlining the number of models and suppliers in our portfolio, we're cutting the costs of procurement, servicing and repairs and making it easier to roll-out innovations such as cooler internet connectivity (see case study). In 2016, we purchased 63,000 units of new cooler equipment, including units from the iCOOL range, which features energy management technology, LED lighting and electronically commutated (EC) fans and motors.

We work with The Coca-Cola Company to continually review our refrigeration standards. Wherever possible, our policy is only to purchase HFC-free coolers, vendors and fountain machines. In 2016, 98.4 percent of the new coolers we purchased were HFC-free, making the cooler fleet as a whole 40.7 percent HFC-free. If an HFC-free solution is not available for purchase, we work with our suppliers to develop one. We also only buy new equipment which comes with LED lighting, and every unit over 250 litres includes an energy management system (EMS) device.

-46.6%

We have reduced the carbon footprint of our cold drinks equipment by 46.6 percent versus 2010.





INVESTING IN NEW TECHNOLOGIES

CCEP-WIDE

One of the most important ways to reduce our carbon footprint is by working with The Coca-Cola Company, our suppliers and other partners to develop and purchase innovative equipment for our cold drinks and hot beverage products. Innovations include purchasing equipment with internet-connected energy-management systems, allowing data from each machine to be captured centrally. Among other benefits, this technology allows us to track the location of each piece of equipment and monitor its performance – ensuring that repairs are anticipated in advance and completed more efficiently. Connected equipment can also record door openings to measure sales volume and engage directly with consumers through their mobile phones. We piloted this programme with ten coolers in 2016, and plan to expand to 500 internet-connected coolers in 2017.

Adding energy-efficient technology to existing equipment

We also aim to make our existing coolers, vendors and fountains more energy efficient by refurbishing them either on our customers' premises or at one of our operation centres. The energy efficiency of our equipment substantially improves when energy-efficient technology such as LED lighting or EMS devices is installed.

Replacing fluorescent lights with LED lighting can reduce the energy from lighting by up to 80 percent and the total energy consumption of the machine by up to 20 percent. After several years, the retrofit programme in Belgium and Luxembourg, France, Great Britain, the Netherlands, Norway and Sweden, has reached most of the models that can be upgraded. We are now reviewing ways to improve the energy efficiency of existing equipment in Spain, Portugal, Iceland and Germany as part of our overall cooler harmonisation project.

Some of our older equipment includes open-fronted units (OFUs) which have no doors. After several years of installing doors on as much of this equipment as possible, we are now beginning to replace them with more energy-efficient options as they reach the end of their useful lives. Across all CCEP territories, we reduced the number of OFUs by approximately 74 percent in 2016, since 2010.

When a unit reaches the end of its working life, we recycle it under controlled conditions, re-using as much as possible so that nothing goes to landfill. High standards of maintenance and disposal prevent HFCs leaking from our equipment both during and after its lifetime.

98.4%

of new coolers purchased were HFC-free in 2016.



See more: [More information about our carbon and energy use can be found on our environmental data pages.](#)

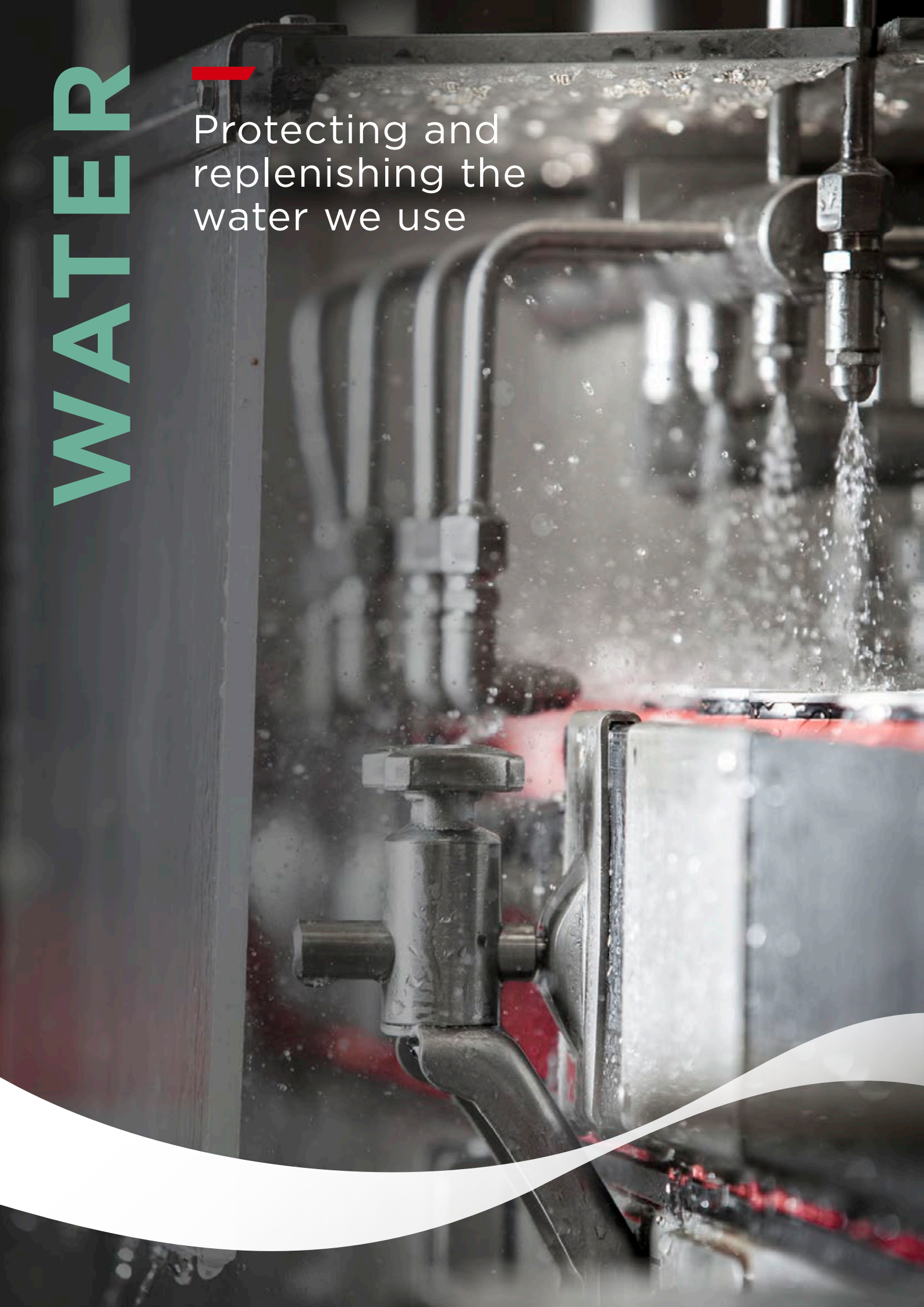
How can we address climate change over the next ten years and beyond?

Discover more at ccep.com

Marta Font, Environment Lead, Spain →

WATER

Protecting and
replenishing the
water we use



WATER: PROTECTING AND REPLENISHING THE WATER WE USE

Water is the lifeblood of our business – the main ingredient in our products, essential to our manufacturing processes and critical to ensuring a sustainable supply of the agricultural ingredients we use in our products.

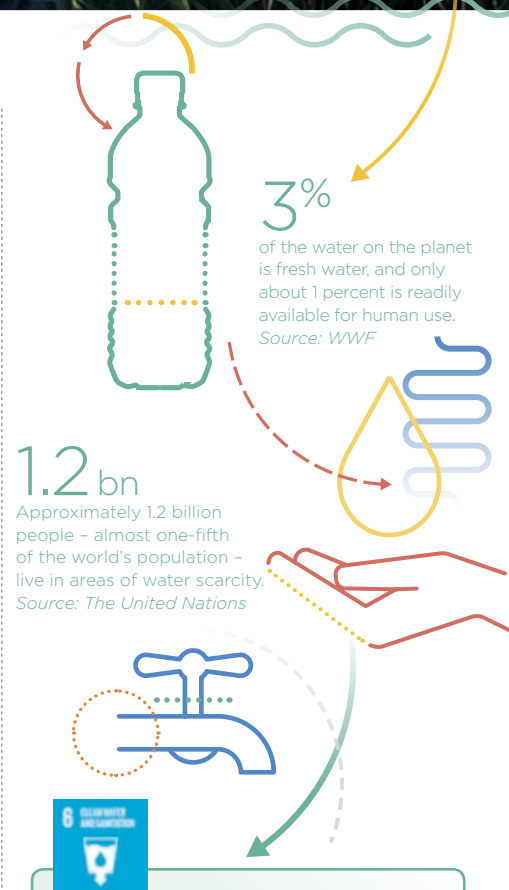
Water is also one of the world's most precious resources. In many regions, however, water resources have been affected by over-exploitation, the growing demand for food, poor water management and the impacts of climate change. This has led to severe consequences including droughts, floods and changes to the freshwater habitats of many species, all of which have had negative impacts on the surrounding societies and economies.

Water scarcity and the deteriorating quality of some of the water sources in our own territories and supply chains are a major issue for Coca-Cola European Partners (CCEP). Even if temporary, a reduction in water quality or supply could raise

our production costs, limit our production capacity, jeopardise our deliveries or affect the agricultural crops and ingredients we rely on.

Our stakeholders have strong expectations regarding our use of water, and rightly so. We've been listening, and will be setting targets and commitments as part of our sustainability plan later this year.

We will continue to take a value-chain approach to water stewardship, focusing on water-efficiency within our own operations and working hard to protect the future sustainability of the water sources which we, and our local communities, rely on.



UN SUSTAINABLE DEVELOPMENT GOALS

We support UN Sustainable Development Goal 6, contributing to global efforts to protect the future sustainability of our water resources. We will improve our water-use efficiency by reducing our water usage within our manufacturing operations, and will replenish the water that we use in areas of water stress.

Water stress in our territories

While some of our territories such as Iceland, Norway and Sweden are water abundant, others can experience water stress due to over exploitation, over population and climate-change-related drought. Together with The Coca-Cola Company, we have identified such areas within our business through our Source Vulnerability Assessments (SVAs) and by using water stress mapping from global surveys such as the World Resources Institute's (WRI) Aqueduct project.

The main areas facing stress in our business include the south-east of England, the south of France, the Flanders region of Belgium, parts of Germany and parts of Spain. We operate 21 manufacturing sites in these areas. Together, these operations account for 41 percent of our total production volumes (5.9 million cubic metres).

Water stress can also affect the sourcing of our ingredients. By water footprinting our value chain, we have identified sugar and juice processing as potential hot spots.

Water-stress map

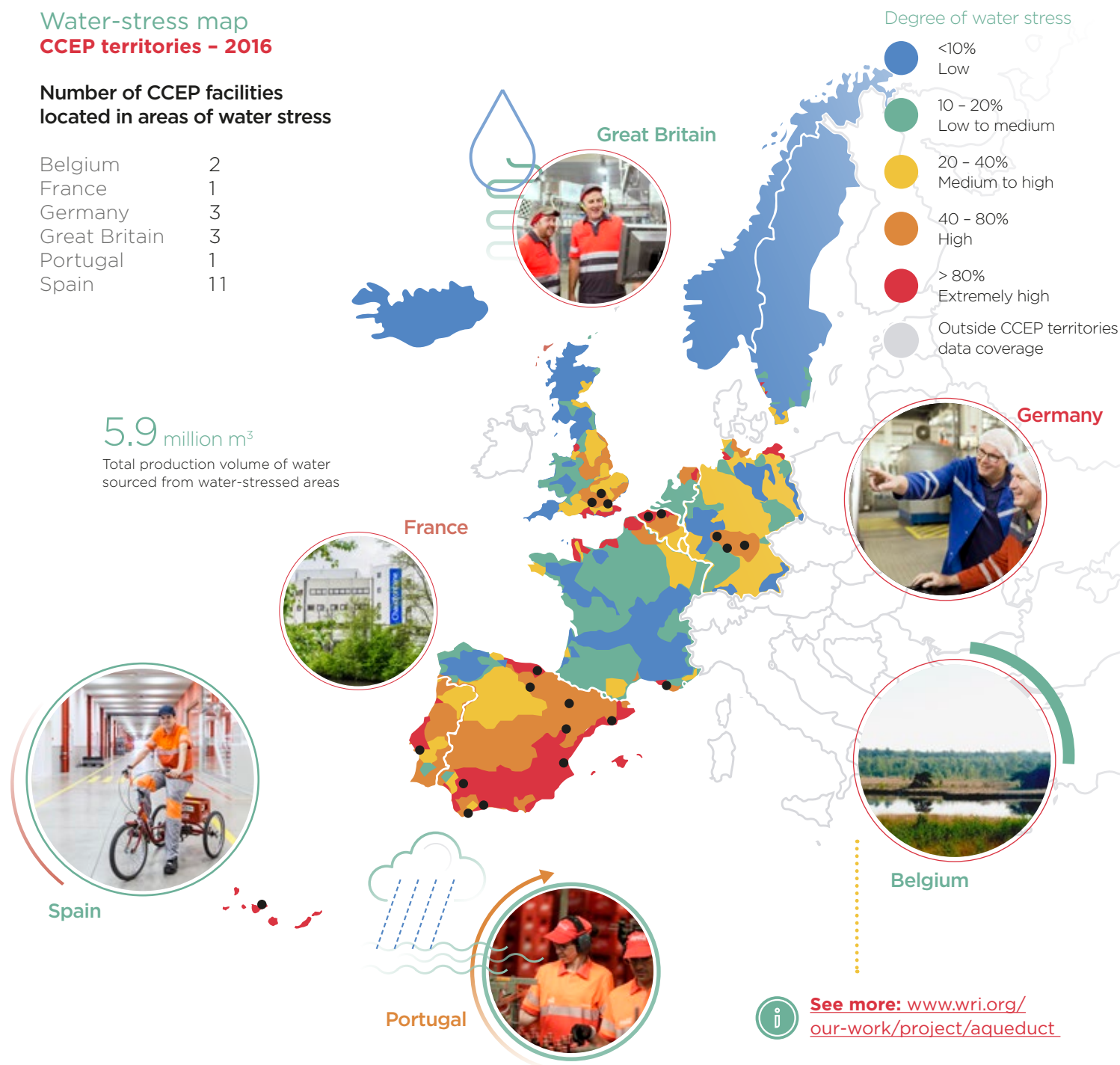
CCEP territories – 2016

Number of CCEP facilities located in areas of water stress

| | |
|---------------|----|
| Belgium | 2 |
| France | 1 |
| Germany | 3 |
| Great Britain | 3 |
| Portugal | 1 |
| Spain | 11 |

5.9 million m³

Total production volume of water sourced from water-stressed areas



See more: www.wri.org/our-work/project/aqueduct

WATER STEWARDSHIP

Dry lubricant machine.

OUR PROGRESS

1.61 litres
of water used to make each
litre of product in 2016.

89%
of the water used in our drinks,
where it was sourced from areas
of water stress, was replenished
in 2016.

100%
of our manufacturing operations
have implemented Source Water
Protection Plans.

How are we
protecting, reducing
and replenishing the
water that we use?

Discover more at
ccep.com

Introduction

We are committed to being responsible water stewards, efficiently managing the water we use. In particular, we are working to reduce the water we use in the production of our products, and are safely returning all our wastewater to nature.

Protecting our water sources

Most of the water we use comes from municipal sources. The rest is drawn mainly from on-site wells, all of which are licensed.

To help protect our water sources, all our manufacturing operations have carried out Source Vulnerability Assessments (SVAs) to assess potential risks in terms of water quality and its future availability to 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 or natural disasters.

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

Becoming more water-efficient

In 2016 our manufacturing operations withdrew a total of 20.7 million cubic metres (m³) of water. We aim to make our plants as water-efficient as possible and we measure performance through our water-use ratio – the amount of water we need to produce a litre of product. In 2016, the water-use ratio for CCEP was 1.61 litres/litre. While we can't reduce the amount of water in our products, we are working hard to make our manufacturing and cleaning processes more water-efficient.

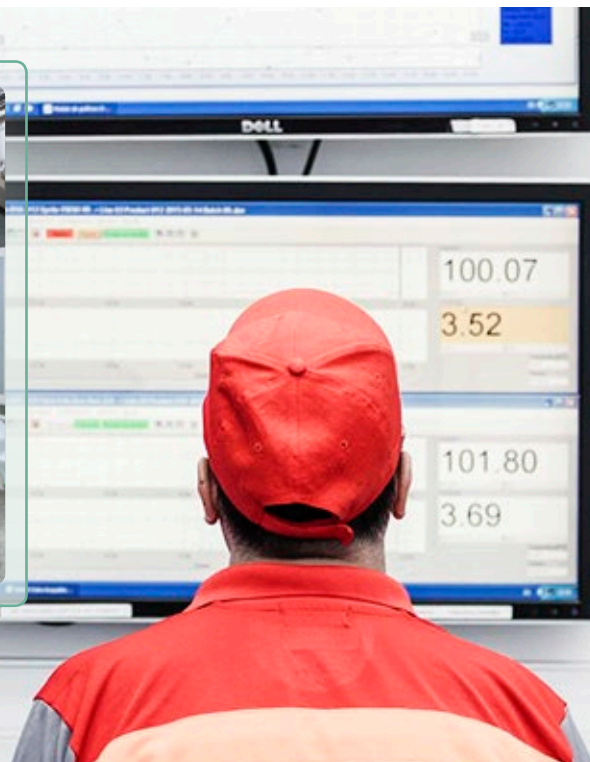
We monitor our company-wide water use, setting annual targets and identifying opportunities to reduce our consumption.

← **Kris Sabbe**,
Senior Manager Engineering, Chaudfontaine, Belgium

MES MONITORING

CCEP-WIDE

Manufacturing Execution Systems (MES) linked to our production processes can track how much water is being consumed in real time. In 2016, we installed MES monitoring in Reykjavik and introduced online water and energy management systems at six of our manufacturing operations in Germany. These join MES systems already installed at our Dunkerque, Grigny, Dongen, Antwerp and Barcelona operations.



In 2016, we again achieved the Carbon Trust Water Standard and our plants at Dongen and Chaudfontaine retained the gold-level European Water Stewardship Standard. Issued under the European Water Framework Directive, the Standard recognises 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. The Standard is granted for three years and confirmed each year by a follow-up audit.

Treating and returning our wastewater

We ensure that 100 percent of our wastewater is safely returned to nature. Before water is discharged from any of our plants, we apply the highest standards of treatment – in every case equal to, or exceeding, the standard set by local regulations.

While most of our manufacturing operations pre-treat wastewater on site and then send it to municipal water treatment plants, 13 of our manufacturing operations carry out full wastewater treatment on site. In Reykjavik and Barcelona, the methane gas generated by the treatment is recycled to heat the process itself.

Of our total wastewater volume (7.9 million m³) in 2016, 4.6 million m³ was treated by municipal wastewater treatment stations and 3.3 million m³ by our own treatment plants. In 2016, we invested €296,800 in wastewater treatment technology.



Investing in water-saving technology

In 2016, we invested approximately €2.7 million in new technologies and processes to make our plants more water-efficient. Many of our projects involved sharing best practices between our manufacturing operations. Where it is necessary to use water to rinse our bottles (a process we avoid where possible), we are installing new bottle washers which use less water. We are also introducing monitoring systems to track water use in real-time, installing new air rinsers which use air rather than water to clean our PET bottles, pre-forms and cans before they are filled, and re-using the water from our processes to rinse resin granules.

100%

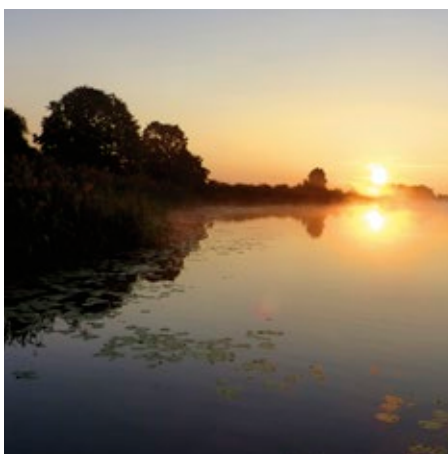
of our wastewater was safely returned to nature in 2016.

WATER REPLENISHMENT

Minimising the water impact of our value chain

Around 80 percent of the total water footprint of our products comes from our agricultural supply chain, including sugar beet grown in our countries of operation. To lighten this footprint, we've been working with our European sugar beet processors to develop bespoke standards that support our Sustainable Agriculture Guiding Principles.

Since 2009, together with The Coca-Cola Company, we have sought to understand the impact we have on water supplies across our value chain. This work has involved four water footprinting studies, including a project with the University of Twente to understand the water footprint of a 0.5 litre PET bottle of Coca-Cola produced in Dongen, as well as projects with Denkstatt and the Technical University of Vienna to understand the water footprint of sugar beet. We have also reviewed the water footprint of the cane sugar imported into Europe, and developed a better understanding of our own water footprint in line with the ISO 14046 methodology, through a project with the Water Footprint Network and the University of Twente. We will continue to develop our understanding of our water footprint through further projects in the future.



Replenishing our watersheds

The Coca-Cola system around the world is replenishing the water used in its beverages through projects such as reforestation, protecting aquifers, revitalising rivers and restoring wetlands and natural habitats. In conjunction with The Coca-Cola Company, we have set up multiple replenishment programmes across our territories in recent years. In 2016, these programmes allowed us to replenish 5.3 million m³ or 89 percent of our production volume where the water used was sourced from areas of water stress.

BELGIUM

30,000m³

Water replenished in 2016.

FRANCE

1,920,000m³

Water replenished in 2016.

GERMANY

37,300m³

Water replenished in 2016.

GREAT BRITAIN

268,800m³

Water replenished in 2016.

SPAIN

3,050,000m³

Water replenished in 2016.



Peter Easton

Belgium

In partnership with The Coca-Cola Company and a local NGO, Natuurpunt, we're involved in restoration at Stappersven Lake in the De Zoom-Kalmthoutse nature reserve. Fens, dunes and heathlands are being restored, habitats are being improved, previously planted foreign species are being replaced by indigenous trees and groundwater is being replenished by improving the penetration of rainwater.



France

Through The Coca-Cola Company, we're working with WWF-France and other conservation bodies in the Camargue, a wetland region close to our Marseille plant where the River Rhône flows into the Mediterranean. This three-year programme will help restore the natural flow of the Rhône, re-establish lagoons and marshes and improve the region's ecosystems and biodiversity.



Germany

In collaboration with The Coca-Cola Company and EUROPARC, we've been working to dredge and restore the water storage and filtering capacity of the Alte Elbe Klieken river oxbow. The aim of the project was to restore a part of the oxbow that had become silted up by removing sediment and allowing water from the Elbe River flood flows to refill it. This increases biodiversity and benefits the natural habitat for protected species and general wildlife. It also helps to restore some of the natural flood retention volume of the Elbe river basin.

WATER REPLENISHMENT

SPAIN

Tancat de la Pipa is an artificial wetland system built in 2008 in the Albufera de Valencia National Park, a member of the EU Natura 2000 network. The lake has suffered from pollution and a lack of ongoing maintenance. Together with The Coca-Cola Company and SEO/Birdlife, the project has worked to restore the area's vegetation and habitats and to improve the flow and quality of water. This has been achieved through replanting new aquatic plants, reinforcing dykes, installing floodgates and adding biodiversity and water quality monitoring equipment. The project has enhanced the habitat for birds and aquatic life and has improved the quality of the water entering the Mediterranean. We expect the lessons learned to be applied to other wetland programmes in the future.





Great Britain

Following a successful project to protect and replenish the Rivers Nar and Cray in South East England, we're now working with WWF-UK, The Coca-Cola Company, local farmers and others on a three-year project in the Cam-Ely-Ouse and Broadlands river catchments in East Anglia. Intensively used for growing sugar beet, these areas suffer from agricultural pollution and many of their rivers fail to meet European Water Directive targets. As well as replenishing water in these catchments, we hope to learn more about the water footprint of sugar beet production and to reduce the impact by developing more sustainable farming practices.



Spain

In Spain, we have established eight water replenishment programmes in conjunction with The Coca-Cola Foundation. Partners include WWF-Spain, Ecodes, SEO/Birdlife, Accionatura and Jaume I University. Two of the largest programmes are a project in the Tancat de la Pipa wetland system in Valencia (see case study) and another to restore the natural water supply to Las Tablas de Daimiel National Park and other wetlands in La Mancha. In partnership with WWF-Spain, we've helped to restore the Tablas de Daimiel's

Guadiana River by regenerating wetland vegetation to provide new wildlife habitats and by working with farmers to reduce demand on the park's aquifer. Thanks to the introduction of more efficient irrigation techniques, less groundwater is now being withdrawn and the natural supply to the wetlands has been improved.

In 2016, we replenished 3,050,000m³ of water through these eight projects, equal to 95 percent of our total production volume in Spain.



Reinier Jansen →

Senior Manager, Plant Engineering, Dongen, the Netherlands

SUSTAINABLE SOURCING

Creating a
sustainable
supply chain



SUSTAINABLE SOURCING: CREATING A SUSTAINABLE SUPPLY CHAIN

As a business, we rely on a sustainable supply of agricultural crops such as sugar cane and sugar beet for sweetening, pulp and paper for our packaging and labels, and coffee and juices as the main ingredients in some of our products. As a key consumer of these ingredients, we recognise our role in making sure they are sourced sustainably.

While populations continue to grow and demand for food increases, climate change is affecting the quality and quantity of supplies. We recognise that changing weather patterns, rainfall and soil quality in different parts of the world may, in the future, limit the availability or increase the cost of some of the agricultural ingredients we rely on, as well as other key materials such as the packaging we purchase.

We have a 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 labour rights, minimises environmental impacts, supports farmers and sustains local livelihoods. We also have a responsibility to ensure that our suppliers are employing workers in a legal way – avoiding any form of slavery, forced or child labour or human trafficking.

As much of our purchasing, particularly of our key agricultural ingredients, is done together with other members of the Coca-Cola system, we have made a joint commitment with The Coca-Cola Company to source 100 percent of our key agricultural ingredients sustainably by 2020. We have set up rigorous processes to embed sustainability across our value chain. We also have joint Sustainable Agriculture Guiding Principles (SAGPs) for our agricultural ingredients, as well as Supplier Guiding Principles (SGPs) which apply to all our suppliers. Through The Coca-Cola Company, our primary packaging and ingredients suppliers also undergo a rigorous audit process.



See more: You can access our [SGPs, SAGPs and Human Rights Policy at www.ccep.com/sustainability/downloads](http://www.ccep.com/sustainability/downloads)



UN SUSTAINABLE DEVELOPMENT GOALS

We support UN Sustainable Development Goal 2, promoting the development of sustainable agriculture. The long-term availability of our key agricultural ingredients is crucial to our business – every bottle of Coca-Cola contains agricultural ingredients that start on a farm. We will source 100 percent of our key agricultural ingredients sustainably by 2020.

SUPPLIERS AND SUSTAINABILITY

OUR PROGRESS

79.6%

of our 2016 spending in Great Britain, France, Belgium and Luxembourg, the Netherlands, Norway and Sweden was covered by contracts containing our Supplier Guiding Principles.

100%

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

Introduction

We know that our greatest environmental impacts occur outside our own business in our value chain. It's therefore essential that we collaborate with our suppliers and seek to improve our partners' performance as well as our own. Sustainability is embedded in, and supported by, our procurement strategy, processes and supplier relationships and is enhanced by joint projects with suppliers in areas such as agriculture, packaging and transportation.

Our people

Our procurement teams have a major role to play in making our value chain more sustainable. They work with suppliers, identify opportunities for improvement and build long-term relationships so that we can work towards common objectives. We make sure every buyer is aware of CCEP's expectations of suppliers, knows how to evaluate them under our Supplier Relationship Management (SRM) process and is familiar with the sustainability issues related to specific commodities.

Our procurement processes

We seek to ensure that our suppliers understand and adhere to CCEP's sustainability standards – these being aligned, where possible, to The Coca-Cola Company's standards. We uphold our standards through our CCEP Code of Business Conduct, our Supplier Guiding Principles (SGPs) and our Sustainable Agriculture Guiding Principles (SAGPs) as well as through regular audits.

Supplier Guiding Principles

All bottlers within the Coca-Cola system follow The Coca-Cola Company's Supplier Guiding Principles (SGPs). These set out the minimum requirements we expect of our suppliers in areas such as workplace policies and practices, health and safety, human rights, environmental protection and business integrity. We work with suppliers to build SGPs into all new contracts and into multi-year contracts as they renew. In 2016, contracts incorporating SGPs accounted for 79.6 percent of our spending with suppliers, in Great Britain, France, Belgium and Luxembourg, the Netherlands, Norway and Sweden.

How are we working with suppliers to ensure sustainability throughout our value chain?

Discover more at
ccep.com

← **Amélie d'Harcourt**, Apprentice,
Public Affairs and Communications, France



See more: Our SGPs and SAGPs are available on ccep.com.

€5 bn

Over €5 billion spent with suppliers in 2016.¹

Audits

Over the past five years, The Coca-Cola Company has commissioned a series of independent audits to monitor supplier compliance with the Coca-Cola system's SGPs. These have so far covered over two-thirds of our suppliers of ingredients and primary packaging.

Along with The Coca-Cola Company, CCEP is a member of the AIM-PROGRESS forum, a global group promoting responsible sourcing practices and the harmonisation of supplier audits as a way of reducing duplication and costs for suppliers. Our SGP audits are aligned with AIM-PROGRESS and are recognised by its members. Similarly, we recognise audits carried out on behalf of other signatory companies.

Managing our suppliers

CCEP's Supplier Relationship Management (SRM) processes provide a framework for evaluating each supplier's performance in terms of quality, cost and value, service, innovation and sustainability. Each of the companies which made up CCEP – Iberian Partners, Coca-Cola Erfrischungsgetränke and Coca-Cola Enterprises – had different processes for managing its supplier relationships

1. Data not available for Germany, Iberia and Iceland.



with different degrees of emphasis on sustainability prior to the merger. These processes continue to be in place until a new CCEP-wide process is established.

In Belgium and Luxembourg, France, Great Britain, the Netherlands, Norway and Sweden, where the sustainability component is well established, each supplier's sustainability score is made up of two inputs.

The first is a sustainability rating from the independent evaluation company, EcoVadis, which evaluates suppliers against four criteria – environmental, social and ethical performance and supply chain management. Suppliers' scores are used to develop action plans which help to improve their rating and reduce their risk levels.

Secondly, 140 of our suppliers in Belgium, France, Great Britain, the Netherlands, Norway and Sweden took part in our Carbon Challenge programme which encouraged them to make progress towards their carbon-management goals.

We are retaining a strong emphasis on a supplier's sustainability score as part of the SRM process, ensuring that it will receive the same weighting as other SRM criteria including quality, service, value and innovation.

RECOGNISING OUR SUPPLIERS

Outstanding performance is recognised through our annual Supplier of the Year Awards. In 2016, Frigoglass, one of our cooler suppliers, was named CCEP's 'Best Supplier' and Bericap, one of our closure suppliers, won the 'Best CRS Supplier' award.



SUSTAINABLE AGRICULTURE

Introduction

Our products contain agricultural ingredients grown on farms. The production of these ingredients is one of the heaviest users of water and the second-largest source of carbon emissions within our value chain. To source our ingredients sustainably and ensure their long-term availability, we need to work with our suppliers to improve agricultural practices so that soil is protected, water is conserved and greenhouse gas emissions are minimised. We also have to ensure that our ingredients are grown and harvested in ways that protect the working conditions and workplace rights of those involved.



Sustainable Agriculture Guiding Principles

One of the main ways we are making progress is through our Sustainable Agriculture Guiding Principles (SAGPs). Developed in partnership with The Coca-Cola Company and covering 14 of the Coca-Cola system's agricultural ingredients, they define what we mean by sustainable sourcing and include standards that agricultural suppliers are expected to meet in terms of human and workplace rights, the environment and farm management systems. Within CCEP they apply to key agricultural ingredients such as beet and cane sugar, orange, apple and lemon juice, coffee, and pulp and paper.

Sustainable sugar

Sugar is one of the agricultural ingredients in some of our products. Through water footprint analysis, we know that the farming, processing and production of sugar can account for approximately 80 percent of a product's total water footprint. It is therefore essential that the beet and cane sugar we use in Europe is sustainably sourced. We also need to understand the sustainability issues and supply chains of these two very different crops.

Our beet and cane sugar suppliers are all aware of our SAGPs and we're working together to develop plans for meeting these principles by 2020. Compliance with our SAGPs will be validated through third-party standards such as the Sustainable Agricultural Initiative Platform (SAI), Farm Sustainability Assessment and Bonsucro.



See more:

www.coca-colacompany.com/sustainable-agriculture/sourcingmap

Beet sugar

Most of the sugar we use at CCEP comes from sugar beet grown in North West Europe and Spain. In partnership with The Coca-Cola Company, we offer several routes by which beet sugar suppliers can comply with our SAGPs and meet third-party standards.

Our preferred method is the SAI's Farm Sustainability Assessment (FSA) whereby farmers can self-assess the sustainability of their agricultural practices against a range of environmental, social and economic indicators. Also applicable to other agricultural ingredients such as juices, the FSA provides farmers with the information they need to make their operations more sustainable. It also enables them to share their progress with customers and suppliers within their own supply chains. We intend that all our sugar beet suppliers should achieve compliance with our SAGPs through the FSA or similar programmes by 2020.

Cane sugar

Even though cane sugar makes up only a very small percentage of the sugar we buy, we're determined to source it sustainably.

Through The Coca-Cola Company, there are multiple third-party standards under which a supplier can be certified as meeting our SAGPs. These include the Rainforest Alliance Standard, Fairtrade and Bonsucro which The Coca-Cola Company helped to establish and through which it is now Chain of Custody certified. This certification allows Coca-Cola system bottlers, including CCEP, to accurately trace the origins of their cane sugar.



CHAQWA: SUSTAINABLY SOURCED COFFEE

CCEP-WIDE

Chaqwa coffee is a growing brand for CCEP in Belgium, Germany, Iceland, Norway and Sweden. The coffee we use for the brand is jointly sourced with The Coca-Cola Company from a variety of suppliers, and we're aiming to increase the percentage that meets our SAGPs. The certification methods for coffee are well established, with producers able to demonstrate their compliance through a number of internationally recognised schemes including UTZ, Rainforest Alliance and Fairtrade. We continue to work with The Coca-Cola Company and our suppliers to ensure that 100 percent of our coffee purchases are verified as being sustainable by 2020.



GROWING CITRUS MORE SUSTAINABLY SPAIN

In 2014, we produced The Fanta Guide to Good Sustainable Practices in the Cultivation of Citrus, a series of recommendations to help growers in Valencia to operate more sustainably. To test their effectiveness, we partnered with two farms that grow citrus for our main Spanish supplier, FRUSA. In partnership with FRUSA and with funding from The Coca-Cola Foundation, we applied two of the Guide's recommendations on irrigation and fertilisation. The results showed that the same amount of crop could be produced with 30 to 50 percent less water and up to 70 percent less fertiliser. Both farms improved their Sustainable Agricultural Initiative (SAI) score and the small up-front investment in new irrigation equipment proved it could pay for itself in three to four years. We plan to expand the project to further citrus farms in the region.



Other agricultural ingredients

We also use other agricultural ingredients such as juices, coffee, and pulp and paper.

For orange, lemon and apple juice, we're working with The Coca-Cola Company, our juice suppliers and other third-party frameworks to establish programmes to ensure compliance with our SAGPs. Similar work is under way to make sure the coffee we buy for our Chaqwa brand is sustainably produced (see case study).

Pulp and paper are used in much of our packaging and point-of-sale material. Suppliers can attain a Sustainable Forest Management accreditation such as the Forest Stewardship Council (FSC) or a certification endorsed by the Programme for the Endorsement of Forest Certification (PEFC). The FSC-certified logo, or those from the PEFC, represent a global chain of custody system, supported by a chain of custody certification process and independent inspections. Every new paper, pulp and cardboard contract now includes a requirement for third-party certification and suppliers have until 2020 to comply.



How can we sustainably source our agricultural ingredients and raw materials?

Discover more at
ccep.com

Olivia Walz, Manager Shopper Marketing Design, Sweden →

OUR PEOPLE

Building
a safe, diverse
and inclusive
workplace



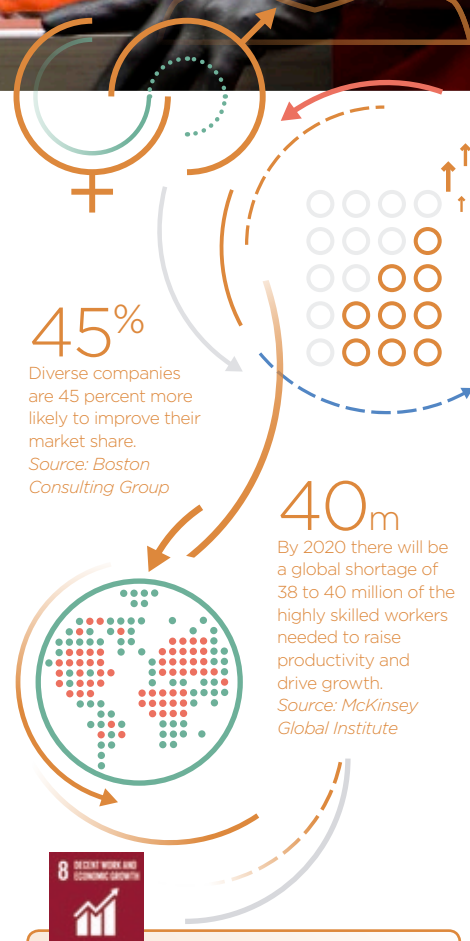
OUR PEOPLE: BUILDING A SAFE, DIVERSE AND INCLUSIVE WORKPLACE

As a local business, it is critical that our workforce reflects the increasingly diverse communities that we serve. At CCEP, we believe in promoting diversity across all areas of our business and in providing a safe and healthy workplace for all our employees.

Companies that build a diverse, inclusive environment are 45 percent more likely to deliver financial returns above industry average. We know that greater diversity of ideas, thinking and experience across our business will lead to better ways of working and better business results.

Our stakeholders expect us to help bridge the diversity gap. They also, rightly, expect us to ensure that our employees are safe, and that we actively uphold the rights of our customers and suppliers at all times.

We agree with our stakeholders and will be setting new diversity and safety commitments later this year. We will also continue to uphold our Human Rights policy, our Code of Business Conduct and our Coca-Cola Company-aligned safety standards across all our operations.



UN SUSTAINABLE DEVELOPMENT GOALS

We support UN Sustainable Development Goal 8, promoting inclusive and sustainable economic growth, employment and decent work for all. We aim to achieve world-class safety standards and build a diverse and inclusive workplace. Our SGPs and SAGPs ensure that our suppliers respect human and workplace rights across our value chain.

EMPLOYEE WELLBEING



OUR PROGRESS

1.66

Our lost-time incident rate in 2016.

23%

of our total workforce was female in 2016.

23%

of our leaders were female in 2016.

37%

of our management was female in 2016.

How are we building a safe and diverse workforce?

Discover more at ccep.com

Introduction

Our people are key to our business and CCEP is committed to providing them with a safe and healthy work environment. To support this objective, we have a strong health and safety programme which aims to reduce our incident level to zero. We also offer a variety of benefit packages and programmes to help employees to manage and improve their health and wellbeing.

Each of our businesses has historically taken its own approach to employee wellbeing. Following the creation of CCEP, we're developing an employee wellbeing strategy that will draw on best practice across our territories.

Safety

Working towards world-class safety

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



← **Stephanie Oueda-Cruz,**
Associate Director, Diversity and Inclusion, Great Britain

2016 safety performance

In 2016, 50 of our 53 manufacturing operations and all our regional distribution centres were certified to Occupational Health and Safety management system OHSAS 18001.

Our 2016 lost-time incident rate (LTIR) was 1.66 lost-time incidents per 100 full-time equivalent employees. In the majority of our territories, performance is slightly better in our manufacturing operations than among commercial and sales people in the field, due to the fact that safety practices can be better controlled on our own premises.

Tragically in 2016, one contractor died as a result of an industrial accident at our Antwerp plant. The incident was investigated with the local authorities and we reviewed and adapted our safety procedures to avoid any recurrence

Among our contractors, there were 18 lost-time incidents across CCEP in 2016¹. During the year we focused on improving our management of contractors and developing monitoring systems for tracking contractor accidents.

1.66

Lost-time incident rate 2016.

Safety initiatives

We have recently launched a CCEP-wide safety training framework and developed a new safety monitoring plan to govern the frequency with which we test our equipment, processes and procedures.

In 2015, we launched a tool to measure the relative maturity of each site and function with regards to safety. Based on the initial assessment, we then develop site-specific plans for improving safety at each location. CCEP has led this approach and the tool is now being trialled by other bottlers in the Coca-Cola system. In parallel, we have continued to develop our health and safety training curriculum in order to consolidate and standardise our approach across our territories.

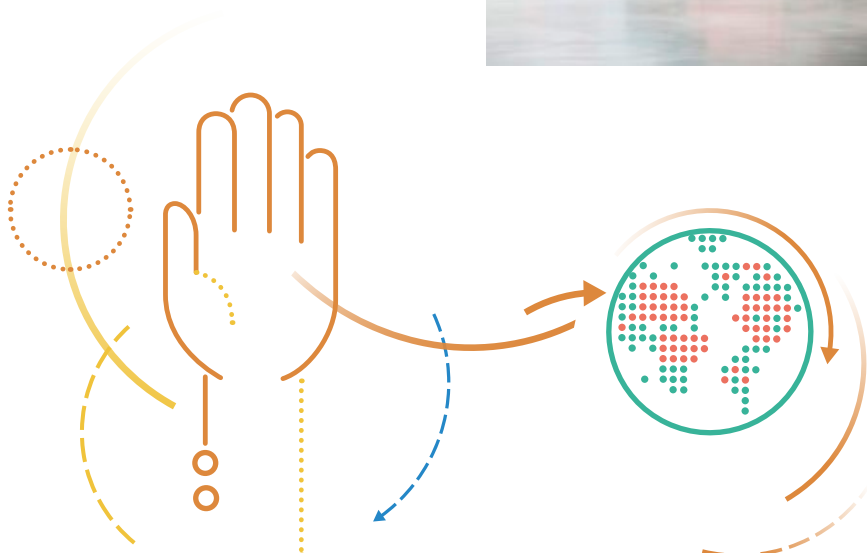
We are also improving our safety data by recording potential or 'near miss' incidents as well as those that result in treatable injuries, so helping to avoid more serious incidents.



The safety performance of our contractors has continued to improve as we've sought to make them more aware of their responsibilities, the behaviour they need to demonstrate and our own safety standards.

Employee benefits

Benefits are available to all employees and vary according to the employee's country and level in the organisation. They can include medical or dental insurance, life insurance, eye-care vouchers, vacation time and leave packages to cover sickness, the birth of a child, bereavement or a long-term illness in the family. Depending upon the country, level and grade; pension plans and stock-purchase plans are also offered to employees. Employees can find information on all the benefits that apply to them, including those available as optional extras, on the HR portal for their particular country. Prospective employees can also view some of these options in the careers section of our corporate website.



1. Excluding Spain and Portugal.



In Belgium, our new Vitality sustainable employability programme aims to keep employees aged 45 and older, fit, mobile and motivated over the longer term.

Our wellbeing programme in Germany provides national activities such as health and safety days, as well as over 300 local activities adapted for local employee groups. Major initiatives in the year include the Vorleben programme (see case study) and a national programme for apprentices to help instil good health habits at an early point in their careers.



Wellbeing programmes

Wellbeing programmes in Belgium and Luxembourg, France, Great Britain, the Netherlands, Norway and Sweden, include online health risk assessments, free flu vaccines, access to health and fitness centres and an employee assistance programme to help with personal difficulties such as stress or bereavement.

VORLEBEN PROGRAMME GERMANY

The Vorleben (Lead by Example) programme in Germany provides employees and managers with training and support to help them better understand the social and psychological factors essential to a safe and healthy working environment. Risk factors are identified through questionnaires and workshops, and executives are given guidance and training on how to influence the health and safety of their employees – including, conducting one-to-one conversations on the subject. The result is an action plan specific to each department.

After the project began in February 2016, on-site incidents fell from 20 in 2015 to two in 2016, with sickness rates also declining. The programme won the 2016 Demography Excellence Award in Germany. The programme will be implemented in further locations in Germany.



DIVERSITY AND INCLUSION



Introduction

We regard every employee as a valued member of CCEP. We're committed to fostering a diverse and inclusive (D&I) culture in which each individual can achieve their potential. At CCEP, we focus our efforts on five areas of diversity – gender, generations, cultural diversity, disability, and sexual orientation. Each country concentrates on at least two of these areas including gender and one other that is most relevant locally.

One key priority across our business is to increase female representation at management and leadership levels, where women currently make up 37 and 23 percent of the total, respectively.



Governance

Corporate accountability for diversity rests with our Corporate Diversity and Inclusion (D&I) Council. This is chaired by three members of our Leadership Team and comprises senior members of each business unit and function. There are also local D&I councils in each country where we operate, each chaired by the local member of the Corporate D&I Council.

A detailed D&I scorecard allows us to measure and benchmark progress. Every quarter, our Leadership Team (LT) reviews the progress of each business unit and function against its D&I action plans. In addition, each member of our LT has their own D&I performance objectives.

Recruitment

Our work on D&I begins even before we bring people into the organisation. When we recruit, we aim for gender balance in our candidate lists and interview panels. Job advertisements are worded to make them gender neutral and we're seeking to build pipelines of female talent in areas of the business where it's hardest to attract women.

To help female university students develop the kind of skills we need, we provide mentors to the Brunel University mentorship scheme for female engineering students. In 2016, we also took part in a careers fair in London directed at future leaders from under-represented groups such as ethnic minorities and people with disabilities. We further demonstrated our commitment by signing two diversity charters, the Brussels-Capital Region Diversity Charter in Belgium and the Charter Diversiteit in the Netherlands – each a public declaration that CCEP is working to create an inclusive workplace and is non-discriminatory.

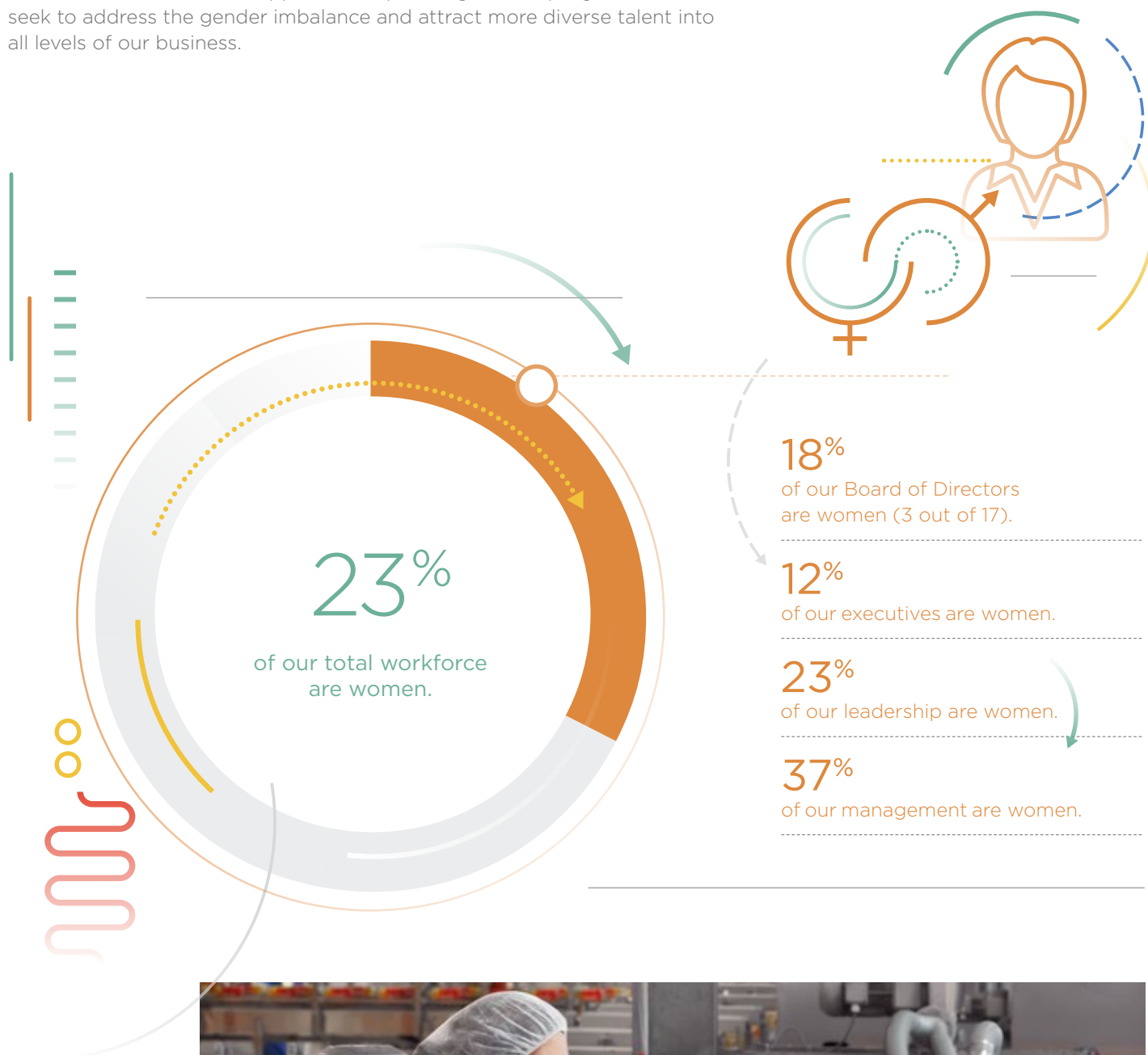
During the year we continued our partnership with JUMP, an organisation working for greater female representation in the workplace in Belgium. Our collaboration included sponsorship of JUMP's 'Woman at Work' award which recognises Belgian leaders and companies making progress in gender balance and equality.



See more: [More information is available on our social data pages.](#)

Female diversity

At CCEP, we are working to broaden our diversity not only on gender, but also in the areas of generations, cultural diversity, disability and sexual orientation. To address these gaps, we have developed a robust D&I strategy that includes recruitment, apprenticeships and graduate programmes that seek to address the gender imbalance and attract more diverse talent into all levels of our business.



Pay equity

CCEP is committed to gender equality and we do not make employment-related decisions, including pay decisions, on the basis of legally or company-protected characteristics, including gender. To ensure that line managers make appropriate pay decisions, we provide training and support during the salary review process and when employees are being hired or promoted. More specifically, we monitor pay equity within our territories through annual or biannual reviews. These take account of additional factors such as performance over time which can affect the pay of both men and women. We publish our pay ratio in each of our countries of operation where required, using the

methodologies defined by local laws and regulations.

Diversity within the organisation

Within the organisation, we promote D&I in all five of our focus areas with a range of internal initiatives.

Gender

We have dedicated training and mentoring programmes to build our female leadership pipeline. Our Women in Leadership series of programmes is tailor-made to address the needs of our female employees at different stages of their careers. For example, our LIFT and Achieve Your Best Self programmes support women in mid-career while our Signature programme helps our senior professional women forge contacts from different industries.

To support female middle managers, we have partnered with the Women for the Future organisation. We will also expand our mentoring programme and offer training intended to stretch our manager-level female employees.

At the same time we are building our pipeline from the bottom up with female-targeted recruitment campaigns and programmes to improve youth employment and employability.

Employees are also encouraged to create an Individual Development Plan (IDP) which helps them focus on their development goals. In 2016, 25 percent of employees had an IDP. Our online CCEP Academy offers training across all areas of our business, offering 1,580¹ courses in 2016, with 29,250 delegates completing online courses in 2016².

GENDER EQUALITY FRANCE

Recent years have seen a number of employee networks dedicated to gender and other forms of equality. As these evolve, there's a recognition that they need to reach beyond their own constituencies. In France, for example, the women's network previously known as Elles@Coke was relaunched in October 2016 as WoMen@Coca-Cola. It now includes 40 men among its 140 members and on its steering committee, drawn from across the Coca-Cola system in France. The group aims to share gender diversity values and focuses on four areas: helping to bring inspiration to the workplace internally and externally; encouraging personal development; bringing a positive influence to the business; and ensuring communication and links across the system and externally. The result is a programme organised by employees for employees and delivering a more effective partnership for change.



See more: For more information on our employment and diversity data, please see our [Social Data tables](#).

1. Data for Germany not available.

2. Data for Iberia and Iceland not available.



Generations

We began to address generational diversity in 2016 with an internal video designed to break down stereotypes. Produced as a follow-up to our 2015 D&I Lab on age diversity, the video was used by our local D&I councils to promote the advantages of a mixed-age workplace. In a sign of progress, we're now seeing employee networks for different age groups holding joint meetings.

We are also beginning work on our other diversity priority areas of disability, sexual orientation and cultural diversity.

Disability

Over a billion people in the world have some kind of disability, making them the largest minority group. Accordingly, we have started developing an action plan on improving employment for people with disabilities.

In France, for example, we launched an intranet-accessible online game to help employees break down their stereotypes about disabilities.

At our Belgian sites in Antwerp, Ghent and Anderlecht, we work with local shelters which provide work for mentally and physically disabled people. In 2016, 36 disabled people worked a total of 56,000 hours with CCEP, helping to prepare retail displays, hang tags on gadgets and prepare goodie bags for promotional campaigns.



Sexual orientation

We have established a new partnership with the LGBT-rights organisation, Stonewall, and have supported employees in Germany launching an internal LGBT Rainbow Network.

Cultural diversity

Europe is becoming increasingly diverse and we are working to build this diversity into our workforce. In 2016, we developed a Cultural Diversity Toolkit which raises awareness on how different cultures can work better together. We have also established a cultural diversity network in Great Britain which will better support our connection to our customers and consumers. In Belgium and Sweden we have established mentoring programmes to increase the representation of cultural minorities. Cultural diversity will also be the focus of our D&I Lab in 2017.



Clemens W. Krebs, →
Sales Training Manager, Germany

OUR COMMUNITIES

Supporting our local communities



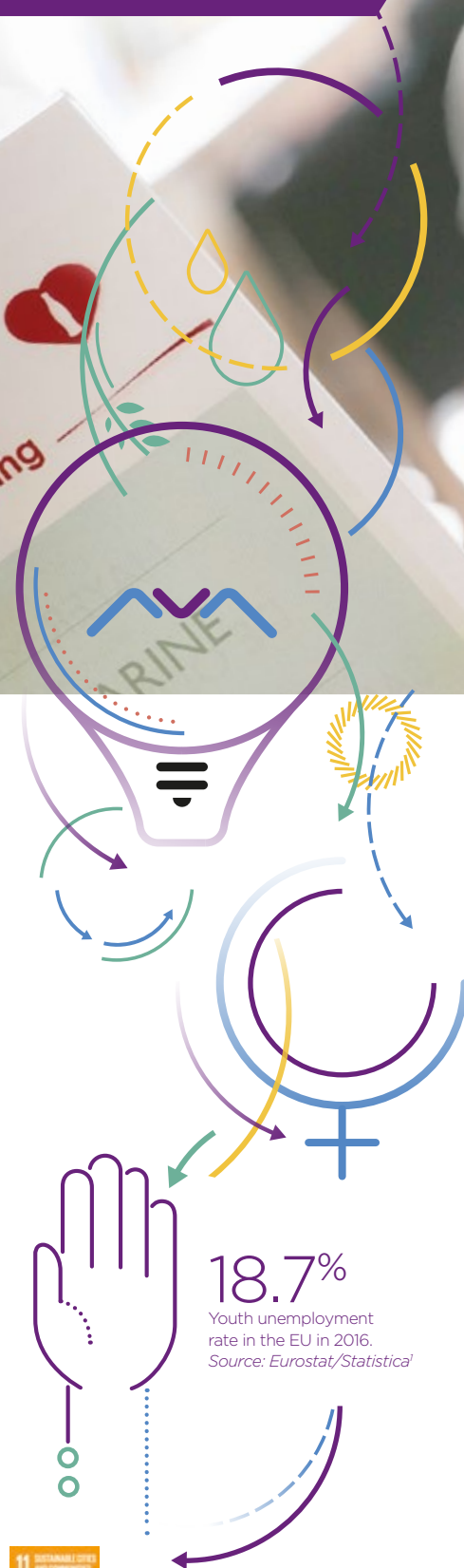
OUR COMMUNITIES SUPPORTING OUR LOCAL COMMUNITIES

Our products are made locally by local people. We are proud to be a local business with communities at the heart of what we do. From our manufacturing sites to our 12,000 strong sales force, we aim to provide great service to local customers and to be a force for good, making a strong economic contribution and supporting our local communities wherever we are.

Our local communities face significant challenges including high levels of youth unemployment in many of our territories. Our stakeholders want to see companies like our own help young people – particularly 16-30 year olds – to gain the skills, confidence and opportunities they need to succeed.

We are currently reviewing the wide range of community partnerships in which we are involved and the impact that we've been able to achieve so far. As part of our forthcoming sustainability plan, we aim to set out the role we intend to play in supporting our local communities in the future.

1. Statista, 2017



18.7%

Youth unemployment rate in the EU in 2016.
Source: Eurostat/Statista¹



UN SUSTAINABLE DEVELOPMENT GOALS

We support UN Sustainable Development Goal 11, supporting the communities in which we operate, particularly with programmes that support giving young people the skills, confidence and opportunities they need to succeed.

OUR COMMUNITIES



OUR PROGRESS

0.5%

In 2016, we spent €6.6 million – 0.5 percent of our pre-tax profit – supporting local community activities.

9,775

hours volunteered by our employees to support local community projects.

Introduction

For many years, across all our territories, we've been supporting a wide range of charitable and community partnerships involved in helping local communities. Our community programme currently focuses on four main areas:

- Supporting the skills development of young people and enhancing social inclusion.
- Women's economic empowerment.
- Community participation and engagement through active lifestyles, culture and music.
- Protecting our local environment by helping to keep our communities clean and litter-free.

Young people and social inclusion

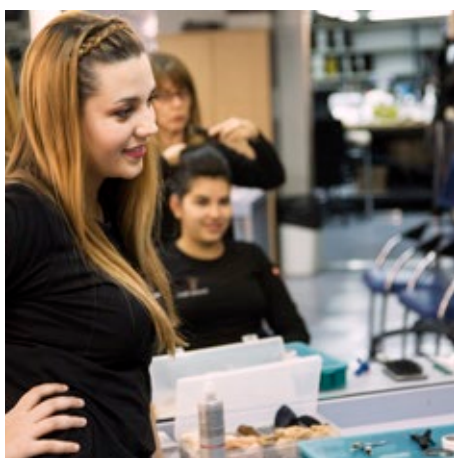
Across our territories we support a wide range of initiatives to support young people and help them acquire the skills, knowledge and training to gain employment.

- In Antwerp, Belgium, our Coca-Cola Visitors Center provides an insight into modern manufacturing and the world of work for young people. It offers a digital, interactive experience which helps to inform young people about our products, manufacturing and distribution. Around 18,000 people, mostly schoolchildren over the age of 12, visit the Center every year.
- Through our Passport to Employment initiative in France, we provide interview training and mentoring support for young people from underprivileged backgrounds. We also support Charte Entreprises et Quartiers, a government-led initiative through which we recruit unemployed people from disadvantaged areas in France, and L dans la Ville which helps girls and young women aged 12 to 20 in underprivileged areas of Lyon and Paris to access sports and jobs.

How are we supporting local livelihoods in our communities across Europe?

Discover more at ccep.com

- In the Netherlands, in partnership with the youth-support organisation, JINC, we took part in CEO for a Day, a scheme that offers disadvantaged young people the chance to experience running a company.
- For the past 15 years, CCEP in Norway has been a strong partner of the Red Cross, providing financial support and voluntary support to their four youth clubs in Oslo.
- Since 2012, through The Coca-Cola Foundation, we have supported the GIRA Youth programme in Spain which helps to improve the social skills and employability of vulnerable young people. The programme provides training and mentoring and includes a four-day Campus GIRA experience during which participants live together and receive personal empowerment training. Since the beginning of the programme, GIRA Youth has provided nearly 2,100 young people with more than 145,000 hours of training. As a result of the programme, 73 percent of participants have returned to complete their education while the remaining 27 percent have sought employment.



3,000

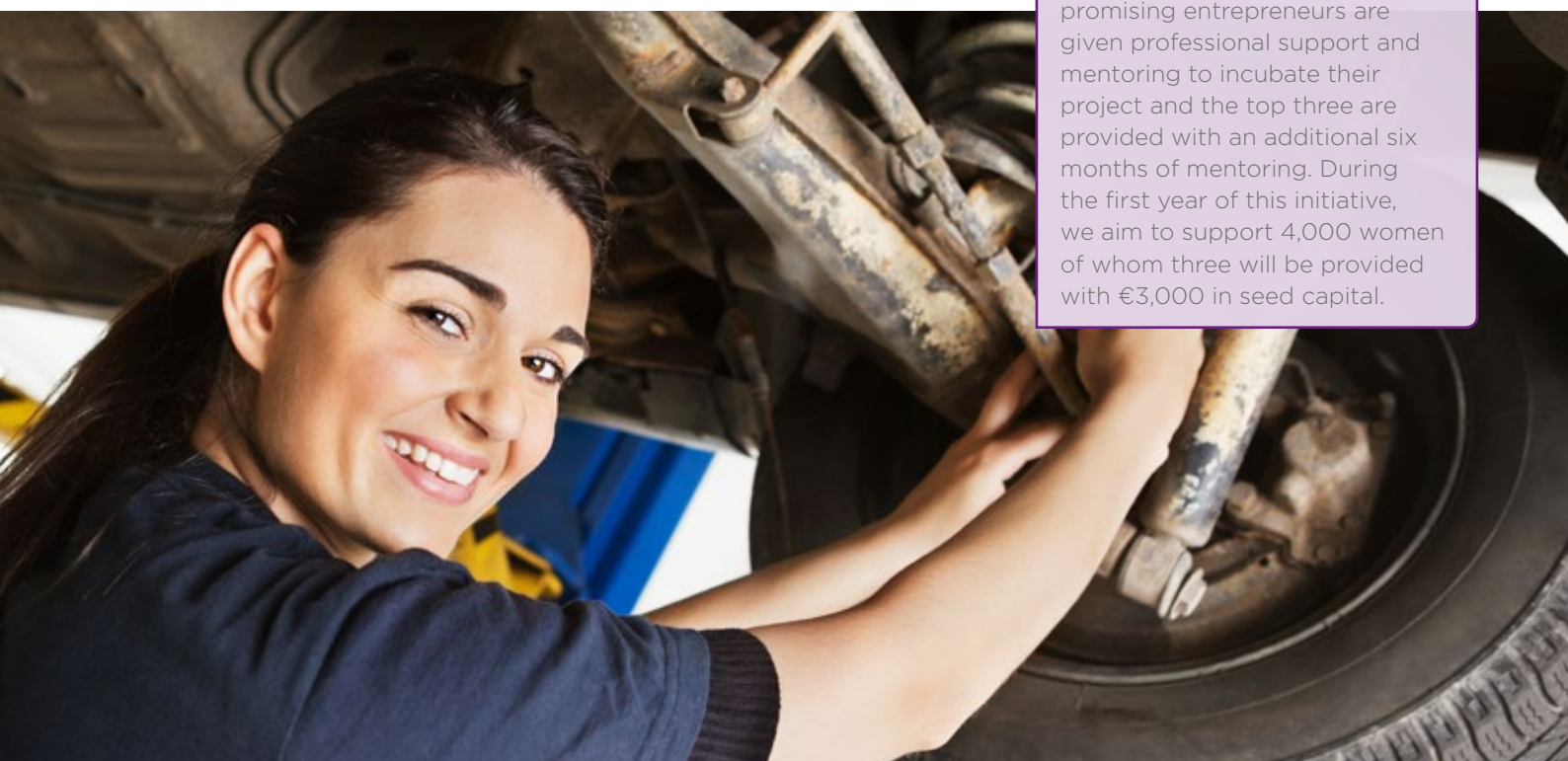
young people supported through our GIRA Youth programme.

GIRA: EMPOWERING WOMEN IN SPAIN



The GIRA Women programme is part of The Coca-Cola Company's 5by20 women's empowerment initiative, providing knowledge and tools to enable women entrepreneurs to advance personally and professionally. Launched in November 2016, GIRA Women offers personal and professional training to help women to identify and deliver an entrepreneurial project or reinvent an existing business.

The programme includes ten hours of face-to-face training and 30 hours of online training through a digital platform which provides guidance on starting a business. The ten most promising entrepreneurs are given professional support and mentoring to incubate their project and the top three are provided with an additional six months of mentoring. During the first year of this initiative, we aim to support 4,000 women of whom three will be provided with €3,000 in seed capital.



Community investment 2016

In 2016, we invested €6.6 million (0.5 percent of pre-tax profit) in community initiatives across our territories.



Women's economic empowerment

Securing equality and empowerment for women not only benefits the individual, but is also good for society as empowered women invest in the health and education of their children and in their local communities. Recognising both the challenges faced by women and their economic potential, The Coca-Cola Company's 5by20 initiative aims to enable the economic empowerment of five million women entrepreneurs across the company's value chain by 2020.

CCEP supports the 5by20 initiative through projects such as GIRA Women in Spain (see case study) and through partnerships with Force Femmes, a charity helping unemployed women in France. In Dundee, Scotland, we are also involved in a pilot scheme with Showcase the Street, a charity which supports young people who struggle in life through poverty or lack of opportunity.



Community participation and engagement

We provide support for many programmes which help bring communities together through physical activity. Our Olympic Moves programme in the Netherlands and Belgium encourages 12-14 year olds to discover and enjoy sports. In the Netherlands, 380 schools and over 122,500 young people participated in the programme in 2016. In Belgium, the 2016-2017 school year has seen over 100 schools and 15,000 people taking part.

In France we continue to run our Le Sport Ça Me Dit initiative which provides local communities with conveniently packaged sports equipment that can quickly be set up in public spaces to encourage young people to take part in sports.

Since 2010, in partnership with The Coca-Cola Company, we have supported the StreetGames charity in Great Britain which helps to make sport and activities more widely available for young people in disadvantaged communities. During that time, we have helped bring sport to the doorstep of more than 165,000 young people.

For the past four years in Great Britain, in partnership with The Coca-Cola Company, we have also supported ParkLives which brings communities together and promotes sociability and wellbeing by offering free outdoor family friendly activities in local parks and green spaces. Participants have the chance to try new activities ranging from den building to circus skills. Run in partnership with local authorities and our charity partner, StreetGames, Park Lives attracted over 250,000 participants in 2016. In 2017, ParkLives will offer activities in 46 locations and over 250 parks across the UK.

SPECIAL OLYMPICS MULTIPLE COUNTRIES



Sponsored by The Coca-Cola Company since 1979, Special Olympics is the world's largest sports organisation for people with intellectual disabilities. It organises sports events at local, national and international level.

At CCEP, we provide financial support and volunteers to ensure the success of the Special Olympics national games – the biggest national sports event for people with an intellectual disability in Spain, Great Britain, France, the Netherlands and Belgium.

In 2016, the Special Olympics Summer Games in Belgium attracted more than 3,000 athletes and participants, over 3,000 volunteers and more than 10,000 visitors.

In many of our countries, our employees also raise funds to support the participation of athletes in local and national events. As part of Special Olympics Play Unified, an initiative that brings together people with and without a disability, 50 CCEP employees ran the Rotterdam Marathon together with Special Olympics runners to raise funds to support Special Olympics.

In France, employees raised money and volunteered their time through our Adopte un Cause initiative.

Protecting our local environment

In many of our local communities we know that litter – including beverage packaging – is a growing problem. We are helping to address the problem through campaigns which encourage people to recycle and through the efforts of our own business and employees.

During the Euro 2016 football championship, our French business mounted a major anti-litter campaign with volunteers and recycling booths in the ten cities where matches were taking place. In Belgium, The Coca-Cola Recycling Tour involved 250 employees spending time clearing litter from the streets around our seven sites and offices.

Elsewhere, we support organisations such as Stada Sveriga in Sweden, the ECOMAR Foundation in Spain and Portugal and the Surfrider Foundation in France to clean up coasts, waterways and other natural sites with the help of employee volunteers.

We also support programmes to reduce litter and recycling in Great Britain. These include Keep Britain Tidy, Hubbub's Neat Streets campaign and Keep Scotland Beautiful.

250,000
participants in ParkLives in 2016.

KEEPING OUR COASTS CLEAN PORTUGAL

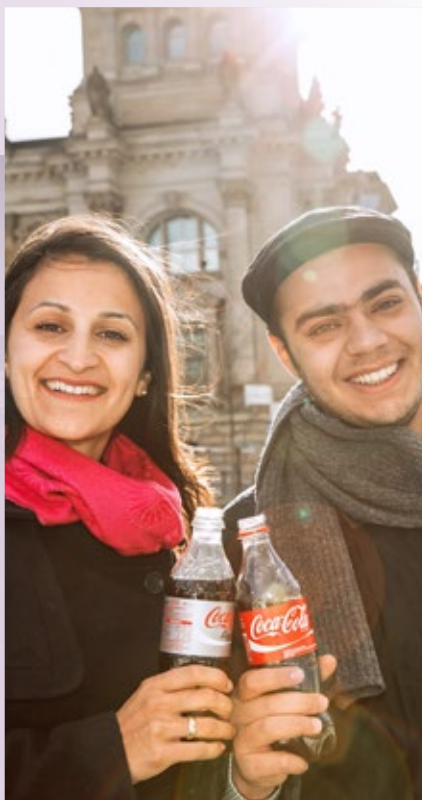


In 2016, Coca-Cola partnered with the ECOMAR Foundation to organise coastal clean-up activities and raise young people's awareness of the importance of keeping our seas and coastlines clean and litter free.

In the town of Carcavelos, close to Lisbon, a group of 25 young people collected more than 21kg of waste during a day-long litter clean-up, during which they learnt the importance of recycling waste into the correct containers. For every kilogram of waste collected, Coca-Cola donated a case of product to the local food bank, Banco Alimentar.

INTEGRATION AND INCLUSION GERMANY

In Germany, one of the main focuses of our community activity is the integration and inclusion of refugees, migrants and others excluded from mainstream life. After stepping in with emergency aid during the influx of refugees in 2015, we and The Coca-Cola Company in Germany, decided to take action with the aim of reducing prejudice and supporting longer-term integration. In 2016, we joined the German Foundation for Integration, in a scheme called Geh Deinen Weg, which provides scholarships and mentors for talented young people from immigrant backgrounds. Along with our main retail customer, EDEKA, we now provide volunteer mentors from among our employees.



TOPPUR PROVIDING CLEAN WATER IN MALAWI

ICELAND

In a three-year programme, we supported a project by the Icelandic Red Cross to provide clean water to people in the Masanje region of Malawi. For every bottle of our Toppur water brand sold in Iceland, we made available three litres of clean water by supporting the construction of wells and sanitation facilities in Malawi. Our campaign resulted in 11 new boreholes and provided over 30,000 people with access to clean drinking water and sanitation facilities. In addition, each new well has women on its management committee. Thanks to the new facilities, girls no longer have to spend hours every day collecting water, so are able to go to school.



Supporting communities through brand and customer partnerships

We also support community initiatives through brand and customer partnerships. In collaboration with Special Olympics in Germany, the Lift brand sponsors Lift Unified Running Groups which bring together athletes with and without disabilities to take part in combined events – including carrying the Special Olympics torch to the opening ceremony of the German games.

In France we support the international children's charity, SOS Villages d'Enfants, through a partnership with Capri-Sun.

In Sweden, through an on-pack Christmas promotion, we supported the donation of 100,000 meals for people in Sweden through Stadsmissionen.

In Spain we support more than 14,000 local community-based cultural, sporting, music and gastronomic events each year.

We have also developed several partnerships with our customers including a programme to support local employment and training opportunities for waiters in the hotel/restaurant/café (HORECA) industry which represents 7.6 percent of Spanish GDP. In partnership with the Basque Culinary Centre in San Sebastian and the Spanish HORECA Federation, we launched Bartalent Lab, a digital training platform for waiters which has reached nearly 2,000 people.

How can we build strong and inclusive communities in the countries where we operate?

Discover more at ccep.com

Hilda Björk Linberg,
Quality control specialist, Iceland

ABOUT THIS REPORT



This is Coca-Cola European Partners' first annual Sustainability Report, providing an overview of our progress on corporate sustainability in 2016.



See more: [Full disclosure on our progress against the UNGC and CEO Water Mandate can be found online at www.ccep.com](http://www.ccep.com)

Coca-Cola European Partners (CCEP) was formed through a merger between Coca-Cola Enterprises, Coca-Cola Erfrischungsgetränke and Coca-Cola Iberian Partners in May 2016. This report contains a full year of data from 1 January, 2016 to 31 December, 2016 for our business operations covering 13 Western European territories (Andorra, Belgium, France, Germany, Great Britain, Iceland, Luxembourg, Monaco, the Netherlands, Norway, Portugal, Spain and Sweden) and our offices in the United States and Bulgaria. Also included are illustrative case studies and business activities from 2017. Historical and baseline data has been calculated using historical data and/or estimations for the legacy businesses, including time periods prior to the merger. We have included 2010 as our baseline year as this was the year we could reasonably source data for all three merging entities. More details can be found on our Methodology page.

Reporting boundaries and standards

At CCEP, 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 undertakings (production, sales/distribution, combined sales/production facilities, administrative offices and fleet) owned or controlled by CCEP, including our former administrative offices in the United States and shared-service centre in Bulgaria.

Our carbon footprint is calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol and we use an operational consolidation approach to determine organisational boundaries. The water-use data in this report refers to our production facilities, where operational consumption is greatest. All financial data in this report is in euros, unless otherwise stated.

The report has prepared in accordance with the Global Reporting Initiative (GRI) principles for defining report content and report quality, and is in accordance with the GRI Standards at Core level. The carbon footprint data of our core business operations, and this report, has been assured by DNV GL.

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





Country reports

A data sheet for each of the countries where we operate is available on www.ccep.com. In addition, some of our countries provide local information on how CCEP's sustainability commitments are being brought to life in our communities. These can be found online at each of the following websites:

Belgium (including Luxembourg):

www.cocacolabelgium.be

France (including Monaco):

www.cokecce.fr

Germany:

www.cceag.de

Great Britain:

www.cokecce.co.uk

Iceland:

www.ccep.is

The Netherlands:

www.cocacolanederland.nl

Norway:

www.coca-cola.no

Portugal:

www.ccepiberia.com/pt

Spain (including Andorra):

www.ccepiberia.com/es

Sweden:

www.coca-cola.se

The Coca-Cola Company provides many sources of sustainability information for the Coca-Cola system. In particular, its website, www.coca-colacompany.com, contains corporate codes and policies which inform CCEP's own approach to sustainability. Its 2016/2017 Sustainability Report, which contains a summary of the global Coca-Cola system's sustainability work, can be downloaded from:

www.coca-colacompany.com/sustainability.



See more: If you have any questions about CCEP's work on sustainability, please contact us via www.ccep.com/contact

Online

Further details about our current and past reports, full GRI index, UNGC COP and CEO Water Mandate progress updates, as well as information on our corporate policies, can be found on our corporate website.



See more: You can download the full report at www.ccep.com/sustainability



INDEPENDENT ASSURANCE STATEMENT




Scope of engagement

DNV GL Business Assurance Services UK Limited ('DNV GL' or 'we') were engaged by Coca-Cola European Partners Great Britain Limited to provide limited assurance to Coca-Cola European Partners plc ('CCEP') over Selected Information presented in CCEP's Stakeholder Progress Report 2016 (the 'Report'), for the year ended 31 December 2016.

Selected information

The scope and boundary of our work is restricted to (collectively the 'Selected Information'):

- A The data included within the Report, marked with the  symbol in the Report and listed below:
- Scope 1 GHG emissions for CCEP – stationary combustion, mobile combustion, process emissions, and fugitive emissions (tonnes of CO₂e);
 - Scope 2 GHG emissions for CCEP – purchased electricity, heat and steam, market and location based (tonnes of CO₂e);
 - Scope 3 GHG emissions for CCEP – from cold drinks equipment, third party distribution by rail and road, business travel by rail, air and road, waste and water (tonnes of CO₂e);
 - Percentage of electricity from renewable sources (%);
 - Manufacturing energy use ratio (MJ/litre of product produced);
 - Total water withdrawn in manufacturing (million cubic litres);

- Manufacturing water use ratio (litre/litre of product produced);
- Total manufacturing waste produced (metric tonnes);
- Percentage of waste recycled (%);
- Percentage of PET that is rPET (%);
- Percentage reduction in total calories across portfolio since 2010 (%); and
- Percentage reduction in total calories per litre of product since 2010 (%).

B Preparation of the Report in accordance with the 'Core' option of the **Global Reporting Initiative (GRI) Standards 2016**.

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used the following reporting criteria (the 'Criteria'):

- the About this Report section of the Report;
- the Data Sources and Methodology section of the Report; and
- the **Reporting Principles for defining report quality** as set out by the GRI Standard GRI 101: Foundation 2016.

The Selected Information should be read together with the Criteria. We have not performed any work, and do not express any conclusion, on any other information that may be published in the Report or on CCEP's website for the current reporting period or for previous periods.

Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria. We believe that the Report is prepared in accordance with the 'Core' option of the GRI Standards 2016.

This conclusion relates only to the Selected Information, and is to be read in the context of this Assurance Statement, in particular the inherent limitations explained below.

Standard and level of assurance

We performed a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised), issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

DNV GL applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2011 – Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced but not reduced to very low.

Basis of our conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Assessing the appropriateness of the Criteria for the Selected Information;
- Conducting interviews with CCEP’s Management to obtaining an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;
- Selecting sites based on materiality and conducted site visits to the CCEP manufacturing facilities in: Barcelona, Spain; Lisbon, Portugal; and Dorsten, Germany, to review process and systems for preparing site level data consolidated at corporate level;
- Performing limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported;
- Reviewing the 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;
- Reviewing that the evidence, measurements and their scope provided to us by CCEP for the Selected Information is prepared in line with the Criteria;
- Assessing the Report against the GRI Standards 2016; and
- Reading the Report and narrative accompanying the Selected Information within it with regards to the Criteria.

Inherent limitations

Our assurance relies on the premise that the data and information provided by CCEP to us as part of our review procedures have been provided in good faith. Because of the selective nature (sampling) and other inherent limitations of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected. Energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for determining such data. Finally, the selection of different but acceptable measurement techniques may result in materially different measurements.

DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Statement.

Our competence, independence and quality control

DNV GL established policies and procedures are designed to ensure that DNV GL, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV GL) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV GL holds other audit and assurance contracts with CCEP, none of which conflict with the scope of this work. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

Responsibilities of the Directors of CCEP and DNV GL

The Directors of CCEP have sole responsibility for:

- Preparing and presenting the Selected information in accordance with the Criteria;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Criteria; and
- Contents and statements contained within the Report and the Criteria.

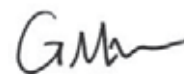
Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to CCEP in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. We have not been responsible for the preparation of the Report.

Observations

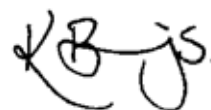
Our detailed observations and areas for improvement will be raised in a separate report to CCEP's Management. Selected observations are provided below. These observations do not affect our conclusion set out above.

- This is the first year of reporting for CCEP, and we observed good processes for compiling data from its operations to corporate level systems, and calculating the Selected Information. We found a limited number of errors and omissions and these were corrected prior to inclusion in the Report.
- The Report provided a good overview of performance across the organisation, at both corporate and operational levels, and considered the CCEP's value chain by including the upstream and downstream impacts of its operations and products. We observed a good level of stakeholder engagement at both the corporate and operational levels that considers the views of a wide range of internal and external stakeholders and is clearly disclosed in the Report through examples and case studies.
- As CCEP continues to develop its processes and systems, we recommend that the calculation methodology and basis for preparation used for reporting its key performance indicators is formally disclosed.
- For total waste generated, we found that the data collection systems in most legacy entities were not set up to distinguish product liquid waste. Consequently, data for this waste stream was only included for Iberian manufacturing sites. CCEP have acknowledged this in their Report, and we understand the data collection systems are being reviewed to better align the reporting and disclosure of waste in the future, especially since this source may contribute a significant proportion of total waste.
- Across CCEP's sites, we observed varying quality and detail in the electricity certificates used for calculating market-based Scope 2 emissions. In subsequent reporting periods, as more sites begin reporting their Scope 2 emissions following the market-based method, we recommend CCEP seeks consistency in the quality of information used in all its sites' certificates.

For and on behalf of
DNV GL Business Assurance Services
UK Limited
13 June 2017



Gareth Manning
Principal Consultant
and Lead Assuror
UK Sustainability, DNV GL
– Business Assurance



Kate Bruintjes
Principal Consultant and Reviewer
UK Sustainability, DNV GL
– Business Assurance



DNV·GL

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.co.uk/BetterAssurance

KEY PERFORMANCE DATA SUMMARY

n/a – Not applicable

ENVIRONMENTAL INDICATORS SUMMARY

| | | Units | 2010 Baseline | 2016 |
|------------------------------------|---|-------------------------------|---------------|-----------|
| CLIMATE | | | | |
| Our carbon footprint | Carbon footprint core business operations (market based approach) | '000 tonnes CO ₂ e | 2,467,566 | 1,416,151 |
| | Reduction in carbon footprint of core business operations, since 2010 baseline | % | n/a | 42.6 |
| | Reduction in total value chain CO ₂ e emissions (per total number of products, (since 2010 baseline) | % | n/a | 24.6 |
| Energy and renewable energy | Energy use ratio | MJ/1,000 litres | 0.38 | 0.32 |
| | Electricity sourced from renewable/low-carbon sources | % | - | 75 |
| Cold drinks equipment | Total number of CDE equipment in fleet | Number | - | 1,143,455 |
| | Average CO ₂ e per unit of equipment | CO ₂ e kg/per unit | 983 | 703 |
| | Reduction in average CO ₂ e per unit of equipment vs 2010 baseline | % | n/a | 39.8 |
| | CDE fleet that is HFC-free | % | - | 40.7 |

SUSTAINABLE PACKAGING AND RECYCLING

| | | | | |
|------------------------------|--------------------------------------|-----------------|-----|----------|
| Sustainable packaging | Packaging use ratio | g/litre product | 160 | 132 |
| | Total weight of packaging used | tonnes | n/a | 663,516 |
| | Recycled aluminium, steel and glass | % | - | 33 |
| | Total recycled materials used | tonnes | - | 181,008 |
| | PET that is rPET | % | - | 21 |
| | PET that is refillable PET | % | - | 16 |
| | Glass that is refillable glass | % | - | 88 |
| | PET bottles that are PlantBottle™ | % | - | 7.6 |
| | Cans and bottles that are recyclable | % | 100 | 100 |
| Manufacturing waste | Total manufacturing waste | No. | - | 95,051.9 |
| | Manufacturing waste recycled | % | n/a | 92.6 |

WATER

| | | | | |
|----------------------------|---|---|------|------|
| Water stewardship | Water use ratio | litres/litre product | 1.80 | 1.61 |
| | Total water withdrawn | million cubic metres | 23.5 | 20.7 |
| | Wastewater treated and safely returned to nature | % | 100 | 100 |
| | Manufacturing plants with Source Water Protection Plans implemented | % | 100 | 100 |
| Water replenishment | Percentage volume of water replenished | % vs litres in our beverages where sourced from areas of water stress | n/a | 89 |
| | Number of projects/partnerships established | No. | n/a | 12 |

SUSTAINABLE SOURCING

| | | | | |
|--|---|---|-----|------|
| | Percentage of spending with suppliers covered by contracts containing our SGPs ¹ | % | n/a | 79.6 |
|--|---|---|-----|------|



See more: [Methodology page for more information on our calculation methods and data sources.](#)

Indicates independent assurance by DNV GL.

1. Data only available for Great Britain, France, Belgium and Luxembourg, the Netherlands, Norway and Sweden.

SOCIAL INDICATORS SUMMARY

| | | Units | 2010 | 2016 |
|------------------------|--|-------------------------------|------|----------------|
| OUR DRINKS | | | | |
| | Reduction in average calories per litre (since 2010 baseline) | % | n/a | 7.9 |
| | Products which are no- or low-calorie (>20 calories per 100ml) | % | n/a | 35 |
| | Products in packs that are 250ml or less | % | n/a | 5.6 |
| | Products with on-pack GDA labelling | % | n/a | 100 |
| | Facilities accredited to ISO 9001 | % | n/a | 100 |
| | Number of consumer product quality complaints | Number per million units sold | n/a | 1.12 |
| OUR PEOPLE | | | | |
| Diversity | Females on Board of Directors | % | n/a | 18 |
| | Females in executive grades | % | n/a | 12 |
| | Females in leadership grades | % | n/a | 23 |
| | Females in management grades | % | n/a | 37 |
| | Females in workforce | % | n/a | 23 |
| Employment | CEO/employee pay ratio | | n/a | 124 |
| | Voluntary turnover rate | % | n/a | 5.4 |
| | Absentee rate | | n/a | 14.6 |
| | Percentage of workforce covered by collective bargaining agreements | % | n/a | 84 |
| | Employees with individual development plans | % | n/a | 25.2 |
| Safety | Lost-time incident rate (number of lost-time incidents per 100 full-time equivalent employees) | | n/a | 1.66 |
| | Number of fatalities | | n/a | 1 ¹ |
| OUR COMMUNITIES | | | | |
| | Total value of community contributions | Millions € | n/a | 6.5 |
| | Pre-tax profit invested | % | n/a | 0.5 |
| | Number of hours volunteered by CCEP employees | hours | n/a | 9,775 |



See more: Information per country is provided in our country data tables.

1. Tragically, in 2016, one of our long-term contractors died at our Antwerp facility.

ENVIRONMENTAL DATA

CLIMATE

22.46 g/litre

of product produced

GHG Scope 1 & 2 emissions per litre
of product produced (market-based
Scope 2 approach).

26.45 g/Euro

of revenue

GHG Scope 1 & 2 emissions per
Euro of revenue (market-based
Scope 2 approach).

-42.6%

reduction in CO₂e emissions in our
core business operations since 2010

Our carbon footprint

Greenhouse gases – 2016 (tonnes CO₂e)^{1,2}

| Scope | Carbon dioxide (CO ₂) | Nitrous oxide (N ₂ O) | Methane (CH ₄) | Hydro-fluoro-carbons | Percentage of footprint | Total (tonnes CO ₂ e) |
|---|-----------------------------------|----------------------------------|----------------------------|----------------------|-------------------------|----------------------------------|
| 1. Direct emission (e.g. fuel) | 258,042 | 665 | 358 | 1041 | 18.37 | 260,105 |
| 2a. Indirect emissions – market-based approach³ (e.g. electricity) | 28,027 | 143 | 27 | 0 | 1.99 | 28,197 |
| 2b. Indirect emissions location-based approach³ (e.g. electricity) | 189,149 | 965 | 180 | 0 | 12.06 | 190,294 |
| 3. Related third-party emissions (e.g. from cold drinks equipment) | 1,125,758 | 2,021 | 70 | 0 | 79.64 | 1,127,849 |

Our operational carbon footprint – 2016 (tonnes CO₂e)⁴

| Metric tonnes CO ₂ e by emission source | 2010 | 2015 | 2016 |
|--|------------------|------------------|------------------|
| Cold drinks equipment | 1,506,897 | 899,731 | 804,032 |
| Operations and commercial sites | 556,348 | 318,247 | 291,184 |
| Third-party distribution | 268,069 | 207,240 | 223,281 |
| CCE fleet | 121,960 | 88,616 | 83,299 |
| Other (including business travel) | 14,291 | 15,772 | 14,356 |
| Total ('000 tonnes CO₂e) | 2,467,566 | 1,529,607 | 1,416,151 |

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 2016, CCEP's biologically sequestered carbon was 7,968 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.



See more: Methodology
page for more information
on our calculation methods
and data sources.

ENVIRONMENTAL DATA continued

CLIMATE continued

1,543,904¹ MWhTotal energy consumption
(Direct and indirect).

-17.2%

reduction in energy use ratio
vs 2010 baseline.

75%

renewable electricity as percentage
of total electricity consumed. 

1. Manufacturing sites only.

Energy and renewable energy

Energy use ratio – 2016

| | 2010 | 2015 | 2016 |
|--|-------|---|-------|
| Energy consumed (MJ) per 1,000 litres of product | 0.382 | 0.326  | 0.317 |

CCEP energy sources and use – 2016

Direct energy consumption by Primary Energy Source (Scope 1)

| Source | MWh | GJ |
|--|----------------|------------------|
| Natural gas | 466,892 | 1,680,812 |
| Diesel (CCEP fleet) | 274,850 | 989,460 |
| Propane and LPG | 54,961 | 197,859 |
| Light fuel oil/site diesel | 42,834 | 154,204 |
| Other (jet-fuel and CNG) | 15,307 | 55,104 |
| Geothermal | 10,553 | 37,991 |
| Electricity CHP | 6,826 | 24,574 |
| Petrol (CCEP fleet) | 3,951 | 14,222 |
| Biodiesel | 2,805 | 10,098 |
| Electricity solar | 311 | 1,120 |
| Ground source heat | 107 | 385 |
| Electricity water turbine | 22 | 79 |
| Heavy fuel oil | 0 | 0 |
| Total direct energy consumption | 879,419 | 3,165,909 |

CCEP energy sources and use – 2016

Indirect Energy Consumption by Primary Energy Source (Scope 2)

| Source | MWh | GJ |
|--|----------------|------------------|
| Electricity purchased and consumed | 636,356 | 2,290,880 |
| Heat and steam purchased and used | 28,129 | 101,265 |
| Total indirect energy consumption | 664,485 | 2,392,146 |

Renewable energy – 2016²

| Source | MWh | GJ |
|---|----------------|------------------|
| Renewable purchased electricity (Grid) | 477,195 | 1,717,902 |
| Renewable Non-Grid/onsite electricity (Solar PV and water turbine) | 333 | 1,199 |
| Renewable heat and steam (Biomass – district heating, Geothermal & Ground source heat pump) | 38,789 | 139,640 |
| Total renewable energy | 516,317 | 1,858,741 |

Non-renewable energy – 2016²

| Source | MWh | GJ |
|---|----------------|------------------|
| Low carbon purchased electricity (Grid) | 91,571 | 329,656 |
| Fossil fuel electricity (Grid) | 67,590 | 243,324 |
| Natural gas | 466,892 | 1,680,812 |
| Light fuel oil/ site diesel | 42,834 | 154,204 |
| Propane and LPG | 54,961 | 197,859 |
| Total non-renewable energy | 723,848 | 2,605,855 |

Cold drinks equipment

Energy used in cold drinks equipment – 2016

| Source | MWh | GJ |
|---|-----------|------------|
| Energy used in customer locations for cold drinks equipment | 4,479,268 | 16,125,365 |

2. Manufacturing and non-manufacturing sites. Does not include transportation vehicle usage.



See more: Information per country is provided in our country data tables.

ENVIRONMENTAL DATA continued

SUSTAINABLE PACKAGING
AND RECYCLING

-18%

reduction in packaging
use ratio vs 2010.

-11%

reduction in packaging
use ratio vs 2015.

64.1%

sites sending zero waste to landfill.

Sustainable packaging
Packaging footprint – 2016

| Total weight of material used | Metric Tonnes | Packaging footprint % |
|------------------------------------|----------------|-----------------------|
| PET | 223,193 | 35 |
| Glass | 130,117 | 20 |
| Steel | 86,803 | 13 |
| Aluminium | 79,771 | 12 |
| Other (primary) | 40,525 | 6 |
| Secondary packaging | 88,267 | 13 |
| Tertiary packaging | 4,840 | 1 |
| Total 2016 packaging weight | 663,516 | |

Recycled, refillable and renewable material use – 2016

| | Percentage |
|--|----------------|
| Percentage of packaging that is refillable glass | 88 |
| Percentage of PET that is rPET | 21 |
| Percentage of packaging that is refillable PET | 16 |
| Percentage of PET bottles that are PlantBottle™ | 7.6 |
| Total weight of recycled packaging weight (metric tonnes) | 181,008 |

Manufacturing waste
Waste – 2016

| Waste by disposal type | Metric tonnes | Percentage of total waste |
|--|-----------------|---------------------------|
| Recycled | 88,051.0 | 92.6 |
| Composting | 1,131.1 | 1.2 |
| Incineration | 258.3 | 0.3 |
| Waste to energy recovery | 3,745.7 | 3.9 |
| Landfill | 1,865.9 | 2 |
| Total waste produced at CCEP manufacturing operations | 95,051.9 | |

Hazardous/non-hazardous waste – 2016

| Waste type | Metric tonnes | Percentage of total waste |
|---------------------|---------------|---------------------------|
| Hazardous waste | 502.7 | 0.6 |
| Non-hazardous waste | 94,549.2 | 99.4 |



See more: [Methodology page for more information on our calculation methods and data sources.](#)

ENVIRONMENTAL DATA continued

WATER

1.61

Water use ratio 2016. 

-10.3%

improvement in water use ratio
vs 2010.

-1.9%

improvement in water use ratio
vs 2015.

89%


of total production volume, where
sourced from areas of water stress,
replenished in 2016.

13

Number of sites with onsite
wastewater treatment.

Water stewardship

Total water withdrawals by volume and type – 2016

| | Volume (1,000m ³) | % |
|------------------------------|---|-------|
| Municipal | 14,936 | 72.06 |
| Borehole | 5,789 | 27.93 |
| Rainwater | 1 | 0.01 |
| Total water withdrawn |  20,726 | |

Water in water-stressed areas – 2016

| | Volume (m ³) | % of total production volume |
|--|--------------------------|------------------------------------|
| Total production volume in areas of water stress | 5,946,045 | 41 |
| Total water withdrawal from sites in areas of water stress | 9,746,000 | n/a |

Total wastewater – volume by discharge

| | Volume (m ³) |
|---|--------------------------|
| Discharged for treatment by municipal water treatment works | 4,596,327 |
| Treated onsite | 3,276,378 |
| Surface water | 73,642 |
| Total wastewater discharged | 7,946,347 |

Water replenishment

Water replenishment – 2016

| | Volume (m ³) |
|---------------------------------|--------------------------|
| Belgium | 30,000 |
| France | 1,920,000 |
| Germany | 37,300 |
| Great Britain | 268,800 |
| Spain | 3,050,000 |
| Total volume replenished | 5,306,100 |



See more: Information per
country is provided in our
country data tables.

SOCIAL DATA

OUR DRINKS

-7.9%

Reduction in average calories
per litre vs 2010.

9.2%

Products that have had recipes
changed in 2016 to remove
sugar/calories.

35%

Volume of no- and
low-calorie products.

5.6%

Products under 250ml.

OUR PEOPLE

Safety

Lost-time incident rate by country 2016

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

| | Operations | Commercial and sales | Total |
|------------------------|------------|-------------------------|-------------|
| Belgium and Luxembourg | 0.71 | 1.79 | 1.12 |
| Bulgaria | n/a | 0.00 | 0.00 |
| France | 1.86 | 1.61 | 1.67 |
| Germany | 2.97 | 0.15 | 2.77 |
| Great Britain | 0.2 | 0.48 | 0.31 |
| Iceland | 5.26 | 1.35 | 3.72 |
| The Netherlands | 0.0 | 0.30 | 0.14 |
| Norway | 0.0 | 0.44 | 0.29 |
| Sweden | 0.66 | 1.03 | 0.80 |
| Spain and Portugal | 1.97 | 0.6 | 1.27 |
| CCEP Total | | | 1.66 |

Diversity and employment

Workplace profile

| | 2016 |
|---|-------------|
| Total employees | 24,504 |
| Full-time employees | 23,316 |
| Male (number/%) | 18,404/79 |
| Female (number/%) | 4,912/21 |
| Part-time employees | 1188/4.8 |
| Male (number/%) | 447/1.8 |
| Female (number/%) | 741/3 |
| Permanent contract | 22411/91.5 |
| Male (number/%) | 17,216/70.2 |
| Female (number/%) | 5,195/21.2 |
| Temporary contract | 2093/8.5 |
| Male (number/%) | 1,635/6.7 |
| Female (number/%) | 458/1.9 |
| Voluntary turnover rate (%) | 5.4 |
| New hire rate (%) | 8.0 |
| Absentee rate (%) ¹ | 14.55 |
| Employees with Individual Development Plans | 2,912 |
| Average training days per employee (hours) | 14.4 |
| Age profile of workforce | |
| 20-29 (number/%) | 3,419/14 |
| 30-50 (number/%) | 14,171/58 |
| 50+ (number/%) | 6,914/28 |
| Employees covered by collective bargaining agreements (%) | 84 |

Percentages represent percentage of total workforce.

Diversity profile

| | 2016 |
|---|------|
| Females on Board of Directors (%) | 18 |
| Females in executive roles (%) | 12 |
| Females in leadership roles (%) | 23 |
| Females in management roles (%) | 37 |
| Females in non-management roles (%) | 21 |
| Females in workforce (%) | 23 |
| Board of Directors members over 40 (%) | 100 |
| Equal remuneration (median compensation of men vs women) ² | |
| Executive and Management | 104 |
| Management | 98 |

1. Excludes Germany and Iberia.

2. Pay ratio is an average upon a sample size of 89 percent of our total workforce. Methodologies vary for calculation between individual countries.



See more: Methodology page for more information on our calculation methods and data sources.

SOCIAL DATA continued

OUR COMMUNITIES

0.5%

of pre-tax profit donated in 2016.

9,775

volunteer hours.

€6.6 million

in total community investment.

Community Investment – 2016

| Type of investment | Contribution € | Percentage of total |
|--|-------------------|------------------------|
| Cash contribution | 5,213,317 | 79 |
| In-kind contribution | 797,804 | 12 |
| Management costs | 202,500 | 3 |
| Employee time (includes volunteer and management time) | 384,868 | 6 |
| Total contribution | 6,598,489 | 100 |

Community investment by country – 2016¹

| | Total Community Investment € | Volunteer Hours |
|--|---------------------------------------|--------------------|
| Belgium and Luxembourg | 996,088 | 250 |
| France and Monaco | 500,173 | 3,091 |
| Germany | 511,817 | 2,256 |
| Great Britain | 1,782,361 | 2,302 |
| The Netherlands | 181,483 | 1,087 |
| Norway | 259,000 | 160 |
| Spain and Portugal | 1,487,324 | n/a |
| Sweden | 751,407 | 448 |
| United States (Former Corporate CCE HQ pre-merger) | 128,837 | 180 |
| Total contribution | 6,598,489 | 9,775 |

1. Data for Iceland not captured in 2016.



See more: Information per country is provided in our country data tables.

DATA SOURCES AND METHODOLOGY

2010 Base year selection

Unless otherwise stated, 2010 has been selected as the base year for the majority of our key environmental and social KPIs. Due to the merger which formed CCEP, 2010 is the earliest date for which we can consolidate, or reasonably estimate data for all three legacy bottlers. 2010 is also the baseline year used by The Coca-Cola Company, and we have sought to align with this as far as possible.

Carbon and energy

GHG Emissions (Core Business Operations and Drink in Your Hand)

We disclose the Scope 1, 2, and 3 carbon emissions of our core business operations, and those of our full value chain. GHG Emissions from our core business operations include those from our manufacturing, sales offices, distribution centres, cold drinks equipment and transportation. Our value chain emissions include all of the emissions from our core business operations, as well as those associated with the manufacturing or production of our packaging, our ingredients, and some other scope 3 emissions. Disposal by consumer is captured via recycling rates.

Our Scope 1 and 2 emissions are independent of any greenhouse gas trades. The carbon footprint of our core business operations is calculated in accordance with the WRI/WBCSD Greenhouse Gas (GHG) Protocol, using an operational control approach to determine organizational boundaries. Our 2016 figures have been independently assured against the ISAE 3000 standard by DNV GL.

We report the carbon footprint of our Scope 1, 2 and 3 greenhouse gas (GHG) emissions in tonnes of CO₂ equivalent (stated as CO₂e). We measure our emissions in three 'scopes', except for CO₂e emissions from biologically sequestered carbon, which is reported separately outside of these scopes. In 2016, this amounted to 7,968 tonnes of CO₂e. Our 2010 baseline, 2015, and some of our 2016 data incorporates data from the bottlers from which CCEP was formed, prior to the merger.

- **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 as well as heat and steam energy imports. We report against this on both a location-based, and a market-based approach in-line with the GHG Protocol's Scope2 standard. Data is reported as market-based for the purposes of reporting CCEP's performance against target.
- **Scope 3 figures include:** Other 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 waste water, emissions from the treatment of waste, fuel used by our third party distributors, other energy related emissions not already accounted for under Scope 1&2 (e.g., emissions from well-to-tank and losses from transmissions & distribution of electricity to site). Additional Scope 3 emissions from our ingredients and packaging, which form the largest percentage of our value chain carbon footprint are included in our Drink in Your Hand figure.

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 core business operations 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 BEIS (UK's department of Business, Environment and Industrial Strategy) 2016 and IEA 2014 emission factors. These are as follows:

- Energy data: from metered sources, supplier invoices and estimates where data is not measured (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
- CO₂ fugitive gases from measuring our opening and closing stock levels and subtracting the quantity of CO₂ used in our products
- Calculations of cold drinks equipment emissions are based on weighted average hourly supplier energy consumption rates and by subtracting any savings achieved through carbon/energy use reduction initiatives during the reporting period (e.g. retro-fitting doors to maintain the equipment temperature)
- Transport fuel is calculated according to actual litres used or kilometres recorded
- Supply of water, treatment of wastewater and waste management are calculated by using litre and weight (kg) data respectively
- Energy, fuel and fugitive gas raw data, is collected and converted to carbon equivalents (CO₂e), and multiplied by publicly available and/or supplier based greenhouse gas emission factors e.g., for electricity. Emission factors used include supplier data, DEFRA/BEIS 2016 and IEA 2014 emission factors.
- Approximately 1.38 percent of our core business operations carbon footprint is based on estimated emissions (e.g. leased offices where energy invoices are not available).

Value Chain (Drink in your Hand)

In addition to the emissions within our core business operations, we also seek to measure and reduce the GHG emissions across our full value chain; including Scope 3 emissions from our packaging and ingredients, as these are the greatest source of emissions across our value chain; and significantly greater than our Scope 1 and 2 emissions.

Emissions are calculated in line with the GHG Protocol, as outlined above. The carbon footprint of our packaging was calculated using annual unit case sales volume data by country; multiplied by standard primary, secondary and tertiary packaging specifications, at product SKU level. GHG emissions associated with packaging recycling content and recycling rates are also included in line with GHG Protocol as well as various Life-Cycle Analysis (LCA) methodologies. We use a range of global and regional industry emission factors, including EAA 2008 and PETCORE - PlasticsEurope EPD 2011.

Emissions associated with our ingredients were calculated using annual unit case sales volume data by country, multiplied by the types of ingredients at product SKU level, for example the ingredients included in our concentrate together with the juices and sweeteners also used to produce our products. Emissions factors used include World Food LCA Database, EcoInvent and bespoke LCA studies e.g. EU Study (Klenk et al. 2012)

ENERGY

Energy calculations

Energy consumption is based upon procurement data from each site, supported by monthly site invoices. Data is captured as part of our carbon calculation model. Energy, fuel and fugitive gas raw data, is collected and converted to carbon equivalents (CO₂e), and multiplied by publicly available and supplier based greenhouse gas emission factors e.g., for electricity. Emission factors used include supplier data, BEIS 2016 and IEA 2014 emission factors.

Percentage of total electricity use sourced from Renewable Sources

Calculated as the quantity of electricity used (in MWh) from renewable sources divided by total electricity used. The quantity of renewable electricity was verified through renewable electricity Guarantees of Origin (GOO's) from our electricity suppliers in each country, and through meter readings of renewable electricity generated on site.

Manufacturing Energy use ratio

CCEP's manufacturing energy use ratio is calculated in line with the Coca-Cola Company's common KORE manufacturing standards. All sites calculate manufacturing energy use ratio as the total of all energy consumed (MJ), divided by Production volume (litres). This includes the use of diesel and natural gas, where used in our manufacturing operations (e.g., heating, forklift trucks). The fuels used in our distribution fleet (e.g., diesel used in our trucks and vans) are not captured in the manufacturing use ratio.

WATER

Total Manufacturing Water Use

CCEP's total manufacturing water use is calculated in line with The Coca-Cola Company's common KORE manufacturing standards. All sites calculate all water used by the facility, from all sources, including municipal, groundwater (well/borehole), surface water and collected rain water, and excluding treated wastewater and replenished water returned safely to nature and the community.

Water Use Ratio

CCEP's water use ratio is calculated in line with The Coca-Cola Company's common KORE manufacturing standards. Water use ratio is calculated as the total water (withdrawals divided by total production volumes) in CCEP's manufacturing operations.

WASTE

Total Manufacturing Waste

CCEP's Total Manufacturing Waste is calculated in line with The Coca-Cola Company's common KORE manufacturing standards. The calculation includes all waste generated at site due to production, office & food service etc. In every country where we operate, except for in Spain and Portugal, liquid product waste is not currently captured as part of our total manufacturing waste figure. Waste data is provided through site waste contractor monthly invoices.

Percentage of Waste Recycled

CCEP's Total Waste Recycled figure is calculated in line with The Coca-Cola Company's common KORE manufacturing standards. The figure includes the quantity of the waste recovered through recycling, incineration with energy recovery, composting or land application; divided by total manufacturing waste produced. The disposal method is determined through site waste contractor invoices.

Packaging

Percentage of PET that is rPET

CCEP's packaging data is calculated based upon 2016 sales volume data, and standard packaging specifications, material types and weights by product SKUs. The calculation of the percentage of PET used within our PET bottles that is rPET (recycled PET) is calculated based on the total weight of rPET used in 2016 divided by the total weight of PET (virgin, plant-based PET and rPET) used to produce our PET Bottles, as calculated using our sales volumes and packaging data.

Our Drinks

Total Calories

Calculation is based upon 2016 unit case sales volume data, and on the basis of product calorie information, per SKU. For all of the below, data is sourced from product formulations provided by The Coca-Cola Company and our other cross franchisors and through estimates where data is not available (e.g., data for products out of production.) Calorie calculations exclude Hot Coffee, Milk, Alcohol and Beer products. Due to different systems in place prior to the merger, different calculation methods have been used for prior year data. Calculations for legacy CCE countries have been done by SKU only from 2014 onwards. For years 2010-2013, calculations were done per brand and flavour. The calculations for Spain and Portugal, Germany and Iceland for 2010-2016 were done solely by brand and flavour.

Calorie reduction since 2010 across entire portfolio

Calculation is based upon 2016 and 2010 unit case sales volume data, and on the basis of product calorie information, per SKU. The reduction in calories per litre since 2010 is calculated as the difference between Total UC volume 2010 multiplied by kcal per UC volume 2010 and Total UC volume 2016 multiplied by kcal per UC volume 2016.

Calorie reduction in calories per litre since 2010

Calculation is based upon 2016 and 2010 unit case sales volume data, and on the basis of product calorie information, per SKU. The reduction in calories per litre since 2010 is calculated as the Total kCal 2010 / Total UC volume 2010 vs. Total kCal 2016 / Total UC volume 2016.

Percentage Reformulation in 2016

Calculation based upon the total number of products that have been reformulated to reduce sugar and/or calories, as a percentage of total products on the market in 2016.

People

Total Employee Figures

Calculations based upon data as of 31 December, 2016; excluding all contractors, pre-pensioners, CCEP approvers and any board members. As of the time of calculation, total corporate employee figures did not include employees from Iceland, as data was not available. These employees are therefore not included in any subsequent breakdowns of data.

Male/Female Pay Ratio

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. Calculation was based upon 89% of total FTEs. For GB/Bargained employees, production site data has been excluded as shift-payments may be included in base pay, and can distort the ratio. We are unable to provide a ratio for Management Portugal for confidentiality purposes. Corporate male/female pay ratios are the average of these country ratios.

LTIR (Lost-Time Incident Rate)

Calculations based upon number of lost time incidents in 2016 per 100 full-time equivalent employees.

Sourcing

Suppliers which comply with SGPs

In 2016, we are only able to measure the percentage of suppliers that comply with SGPs from legacy CCE, and our figures reflect this scope. From 2017 onwards, we will be able to capture this data across CCEP.

Communities

Total Communities Contribution

CCEP uses the LBG methodology to measure its total community contributions. Data is captured via survey within each country. The value of employee time is measured as both volunteering time and management time, and is valued at a cost of €25.30 per hour, based on total employee OPEX and CAPEX costs, on an average day of 7.5 hours. Where community partnerships are commercial projects that have a community benefit; e.g., recycling partnerships with customers, 50% of the contribution is counted.

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