Corporate Responsibility & Sustainability Report

2015/2016

About this report

INTRODUCTION

This is Coca-Cola Enterprises' (CCE's) eleventh annual Corporate Responsibility and Sustainability (CRS) Report, providing a progress update on our Sustainability Plan and replacing CCE's 2014/2015 CRS Report.

This report, made up of 32 factsheets, contains a full year of data from January 1, 2015 to December 31, 2015 for our business operations covering eight Western European territories (Great Britain, France, Monaco, Belgium, Luxembourg, the Netherlands, Norway and Sweden) and our offices in the United States and Bulgaria. Also included are illustrative case studies and business activities from 2016.

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

MATERIALITY ASSESSMENT

In 2015, following a series of stakeholder roundtables on our Sustainability Plan, we began including an overview of our six most material issues in our annual CRS report, providing an explanation as to why these particular issues matter to us, and how we are responding to them.

These include:

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

For our full Materiality Assessment, please see Factsheet 28.

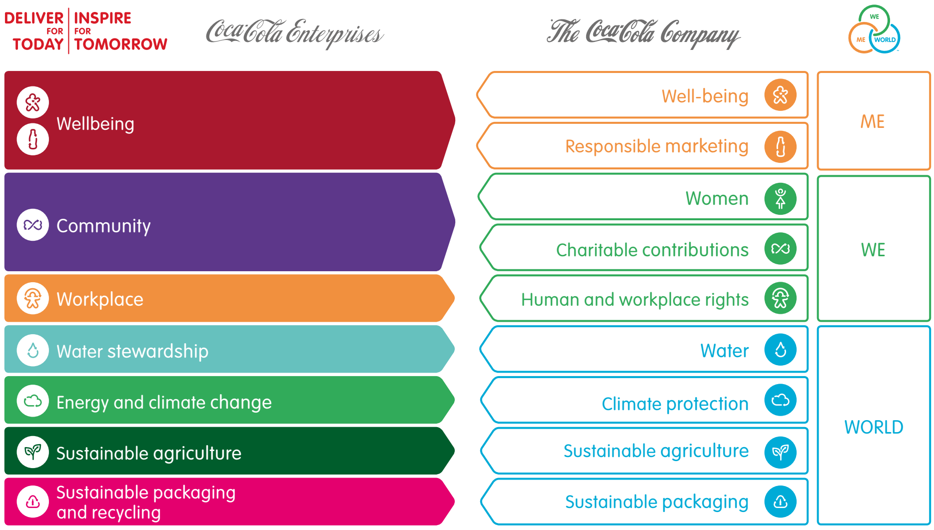
REPORTING BOUNDARIES AND STANDARDS

At CCE, we have taken a value chain approach in considering our most significant impacts.

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

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

DEVELOPING COMMITMENTS TOGETHER



This report has been assured by DNV GL (see Factsheet 32) and is in accordance with the **Global Reporting Initiative (GRI) G4 Guidelines** at the Core level. The carbon footprint data of our core business operations has also been assured by DNV GL.

The report also serves as our Communication on Progress (COP) for the **United Nations Global Compact (UNGC)**. Our Water Factsheets 19 and 20 serve as our COP-Water, part of our endorsement of the UNGC CEO Water Mandate. Full disclosure on our progress against the UNGC and **CEO Water Mandate** can be found online at **www.cokecce.com**

ONLINE

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

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

Great Britain:
www.cokecce.co.uk
France (including Monaco):
www.cokecce.fr
Belgium and Luxembourg:
www.cocacolabelgium.be
The Netherlands:
www.coca-colanederland.nl
Norway:
www.cceansvar.no
Sweden:
www.cceansvar.se

The Coca-Cola Company provides many sources of Coca-Cola system sustainability information. In particular, its website, **www.coca-colacompany.com**, contains corporate codes and policies which inform CCE's own approach to CRS. Its 2015/2016 Sustainability Report, which contains a summary of the global Coca-Cola system's sustainability work, can be downloaded from: **www.coca-colacompany.com/sustainability.**

For further information on CCE's work on Sustainability, please contact us via www.cokecce.com/contact

CEO Statement

WHAT WE ACHIEVED

DJSI

Listed as a member of the Dow Jones Sustainability World Index for the first time.

Rethinking Business

Launched a series of stakeholder roundtables, 'Rethinking Business', in conjunction with the Financial Times.

RE100

Signed up to RE100 – committing to source 100 percent of our electricity from renewable sources.

Science Based Targets

Our 50 percent absolute carbon reduction target, and our target to reduce the carbon footprint of the drink in your hand by a third have been confirmed as being aligned with climate science by the Science Based Targets initiative.

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

All statements and references in this Report to Coca-Cola European Partners and the proposed merger transaction are made with full recognition that the transaction is subject to regulatory approvals and other conditions of closing. Until closing of the transaction, each party continues to operate its business separately and independently and the parties will not take any steps to implement the transaction until all necessary approvals have been obtained.

In August 2015, it was announced that Coca-Cola Enterprises will merge with Coca-Cola Erfrischungsgetränke and Coca-Cola Iberian Partners to create Coca-Cola European Partners (CCEP), a brand new Coca-Cola bottler serving over 300 million consumers across 13 countries in Western Europe. This merger is expected to take place by the end of Q2 2016.

Q: This is Coca-Cola Enterprises' final report prior to the establishment of Coca-Cola European Partners – what are you most proud of having achieved in sustainability over the past decade?

A. When we started our journey, very few companies, including CCE, had begun to adopt serious sustainability targets. Now – 10 years on – we have a well-established Sustainability Plan; with stretch targets across a wide variety of social and environmental issues that are critical to our business. We have also been able to demonstrate leadership on sustainable packaging, energy and climate change. We've also signed external commitments, such as sourcing 100 percent of our electricity from renewable sources, and setting carbon reduction targets that are aligned to climate science. And we're receiving recognition for our achievements. I'm very proud that CCE was added as a member of the Dow Jones Sustainability World Index this past year.

Q. What are your expectations for how Coca-Cola European Partners will approach sustainability?

A. I expect that sustainability will remain an essential part of Coca-Cola European Partners' strategy. Sustainability is not something which can be seen as separate to business strategy, or as optional. To build a growing business, we need to ensure that we make long-term, sustainable decisions, which will support our customers, our employees, our shareowners and stakeholders. We will draw upon the strengths of all three legacy companies. Of course, we will need to establish new sustainability targets, which are aligned with our stakeholder's expectations. I expect CCEP to continue to focus on water, energy and climate change, wellbeing, sustainable packaging and sustainable sourcing. I would also expect that we will continue to measure our sustainability progress and support the principles of the United Nations Global Compact.

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

A. Stakeholder expectations of our business, and our sector have significantly increased over the past few years. We know from discussions with our stakeholders in our existing territories that they continue to be concerned about issues such as climate change, resource scarcity and obesity. However, we know that these issues – as well as the new Sustainable Development Goals – cannot be tackled by one company or industry sector working alone. Private sector, governmental and non-governmental organizations will need to work in close partnership to create the changes that are required. We will continue to work with stakeholders as we currently do on issues such as climate change and water stewardship, and will seek out new partnerships to continue to make progress.

Q. How do you see the beverage industry addressing the issue of sugar and calories in diet?

A. The impact of obesity and the role that our products play in our consumers' diets is one of the most critical issues facing our business. We know that this remains a focus of our stakeholders across our territories, and we recognize our role in being part of the solution. This is why we are working together with The Coca-Cola Company to reduce the sugar and calories consumed from our beverages – specifically by reducing our packaging portion sizes, introducing new low- and no-calorie products, and reformulating some products. For example, in 2015, we introduced a reformulated Coca-Cola Life across our territories, which reduced its sugar content even further, through the increased use of stevia. Additionally, we also recently announced the launch of Coca-Cola Zero Sugar, a new and improved sugar-free Coca-Cola which will replace Coca-Cola Zero at the end of June 2016 in Great Britain. We have also committed to reducing the calories per liter across our portfolio by 10 percent, and to enable three million people to become physically active by 2020. The combination of these actions and a continued focus on addressing obesity will have a greater impact on providing an effective and sustainable solution to the problem than the introduction of taxes against a single category, such as soft drinks.[1]

Q. What do you think is next when it comes to sustainability?

A. Increasingly companies have reached a stage where sustainability is no longer an option. In my view, sustainability is crucial for long-term financial success, and I think more companies are beginning to understand this. By investing in low-carbon technologies or more sustainable packaging, companies can drive greater benefits and help to manage their risks and costs in the short and long term. In the future, companies, governments, and investors, will need to start working even more closely together in order to measure and articulate the true value of sustainability over the longer term.

---

[1] Please see Factsheet 07 for a more in depth discussion of the recently proposed soft drinks tax in Great Britain.

OUR 2015 HIGHLIGHTS

Wellbeing

Reduced the calories per liter across our portfolio by 4.5 percent since 2010 and engaged nearly 1,000,000 people in active lifestyle programs.

See Factsheets 7–9

Energy and Climate Change

Achieved a 40 percent absolute reduction in the carbon footprint of our core business operations against our 2007 baseline.

See Factsheets 10–14

Sustainable Packaging and Recycling

Reduced our packaging use ratio by 22 percent since 2007.

See Factsheets 15–17

Water Stewardship

[2]

Reduced our water use ratio to 1.35 per liter of product – a reduction of 17 percent since 2007.

See Factsheets 18–20

Sustainable Sourcing

Continued to develop pathways for compliance to our Sustainable Agriculture Guiding Principles (SAGPs) for our key agricultural ingredients.

See Factsheets 21–23

Workplace

Broadened our diversity and inclusion focus to incorporate generations and ethnicity issues, as well as continued progress on improving our gender diversity.

See Factsheets 24–26

Community

Reached more than 133,900 young people through our education programs, local partnerships and education centers.

See Factsheet 27

---

[2] Photography: Copyright Hugh Mehta, WWF-UK

CORPORATE RESPONSIBILITY & SUSTAINABILITY REPORT 2015 — 2016

Our Sustainability Plan

Coca-Cola Enterprises

COMMITMENT HIGHLIGHTS

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

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

50%
Reduction in the absolute carbon footprint of our core business operations by 2020.

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

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

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

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

INTRODUCTION

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

STRATEGIC PRIORITIES

Our Sustainability Plan includes three strategic priorities:

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

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

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

In 2015, we made significant changes to our Sustainability Plan, responding to challenges on many important topics including carbon emissions, renewable energy, calories and sustainable sourcing.

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

Coca-Cola Enterprises is expected to merge with Coca-Cola Erfrischungsgetränke (CCEG) and Coca-Cola Iberian Partners (CCIP) to create Coca-Cola European Partners (CCEP), the world's largest independent Coca-Cola bottler based on revenue, by the end of the second quarter of 2016. As we begin our new journey, we will build upon the legacy of CCE's work on sustainability, and draw upon the strengths of all three merging companies. We expect to set new targets, and report against these on an annual basis.

SUSTAINABILITY PLAN

Our sustainability vision

DELIVER FOR TODAY | INSPIRE FOR TOMORROW

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

Our strategic priorities

Deliver for today
On our commitments and targets

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

Innovate for the future
Opportunities for innovation, collaboration and partnership

---

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

OUR UPDATED COMMITMENTS:

In 2015, we updated our targets across every one of our commitment areas. We believe these targets are feasible, but stretching – and that we can achieve the majority of them by 2020 through a continued focus on innovation, investment and collaboration. Our three priorities remain the same: Deliver for today, Inspire for tomorrow, and Lead the industry. Below, we have outlined the key focus areas in our updated Sustainability Plan, highlighting in particular where there has been a change. These updated targets are reported against in this year's Corporate Responsibility and Sustainability Report. You will find progress against these targets on each of the relevant factsheets, and in our data tables. Our baseline year is 2007 unless otherwise stated.

Energy and Climate Change

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

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

Sustainable Packaging and Recycling

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

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

Water

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

	Target	By
Protect	Protect the future sustainability of the water sources we use and safely return to nature 100 percent of the wastewater from our manufacturing operations	2020
Reduce	Reduce the amount of water we use, aiming to manufacture every liter of product using an average 1.2 liters of water	2020
Replenish	Return to nature the water used in our beverages, where it is sourced from areas of water stress by investing in community-based water programs[1]	2020
Value chain	Minimize water impacts in our value chain through our sustainable sourcing programs	2020

Sustainable Sourcing

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

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

Wellbeing

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

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

Community

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

	Target	By
Social investment	Invest 1 percent of our annual pre-tax profit to support charitable and community partners and make a positive difference in the communities in which we operate	Annual
Employee volunteering	Support the active involvement of our employees by encouraging them to volunteer	Ongoing
Supporting young people	Support the skills development and learning needs of 250,000 young people each year	2020

Workplace

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

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

---

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

Our Business

HIGHLIGHTS

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

17 manufacturing operations
We operate 17 manufacturing sites in Western Europe.

40
beverage brands manufactured and distributed.

12 billion
bottles and cans sold.

11,500 employees[2]
employed across our territories.

$1 billion
in salaries and benefits paid in 2015.

90%
of our products, on average, are produced locally.

WHAT WE DO

At CCE, we manufacture and distribute over 40 of the most popular beverage brands in the world.

These include Coca-Cola, Coca-Cola Life, Diet Coke, Coca-Cola Light, Coca-Cola Zero, Fanta and Sprite[1] as well as a growing range of water, juices and juice drinks, sports drinks, energy drinks and ready-to-drink teas. In 2015, we sold approximately 12 billion bottles and cans (or 600 million physical cases) through more than one million retail customers across our territories, generating approximately $7 billion in revenue and $866 million in operating income. We are a public company, incorporated and headquartered in the United States and publicly traded on the New York Stock Exchange and the NYSE Euronext in Paris under the symbol, CCE.

OUR PRODUCT PORTFOLIO AS SOLD BY VOLUME

A STRONG PARTNERSHIP

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

Coca-Cola Enterprises	The Coca-Cola Company
11,500 employees	**123,200** employees
8 countries and territories in Western Europe	**200+** countries worldwide
Business to Business Customer focus: Bottler, distributor, market execution and innovation, community and customer brand marketing	**Consumer focus:** Brand ownership, product development and innovation, brand marketing and advertising

---

1. Coca-Cola, Coke, Coca-Cola Zero, Coca-Cola Zero Sugar, Coca-Cola Life, Coke Life, Coca-Cola Light, Diet Coke, Fanta and Sprite, and the design of the Coca-Cola Contour Bottle are registered trademarks of The Coca-Cola Company.
2. As quoted in our 2015 10-K.

OUR OPERATIONS AT A GLANCE

We operate in Great Britain, France, Monaco, Belgium, Luxembourg, the Netherlands, Norway and Sweden, have offices in the United States and Bulgaria and employ approximately 11,500[3] people.

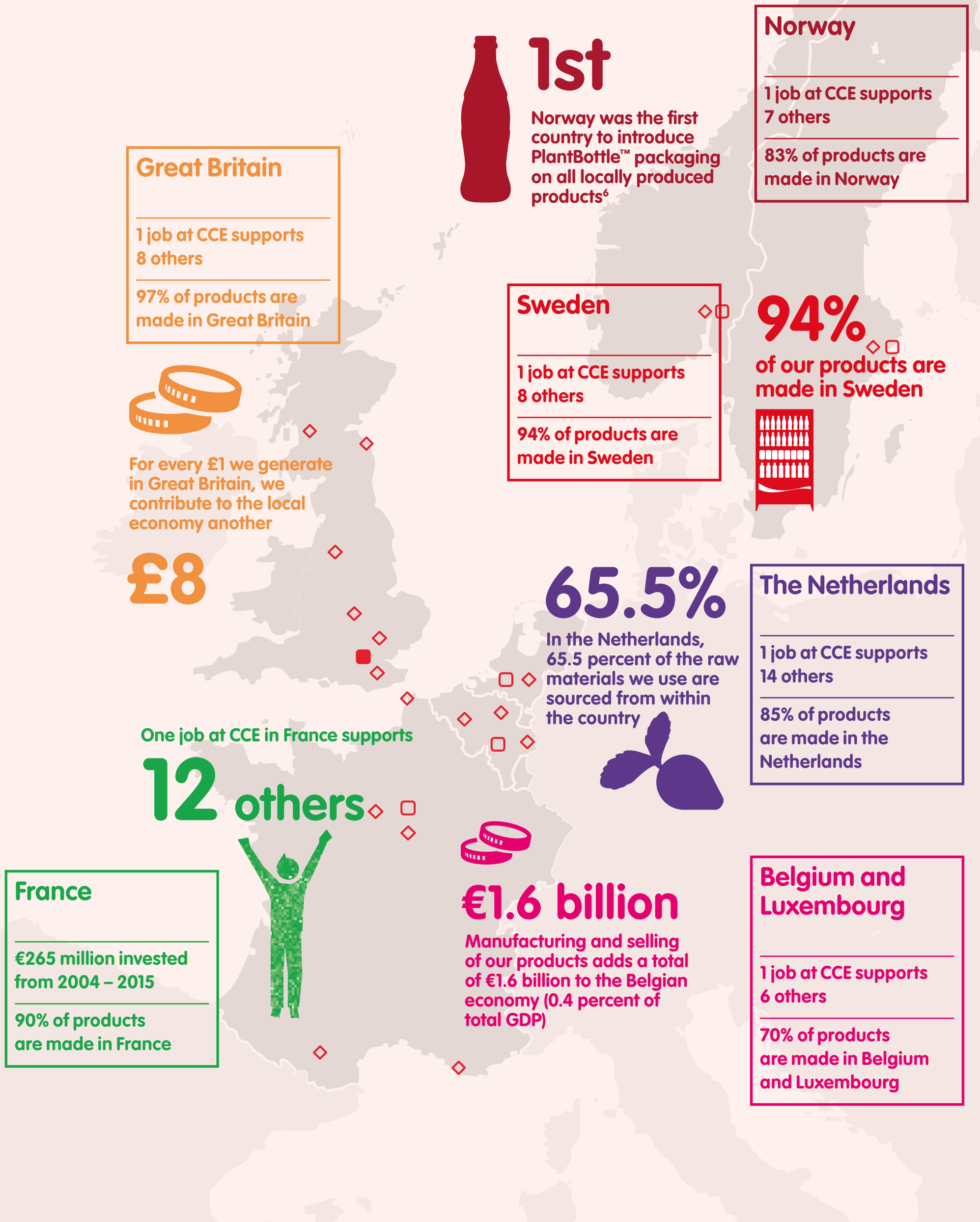
Coca-Cola Enterprises Key Statistics 2015

Territory	Employees[2, 3]	Manufacturing operations	Carbon footprint (tonnes CO$_2$e)[7]	Water use ratio (liters to make 1 liter product)
Belgium and Luxembourg	2,350	3	79,380	1.59
France, Monaco	2,700	5	75,574	1.22
Great Britain[5]	3,650	6	267,577	1.29
Netherlands	750	1	78,240	1.72
Norway	700	1	5,996	1.32
Sweden	800	1	11,161	1.54
USA	150	0	4,353	n/a
Bulgaria	400	0	920	n/a
TOTAL	**11,500[2]**	**17**	**523,202**	**1.35**

OUR LOCAL ECONOMIC CONTRIBUTION

Our products are made locally, by local people. Our contribution to the local economy in 2015 included approximately 11,500[2] jobs, $1 billion in salaries and benefits received by our employees, and $1.4 billion in total taxes paid across our territories. We also invested $168 million across all of our manufacturing operations, and contributed over $5.5 million to our local communities.

We are proud of the local nature of our business – we've been operating in some of our communities for many generations. Ninety 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 undertaken independent evaluations of our socio-economic impact in each of the countries where we operate.[4] Some of the results of these studies are shown here.



1st

Norway was the first country to introduce PlantBottle™ packaging on all locally produced products[6]

Norway

1 job at CCE supports 7 others

83% of products are made in Norway

Great Britain

1 job at CCE supports 8 others

97% of products are made in Great Britain

For every £1 we generate in Great Britain, we contribute to the local economy another

£8

Sweden

1 job at CCE supports 8 others

94% of products are made in Sweden

94%

of our products are made in Sweden

65.5%

In the Netherlands, 65.5 percent of the raw materials we use are sourced from within the country

The Netherlands

1 job at CCE supports 14 others

85% of products are made in the Netherlands

One job at CCE in France supports

12 others

France

€265 million invested from 2004 – 2015

90% of products are made in France

€1.6 billion

Manufacturing and selling of our products adds a total of €1.6 billion to the Belgian economy (0.4 percent of total GDP)

Belgium and Luxembourg

1 job at CCE supports 6 others

70% of products are made in Belgium and Luxembourg

Key

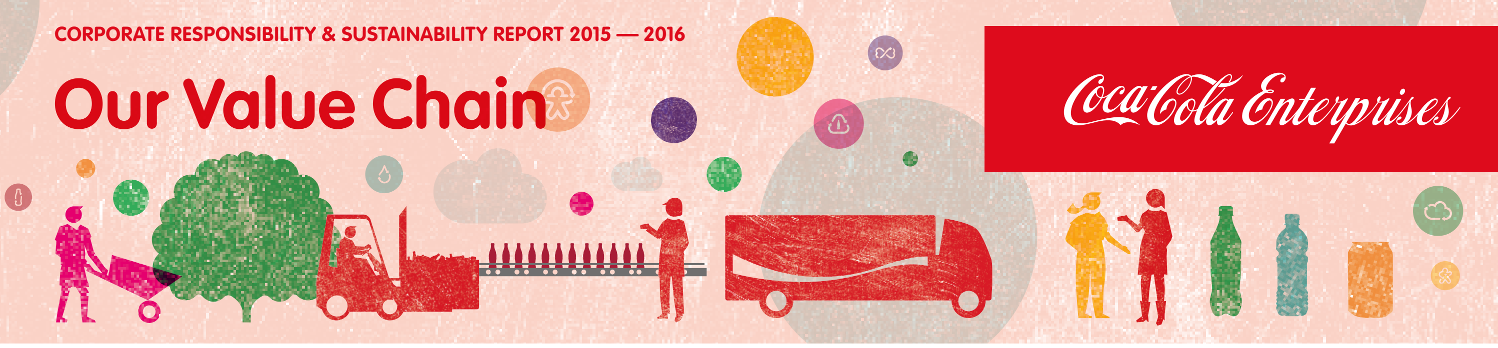
- ■ CCE European headquarters
- □ Country head offices
- ◇ Manufacturing operations

---

3. Rounded to nearest 50 employees (country employee figures do not include occasional workers in Norway and Sweden nor Belgian pre-pensioners).
4. Local socio-economic impact assessments were completed in conjunction with Steward Redqueen, and have been published in local markets.
5. Great Britain is our largest market and has carbon-intense electricity.
6. PlantBottle™ packaging is plantPET derived from sugar cane and molasses and has been in use since 2009.
7. Country figures have been rounded and may not total accurately.

Our Value Chain

Coca-Cola Enterprises



OUR COMMITMENT

We are committed to reducing the impact that our business has across our value chain – from the sourcing of our ingredients, the production of our products, through to their disposal. Over the past ten years, we have worked to better understand and reduce the impact that our operations have on society and the environment – and we aim to do more. We know our biggest impact lies beyond our own business operations – therefore, collaborating with our suppliers, customers and other stakeholders is critical in making a real reduction in our impact.

25%

We aim to reduce by 25 percent the amount of material we use across all packaging formats by 2020.

52%

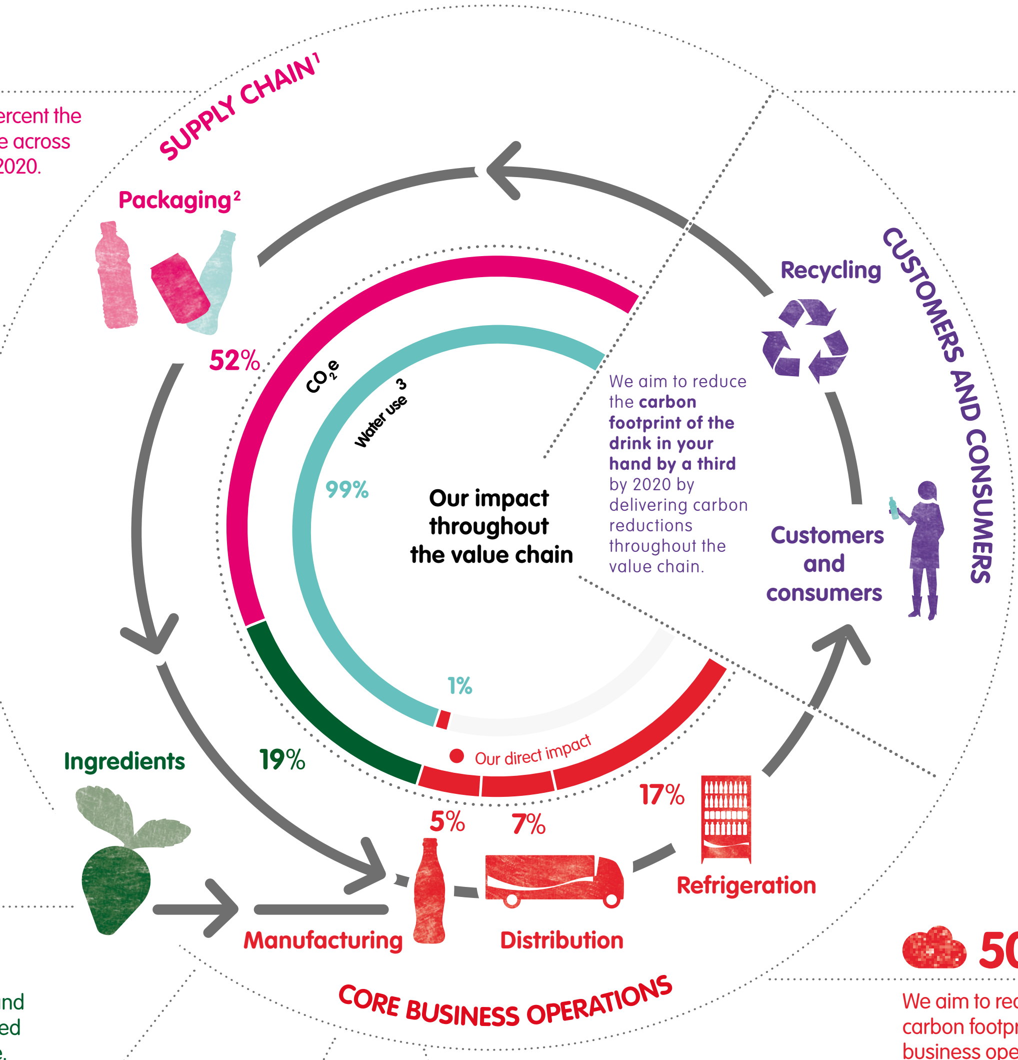
of the carbon footprint of our value chain comes from our packaging, which is also a large contributor to our water footprint.

80%

Ingredients make up the majority of our water impact and 19 percent of our carbon impact.

95%

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



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

89%

of our packaging is recycled.

We aim to recycle more packaging than we use, by championing improvements to collection schemes and supporting the recycling industry by 2020.[4]

50%

We aim to reduce the carbon footprint of our core business operations by 50 percent by 2020.

We buy sugar, juices, mineral waters and carbon dioxide to make our products (low-calorie sweeteners are already contained in the concentrates).

100%

We aim to source 100 percent of our ingredients sustainably by 2020.

18%

of our value chain carbon footprint, and 1 percent of our value chain water footprint comes from our core business operations. We aim to manufacture every liter of product using an average of 1.2 liters of water by 2020.

---

1 We have modeled emissions for ingredients and packaging using industry average conversion factors linked to our procurement data for each raw material.
2 As a result of carbon footprint methodologies.
3 Based upon multiple water footprinting programs since 2011. See Factsheet 19.
4 In partnership with The Coca-Cola Company.

Ten Years of Sustainability

OUR TEN-YEAR JOURNEY

We have come a long way since 2006, when we launched our first CRS Report. We are very proud of the progress that we have made over the past ten years – from our initial, early commitments, to our updated Sustainability Plan in 2015. Over the past decade, we have continually adapted our response based upon feedback from our stakeholders.

We have also evolved our approach based upon our changing organization. When we started our sustainability journey, the majority of CCE's operations were based in North America. Over the past decade, we have shifted our operations to be wholly European-based, with only our headquarters remaining in the United States. And now, more changes are due to come. This is Coca-Cola Enterprises' final report before we take the next step on our journey as part of Coca-Cola European Partners. In this factsheet, we take a look back at our key milestones and achievements from the past ten years.

2006

Making public progress

- Established internal Corporate Responsibility and Sustainability Advisory Council
- Defined a Global Operating Framework for our business, including Corporate Responsibility and Sustainability
- Became signatories to the UN Global Compact
- Joined UNESDA commitment to avoid selling our products in primary schools
- First annual CRS Report published

2007

Setting targets

- Held our first internal CRS Summit with 120 senior leaders from across CCE
- Agreed five CRS focus areas and measurable targets with our stakeholders

CRS IN ACTION
Coca-Cola Enterprises

2008

Commitment 2020

- Calculated the carbon footprint of our core business operations
- Calculated the carbon footprint of four key brands across 14 different packaging formats in Great Britain with the Carbon Trust
- Established Commitment 2020 which set out our first measurable sustainability targets

Coca-Cola Enterprises
COMMITMENT 2020
CORPORATE RESPONSIBILITY & SUSTAINABILITY

2009

Water footprinting

35 liters

Total water footprint of a 500ml regular Coke produced at our Dongen manufacturing operations[1]

- Calculated the water footprint of a 500ml Coca-Cola produced at our Dongen plant in the Netherlands in conjunction with The University of Twente and the Water Footprinting Network
- Established our Supplier Guiding Principles (SGPs)
- Launched the largest fleet of hybrid electric trucks in the USA at the time
- Added to the Newsweek Green Rankings for the first time – ranked #36 overall, and first in the Beverage Sector

---

[1] 2009 water footprinting study in conjuction with The University of Twente and the Water Footprinting Network.

2010

A new Coca-Cola Enterprises

First Supplier Sustainability Summit

- Coca-Cola Enterprises became a European operations-based organization, incorporating Norway and Sweden
- Held our first Supplier Sustainability Summit
- Introduced an internal system of carbon allowances for each of our country business units

2011

Deliver for today, Inspire for tomorrow

DELIVER FOR TODAY | INSPIRE FOR TOMORROW

- Established a new Sustainability Plan "Deliver for Today, Inspire for Tomorrow"
- Launched commitment to reduce the carbon footprint of the drink in your hand by a third, by 2020
- Launched a Carbon Challenge to encourage our suppliers to reduce their carbon emissions
- First soft drinks company to receive the Carbon Trust Standard for carbon
- Joined Prince of Wales's Corporate Leaders Group on Climate Change

2012

Recycling joint venture

- Launched Infineo, a joint venture with APPE (now Plastipak) in France
- The first company to receive the Carbon Trust Standard for water
- Listed on the Carbon Disclosure Project (CDP) Leadership Index for the first time

2013

Sustainability Innovation Summit

- Added Sustainable Agriculture to our list of commitments – aiming to sustainably source 100 percent of our cane and beet sugar by 2020
- Hosted our Sustainability Innovation Summit, with The Economist, to drive sustainability solutions and accelerate the pace of change in sustainability

2014

Future for Sustainability Summit

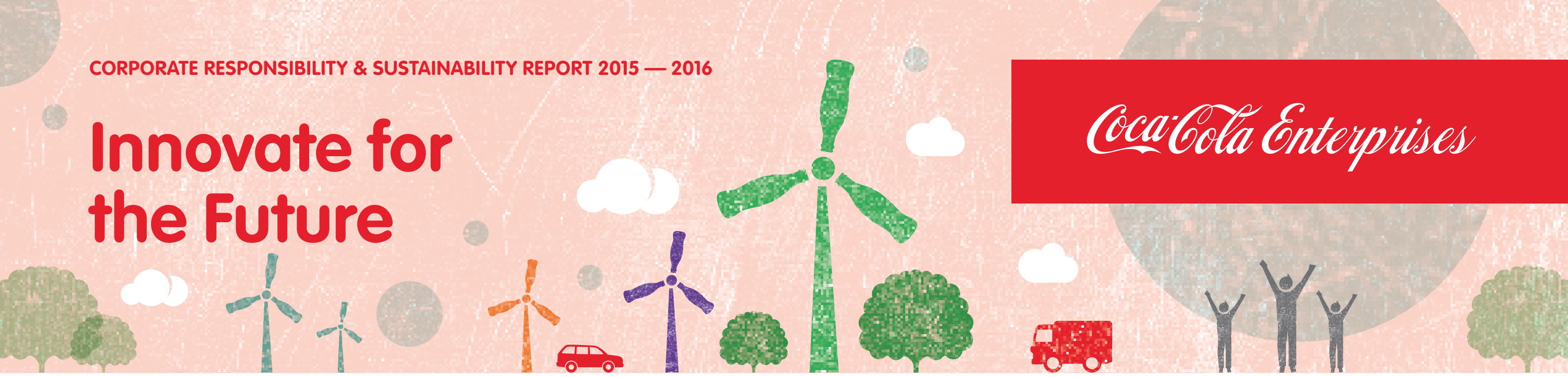
- Held our 'Future for Sustainability Summit' in conjunction with the Financial Times
- Hosted stakeholder interviews and roundtables to gain feedback on our Sustainability Plan
- Established a partnership with OpenIDEO to crowdsource ideas to improve home recycling
- Launched the 'Recycle for the Future' partnership with the University of Exeter to better understand home recycling behavior

2015

An updated plan

- Updated our Sustainability Plan – with new stretch 2020 targets
- Became a member of the Dow Jones Sustainability World Index (DJSI) for the first time
- Became a signatory to the RE100 – committing to source 100 percent of our electricity from renewable sources by 2020
- Hosted a series of Executive Roundtables, in conjunction with the Financial Times
- Achieved the Carbon Trust Standard triple certification for carbon, water and waste
- Placed eighth on the Newsweek Green Rankings
- Placed 13th on the Corporate Knights Global 100 list of most sustainable companies

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM



Innovate for the Future

WHAT WE ACHIEVED

Rethinking Business

We launched our series of Executive Roundtables in conjunction with the Financial Times.

Sustainable Manufacturing

Six-month research project held in partnership with Cranfield University.

HOW WE'RE DOING IT

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

We will do this through:

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

INTRODUCTION

Innovation will be critical if we are to meet the targets set out in our Sustainability Plan. We know that tackling the sustainability challenges in our value chain will require strong and continued collaboration, and that we will need to accelerate the pace of change. We cannot do this alone and will need to work with stakeholders to develop innovative new solutions to shared problems.

" Rethinking Business" Executive Roundtable series in conjunction with the Financial Times

Roundtable 1 Finance and Sustainability	**Roundtable 2** Resource Scarcity	**Roundtable 3** Climate Change
Hosted by our CFO, Nik Jhangiani and run in partnership with SustainAbility	Hosted by our Senior Vice President, Supply Chain, Ron Lewis, in partnership with Forum for the Future	Hosted by our European President, Hubert Patricot and run during COP21, in partnership with the Climate Leaders Group
June 2015 Attendees included:	**Oct 2015** Attendees included:	**Dec 2015** Attendees included:
Carbon Disclosure Project	WWF-UK	Kellogg's Europe
Lafarge Tarmac	WRAP	UN Global Compact
Accounting for Sustainability	Veolia	Circular Economy Institute
Schroders	Forum for the Future	EDF
Share Action	Tesco	The Prince of Wales's Corporate Leaders Group
See here for summary report and video	**See here for summary report and video**	**See here for summary report and video**

THOUGHT LEADERSHIP

"Rethinking Business" Stakeholder Roundtables

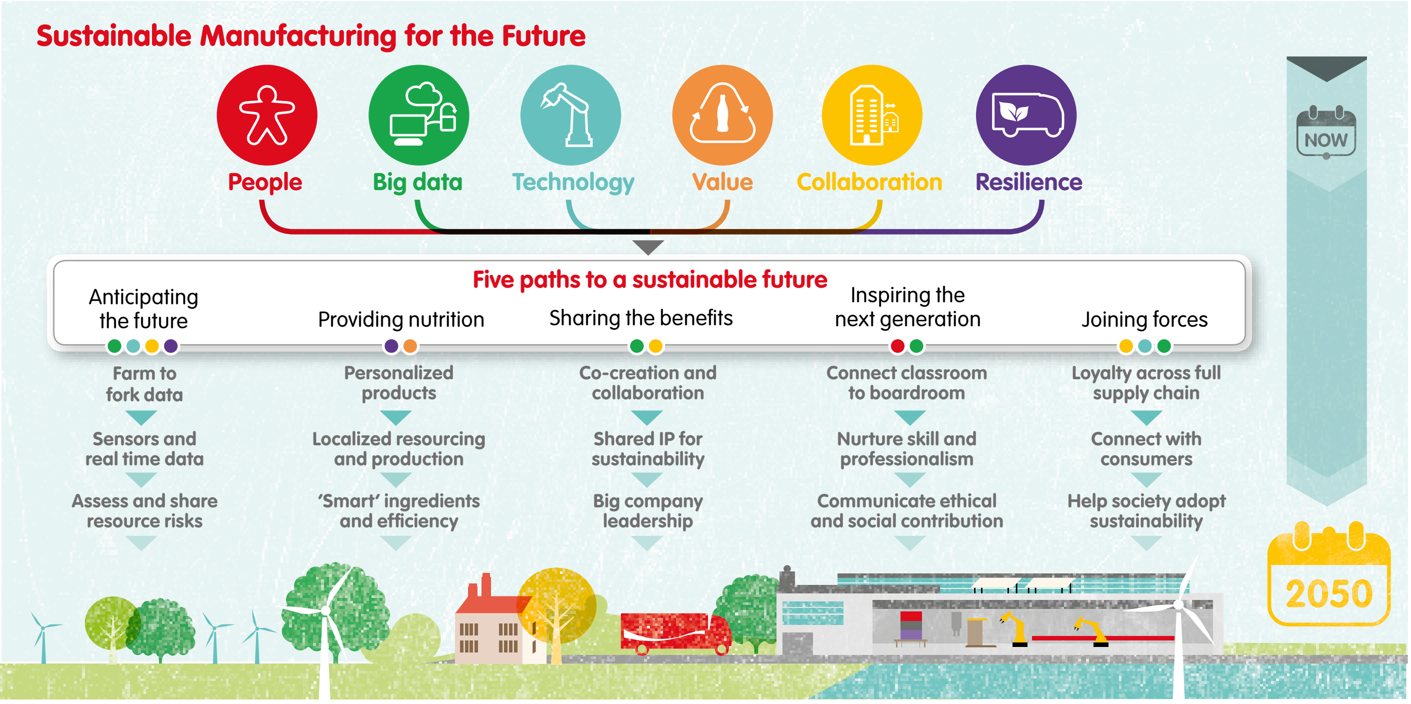
Following two broad stakeholder sustainability summits hosted in 2013 and 2014; we focused our efforts in 2015 on a series of smaller Executive Roundtables. The series, called "Rethinking Business", developed in conjunction with the Financial Times provided the opportunity for in-depth discussions with key stakeholders on our most material issues. We know that as the global population continues to grow and urban transformation gathers pace, key global development challenges must be addressed to meet the needs of future generations. Limited availability of natural resources, the long-term impact of climate change and the inevitable strain on public infrastructures and services, will all have profound implications for society. The "Rethinking Business" series aimed to answer questions about how businesses can practically integrate social responsibility into their core operating strategies; driving profitability and enhancing their corporate reputation. See above infographic for more information.

Collaboration and engagement

To achieve our Sustainability Plan commitments we will need to work in close collaboration with others – such as our stakeholders, customers, and suppliers; as well as with academics and NGOs to help drive new thinking.

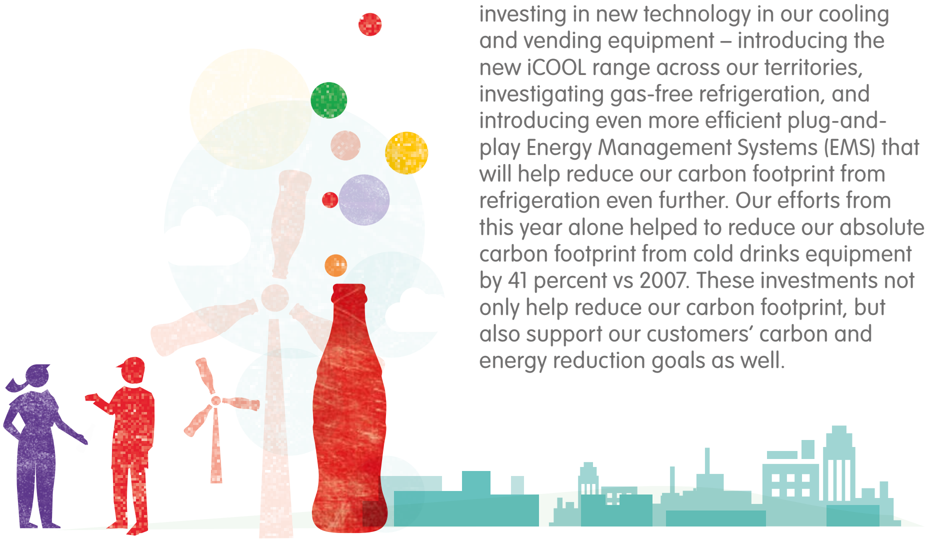
In 2015, we ran a six-month partnership with **Cranfield University**, exploring the current sustainability landscape across the supply chain, investigating topics such as resource security, the circular economy, sustainable technologies and waste management. The research aimed to develop a vision of what the factory of the future could look like in Great Britain in 2050, and involved 43 experts on manufacturing from industry and academia. The two resulting white papers, were published in June 2015, and April 2016 (see case study).

During 2015, we also increased our partnerships with retailers and held campaigns to encourage shoppers to recycle across Great Britain, France and Belgium (see Factsheet 17).



We also work closely with our suppliers to encourage them to improve their own sustainability performance. Our Supplier Relationship Management (SRM) process helps us to collaborate with suppliers and provides a management framework whereby each supplier is evaluated on their sustainability performance. For more information, see Factsheet 23.

We partner with The Coca-Cola Company and our key suppliers, to develop our approach to sustainable agriculture, ensuring that by 2020 the global Coca-Cola system sources its key agricultural ingredients sustainably. We are working with our suppliers and third-party organizations like **Rainforest Alliance**, the **Forest Stewardship Council** (FSC) and the **Sustainable Agriculture Initiative** (SAI), to help develop a pathway to sustainably sourced ingredients (see Factsheet 22).



Accelerating the pace of change

We know that to accelerate the pace of change, we will need to increase our use of technology, and develop new partnerships with stakeholders such as our customers and suppliers. For example, our $12 million joint venture investment with **Plastipak** (formerly APPE) in a state of the art recycling facility in France (Infineo Recycling) has helped us to create a step-change in recycling and support our commitment to reduce our value chain carbon footprint. The facility produces enough high-quality recycled PET (rPET) to cover our requirements in France, Belgium and Luxembourg. Through steps like this 34 percent of the PET we purchased in 2015 was rPET.

We have also been investing in new technology in our manufacturing facilities, to help reduce the amount of energy and water we use – helping us to reduce the carbon footprint from the manufacturing of our products by 52.9 percent per liter, compared to 2007. We have also been investing in new technology in our cooling and vending equipment – introducing the new iCOOL range across our territories, investigating gas-free refrigeration, and introducing even more efficient plug-and-play Energy Management Systems (EMS) that will help reduce our carbon footprint from refrigeration even further. Our efforts from this year alone helped to reduce our absolute carbon footprint from cold drinks equipment by 41 percent vs 2007. These investments not only help reduce our carbon footprint, but also support our customers' carbon and energy reduction goals as well.

CASE STUDY

Sustainable Manufacturing for the Future

In 2015, CCE partnered with Cranfield University to undertake a six-month piece of research on the future of Sustainable Manufacturing, resulting in two white papers that provided an insight into what a factory of the future could look like in Great Britain in 2050.

In March 2015, we held a roundtable event attended by industry and academia, resulting in an initial white paper around six major themes that the food and drink industry would need to address to accelerate its journey towards sustainability. These six themes – People, Big Data, Technology, Collaboration, Value, and Resilience – were investigated further in a second white paper, released in March 2016. This research outlined the five pathways, and the key actions necessary for the manufacturing industry to build towards a sustainable future. These pathways are outlined in more detail in the infographic above.

We are playing our part – pledging to invest $86.9 million in our operations in Great Britain in 2016, for new, more efficient lines and equipment.

The full research is available here.

Issue sheet: Wellbeing

How can we address the issue of obesity?

OUR COMMITMENT

We will play our part to promote wellbeing by reducing calories across our portfolio by 10 percent and enabling three million people to be active by 2020.[1]

ISSUE INSIGHTS

10%

The World Health Organization recommends that added sugars should be less than 10 percent of total calorie intake.[2]

1.9 billion

In 2014, more than 1.9 billion adults were overweight (600 million of these were obese).[3]

Doubled

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

INTRODUCTION

Obesity is a global, complex challenge with a significant cost to both society and individuals.

Worldwide, over 600 million adults and 42 million children under the age of five were classed as overweight or obese in 2013. In Europe, 50 percent of people are overweight or obese and two-thirds are not meeting recommended levels of physical activity.

As a major manufacturer within the food and beverage industry, we understand the role that diet, including our products, can have on health and wellbeing. We know that diet and calorie intake, including the sugar and resulting calories in our products, can have a big impact on health and wellbeing. We know that we need to be part of the debate, and part of the solution on this issue.

Solving a complex global challenge like obesity can't be done by any one organization in isolation. It will require multiple stakeholders across industry, government and civil society to work together.

Since 2010, we have reduced our total calorie footprint across our portfolio by nearly 7.5 percent. We also have a commitment to reduce the calories across our portfolio by 10 percent per liter by 2020, and have reduced it by 4.5 percent since 2010.[1] We have worked over the years to increase the number of no- and low-calorie beverages in every market, and increase the range of portion sizes. We also aim to get three million people physically active by 2020, by supporting community-based physical activity programs. We believe that actions to reduce the calories across our portfolio through reformulation, reducing our package sizes, promoting low- and no-calorie products, and working in partnership with our customers, will be more effective in addressing the issue of obesity.

We are committed to playing our part in reducing obesity – and we cannot do it alone. We need to continue to work actively with our customers, industry, civil society and government to make meaningful progress on this issue.

---

[1] In partnership with The Coca-Cola Company

[2] **World Health Organization**

[3] **World Health Organization**

Leendert den Hollander
VP and General Manager, Great Britain
Coca-Cola Enterprises

A view from Coca-Cola Enterprises

Obesity is one of the most serious and complex issues facing our society today. I know from my conversations with customers, colleagues and business partners that this issue is high on our shared agenda. We have a strategy at CCE in Great Britain called Inspiring Sustainable Soft Drinks Choices, which aims to inspire change and help us continue to be sustainable in terms of consumer buying habits, health and the environment. As we seek to grow our business sustainably we are continually looking for ways to help address the concerns of consumers and our customers. We believe choice and information are fundamental for consumers to be able to make the right decisions for them and their families.

As a business, we have a role to play in addressing obesity. Across CCE, we have made a commitment to reduce the calories per liter across our portfolio by 10 percent and enable three million people to become physically active by 2020. We also have a commitment to make Great Britain the first country in the world where 50 percent of the Coca-Cola we sell will be no- or lower-calorie.

> **We have a commitment to make Great Britain the first country in the world where 50 percent of the Coca-Cola we sell will be no- or lower-calorie.**

Although a levy on sugared soft drink beverages was recently proposed in the United Kingdom, we don't believe that this tax is the right step to address the issue of obesity, as it singles out a single category – soft drinks – in an attempt to tackle the problem. We are not debating the issue – but we are debating this proposed solution. Based upon the evidence from other countries, we believe that the tax will do very little, if anything, to reduce sugar and calorie intake.

We believe our actions to reformulate our products, innovating with new no-sugar products, (such as Coca-Cola Zero Sugar) and driving our sales of no sugar and lower sugar soft drinks (such as glacéau smartwater and Coca-Cola Life), will make a bigger difference than the proposed levy. Importantly, we are not acting in isolation – the soft drinks category is the only one that has continued to grow sales in recent years while reducing the amount of sugar consumed. In fact, our category has reduced sugar by almost 14 percent – and our work continues. Since 2010, we have reduced our total calorie footprint by almost 7.5 percent, and by working with our customers, we know we can go even further.

Hervé Gomichon
Quality and Sustainability,
Carrefour Group

A Customer Viewpoint

Since 1997, obesity and its related chronic diseases, have become a major public health issue across many industrialized countries. In 2012, France – the headquarters of **Carrefour** – had 6.9 million obese people, about 3.3 million more than in 1997. In addition, there has been a rise in social inequalities in health, diet and physical activity with obesity being almost three times as common amongst underprivileged populations versus those with higher incomes.[3]

At Carrefour, we believe that the simple act of eating should be a pleasure that is accessible to all. We aim to offer all of our customers, regardless of budget, a varied, balanced and high quality diet with a wide range of local products, across all the countries where we operate.

> **At Carrefour, we work with other suppliers, such as CCE, to help our customers make better choices for their tastes and lifestyles.**

We know from multiple studies that customers are often confused by the complexity of nutritional information available to them in stores and on pack. To help simplify this, we have worked together with other retailers and manufacturers, like CCE, through a multi-disciplinary expert committee, to develop a streamlined information system that will appear on the front of our products. This shared system, called the Simplified Nutritional Labelling System (SENS), uses color-coding to inform customers about their consumption patterns and frequency. We aim to begin testing the system in our stores at the end of 2016, with the support of the French Ministry of Health and consumer associations.

We are also working together with our partners at CCE to increase customer awareness of calorie balance, and the importance of having an active lifestyle. In 2016, together with CCE, we introduced a program called "Plaisir et Forme", which uses a mobile app to help consumers track their daily physical activity levels.

We believe that by working together with suppliers on programs such as these, we will be able to help our customers make better choices for their tastes and lifestyles.

---

[3] Roche Obepi 2012 study.

Wellbeing: Product Portfolio

OUR TARGETS

Calorie reduction

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

No- low-calorie

Offer a no- or low-calorie alternative whenever regular soft drinks are available.[3, 4]

Portion size

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

Labeling

Ensure clear nutritional labeling on front-of-pack across all our products.[1]

Under 12

We will not market any of our products to children under 12 and will not sell our products in primary schools.[1]

WHAT WE ACHIEVED

4.5% reduction in the calories per liter across our product portfolio since 2010.

59% of our full sugar brands have a no- or low-calorie alternative.[3, 4]

32% of the volume of our products in our portfolio are no- and low-calorie.[3, 5]

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

HOW WE'RE DOING IT

Our strategy includes:

- **Choice:** provide a wide range of beverage choices to fit a balanced lifestyle – including ensuring awareness of our no- and low-calorie options.
- **Nutrition information:** ensure transparency across all our labeling, marketing and sales activities.
- **Responsible marketing:** never market any of our products to children under 12.

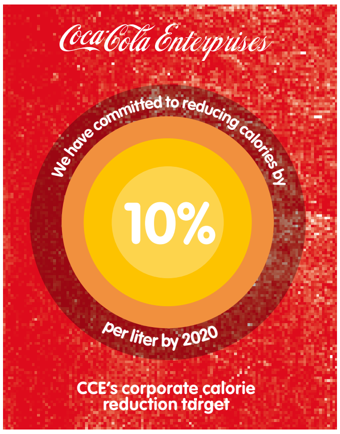
OUR COMMITMENT

We will reduce calories per liter across our portfolio of beverages by 10 percent by 2020.[1, 2]

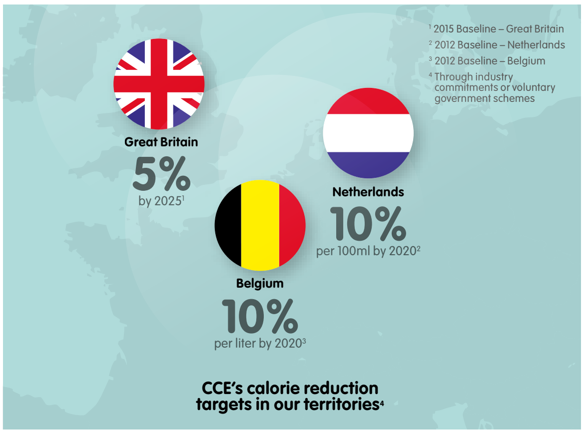
INTRODUCTION

We understand the role that diet, including our products, can have on health and wellbeing. We believe that all calories count, and are committed to playing our part to help address obesity. We are committed to providing a wide choice of products, driving awareness of our no- or low-calorie options, and providing clear and transparent information on our products.

WORKING TO REDUCE CALORIES ACROSS OUR PORTFOLIO, ACROSS OUR TERRITORIES



CCE's corporate calorie reduction target



CCE's calorie reduction targets in our territories[4]

CALORIE COMMITMENTS

In 2014, we made a commitment to reduce the calories per liter across our portfolio of beverages, across all of our territories, by 10 percent by 2020.[1, 2] As of 2015, we have reduced the calories in our portfolio by 4.5 percent per liter since 2010. We have also reduced the total calories across our portfolio by 7.5 percent since 2010.

CHOICE

Our product portfolio is made up of a wide variety of products. Our core sparkling brands, such as Coca-Cola, Fanta and Sprite, make up 57 percent of our portfolio. We aim to offer a no- or low-calorie alternative every time a regular sparkling soft drink is available, with 59 percent of our full sugar brands having a no- or low-calorie alternative.

We are aiming to expand the range of no- and low-calorie products[3] that we offer, and are reformulating our products to reduce their sugar and calorie content. In 2015, 21% of our innovation activities were related to reducing the calories and sugar in our products.[6]

Reformulated products launched in 2015 included Fanta Lemon in France, Belgium, the Netherlands and Luxembourg, Dr Pepper in Great Britain and Nestea Lemon and Peach in the Netherlands. Coca-Cola Life, which was launched in 2015 across all of our territories, uses a blend of stevia plant extract and sugar to reduce its calorie and sugar content. In 2016, we introduced a reformulated recipe, with a higher percentage of stevia plant extract, allowing us to reduce the percentage of sugar and calories even further, reducing it to 45 percent less than a regular cola.[7]

We are committed to ensuring that all of our regular calorie drinks are available in portion sizes of 250ml or less – in 2015 nearly 21 percent of our regular calorie drinks were available in this size range. We are also working with our customers to limit large branded cup sizes used in restaurants, leisure parks and cinemas across our territories.

RESPONSIBLE MARKETING

Nutrition information

We are committed to providing clear and transparent nutritional labeling on our products, and have voluntarily included ingredients and nutrition information on all product labels since 2003. Since 2007, we have featured Guideline Daily Amount (GDA) and joined with **UNESDA** in 2013 to feature front-of-pack Reference Intake (RI) labels across all of our products.[8] In Great Britain, we joined the UK Government's voluntary, color-coded, front-of-pack nutrition labeling scheme in 2014. We will continue to work with UNESDA to monitor compliance with our existing commitments.

---

1 In partnership with The Coca-Cola Company.
2 Against a 2010 baseline.
3. No- and low-calorie products defined as <40 calories/250ml.
4 This includes all CCE's full sugar brands, excluding waters and hot drinks. Our most popular brands (Coca-Cola, Fanta, Sprite) all have low-calorie alternatives and together these make up 90 percent of CCE's volume.

Product portfolio

Reduce calories per liter across our portfolio of beverages by

10% by 2020

We have made a commitment to reduce the calories per liter across our portfolio of beverages by 10 percent by 2020.[1, 2] We are doing this through a combination of reformulation and introducing new no- and low-calorie products. We are also reducing the portion sizes across our portfolio.

59% of our full sugar soft drinks have a no- or low-calorie alternative such as Diet Coke, Coke Zero or Coca-Cola Zero Sugar.[3, 4]

32% of the volume of the products in our portfolio are no- and low-calorie.[3, 5]

20.8% of our portfolio is available in small portion sizes of less than 250ml.

Progress against target:

4.5%

reduction in calories per liter since 2010

* Coca-Cola Zero Sugar to be launched in Great Britain in June 2016.

We take advice from local and European Scientific Advisory Councils and make no health claims unless these are scientifically proven. Information about our products is available through the websites, care lines and consumer information centers operated in all the countries where we do business. In 2015, there were approximately 74,000 calls to our customer satisfaction helpline, of which 19 percent were complaints about product quality.[9] We also provide extra information about ingredients on pack labels to help consumers make the right personal choices. For example, our energy drinks carry a statement indicating that they are not suitable for children and pregnant and breast-feeding women, specific groups for whom caffeine is not recommended.

Marketing

We want to ensure that consumers not only have the product choice available to them in stores, but that our marketing spend and guidelines are aligned to the promotion of the range of drinks that are available. In Great Britain, we have committed to double our media investment in our no- and low-calorie variants of Coca-Cola. The Coca-Cola Company recently launched a 'One Brand' global marketing strategy that unites all of the Coca-Cola brand varieties under a single Coca-Cola brand campaign, allowing consumers to better understand the range of choices available.

Over the past year, we have also established Responsible Marketing Guidelines to encourage the sale of no- and low-calorie beverages. For example, we aim to make our no- and low-calorie beverages most prominent in any meal deal or snack promotion, and developed guidance for our sales teams on how to work with our customers to develop meal and snack promotions that showcase healthier food choice options of an appropriate portion size.

No marketing to children under 12

Since 2009, we have committed to not market to children under the age of 12.

Through UNESDA, we have committed not to advertise in printed media, on websites or during broadcast programs specifically aimed at children. As a result, we do not advertise or market any of our products directly to children under 12. Coca-Cola advertising is never shown during children's programing and we do not undertake promotional activities aimed at children under 12. We never provide free samples to children under 12 unless an adult or carer is present.

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

As part of a global Coca-Cola policy and through UNESDA, we have committed to not undertake direct commercial activity in primary schools unless requested by school authorities or parents. We have different policies on the distribution of our products in secondary schools in each of the countries where we operate and aim to:

- Ensure that a full range of beverages (including waters, juices and lower, no- and low-calorie products) are available in appropriate portion control sizes.
- Include educational images and messages on vending machines to promote balanced diets and to respect the commercial-free environment of schools.
- Ensure that those responsible for the final distribution of our products to schools are aware of these commitments.

We have also signed the UNESDA initiative to ensure that energy drinks are not marketed to under-16s. For more information see the further reading section.

Our products and alcohol

We recognize that adult consumers may choose to drink our products in conjunction with alcohol. We have begun providing guidance to our sales teams to ensure that products promoted in association with alcohol are directed to consumers above the legal drinking age, and that materials depict moderate and responsible drinking, and contain appropriate responsible drinking statements.

We also promote our drinks as a non-alcoholic alternative. For the past eight years, we have worked in conjunction with the THINK! driver friendly program in Great Britain to offer a free second drink during Christmas when ordering a Coca-Cola Zero, Schweppes or Appletiser product. In 2015, this program was supported by approximately 8,000 bars and pubs across the country.

FURTHER READING:

More information about our responsible marketing guidelines, joint commitments with The Coca-Cola Company, and through UNESDA can be found on **www.cokecce.com/sustainability/wellbeing**

These include:

The Coca-Cola Company Global Responsible Marketing Policy

The Coca-Cola Company Global School Beverage Guidelines

The Coca-Cola Company Responsible Marketing Charter, Great Britain

UNESDA Commitments to Act Responsibly

UNESDA Code for Energy Drinks and Shots

Coca-Cola Great Britain: Choice and Information

---

5 Measured using unit cases.

6. Measured at an SKU level including new pack.

7 Forty-five percent fewer calories vs full sugared colas in Great Britain.

8 In 2016 all Monster-owned energy drinks will have the front-of-pack RI label removed.

9 Our customer complaints rate per million units sold (CPMU) was 1.23 in 2015.

Wellbeing: Active Lifestyles

Coca-Cola Enterprises

OUR TARGET

3 million

Enable three million people to be physically active by 2020.[1]

WHAT WE ACHIEVED

1 million

Nearly one million people engaged in active lifestyle programs in 2015.

HOW WE'RE DOING IT

To reach our target, we're investing in grassroots programs that support active lifestyles.

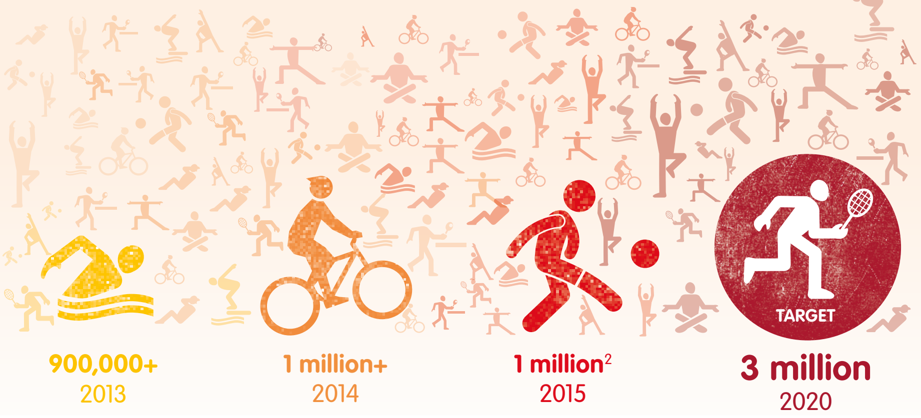
OUR COMMITMENT

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

INTRODUCTION

We know that physical inactivity is a significant problem across Europe and we want to play our part in encouraging active lifestyles. For this reason, we're investing in community-based physical activity programs across our countries of operation.

GROWTH IN PEOPLE ENGAGED IN ACTIVE LIFESTYLE PROGRAMS OVER TIME



SUPPORTING ACTIVE LIFESTYLES

As part of our commitment to get three million people moving by 2020, we've developed long-running partnerships in conjunction with The Coca-Cola Company to support community-based physical activity programs. In 2015, our partnerships included:

Olympic Moves

Started in 2003 by the Coca-Cola system and the Dutch Olympic Committee, **Olympic Moves** encourages 13 to 18 year-olds to discover and enjoy sports. Active in more than 300 schools, it's the biggest annual school sports competition in the Netherlands and continues to grow. This year we improved the experience for the estimated 100,000[2] competitors by adding regional finals to the national final held every year at Amsterdam's Olympic Stadium.

In September 2015, Olympic Moves was introduced in Belgium to replace Mission Olympic, the sports program for 12 to 14 year-olds. Supported by the Belgian Olympic and Interfederal Committee, the program offers sports competition at schools, regional qualifications and a national final. We estimate that more than 117,000[3] young people were involved during the 2015-2016 school year.

Special Olympics

Sponsored by The Coca-Cola Company for 37 years, **Special Olympics** is the world's biggest sports charity for children and adults with intellectual disabilities. In 2015, CCE supported events in Belgium, France, Great Britain and the Netherlands, both financially and by providing volunteers. Over the past year we worked to engage more people at a grassroots level.

Sport Vlaanderen and Adeps, Belgium

CCE provides financial support to two regional Belgian sports associations, **Sport Vlaanderen** and **Adeps**, which are responsible for all aspects of sports development from training coaches to developing sports clubs and communal sporting functions.

Royal Belgian Football Association, Belgium

CCE has supported the **Royal Belgian Football Association** for over 30 years. Half of the sponsorship supports football programs for young people aged 12 and over, with the remaining budget funding sports activities organized by the Flemish and French sections of the Association.

---

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

[2] Estimated figures.

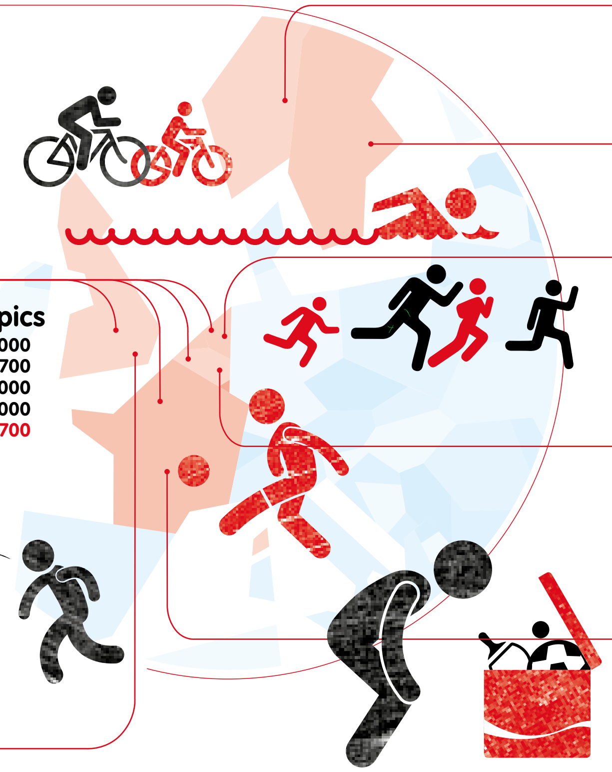
[3] The 2015/2016 program is currently underway, figures are estimated based upon 2014/2015 participation rates.

Active lifestyle partnerships in 2015

Our target is to get

3 million people

to be physically active by 2020



2015 total participants

Belgium	42,500
France	685,700
Great Britain	94,500
Norway	7,800
Sweden	41,600
The Netherlands	119,250

Special Olympics

Belgium	12,000
France	12,700
Great Britain	8,000
The Netherlands	2,000
Participants:	34,700

Norway

Red Cross
Participants: 800
Cityride
Participants: 7,000

Sweden

Swimming Federation
Participants: 41,600

The Netherlands

Olympic Moves
Total participants: 117,000[2]
Jeugdsportfonds
Participants: 250

Belgium

Olympic Moves
Total participants: 21,500[3]
Sport Vlaanderen
Participants: 9,000

Great Britain

StreetGames
Participants: 14,000+
ParkLives
Participants: 72,500+

France

Le Sport Ça Me Dit
Participants: 672,000
L dans la Ville
Participants: 1,000

Le Sport Ça Me Dit, France

In France, CCE supports **Le Sport Ça Me Dit** (I Like Sport), which provides simple ways for young people to take part in sports and games. Under the scheme, which was created in 2008 with the Ministry of Sport and the French National Olympic Committee, municipalities are provided with equipment for six different activities, all packaged in a one-meter cube which can be set up quickly in streets, parks and other urban spaces. The project continues to expand and now operates in 1,400 municipalities. In the coming year, it will focus on the ten cities hosting the EURO™ 2016 football tournament.

L dans la Ville, France

CCE has been supporting **L dans la Ville** in France since 2014. This NGO, operating since 1998, helps girls aged 12 to 20 in underprivileged areas of Lyon and Paris to access sports and jobs through weekly sports sessions, holiday sports camps, familiarization with the business world and support for young entrepreneurs.

StreetGames, Great Britain

StreetGames is a UK charity that makes sport and dance more accessible to young people in disadvantaged communities. We support this program together with The Coca-Cola Company in Great Britain. It includes coaching, involvement in a range of sports activities, and sports festivals.

Jeugdsportfonds, Netherlands

Under a three-year agreement with **Jeugdsportfonds**, we're enabling teenagers from low-income families to take part in organized sports. We aim to expand the program to support 40,000 teenagers a year by 2016.

JOGG, Netherlands

Based near our manufacturing operation in Dongen, **JOGG** (Youngsters of a Healthy Weight) is a community-based initiative working with sports organizations, the municipality, schools and local companies to help young people lead healthy lives.

Red Cross, Norway

We continue to partner with the Norwegian Red Cross in the Puls program which provides physical activities for young people at four Red Cross Resource Centers in Oslo. Activities include climbing, dancing, football and bowling.

Cityride, Norway

Cityride promotes cycling and encourages people who are normally not physically active to join fun cycling rides. In addition, the Cityride mobile app encourages people to monitor their walking, cycling and running, which results in donations to charities.

Swimming Federation, Sweden

In 2013, CCE began a three-year partnership with the **Swedish Swimming Federation** to encourage more people to swim. In 2015, the program was extended to the Swedish Schools Sports Federation, as part of a goal to make swimming part of the school curriculum. The program also offers reduced-rate entry to swimming pools and supports open water swim-runs as a means of raising funds for Barnensö and WaterAid. In 2015, in co-operation with the food retailer ICA, we also began setting up swimming schools for underprivileged youngsters.

CASE STUDY
ParkLives, Great Britain

In 2014, Coca-Cola Great Britain launched a nationwide, long-term program of fun, free activities in community parks in major cities. Partnerships now exist with local authorities in Birmingham, Newcastle, the London Borough of Newham, Nottingham, Manchester and Glasgow. Throughout the summer the program offered an estimated 9,000 hours of free, informal sports activities from Tai Chi and rounders to Zumba and table tennis in around 150 parks, with all ages and abilities welcome.

Issue sheet: Climate Change

How can we address the issue of Climate Change?

OUR COMMITMENT

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

ISSUE INSIGHTS

2°C

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

Rising levels

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

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.[3]

INTRODUCTION

Climate change is one of the most serious and complex challenges facing the world. It is also one of the most significant risks to our business. At Coca-Cola Enterprises, we believe that urgent action must be taken to tackle climate change.

Political and scientific consensus indicates that increased concentrations of carbon dioxide and other greenhouse gases (GHGs) in the atmosphere are leading to gradual rises in global average temperatures.

These temperature rises are linked to changing weather patterns and extreme weather conditions around the world. This has a knock-on impact on water quality, water scarcity, and agricultural productivity. All of this could have a negative impact on our business. Extreme weather conditions could disrupt our manufacturing and distribution network; a reduction in water quality would impact our ability to produce high-quality beverages; and a reduction in agricultural output could limit the availability or increase the cost of the raw materials we use in our products.

Climate change poses both risks and opportunities for the wider business community. The recent Paris Climate Change Agreement demonstrated what can be achieved if companies, governments, and civil society work together to reduce GHG emissions and tackle climate change.

We welcome the adoption of the new, universal climate agreement, which is a critical step on the path to solving climate change. To welcome the agreement, we signed The Paris Pledge for Action, pledging our support to ensure that the level of ambition set by the agreement is met or exceeded.

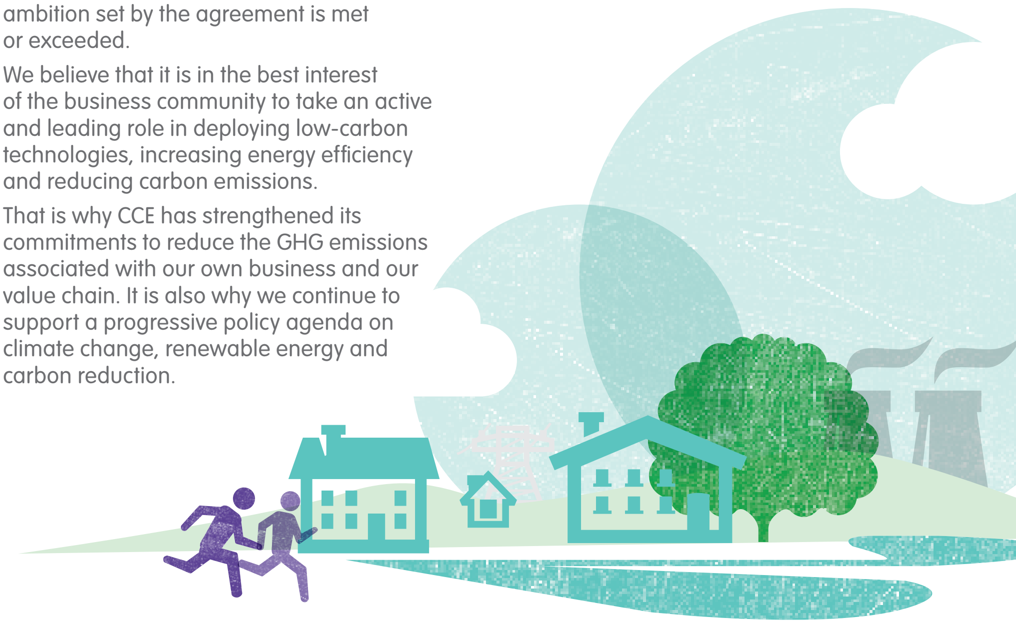
We believe that it is in the best interest of the business community to take an active and leading role in deploying low-carbon technologies, increasing energy efficiency and reducing carbon emissions.

That is why CCE has strengthened its commitments to reduce the GHG emissions associated with our own business and our value chain. It is also why we continue to support a progressive policy agenda on climate change, renewable energy and carbon reduction.

Most recently, ahead of the COP21 climate negotiations in Paris, we committed to ensure that our carbon reduction targets are aligned with the needs of climate science. Both our 50 percent absolute carbon reduction target and our value-chain carbon reduction commitment to reduce the 'carbon footprint of the drink in your hand' have now been approved as being science-based targets.

We have also committed to sourcing 100 percent of our electricity from renewable sources and to publicly report our climate performance as part of our mainstream financial reporting.

Although there are many risks from climate change, we believe that there are also many opportunities. Companies can drive economic growth and take action to tackle climate change at the same time. The shift towards a low-carbon economy can be a driver of green growth and deliver significant long-term economic benefits. These include improved energy security, new jobs in the low-carbon sector, reduced air pollution and the protection of the biodiversity and ecosystems on which we all rely.



---

1 **Intergovernmental Panel on Climate Change** (IPCC).
2 **Intergovernmental Panel on Climate Change** (IPCC).
3 **Paris Climate Change Agreement**.

Frédéric Godier
Supply Chain Operations Director,
Chaudfontaine, Belgium,
Coca-Cola Enterprises

A view from Coca-Cola Enterprises

Having worked as the Operations Director for two different CCE manufacturing sites – first in Dunkerque in France, and now in Chaudfontaine in Belgium, I know that CCE takes its responsibility to address the issue of climate change seriously. We sell over 12 billion cans and bottles across our territories each year – in doing so, we have a responsibility to understand, and act upon our impact on the environment.

We believe in this, as do the stakeholders, shareholders and customers that trust in our brand, and our company. As members of the public become even more aware of the issue of climate change, it has become a priority for companies to address their impacts. If we don't, we risk both our reputation and our competitiveness.

Five percent of our value chain carbon footprint comes from manufacturing – and there are many ways we are working to reduce this.

> **At Chaudfontaine, on-site investment in renewable energy will ensure that 15% of the site's energy will be renewable.**

I lead CCE's manufacturing workgroup for Energy and Renewable Energy, which has supported multiple initiatives to reduce our energy consumption and invest in renewable energy across our sites. At Chaudfontaine we have long been capturing the geothermal heat from our natural mineral source water for energy. We've also been investing in solar panels, and are planning to install a water turbine in 2016. Together, these initiatives will mean that 15 percent of the site's energy will come from on-site renewable energy sources.

I am proud of the work that we do to reduce the carbon footprint of our core business operations. However, I know that our biggest impact comes from outside of our own four walls. We can have an even greater impact when we partner with others. For example, the transportation of our products has a significant carbon footprint, and there are many ways we can partner with our customers to improve the efficiency of our transportation and reduce the impact on our environment. I also believe that we need to go further on recycling, as it presents the greatest opportunity we have to reduce the carbon footprint of our packaging. We need to work even harder with our packaging suppliers to use more recycled and renewable materials and with governments and regulators to improve the recycling infrastructure in many of our geographies.

I'm proud of the work that CCE has done so far, and keen to explore new ways we can improve in the future.

Sandrine Dixson-Declève
Chief Partnership Officer,
Sustainable Energy for All (SE4All)

A view from Sandrine Dixson-Declève

Climate change presents both risks and opportunities for the wider business community, but especially for businesses like Coca-Cola Enterprises which aim to be a sustainability leader.

Given the impact of climate change on CCE's value chain, and its influence within the food and beverage sector, a failure to take the lead on climate change issues would represent a significant missed opportunity for CCE.

It would also ignore the fact that investors increasingly equate strong environmental leadership with sound business practices and are keen to invest in companies with strong sustainability credentials and a track record of sustainability innovation.

Having worked hard on its own sustainability strategy, I would recommend that CCE should now work to spread the benefit of its experience and advocate for wider change – something it's already doing, but I would like to see CCE go further. CCE needs to continue to work with its value chain partners and with other sectors to deliver significant carbon reductions and create more champions of change on key topics like renewable energy and energy efficiency.

Using the power of its brands, CCE can also play an important role in educating customers and consumers in the principles of circular economy and the part they can play in conserving natural resources and reducing GHG emissions related to packaging.

> **Given the impact of climate change on CCE's value chain, and its influence within the food and beverage sector, a failure to take the lead on climate change issues would represent a significant missed opportunity for CCE.**

In partnership with others in the industry, CCE should also be talking to regulators and policymakers on how to support companies and sectors which want to take action on climate change.

One specific challenge relates to recycled plastics – a key material used by CCE in its packaging and one which delivers significant carbon reduction when compared with virgin materials. The recent fall in the oil price is making recycled PET less economically viable, especially when compared to virgin PET. I'd like to see CCE at the forefront in tackling this challenge and in discussing solutions with industry partners and policymakers.

In doing so, CCE can help to create a vision of what a sustainable future looks like. It's an exciting prospect and CCE can be instrumental in making it happen.

Sandrine Dixson-Declève is the former Director of The Prince of Wales's Corporate Leaders Group.

Our Carbon Footprint

Coca-Cola Enterprises

OUR TARGETS

1/3

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

50%

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

WHAT WE ACHIEVED

24%

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

40%

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

523,202

The carbon footprint of CCE's core business operations in 2015 was 523,202 metric tonnes of CO_2e.[3]

HOW WE'RE DOING IT

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

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

OUR COMMITMENT

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

INTRODUCTION

Our value chain carbon footprint is made up of six key elements, from the ingredients and packaging in our supply chain, through our core business operations (manufacturing, distribution and our cold drinks equipment), to the recycling of our packaging.

As a result, we have made two carbon reduction commitments. The first – to reduce the carbon footprint of the drink in your hand by a third by 2020 – seeks to reduce our carbon impact across the value chain. The second, to reduce the absolute carbon footprint of our core business operations by 50 percent by 2020. Both are aligned with climate science, and have been endorsed by the Science Based Targets initiative.

Since 2007, we have reduced the carbon footprint of the drink in your hand by 24 percent, and have reduced the absolute carbon footprint of our core business operations by 40 percent. We have set further carbon reduction targets for each key area of emissions within our operations; and more detail about these can be found in Factsheets 12, 13 and 14.

ESTIMATED CARBON EMISSIONS ACROSS OUR VALUE CHAIN IN 2015[3]

SUPPLY CHAIN 1.28 million metric tonnes CO_2e estimated[1]		CORE BUSINESS OPERATIONS 523,202 metric tonnes CO_2e			CONSUMERS
Ingredients	Packaging	Manufacturing	Distribution	Refrigeration	Recycling
19%	52%	5%	7%	17%	Included in packaging[2]

OUR CARBON FOOTPRINT

In 2015, in line with the **WRI/WBCSD Greenhouse Gas (GHG) Protocol**, we measured the carbon footprint of our core business operations at 523,202 tonnes of CO_2e for the period January 1, 2015 through December 31, 2015. This was a reduction of 15 percent from 2014, and a 40 percent reduction from our 2007 baseline.[3] These reductions were largely driven by the revised scope 2 GHG protocol reporting guidelines, which allow us to more accurately reflect the carbon footprint of the electricity we procure directly.

MEASURING OUR CARBON FOOTPRINT

CCE's core business operations include our manufacturing processes, facilities, fleet, third-party distribution, offices, cold drinks equipment, aviation and business travel.

We measure emissions from these activities across our entire business in eight Western European territories (Great Britain, France, Monaco, Belgium, Luxembourg, the Netherlands, Norway, and Sweden) as well as for our offices in the United States and Bulgaria. Our core business operations makes up 29 percent of our value chain carbon footprint.

---

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

[2] As a result of carbon packaging footprint methodologies.

[3] Calculated according to a market-based approach. Under a location-based approach, our total operational carbon footprint would be 572,309 tonnes CO_2e.

GREENHOUSE GASES (TONNES CO_2e)

		Carbon dioxide (CO_2)	Nitrous oxide (N_2O)	Methane (CH_4)	Hydro-fluoro-carbons	Total (SCOPE) (tonnes CO_2e^3)	Percent of footprint
SCOPE	1. Direct emission (e.g. fuel)[9]	101,931	294	92	226	102,542	20
	2a. Indirect emissions (e.g. electricity) – market-based approach	20,961	3	0	0	20,965	4
	2b. Indirect emissions (e.g. electricity) location-based approach	70,068	3	0	0	70,072	–
	3. Related third-party emissions (e.g. from cold drinks equipment)	399,024	647	24	0	399,695	76

We reduced our carbon footprint by 49,107 tonnes by adopting a market-based approach and actively purchasing renewable and low-carbon energy. Following a location-based approach our Scope 2 emissions would be 70,072 tonnes of CO_2e.

OUR OPERATIONAL CARBON FOOTPRINT 2007-2015 BY EMISSION SOURCE[3,4,8]

	2007	2008	2009	2010	2011	2012	2013	2014	2015
Operations and commercial sites (tonnes CO_2e)	196,800	195,110	192,070	190,739	177,684	170,812	160,698	155,432	**95,628**
Cold drinks equipment (tonnes CO_2e)	532,434	557,010	512,715	505,017	432,835	411,082	361,944	344,058	**311,772**
CCE fleet (tonnes CO_2e)	50,636	51,033	49,702	48,883	46,603	46,270	37,716	30,727	**28,542**
Third-party distribution (tonnes CO_2e)	85,888	85,592	94,377	94,794	106,934	99,090	88,958	77,981	**77,558**
Other (including business travel) (tonnes CO_2e)	7,597	6,792	9,529	8,518	8,963	9,919	9,936	10,221	**9,702**
Total ('000 tonnes CO_2e)	**873,355**	**895,537**	**858,393**	**847,951**	**773,019**	**737,173**	**659,252**	**618,419**	**523,202**

CCE ENERGY SOURCES AND USE – 2015

A variety of sources of energy are associated with our core business operations, all of which contribute to our carbon footprint. Our energy use in 2015 was as follows:

	MWh	GJ
Direct energy consumption by primary energy source		
Total natural gas used	162,616	585,417
Total LPG used	24,735	89,045
Total light fuel oil used	1,284	4,621
Total diesel and petrol used	242,529	873,103
Total biofuel used	2,152	7,474
Total direct energy consumption	433,315	1,559,933
Indirect energy consumption by primary source		
Total electricity purchased and used	287,552	1,035,187
Total heat purchased and used	15,124	54,445
Energy used in cold drinks equipment[6,7]	1,246,152	4,486,147
Energy from renewable or low-carbon sources[5]	164,177	591,037
Total indirect energy consumption[8]	1,713,005	6,166,817

Under the WRI/WBCSD Greenhouse Gas (GHG) Protocol, we measure our emissions in three 'scopes', except for CO_2e emissions from biologically sequestered carbon, which is reported separately.[9]

- **Scope 1:** Direct sources of emissions such as the fuel we use for manufacturing and our own vehicles plus our process and fugitive emissions.
- **Scope 2:** 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:** 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 waste to landfill and solid incinerated waste where energy has been recovered, and the fuel used by our third-party distributors.

We measure and seek to reduce our Scope 3 emissions (those that do not occur at our business operations but result from our business) because they are significantly greater than our Scope 1 and 2 emissions. We use a baseline year of 2007. Our Scope 1 and 2 emissions are independent of any greenhouse gas trades. This is the first year of reporting in accordance with the amendment to the GHG Protocol Corporate Standard (Scope 2 Guidance). The carbon footprint of our core business operations in 2015 is verified in accordance with the WRI/WBCSD GHG Protocol by DNV GL (see Factsheet 32).

SOURCES OF DATA AND CALCULATION METHODOLOGIES

We use an operational control consolidation approach to determine organizational boundaries. Data is consolidated from a number of sources across our business and is analyzed centrally. We use a variety of methodologies to gather our emissions data and measure each part of our operational carbon footprint, including:

- Energy data: from metered sources, supplier invoices and estimates (e.g. our bottle sorting facility in Norway is estimated on the basis of its floor area in comparison to its main production facility)
- Refrigerant gas losses from contractors' re-gasing invoices
- CO_2 fugitive gases from measuring our opening and closing stock levels and subtracting the quantity of CO_2 used in our products as well as the CO_2 used in effluent wastewater treatment
- Calculations of cold drinks equipment emissions are based on average hourly supplier energy consumption rates and by subtracting any savings achieved through carbon reduction initiatives during the reporting period
- Transport fuel calculated according to actual liters used or kilometers recorded
- Supply of water, treatment of wastewater and waste management calculated by using liter and weight (kg) data respectively
- Energy, fuel and fugitive gas raw data, is collected and converted to carbon equivalents (CO_2e), and multiplied by publicly available and supplier based greenhouse gas emission factors e.g. for electricity, emission factors used include supplier data, DEFRA 2015 or IEA 2013
- Approximately 1 percent of our operational carbon footprint is based on estimated emissions (e.g. leased offices where energy invoices are not available)

MANAGING OUR CARBON FOOTPRINT

At CCE, we manage the reduction of our operational and value chain carbon footprint through our CRS Advisory Council, and specifically our Energy and Climate Change Steering Group. This group is responsible for setting our carbon reduction targets, establishing sub-targets for each area under our operational control and developing carbon reduction programs. In addition, since 2010, we have used a Carbon Allowance process under which each business unit sets annual carbon reduction targets in line with its business plans. Business unit level carbon reduction plans are developed, with progress monitored and reported quarterly.

[4] Please note we do not have PFCs or SF_6 emissions.
[5] Includes on- and off-site solar, geothermal, biomass and combined heat and power (CHP) generation.
[6] Refrigerant leaks for CDE equipment are not included in our Scope 3 calculations.
[7] This included energy consumed by our cold drinks equipment outside of CCE operations and within customer locations.
[8] Due to a number of minor data recalculations including changes to emission factors, we have restated the carbon footprint of our core business operations in 2007 (our baseline year) as well as for subsequent years.
[9] Please note that because we use anaerobic wastewater biogas at Wakefield, Great Britain, this generated emissions of 158 tonnes of CO_2e in 2015 which are not included under Scope 1 of our footprint in alignment with the WRI/WBCSD GHG Protocol.

Energy and Renewable Energy

OUR TARGETS

50%

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

40%

Source 40 percent of our energy for manufacturing from renewable/low-carbon sources by 2020.

WHAT WE ACHIEVED

52.9%

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

32.8%

of the energy we used in 2015 came from renewable/low-carbon energy sources, saving more than 56,962 tonnes of CO_2e per year.[1]

18.2%

of our electricity came from renewable sources in 2015.[3]

74.49

energy use ratio (kWh/1,000 liters) in 2015.[2]

18.42%

reduction in total energy use versus 2007.[3]

HOW WE'RE DOING IT

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

- Increasing our use of renewable and low-carbon energy
- Managing and minimizing the energy we use
- Investing in innovation and technology

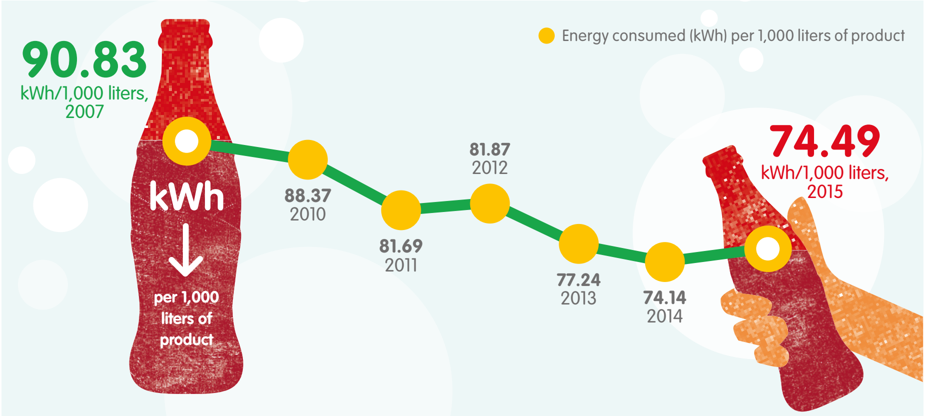
OUR COMMITMENT

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

INTRODUCTION

We are committed towards growing a low-carbon business, and we have set rigorous targets for reducing emissions across our value chain. In 2015, we invested $70 million in new production lines and equipment and $7 million in further projects to reduce carbon emissions at our manufacturing operations. We have also made a commitment to source 40 percent of our energy for manufacturing from renewable or low-carbon sources by 2020, and as part of the Climate Group's RE100 initiative we have committed to purchase 100 percent of our electricity from renewable sources.

ENERGY USE RATIO PROGRESS



INVESTING IN RENEWABLE AND LOW-CARBON ENERGY

Our commitment to source 40 percent of our energy from renewable sources by 2020 will be achieved in several ways. Firstly, through our commitment to the Climate Group's RE100 initiative, we have committed to source all our electricity from renewable sources. 32.8 percent of the energy we used in 2015 came from renewable or low-carbon energy sources, saving 56,962 tonnes of CO_2e per year. In 2015, 18.2 percent of our purchased electricity came from renewable sources. We plan to switch the majority of the remaining purchased electricity to contracts that are from renewable or low-carbon sources.

A significant factor in helping us achieve our ambition has been the opening up of the renewable energy market through the changes to the GHG Protocol Scope 2 reporting requirements. In addition to changing our energy purchasing strategy, we also continue to invest in renewable and low-carbon energy projects at our own manufacturing operations.

District heating

District heating allows homes and businesses to share a centrally generated source of heat. Our manufacturing operations in Norway and Sweden and offices in Bulgaria are linked to systems fueled by biomass, drawing approximately 27 percent of their total energy use from this source.

Combined heat and power

Combined heat and power (CHP) systems can cut carbon emissions by generating electricity and heat from natural gas. Having installed our first CHP system in Wakefield in 2014, we are now looking at other opportunities in Great Britain.

Solar photovoltaic

Solar photovoltaic panels on our sites generated more than 300 MWh of electricity in 2015. During the year we approved a near-doubling of the solar panels at Chaudfontaine and we are exploring the possibility of buying electricity from a proposed solar farm alongside our Wakefield manufacturing operation.

---

[1] Year-end data.

[2] The calculation includes gas, oil, diesel, LPG, district heating and electricity bought from the national grid.

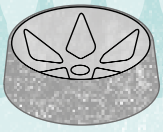
[3] For manufacturing versus 2007.

Innovation and technology

Our target is to manufacture every liter of product with

50% less carbon emissions by 2020

We continue to invest in process innovation and energy-efficient technologies in our drive to continually reduce the energy we use. Our approach is to pilot new developments at one site, and then share best practices. These include:



PET bottle base molds

647 tonnes CO_2e per year

We are continuing a program started in 2013 to reduce the energy needed to blow our PET bottles and have extended the program to 10 more sites in 2015. This process involves redesigning the base of the molds in which our PET bottles are blown so the process requires less air pressure and therefore less energy.

LED lighting

742 tonnes CO_2e per year

We are installing more energy-efficient and intelligent lighting at our manufacturing operations. In 2015, this included installing LED lighting at our Chaudfontaine manufacturing operations, completing phase 2 of an ongoing LED lighting installation at our Dunkerque facility, and starting to implement LED lighting at our manufacturing operations in Jordbro and Wakefield.

Air compressors

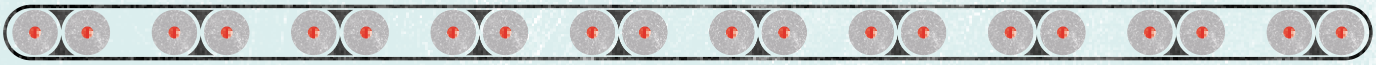
530 tonnes CO_2e per year

In 2015, new air compressors were installed in Jordbro. In 2016, we plan to do the same at four manufacturing operations in Morpeth, Edmonton, Sidcup, and Wakefield. Each is expected to cut energy consumption by 15 to 20 percent.

Packaging ovens

1,139 tonnes CO_2e per year

The ovens that heat our shrink film prior to the wrapping process are now being converted from electricity to gas. These have started to be installed in 2015 at Milton Keynes, Dongen, and Toulouse with East Kilbride to follow in 2016. We're also installing doors on our ovens to reduce heat loss when the ovens are in standby mode. These oven modifications are being installed at our manufacturing operations at Edmonton, Sidcup, Wakefield, Antwerp, Gent, Clamart, and Marseille.



Wind

Plans for a wind turbine at our Chaudfontaine site are currently awaiting local authority approval.

Water

CCE's first water turbine has been approved and will be built in 2016 in the river next to the Chaudfontaine plant. It will eventually supply some 3 percent of the site's electricity or up to 330 megawatt hours (MWh).

MANAGING THE ENERGY WE USE

The use of electricity and gas accounts for approximately 90 percent of the total energy used in our manufacturing and distribution sites. In 2015, our manufacturing operations used a total of 476,670 MWh of energy, a decrease of 1.5 percent, including a 2 percent reduction in production volumes. We have also saved approximately 6,910 MWh[3] of electricity through conservation activities.

We also monitor energy efficiency by calculating the energy use ratio, namely how much energy it takes to produce 1,000 liters of product.[1] Our 2015 ratio of 74.49 kWh per 1,000 liters is 0.5 percent more than in 2014 and 18 percent less than our 2007 baseline.

Together with our transition to using more renewable and low-carbon energy, this has resulted in an average of 15 grams of CO_2e per liter of product made, a 52.9 percent reduction against our 2007 baseline, exceeding our 2020 target.

We use management and monitoring processes (MES Systems) to help control our energy and carbon emissions. These include advanced systems which combine production data with live information on water and energy consumption to help our line operators to meet consumption targets. Already installed at our manufacturing operations at Dongen, Dunkerque and Grigny, the technology is being extended this year to our manufacturing operations at Antwerp.

We also monitor the energy lost in our manufacturing processes when no production is taking place. In 2015, we initiated an audit of when systems and machinery may be running unnecessarily. In 2016, our manufacturing operations will put plans in place to reduce these energy losses.

In 2015, CCE was again ranked as one of the most energy-efficient bottlers in the Coca-Cola system based on 2014 energy use ratio. Six of our manufacturing operations (Antwerp, Gent, Chaudfontaine, Marseille, Toulouse, and Dongen) hold the **'Energy-Savers'** certificate awarded jointly by The Coca-Cola Company and WWF. Sixteen of our 17 sites are certified under the ISO 14001 environmental management standard and all meet the even more rigorous KORE requirement – The Coca-Cola Company's internal certification linked to quality, environmental and safety performance. Four of our manufacturing operations (Wakefield, East Kilbride, Dunkerque and Chaudfontaine) have also achieved the energy management standard, ISO 50001.

For the third year in a row in 2015, CCE received the Carbon Trust Standard certification for carbon management across all our manufacturing operations.

INVESTING IN INNOVATION AND TECHNOLOGY

We are investing in process innovation and energy-efficient technologies, in order to reduce the energy that we use, some of which are outlined in the infographic above.

CASE STUDY

RE100

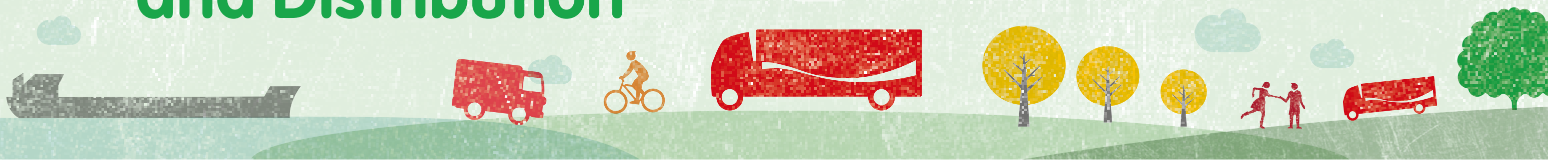
In December 2015, CCE and more than 50 other companies joined the Climate Group's RE100 initiative. In doing so, we have committed to sourcing 100 percent of our electricity from renewable sources by 2020. This is a significant commitment – it is believed that a private sector switch to renewables could cut CO_2 emissions by 15 percent. At CCE, electricity accounts for 57 percent of all the energy we use, mainly within our manufacturing operations. Working through initiatives such as **RE100**, we are convinced we can accelerate the pace of change and encourage others within our supply chain to do the same.

---

[4] 24,876,000 megajoules.

Transportation and Distribution

Coca-Cola Enterprises



OUR TARGET

30%

Deliver a case of product with 30 percent less carbon emissions by 2020.[1]

WHAT WE ACHIEVED

29%

reduction in CO_2e per case (138 g/case) delivered in 2015.

4.3%

of the kilometers driven in 2015 used alternative technologies and fuels.

2.5 million

kilometers saved through backhauling initiatives in 2015.

$75 million

invested in increased storage capacity at our manufacturing operations over the past four years.

HOW WE'RE DOING IT

We focus our efforts on three areas:

- **Driving less:** traveling fewer kilometers by optimizing our logistics network
- **Driving greener:** working with our suppliers, customers and hauliers to avoid empty journeys and promote carbon-reduction technologies, fuels and modes of transport
- **Driving the industry:** working with government and industry partners to reduce transport emissions

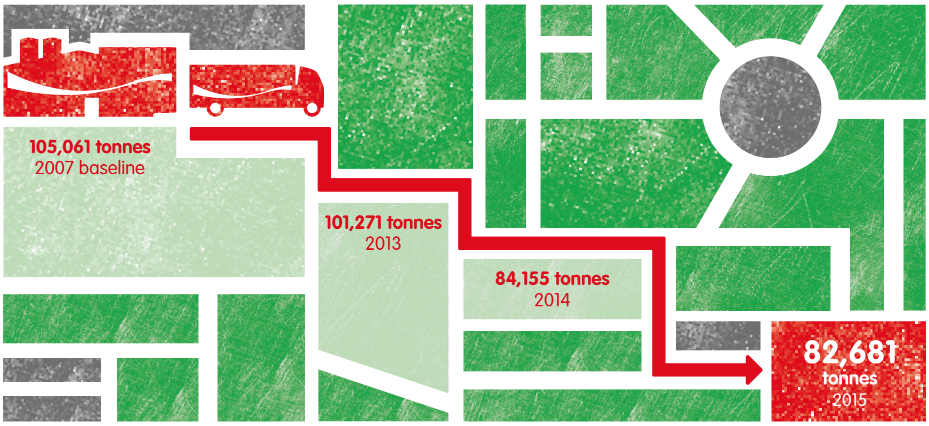
OUR COMMITMENT

We will deliver a case of product with 30 percent less carbon emissions by 2020.[1]

INTRODUCTION

We drive nearly 100 million kilometers each year to transport our products, accounting for 7 percent of our value chain carbon footprint. Although it accounts for a small part of our value chain, it is important we continue to find new ways to reduce the distances we drive and find new, less carbon-intensive ways of delivering our products.

REDUCING CARBON EMISSIONS PER CASE DELIVERED



DRIVING LESS

To reduce our carbon emissions, we aim to make our distribution network as efficient as possible. The vast majority of our products are sold in the country where they are produced, and are delivered directly to our customers. By working with our customers to deliver our products from our production sites, rather than from external warehouses, we are able to reduce the road kilometers we drive.

This way of distributing our products has been made possible through investment in our production and storage capacity at our manufacturing operations. Over the past four years we have invested $75 million in warehouse expansion projects, including our most recent project in Oslo in 2015. This year we also opened a $41 million can line at our Grigny manufacturing operation, which will bring production closer to our customers in Paris and reduce the kilometers driven by 715,000 km each year. Through these types of projects we have been able to save 1,897 tonnes of CO_2e in 2015.

We also work with our suppliers to optimize the way materials are delivered to our factories. Many of our sites are located next to our can suppliers so that they can be delivered with minimal transportation. Similarly, by blowing all of our PET bottles on site, and expanding our program to blow our own PET bottle preforms at our Grigny and Wakefield facilities, we are able to further reduce our transportation carbon footprint.

DRIVING GREENER

One other way to reduce emissions is by working in close collaboration with our suppliers and customers, through programs known as backhauling and fronthauling, in order to combine deliveries and collections so that trucks never have to drive empty.

Fronthauling

Fronthauling involves working with suppliers to improve the way we receive supplies into our manufacturing operations (see case study).

In Sweden, fronthauling is well established by rail. In particular, we have made a new agreement with Capri-Sun to transfer products from Heidelberg, Germany to our warehouse in Jordbro, Sweden, entirely by train.

Backhauling

Backhauling combines customer deliveries with collections to ensure full loads on both the outward and return journeys. We currently have backhauling arrangements with 23 customers across our territories including Casino and Carrefour in France, and Tesco in Great Britain.

---

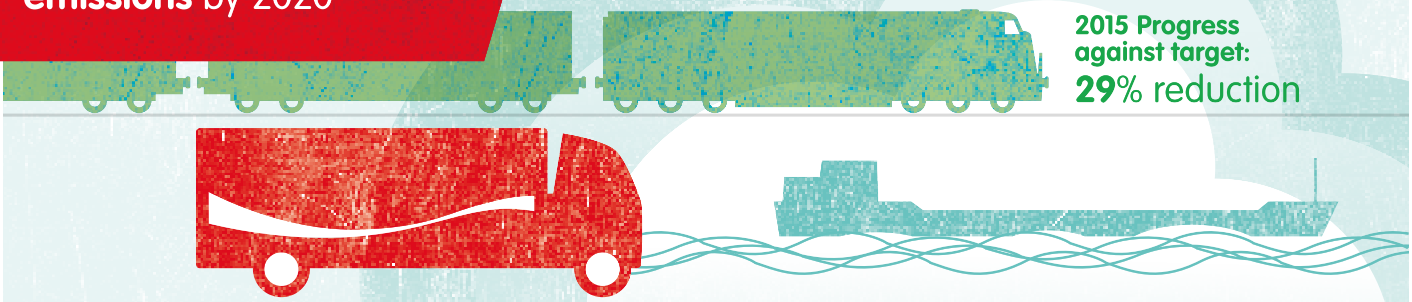
[1] From a 2007 baseline.

Reducing emissions from transport

Deliver a case of product with **30% less carbon emissions** by 2020

Cutting road kilometers and emissions though alternative technologies, fuels and modes of transport.

2007 baseline:
105,061 tonnes CO_2e



2015 Progress against target:
29% reduction

More efficient engines

The trucks our hauliers use today are 9.6 percent more efficient on average than those used in 2007.

Larger trucks

Longer than conventional diesel trucks, the Eco-Combis and 'road trains' we use cut the number of trips by carrying up to 38 percent more per journey.

Alternative fuels

We continue to trial and introduce vehicles using bio- and dual-fuels saving 902 tonnes CO2e per year.

Alternative vehicles

We aim to use industry-leading low emission vehicles in our car fleet. Hybrid vehicles currently account for three percent of our fleet.

Multi-modal transport

We have delivered more than 3,500 loads this way in 2015, saving four million road kilometers, and 1,194 tonnes of CO_2e per year. We aim to double the number of annual trips made by multi-modal transport by 2020.

Our fronthauling and backhauling initiatives saved approximately 2.5 million road kilometers and 2,237 tonnes of CO_2e in 2015.

Alternative technologies, fuels and modes of transport

The majority of our deliveries are now made by third-party hauliers, but we continue to capture the emissions related to this activity as part of our core business operations' carbon footprint. We work in close collaboration with these partners to promote the use of carbon-reducing technologies and fuels. In 2015, these alternatives accounted for 4.3 percent of our distribution kilometers in Europe.

As engine efficiency improves, our main hauliers are moving to the latest EURO VI emission standard and plan to ensure that all their diesel trucks comply with this new standard by 2018.

We have also been expanding our use of 'Eco-Combi' trucks in the Netherlands. These diesel trucks are longer than a conventional truck, and can carry up to 38 percent more per journey, cutting the number of trips required, and reducing our emissions. In Sweden, we also use larger trucks which are known as 'road trains'.

Alternative fuels

In Sweden, where 62 percent of our trucks run on bio-fuel, we're testing the use of hydrogenated vegetable oil (HVO) which is 80-90 percent cleaner than diesel, and can be used in standard diesel engines.

We also operate dual-fuel delivery trucks in Sweden powered by a mix of 75 percent liquid natural gas (LNG) and liquid biogas (LBG) and 25 percent regular diesel.[2]

In France, we are expanding our program of vehicles running on compressed and liquified natural gas (CNG/LNG). We are currently operating five vehicles, and aim to run 20 by 2020.

Alternative vehicles

The vehicles we offer our employees are chosen for their fuel efficiency. Our company car and van fleet now includes 129 hybrid models and a small number of electric vehicles. We use electric vehicles for deliveries on short, inner-city routes in Paris and Oslo.

Multi-modal transport

For transporting raw materials and finished goods over long distances, we use multi-modal transport whereby trailers are transported by rail with only short truck journeys at each end of the route. We use this method where long-distance travel remains unavoidable, and we are expanding the use of this method in France and Great Britain.

DRIVING THE INDUSTRY

We work with a number of industry groups and stakeholders across our territories to benchmark and further our progress on low-carbon vehicles and fuels. In advance of the 2015 UN Climate Change Conference in Paris, CCE was one of the first companies to sign the FRET 21 Charter, a commitment with the French government to reduce CO_2 emissions in the transport industry.

We are members of several industry initiatives, such as the Belgian **Lean & Green** program, the **Centre for Sustainable Freight Transport** in Great Britain and the **Haga Initiative** in Sweden. We are also involved in a vehicle efficiency study with Heriot-Watt University's Centre for Sustainable Road Freight in Great Britain.

EMPLOYEE SPOTLIGHT FRONTHAULING

Rudy Goossens, Senior Manager, Transport

Working together with our customer Colruyt, our pallet supplier CHEP, and our haulier Van Dievel, we have developed a project to significantly reduce the road kilometers used to transport our pallets to and from our manufacturing sites. Previously, three one-way trips, using three different hauliers were required. They would drive from CCE to our customer with pallets, and then CHEP would bring new pallets back to our Antwerp site. Working together, and using only one haulier, we have reduced our trips by 32,668 kilometers, saving 80 tonnes of CO_2e and $26,000 a year.

---

[2] Percentage of rapeseed methyl ester (RME) used may vary depending on outdoor temperature.

Cold Drinks Equipment

OUR TARGET

50%

Reduce the carbon emissions from our cold drinks equipment by an average of 50 percent by 2020.[1]

WHAT WE ACHIEVED

41%

reduction in the absolute carbon footprint of our cold drinks equipment since 2007.[1]

$50.4 million

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

468kg

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

45%

reduction in the average CO_2e per unit of equipment since 2007.[1]

100%

of all new coolers purchased in 2015 were HFC-free.

HOW WE'RE DOING IT

Our cooling equipment strategy has three priorities:

- Purchasing industry leading equipment
- Fitting existing equipment with energy-efficient technology
- Investing in new cooling technologies

OUR COMMITMENT

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

INTRODUCTION

CCE has more than 552,500 coolers, vendors and fountain machines on its customers' premises, and we take responsibility for this equipment, from its purchase, placement and maintenance, through to end-of-life recycling.

Our cold drinks equipment fleet is the third largest source of carbon emissions in our value chain, accounting for 17 percent of the total. In the past six years, we have invested more than $50 million in reducing these emissions. Since 2007, we have cut the carbon impact of our cooling equipment by 41 percent, saving approximately 66,197 MWh of electricity per year.

REDUCING EMISSIONS FROM OUR COLD DRINKS EQUIPMENT

average CO_2e per unit of equipment

PURCHASING NEW, MORE EFFICIENT EQUIPMENT

The new equipment we buy and install in our customers' premises has to meet high standards. We continually work with our suppliers to ensure that we are sourcing the most energy-efficient equipment available. We purchase equipment that is on average 40 percent more energy-efficient than an equivalent purchased in 2000. All new equipment comes with LED lighting as standard, and all units over 250 liters come with Energy Management Saving (EMS) devices as standard.

In addition, we work with The Coca-Cola Company to continually review our refrigeration standards, to ensure that customers are able to enjoy our chilled products in an energy-efficient way.

We have a policy to only purchase HFC-free coolers, vendors and fountains, wherever possible. Over the past five years we have made significant progress towards building an HFC-free cooler fleet. In 2015, 100 percent of our new cooler purchases were HFC-free, making our entire cooler fleet 33.8 percent HFC-free. We have just begun the transition to HFC-free vendors and fountain machines, and will report on our progress in the coming years. If an HFC-free solution is not available in the market, we work with our suppliers to develop suitable alternatives.

Since 2010, we have worked to only purchase closed-door cooler units, and to phase out open-fronted units (OFUs) from our fleet. OFUs that are already in place have been fitted with doors, more efficient lighting and energy management devices. In 2015, we started to phase out old OFUs which have reached the end of their useful lives, replacing them with new, energy-efficient equipment. By the end of 2015, we had reduced OFUs across our fleet by 17 percent, a drop of 48 percent against their peak in 2009.

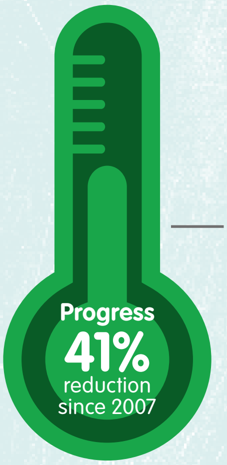
---

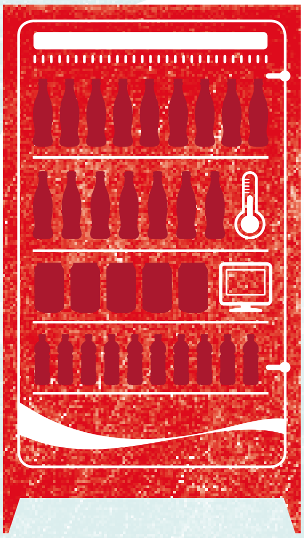
[1] From a 2007 baseline.

Reducing emissions from cold drinks equipment

Our target is to reduce the carbon emissions from our cold drinks equipment **by an average of 50% by 2020.**[1]

We ensure that all new equipment is highly energy-efficient while fitting existing equipment with new energy-efficient technology. In 2015, we purchased 34,000 new coolers, of which 6,000 were the new advanced iCOOL range.[3] Since 2009, we have fitted energy-reduction devices such as EMS, LED lighting, doors and plug-and-play energy timers, giving our customers an expected energy saving of approximately 66,197 MWh[2] per year.





9,077
units fitted with LED lighting in 2015

More efficient lighting:
Replacing fluorescent lights in coolers and vending machines with LED lighting can cut energy consumption by up to 80 percent. CCE has led the industry in retrofitting LEDs to cold drinks equipment and developing the technology from wired-in LEDs to easy-fitting 'tube' LEDs. As of 2015, 46 percent of the applicable fleet has been fitted with LEDs.

3,261
EMS devices fitted to vendors and coolers in 2015

Energy-saving devices:
Energy-management (EMS) devices recognize when a cooler is not being opened regularly and respond by shutting off lights and adjusting the temperature, reducing energy consumption by up to 35 percent. As of 2015, 70 percent of our applicable cooler fleet, and 46.5 percent of our vendor fleet have been fitted with EMS devices.

1,232
Plug-and-play timers fitted in 2015

Plug-and-Play energy saving timers:
'Plug-and-play' timers, originally developed for drinks fountains, can also save energy on coolers and vendors not suited to EMS devices, saving energy by up to 30 percent. As of 2015, 23 percent of the applicable fountain fleet have been fitted with these devices.

[1] From a 2007 baseline.
[2] 238,309 joules.
[3] Which features energy management technology, LED lighting and electronically commutated (EC) fans and motors.

INVESTING IN NEW COOLING TECHNOLOGIES

Given the importance of innovation and technology in meeting our sustainability targets, we collaborate with suppliers and other partners to develop solutions that can then be adopted by the wider cold drinks industry. The work is also guided by the needs and preferences of our customers.

New technologies investigated in 2015 included gas-free thermo-electric refrigeration (see case study).

FITTING EXISTING EQUIPMENT WITH ENERGY-EFFICIENT TECHNOLOGY

Buying new is generally the most energy-efficient solution when older equipment reaches the end of its useful life. In other cases, it makes environmental and economic sense to refurbish existing equipment. In 2015, 42 percent of all the equipment we placed in the market consisted of refurbished items.

During 2015, we continued to make our existing coolers and vendors more energy-efficient, either by refurbishing them at one of our five service centers or by retrofitting them with energy-efficient technology on our customers' premises. Developments in 2015 included:

Fitting more units with energy-efficient LED lighting

Since 2010, the number of CCE coolers and vendors with LED lighting has risen from just under 23,000 to approximately 209,823 (46 percent of applicable units). The introduction of next-generation High Frequency (HF) LEDs means the technology can be fitted to 50,000 more items of CCE equipment. This work will begin in 2016. Meanwhile, all new equipment that we purchase comes with LED lighting as standard.

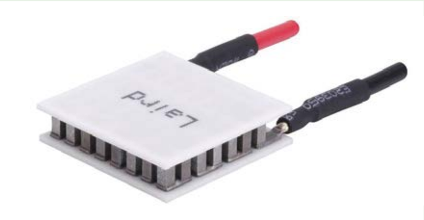
Fitting energy-saving and energy-management (EMS) devices.

We have fitted over 201,000 EMS devices, reaching 70 percent of our applicable cooler fleet, and 46.5 percent of our vendor fleet. As this program comes to an end, the focus will switch to a simpler 'plug-and-play' energy-saving timer, which can be fitted to an additional 30,000 models for which an EMS solution is not practical or cost-effective.

Fountain Plug-and-Play Timers

Since 2013, we have fitted 9,446 plug-and-play devices, extending the energy-saving and energy-management program to 23 percent of our applicable fountain fleet.

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



CASE STUDY
Innovation for Alternative Cooling Technology

At CCE, we continuously look at new and alternative technologies that are best suited for the needs of our customers. Currently, our cold drinks equipment uses traditional gas-based refrigeration. However, a new technology, called Thermo Electric Cooling (TEC), has only one component, no moving parts and contains no refrigerant gases. TEC, which uses semi-conductor materials to convert electrical energy directly into cooling, has some clear benefits over traditional refrigeration – it is silent, cannot leak, is very compact and runs at very low voltage. As it is a new technology, it is not yet as energy-efficient as using traditional refrigeration, and is currently only suitable for use in small coolers. As a result, we have purchased ten countertop TEC coolers in order to trial their use, and will continue to explore this technology as it evolves.

Issue sheet: Resource Scarcity

How can we address the issue of Resource Scarcity?

OUR COMMITMENT

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

ISSUE INSIGHTS

Circular economy

The adoption of the circular economy could be worth as much as $700 billion.[1]

42%

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

64.6%

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

Vision 2050

around nine billion people live well, and within the limits of the planet.[4]

Circular economy

The circular economy represents a clear and proven opportunity for businesses around the world.[1]

INTRODUCTION

Our planet faces a resource challenge with an increasing population placing heightened pressure on our finite natural resources. By 2050, the UN predicts that there will be over nine billion people in the world and by 2030 it is estimated that the world will need 30 percent more water, 40 percent more energy and 50 percent more food.

To meet such demand, society needs to find new, renewable sources of raw materials and ensure that those materials which come from finite resources can be re-used and recycled. We need a 'circular economy' way of thinking.

At Coca-Cola Enterprises, we are fully aware of the risks and opportunities that resource scarcity poses to our business, in particular for our packaging. The sources of the virgin materials we use are finite and at increasing risk due to climate change and population growth. This has an impact on our ability to source these materials, but also on their cost.

Fluctuating commodity and oil prices can also have a significant impact on the cost of recycled material, often making it more expensive than virgin material. This is currently the case with recycled PET in many of our markets and is proving to be a challenge for our business.

Ensuring that we have a high quality supply for our packaging materials, at a stable price is critical for the future of our business.

The European Commission recently launched its 'Circular Economy Package', which aims to "transform Europe into a more competitive resource-efficient economy, aiming to 'close the loop' of the circular economy." In particular, the package proposes a common EU target for recycling 75 percent of packaging waste by 2030. We support the principles behind the Circular Economy Package and believe that regulation can support the transition towards a circular economy. To do so, we need to think beyond traditional recycling schemes – to ensure that eco-design principles, recyclability and recovery are at the core of our approach to sustainable packaging, allowing us to source, recover and then re-use the packaging material that we require.

We have already begun to go further. Over the past few years we have started to look for new, renewable sources of PET plastic. In 2009 we introduced PlantBottle™, which has replaced one of the key molecules in PET with a chemically identical material derived from sugar cane and molasses. The resulting material looks, functions and recycles like traditional PET but has a lower carbon footprint. Work is now ongoing with partners to further advance and scale PlantBottle™ technology.

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

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

We aim to play our part in ensuring that consumers know how and where our packages can be recycled, and support the reprocessing infrastructure so that the old bottles can be turned into new bottles. Working together, we can improve this cycle to ensure a consistent, high-quality supply of materials for our packaging.

---

[1] **Ellen MacArthur Foundation.**
[2] **Eurostat.**
[3] **Eurostat.**
[4] **World Business Council for Sustainable Development.**

Ron Lewis
SVP Supply Chain,
Coca-Cola Enterprises

A View From Coca-Cola Enterprises

At CCE, we know that our planet faces a resource challenge. We also know that businesses have long been dependent on a plentiful supply of natural resources, and yet our current consumption patterns are unsustainable. We are very clear that our economy cannot continue in its current take-make-dispose model and we need to transform to a circular economy model. We firmly believe there is a chance to transform this crisis of resources into a business opportunity. Businesses which can be truly innovative with the products and services they provide, optimizing the resources they use and encouraging consumers to do the same, can transform our economy.

> **Resource scarcity and climate change are so profoundly important that no one group can address these problems alone –business, government and civil society – including our consumers – will need to pull together to create the scale of change that is needed.**

As the head of Supply Chain at CCE, and in my previous role as Chief Procurement Officer for The Coca-Cola Company, I've seen commodity price volatility and concern over security of supply first hand. For example, we depend upon a range of different agricultural ingredients, but our ability to source them could be impacted in the future. Sourcing the raw materials for our packaging can also be challenging – for example we are seeing an increased focus on the end-to-end sustainability of aluminum – from the sourcing of bauxite to the recycling of post-consumer material. We must also play close attention to the economics of investment in sustainability. For instance, given the current price of oil, it would be more cost-efficient for us to purchase PET from virgin sources than to buy recycled PET. Despite this – last year, 34 percent of the PET we purchased was recycled PET, and we have committed to ensuring that 40 percent of the PET we use is recycled and/or from renewable materials by 2020.

Delivering on our sustainability commitments often comes at a short-term cost to our business – but it is the right thing to do, and helps manage our long-term risk.

Resource scarcity and climate change are so profoundly important that no one group can address these problems alone – business, government and civil society – including our consumers – will need to pull together to create the scale of change that is needed.


[4]

Ben Kellard
Head of Sustainable Business,
Forum for the Future

A View from Forum for the Future

The world is facing a significant resource scarcity issue – our planet is already struggling to meet the needs of seven billion people. By 2050, the planet will need to meet the needs of 9.5 billion people; and the resources that will need to meet their needs are limited. These issues are already impacting CCE in many ways – including the sourcing of fresh water to grow sugar and other raw materials and the availability of petrochemicals which are made into PET bottles, for example.

Coca-Cola Enterprises has already done great work in the areas under its own control – for example by introducing PlantBottle™, using lighter packaging or by inspiring consumers to recycle. But to build a circular economy, CCE needs to challenge itself further. The challenge now is to move on from working to optimize what is under its own control, to helping influence a wider shift towards a circular economy.

This will require CCE to determine where it can have the greatest impact and identify which levers can be pulled to deliver maximum change.

> **CCE could really make a difference with a joined-up, systemic approach which scales-up existing best practices and forges links to other industry initiatives.**

This shift requires leaders to help initiate, inspire and enable others to play their role in a constructive way. Not many players are influential enough to move an entire industry, but CCE, as part of the broader Coca-Cola system, is potentially one that could. To do this I would encourage CCE to work even more than it is already to involve others, using its influence to bring suppliers, processors, governments and consumers along with them on the journey.

CCE could really make a difference with a joined-up, systemic approach which scales-up existing best practices and forges links to other industry initiatives.

Proactive, strategic leadership on the circular economy also brings benefits in terms of reputation, more sustainable products, greater influence on legislation and a general future-proofing of the business. I feel CCE is well placed and ready to take on this role and move to the next level.

---

[4] Photography: Copyright Accenture

Sustainable Packaging

OUR TARGETS

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

Include recycled
aluminum, glass and steel in respective packaging formats.

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

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

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

WHAT WE ACHIEVED

22%
reduction in our packaging use ratio (115 g/liter) since 2007.

130,645
tonnes of recycled material used in our packaging in 2015.

35.5%
of the PET we used in 2015 was rPET or PET from renewable materials.

HOW WE'RE DOING IT

We continue to evolve our packaging in line with our commitment to reduce the carbon footprint of the drink in your hand by a third by 2020. Our strategy for sustainable packaging has three priorities:

- Using less material
- Using recycled and renewable materials
- Making our packaging recyclable

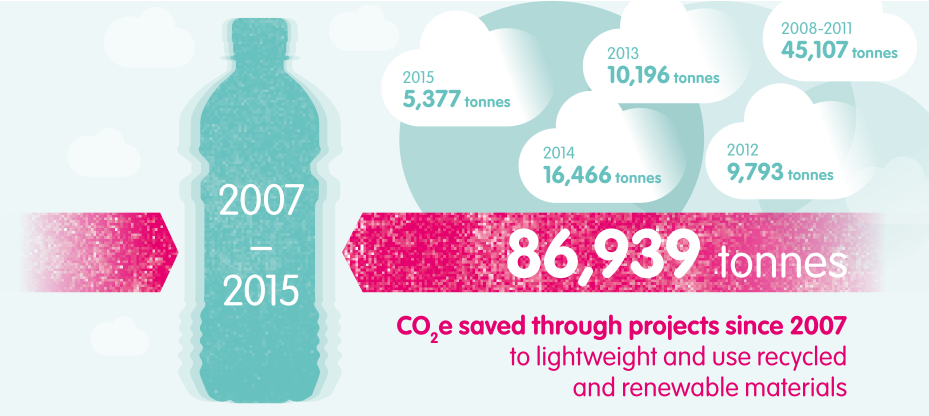
OUR COMMITMENT

To reduce the environmental impact of our packaging, we support the development of the circular economy, use recycled and renewable materials and recycle more packaging than we use.

INTRODUCTION

Packaging is essential to safeguard the quality of our drinks and ensure their safe delivery to our customers and consumers. On the other hand, packaging can be carbon-intensive to manufacture and accounts for approximately half of the carbon emissions in our value chain. Packaging is often not recycled despite the fact that nearly all of our packaging can be. We are committed to working with others in order to build a circular economy.

CARBON REDUCTION IN OUR PACKAGING



CO_2e saved through projects since 2007 to lightweight and use recycled and renewable materials

USING LESS MATERIAL

We continually work to innovate and redesign our packaging, so that it becomes lighter, using less material overall.

Increasingly, we're working to improve the design of not only our cans and bottles, but also other packaging types, such as our closures, labels and film. We have a cross-functional lightweighting workgroup, which helps to drive best practices and increase the speed with which we can implement projects.

We monitor improvements in our packaging carbon footprint by tracking our packaging use ratio – the average total weight of packaging per liter of product. Our 2015 ratio of 115 g/liter is 22 percent less than in 2007 (149.5 g/liter) and 4.4 percent less than in 2014.

2015 packaging footprint

In 2015, we used a total of 348,754 tonnes of material.

Materials used	Tonnes
Aluminum	55,470
Steel	34,869
PET	119,276
Glass	77,386
Other (primary)	17,795
Secondary packaging	37,971
Tertiary packaging	5,987
Total	**348,754**

USING RECYCLED AND RENEWABLE MATERIALS

A crucial aspect of reducing the carbon footprint of our packaging is using more material from recycled and renewable sources. In 2015, we used 130,645 tonnes of recycled material in our packaging.

Recycled materials

We believe that using recycled material is critical within a circular economy and are committed to increase the amount we use in all our packaging. In 2015, 34% of the PET that we purchased was rPET.

---

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

Sustainable packaging

Reduce by 25%
the amount of material used in our packaging by 2020[1]

Our lightweighting initiatives in 2015 reduced the carbon impact of our business by 5,377 tonnes of CO_2e and avoided the use of 2,466 metric tonnes of materials.

Reduced our packaging use ratio by

22%

vs 2007

Closure lightweighting

We are reducing the weight of the closures on our PET bottles by 20 percent across CCE.

CO_2e savings in 2015: 876 tonnes CO_2e

Aluminum can lightweighting

Aluminum represents the best opportunity to reduce our carbon footprint – a small reduction of 0.2 grams in the weight of our cans would reduce our footprint by approximately 2,000 metric tonnes of CO_2e. As a result, we are continually looking for ways to reduce the weight of our cans – currently aiming to bring all of our cans to a weight of 10 grams or below.

Savings since 2007: 15,360 tonnes CO_2e

Film lightweighting

We have been working to reduce the weight of the printed and unprinted film which helps to hold our packaging together in transit.

2015 savings: 188 tonnes CO_2e

PET bottle lightweighting

We have been working to reduce the weight of our PET bottles, focusing our efforts in 2015 on our 1.75l bottles, reducing their weight by 1.5g to 40.1g. By 2016, we aim to reduce the weight of a 1.5l bottle by 1g to 39g, and the 1.25 liter bottle by 7g to 33.2g.

2015 savings: 1,597 tonnes CO_2e

[1] From a 2007 baseline.

Aluminum and steel

It takes 95 percent less energy to produce recycled aluminum than virgin aluminum. Increasing the recycled content of our cans represents our best opportunity to reduce their carbon footprint. In 2015 we used approximately 42 percent recycled aluminum and 19 percent recycled steel in our cans. In parallel, we are working with aluminum and steel producers and can manufacturers to raise the recycled content in our packaging.

We are working with NGOs, governments, industry bodies and local authorities to encourage consumers to recycle more. We also support recycling campaigns such as **Metal Matters**, **Chaque Canette Compte**, Every Can Counts and numerous in-store and online retail campaigns.

PET

It takes about 60 percent less energy to produce recycled PET (rPET) than virgin plastic, making rPET the second greatest opportunity after recycled aluminum and steel to reduce our packaging carbon emissions. We also know that only 50 percent of PET bottles are recycled in France and Great Britain. To ensure that we have a continuous high quality supply of rPET, we have a role to play in encouraging increased recycling in our territories. As a result we have a long-term supply agreement with **Evolve Polymers**[2] in Great Britain and have invested in plastics reprocessing in France at Infineo Recycling, our joint-venture with Plastipak.[3] **Infineo Recycling** produces enough high quality rPET to cover our requirements in France, the Netherlands, Belgium and Luxembourg.

Given the decline in the global oil price over the past year, we face challenges in continuing to source high-quality rPET at a competitive price. We remain committed to ensuring that 40 percent of the PET we use is from recycled or renewable materials. Our investment in partnerships will play an important role in helping us to achieve our commitments.

Glass

We use recycled glass in our bottles and are working with our suppliers and waste management companies to increase the recycled content. Across CCE, we used approximately 47 percent recycled material in our glass bottles in 2015.

Renewable material

In 2009, we introduced the use of PlantBottle™, which uses PlantPET derived from renewable sources of sugar cane and molasses. In 2015, 9.3 percent of our PET bottles were PlantBottle™, used primarily in SmartWater in Great Britain and in 500ml Coca-Cola PET bottles in Norway and Sweden. In Norway, The Coca-Cola Company also showcased the first 100 percent PlantBottle™ prototype at the ZERO Emissions Conference in 2015. We will continue to review our use of PlantPET, and also review the use of other renewable materials.

Sustainably sourced cardboard and corrugated packaging

Corrugated packaging contains 98 percent recycled material. However, a very small proportion of virgin fiber is still needed for strength and this needs to be carefully sourced. We are working with our suppliers to gain Sustainable Forest Management accreditation under the **Forest Stewardship Council** (FSC). This is now a requirement in all our new corrugated packaging contracts, and 100 percent of our suppliers are on track to compliance by 2020.

We have already made significant progress on the cardboard we purchase. By the end of 2015, 100 percent of the cardboard we purchased directly, was FSC certified.

MAKING OUR PACKAGING RECYCLABLE

To ensure a supply of good-quality recycled material and avoid our packaging going to landfill, it's important to design for recyclability from the start. All our cans and our glass and plastic bottles can be fully recycled.

CASE STUDY

Closure Lightweighting Project

As part of our lightweighting strategy, we have recently focused on reducing the weight of our closures on our PET bottles from an average of 2.5 grams to an average of 2 grams. Although this may seem a tiny reduction, over the 12 billion bottles and cans we produce each year, it can add up to a significant CO_2 reduction. Over a two-year, technically demanding project, multiple teams, including those from our manufacturing operations, and our central support functions, worked together with our equipment and closure suppliers. Together, they ensured that despite the decrease in weight, the closures would retain their performance, and adapted CCE's production lines to manage the smaller, lighter closures. As a result of their efforts, we have been able to save 876 metric tonnes of CO_2e in 2015.

---

2 Formerly ECO Plastics.
3 Formerly APPE.

Recycling

OUR TARGETS

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

Zero
Send zero waste to landfill from our manufacturing operations.

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

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

WHAT WE ACHIEVED

89%
of our packaging was recycled in 2015.

37.3 million
opportunities provided for consumers to see brand-led recycling/recovery messages in 2015.

99.6%
of our manufacturing waste was recycled and 14 of our 17 manufacturing operations achieved zero waste to landfill in 2015.

HOW WE'RE DOING IT

Our strategy for achieving our recycling targets involves:

- Educating and inspiring consumers to change their behavior and recycle more
- Supporting collection and sorting schemes
- Investing in the re-use and reprocessing of PET plastic
- Cutting waste to landfill from our own manufacturing operations

OUR COMMITMENT

We support the development of the circular economy, use recycled and renewable materials and recycle more packaging than we use by championing improvements to collection schemes and supporting the recycling industry.

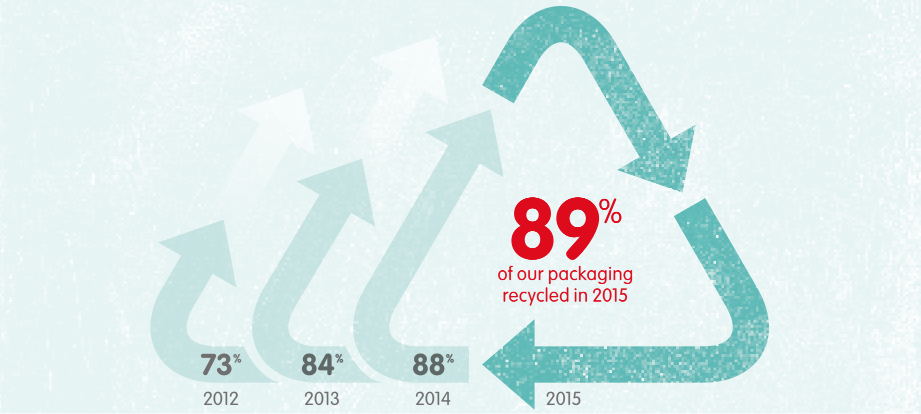
INTRODUCTION

Packaging is essential to our business, but is often needlessly thrown away and ends up in landfill. CCE supports the circular economy whereby resources are recycled and re-used for as long as possible, feeding back into the economy and delivering maximum value.

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

In 2015, we recycled the equivalent of 89 percent of the packaging we use. This includes material recycled through our joint venture in France and our recycling partnership in Great Britain.

PERCENTAGE OF PACKAGING RECYCLED



EDUCATING AND INSPIRING CONSUMERS

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

RESEARCH AND INNOVATION

Following our study in 2013 with the University of Exeter, which researched the recycling behavior of 20 households in Great Britain and France, we launched an online recycling challenge with open innovation platform, **OpenIDEO**. Of the more than 200 ideas submitted, we selected eight winners. In 2015, we worked in conjunction with **WRAP** to see if one of the winning ideas – an app which would provide users with details on how and where packaging could be recycled by scanning a product's barcode – could be developed further. The project highlighted some key issues, such as a lack of street-by-street information on recycling at a local level, and a lack of product packaging information within barcodes. We are continuing to work with WRAP and other organizations to understand how we can help consumers recycle more often, and more easily.

Recycling partnerships with our customers 2015

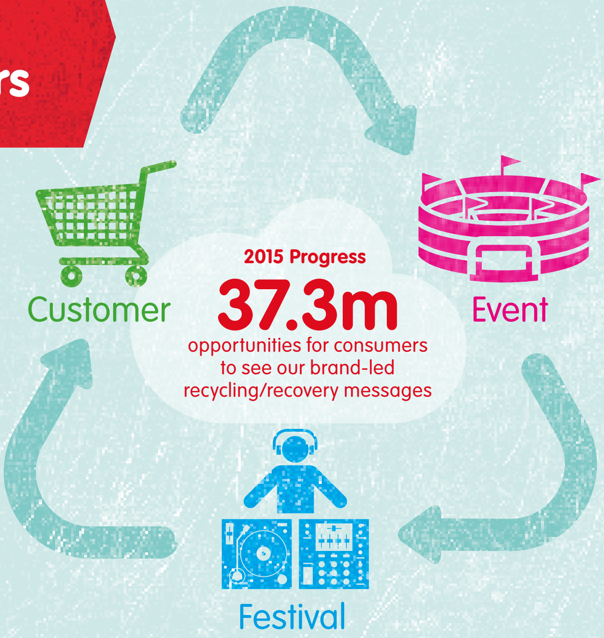
Increase packaging recovery rates by using our brands to **educate and inspire consumers** to recycle more

Casino

We have worked with French retailer Casino since 2013 on a three year partnership to educate shoppers about the life cycle of a plastic bottle. Through in-store recycling promotions, shoppers had the chance to win a 3D printer which used plastic bottles as the filament.

Franprix

We worked with French retailer Franprix to establish a competition on their Facebook page, which helped to inform consumers about recycling.



2015 Progress

37.3m

opportunities for consumers to see our brand-led recycling/recovery messages

Asda

Asda stores in Scotland allowed customers to win instant prizes by answering questions about recycling. They were then entered for a draw to win tickets to The Royal Highland Show, where our 'Happiness Recycled' initiative was running to promote recycling.

Stade de France

Through our long-term agreement with The Coca-Cola Company and Stade de France in Paris, we feature prominent recycling messages in the Coca-Cola outlet at the stadium.

Carrefour

We continued to work with French retailer, Carrefour to sponsor the Carrefour Cup, now called National Foot 5, a five-a-side football tournament held in Carrefour car parks. We ran recycling promotions which informed and encouraged consumers to recycle throughout the tournament.

Kinepolis

We worked with Belgian cinema chain Kinepolis as part of a wider recycling activation at their cinemas. We developed a short advertisement which was shown before feature films, showing customers how and where to recycle their bottles and cans.

Recycling partnerships

Forming recycling partnerships with our retail customers is an important part of our strategy to improve the recycling behavior of consumers. During 2015, we ran recycling partnerships with Carrefour, Casino and Franprix in France and Asda in Great Britain as well as with organizations such as the Belgian cinema chain, Kinepolis, and Stade de France in Paris (see infographic).

Festivals and events

Public events often generate a large amount of waste, and CCE's involvement in recycling at music festivals can have an immediate impact. We also use our expertise with festival organizers to ensure efficient waste collection schemes to maximize recycling rates.

A month after each event, we carry out research to determine the difference we've made. In 2015, 50 percent of those surveyed claimed to have changed their behavior as a result of our recycling activations in Great Britain.

During 2015, we ran recycling initiatives at 15 festivals and events in France, Great Britain and the Netherlands. Among other venues, we took our 'Happiness Recycled' campaign to the Francofolies music festival and The Royal Highland Show where we joined up with volunteers from **Zero Waste Scotland**.

Volunteers at these events are crucial to inform the public about recycling. In 2015, 100 CCE employees volunteered at these events.

Supporting collection and sorting schemes

To reduce the amount of soft drinks packaging sent to landfill, we work with policymakers, industry partners and national recovery schemes. These include **Eco-Emballages** in France, **Fost Plus** in Belgium, **Nedvang** in the Netherlands, **Returpack** and **REPA** in Sweden, **Infinitum** and **Rentpack** in Norway, and WRAP and **DEFRA** in Great Britain. We also support the work of **The Resource Association**, the plastics waste and resource management organization, **Recoup**, and the aluminum packaging recycling organization, **Alupro**, in Great Britain.

Investing in re-use and reprocessing

To ensure sufficient supplies of recycled plastic (rPET), we have invested in the collection and reprocessing infrastructure in France and Great Britain. In France, our Infineo Recycling joint venture with Plastipak (formerly APPE) is now in its third year, and through our investment Plastipak is able to process an average of 1.5 billion PET bottles a year. In Great Britain, rPET is supplied through a long-term agreement with Evolve Polymers (formerly ECO Plastics).

Cutting waste to landfill

We continue to cut the amount of waste going to landfill from our manufacturing operations with the aim of reducing it to zero. In 2015, 99.6 percent of our waste was recycled and 14 of our 17 plants achieved zero waste to landfill.

Manufacturing waste 2015[1]

	Metric tonnes
Total waste produced at CCE manufacturing operations	28,700
Recycling	28,581
Landfill	119
Incineration	2,965

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

EMPLOYEE SPOTLIGHT EDUCATION TO BOOST RECYCLING RATES

Alexandra Guyon, Education Center Manager, Infineo Recycling

I meet 2,000 people every year at Infineo Recycling and talk to them about their recycling behavior. I believe education is key to boosting recycling rates, particularly with young people, who are less likely to recycle than others. I take visitors through the facility so they can see the recycling process in action. I also share material samples with our visitors, so that they can touch and feel what the recycled PET is like, before it becomes a new bottle. For visitors who can't visit Infineo Recycling in person, there is a virtual tour on our **website**.

Issue sheet: Water

How can we ensure Sustainable Water Use?

OUR COMMITMENT

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

ISSUE INSIGHTS

3%

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

1.2 billion

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

17%

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

INTRODUCTION

Water is the lifeblood of our business. It is not only the main ingredient in all of our products, it is also vital to our manufacturing processes and is needed to produce the agricultural ingredients that we use in our products.

Water is also one of the world's most precious resources. However, in many regions, water sources have been affected by over-exploitation, increasing demand for food products, poor water management and the impacts of climate change. Resulting droughts and floods, and changes to the freshwater habitats of many species can also have multiple negative impacts on surrounding societies and economies.

Water scarcity and the deterioration of the quality of water sources in our own territories – and across our supply chain – are a significant issue for Coca-Cola Enterprises. Even if temporary, a reduction in water quality or supply could raise our production costs or lead to capacity constraints, impact deliveries, or affect the growth of the agricultural ingredients we use in our products.

Within our territories in North West Europe, there are many areas, including South East England, southern France and the Flanders region of Belgium, which experience a high level of water stress and challenges related to water quality. In particular, some of the rivers and streams in areas where sugar beet (one of our key agricultural ingredients) is grown in Europe are facing a significant level of stress. At a local level, water stress is often compounded by over-abstraction, which can increase the concentration of pollutants, lower river levels and damage river habitats and wildlife.

The issue of stressed freshwater sources is critical for CCE. This is why we adopt a value-chain approach to water stewardship – working to protect the future sustainability of the water sources we rely upon. We strive to be an efficient user of water within our own manufacturing operations by recycling and re-using our water where possible, and by ensuring that we can replenish the water we use in areas of water stress.

---

[1] WWF.
[2] The United Nations.
[3] UK Environment Agency.

Sevan Artinian
Supply Chain Operations Director,
Marseille, France,
Coca-Cola Enterprises

A view from Coca-Cola Enterprises

Water is critical to our business – it is our most important ingredient.

Throughout the seven years that I have worked at CCE, I have seen how important it is to consistently manage water as one of our most precious ingredients.

I am currently the Operations Director for CCE's Marseille manufacturing facility, located in the South of France – an area which suffers from water scarcity and water quality issues – in particular from drought during the summer. We draw our water from a high quality water source – the Serre Poncon Lake in the French Alps, and have seen how this source has come under pressure at times. We monitor our water quality closely so that we can adjust our processes to ensure that we put the highest quality product out to our consumers and customers.

> By installing a single new, more efficient bottle washer, we were able to reduce our water consumption on the line by half.

We are also focused on using as little water as possible – and in addition to our corporate target to reduce our water use ratio to 1.2 liters of water per liter of beverage we produce, each of our manufacturing operations also have their own water use target. In 2015, we achieved a water use ratio of 1.21 liters/per liter of beverage at Marseille, a reduction of nearly 13 percent since 2007.

We were able to do this by investing in new lines and equipment in our facilities, as well as by sharing best practices across our network of manufacturing operations. For example, by installing a new returnable glass bottle (RGB) line, we were able to halve the amount of water needed to wash our bottles – making it a best practice across the industry.

I am deeply proud that at CCE we work to make make our operations more efficient, create more sustainable products for our consumers, and help protect our local water sources.

Nicolas Loz
Corporate Engagement Manager,
WWF – France

A view from WWF – France

Today, just under a billion people still do not have access to clean, safe drinking water. Based upon present projections, almost half the world's population will be living with severe water scarcity by 2030.

Those figures show the scale of the challenge we face. As we at WWF seek to address it, we welcome the involvement of the private sector. For a company like Coca-Cola Enterprises, whose success depends on access to clean water, conserving supplies is both a responsibility and an opportunity. By demonstrating good water stewardship, CCE can set an example for the rest of the industry and send a message to governments and other organizations that they, too, need to be taking action.

> It's important for CCE to continue to engage and collaborate with the full range of stakeholders from governments and businesses to NGOs and local communities.

Having Coca-Cola as a partner also gives us greater leverage in achieving our own conservation goals. A case in point is our collaborative project to restore Europe's largest remaining wetland in the Camargue – particularly important since more than half the world's wetlands have disappeared since 1900.

I'd like to see CCE continue to improve its water stewardship, both in its own operations and along its supply chain. In particular, it's important for CCE to continue to engage and collaborate with the full range of stakeholders from governments and businesses to NGOs and local communities.

Water Stewardship

Coca-Cola Enterprises

OUR TARGETS

100%

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

1.2 liters per liter

Reduce the amount of water we consume so that by 2020 we use an average of 1.2 liters of water to manufacture every liter of product.

WHAT WE ACHIEVED

100%

of our wastewater was returned to natural bodies of water in our communities in 2015.

8.24 million m^3

Our total water consumption of 8.24 million cubic meters in 2015 was 16 percent less than in 2007.

$543,000

invested in water-reduction technologies in 2015.

1.35 liters per liter

of water used to make each liter of product in 2015.

HOW WE'RE DOING IT

We're reducing the amount of water we use by:

- Becoming more water-efficient
- Treating and returning our wastewater
- Investing in water-saving technology

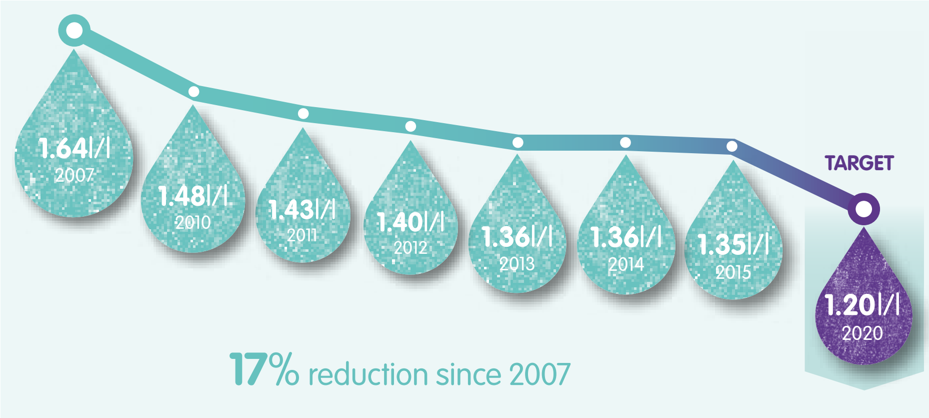
OUR COMMITMENT

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

INTRODUCTION

Water is a precious resource, critical to our communities, our ecosystems and the sustainability of our business. It's the main component of our beverages and essential to our manufacturing processes and agricultural ingredients. It's vital we use it as efficiently as possible.

LITERS OF WATER USED TO MAKE ONE LITER OF PRODUCT (LITER/LITER)



BECOMING MORE WATER-EFFICIENT

Being water-efficient is key to our water stewardship strategy. In 2015, our total water consumption was 8.24 million cubic meters (m^3), approximately 3 percent less than in 2014.

We monitor our water efficiency by calculating our water use ratio – the amount of water we need to produce a liter of product. In 2015, we used 1.35 liters/liter, down 17 percent since 2007, against our 2020 target of 1.2 liters/liter.[1]

While we can't reduce the amount of water in our products, we've made great strides in making our manufacturing and cleaning processes more water-efficient. In 2015, we invested $543,000 in process optimization and water-saving technologies. But now that these investments have been made, each further step becomes more challenging. Future progress will depend increasingly on identifying locally led water saving opportunities and sharing best practices across CCE.

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

In 2015, we again achieved the **Carbon Trust Water Standard** and our manufacturing operations at Dongen and Chaudfontaine retained the gold-level **European Water Stewardship Standard**. Issued under the **European Water Framework Directive**, the Standard recognizes excellence at every stage of water management – from the protection of water sources, through efficient use of water, to the quality of wastewater we release into the environment. The standard is granted for three years and confirmed each year by a follow-up audit. Plans are in place for other CCE sites to prepare for the requirements of the Directive.

TREATING AND RETURNING OUR WASTEWATER

We have high standards for all water returned to the environment – compliance with local regulations being the minimum requirement across CCE. We're committed to continuing to ensure that 100 percent of our wastewater is safely returned to nature.

While most of our manufacturing operations pre-treat wastewater on site and then send it to municipal water treatment plants, our manufacturing operations at Gent, Chaudfontaine, Wakefield[2] and Marseille

---

[1] Data gathered through KORE management (The Coca-Cola Company internal standards) and ISO 14001 systems.

[2] Wakefield's on-site wastewater treatment plant was operational until July 2015. Wastewater from August-December 2015 was treated at municipal facilities.

Water stewardship

Manufacture every liter of product using an average of **1.2 liters of water by 2020**

We have invested $543,000 in water-reduction technologies in 2015, saving around 62,000 m^3 of water. Projects included:

Air rinsers: When machinery is replaced or new lines are installed, we switch to ionized air instead of water for rinsing PET pre-forms and cans before they are blown or filled. Where new air rinsers are not possible, we're installing more efficient nozzles and recycling the water.

Bottle washers: Some of the heaviest consumers of water on our lines are the machines for washing refillable glass bottles. We're making major savings by investing in new, more efficient technology.

Water re-use: To purify the water that goes into our drinks, we use resin granules which need to be regularly rinsed and regenerated. Increasingly, we're deploying a system for re-using the water from this process.

MES monitoring: Manufacturing Execution Systems (MES) linked to our production processes can track how much and where water is being consumed in real time and allow operators to take action if targets are being exceeded.

Cleaning optimization: For product change-over we maximize the use of clean air rather than water where possible. Elsewhere cold water is recovered and re-used. For disinfecting, we increasingly use electro chemically activated (ECA) water.

carry out full wastewater treatment on site. Of our total wastewater volume in 2015 (2.5 million m^3), 1.92 million m^3 was treated by municipal wastewater treatment stations and 580,682 m^3 by our own treatment plants.[3]

As we consume less water in our processes, the amount of wastewater needing to be treated also reduces. In 2015, our wastewater volume was 5.75 percent less than in 2014. We invested $120,000 in wastewater treatment technology in 2015.

INVESTING IN WATER-SAVING TECHNOLOGY

In 2015, we invested approximately $543,000 in piloting and implementing new technologies to improve our water efficiency (see infographic). Many of our projects involved sharing best practices between our manufacturing operations. Developments in 2015 included:

Bottle washers

Of all our water reduction projects, this program will have the greatest impact on reducing our water use ratio. As a result, we have been working to invest in replacing bottle washers throughout our manufacturing operations, having started with an initial installation at our Marseille facility in 2014. In 2015 we invested $41.8 million to replace our glass bottle production line at our Dongen facility. The new line, which includes a more efficient bottle washer, will save approximately 25,000 m^3 of water per year. We plan to continue the program with a further installation at our Antwerp manufacturing operation in early 2016.

Air rinsers

By installing a new air rinser at our Jordbro manufacturing site in Sweden, we will not only be able to save approximately 8,000 m^3 of water per year, but will also conserve 341 tonnes of CO_2e as the new machine will be able to rinse smaller-volume pre-forms rather than fully blown PET bottles.

Water re-use

In 2015, we began using the technology to re-use water from the regeneration and rinsing of resin granules at our Edmonton facility in Great Britain. This project alone will save 11,520 m^3 of water per year.

MES monitoring

Manufacturing Execution Systems (MES) linked to our production processes can track how much water is being consumed in real time. We extended MES monitoring to our Dunkerque, Grigny and Antwerp manufacturing operations in 2015.

CIP processes

We began using electro chemically activated (ECA) water, a process that combines electrolyzed salt with water, in our 'Clean in Place' (CIP) processes at our Clamart manufacturing operation, having first implemented this process at some of our other French sites including Marseille, Grigny, and Dunkirk.

Water treatment

We upgraded our water treatment at our Jordbro facility in Sweden to recover and re-use water from processes such as cleaning filters.

CASE STUDY
Wastewater treatment in the Netherlands

At the end of 2015, CCE joined three other companies – FUJIFILM, IFF Nederland and Agristo – to build a first wide-scale shared wastewater treatment facility in the Netherlands. The project, located near our Dongen facility, will process about 10 million liters per day, and more than 3.5 billion liters per year. The project has also been supported by the Water Board (an association of regional water authorities), and Cofely, who helped build the installation. Due to the low-energy consumption of the facility, all four partners will be able to benefit from lower costs for wastewater treatment. We expect to be able to fully realize the benefits of this collaboration once the facility becomes fully operational in 2016.

---

[3] Determined through volume and quality of wastewater in compliance with local licenses. Data gathered through internal KORE management and ISO 14001 systems.

Protecting and Replenishing the Water we use

OUR TARGETS

Return

to nature the amount of water we use in our beverages, where it is sourced from areas of water stress, by investing in community-based water programs by 2020.[1]

Minimize

the water impacts of our value chain through sustainable sourcing programs.

WHAT WE ACHIEVED

100%

of our manufacturing operations have implemented Source Water Protection Plans.

68%

of the water used in our beverages and sourced from areas of water stress was replenished in 2015.

1,509,400 m^3

water saved in 2015 through annual water replenishment programs.

HOW WE'RE DOING IT

We will meet our targets by:

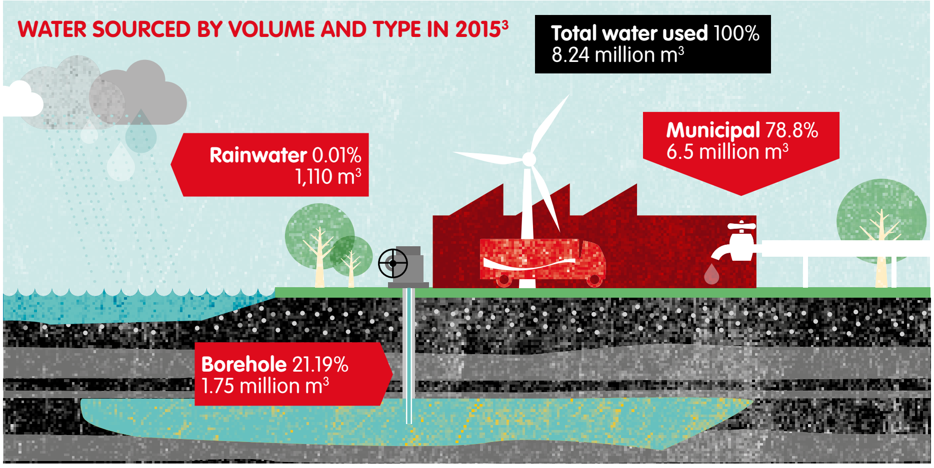
- Protecting the water sources that supply our manufacturing operations and communities
- Replenishing our watersheds in areas of water stress by returning to nature the water used in our beverages through community-based water programs[1]
- Minimizing the water impact of our value chain through sustainable sourcing programs

OUR COMMITMENT

We will protect our water sources and the quality of the water they hold. Where water used in our beverages is sourced from areas of water stress, we will return an equivalent amount to nature.

INTRODUCTION

Water is critical to our communities, our ecosystems and the sustainability of our business. Although North West Europe is generally thought to have sufficient water, increasingly disruptive weather patterns and the effects of flooding are raising concerns about water quality and water stress.



WATER SOURCED BY VOLUME AND TYPE IN 2015[3]

PROTECTING OUR WATER SOURCES

Most of the water we use comes from municipal sources and the majority of the remainder from on-site wells, all of which are licensed.

As part of protecting the future sustainability of our water sources, all of our manufacturing operations have carried out Source Vulnerability Assessments (SVAs) to assess potential risks in terms of water quality and future availability for our business, the local community and the wider ecosystem. Within each catchment, SVAs evaluate local water resource systems, past and present water quality, current water stresses and potential risks arising from extreme weather 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 mitigation plans that may be required. These plans are reviewed and updated as necessary.

At the end of 2014, all of CCE's manufacturing operations took part in a survey by The Coca-Cola Company to assess the global vulnerability of our water sources. The results support the findings of our SVAs and SWPPs.

REPLENISHING OUR WATERSHEDS

The Coca-Cola system around the world is replenishing the water used in its beverages through community projects such as reforestation, aquifer protection, wetlands restoration and river revitalization. As part of this global approach, CCE has chosen to invest in replenishment programs in areas of water stress[2] within our countries of operation (see infographic). We have identified these areas through our SWPPs and water stress mapping from global surveys such as the WRI's **Aqueduct** project, and studies conducted by The Coca-Cola Company. Water stress maps for the territories where we operate can be found **here**. Through these studies, we have identified three areas of water stress within our countries of operation in South East England, the South East of France and Flanders in Belgium. The six CCE manufacturing sites in these areas account for 36 percent of our production volumes, and draw 3 million m^3 of water from local sources.

Along with restoring rivers, wetlands and natural habitats, our replenishment programs take full account of the needs of local communities. Each involves communication and engagement with people and organizations in the area.

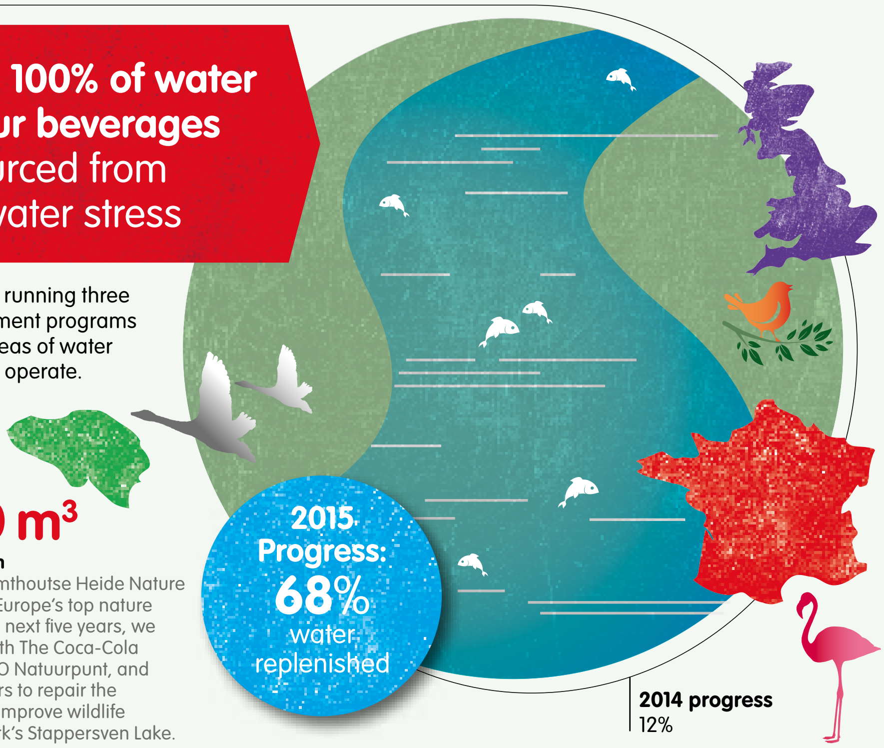
---

[1] In partnership with The Coca-Cola Company.
[2] Identified through SWPP and water stress mapping from global survey and studies conducted by The Coca-Cola Company.
[3] Data gathered through internal KORE management and ISO 14001 systems.

Water replenishment

Replenish 100% of water used in our beverages where sourced from areas of water stress

We are currently running three water replenishment programs located in the areas of water stress where we operate.



15,000 m^3

Flanders, Belgium
The De Zoom-Kalmthoutse Heide Nature Reserve is one of Europe's top nature reserves. Over the next five years, we will be working with The Coca-Cola Company, the NGO Natuurpunt, and other local partners to repair the environment and improve wildlife habitats in the park's Stappersven Lake.

286,400 m^3

South East England
Our three-year partnership with The Coca-Cola Company and WWF-UK to protect and replenish the River Nar in Norfolk and the River Cray in Kent, involved river catchment plans and restoring river habitats. At the end of the project we exceeded our replenishment target, returning more than 286,400 m^3 to the ecosystem.

1,208,000 m^3

South East France
The Camargue coastal wetlands are home to a variety of wildlife including flamingoes. For over 200 years, however, the natural interaction of salt and fresh water has been disrupted by agriculture and salt production. Through The Coca-Cola Company we are working with WWF-France and other water conservation experts to help re-establish the natural condition of lagoons and marshes and restore wildlife habitats.

South East England

Following the successful completion of our first three-year partnership with **WWF-UK** and The Coca-Cola Company to protect and replenish the River Nar and River Cray, we decided to apply the lessons learned in other river catchments. In partnership with WWF-UK, The Coca-Cola Company, local farmers and other stakeholders, we have recently begun a new three-year project in the Cam-Ely-Ouse and Broadland river catchments in East Anglia. These catchments, which are located in areas that are intensively used for sugar beet production, include important chalk river habitats. However, like many other river catchments in the UK, they suffer from agricultural pollution and many of the rivers within the catchments fail to meet European Water Directive targets.

As well as replenishing water, the project will further our commitment to sustainable agriculture (see Factsheet 22). Given that these catchments are within sugar beet growing areas, and that agriculture accounts for the largest share of the water used in our value chain, we hope that we and our partners can learn more about the water footprint of sugar beet production and reduce the impact by developing more sustainable farming practices.

We're using what we learn from our replenishment projects to promote good water stewardship across the country and to support the implementation of the European Water Framework Directive which requires all rivers in England and Wales to achieve 'good ecological status'.

South East France

Through The Coca-Cola Company, we are working with **WWF-France** and other conservation bodies in the Camargue, a coastal area where the River Rhône flows into the Mediterranean. The aim of the project is to restore the natural flow of the Rhône and to improve the region's ecosystems and biodiversity. This three-year program, near our Marseille manufacturing operations will help us achieve the majority of our overall replenishment target.

Flanders, Belgium

In partnership with The Coca-Cola Company and a local NGO, **Natuurpunt**, we're undertaking restoration work in the Stappersven Lake, part of the 3,750 hectare De Zoom-Kalmthoutse Heathland Park nature reserve (see case study).

MINIMIZING THE WATER IMPACT OF OUR VALUE CHAIN

Around 80 percent of the total water footprint of our products comes from our agricultural supply chain – which includes sugar beet grown in our countries of operation. To lighten that footprint, we've been working with our European sugar beet processors to develop bespoke standards that support our Sustainable Agriculture Guiding Principles (see Factsheet 22).

Since 2009, together with The Coca-Cola Company, we have undertaken four water footprinting studies to understand our impact across the value chain. First, in conjunction with the **University of Twente**, we looked at the water footprint of a 0.5 liter PET bottle of Coca-Cola produced in Dongen. We then worked with **Denkstatt** and the **Technical University of Vienna** to understand the water footprint of sugar beet. Working in partnership with the **Water Footprint Network** and the University of Twente, we examined the water footprint of cane sugar imported into Europe. Through this project we learned more about our own water footprint in line with the ISO 14046 methodology. The production processes for sugar and juice have emerged as our water footprint 'hot spots'. We will continue to work to develop our understanding of our water footprint going forward.

CASE STUDY
Water replenishment with Natuurpunt

In 2014, in conjunction with The Coca-Cola Company and a local NGO, Natuurpunt, we launched our first water replenishment project in Belgium. The project, focused on the Stappersven Lake in the 3,750 hectare De Zoom-Kalmthoutse Heide nature reserve, aims to restore fens, inland dunes and heathlands; and replace previously planted foreign species with more indigenous trees. The work aims to improve groundwater levels by improving rainwater penetration rates, and replenished 15,000 m^3 of water in 2015.

Issue sheet: Sustainable Sourcing

How can we sustainably source our key agricultural ingredients?

Coca-Cola Enterprises

OUR COMMITMENT

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

ISSUE INSIGHTS

9 billion

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

Double

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

70%

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

36%

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

INTRODUCTION

Sustainably sourcing our key agricultural crops, and supporting the communities that produce them, is a critical issue for Coca-Cola Enterprises.

As a business, we rely on a sustainable supply of agricultural crops – such as sugar cane and sugar beet as sweeteners, pulp and paper for our packaging and labels, and coffee and juices as the main ingredients in some of our other products. However, as populations continue to grow, and food demand increases – climate change is directly impacting the quality and quantity of this supply base.

We recognize that changing weather patterns, rainfall and soil quality in different parts of the world in the future may result in decreased availability or increased cost of some of the agricultural ingredients we rely on. As a result, we have 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 labor rights, minimizes environmental impacts, supports farmers and sustains local livelihoods. Moreover, we have a responsibility to ensure that our suppliers are employing workers in a legal way – avoiding any form of slavery, forced labor or human trafficking.

That is why we have made a commitment to source 100 percent of our key agricultural ingredients sustainably by 2020. We have set rigorous processes to embed sustainability across our value chain, developed a set of Sustainable Agriculture Guiding Principles (SAGPs), for our agricultural ingredients, as well as Supplier Guiding Principles (SGPs) which apply to all suppliers, and have introduced a rigorous audit process for key suppliers.

Sustainable sourcing is a growing, and significant issue across the entire food and beverage industry. We have seen how issues concerning modern slavery, poor harvesting methods, and unsustainable supply, have impacted many industries, including the food and beverage industry, over the past year. As ingredient supply chains are long and complex, it is therefore critical that we collaborate with other stakeholders, through programs like the Sustainable Agriculture Initiative, and organizations such as **Rainforest Alliance** and the **Forest Stewardship Council**, to develop industry standards and share best practices on sustainable sourcing.

---

1 **The United Nations**.
2 **Stockholm Environment Institute**.
3 **WWF**.
4 **Food and Agriculture Organisation** (FAO).

Dim Mozin
Director, Procurement,
Coca-Cola Enterprises

A view from CCE

CCE is a local business, producing approximately 90 percent of its products in the country where they are sold. We source the vast majority of our agricultural ingredients from within Europe. It is important to ensure that we have a positive impact on the environment we operate in, from a social, economic and environmental perspective.

Some of our ingredients – for example, our juices, coffee and cane sugar, are sourced through long and complex global supply chains. Often, working conditions in other countries are not as well regulated as in Europe, and this can mean that there is a risk that suppliers are not meeting basic labor and human rights standards. The lack of supply chain transparency and traceability can heighten the risk that these types of breaches exist. This can have a negative impact on the livelihoods of local employees, on our suppliers, and our corporate reputation. Through our commitment to implement our SAGPs across all of our key agricultural ingredients by 2020, we are helping to drive further transparency across our supply chain.

> We cannot make progress in this area alone. We are collaborating with trade associations and third parties to influence the industries that are already developing sustainability governance models.

We cannot make progress in this area alone. We are collaborating with trade associations and third parties in order to influence the industries that are already developing sustainability governance models, such as the **Sustainable Agriculture Initiative (SAI) Platform**. We are also supporting wider business initiatives with NGOs and customers to identify new opportunities for collaboration.

By working with The Coca-Cola Company, we have an opportunity to take the lead and set the standard for sustainable sourcing. By doing so, we can help to ensure a sustainable, cost-effective supply of ingredients, while providing stable livelihoods for local farmers.

Edward Millard
Director, Asia Pacific Landscapes and
Livelihoods, Rainforest Alliance

A view from Rainforest Alliance

For any company, especially one like Coca-Cola Enterprises which has a sustainable sourcing commitment, it's essential to 'lift the veil' off your supply chain and know what's going on behind your immediate first-tier suppliers.

For the sake of corporate reputation and a broader 'social' license to operate, companies need to identify and eliminate unacceptable practices within their own supply chains.

There are many tools which companies can use to verify sustainability practices within their own supply chains – including independent third-party certification schemes or internally developed standards or systems, such as Coca-Cola's Sustainable Agriculture Guiding Principles.

Ultimately it is a matter of working directly with suppliers – after all, their knowledge goes further up the supply chain than end-users.

> It's essential to 'lift the veil' off your supply chain and know what's going on behind your immediate first-tier suppliers.

Once companies have developed a detailed understanding of the challenges and opportunities within their own supply chains they then need to develop collaborative and realistic plans for improvement. This will often require engagement with specialist technical partners who can help change social and environmental practices and implement responsible sourcing standards and policies.

Many successful companies are now including sustainability as a key purchasing criterion, alongside the quality, reliability and price of the product. As a result, the relationship with a supplier obviously changes.

CCE can't change what's happening within its supply chain on its own, but it can use its scale to show suppliers that sustainability and purchasing policies need to work in tandem. It can also make long-term contracts dependent upon a demonstration of support for key sustainability priorities.

In our experience at Rainforest Alliance we find that more forward-thinking suppliers are already keen to embrace sustainability and the business advantages it can bring.

Coca-Cola Enterprises

Sustainable Agriculture

OUR TARGET

100%

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

WHAT WE ACHIEVED

100%

of our sugar suppliers are committed to complying with our Sustainable Agriculture Guiding Principles (SAGPs) by 2020.

HOW WE'RE DOING IT

- Establish and embed our SAGPs in our procurement processes
- Engage with suppliers of our key agricultural ingredients, industry partners, and The Coca-Cola Company to ensure SAGP-compliance and drive change and adoption of sustainable agricultural practices

OUR COMMITMENT

Working with our suppliers and The Coca-Cola Company, we will sustainably source 100 percent of our key agricultural ingredients by 2020.

INTRODUCTION

Sustainably sourcing our ingredients is critical to our business. Every bottle of Coca-Cola, and many of our other products contain agricultural ingredients that start on a farm. Our ingredients account for one of the largest shares of water that we use, and are the second-largest source of carbon emissions across our value chain. To ensure the long-term availability of our key ingredients, we need to work with our suppliers to improve agricultural practices to protect soil, conserve water, and minimize greenhouse gas emissions. We also have to ensure that our ingredients are grown and harvested in ways that protect working conditions and workplace rights.

SUSTAINABLE AGRICULTURE GUIDING PRINCIPLES

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

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

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

SUSTAINABLE AGRICULTURE GUIDING PRINCIPLES

Our Sustainable Agriculture Guiding Principles (SAGPs) are crucial to achieving our sustainable agriculture objectives. 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 management systems. We apply these common SAGPs to the key agricultural ingredients that we purchase – this includes beet and cane sugar, pulp and paper, orange, apple and lemon juices and coffee. This work is overseen by our Sustainable Agriculture Steering Group.

SUSTAINABLE SUGAR

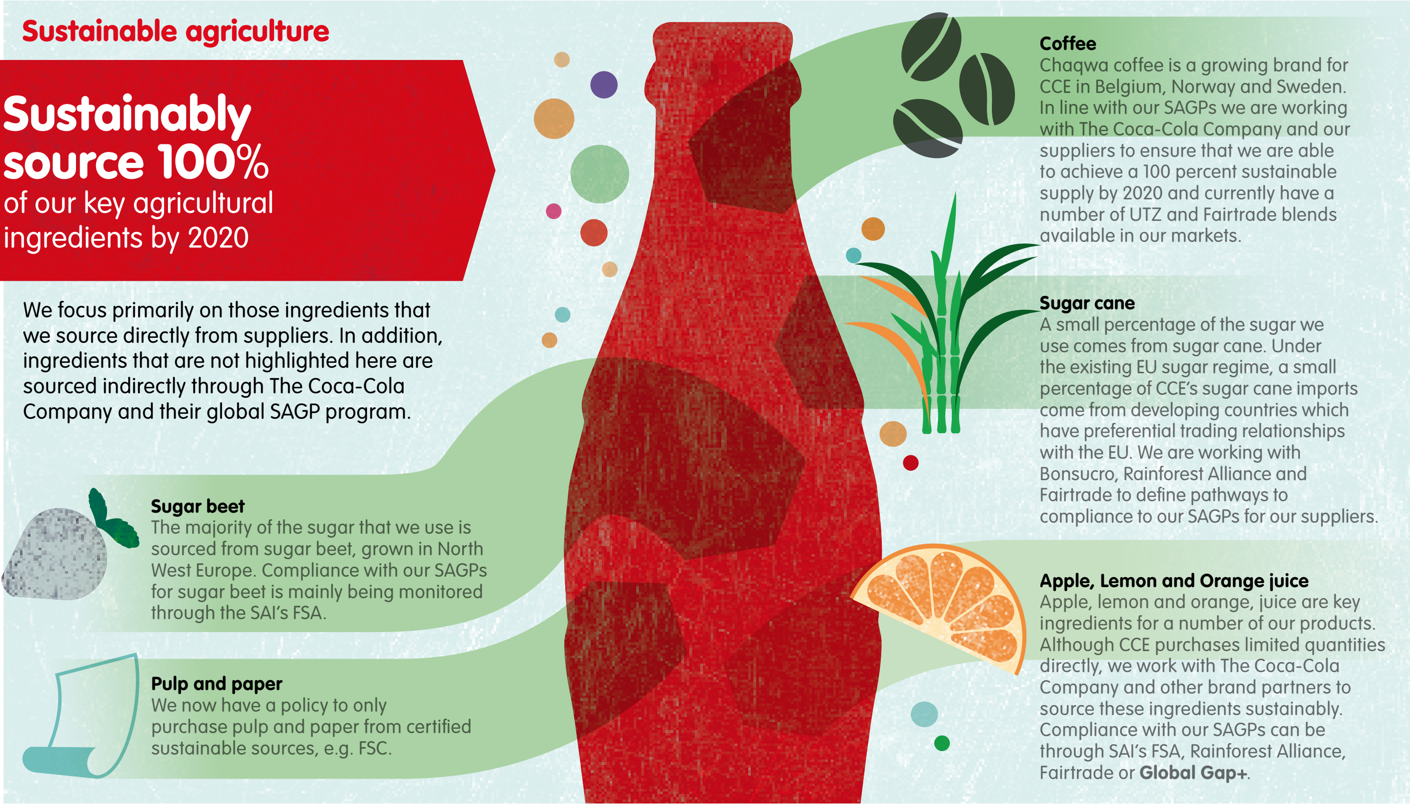
Sugar is one of the key agricultural ingredients that we use in some of our products, such as Coca-Cola. Through water footprint analysis, we know that the farming, processing and production of sugar can account for approximately 80 percent of a product's total water footprint. It is essential that the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

Having shared our SAGPs with our beet and cane sugar suppliers, we are now working with them to develop plans for jointly meeting these principles by 2020. Compliance with our SAGPs will be validated through third-party standards such as the **Sustainable Agricultural Initiative Platform (SAI)** and **Bonsucro**.

Beet sugar

At CCE, most of the sugar we use comes from sugar beet grown in North West Europe. Along with The Coca-Cola Company, we have set up several routes through which beet sugar suppliers can comply with our SAGPs and meet third-party standards.

Our preferred method is the SAI's Farmer Sustainability Assessment (FSA). The FSA allows farmers to self-assess the sustainability of their agricultural practices



Sustainable agriculture

Sustainably source 100%

of our key agricultural ingredients by 2020

We focus primarily on those ingredients that we source directly from suppliers. In addition, ingredients that are not highlighted here are sourced indirectly through The Coca-Cola Company and their global SAGP program.

Sugar beet
The majority of the sugar that we use is sourced from sugar beet, grown in North West Europe. Compliance with our SAGPs for sugar beet is mainly being monitored through the SAI's FSA.

Pulp and paper
We now have a policy to only purchase pulp and paper from certified sustainable sources, e.g. FSC.

Coffee
Chaqwa coffee is a growing brand for CCE in Belgium, Norway and Sweden. In line with our SAGPs we are working with The Coca-Cola Company and our suppliers to ensure that we are able to achieve a 100 percent sustainable supply by 2020 and currently have a number of UTZ and Fairtrade blends available in our markets.

Sugar cane
A small percentage of the sugar we use comes from sugar cane. Under the existing EU sugar regime, a small percentage of CCE's sugar cane imports come from developing countries which have preferential trading relationships with the EU. We are working with Bonsucro, Rainforest Alliance and Fairtrade to define pathways to compliance to our SAGPs for our suppliers.

Apple, Lemon and Orange juice
Apple, lemon and orange, juice are key ingredients for a number of our products. Although CCE purchases limited quantities directly, we work with The Coca-Cola Company and other brand partners to source these ingredients sustainably. Compliance with our SAGPs can be through SAI's FSA, Rainforest Alliance, Fairtrade or **Global Gap+**.

against a range of environmental, social and economic indicators. The FSA, which can also be used for other agricultural ingredients, such as juices, provides farmers with the information they need to make their operations more sustainable. By providing a single tool, farmers are able to share their progress with customers and suppliers across their supply chain.

Our aim is that all our sugar beet suppliers will achieve compliance with our SAGPs through the SAI's FSA or similar programs by 2020.

Cane sugar

Despite the fact that cane sugar only represents a very small part of CCE's total sugar volume, we are working to ensure that the cane sugar we do use is sustainably sourced.

Through The Coca-Cola Company, there are multiple third-party standards under which a supplier can be certified as meeting our SAGPs. These include Bonsucro, the **Rainforest Alliance** Standard and Fairtrade. The Coca-Cola Company, having played an important role in establishing Bonsucro, is now Bonsucro Chain of Custody certified. This certification allows Coca-Cola system bottlers, including CCE, to accurately trace the origins of their cane sugar.

Other agricultural ingredients

The Coca-Cola Company has identified 14 key agricultural ingredients which it intends to source sustainably by 2020. From this list, CCE has selected those ingredients that are most relevant to our business. In addition to beet and cane sugar, we've identified orange, lemon and apple juice, coffee and pulp and paper as key agricultural ingredients and have committed ourselves to sourcing these sustainably by 2020.

We use pulp and paper in much of our packaging, including our labels, cardboard and drink cartons, as well as our point of sale materials. We are working with our suppliers to help them achieve a Sustainable Forest Management accreditation such as the Forest Stewardship Council (FSC). Since 2015, we have included a requirement for third party certification in all of our new paper, pulp and cardboard contracts; and our suppliers have until 2020 to comply. The FSC certified logo represents a global chain of custody system supported by a chain of custody certification process and independent inspections.

We have also begun work to sustainably source the coffee that we use in Chaqwa, a brand currently available in Belgium, Norway and Sweden. The Coca-Cola Company sources the coffee we use in these countries from a variety of suppliers. Coffee growers can demonstrate SAGP compliance through a number of internationally recognized schemes and are encouraged to identify the standard most relevant to their farm structure and customer base. These include UTZ, Rainforest Alliance and Fairtrade. We are working with our suppliers to ensure that we are able to achieve a 100 percent sustainable coffee supply by 2020.

We are also working with The Coca-Cola Company and our orange, lemon and apple juice suppliers together with other third-party frameworks to establish programs that will similarly ensure compliance with our SAGPs.

CASE STUDY

Rainforest Alliance Farm Field Assessments for Sugar Cane

We recently completed a project with Rainforest Alliance to examine the sustainability risks and current best practices in Europe's cane sugar supply chain. Focused on three cane-producing countries in Africa and the Caribbean, the work identified a number of social and environmental issues that need to be addressed to meet the expectations of our SAGPs. In response, our cane sugar suppliers are developing their own codes of conduct to ensure that SAGP criteria are taken into account at every stage of production from the smallholder onwards. As this takes effect and the necessary auditing measures are put in place, we expect our cane sugar supply chain to be fully compliant by 2020.

Suppliers and Sustainability

OUR TARGET

1/3

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

WHAT WE ACHIEVED

140

We worked with 140 key suppliers to reduce their carbon emissions in 2015.

61%

of our procurement spend in 2015 was in countries in which we operate, and 87 percent was within the EU.[1]

$4.3 billion

We spent approximately $4.3 billion with 13,000 suppliers in 2015.

70%

Nearly 70 percent of our spending with suppliers was covered by contracts containing our Supplier Guiding Principles.

HOW WE'RE DOING IT

Our sustainable procurement strategy has three aspects:

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

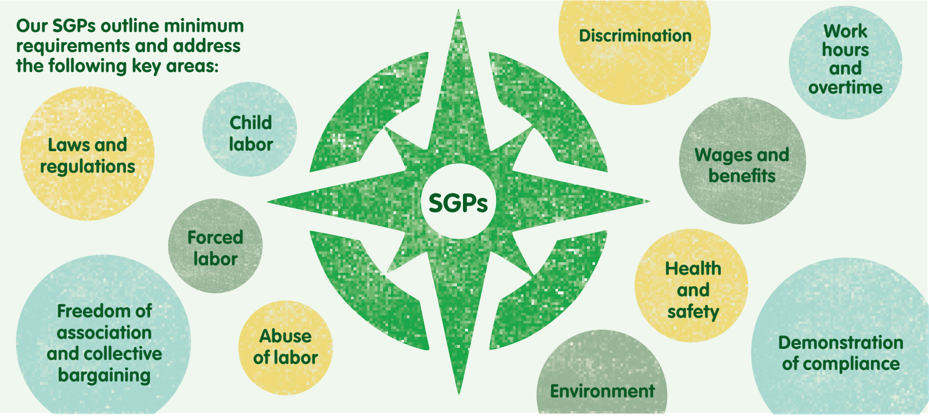
OUR COMMITMENT

We will work in partnership with our suppliers to reduce carbon emissions and water impacts across our value chain.

INTRODUCTION

Analysis of our water and carbon footprint shows that our greatest environmental impacts occur outside our own business in our value chain. It's essential that we collaborate with suppliers, innovate throughout the supply chain and help to improve our partners' performance as well as our own. Sustainability is embedded into our procurement processes and supplier relationships and supported by joint projects with suppliers in areas such as agriculture, packaging and transportation.

SUPPLIER GUIDING PRINCIPLES (SGPs)



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

OUR PEOPLE

As we seek to make our value chain more sustainable, we recognize the role played by our procurement teams in working with suppliers, identifying opportunities for improvement and building collaborative, long-term relationships whereby we and our suppliers can work towards common objectives. Therefore, we make sure our buyers are aware of the following:

- CCE's expectations of suppliers and how to evaluate them under our Supplier Relationship Management (SRM) process
- Sustainability issues related to specific commodities.

All procurement managers working directly with suppliers are informed of these when they join the team and the information is refreshed on a regular basis.

OUR PROCUREMENT PROCESSES

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

Code of Business Conduct

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

Supplier Guiding Principles

Aligned with the SGPs of the Coca-Cola system, our own SGPs 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 (see above). SGPs are now built into all new contracts and into multi-year contracts as they renew. In 2015, contracts incorporating SGPs accounted for approximately 70 percent of our spending with suppliers.

---

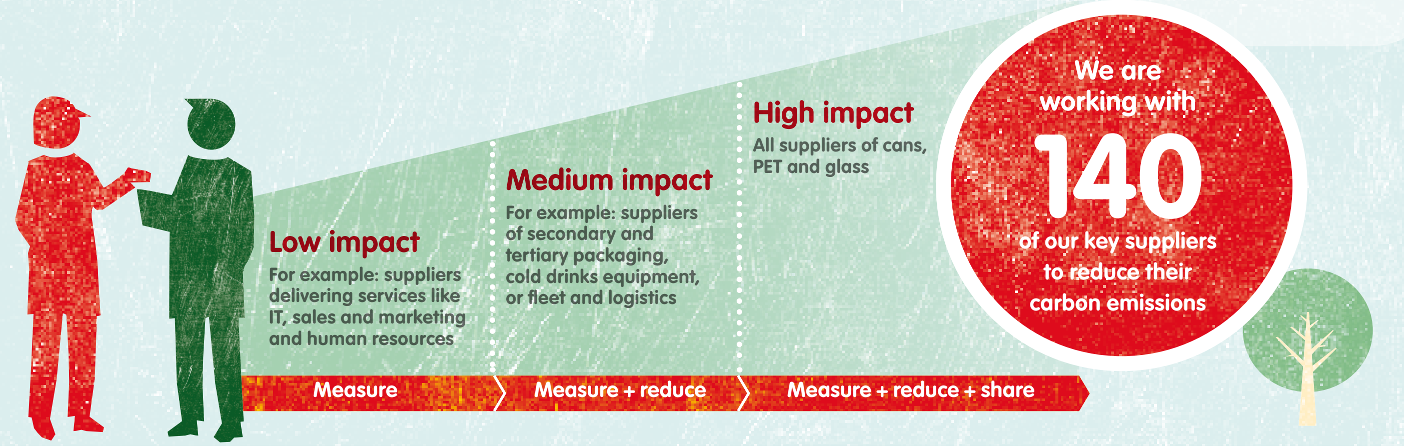
[1] Weighted average including spend in the US.

Suppliers and sustainability

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

Through the Carbon Challenge, our suppliers are ranked according to whether the product or service they provide has a low, medium or high impact on CCE's carbon performance. Indirect commodities or services have relatively low impact on our carbon footprint. In contrast, suppliers of cans, PET and glass have the greatest potential to affect our carbon footprint, positively or negatively, depending on their own sustainability performance.

Low-impact suppliers are encouraged, as a first step, to measure their carbon footprint while medium-impact suppliers are encouraged to measure and reduce it. Those in the high-impact category are encouraged to not only measure and reduce, but also to share their carbon footprint information with CCE. This enables us to assess their relative progress, refine our data and better understand developments in their respective sectors. Where suppliers return a low score, we work with them to improve it.



We took these SGPs further in 2014 by adopting The Coca-Cola Company's Sustainable Agriculture Guiding Principles (SAGPs) for suppliers of sugar beet and sugar cane. In 2015 we additionally identified orange, lemon and apple juice, coffee, and pulp and paper as key agricultural ingredients and committed ourselves to sourcing these sustainably by 2020 (see Factsheet 22). We continue to develop bespoke tools to support our sustainable sourcing strategy.

Audits

Over the past four 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 packaging.

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

OUR SUPPLIERS

Our SRM process helps us to collaborate with suppliers and provides a framework for evaluating each supplier's performance in terms of quality, cost and value, service, innovation, and corporate responsibility and sustainability (CRS). Each supplier's CRS evaluation is made up of two inputs:

- **A sustainability rating from the independent evaluation company EcoVadis:** The **EcoVadis** scorecard evaluates our 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 risk. Since we introduced the EcoVadis assessment process in 2012, the average scores of our suppliers have improved substantially year on year.
- **The results of our suppliers' Carbon Challenge:** CCE's Carbon Challenge is a three-stage program designed to encourage suppliers to make progress towards their carbon-management goals (see infographic).

A supplier's CRS score is an important part of the SRM process, receiving the same weighting as other SRM criteria including quality, service, value and innovation. Outstanding performance is recognized annually through our Supplier of the Year Awards. In 2015, Suiker Unie was recognized as CCE's 'Best Supplier', for the second consecutive year, and CHEP, who we have partnered with on backhauling projects in Belgium (see Factsheet 13) was the winner of the 'Best CRS Supplier' award.

EMPLOYEE SPOTLIGHT

Tom Rousseau
Senior Manager Procurement, Belgium

I work within CCE's Procurement function as part of the Energy and Renewable Energy workgroup. At CCE, we have a target to source 40 percent of our energy from renewable or low-carbon sources by 2020, and have also committed through RE100 to source 100 percent of our electricity from renewable sources. We will achieve this in two ways. Firstly, we aim to generate as much renewable or low-carbon energy on site as possible – for example, through solar panels, water turbines, or CHP facilities. Over the past year, we have also focused on buying renewable energy that is certified by Guarantees of Origin (GoO) from our suppliers. GoOs are instruments defined by European legislation that label electricity from renewable sources, providing information to customers on the source of their electricity. As part of my role, I have worked with suppliers over the past year to source the type of renewable energy we need, ensuring that the supplier can provide GoOs which meet the minimum requirements defined by the World Resources Institute.

Issue sheet: Employment, Diversity and Inclusion

How can we address the issue of Diversity and Inclusion in our workforce?

OUR COMMITMENT

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

ISSUE INSIGHTS

117 years

is how long it will take to reach global gender pay parity.[1]

16%

Women earn 16 percent less per hour of work than men.[2]

40 million

There will be a global shortage of 38 to 40 million highly skilled workers – needed to raise productivity and drive growth – by 2020.[3]

45%

Diverse companies are 45 percent more likely to improve their market share.[4]

INTRODUCTION

Attracting, developing and motivating a talented and diverse workforce is critical to Coca-Cola Enterprises. As a business, we manufacture, sell and distribute products across our territories. It is critical that we have a workforce that is reflective of our customers and consumers, and will be better able to meet their needs and anticipate trends in the marketplace.

We know that there is clear research demonstrating that companies that can build a diverse workforce are better placed to understand the needs of their customers and consumers, but also to recruit and retain employees. More importantly, an inclusive environment means embracing and unleashing the full potential of our workforce. Having more diversity of ideas, thinking and experience across our business, leads to enhanced ways of working and ultimately to better internal decision making.

However, there continues to be a gender gap across the workforce in Europe, with women continuing to earn 16 percent less per hour of work than men. As a manufacturing business, we draw from Science, Technology, Engineering and Maths (STEM) subjects – but there continues to be a challenge in increasing the number of students in these topics, particularly among females.

To address this, we have developed a robust diversity and inclusion strategy, including recruitment, apprenticeship and graduate programs that seek to address the gender imbalance and attract more diverse talent into all levels of our business. At a local level, we are also opening the doors of our manufacturing operations to young people to demystify manufacturing, encourage the uptake of STEM subjects at school and broaden the career aspirations of girls and boys alike.

At CCE, we are working to broaden our diversity not only on gender, but on generations and cultural diversity. In Western Europe, unemployment, particularly among young people, has been a significant issue for the past few years. At the same time, there is a global shortage of employees who will have the skills required by companies in the years ahead.

Within CCE, the majority of our workforce is over the age of 30, with many of our employees having long terms of service. Simultaneously, we have young graduates entering the business. As a result, we have a clear need to develop a better understanding between generations in the workplace, and to work hard to ensure that our pay equity strategy takes into account the difference in years of service.

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

---

1 World Economic Forum, Global Gender Gap Report 2015.
2 Eurostat and European Commission.
3 McKinsey Global Institute.
4 Boston Consulting Group.

Caroline Cater
Director, Operational Marketing
Coca-Cola Enterprises

A view from Coca-Cola Enterprises

Improving our diversity at CCE is the right thing to do – it also drives performance, builds more diverse teams, and creates a point of difference for us as an employer. We are one of many companies fighting to recruit and retain the best people – the more that we can do to have a point of difference, the better. In addition, our work in this area helps us create a motivated and engaged workforce – creating a virtuous circle.

At CCE, our initial focus as part of our diversity and inclusion strategy was on gender – an area where we had an opportunity to galvanize our efforts across our territories. Last year, we joined a small number of leading companies in setting a target to achieve 40 percent female representation at both leadership and management levels by 2025. We've made a lot of great progress, but there is more to do. Like many organizations, we have more systemic challenges around driving diversity in our manufacturing operations, and our supply chain operations team have put a very proactive focus on this. To really build a diverse talent pipeline, we have to start at the beginning – to do more to mentor and develop relationships with schools, so we can get the best people taking the right subjects, help them into internship programs, and recruit and develop them as leaders in our business.

> **Last year, we joined a small number of leading companies in setting a target to achieve 40 percent female representation at both leadership and management levels by 2025.**

We have focused our internal Women's Network in Great Britain on providing support at a middle manager and senior leadership level to stimulate female development and build their confidence. We've provided additional mentoring and support for women at these levels to help provide the tools to be able to advance, and we continue to explore ways to build more flexibility into our business to address the issues of mobility and long working hours that are often cited as barriers to our female employees progressing into leadership positions.

We're also looking at the issues of building ethnic diversity and building understanding between generations. In Great Britain, we've run pilots to help employees understand different ethnic customs and religious festivals, and to help them feel comfortable in asking questions – which helps them when talking to customers. Building understanding between generations helps us as well, providing insights that we wouldn't normally receive from employees into what motivates them, and what they expect from us.

Building diversity is everyone's job. It needs to be owned and driven by the business – by our business unit leaders, by our country directors, by our managers, by our employees. Building a more diverse workforce makes business sense – it not only helps us to build more effective teams, it also gives us an edge in the market place.

Rohini Anand
Senior Vice President
Corporate Responsibility
and Global Chief Diversity
Officer Sodexo

A view from Sodexo[5]

Building diversity is critical for any business – we know that we are only as good as our people. **Sodexo** is a client-based organization which operates across 83 countries. For us, building diversity is also a competitive advantage – we have the ability to work together with our clients to impact and improve many lives across the globe.

> **We found that teams that had 40-60 percent women significantly outperformed teams with fewer or more than this balance.**

At Sodexo we're unpacking the barriers to having women in leadership areas, particularly in revenue generating and operational roles. We recently completed some internal research which reviewed 100 entities and 50,000 managers from teams across the world at Sodexo. We looked at the correlation between gender balanced teams and how well they performed from a financial and non-financial perspective. Through this research, we found that teams that had 40-60 percent women significantly outperformed teams with fewer or more than this balance.

This was a key piece of work for us – using our internal data and KPIs, it demonstrated clearly where the gender balance range should be to drive performance. We were already doing well in this area – 43 percent of our executive committee is female, 40 percent of the board and we have 31 percent female representation at senior executive levels. This research allowed us to set even stronger targets – and we're now aiming that our senior executive level is made up of 35 percent women by 2020, and 40 percent by 2025.

We are a leader in the area of diversity and inclusion, and we want to help our clients build their diversity as well. For us, building leadership in this area is about continually raising the bar and looking for new areas to focus on and addressing barriers to inclusion. The issue of diversity started by being focused primarily on race and gender, now it's broader. We're looking at global issues such as generations and age, religion, and at the intersection of gender and race.

There are many areas where we can partner with other companies like CCE. For example, we participated in CCE's recent D&I lab on generations. We can do even more in the future – building partnerships on mentoring, leadership development and networking programs, for example.

---

[5] Sodexo are one of CCE's largest customers and a supplier of catering services.

Employment, Diversity and Inclusion

OUR TARGETS

40%
Have at least 40 percent women in both management and leadership grades by 2025.

Attract
develop and motivate a talented and diverse workforce.

WHAT WE ACHIEVED

80%
employee engagement score in our latest employee engagement survey.

76%
of our employees were covered by collective bargaining agreements in 2015.

43%
of our external hires were women in 2015.

HOW WE'RE DOING IT

Our employment and diversity program focuses on fostering a diverse and inclusive culture – attracting, developing and motivating a workforce that reflects the communities in which we operate.

OUR COMMITMENT

We will attract, develop and motivate a talented and diverse workforce. By 2025 we intend that women will comprise at least 40 percent of both management and leadership grades across the business.

INTRODUCTION

We believe that people make a company successful and sustainable. Our aim is to recruit the best people, develop diverse and inclusive teams and provide our employees with rewarding careers in an environment that supports their development.

OUR FEMALE WORKFORCE IN 2015

FOSTERING A DIVERSE AND INCLUSIVE CULTURE

We regard every employee as a valued member of CCE and are committed to supporting each individual in achieving their potential. Our Diversity and Inclusion (D&I) strategy has traditionally focused on gender, and has recently expanded to focus on generations and ethnicity.

Accountability

Responsibility for diversity rests throughout our business. Our Corporate D&I Council is chaired by two members of our Executive Leadership Team and made up of business leaders representing our business units and functions. A detailed D&I scorecard allows us to measure and benchmark progress. Our Leadership Team (LT) under our CEO, John Brock, reviews how each business unit and function is progressing against its D&I action plan every quarter. All members of our LT have individual D&I performance objectives.

In addition, we have local D&I Councils in the Netherlands, France, Belgium, Luxembourg, Norway and Great Britain. These local councils work with business leaders to extend D&I initiatives across the business.

Setting targets

We have set detailed action plans for talent acquisition, female retention and career progression and development in all busines areas, to meet our D&I targets. We have seen the results of this approach, with female representation increasing at management level by four percentage points and at leadership levels by two percentage points since 2013.

Talent recruitment

Manufacturing and STEM[1] careers have been seen in the past to be mainly male dominated. We are working to address this gap through our recruitment strategy, led by a campaign called 'My Time is Now', which encourages women to think differently about their careers. In addition, we aim for gender balance in our candidate lists and interview panels, have reworded our job advertisements to make them gender neutral and have built female talent pipelines in areas of the business where we find it difficult to attract women. We have also begun using video interviewing technology, which allows us to not only screen more candidates, but also to assess them on more than just their written CVs.

---

[1] Science, Technology, Engineering and Mathematics.

Developing diversity

We aim
to attract, develop and motivate
a talented and diverse workforce

We aim to recruit the best talent by:

- Broadening and segmenting our recruitment campaigns
- Ensuring gender balanced candidate short lists and interview panels
- Rewording job advertisements to make them gender neutral
- Using video interviewing to screen more candidates, and assess them on more than their written CV

We look to build a diverse talent pipeline by:

- Running standalone D&I training programs (e.g., Inclusive Leadership Program and mentoring)
- Embedding D&I principles in all our people management training
- Providing specific coaching and mentoring to enable key talent to take the next step in their careers

We aim to motivate our talent by:

- Establishing employee networks, focused on gender, age and ethnicity
- Working towards pay equity throughout our business by monitoring pay levels annually, and on an ad hoc basis

To support and increase the number of women in manufacturing overall, we support organizations such as Women in Engineering and Women in Logistics in Great Britain. We also provide mentors for the Brunel University mentorship scheme for female engineering students, and are funding a study to better understand what motivates female employees in Sweden. We also participate in programs which aim to improve youth employment and employability, and to promote STEM careers.

We are making progress – in 2015 we recruited 27 graduates to our University Talent Program (UTP), of whom 52 percent were women.

We also partner with organizations such as the **Careers Transition Partnership**, in Great Britain which is the Ministry of Defence's official provider of Armed Forces Resettlement. Through this partnership we are able to recruit ex-military talent into our supply chain function, helping in their transition between military and civilian life.

Pay equity

CCE 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 and ad hoc reviews that take place not only when required by law. These take account of additional factors such as performance over time which can affect the pay of both men and women.

AWARENESS AND EDUCATION

Embedding D&I within training

When we started establishing D&I at CCE, we created standalone programs aimed at building the awareness and capabilities of our employees in this area. While we still continue to run some standalone programs, such as our Inclusive Leadership Program, which aims to raise awareness of the importance of D&I and unconscious bias, we are now focusing primarily on embedding D&I principles within existing programs, across our entire training curricula.

Employees are also encouraged to create an Individual Development Plan (IDP) which helps them focus on their development goals, and in 2015 87 percent of employees had an IDP. Our online CCE Academy offers training across all areas of our business, offering 45,748 courses in 2015, with 9,585 employees completing at least one.

Female leadership coaching

We have established programs which aim to build our talent pipeline, and help our female leaders progress to the next stage of their careers. For example, our Women in Leadership program helps female senior managers and above to build network and leadership skills. Our Signature program sends our female vice-presidents on courses that facilitate contact between talented women from different organizations.

Flexible working

We have updated our flexible working policies and piloted workshops to encourage managers and their teams to think differently about the benefits and implications flexible working.

Beyond gender

We also started to broaden our D&I agenda from gender, working on engaging multiple generations and on cultural diversity. We believe these steps will bring us closer to our customers, consumers and our employees (see case study).

CASE STUDY
D&I lab on generations

In 2015, we held our second D&I lab, a full day workshop focusing on the enablers to engage multiple generations within our workforce. A CCE workgroup made up of a gender- and age-balanced group of 40 people from across our business were joined by speakers from other leading companies in D&I such as Acciona, Danone, Ernst & Young and Sodexo, as well as members of academia. The output of the session was a generational diversity action plan signed off by our CEO, John Brock, and incorporated into our 2016 D&I strategy. The D&I lab approach is innovative, and has won external recognition, ranking fourth in the Diversity Journal's 2015 'Innovation in Diversity' Awards.

A Safe, Healthy Workplace

OUR TARGETS

Zero

Provide a safe and healthy work environment with a vision of achieving zero accidents and attaining world-class health and safety status by 2020.

50%

Encourage participation in our employee wellbeing programs so that at least 50 percent of employees take part by 2020.

WHAT WE ACHIEVED

0.82

lost-time accidents per 100 full-time employees in 2015.[1]

69%

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

5.1%

absentee rate.[2]

31%

employees taking part in wellbeing programs in 2015.[4]

HOW WE'RE DOING IT

Our safe, healthy workplace program has two priorities:

- Working towards world-class safety status across our operations
- Enabling and encouraging our employees to lead active, healthy lives

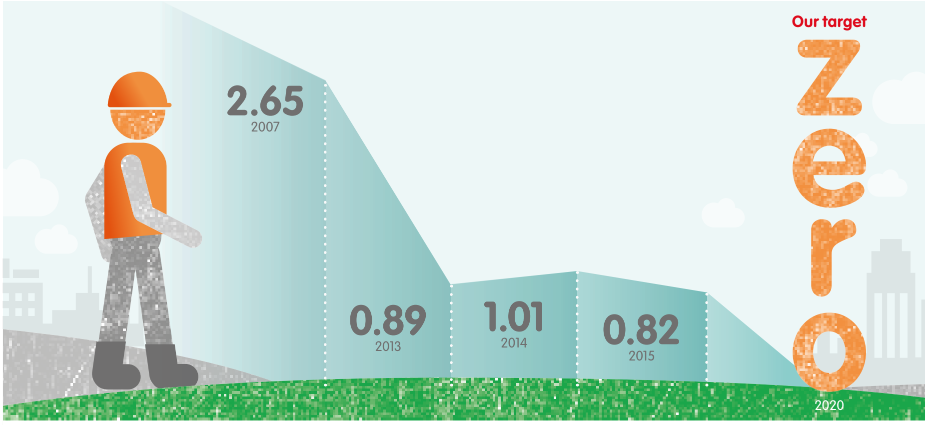
OUR COMMITMENT

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

INTRODUCTION

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

REDUCING OUR LOST-TIME ACCIDENT RATE TO ZERO



WORKING TOWARDS WORLD-CLASS SAFETY

We aim to achieve world-class safety standards and a zero accident workplace with a consistent approach and level of performance across our territories. To create a 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.

2015 SAFETY PERFORMANCE

In 2015, 16 of our 17 manufacturing operations and all regional distribution centers were certified to Occupational Health and Safety management system OHSAS 18001.

Our lost-time accident (LTA) rate was 0.82 accidents per 100 full-time equivalent employees, compared to 1.01 in 2014.[3] LTAs are slightly lower at our manufacturing operations than among commercial and sales people in the field because safety practices can be better controlled on our own premises due to improved employee efficiency.

In 2015, CCE did not have any employee or contractor fatalities. Tragically, in 2016, one of our long-term contractors died as a result of an industrial accident at our Antwerp manufacturing operation. The incident is currently under investigation with the local authorities, and we are working to review and adapt our safety procedures as necessary to avoid any future tragic events.

During 2015 there were 2 contractor lost-time accidents across our territories. In 2016, we will be focusing on improving contractor management, and developing monitoring systems for tracking contractor accidents.

Our 2015 absence rate was 5.1 percent.

Safety initiatives

Having revised our safety standards in 2014, we have a new safety strategy covering people, the workplace, equipment and systems. We have also launched a CCE-wide safety training framework and developed a new safety monitoring plan. These new tools govern the frequency with which we test our equipment, processes and procedures.

---

1 CCE employees only. While we capture contractor LTA data, we do not include it in our LTAs.

2 Data is accurate through mid-December 2015. Due to a technical system change we are not able to provide full year-end data for this indicator.

3 We estimate that the reduction in lost days (750 days) in 2015 resulted in a saving of $28,695.

A safe, healthy workforce

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

Approximately **31%**[4] of our employees took part in wellbeing programs in 2015.

Offered to employees depending on location

Access to health and fitness centers
Employees at Head Office sites can benefit from access to on-site gyms. Discounts for health clubs and gyms are also available in some countries.

Occupational Health Assessments (OHAs), employees can be referred for an assessment by their manager and assessments are carried out by medically qualified advisors. OHAs can also include risk and ergonomic assessments of vehicles and workstations.

On-site occupational health assessment days to raise awareness of specific health topics, such as healthy diet, sun awareness, healthy heart, blood pressure, workplace resilience and winter health.

Available to all employees

Free flu vaccines are available for employees in all countries. In 2015 nearly 11 percent of our employees participated.

Health Risk Assessments (HRA), offer employees an analysis of their current state of health and recommend actions they may wish to take.

The Global Corporate Challenge (GCC), encourages employees to walk, cycle or swim 10,000 steps a day for 100 days. In 2015, we fielded more than 2,000 participants from across our territories, approximately 17 percent of our employees, took part.

Campaigns to encourage employees to stop smoking
CCE promotes World No Tobacco Day and runs awareness campaigns on this topic.

Employee Assistance Program (EAP), a confidential information service for employees with work or personal problems such as bereavement, stress or financial concerns.

In 2015, we launched a safety maturity profiling tool, which measures the relative maturity of each site and function with regards to safety. Based upon the outcome of the initial assessment, site specific plans to improve safety are then created. CCE has led this approach, with other bottlers in the Coca-Cola system now trialing the tool.

To support this approach, we have also continued to develop our health and safety training curriculum, to consolidate and standardize our approach across our territories.

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

We have also improved the safety performance of our contractors, by raising awareness of their responsibilities, the behaviors they need to observe and our own safety standards.

Our strong safety record was recognized again in 2015, with Edmonton in Great Britain receiving **The Royal Society for the Prevention of Accidents** Gold Award.

EMPLOYEE WELLBEING

We seek to ensure that our employees are safe and healthy, with a positive mindset. We help support this through our employee benefit packages as well as the programs we offer to help them manage and improve their own health and wellbeing.

Employee benefits

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

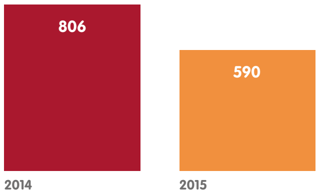
Wellbeing programs

We encourage employees to take responsibility for their health and wellbeing and provide a range of programs to help them do so (see infographic). We aim to ensure that 50 percent of our employees take part in the programs we offer, and continue to review how we can broaden the range of options available.

Wellbeing champions across the business assist with the roll-out of our wellbeing programs and involve our people in local initiatives. We also publish health and wellbeing information on our HR portal.

Number of GB Road Traffic Accident Claims

Comparable fleet size approximately 1400.



CASE STUDY
Safe driving program in Great Britain

Safe driving is critical to our employees' safety, as CCE's fleet represents around 5,000 business drivers. Road traffic accidents are one of CCE's highest Health and Safety risks. to address these risks, we piloted a 'Safe Driver Program' in Great Britain in 2015.

We developed a Safe Driving Policy, and approximately 2,000 CCE drivers completed individual driver risk assessments. Based upon the outcome of these assessments, participants were provided with risk-specific training programs aimed at improving their driving behavior. The program was a success, dropping our accident frequency rate by 7.7 percent between 2014 and 2015. As a result of the initial pilot's success, we will now be running the program across all of our territories in 2016.

---

[4] Represents total 2015 participation in wellbeing programs offered to all employees, which may include some overlap in participation.

Community

Coca-Cola Enterprises

OUR TARGETS

1%

Invest 1 percent of our annual pre-tax profit to support charitable and community partners and make a positive difference in the communities in which we operate.

Support

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

250,000

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

WHAT WE ACHIEVED

133,900+

young people reached by our education centers and local partnerships in 2015.

0.64%

of pre-tax profits invested in 2015.

6,179

Approximate hours volunteered by CCE employees in 2015.

100%

of the locations where we operate have community programs in place.

34,500+

visitors to our education centers in 2015.

HOW WE'RE DOING IT

Our community program focuses on:

- Supporting young people to develop workplace skills
- Working with the community to improve and protect the local environment
- Encouraging employees to volunteer

OUR COMMITMENT

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

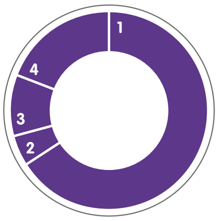
INTRODUCTION

Our products are made locally, by local people. To support the communities in which we operate, we're seeking to improve the workplace skills of young people, protect the environment and encourage our employees to be actively involved in their local communities.

VOLUNTEER HOURS BY COUNTRY

COMMUNITY INVESTMENT

In 2015, we invested $5.5 million[1] (0.64 percent of pre-tax profit), in community initiatives across our territories. This breaks down as follows:



1	Cash contributions	63%
2	In-kind contributions	5%
3	Management costs	13%
4	Employee time	19%[2]

SUPPORTING YOUNG PEOPLE IN DEVELOPING THEIR WORKPLACE SKILLS

Since 2011, we've invested over $12 million to help young people gain an understanding of the workplace and the skills they will need to succeed within it. Initiatives in 2015 include:

Education centers

CCE's eight education centers in **Great Britain**, France and Belgium offer students aged 12 to 25 an opportunity to learn about modern manufacturing and the working environment. Run by education specialists employed by CCE, they offer free visits that include a factory tour with content linked to the school curriculum. A ninth center will open in Norway in late 2016.

The Coca-Cola Visitors Center in Antwerp attracted more than 15,000 young people who took part in a variety of specific programs in 2015. Entry fees paid by non-school students were donated to the youth charity Recht op.

Education partnership programs

In 2015, we reached more than 133,900 young people through the following education partnerships:

Passport to Employment, France

Aiming to help young people from underprivileged backgrounds, CCE employees provide interview training and mentoring to help participants find their first job.

Espoir Banlieues (Hope for the Suburbs), France

As part of a government-led initiative, CCE has pledged to recruit unemployed people from 750 disadvantaged areas in France. Over the past five years, 10 percent of our new French recruits have come to us through the program.

The Real Business Challenge, Great Britain

Aimed at 13 to 15 year-olds, the **Real Business Challenge** is a national enterprise competition for secondary schools in Great Britain. Students tackle a business task set by CCE and pitch their enterprise skills against other schools. Preliminary in-school challenges are followed by regional and national finals. Of the teachers who took part in 2015, 94 percent agreed the program had helped their students to develop skills that increased their employability.

---

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

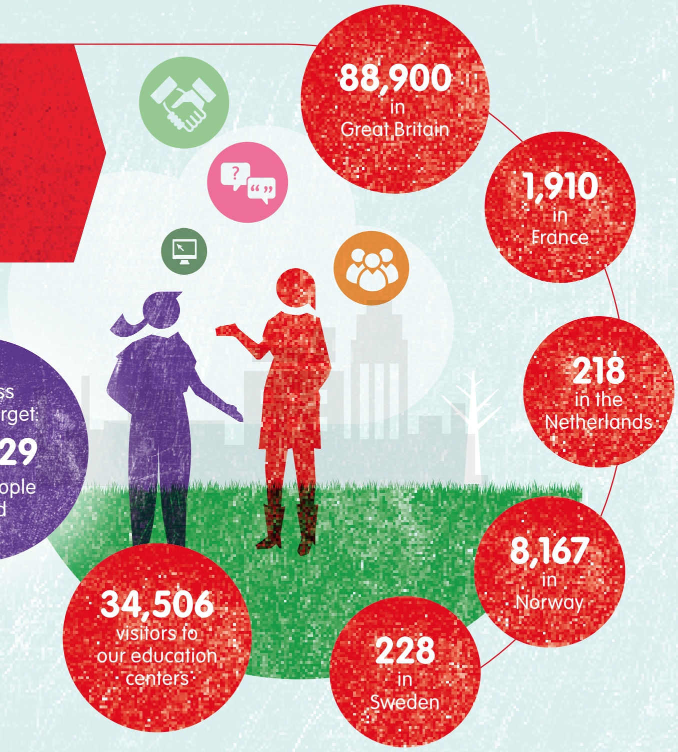
[2] Time includes both employee volunteering and employee management time.

Community

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

Initiatives in 2015 to support the education of young people across our territories:

Progress against target: **133,929** young people helped



Great Britain, France, Belgium
Education centers
Introducing school students to the world of work and manufacturing.
Total reached: 34,506

Great Britain
The Real Business Challenge
A national business competition for secondary schools.
Total reached: 88,900

France
Passport to Employment
Interview training and mentoring to help young people find their first job.
Total reached: 1,900

Espoir Banlieues (Hope for the Suburbs) Recruitment to CCE from disadvantaged areas.
Total reached: 10

The Netherlands
JINC
Helping students prepare for the world of work.
Total reached: 218

Norway
Red Cross Resource Centers
Provide resources and activities for young people.
Total reached: 8,167

Sweden
Mentor
Mentoring for young people.
Total reached: 228

Excelsior4All Foundation, Netherlands

With CCE's support, **Excelsior4All** runs a learning center where students with learning difficulties are given help in developing their social and sporting skills.

JINC, Netherlands

JINC brings together companies and underprivileged young people to help students prepare for the world of work. CCE provides funding and volunteers for workshops, interview coaching and one-to-one support.

Red Cross, Norway

We continue to support the four **Red Cross** Resource Centers in Oslo. The centers provide after-school activities for young people, including homework assistance and soft skill development, through sports and social networks.

Mentor, Sweden

This scheme provides personal mentors for young people. CCE employees take part as volunteers. We also welcome school groups to learn about working for CCE.

SUPPORTING COMMUNITY PROJECTS TO IMPROVE AND PROTECT THE ENVIRONMENT

Part of our community investment supports programs which protect and enhance the environment – examples being our water replenishment partnerships with WWF in Great Britain and France and Natuurpunt in Belgium (see Factsheet 20). Other environmental initiatives include:

Reducing litter, Great Britain, France and Belgium

We recognize that litter is a problem and we want to play our part in addressing it. In Great Britain we've funded research with the national anti-litter charity **Keep Britain Tidy** and its Center for Social Innovation investigating the littering behavior of young adults. We have also invested in other campaigns including **Hubbub's Neat Streets** campaign, supported **Keep Scotland Beautiful**, and **Clean Up Britain**, and are founding signatories to Keep Britain Tidy's Litter Prevention campaign. In France, we have partnered with the **Surfrider Foundation** for many years to clean beaches and other natural sites with the help of employee volunteers. Employees have also volunteered to clean litter around each of our sites in Belgium.

Clean the beaches, Sweden

We support **Stada Sverige** (Clean Sweden) in its work to promote environmental awareness among young people. Since 2010, our support has enabled more than 22,400 participants to clear more than 363,300 kg of litter from over 1,717 Swedish beaches.

ENCOURAGING EMPLOYEES TO VOLUNTEER

We encourage employees to volunteer their time, both to contribute to the community and to enhance their own skills and experience. Much of our volunteering occurs during our annual CRS in Action Week in October. In 2015, our employees volunteered 6,179 hours on community projects. In addition to volunteering at many of the programs mentioned above, employees also donated their time to promote recycling, support Special Olympics and co-ordinate other activities such as litter clean-ups.

£100,000 Challenge, Great Britain

In 2015, Leendert den Hollander, Vice President and General Manager, CCE Great Britain, challenged the business to contribute £100,000 to the community through corporate sponsorship, fund-raising and volunteering hours. CCE's sponsorship of Special Olympics in Great Britain accounted for £40,000 of the total amount.

CASE STUDY

Adopte une Cause

This initiative launched in France in 2014 to engage CCE's employees with the community investment activities that CCE supports. Employee volunteers accumulate 'hearts' by participating in CRS activities, which CCE converts into a financial donation to a charity voted for by employees.

During 2015, 1,000 CCE employees took part in approximately 50 community activities across France, resulting in a $6,500 donation to Special Olympics.

Our Stakeholders and Materiality

WHAT WE ACHIEVED

Rethinking Business

Held a series of Executive Roundtables in conjunction with the Financial Times about our most material issues.

Solutions COP21

In conjunction with The Coca-Cola Company, hosted a pavilion at the Grand Palais in Paris, as part of Solutions COP21, showcasing our work on sustainability to the wider public and stakeholders.

Sustainable Manufacturing

Partnered with Cranfield University to host stakeholder roundtables, and engage in research, to develop a series of white papers defining the path towards building a Factory of the Future in Great Britain in 2050.

HOW WE'RE DOING IT

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

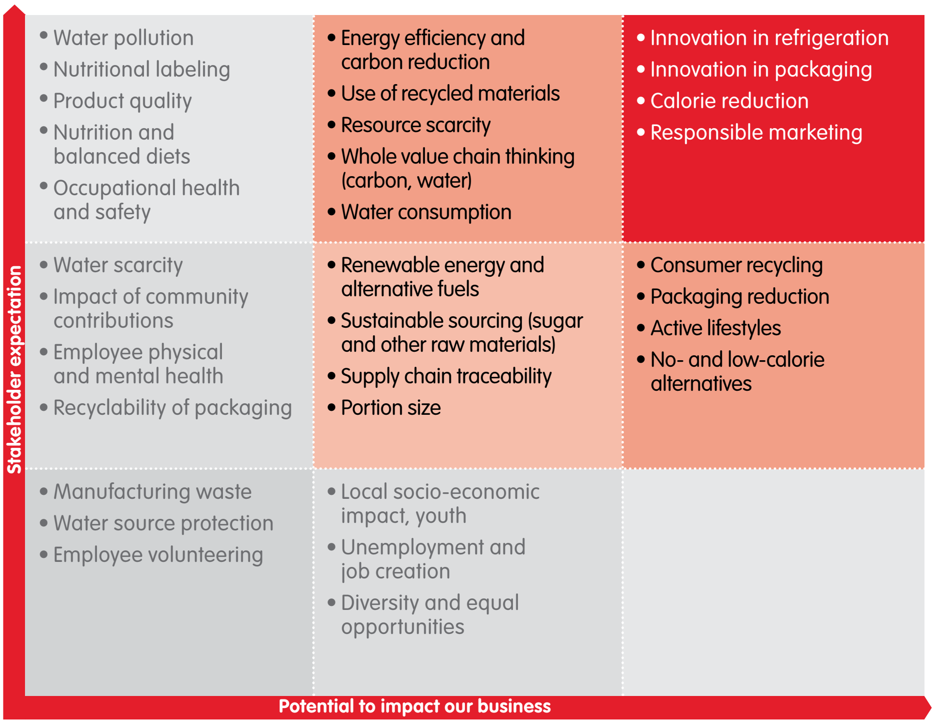
INTRODUCTION

We value the opinions of our stakeholders and the ongoing dialogue that we have with them. Our Sustainability Plan has been developed based upon the input of a wide range of stakeholders, and collaborating with them will be critical to our ability to meet our targets.

MATERIALITY ASSESSMENT

Our material issues were confirmed through a review of our Sustainability Plan in 2014 with our key stakeholders. We sought feedback on our Sustainability Plan objectives, and listened to our stakeholders' expectations of us as a sustainability leader. Through these discussions, we identified 35 priority issues which were then mapped against their ability to impact our business and the level of stakeholder expectations. This mapping was verified by our CRS Advisory Council, Executive Leadership Team and CRS Board Committee.

We grouped these issues together around our seven commitment areas, and the detailed stakeholder expectations were used to inform the revision of our Sustainability Plan in 2014. We continue to monitor our issues on an ongoing basis throughout the year, and have reviewed and updated our materiality matrix again this year. The full mapping of our material issues is below:



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

STAKEHOLDER ENGAGEMENT APPROACH

We work closely with our stakeholders to develop responses to the issues that we face as a business and as a society. We do this both through memberships of industry associations such as UNESDA (the European soft drinks industry association), as well as through multi-stakeholder initiatives, and local engagement with stakeholders in our communities. More information about how we engage with our local stakeholders can be found in our country corporate responsibility and sustainability reports (see Factsheet 1).

WELLBEING

WHO WE ENGAGE WITH

Government/regulators:
e.g., UK Department of Health,
French National Authority for Health,
Dutch Healthcare Authority

Customers:
e.g., Tesco, Carrefour, Albert Heijn

Networks:
e.g., UNESDA, BSDA

NGOs:
e.g., ParkLives, Le Sport Ça Me Dit,
Special Olympics, Olympic Moves etc.

WHAT OUR STAKEHOLDERS ARE SAYING

> Do more to reduce sugar and calories across the portfolio

> Provide greater transparency on the partnerships and research that are funded through the Coca-Cola system

OUR RESPONSE

- **Calorie Reduction:** as part of our Sustainability Plan we have made a commitment to reduce the calories in our portfolio by 10 percent by 2020.
- **Local Commitments:** we have worked in conjunction with local and national governments to develop country-specific calorie reduction commitments in Great Britain, France and the Netherlands.
- **Responsible Marketing:** we are working with our customers to develop our marketing strategies and promotions to better promote our no- and low-calorie alternatives.
- **Physical Activity:** we have made a commitment to enable three million people to be physically active by investing in grassroots programs which support active lifestyles. For more information see Factsheet 9.
- **Industry Leadership:** we engage with other members of the soft drinks industry through the European soft drinks association, UNESDA. CCE's European President is also currently the President of UNESDA.
- **Partnerships:** together with The Coca-Cola Company we engage in academic and research partnerships which aim to improve our understanding of the role our drinks play in people's diets. Many such partnerships are funded by The Coca-Cola Company. A full list of all partnerships since 2010 can be found via links to the country pages below. This information will be updated annually.

GB
France
Belgium & Luxembourg
Netherlands
Norway
Sweden

SUSTAINABLE SOURCING

WHO WE ENGAGE WITH

Government/regulators:
e.g., UK Home Office

Suppliers:
e.g., our sugar and juice suppliers

NGOs/associations:
e.g., SAI, Rainforest Alliance, Bonsucro, Oxfam, ASI

WHAT OUR STAKEHOLDERS ARE SAYING

> Expand focus on sustainable sourcing beyond sugar

> Measure and manage impacts across the full value chain

OUR RESPONSE

- **Suppliers:** our suppliers are important stakeholders for us and will play a key role in helping us to achieve our value chain sustainability commitments. In 2015, we held our annual Supplier Sustainability Webinar to share our CRS goals, progress and aspirations.
- **Value Chain:** we have an ongoing relationship with EcoVadis to help us better understand and improve the impact of our suppliers on our value chain.
- **Sourcing:** we have made a commitment to ensure that 100 percent of our key agricultural ingredients can be sustainably sourced by 2020.
- **Key Ingredients:** having worked to develop sustainable sourcing pathways for sugar cane and sugar beet we are now working to develop pathways for other ingredients including apple, orange and lemon juices, coffee, and pulp and paper.

CLIMATE CHANGE

WHO WE ENGAGE WITH

Academics and networks:
e.g., The Climate Group's RE100 initiative, Prince of Wales's Corporate Leaders Group on Climate Change, Cambridge Institute for Sustainability Leadership, The Haga Initiative, COP21, Science Based Targets (SBT) initiative, Caring for Climate

Investors:
e.g., CDP, DJSI, FTSE for Good, Corporate Knights Global 100

Government/regulators:
e.g., ADEME, UN Global Compact, European Parliament

Suppliers:
e.g., CHEP, Ardagh Glass, Electrabel GDF Suez, EDF, Air Liquide

WHAT OUR STAKEHOLDERS ARE SAYING

Develop science-based carbon-reduction targets

Develop focus on renewable energy, and innovation in refrigeration, and increase advocacy on climate policy

OUR RESPONSE

- **Policy:** through our membership of the Prince of Wales's Corporate Leaders Group we engage with stakeholders, customers and industry peers to advocate for ambitious European climate change policy.
- **Thought Leadership:** working with academic institutions helps us to remain well-informed on sustainability issues and provides direction for our thought leadership work. In 2015, we worked with Cranfield University to publish a white paper on 'Sustainable Manufacturing for the Future'.
- **Business Leaders:** as part of a series of Executive Roundtables under the 'Rethinking Business' theme, we hosted a discussion on climate change during the COP21 climate negotiations in Paris. The roundtable was held in partnership with the Financial Times and the Prince of Wales's Corporate Leaders Group.
- **Road to Paris:** CCE signed three of CDP's high profile 'Road to Paris' pledges – including commitments to adopt science-based carbon reduction targets, to include climate change information within our mainstream corporate reporting and to ensure that 100 percent of the electricity we purchase is from renewable sources by 2020.

- **Science Based Targets:** our commitment 'to reduce the absolute carbon footprint of our core business operations by 50 percent by 2020' has subsequently been approved as being fully aligned with climate science.
- **Stakeholders:** we also work to engage a broad range of stakeholders on the issue of climate change. In December 2015, we exhibited at Solutions COP21, the major public-facing event at COP21. The exhibition, at Le Grand Palais in Paris, showcased the concrete solutions we are undertaking in our business to reduce our carbon impact.
- **Sustainability Networks:** we participate in the European School of Management and Technology's Sustainability Roundtable and SustainAbility's Engaging Stakeholders network.

EMPLOYMENT AND DIVERSITY

WHO WE ENGAGE WITH

NGOs:
e.g., Nos quartiers ont des Talents, ENAR, Elles bougent

Suppliers/Customers:
e.g., Sodexo, Ernst & Young, Acciona, Danone

Employees and Employee networks
e.g., Elles @Coke, Cokettes, Factory'Elles, Young Professionals, Xperience

Government/regulators
e.g., Ministry of Defence UK

Academics and networks:
e.g., University of Brunel , University of Rotterdam, Teknikspranget, ICAM

WHAT OUR STAKEHOLDERS ARE SAYING

Commit to empowering women in the workforce

Broaden the focus to other areas of diversity e.g., generations, ethnicity

OUR RESPONSE

- **Diversity:** we have developed a detailed Diversity & Inclusion (D&I) strategy which focuses on improving diversity in three key areas – gender, generations, and ethnicity.
- **Women in Leadership:** we aspire to having a minimum of 40 percent of women in both leadership and management grades by 2025.
- **Inclusion:** we are working on a series of D&I labs which explore the issues of gender and age. Our first D&I lab took place in 2015.
- **Economic Impact:** we have strong relationships with the local communities in which we operate and in which our manufacturing operations are located. Our business provides employment for over 11,500 people across our territories.

RESOURCE SCARCITY

WHO WE ENGAGE WITH

Government/regulators:
e.g., European Parliament, UK Government, Eco-Emballages, Fost Plus, Nedvang, Returpack, REPA, Infinitum, Rentpage, WRAP, DEFRA, Recoup

Academics and networks:
e.g., OpenIDEO, Every Can Counts, Chaque Canette Compte, University of Exeter

Customers:
e.g., Carrefour, Asda, Tesco

Investors:
e.g., CDP, DJSI

Suppliers:
e.g., Plastipak, Evolve Polymers, Aardagh Glass, Rexam, Veolia

WHAT OUR STAKEHOLDERS ARE SAYING

Lead the industry by using more recycled and renewable materials

Innovate on alternative packaging and delivery options

Support a circular economy

OUR RESPONSE

- **PET Packaging:** we have made a commitment to ensure that 40 percent of the PET we use by 2020 is recycled PET (rPET) and/or PET from renewable materials.
- **Policy:** we work at a national and pan-European level to enhance policy in this area. We are involved in an industry wide workgroup on the European Commission's Circular Economy Package.
- **Packaging Recovery:** we engage with stakeholders such as EcoEmballages and FostPlus to continually improve the way in which resources are collected and recycled at a national level.
- **Suppliers:** we engage with our packaging suppliers to continually enhance the sustainability of our packaging. Through our recycling joint venture in France with Plastipak we are working to increase the amount of food grade which we can use. We also have a long-term agreement with Evolve Polymers in Great Britain to secure a supply of rPET.
- **MBA Students:** we work in partnership with the University of Exeter, directly supporting their One Planet MBA program. In 2016, we pitched a resource scarcity consultancy project to their MBA students.

WATER

WHO WE ENGAGE WITH

Government/regulators:
e.g., National and local water authorities

Academics and networks:
e.g., University of Twente (Water Footprinting), Carbon Trust, Stockholm International Water Institute (SIWI)

NGOs:
e.g., WWF, Natuurpunt

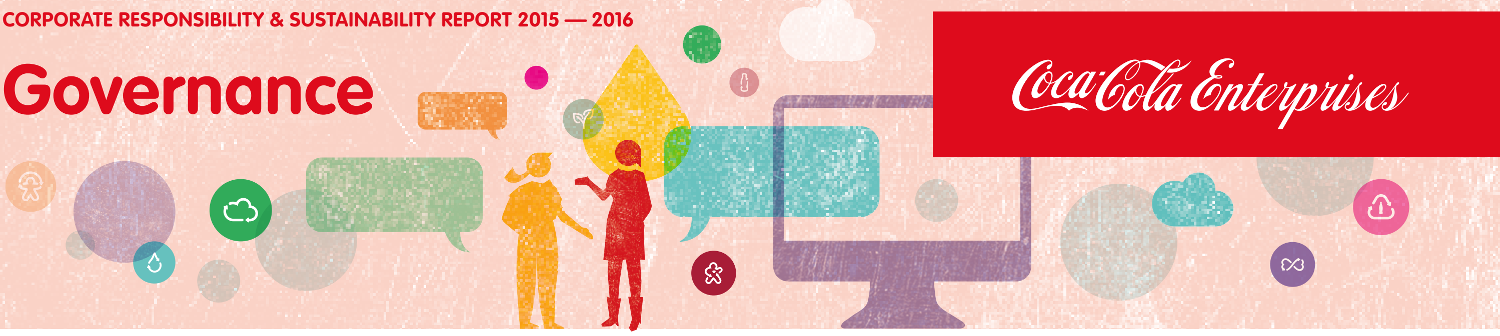
WHAT OUR STAKEHOLDERS ARE SAYING

Measure and manage impacts across the full value chain

OUR RESPONSE

- **Water Footprinting:** we have completed comprehensive water footprinting analysis to enhance our understanding of water impacts across our value chain, particularly related to our key ingredients.
- **Sustainable Ingredients:** we have made a commitment to sustainably source our key agricultural ingredients by 2020 – this includes a focus on water sustainability.
- **Community Partnerships:** we work with NGOs, such as WWF-UK, WWF-France and Natuurpunt in Belgium, to help replenish 100 percent of the water that we use, where it is sourced from areas of water stress. We have established local community water partnerships in the three countries where we experience water stress.

Governance



OUR TARGET

Corporate Responsibility and Sustainability (CRS) is core to our vision of being the best beverage sales and service company. It is a key component of our Operating Framework and as such is critical to our long-term, sustainable growth.

WHAT WE ACHIEVED

88%

of eligible employees completed our RIGHT Way training program, including anti-corruption in 2014.[1]

28

sites were visited across our nine geographical locations to raise awareness of the RIGHT Call[2] process.

HOW WE'RE DOING IT

We aim to ensure the highest standards of corporate governance and to lead our industry in Corporate Responsibility and Sustainability. We will do so by:

- Establishing a strong corporate governance structure
- Integrating risk management into our business planning
- Communicating and training our people on our Code of Business Conduct (COBC) to ensure our employees and suppliers adhere
- Ensure employees understand the RIGHT Call process and share any concerns about potential breaches, without fear of retaliation

OUR COMMITMENT

We are committed to being a responsible business, embedding Corporate Responsibility and Sustainability (CRS) principles into our everyday decisions.

INTRODUCTION

Our business is built on trust. Our customers, suppliers and consumers need to trust not only our products, but the fact that we treat our people fairly and with respect, protect the environment and adhere to relevant laws and regulations. Being accountable and transparent is a key operating principle.

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

CORPORATE GOVERNANCE STRUCTURE

CCE has a robust corporate governance structure with a Board of Directors (BoD) overseeing the interests of the company and its shareholders. Of the seven committees that support the BoD, the CRS Committee oversees our CRS strategy while our Audit Committee oversees compliance and risk management.

At CCE, we hold ourselves accountable to the highest standards of corporate governance and public accessibility to information about our company. Our approach is set out in our Corporate Governance Guidelines and **Code of Business Conduct (COBC)**. Further information about these and other aspects of our governance structure can be found on **www.cokecce.com**.

CRS GOVERNANCE

Chaired by CCE Board Director, Cal Darden, the CRS Committee meets five times a year and is primarily responsible for overseeing progress against our Sustainability Plan. The Committee reviews and manages progress against our goals, manages our CRS risks and issues and ensures that stakeholders' views are taken into account.

Supporting our CRS Committee is our CRS Advisory Council, chaired by Laura Brightwell, Senior Vice President of Public Affairs and Communications. It comprises a cross-functional group of CCE leaders who in turn chair steering groups for each CRS focus area. Meeting five times a year, the Council is supported by a network of subject matter experts and CRS managers from across CCE.

RISK MANAGEMENT AND BUSINESS PLANNING

We evaluate all strategic business risks through an integrated risk assessment which incorporates social and environmental risks under broader categories and is reviewed annually by our BoD. This year we have identified 26 enterprise risks, including risks related to climate change, water scarcity, waste and pollution, health and wellbeing, health and safety, supplier management, ethics and compliance and brand reputation. Each of these risks is assigned to a specific BoD committee and members of the Executive Leadership Team (ELT). Laura Brightwell is the ELT member responsible for CRS.

Our Enterprise Risk Council Group acts as a cross-functional advisory board focusing on matters relating to enterprise risk management, ethics and compliance and business continuity. From 2016, this group will have responsibility for making decisions in response to identified risks.

Relevant risks that could materially affect our business and financial results are disclosed in CCE's Annual Report on Form 10-K.

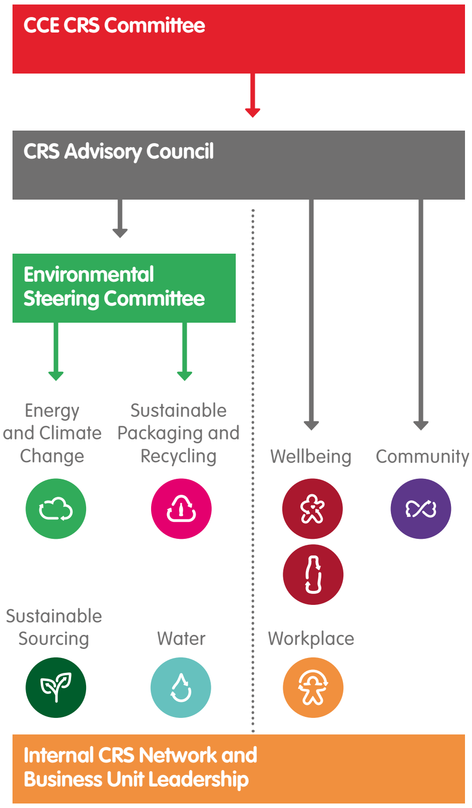
To understand our risks more fully, CCE's Enterprise Risk Management team recently carried out detailed risk assessments of five elements of the 26 enterprise risks – fraud, corruption and bribery; product quality; cyber security; social media; and physical security (the last in the wake of the 2015 Paris terrorist attacks).

---

[1] We have established a RIGHT Way model of five core ethical values: Respect, Integrity, Good Judgment, Honesty and Trust (RIGHT).

[2] Our process to address potential violations to our Code of Business Conduct.

OUR CRS GOVERNANCE STRUCTURE



Code of Business Coduct Violations reported in 2015 by type

In 2015, CCE had 150 reported violations of our COBC. Eighty-five percent of these cases were recorded through employee reporting and routine systems and controls. Of these, 109 were substantiated,[2] 9 were partially substantiated[3] and 16 were not substantiated.[4, 5]

Number of confirmed incidents of corruption in 2015
0

62
Number of confirmed incidents resulting in employee dismissal[6]

42
Number of confirmed incidents resulting in employee disciplinary action[6]

---

[1] None of the 'Maintaining Accurate Records' breaches were related to financial misstatements.
[2] Substantiated (an intentional act, or an unintentional but negligent act, that results in disciplinary proceedings) 109 (81%).
[3] Partially Substantiated (an intentional act, but insufficient proof for disciplinary action to be taken) 9 (7%).
[4] Not Substantiated (an unintentional, non-negligent accident, misunderstanding, or a non-COBC related incident) 16 (12%).
[5] Difference relates to the 16 reported cases remaining open at the end of 2015.
[6] Relates to substantiated and partially substantiated incidents. For the remaining cases, no disciplinary measures could be actioned.

By completing these bottom-up risk assessments CCE's management has been further educated in the handling and mitigation of such risks.

In accordance with the precautionary principle, CRS 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 Plan is reported each year.

ETHICS AND COMPLIANCE

We have established a RIGHT Way model of five core ethical values: Respect, Integrity, Good Judgment, Honesty, and Trust. These values are the foundation of our COBC and underpin our decisions and working practices.

GOVERNANCE

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

Every two years, the team assesses CCE's key compliance risks to ensure we are aware of, and have in place, the policies and mechanisms to comply with varying local, national and international laws and regulations. We benchmarked other industries to see if there were new compliance risks and developed our approach for the 2016 assessment.

CODE OF BUSINESS CONDUCT

Our COBC outlines the behavior we expect of every employee. Its twelve guiding principles include the promotion of health and safety in the workplace, complying with anti-corruption laws and upholding our environmental commitments. It's one of the ways we comply with the ten universal principles of the UN Global Compact, which CCE signed in 2007, and supports compliance with the US Foreign Corrupt Practices Act and the UK Bribery Act. Approved by the BoD, the COBC is underpinned by a series of policies that provide additional guidance on issues such as anti-corruption, gifts, hospitality and entertainment, and insider trading. Each of these policies has been approved by an ELT member. The COBC and our related Ethics and Compliance policies can be found on our intranet and are publicly available on **www.cokecce.com**.

These principles are carried through to our dealings with our employees and also with our suppliers and customers. Our Supplier Guiding Principles (SGPs) reflect and communicate our principles and emphasize to our suppliers the importance of responsible workplace policies and practices, respect for human rights and environmental protection. Following the 2015 Modern Slavery Act in the UK, we have set up a multi-disciplinary group to ensure that CCE and our suppliers comply with its requirements.

In 2015, we did not receive any fines for violations.

TRAINING

We provide COBC training to all CCE employees every three years with new employees receiving it as part of their induction. We expanded specialist e-learning modules to cover insider trading, Rugby World Cup™, special event hospitality, and anti-bribery to ensure compliance with the US Foreign Corrupt Practices Act and the UK Bribery Act. We piloted the revised anti-bribery program with our Public Affairs and Communications and Legal employees in 2015, and will roll out the training more widely in 2016.

RIGHT CALL PROCESS

It's essential that employees can raise concerns without fear of retaliation. Under our RIGHT Call process, those who suspect a violation of the COBC or one of our policies are encouraged to contact their line manager or the Human Resources, Legal or Ethics and Compliance function. In addition, employees can use an email address and the confidential and anonymous RIGHT Call hotline with a single telephone number in all territories. This hotline is also available for external stakeholders. Contact information for the hotline is available on our intranet, is shared during relevant training programs and is publicly available at **www.cokecce.com**.

Employee engagement surveys show a high level of awareness as to where and how to report concerns. In 2015, the Ethics and Compliance communication plan consisted of a company-wide campaign about the RIGHT Call process and the COBC case process.

Any report is dealt with at both local and corporate level by CCE's RIGHT Call Committees (RCCs) including cross-functional representatives. The local RCC investigates reported cases and submits an anonymous monthly report to the Corporate RCC. The Corporate RCC has oversight of COBC violations and is able to address trends with senior leadership and review whether the COBC is being applied consistently. All incidents are reported to the Audit Committee.

2015 CRS Data Table

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

🟩 Indicates our 2015 carbon footprint has been audited by DNV GL. From 2012 through 2014 this was audited by SGS.

FACTSHEET NUMBER		TARGET	KPIs	BY WHEN	2012	2013	2014	2015
7 Wellbeing: Product Portfolio	**Choice – Calorie reduction**	Reduce calories per liter across our product portfolio by 10 percent.[1, 2]	Reduction in calories per liter (%)[2]	2020	Not previously reported	Not previously reported	3.2[3]	**4.5** 🟥
			Reduction in total calories across portfolio (%)[2]	Ongoing	Not previously reported	Not previously reported	5.4	**7.5**
			Products which are no- or low-calorie (<40 calories per 250 ml) (%)[4]	Ongoing	31 🟥	31 🟥	31.8	**32** 🟥
	Choice – Availability	Offer a no- or low-calorie alternative whenever regular soft drinks are available.	Full sugar brands with a no- or low-calorie alternative (%)[5]	Ongoing	47.6 🟥	53.8	56	**59** 🟥
	Choice – Portion Size	Ensure that all soft drinks are available in small portion size choices, and increase the availability of small packs.	Products in packs that are 250ml or less (%)	Ongoing	19 🟥	19	19	**20.8** 🟥
	Nutritional Information	Ensure clear nutritional labeling on front of packs across all our products.	Products with on-pack GDA labeling (%)[6, 7]	Ongoing	97.9	98	99	**99**
	Quality	Ensure that our products meet the highest quality and food safety standards, in line with customer expectations.	Facilities accredited to ISO 9001 and FSSC 22000 (%)[8]	Ongoing	94 🟥	100	100	**100**
			Number of product quality complaints per million units sold (CPMU)	Ongoing	1.30 🟥	1.24	1.17	**1.23**
	Responsible Marketing	Not market any of our products to children under 12 and not sell our products in primary schools.[1]	Compliance with responsible marketing, marketing to children education channel and digital marketing guidelines (%)	Ongoing	Measurement in progress	Measurement in progress	Measurement in progress	**Measurement in progress**
8 Wellbeing: Active Lifestyles	**Active Lifestyles**	Enable three million people to be physically active by investing in grassroots programs which support active lifestyles.[1]	Numbers of people engaged in active lifestyle programs	2020	Measurement in progress	>900,000	1,000,000+	**1,000,000** 🟥
10 Our Carbon Footprint	**Carbon Footprint**	Reduce the carbon footprint of the drink in your hand by a third.	Reduction in value chain CO_2e emissions/total number of products, since baseline (%)	2020	Measurement developed	17.8	19	**24**
	Carbon Footprint – Core business	Grow our business, but reduce the absolute carbon footprint of our core business operations by 50 percent.	Carbon footprint – core business operations ('000 tonnes CO_2e)[8, 9, 11, 12]	2020	737 🟩	659 🟩	618 🟩	**523** 🟩
			CO_2e reduction since 2007 baseline (%)[8, 9, 11, 12]	2020	15 🟩	23 🟩	29 🟩	**40** 🟩
11 Energy and Renewable Energy	**Manufacturing**	Manufacture every liter of product with 50 percent less emissions.	CO_2e per liter of product manufactured (g/liter)[8, 12]	2020	25.5	23.56	23.8 🟥	**52.9**
			Energy use ratio (kWh/1,000 liter)[8, 10]	2020	81.67	72.2	74.14 🟥	**74.49**
	Renewable and low-carbon Energy	Source 40 percent of our energy from renewable or low-carbon sources.	Energy sourced from renewable/low-carbon sources (%)[8, 10, 12, 16]	2020	Measurement developed	3.6	5.5 🟥	**32.8**
12 Transportation	**Distribution**	Deliver a case of product with 30 percent less carbon emissions.	CO_2e g per case of product (g/case)	2020	Measurement developed	171	139[13] 🟥	**138**
			% reduction per case delivered	2020	Not previously reported	12	26 🟥	**29**
13 Cold Drinks Equipment	**Cold drinks equipment**	Reduce the carbon emissions from our cold drinks equipment by an average of 50 percent.	Average CO_2e per unit of equipment (metric tonnes per unit)	2020	0.70	0.63	0.63 🟥	**0.56**
			Reduction in average CO_2e per unit of equipment since baseline (%)	2020	23	38.7	39 🟥	**45**
15 Sustainable Packaging	**Lightweighting**	Reduce by 25 percent the amount of material we use across all packaging formats.	Packaging use ratio (g/liter product) [14]	2020	123.9 🟥	120.1	120.5	**115**
			Total weight of packaging used (tonnes)	2020	367,925 🟥	368,261	346,545	**348,754**
	Recycled Material	Include recycled aluminum, glass, and steel in respective packaging formats.	Recycled aluminum, steel and glass (%)	Ongoing	32.7[15] 🟥	32.7[15]	35[15]	**39[15]**
			Total recycled materials used (tonnes)	Ongoing	127,557 🟥	111,783	120,320	**130,645**
	PET Bottles	Ensure that 40 percent of the PET we use is recycled PET and/or PET from renewable materials.	PET that is rPET or PET from renewable materials[16]	2020	Not previously reported	Not previously reported	Measurement in development	**35.5**
			PET that is rPET (%)[16]	2020	25 🟥	32	34	**34**
			% of PET bottles that are PlantBottle™ (%)[16]	2020	26.9 🟥	33.3	27.8	**9.3**
	Recyclability	Continue to ensure that 100 percent of cans and bottles are fully recyclable.	Cans and bottles recyclable (%)	Annual	99.4 🟥	100	100	**100**
		Support the development of infrastructure and technology to enable recycling of all other packaging materials.	KPI in development	2025	Not previously reported	Not previously reported	Measurement in development	**Measurement in development**

1 In partnership with The Coca-Cola Company.
2 Against a 2010 baseline.
3 Restatement of 2014 figures, previously quoted the calorie reduction across our total portfolio rather than per liter.
4 Measured using unit cases.
5 This includes all CCE's full-sugar brands, excluding waters and hot drinks = 57%. Our most popular brands (Coca-Cola, Fanta, Sprite) all have low-calorie alternatives and together these make up over 90% of CCE's volume.
6 We changed the way we measured against this target in 2012. Our 2011 data in this table shows the volume of our products with GDA labeling. From 2012 to ensure greater focus on smaller brands, we changed the measurement to products with GDA labeling rather than volume. The 2012 and 2013 numbers therefore show the percentage of our products with GDA Labels.
7 Does not include products which do not require GDA labeling such as waters and our fountain Bag in Box products.
8 Does not include contracted packers (co-packers).
9 Due to a number of minor data recalculations including changes to emission factors, we have restated the carbon footprint of our core business operations in 2007 (our baseline year) as well as for subsequent years.
10 Includes sources: thermal energy – natural gas, heat or steam, electricity, LPG, oil, diesel and renewables – solar PV,, geothermal. Does not include 'output' from CHP as natural gas 'input energy', as CHP is included within natural gas.
11 Calculated according to a market based approach. Under a location based approach our total operational carbon footprint would be 572,309 tonnes CO_2e.
12 These reductions were largely driven by the revised scope two GHG protocol reporting guidelines, which allow us to more accurately reflect the carbon footprint of the electricity we procure directly.
13 2014 figures restated due to a data calculation error in French rail kilometer figures.
14 We have made some minor adjustments on the timings of full implementation of some of our lightweighting projects and on how to account for the sales volumes of some of our products in the calculation of this metric.

2015 CRS Data Table — continued

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

🟩 Indicates our 2015 carbon footprint has been audited by DNV GL. From 2012 through 2014 this was audited by SGS.

FACTSHEET NUMBER		TARGET	KPIs	BY WHEN	2012	2013	2014	2015
16 Recycling	**Manufacturing**	Send zero waste to landfill from our own manufacturing operations.	Total waste produced (metric tonnes)[8, 17]	2020	32,894 🟥	28,019	27,165	**28,700**
			Waste recycled (%)[8, 17]	2020	99.4 🟥	99.5	99.5	**99.6**
	Packaging Recycling[13]	Recycle more packaging than we use, by championing improvements to collections schemes and supporting the recycling industry.	Packaging recycled as a percentage of total used (%)[18]	2020	73 🟥	84	88	**89**
	Inspiring consumers	Increase packaging recovery rates by using our brands to educate and inspire consumers to recycle more often.	Number of consumer opportunities provided to view brand-led recycle/recover messaging	Ongoing	32.3 million 🟥	46.3 million	35.3 million	**37.3 million** 🟥
	Packaging innovation	Support the wider packaging industry to explore next-generation packaging.[1]	KPI in development	Ongoing	Not previously reported	Not previously reported	Measurement in development	**Measurement in development**
18 Water Stewardship	**Protect**	Protect the future sustainability of the water sources we use and safely return to nature 100 percent of the wastewater from our manufacturing operations.	Water safely returned to nature (%)[8, 19, 21]	Ongoing	100	100 🟥	100	**100** 🟥
			Manufacturing plants with Source Water Protection Plans implemented (%)[8]	Ongoing	100	100	100	**100**
	Reduce	Reduce the amount of water we use, aiming to manufacture every liter of product using an average of 1.2 liters of water.	Water use ratio (liters water/liter product)[8, 21]	2020	1.40	1.36[20] 🟥	1.36	**1.35** 🟥
			Total water used (million cubic meters)[8, 21]	2020	8.8	8.6 🟥	8.5	**8.2** 🟥
19 Protecting and Replenishing the Water We Use	**Replenish**	Return to nature the water used in our beverages, where it is sourced from areas of water stress by investing in community-based water programs.[1]	Water replenished (% vs liters in our beverages where sourced from areas of water stress)[8]	2020	Measurement developed	6.5 🟥	12	**68**
	Value chain	Minimize water impacts in our value chain through our sustainable sourcing programs.	Number of projects/ partnerships established	2020	1	2	3	**3**
21 Sustainable Agriculture	**Ingredients**	Sustainably source 100 percent of our key agricultural ingredients.[1]	Agricultural ingredients sourced from suppliers who comply with our SAGPs (%)	2020	Not previously reported	Not previously reported	Measurement in development	**Measurement in development**
22 Suppliers and Sustainability	**Supplier Collaboration**	Work in partnership with our suppliers to reduce carbon emissions across each stage of our value chain	Number of suppliers completing CCE's Carbon Challenge	Ongoing	130	140	140	**140**
24 Employment and Diversity	**Workplace diversity**	Aspire to have a minimum 40 percent females in both leadership and management grades.	Females in executive grades[22]	Ongoing	21	24	30	**30**
			Females in leadership grades (%)[22]	2025	21	24	25	**26**
			Females in management grades (%)[22]	2025	32	34	36	**38**
	Attract	Attract, develop and motivate a highly talented and diverse workforce.	Females in workforce (%)	Ongoing	24	24	25	**26**
			Voluntary turnover rate (%)	Ongoing	6.4	5.4 🟥	5.7	**5.2**
			Employees with individual development plans (%)	Ongoing	64	76 🟥	86.7	**87.3**
			Average training days per employee	Ongoing	3	2.7 🟥	2.2	**1.9**
25 A, Safe, Healthy Workplace	**Workplace Diversity**	Encourage participation in our employee wellbeing programs so that at least 50 percent of our employees take part.	% employees participating in our employee wellbeing programs	2020	Not previously reported	Not previously reported	Measurement in development	**31.2**[23]
	Zero Accidents	Provide a safe and healthy work environment with a vision of achieving zero accidents and attaining world class health and safety status.	Lost-time accident rate (number of lost-time accidents per 100 full-time equivalent employees)[8, 26]	Ongoing	1.12[24]	0.89[24, 25] 🟥	0.95[24]	**0.82** 🟥
			Number of fatalities[8]	Ongoing	0	0 🟥	0	**0**[27]
26 Community	**Social Investment**	Invest one percent of our annual pre-tax profit to support charitable and community partners and make a positive difference in the communities in which we operate.	Pre-tax profit invested (%)[28]	Annual	0.5	1.1[29]	0.7 🟥	**0.6**
	Community	Invest in community projects and partnerships where we can make the biggest impact, aligned to our core business and CRS focus areas.	Total value of community contributions (millions $)[28]	Ongoing	3.9	9.1[29]	5.9 🟥	**5.5**
	Employee Volunteering	Support the active involvement of our employees by encouraging them to volunteer.	Number of hours volunteered by CCE employees (hours)[30]	Ongoing	10,200	5,098	6,071 🟥	**6,179**
	Supporting young people	Support the skills development and learning needs of 250,000 young people through our Education Program each year.	Number of young people reached through our Education Progam each year	2020	Not previously reported	Not previously reported	130,000	**>133,900**

---

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

16 Year-end figures.

17 Waste data generated from manufacturing operations, and waste contractor information.

18 Percentage of packaging recycled by championing improvements to collection schemes and investing in strategic infrastructure projects. 2012 data recalculated due to data improvements. For further information see 'Calculation methodology – CCE Packaging Recycled'.

19 In compliance with local regulations.

20 2013 figures restated due to revisions in production litre volumes.

21 Data gathered through internal KORE management and ISO 14001 systems.

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

23 Represents total 2015 participation in wellbeing programs offered to all employees, which may include some overlap in participation.

24 Data recalculation due to data improvements.

25 Cold drinks centers transferred from commercial operations.

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

27 Tragically in 2016, one of our long-term contractors died as a result of an industrial accident at our Antwerp manufacturing operation. This will be captured in our 2016 figures.

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

29 This includes significant one-off investments in 2013.

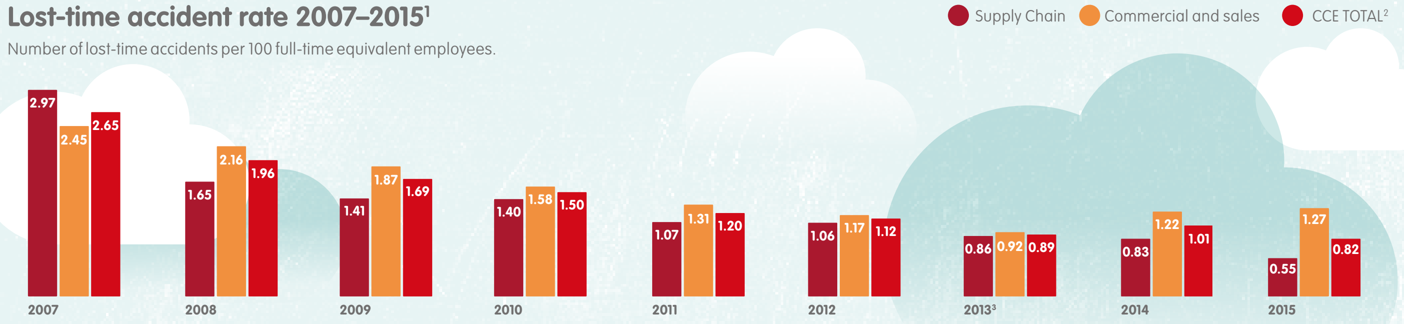
30 Time includes both employee volunteering and employee management time.

Social Data

Coca-Cola Enterprises

Lost-time accident rate 2007–2015[1]

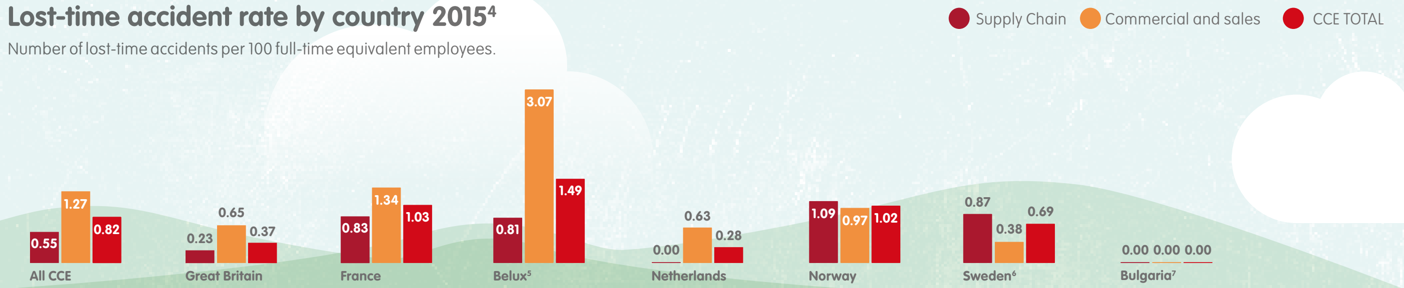
Number of lost-time accidents per 100 full-time equivalent employees.



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

Lost-time accident rate by country 2015[4]

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



4 Data not collected for the USA as work is solely office-based.
5 Belux commercial LTA rate is high due to a relatively low number of FTEs in Luxembourg.
6 Data not collected separately on commercial employees in Sweden.
7 Bulgarian office data first collected in 2015.

WORKPLACE PROFILE

		2013	2014	2015
Total employees		11,750	11,650	11,500
Full-time employees (%)		96	95.6	96
	Male		98	99
	Female		89	89
Voluntary turnover rate (%)		5.4	5.7	5.2
New hire rate (%)				5.2
Absentee rate (%)			4.6	5.1[1]
Employees with Individual Development Plans (%)		76	86.7	87.3
Average training days per employee		2.7	2.2	1.9
Age profile of workforce (%)	<20	0	0.2	0.3
	20–29	16	15.9	15.8
	30–39	32	30.5	29.8
	40–49	33	32.6	31.7
	50–59	17	18.2	19.7
	60+	2	2.6	2.8
Percentage of employees covered by collective bargaining agreements			76	76

DIVERSITY PROFILE

		2013	2014	2015
Females on Board of Directors (%)		33	33	33
Females in executive roles (%)		25	30	30
Females in leadership roles (%)		24	25	26
Females in management roles (%)		34	36	38
Females in non-management roles (%)		23	24	24
Females in workforce (%)		24	25	26
Board of Directors members over 40 (%)		100	100	100
Ethnically diverse members of the Board of Directors (%)		17	17	17
Equal remuneration (median compensation of men vs. women) (%)[2]	Executive		102	107
	Management		110	112
	Non-Management		105	105

---

[1] Data is accurate through mid-December 2015. Due to a technical system change we are note able to provide full year-end data for this indicator.

[2] Pay ratio is based upon a sample size of 43% of our total workforce.

Assurance

SCOPE AND APPROACH

Coca-Cola Enterprises Limited ("Coca-Cola Enterprises") commissioned DNV GL Business Assurance Services UK Limited ("DNV GL") to undertake independent assurance of its Corporate Responsibility and Sustainability Report 2015/2016 (the "Report") and the GHG emissions from its European operations and offices in the United States of America disclosed therein for the year ended 31 December 2015.

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

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

Water use

- Water used (1,000 liter)
- Water use ratio (Liters of water/liter of product manufactured)
- Water safely returned to nature (%)

Recycling

- Number of consumer opportunities provided to view brand-led recycle/recover messaging

Carbon Footprint

- Carbon footprint – core business operations (1,000 tons CO_2e)
- CO_2e reduction since 2007 baseline (%)
- Scope 1, Direct emissions (1,000 tons CO_2e)
- Scope 2, Indirect emissions (1,000 tons CO_2e) (location and market-based approach)
- Scope 3, Third party emissions (1,000 tons CO_2e)

Wellbeing

- Reduction in calories per liter (%)
- Products which are no- or low-calorie (<40 calories per 250ml) (%)
- Full sugar brands with a no- or low-calorie alternative (%)
- Products in packs that are 250ml or less (%)
- Number of people engaged in active lifestyle programs

We understand that the reported financial data and information are based on data from Coca-Cola Enterprises' 2015 Annual Report, which is subject to a separate independent audit process. The review of financial data taken from the Annual Report is not within the scope of our work.

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

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

The Management of Coca-Cola Enterprises have sole responsibility for the preparation of the Report. In performing our assurance work, our responsibility is to the management of Coca-Cola Enterprises; however our statement represents our independent opinion and is intended to inform all Coca-Cola Enterprises' stakeholders. DNV GL was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement.

This is the fourth year that we have provided assurance of Coca-Cola Enterprises' Report. Our assurance team also undertook a Scope 2 Readiness Assessment of Coca-Cola Enterprises' revised GHG Inventory emissions reporting methodology, supporting data and assumptions for compliance against the new Scope 2 requirements of the GHG Protocol Corporate Standard in January 2016. DNV GL provides a range of certification services to Coca-Cola Enterprises, none of which constitute a conflict of interest with this assurance work.

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

BASIS OF OUR OPINION

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

- Review of the current corporate responsibility and sustainability issues that could affect Coca-Cola Enterprises and are of interest to stakeholders;
- Review of Coca-Cola Enterprises' approach to stakeholder engagement and recent outputs;
- Review of information provided to us by Coca-Cola Enterprises on its reporting and management processes relating to the Principles;
- Interviews with ten selected Directors and senior managers responsible for management of corporate responsibility and sustainability issues and review of selected evidence to support issues discussed;
- Site visits to the following Coca-Cola Enterprises sites to review process and systems for preparing site level key performance data and implementation of corporate responsibility and sustainability strategy and initiatives:
  - Uxbridge, United Kingdom: European Headquarters
  - Paris, France: Corporate office
  - Dunkirque, France: Manufacturing site
  - Jordbro, Sweden: Manufacturing site
- Review of supporting evidence for key claims and data in the report. Our checking processes were prioritised according to materiality and we based our prioritisation on the materiality of issues at a consolidated corporate level;
- Review of the processes for gathering and consolidating the specified key performance data and, for a sample, checking the data consolidation; and
- An independent assessment of Caca-Cola Enterprises' reporting against the Global Reporting Initiative (GRI) G4 Guidelines, 'Core' level.

OPINION

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

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

OBSERVATIONS

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

The Report presents an update of the Coca-Cola Enterprises' activities and performance against its Sustainability Plan and we specifically welcome the introduction of a 10-year historic review of key milestones for the business (see Factsheet 05 – 10 Years of Sustainability). As this the last Corporate Responsibility and Sustainability Report of Coca-Cola Enterprises before becoming part of Coca-Cola European Partners, after the merger with Coca-Cola Erfrischungsgetränke and Coca-Cola Iberian Partners; we look forward to seeing how the Coca-Cola Enterprises' sustainability commitments will be embedded within the new organisation and the sharing and transfer of knowledge and expertise.

Stakeholder inclusiveness

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

We observed a good level of stakeholder engagement related to the commitments in Coca-Cola Enterprises' Sustainability Plan and day-to-day business activities at both the corporate and operational levels. The engagement 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 well as forward looking thought leadership pieces such as the 'Rethinking Business' executive roundtables in conjunction with the Financial Times, as well as the Sustainable Manufacturing for the Future whitepaper with Cranfield University, (see Factsheet 06 – Innovate for the Future).

Materiality

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

Coca-Cola Enterprises has demonstrated a robust and effective process for determining and prioritising material issues at corporate level, as part of the review of its Sustainability Plan in 2014. While there was no materiality update in 2015, the process in 2014 considered inputs from a wide range of sources, including the expectations of internal and external stakeholders, megatrends, financial considerations, policies and regulations, corporate and local environments, and overall sustainability context.

Responsiveness

The extent to which an organisation responds to stakeholder issues.

The Report presents a good overview of how Coca-Cola Enterprises has consulted with a wide range of key stakeholders and has engaged and responded to corporate responsibility and sustainability issues. The publication of responses to stakeholder feedback on key issues linked to its Sustainability Plan (see Factsheet 28 – Stakeholders and Materiality) is particularly effective and transparent.

Completeness

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

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

Neutrality

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

The tone in the Report is generally neutral and, with no obvious and deliberate intent to unduly influence the reader. The Report discloses both favourable and unfavourable performance data in accordance with the Sustainability Plan and its focus areas. However, we recommend Coca-Cola Enterprises provides more commentary on the challenges it faces in areas of less favourable performance, such as commercial lost- time accident rate, and disclose its plans for improvement going forward; and areas where further progress will become increasingly difficult, such as energy use and energy use ratio reduction.

Reliability

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

Coca-Cola Enterprises has well-established processes for compilation, submission and approval of water use, carbon footprint, recycling and well-being performance data (see specific metrics above) from its operations to corporate level systems. We found a limited number of errors and omissions and these were corrected prior to inclusion in the Report.

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

This was the first reporting period that Coca-Cola Enterprises have reported their Scope 2 GHG emissions using the market-based method following the amendment to the GHG Protocol Corporate Standard. Across Coca-Cola Enterprises' sites, we observed varying quality and detail in the energy certificates used for calculating this method. In subsequent reporting periods, as more sites begin reporting their Scope 2 emissions following the market-based method, we recommend Coca-Cola Enterprises seeks consistency in the quality of information used in all its sites' certificates.

We found a limited number of material errors as well as some non-material errors in the Lost-time Accident rate performance data, and these were corrected prior to inclusion in the Report and corrective actions have been identified. These errors resulted from the inaccurate application of the Coca-Cola Enterprises internal reporting procedures, following a harmonisation of multiple safety data reporting systems into one global system. We recommend that Coca-Cola Enterprises considers providing further training to relevant employees on using the new safety systems and establishes stricter controls around the data collection and review mechanisms.

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

6 May 2016

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

Jon Woodhead
Head of Department 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

Coca-Cola Enterprises, Inc.
2500 Windy Ridge Parkway
Atlanta, GA 30339
+1 678 260-3000

European Headquarters
Coca-Cola Enterprises, Ltd.
Enterprises House
Bakers Road
Uxbridge
UB8 1EZ
GB
+44 1895 231313

wwww.cokecce.com