



2021 GRI Content Index

Coca-Cola HBC 2021 GRI Content Index

This section provides more detail to internal and external stakeholders on Coca-Cola HBC's sustainability-related policies, programmes, and performance. This report has been prepared in accordance with the GRI Standards: Core option.

In addition, in conjunction with our 2021 Integrated Annual Report, it complements and serves as part of our 2021 Communication on Progress (COP) to the United Nations Global Compact (UNGC).

GRI Standards

We report according to the GRI Sustainability Reporting Standards (GRI Standards), and the related general and topic-specific disclosures as defined in 2016, while Occupational Health & Safety Standard, and Water and Effluents Standards are as per the GRI Standards 2018, and Waste Standards is as per 2020 update. Some data is provided directly in the Index, while for others we indicate where the data and a more detailed discussion of the topic can be found in the 2021 Integrated Annual Report (2021 IAR). Unless stated otherwise, the period covered is the calendar year 2021 and the status described is as of 31 December 2021.

GRI 101: Foundation 2016

GRI 102: General Disclosures 2016

Disclosure number	Description	Reference to the 2021 IAR	Additional content, reference, or reason for omission
Organisational profile			
102-1	Name of the organisation	6-7, 248	Refer to the "Our business at a glance" and "About our report" section of the 2021 IAR.
102-2	Activities, brands, products, and services	6-7, 8 19-23	Refer to the "Our business at a glance", "Our business model" and "Leveraging our unique 24/7 portfolio" sections of the 2021 IAR, as well as the 24/7 portfolio section of our website at: https://www.coca-colahellenic.com/en/our-24-7-portfolio Further note that none of our products are banned in the markets where we operate, and we comply with all local legal requirements for the sale and marketing of those products. Wherever there is stakeholder concern expressed relating to beverage industry ingredients, we address those concerns through our industry associations and other alliances.
102-3	Location of headquarters	174	Refer to the "About us" section of our website at: https://www.coca-colahellenic.com/en/about-us/who-we-are/where-we-operate Please see also the List of principal subsidiaries in the 2021 IAR.
102-4	Location of operations	6-7 78-79	In 2021 we operated in 28 countries in Europe, Asia, and Africa. Refer to the "Our business at a glance", as well as the "Segment highlights" sections of the 2021 IAR. Our markets are split into three segments: established, developing, and emerging. These three reporting segments constitute our significant areas of operations and form the basis of consolidation for reporting purposes.
102-5	Ownership and legal form	248, 245	Refer to the "About our report" section of the 2021 IAR, and the "Shareholder information" section in the 2021 IAR.
102-6	Markets served	6-8 78-79	Our main customers are wholesalers and mainly retail outlets, ranging from small cafes and grocery stores to hypermarkets. These help us refresh our consumers across our 28 countries. Refer to the "Our business at a glance", "Our business model" overview, as well as the "established", "developing" and "emerging" markets sections of the 2021 IAR ("Segment highlights" section). Further, refer to the "About us" section of our website at: https://www.coca-colahellenic.com/en/about-us/who-we-are/where-we-operate
102-7	Scale of the organisation	6-9 75-79	Refer to the "Our business at a glance", "Our business model", "Segment highlights" sections, and the Financial review sections of the 2021 IAR.

102-8

Information on employees and other workers

a.
Total FTE: 26,787*
Permanent FTE: 25,915
Temporary FTE: 872
Male FTE: 19,092
Female FTE: 7,695
Permanent male FTE: 18,485
Permanent female FTE: 7,430
Temporary male FTE: 608
Temporary female FTE: 264

FTEs by Age group:
<30 years old: 5,000
30-50 years old: 17,903
>50 years old: 3,884

b.
Regions without BSO and CSC:
Region 1 FTE: 6,890
Region 2 FTE: 8,205
BU Russia FTE: 5,857
Italy FTE: 1,765
Nigeria FTE: 2,756
Region 1 Permanent FTE: 6,738
Region 1 Temporary FTE: 152
Region 2 Permanent FTE: 7,610
Region 2 Temporary FTE: 595
BU Russia Permanent FTE: 5,753
BU Russia Temporary FTE: 104
Italy Permanent FTE: 1,762
Italy Temporary FTE: 3
Nigeria Permanent FTE: 2,755
Nigeria Temporary FTE: 1

Developing market segment FTE: 4,261
Emerging market segment FTE: 16,276
Established market segment FTE: 6,251
Developing permanent FTE: 4,163
Developing temporary FTE: 98
Emerging permanent FTE: 15,739
Emerging temporary FTE: 537
Established permanent FTE: 6,013
Established temporary FTE: 237

c.
Full time FTE: 26,658
Part time FTE: 129
Full time FTE male: 19,076
Part time FTE male: 17
Full time FTE female: 7,582
Part time FTE female: 112

d.
Contractors FTE: 4,424. These are mainly people performing tasks within logistics, warehousing, and transportation.
Self-employed: 11
Seasonal: 227

e.
% of seasonal employees vs. Total Group FTE: 1%, i.e., not significant variation (mostly during the high season which is the summer season).

f.
All data present FTE (Full-time equivalent) calculation, and it is based on IFRS (International Financial Reporting Standards).

(*): In the IAR we have reported 27,211 FTEs as there we have included N. Macedonia, Multon, Vlasinka, Fresh which according to the IFRS are excluded based on the accounting consolidation methodology used (equity or proportionate).
Region 1 includes the following countries: Austria, Belarus, Czech Republic, Slovakia, Hungary, Republic of Ireland, Northern Ireland, Poland, Estonia, Lithuania, Latvia, Switzerland.
Region 2 includes the following countries: Bosnia and Herzegovina, Slovenia, Croatia, Bulgaria, Greece, Cyprus, North Macedonia, Romania, Serbia, Montenegro, Kosovo, Ukraine, Moldova, Armenia.

Our supply chain function plays a central role in our business, ensuring that in all our processes and activities we minimise our environmental impact and secure sustainability in our value chain, all the way from sourcing raw materials to manufacturing the end-product and distributing it to our customers.

We operate in a territory stretching across 28 countries on three continents. While providing us with opportunity, this footprint also challenges us to constantly optimise our operational infrastructure. Our aim is to build a borderless supply chain that will serve our territory at optimum cost and will have the capability to embed innovative technologies fast. As we look for opportunities to optimise our infrastructure, we seek to build or transform existing plants into efficient mega-plants, where it makes sense, which can effectively serve a country or an entire region. Such optimisation takes into consideration the Group supply chain as a whole, in an integrated manner, from the number of plants and filling lines to the number of distribution centres and warehouses.

Under a unified procurement framework, we segment our supply base universe of approximately 16,200 active suppliers into Direct and Indirect spend. Direct spend suppliers include ingredients and primary packaging suppliers. Indirect suppliers include categories such as IT, production equipment, spare parts, secondary packaging, maintenance services, logistics providers, fleet vehicles, utilities, professional services, and temporary labour. CCHBC also segments suppliers into three categories based on criticality and potential opportunities i.e., Group Critical, Country Strategic and Tactical.

We define as Group Critical Suppliers those that fulfil all, or part of the following criteria: high percentage of spend; limited alternatives; and partnership supporting our business strategies. These suppliers are critical to the overall competitiveness and success of Coca-Cola HBC. Country Strategic Suppliers are those which have strategic importance at Business Unit (BU) level. Tactical Suppliers represent low-volume, low-spend suppliers where there are many alternative sources available, enabling a flexible supply base. Both Group Critical & Country Strategic suppliers are considered Critical for the success of Coca-Cola HBC.

Total supplier spent for Direct, Indirect and Cold Drink Equipment Categories reached €3.6 billion in 2021 (12 months rolling period Dec 20 to Nov 2021 that we have compiled the data for this report). Our practice is to source locally, providing those goods and services are available to meet our requirements and quality standards in an economically viable way. As of 2015, we aim over 95% of local spend in our countries of operation or from within the European Union, which is considered local for EU countries. In 2021 this percentage exceeded 98% (the precise figure is 98.15% which is €3.5 billion).

Sustainability is at the core of all our sourcing activities and we consider our suppliers as critical partners and contributors to the ongoing and sustainable success of our business. We monitor the performance of our critical suppliers through our internal supply base assessments, audits of compliance and the EcoVadis platform. EcoVadis helps us monitor a range of risks using 21 criteria from international standard setters including the UN Global Compact, ISO 26000, the Global Reporting Initiative (GRI), and the International Labour Organization (ILO). In 2021 we have revisited our Procurement Assessment guidelines to implement more strict rules over Human Rights, Ethics and Compliance practices expected from our suppliers and re-trained our entire Buyers' community to the Sustainability Risk Assessment Tools available for supplier selection and governance. In 2021, over 1,100 of our critical suppliers have been assessed using EcoVadis which accommodates >40% increase versus 2020. Our plan is to expand the use of these assessments for better, more objective supplier monitoring going forward and leverage our EcoVadis partnership across the Coca-Cola System to exchange intelligence and experience across Bottlers.

We also recognise supplier certifications as per the international standards including ISO 9001, 14001, 50001, FSSC 22000 and OHSAS 18001/ISO 45001. For agricultural commodities, we are aligning with the wider industry to recognise the Rain Forest Alliance, Fair Trade, Bonsucro, the Sustainable Agriculture Initiative Platform (SAI- FSA), Global GAP+GRASP, etc. Through our Workplace accountability audits within a 3-years audit cycle, all of the long-term contractors and contracted services on-site are assessed in human rights.

Some activities with significant sustainability impact include but are not limited to the following examples:

Partnering is the only way for businesses and society to find sustainable solutions. Coca-Cola HBC held its first Group Supplier Sustainability Event on 14th April 2021: "Doing Good Together", which was attended by over 300 participants from all over the world. During the virtual event, company and external experts provided context on the international drivers and challenges on environmental, social, and governance (ESG) factors facing the industry as well as examples of best practices and new opportunities arising from sustainability.

Following the Supplier Sustainability Event, in October 2021, our Company announced our commitment to achieving net zero emissions across its entire value chain by 2040. To this respect Procurement function initiated formally our work together with our key packaging partners Crown, Ball and TetraPak on our mutual 2030 science-based greenhouse gas emission reduction targets and longer-term net zero aspirations. Moreover, we launched further collaboration with additional critical suppliers, reflecting our joint commitment to reduce emissions efficiently in an accelerated manner together with the Coca-Cola System. In 2021 we also continued with the 3rd series of Suppliers Innovation Days where selected key strategic partners in packaging, manufacturing and digital supply chain applications were invited to share with us their most fresh, smart, and innovative ideas. All ideas have been presented to key stakeholders and some we are pursuing further in a joint manner with our strategic partners.

Building further on the utilisation of 100% rPET for key water brands in our portfolio in 2020 and the installation of the 1st innovative rPET flakes-to-preform unit in Poland in 2021, we continue to invest in the reduction of plastic waste with the initiation of a new decontamination plant in Italy and a decontamination unit in Romania that will be concluded in 2022/2023. Moreover, we have collaborated with the Swiss authorities to utilise coloured green rPET for our CSDs and Water portfolio for the 1st time together with additional rPET bottle lightweight activities. This innovation is successfully closing the Swiss recycling loop for green bottles sold to market, increases the availability of rPET feedstock, reduces the carbon footprint and supports lowering recycling costs. New bottles will be in the market in Q1 2022.

Our cans are among the lightest in the market and within the Coca-Cola System we have already gained benchmark status between Bottlers for can-weight optimisations.

In the areas of Aseptic Fibre Packaging, in 2021 we had accelerated agendas with our strategic partners; anticipating the testing of the new tethered closures in early 2022, to deploy the solution in all markets by 2023, versus mandate target of 2024 as established by the Single-Use Plastics Directive (SUP); expanding utilisation of plant-based (polymer-based internal layers derived from sugar cane) capitalising on the successful experience of Serbia as the first market; exploring new package design targeting also light weighting as we tested in Greece and plan to be further tested in more selective markets in 2022. Last but not least, our Aseptic Fibre Packages are FSC certified.

Our markets are supplied with paper straws in alignment with SUP directive, which is in force as of second half of 2021. We are investigating with suppliers' feasibility of different typologies of lids for our paper cups, abandoning the use of plastic.

In the field of Secondary Packaging, we continued testing different recipes and grades of post-consumer recycled content in shrink films, with the target to accelerate geographical coverage and expect to certify with selected suppliers CO₂ emissions calculations in 2022. Nonetheless, for shrink films we achieved saving in terms of plastic consumption by reconsidering the film widths we use.

We also targeted reduction of plastic consumption in Labels by reducing the height and we successfully deployed new labels in 2021 in 3 markets, with a solid plan to redeploy in additional markets and brands in 2022.

In Poland we tested the innovative new recipe pre-stretch film that not only improves the final product pallet stability but also strongly supports the reduction of plastic use in stretch films as it can stretch up to 300% and improves by 12% in holding force, reducing significantly the film needed per pallet. We calculated >40% of plastic materials reduction with this pilot project and the plan is to implement further in 2022 on a larger scale.

For corrugated cardboard in 2021 we achieved significant progress vs. 2020 and proudly expect to reach > 80% of recycled content for the first time.

We have also successfully continued with the Keel Clip™ technology implementation with Italy, Poland, Romania, Greece on top of Northern Ireland and Austria that we concluded in 2020.

In second half 2021, we started a process of Keel-Clip packaging optimization re-design, targeting reduction of paper and glues.

CCH together with big coolers manufacturers and TCCC we are participating in a program of exploring various cooling solutions aiming a further reduction of energy consumption by 70% versus current status.

In collaboration with our Logistics experts, we have concluded a global tender that aims to transform our passenger vehicle choices and enhance fleet options by introducing an extensive range of fully electric and other alternative power trains such as gas and (plug-in) hybrids as part of our solid plans to continue with our Green Fleet initiative across CCH throughout 2022. This will bring significant reduction in emissions, while maintaining high calibre fleet options at competitive pricing. Ireland is our first country to achieve 14% of fleet to be already electric with an additional 2% of cars being plug-in hybrids and expect by 2023 to reduce passenger vehicles emissions by 40% vs 2019.

Our Logistics efforts are expanding beyond passenger vehicle solutions. In Serbia we introduced in collaboration with our local logistics partners, new types of LNG heavy dedicated trucks, recording >50% lower emissions. We also increased capacity of light-weight trailers by 6%, which limits the routes needed and contributes to further emissions reduction. We have also successfully implemented bulk deliveries of critical raw materials as part of our continued efforts to optimise materials deliveries from a cost and environmental perspective. Following the optimisation of sugar deliveries that we focused in 2020 and 2021, we have introduced for the first time bulk resin deliveries from Asia via sea cargo in Nigeria, moving away from containerised deliveries in vessels. Our Nigeria pilot proved 55 MT CO₂ emissions reduction and we expect in 2022 to expand further and save 4-times more emissions in resin deliveries for the country.

The purchase of green electricity is a key activity in CCH. For 2021 we have managed 99% of green and clean electricity coverage in the European Union and Switzerland and also turned 100% our Russian energy grid supplies to 100% green electricity, representing a reduction of CO₂ scope 2 emissions by further 60,000 MT.

Additional information can be found in the "Fuel growth through competitiveness and investment" section of the 2021 IAR (pages 32-37).

102-10	Significant changes to the organization and its supply chain	32-37	In this file we report only 2021 actuals, for 28 countries of operations. No significant changes in the organization and in the overall supply chain in 2021*. Further, refer to the "Fuel growth through competitiveness and investment" and "Shareholder information" sections of the 2021 IAR, as well as the relevant notes to the consolidated financial statements. Also refer to Disclosure 102-9.
		245	
(*) In January 2022, the acquisition of the Egyptian bottler was finalised - with Egypt, our countries of operations are 29. In 2021 Egypt is out of scope.			
102-11	Precautionary Principle or approach	54-57	Refer to the Viability statement of the 2021 IAR and "Effective management of risk" section.
102-12	External initiatives	22-23	Refer to the "Market review" and "Managing risk and materiality" sections, as well as the Chairman's letter and the Chief Executive Officer's letter of the 2021 IAR. Refer to our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/memberships
		52-65	
102-13	Membership of associations	2-5	Refer to the Chairman's letter and the Chief Executive Officer's letter, as well as the "Leveraging our unique 24/7 portfolio" section of the 2021 IAR. Refer to our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/memberships
		26-29	
Strategy			
102-14	Statement from senior decision-maker	2-5 116-117 94	Refer to the Chairman's letter and the Chief Executive Officer's letter, as well as the Board Social Responsibility Committee Chairman letter and overview of the 2021 IAR in the "Corporate Governance Report - Key roles and responsibilities" section.
102-15	Key impacts, risks, and opportunities	4-5 20-23 52-71	Refer to the Chief Executive Officer's letter and "Stakeholder engagement", "Market review", "Managing risk and materiality", "Managing climate change risk" sections of the 2021 IAR.
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	2-5 16-17 38-43	Refer to the Chairman's letter and the Chief Executive Officer's letter, "Our purpose and Strategy" and "Cultivate the potential of our people" sections of the 2021 IAR. Reference to the Code of Business Conduct: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies/code-of-business-conduct
102-17	Mechanisms for advice and concerns about ethics	113	We have Ethics and Compliance Officers from whom employees can seek advice on ethical and lawful behaviour. In addition, we have a Code of Business Conduct and specific processes related to that. We have also an established confidential whistle-blowing line which is available both internally and externally. Additionally, consumers can use the dedicated complaint lines, available in our countries. Refer to the relevant specific standard disclosures in the GRI Content Index for more details, as well as the Corporate Governance section (Whistleblowing measures) of the 2021 IAR. The Company's Speak-Up line provides employees, and other stakeholders, a way of seeking advice on anti-corruption, ethics, and any other compliance-related topics. The Speak Up line allows individuals the ability to do so anonymously if they wish. In 2021, we received 96 inquiries through our Speak Up line from individuals both internally and externally; however, these inquiries include only a portion of the total requests for advice as our employees often direct such inquiries to their Ethics and Compliance Officer.
Governance			
102-18	Governance structure	88-95 116-117	Refer to the "Corporate Governance report" and "Letter from the Chair of the Social Responsibility Committee" sections of the IAR.
102-19	Delegating authority	88-95 116-117	Refer to the "Corporate Governance Report" section and particularly the role and responsibilities of the Board's Social Responsibility Committee of the 2021 IAR.
102-20	Executive-level responsibility for economic, environmental, and social topics	94 116-117	Refer to the "Corporate Governance Report" section of the 2021 IAR.

102-21	Consulting stakeholders on economic, environmental, and social topics	52-53 20-21 116-117	Refer to the "Materiality" section of the 2021 IAR, "Stakeholder engagement" section of our website and Social Responsibility Committee section of the 2021 IAR.
102-22	Composition of the highest governance body and its committees	88-91 116-117	Refer to the "Corporate Governance Report" section of the 2021 IAR.
102-23	Chair of the highest governance body	89 116-117	Refer to the "Corporate Governance Report" section of the IAR.
102-24	Nominating and selecting the highest governance body	92-93	Refer to the "Corporate Governance Report" section of the 2021 IAR.
102-25	Conflicts of interest	103 241	Refer to the "Corporate Governance Report" - Conflicts of interest paragraph and the "Supplementary information" sections in our 2021 IAR.
102-26	Role of highest governance body in setting purpose, values, and strategy	52-65 116-117	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2021 IAR.
102-27	Collective knowledge of highest governance body	91 116-117	Refer to the "Corporate Governance Report" - Diversity, tenure and experience of the Board section of our 2021 IAR.
102-28	Evaluating the highest governance body's performance	94, 102-103 116-117	Refer to the "Corporate Governance Report" section of our 2021 IAR (" Board, committee and Director performance evaluation" and "Social Responsibility committee" subsections).
102-29	Identifying and managing economic, environmental, and social impacts	18-19 54-65	Refer to the "Our socio-economic impact" and "Effective management of risk" sections of our 2021 IAR, and to the website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/materiality
102-30	Effectiveness of risk management processes	108-111 52-65 66	Refer to the "Corporate Governance Report" and "Effective management of risk" sections of our 2021 IAR.
102-31	Review of economic, environmental, and social topics	52-65 116-117	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2021 IAR.
102-32	Highest governance body's role in sustainability reporting	52-65 116-117	Refer to the "Managing risk and materiality" and "Corporate Governance Report" sections of our 2021 IAR.
102-33	Communicating critical concerns	58-65 94-95, 113	Refer to the "Risk management" and "Corporate Governance Report" sections of our 2021 IAR.
102-34	Nature and total number of critical concerns	-	There were no critical concerns communicated to the highest governance body in 2021. Please see GRI 102-33.
102-35	Remuneration policies	119-140 135, 137	Refer to the "Corporate Governance Report" section of our 2021 IAR (Directors' remuneration report). The reduction in greenhouse gas emissions metric was selected to directly align with and incentivise delivery of the Company's ESG objectives, particularly our ambitious goal to achieve net zero emissions across our entire value chain by 2040. The CO ₂ emissions target in the Performance Share Plan (PSP) implicitly captures a reduction in plastics, which was a key driver of its selection as a metric (15% weighting).
102-36	Process for determining remuneration	119-140	Refer to the "Corporate Governance Report" section of our 2021 IAR.
102-37	Stakeholders' involvement in remuneration	119-140	Refer to the "Corporate Governance Report" section of our 2021 IAR.

102-38	Annual total compensation ratio	-	<p>Calculation: headcount numbers as provided by the countries. For the median total annual compensation: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP), and Actual Long-term Incentive Plan (LTIP).</p> <p>For the annual total compensation for all employees: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP), Actual LTIP as provided by the countries.</p> <p>For the organizations' highest-paid individual: Annual Gross Base Salary, Annual Actual Bonus (MIP) or (LIP), Actual LTIP and any allowances provided as most of them are International Assignees.</p> <p>Ratio calculated in Euros: Established markets: 16.3 Developing markets: 26.2 Emerging markets: 90.3 The change is indicated in item 102-39.</p>
102-39	Percentage increase in annual total compensation ratio	-	<p>Rate of increase / (decrease) calculated with Euro-based ratios: Established markets: (19.0) % Developing markets: (54.9) % Emerging markets: 21.3 %</p>
Stakeholder engagement			
102-40	List of stakeholder groups	16-17 20-21 52-65 100-101	<p>Refer to the "Our business model", "Stakeholder engagement", "Managing risk and materiality" and "Corporate Governance - Engaging with our stakeholders" sections of the 2021 IAR, as well as the stakeholder engagement section of our website. https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/stakeholder-engagement</p>
102-41	Collective bargaining agreements	-	<p>50.11%. Refer to the Social data table of the GRI specific standard disclosures, and the Social Data Table of the GRI Content Index in this document.</p>
102-42	Identifying and selecting stakeholders	20-21 52-53	<p>Refer to the "Stakeholder engagement" and "Material issues" sections of the 2021 IAR, as well as the stakeholder engagement section of our website.</p> <p>We identify and select all types of stakeholders that can have an impact or are affected by our business now and in the future. This process is done both at the Group and country levels and the overall input is consolidated and used for our materiality surveys. Specifically, for our thematic Annual Stakeholder Forum, we aim for at least 50% of our invited stakeholders to be directly relevant to the issues discussed each year, with the other 50% being from all other categories. Stakeholders' maps are updated regularly by the countries and Group.</p>
102-43	Approach to stakeholder engagement	10-13 52-53 42-47	<p>Refer to the "Stakeholder engagement", "Material issues" and "Earn our licence to operate" sections of the 2021 IAR, as well as the stakeholder engagement section of our website at: https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/stakeholder-engagement</p>
102-44	Key topics and concerns raised	20-21 52-53	<p>Refer to the "Stakeholder engagement", "Material issues" and "Our communities" sections of the 2021 IAR, as well as the stakeholder engagement section of our website at: https://www.coca-colahellenic.com/en/a-more-sustainable-future/our-approach/stakeholder-engagement</p>
Reporting practice			
102-45	Entities included in the consolidated financial statements	174	Refer to the subsection "Interests in other entities" of the 2021 IAR.
102-46	Defining report content and topic Boundaries	52-53	Refer to the "Material issues" section of the 2021 IAR.
102-47	List of material topics	52-53	Refer to the "Material issues" section of the 2021 IAR; Our materiality matrix includes all our material issues, and they are integrated within the different sections of the IAR.
102-48	Restatements of information	-	There was no restatement of information provided in previous reports.

102-49	Changes in reporting	-	<p>We are moving towards changing the reporting Waste GRI 306 (2016) towards GRI 306 (2020).</p> <p>In 2021 we again report towards GRI Core mode, however, in most of the material standards, our report continues being with comprehensive disclosure and KPIs.</p> <p>Top 5 material issues in 2021 are Packaging & waste management, Climate change, Sustainable sourcing, Economic impact, and Product quality. For four years in a row Packaging & waste management is number 1 material issue. Climate change for two consecutive years is number 2 material issue. Sustainable sourcing and Economic impact are #3 and #4, respectively, and the top 5 league is complimented by Product quality.</p>
102-50	Reporting period	248	Refer to the "About our report" section of the 2021 IAR, as well as the introductory section of the 2021 GRI Content Index.
102-51	Date of most recent report	-	Our 2020 IAR was published on March 18 th , 2021. Our 2021 IAR is published on March 23 rd , 2022.
102-52	Reporting cycle	248	Yearly reporting cycle is applied (1 Jan 2021 – 31 Dec 2021). Refer to the "About our report" section of the 2021 IAR, as well as the introductory section of the GRI Content Index.
102-53	Contact point for questions regarding the report	-	<p>Refer to the in-cover of the 2021 IAR and the sustainability section of our website at: https://www.coca-colahellenic.com/en/a-more-sustainable-future</p> <p>Contact us at: investor_relations@cchellenic.com or Media@cchellenic.com</p>
102-54	Claims of reporting in accordance with the GRI Standards	248	Refer to the "About our report" section of the 2021 IAR. Our report is towards GRI Standards, Core option.
102-55	GRI content index	-	Refer to the GRI Content Index and the 2021 IAR.
102-56	External assurance	1 248 242-244	Coca-Cola HBC is publishing Integrated Annual Reports, which are externally verified by independent, professional assurance providers, since 2013. For more details regarding the assurance process of the 2021 IAR, refer to the "About our report" section, and the Sustainability assurance statement at the end of the 2021 IAR.

SPECIFIC STANDARD DISCLOSURES

GRI 200: Economic

Disclosure number	Description	Reference to the 2021 IAR	Additional content, reference, or reason for omission
GRI 201: Economic Performance 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	14-15	Refer to the "Our purpose and strategy", "Our business model", "Market review" sections, as well as the Financial review of the 2021 IAR.
103-2	Explanation of management approach and its components	16-17	
103-3	Evaluation of the management approach	22-23	
201-1	Direct economic value generated and distributed	8-9 16-17 24-25 78-79	<p>Refer to the "Our business model", "Our purpose and strategy", "Our socio-economic impact" on p.9 and "Segment highlights" sections, as well as the Financial review of the 2021 IAR.</p> <p>Total community investments in 2021: €6.8 million, out of them: €1.65 million product contribution, €5.1 million cash contribution, €0.03 million in-kind.</p> <p>Total employees' compensations and benefits: please see social table in the GRI (€1,015.2 million).</p> <p>Our Code of Business Conduct (CoBC) doesn't allow us to do any financial or in-kind donations and contributions to the political organization or government.</p>
201-2	Financial implications and other risks and opportunities due to climate change	52-65	<p>Our comprehensive top-down, bottom-up approach to enterprise risk management ensures that all business risks and opportunities, including those relating to climate change, are identified, and managed appropriately at both the operational and strategic levels. In addition, TCFD recommendations are included on page 62-65 of the 2021 IAR.</p> <p>Specific programme details are available in the "Managing risk and materiality" section of the 2021 IAR.</p> <p>Refer to: CDP Climate and CDP Water responses: 2021 CDP Climate Response 2021 CDP Water Response</p>
201-3	Defined benefit plan obligations and other retirement plans	-	<p>24,641 of our total number of employees, employed on average in 2021, are eligible for benefit plans. Out of 8,489 employees eligible to be covered by defined contribution pension plans, 6,955 of them are covered. All of our 4,193 employees eligible to be covered by defined benefit pension plans are covered. Although, over time, we make efforts to increase coverage based on local market practices and prevalence of such benefits, legislation, and affordability, at this time we do not have a timeframe by which we will achieve full coverage. The level of participation at the end of 2021 per market segment was: Established: 84%, Developing: 59%, Emerging: 34%. The Group operates a number of defined benefit and defined contribution plans in our territories. The defined benefit plans are made up of both funded and unfunded pension plans. The assets of the funded plans are generally held in separate trustee-administered funds and are financed by payments from employees and/or the relevant Group companies. The liability recognised in the balance sheet in respect to defined benefit plans is the present value of the defined obligation at the balance sheet date less the fair value of the assets. The Group's contributions to the defined contribution pension plans are charged to the income statement in the period to which the contributions relate.</p> <p>Company contributions into the plan vary by plan and can range between 2% - 15% of ABS. Employees may also contribute to certain plans a percentage of the Company contribution or a percentage of their salary.</p>
201-4	Financial assistance received from government	-	None

GRI 202: Market Presence 2016

GRI 103: Management Approach 2016

<p>103-1 103-2 103-3</p>	<p>Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach</p>	<p>16-17 20-21 2-5</p>	<p>Refer to the “Our business model”, “Stakeholder engagement” and “Market reviews” sections, as well as the Chairman’s letter and the CEO’s letter of our 2021 IAR.</p>
<p>202-1</p>	<p>Ratios of standard entry level wage by gender compared to local minimum wage</p>	<p>-</p>	<p>In every country, the lowest paid employee categories (junior line operators and entry-level merchandisers) earn at least the minimum wage. We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation. On average, junior line operators and merchandisers earn approximately 1.7 times the local minimum wage in our Established markets, approximately 2.4 times in our Developing markets and approximately 3.1 times the local minimum wage in our Emerging markets. The range of ratios is similar for both male and female workers. Contractors who work in our premises are part of the Workplace accountability audits where the minimum wage by the local legislation is checked and verified by an external company.</p>
<p>202-2</p>	<p>Proportion of senior management hired from the local community</p>	<p>-</p>	<p>Employees are systematically hired from the local workforce. 95% of employees are local nationals. 85% of managers are local nationals. In our Established markets, 87% of total employees and 73% of managers are local nationals. In Developing markets, 97% of total employees and 92% of managers are local nationals. Finally, in our Emerging markets, 98% of total employees and 92% of managers are local nationals. As senior management, we consider our top 300 business leaders, which includes country function heads, Group sub-function heads and the Executive Leadership Team (ELT), including the CEO. As local hires, we consider employees of the same nationality as the operation they work for. We consider as significant areas of operation the externally reporting segments, which also form the basis of financial consolidation</p>

GRI 203: Indirect Economic Impacts 2016

GRI 103: Management Approach 2016

<p>103-1 103-2 103-3</p>	<p>Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach</p>	<p>8-9 24-51</p>	<p>Refer to the “Our business model”, “Our socio-economic impact”, “Win in the marketplace”, “Fuel growth through competitiveness and investment”, “Cultivate the potential of our people” and “Earn our licence to operate” sections of the 2021 IAR.</p>
<p>203-1</p>	<p>Infrastructure investments and services supported</p>	<p>8-9 44-51</p>	<p>Refer to the “Our business model” and “Earn our licence to operate” sections of the 2021 IAR. In 2021, we invested €6.8 million in our communities. The big portion of this investment was allocated to our flagship social programme #YouthEmpowered (€1.6 million) and to the World Without Waste programme (€1.14 million); our COVID-19 support was in the amount of €0.56 million and the biggest part of the total community investments went to relevant local community priorities (€3.5 million, out of which €1.1 million was the amount of our investment in Greece for the restoration of the burnt by the wildfires areas of the area of Varibobi – Tatoi). In 2021 we engaged 210,422 young participants through #YouthEmpowered (#YE). 211 mentors across all our markets, from different departments were involved in #YE. In 2021 we were partnering with 106 external organisations for this initiative. Overall, during 2021, for all our community initiatives we were partnering with 774 local and international organisations. 7.4% of our employees took part in volunteering initiatives during their working time (8,140 volunteering hours) in 2021 (the continued COVID-19 restrictions limited the mass volunteering events this year as well).</p>

203-2	Significant indirect economic impacts	9 46-50	<p>As a business, our primary contribution to the communities we are part of is through our core business activities, which generate income for employees, pay our suppliers and contribute to the public good through e.g., the payment of state taxes. In 2021, a total of €365.48 million in tax-related liabilities was recorded in our IFRS accounts (disclosed on page 79 of our 2021 IAR, per market segment). In 2019 for the first time, we developed our Group socio-economic impact study (SEIS) by aggregation of the data from all local SEIS and we are updating it regularly with the new data coming from our local SEIS.</p> <p>Together with The Coca-Cola Company, in all our territories we support more than 352,231* direct and indirect jobs throughout our value chain and contribute approximately €11.5* billion in value added annually.</p> <p>Refer to the section “Licence to operate” – paragraphs Contributing to the communities where we operate, #YouthEmpowered, Water stewardship.</p> <p>* Numbers presented are aggregated based on the local SEI reports from CCHBC territories in the period 2018-2021, with the exception of North Macedonia where the report is from 2017. All KPIs represent an annual impact.</p>
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GRI 204: Procurement Practices 2016

GRI 103: Management Approach 2016			
103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	32-37	<p>Refer to the “Fuel growth through competitiveness and investment” section of the 2021 IAR, as well as Disclosure 102-9.</p> <p>Further information can be found on our website (sub-section Our suppliers): https://www.coca-colahellenic.com/en/about-us/what-we-do/supply-chain</p> <p>and: https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/sourcing</p>
204-1	Proportion of spending on local suppliers	-	<p>Our practice is to source locally, provided that goods and services are available to meet our requirements and quality standards in an economically viable way. During 2021, 98.15% of our procurement spend is local in our countries of operation or from within the European Union, which is considered local for EU countries.</p>

GRI 205: Anti-corruption 2016

GRI 103: Management Approach 2016			
103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	113 58-61	<p>Refer to the “Corporate governance report - Whistleblowing measures” and “Effective management of risk” sections of the IAR 2021.</p> <p>Also, refer to “Corporate governance, business ethics and anti-corruption” section at the end of the GRI Content Index, as well as the relevant section in the UNGC CoP document (2021) published on our website.</p>
205-1	Operations assessed for risks related to corruption	-	<p>Our business units, under the supervision of our Group Chief Risk Officer, have all evaluated the bribery and corruption risk as part of their quarterly business risk review process – 100% of our operations are assessed on risk related to corruption (28 countries). No significant risk was identified.</p> <p>We have a zero-tolerance approach to corruption. Tri-annual mandatory training programmes ensure employees understand both applicable anti-bribery and anti-corruption laws and our Anti-Bribery Policy and act in compliance with these. Additional annual training sessions are developed by the legal department for risk zone employees, which include senior management, to target specific risks faced by each regional function. For further information please see the Anti-Bribery Policy and Code of Business Conduct on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p> <p>Based on the risk assessment performed, in Nigeria and Russia, we have a dedicated cross-functional Joint Task Force that proactively addresses risk in the most challenging of our operations. The combined data are evaluated against external factors and reports to comprise our strategic risks that are evaluated by the Group Risk and Compliance Committee; anti-bribery and corruption is classified as a strategic risk.</p>

205-2	Communication and training about anti-corruption policies and procedures	113	<p>a. Anti-corruption policies and procedures have been communicated to the 13 Directors of CCHBC (100%) and to the 11 members of our Executive Leadership Team, which represents the 100% of governance bodies members.</p> <p>b. CCHBC employees receive the Code of Business Conduct (COBC) and Anti-Bribery Policy upon hiring and the COBC and Anti-Bribery Policy are also published on CCHBC Intranet and websites and are available in CCHBC local languages. Anti-corruption policies and procedures have been therefore communicated to the 100% of our active employees in our 28 operations.</p> <p>c. Our Suppliers Guiding Principles, including a specific section on Anti-Bribery and relevant procedures, are regularly communicated to all our suppliers as part of their selection process, as well as during physical audits where applicable (audits are provided by 3rd party on behalf of Coca-Cola). In 2020 we revisited our Procurement Guidelines to implement more strict rules over Human Rights, Ethics and Compliance practices expected from our suppliers. Anti-corruption policy is communicated to 100% of our suppliers and contractors. We utilize the developed "SGP Coverage Triangle" with three checkpoints throughout the procure-to-pay process: http://coca-colahellenic.com/en/operations/supply-chain/our-suppliers</p> <p>COBC, Anti-Bribery Policy and Suppliers Guiding Principles are also published on CCHBC websites and are available in local languages of our 28 operations.</p> <p>d. 12 out of 13 members of our Executive Leadership Team (92%) passed training on Code of Business Conduct including a specific section on anti-corruption in the last two years.</p> <p>e. Mandatory trainings on anti-corruption are run tri-annually for all employees. In 2021 we launched our new e-learning on COBC and anti-corruption, which is available on-line to all our employees. The course comprises a preliminary questionnaire on COBC and Anti-Bribery Policy as a knowledge test for our employees and acknowledgement and re-commitment to compliance with the Code of Business Conduct and its related policies, including the Anti-Bribery Policy. At the end of the training wave over 26,319 employees passed the course, which was 97.7% of total population (active employees). Since then, we continue to train every newly hired employee. As in the past, this training will be a regular requirement for all employees. Please see 412-2.</p> <p>In 2021, we also run significant awareness initiatives on business ethics and anti-corruption: we rolled out across all Group operations our annual Ethics and Compliance Week whose theme were the launch of the new COBC and Anti-Bribery e-learning and our Speak-Up! line. To engage employees, we organized a competition among all our Business Units rewarding the operation who first achieved 100% training completion rate. During the Week we also organized awareness sessions on our Speak Up! line, aimed at raising awareness on how to use it to report concerns and violations of the Code Business of Conduct or ask questions regarding any of our compliance policies and at informing them on the most recurring COBC violations.</p> <p>The Board of Directors members of CCHBC AG, who are all non-executive, except the CEO, were kept updated about our Anti-bribery and anti-corruption (ABAC) program and are aware of our Anti-Bribery Policy.</p>
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205-3	Confirmed incidents of corruption and actions taken	-	<p>There were 6 confirmed cases of corruption in 2021. There were no public legal cases regarding corruption brought against the organization or its employees during the reporting period. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption: 6 of 6.</p> <p>Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption: 1 of 6 (only 2 of the cases involved a supplier).</p> <p>Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases: No.</p>
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GRI 206: Anti-competitive Behaviour 2016

GRI 103: Management Approach 2016			
103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	-	Refer to the "Corporate governance, business ethics and anti-corruption" section at the end of the GRI Index.

206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	-	One Ongoing/Pending Legal Action: With respect to the ongoing investigation of the Greek Competition Commission initiated in 2016, regarding Coca-Cola HBC Greece S.A.I.C.'s operations in certain commercial practices in the non-alcoholic beverages market, the Rapporteur of the Greek Competition Commission issued a Statement of Objections on 5 July 2021, according to which, Coca-Cola HBC Greece S.A.I.C. has allegedly breached Article 2 of Law 3959/2011 and Article 102 of 'Treaty on the Functioning of the European Union' ('TFEU') in the Greek on premise market for the sale of cola and non-cola beverages. In particular, according to this Statement of Objections, during the period 2015-2020 Coca-Cola HBC Greece S.A.I.C. allegedly undertook a series of anti-competitive practices, in the relevant market, thereby excluding competitors and limiting their growth possibilities. The Statement of Objections recommends that the Greek Competition Commission should impose a fine upon Coca-Cola HBC Greece S.A.I.C., and that the latter is required to omit the allegedly anti-competitive practices in the future. The Statement of Objections is not binding on the Greek Competition Commission, which will decide on the case after it has taken into consideration all evidence, as well as the arguments put forward by all the parties involved. Coca-Cola HBC Greece S.A.I.C. has vigorously defended its commercial practices, in rebuttal of the allegations set out in the Statement of Objections. The hearing of the case, before the plenary session of the Greek Competition Commission, was concluded in November 2021, and we have not yet received the Greek Competition Commission decision on this case.
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GRI 300: Environmental

GRI 301: Materials 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	14-15	Refer to the "Market trends", "Earn our licence to operate" and "Managing risk and materiality" sections of the 2021 IAR.
103-2	Explanation of management approach	44-51	
103-3	Explanation of management approach and its components	56-71	
	Evaluation of the management approach		
301-1	Materials used by weight or volume	-	Refer to the Environmental Data Table. All materials are purchased by external suppliers.
FPSS and 301-1	Commentary added to specify wild-caught and farmed seafood	-	Not applicable: we do not catch or farm any fish.
301-2	Recycled input materials used	-	Percentage of recycled material from main packaging used in 2021: 10.0 % rPET (placed on the market); 35.0% recycled glass; 50.0 % recycled aluminium.

301-3	Reclaimed products and their packaging materials	-	We have helped set up 20 industry owned packaging recovery schemes across our territories. In the 5 countries (Armenia, Nigeria, Moldova, Kosovo, Montenegro) where recycling targets are not set for compliance, we are advocating for the establishment of a coordinated approach to packaging recovery. For example, we have initiated a pilot project for collection in Moldova with expected results within 2022 and in Nigeria we have begun work on a study to identify how we can accelerate collection there. In Ukraine in May 2021 our first industry-owned Packaging Recovery Organization was launched, and we expect it to start operations in 2022, while the draft legislation is in progress in the parliament based on EU EPR principles. We have a coordinated approach to identify and implement the most efficient collection systems that will achieve future legal compliance and company commitments. Following the development of 10 modelling studies in 2020 we also prepared for the implementation of new industry-owned Deposit Return Systems (DRS). Slovakia and Latvia will go live in January 2022 and February 2022, respectively, and we are in the process of setting up DRS entities in Romania, Cyprus, Ireland, Austria, and Greece, with Poland to expected to follow. We are also conducting collection studies in Bulgaria, Nigeria, and Russia, with at least three further studies planned for 2022. CCHBC markets altogether recovered for recycling or reuse the equivalent of 46% of primary packaging placed on the market in 2021, through legally required, voluntary or directly funded projects and/or initiatives. Our calculation methodology for this achievement involves achievements of the recovery organizations we are members of, and own industry initiatives calculated as a weighted average of the pieces of primary packaging that we place on the market (including refillable packaging).
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GRI 302: Energy 2016

GRI 103: Management Approach 2016

<p>103-1 103-2 103-3</p>	<p>Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach</p>	<p>14-15 24-29 32-37 44-51 56-71</p>	<p>Refer to the "Market trends", as well as the "Win in the marketplace", "Fuel growth through competitiveness and investment", "Earn our licence to operate" and "Managing risk and materiality" sections of the 2021 IAR. Further, refer to our Climate Change and Environmental policies on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p>
<p>302-1</p>	<p>Energy consumption within the organisation</p>	<p>-</p>	<p>All types of energy consumed (electricity, LPG, NG, light fuel oil, gasoline, diesel etc.) are reported separately, per type, per plant and country, on a monthly basis through a specialised software. Performance monitoring is also monthly. Conversion factors used are based on caloric value and are part of our manual. We don't sell any heating, cooling, steaming energy.</p>
<p>302-2</p>	<p>Energy consumption outside the organisation</p>	<p>-</p>	<p>Refer to the Environmental Data Table at the end of this document. We report the electricity consumed by our coolers and coffee machines in the marketplace: electricity consumption per cooler type is available from the OEM. This is reported annually via special software. Third party fleet (diesel fuel) is reported monthly, and fuel used for the corporate flights is reported annually. Conversion factors are based on combustion tools available to convert fuel into energy.</p>
<p>302-3</p>	<p>Energy intensity</p>	<p>-</p>	<p>Refer to the Environmental Data Table in this document. Our denominator used is litre of produced beverage.</p>
<p>302-4</p>	<p>Reduction of energy consumption</p>	<p>-</p>	<p>In 2021, we invested €8.6 million in different energy efficiency initiatives in our plants which improved the energy use ratio to 0.38 MJ/L vs 0.40MJ/L in 2020 and saved CO₂ emissions. Total used energy was higher, 508 million MJ vs 2020 driven by higher production volume, +16% vs 2020. Energy use rate in 2021 was 0.38 MJ/L, improved (per litre of produced beverage) by 10% vs. 2017 (2017 figure: 0.42). We are operating, in a partnership or by ourselves, 13 CHP plants in our production sites in Nigeria, Ukraine, Romania, Poland, Italy, Northern Ireland. 3 CHPs plants, one in Poland, one in Ukraine, and one in Italy, are under our full ownership. 2017 is the baseline year for the energy efficiency improvement target. In 2018 we have set and communicated Mission 2025 sustainability commitments, setting the targets based on 2017 baseline. Previous years we focused on our "energy savings catalogue" which was obligatory for all manufacturing sites; in 2021 we have initiated corporate level carbon and energy performance routine with a focus to own operations involving all business units to review the performance and country, sites specific critical energy and carbon reduction, energy mix intensity improvement projects. In addition, we have a cross-functional governance body reviewing carbon and energy performance and site-specific projects to deliver our sustainability commitments. In this way, we are sure that each site has planned and executed the right initiatives to reach the energy targets. We collect and report primary data for all energy types, monthly. We also use specialised software and monitor monthly the progress towards the energy targets per country, per activity, and per plant.</p>

302-5	Reductions in energy requirements of products and services	-	<p>We invested €75.5 million in new energy-efficient and HFC-free cold drink equipment in 2021, which helped our customers to reduce 786 million kWh of electricity (-22%) and 468,000 tonnes of carbon emissions (-30%) vs. 2017. This improvement is supported by the change in the mix of coolers by size, placement of energy efficient coolers to marketplace and slight reduction of total number of coolers placed to market, <1% vs 2017.</p> <p>Energy saved: electricity at customers' outlet.</p> <p>The saving is calculated year on year. The coolers represent 27% of total value chain carbon footprint and we calculate respective electricity and related CO₂eq saving. We have gained SBTi approval at the end of 2020 for absolute CO₂eq emissions reductions in direct operations by 55% and the indirect emissions (scope 3) by 21% by 2030 vs. 2017, a target aligned with the 1.5°C trajectory. Our previous CO₂eq emission commitments were also science-based ones, with a target year of 2020 and a baseline year of 2010, and they were achieved ahead of the target year (in 2018). Based on considerations above we did set four carbon-related commitments, part of our Mission 2025 sustainability agenda: 1) reduce direct (Scope 1 and 2) carbon emissions intensity by 30% vs. 2017; 2) 50% of total energy used in our plants will be from renewable & clean* sources; 3) 100% of the total electricity used in our plants in EU & Switzerland will be from renewable & clean* sources; and 4) 50% of our refrigerators in customer outlets will be energy efficient.</p> <p>We use primary data for calculation of the electricity saved: number of coolers, per type, per refrigerant gas, reported in our system at country level. They are reported annually. The electricity of each cooler type is coming from the OEM data.</p> <p>(*): Clean source means energy from CHP plants with natural gas where CO₂ factor is much lower due to the efficient co-generation process.</p>
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GRI 303: Water and Effluents 2018

GRI 103: Management Approach 2016			
103-1 103-2 103-3	Explanation of the material topic and its Boundary Explanation of management approach and its components Evaluation of the management approach	14-15 44-51 56-57	<p>Refer to the "Market trends", "Earn our licence to operate" and "Materiality" sections of the 2021 IAR, as well as the "Water" topic content below.</p> <p>Also refer to our Water Stewardship policy on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p>
303-1	Interactions with water as a shared resource	50 56-57	<p>Refer to our website, section "Water reduction and stewardship" https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/water-reduction-and-stewardship</p> <p>Refer to 2021 IAR, paragraph "Water stewardship" and "Material issues" section.</p>
303-2	Management of water discharge-related impacts	50 56-57	<p>Refer to our website, section "Water reduction and stewardship" https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/water-reduction-and-stewardship</p> <p>Refer to 2021 IAR, paragraph "Water stewardship" and "Material issues" section.</p> <p>Refer to our 2021 CDP Water response: 2021 CDP Water response</p> <p>All bottling plants perform a Source Vulnerability Assessment, done by external experts to ensure the sustainability of water withdrawal and discharge, and assess the effect of the withdrawal on the source. All plants have an established Water Management Plan to ensure future sustainability of water use.</p> <p>All our plants, except the recent acquired Lurisia plant in Italy and Teplice in Czech Republic, are certified by Alliance for Water Stewardship (AWS) which confirms that the plants meet the global benchmark for responsible water stewardship. This certification covers 96% of the plants and 99.6% of the production volume.</p> <p>In the framework of the standard the effect of water withdrawal, focusing on both site level and watershed scale, which include important water-related areas, value chain, local communities, and indigenous people as well as biodiversity value, are assessed.</p>

303-3	Water withdrawal	-	<p>Total water withdrawal amounted to 26.37 billion litres in 2021: 8.20 billion litres from municipalities; 17.33 billion litres from wells; 0.83 billion litres from surface waters. 0 litres sea water.</p> <p>We don't collect rainwater.</p> <p>We don't use wastewater from other organizations (see also the Environmental data table at the end of this document).</p> <p>We get primary data for water extraction, per source, on monthly basis. By using specialised software, we monitor the progress towards the water usage targets monthly.</p> <p>For the detailed numbers please see the Environmental table at the end of this GRI document.</p> <p>Water withdrawal numbers are in the Environmental table at the end of this GRI document.</p> <p>More water KPIs: 2021 CDP Water Security response</p>
	<p>a. Total volume of water recycled and reused by the organization</p> <p>b. Total volume of water recycled and reused as a percentage of the total water withdrawal as specified in Disclosure 303-1.</p> <p>c. Standards, methodologies, and assumptions used</p>	-	<p>a) and b) Please see the Environmental Data Table in this document.</p> <p>c) 100% of the wastewater generated by CCHBC is treated by own wastewater treatment plants or third party (e.g., municipal) owned wastewater treatment plants to legal and company standards, before discharge.</p> <p>Each plant evaluates the potential of water reuse and recycling per process and equipment as part of their bi-annually updated water reduction plan (WRP). The WRP, the Top 10 Water Saver, and the CCHBC Engineering Specification for Water Saving (internal programmes and requirements) provide information on water saving initiatives, including quality, environmental and health and safety requirements. The Coca-Cola Company's EOSH Performance Measurements Requirements, and the CCHBC QSE Whitebook (internal requirements) define how reused and recycled water has to be monitored and documented. These internal programs and requirements are implemented in all plants. Compliance with these programs and requirements is verified by internal audits.</p> <p>Reused volumes are measured continuously by flowmeters or estimated based on process knowledge.</p>
303-4	Water discharge by quality and destination	-	<p>Refer to the Environmental Data Table in this document.</p> <p>100% of wastewater treated since 2011 through intensive investment in own waste water treatment plants (treatment method: full aerobic treatment that assures the water is suitable for aquatic life). In the areas, where there are municipal waste water treatment facilities, we use them for discharge with a permit/contract.</p> <p>All bottling plants undertake the following reviews: annual water footprint assessment; water map and water balances; bi-annual risk assessments; source vulnerability assessments; and source water protection programmes. All are subject to internal audit.</p> <p>Daily monitoring of the main parameters of the waste water discharge - our internal standards for waste water are, for most locations, stricter than the local regulations. External independent auditors check the compliance with local standards: 99.8% of our production volume is certified in ISO 14001 Environmental Management System. The internal compliance is guaranteed through unannounced audits (performed by The Coca-Cola Company and cross-boarder audit programmes).</p>
303-5	Water consumption		<p>Please see Environmental table at the end of this GRI document.</p> <p>Change in water storage, if water storage has been identified as having a significant water-related impact: water storage has not been identified as having a significant water-related impact.</p>

GRI 304: Biodiversity 2016

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	<p>Our Tylicz plant in Poland is located in Natura 2000 area (habitat area). The total area of plant property is 53,561m².</p> <p>Our Kykkos plant in Cyprus is located approximately to 7.8km from the National Park Forest of Troodos. The total area of plant property: 7,120m².</p> <p>A protected landscape "Vlasina" (wetland) is located to 15km by air from our natural mineral water plant Rosa in Serbia. Total area of plant property: 87,664m².</p> <p>We have a few plants which use wells for their water supply and these wells, according to the local regulation, are considered protected area. These are: Edelstal plant in Austria (area of the well covered is 58.3m²); Rionero in Italy, covered 8 wells with pipes to the plant, the longest pipe is 3.5km from the plant. Total area of the plant: 370,926m².</p> <p>Zalaszentgrot plant in Hungary is adjacent to Natura 2000. Total plant area: 100,000m².</p> <p>Biodiversity-related topics are assessed in the Source Vulnerability Assessment (SVA), which is performed in 5-year cycles by external experts and in the water stewardship certifications (Alliance for Water Stewardship (AWS) and European Water Stewardship (EWS) standard and reported accordingly.</p> <p>Afore-mentioned plants are certified with Gold (highest level) EWS and the reports prove that there is no negative impact on environment.</p> <p>Water sanitary protection zone in our plant in Vladivostok in Russia includes the water protection zone of the "5 Klyuch" stream of federal significance status. There is a legal document claiming that the plant doesn't have any negative effect on the eco-systems of the stream. Total area of plant: 48,183m².</p> <p>Our Ekaterinburg plant in Russia is locating 10 km from the forest parks of Shuvakishskiy and Zheleznodorozhny, which are both classified as recreational parks. Total area of our plant: 46,922m².</p> <p>All the protected areas are monitored regularly by local Authorities and no deviation is found.</p>
304-2	Significant impacts of activities, products, and services on biodiversity	-	None
304-3	Habitats protected or restored	50	<p>To replenish the water we use and help in water access through innovative sustainable technologies, we have a 2025 sustainability commitment to help secure water availability for all our communities in water risk areas. Using indicators from the World Wild Fund's Water Risk Filter and The Coca-Cola Company Risk Assessment, we have identified 19 of our plants as operating in water risk areas. That's why we focus our initiatives there and we call these plants water priority locations. Water priority locations are in Nigeria, Russia, Greece, Cyprus, Italy, Armenia, and Bulgaria.</p> <p>Refer to 2021 IAR: paragraph "Water stewardship" in the section "Earn our licence to operate".</p> <p>Refer to our website: CCHBC website Sustainability Water reduction and stewardship</p> <p>Reports and methodologies used by the validating parties – NGOs files; letters of confirmation from governmental bodies/municipalities, status reports, surveys.</p>
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	None

GRI 305: Emissions 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	14-15 32-37	<p>Refer to the "Market trends", as well as the "Fuel growth through competitiveness and investment", "Earn our licence to operate", "Materiality", and "Managing climate change risk" sections of the 2021 IAR. Further refer to our Climate Change and Environmental policies on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies</p>
103-2	Explanation of management approach and its components	44-51 56-57	
103-3	Evaluation of the management approach	66-71	

305-1	Direct Greenhouse Gas (GHG) emissions (Scope 1)	-	<p>Refer to the Environmental Data Table in this document. Scope 1 includes the activities under our operational control, mentioned in our Carbon footprint manual. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion: GHG tool; Refrigerants: GWP IPCC 2007. We used 0.09 million MJ of biogenic energy (reported in the GRI table). In 2021 scope 1 emissions amounted 254,835 tonnes of CO₂ eq. and were higher compared to previous years (233,500 tonnes in 2020, and 248,872 tonnes of CO₂ eq. in 2019).</p>
305-2	Energy indirect Greenhouse Gas (GHG) emissions (Scope 2)	-	<p>Refer to the Environmental Data Table in this document. Scope 2 includes the activities under our operational control, mentioned in our Carbon footprint manual. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion: GHG tool; electricity: following GHGP Scope 2 Guidance for Dual reporting (Location-based factors from IEA, Market-based from Suppliers and GOs). In 2021 scope 2 emissions (Market-based) amounted 170,957 tonnes of CO₂ eq. and were lower compared to previous years (198,421 tonnes in 2020, and 232,618 tonnes in 2019).</p>
305-3	Other indirect Greenhouse Gas (GHG) emissions (Scope 3)	-	<p>Refer to the Environmental Data Table for figures. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion: GHG tool; electricity: from IEA Location-based; Ingredients/Pack materials: LCA studies made by TCCC. Biogenic CO₂: not used and reported in 2021. In 2021 scope 3 emissions amounted 3,683,089 tonnes of CO₂ eq. and were higher compared to previous year but lower vs. 2019 (Scope 3 emissions in 2020 were 3,622,830 tonnes, and in 2019 3,845,845 tonnes).</p>
305-4	Greenhouse Gas emissions intensity	-	<p>Refer to the Environmental Data Table in this document for the figures – intensity is calculated per litre of produced beverages (production unit). In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.</p>
305-5	Reduction of Greenhouse Gas (GHG) emissions	-	<p>In 2021 we have reduced Scope 1 and 2 carbon emissions (market-based) by 6,129 tonnes of CO₂ eq, which is 1.4% reduction vs. 2020, and by 55,697 tonnes of CO₂ eq, which is 11.6% vs 2019 due to: energy optimizations projects in our plants and warehouses; purchasing of certain % renewable energy in 41 production plants (30 of them purchasing 100% renewable electricity through certificates); Green Fleet Program and routes optimizations initiatives in our own/leased fleet. We have increased our total value chain carbon emissions (Scope 1, 2 and 3) by 54,347 tonnes of CO₂ eq, which is 1.3% increase vs. 2020, while the production volume grew by 16%. Reduction activities: energy efficient cold drink equipment placements in customer outlets, increase of recycled rate in plastic packaging and optimised transportation of products by third party logistics. In our CO₂ eq factor are included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. We use GHG Protocol Corporate Accounting and Reporting Standard.</p>
305-6	Emissions of ozone-depleting substances (ODS)	-	<p>Please see the Environmental table in this document. Further, we use GHG Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion, GHG tool.</p>
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	<p>Please see the Environmental table in this document. Further, we use GHG Protocol Corporate Accounting and Reporting Standard. CO₂ eq factors: mobile and stationary combustion, GHG tool. No new pollutants vs. last year – we report NOx, SOx, and particulate matters in the Environmental table at the end of this document. POP, VOC, and HAP are not reported as they are assessed as not material.</p>

GRI 306: Waste 2020

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	14-15	Refer to the “Market trends”, “Fuel growth through competitiveness and investment”, “Earn our licence to operate”, and “Materiality” sections of the 2021 IAR, as well as the related indicators below.
103-2	Explanation of management approach and its components	32-37	
103-3		44-51 56-57	
306-1	Waste generation and significant waste-related impacts	44-51	<p>The main sources of waste are: 1) packaging materials used for a) protecting the ingredients used for our manufacturing, b) packaging materials we use for our beverages (for storage, transportation and during the product end phase), and 2) waste water which is coming after our manufacturing process.</p> <p>All waste is measured, monitored, and reported on a regular basis (monthly).</p> <p>For more information on our packaging waste, please see our 2021 IAR, section “Earn our licence to operate” and our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/world-without-waste</p> <p>For more information on our waste water, please see our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/water-reduction-and-stewardship</p>
306-2	Management of significant waste-related impacts	44-51	<p>For more information on our packaging waste, please see our 2021 IAR, section “Earn our licence to operate” and our website: https://www.coca-colahellenic.com/en/a-more-sustainable-future/mission-2025/world-without-waste</p> <p>We work with authorised waste contractors in each country. We strive to minimise the landfilled waste and we actively search for solutions for reusing or recycling of each type of waste we generate in our direct operations. The biggest part of our waste is reused/recycled.</p> <p>Since the completion of our wastewater treatment programme in 2011 – with 44 on-site wastewater treatment plants, 100% of our waste water is treated to levels supporting aquatic life. In 2021 we have in total 37 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging our effluent to municipal waste water treatment plant. Through on-site flow meters at the point of discharge, 100% of our operational sites measure, monitor, and report total volume of water discharged by destination.</p> <p>All water discharged is measured against The Coca-Cola Company’s KORE standard requirements, which meet all local regulations and in many cases are even stricter than the local regulations.</p>
306-3	Waste generated	-	Refer to the Environmental Data Table in this document.
	Significant spills	-	1 spill incident was recorded in 2021 as leakage of approximately 300 litres of chemical used for the water treatment, which was neutralised and discharged to the waste water drainage.
306-4	Waste diverted from disposal	-	In the Environmental Data Table in this document, we publicly disclose the breakdown of our manufacturing waste by disposal type and by hazardous and non-hazardous waste.
306-5	Waste directed to disposal	-	In the Environmental Data Table in this document, we publicly disclose the breakdown of our manufacturing waste by disposal type and by hazardous and non-hazardous waste.
	Transport of hazardous waste	-	CCHBC does not transport, import, export, treat hazardous waste itself, nor ship it internationally.

GRI 307: Environmental Compliance 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	14-15	Refer to the “Market trends”, “Earn our licence to operate” and “Materiality” sections of the 2021 IAR. In addition, refer to our UNGC CoP, as well as to our environmental policies: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies
103-2	Explanation of management approach and its components	44-51	
103-3	Evaluation of the management approach	56-57	

307-1	Non-compliance with environmental laws and regulations	-	<p>0 significant* fines and violations.</p> <p>We received total 15 Notices of Violation in 2021 (in Russia and Austria), in a total amount of €3,990.</p> <p>(*) As per S&P definition, significant fine is any individual fine above \$10,000.</p>
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GRI 308: Supplier Environmental Assessment 2016

GRI 103: Management Approach 2016

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	32-37 56-57	<p>Refer to the “Fuel growth through competitiveness and investment” and “Materiality” sections of the 2021 IAR, in addition to the GRI 308 disclosure.</p>
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308-1	New suppliers that were screened using environmental criteria		<p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Environmental aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability.</p> <p>We registered more than 3,250 new suppliers in 2021. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. New vendors cannot be created in our SAP system unless they sign off the SGPs acceptance. Moreover, the SGPs are part of all issued tenders and contract templates sent to suppliers and published in our corporate website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies/supplier-guiding-principles</p> <p>We aspire Strategic suppliers upon award to also join EcoVadis or other reputable 3rd party body/platform for Sustainability ESG Assessments.</p> <p>For more information – please see GRI 102-9</p>
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We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership of EcoVadis.

Number of Critical Strategic Suppliers assessed for Environmental Impacts:

- 1) 86 under 3rd party physical Supplier Guiding Principles audit
- 2) 1,184 under EcoVadis: up to 2021 through EcoVadis CSR Assessment platform, we assessed in total 1,184 of our critical suppliers. The assessment is based on 21 criteria grouped in 4 themes – Environment, Social, Ethics, Suppliers/Supply Chain. Suppliers in scope obtain a score for each theme and overall score out of 100 (high score = 100).

TOTAL = 1,270 Suppliers (+332 more compared to 2020)

Number of Suppliers identified to have potentially significant Environmental Impact:

- 1) 0 identified by 3rd party audit: There is no recorded case of environmental impact.
- 2) 134 identified by EcoVadis: these suppliers scored <24 in the assessment for Environment.

TOTAL = 134 Suppliers (10.6% of total supplier base screened using environmental criteria)

308-2 Negative environmental impacts in the supply chain and actions taken

Types of findings: missing supporting documentation over declared practices, policies etc. or missing regular formalised environmental reporting for relevant KBIs, expired or lack of supporting documentation (e.g., ISO 14001, measures on energy consumptions & GHG emissions), no endorsement of external CSR initiatives or principles (e.g., UN Global Compact), not adequate reporting on environmental issues.
(Locations: Russia, Nigeria, Belarus, Kosovo, Switzerland, Ukraine, Romania)

Number of suppliers identified to have potentially significant Environmental Impact with whom CCH agreed Corrective actions plans:

- 1) 134 Suppliers or 100% of Suppliers identified have corrective action plans in place
- 2) 0% of suppliers identified as having potentially negative environmental impacts were terminated as a result of assessment, because they have corrective actions in progress, and we are detecting positive improvement and supplier engagement.

By Dec 31st, 2021, we have 1,184 suppliers assessed in EcoVadis. The average overall score for our suppliers is 47.3 and it is above the average score of 43.9 of the EcoVadis universe. In the area of Environment, our suppliers in scope reached 47.4 vs. average of 43.9 for EcoVadis' panel.

GRI 400: Social

GRI 401: Employment 2016

Disclosure number	Description	Reference to the 2021 IAR	Additional content, reference, or reason for omission
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	2-5	Refer to the "Stakeholder engagement", as well as the "Cultivate the potential of our people" and "Materiality" sections of the 2021 IAR.
103-2	Explanation of management approach and its components	38-43	
103-3	Evaluation of the management approach	56-57	
401-1	New employee hires and employee turnover	-	<p>We employed 26,787 people in 2021, of whom over 97% were permanent employees. Women accounted for 29% of our workforce, and 39% of management. Total number of apprenticeships and scholarships 429.</p> <p>Total number of hires: 4,729 % of internal hires: 22% Total number of new hires under the age of 30: 2,559 % of new hires under the age of 30: 54% Total number of new hires for ages between 30-50: 2,129 % of new hires for ages between 30-50: 45% Total number of new hires over the age of 50: 41 % of new hires over the age of 50: 1%</p> <p>Number of female hires (entire workforce): 1,698 % of female hires (entire workforce): 36% Number of male hires (entire workforce): 3,031 % of male hires (entire workforce): 64%</p> <p>Established markets number of hires: 815 % of new hires: established markets: 17% Developing markets number of hires: 573 % of new hires: developing markets: 12% Emerging markets number of hires: 3,341 % of new hires: emerging markets: 71%</p> <p>Total turnover rate: 13.1% (3,469 permanent leavers out of total 26,479) Turnover under the age of 30: 24.4% (1,147 leavers out of 4,694) Turnover for ages between 30-50: 11.8% (2,108 leavers out of 17,837) Turnover over the age of 50: 5.4% (214 leavers out of 3,948) Male employees' turnover: 12.2% (2,305 male leavers out of total 18,908) Female employees' turnover: 15.4% (1,164 female leavers out of total 7,571)</p> <p>Established markets total turnover: 8.8% (537 leavers out of total 6,097) Developing markets total turnover: 12.6% (527 leavers out of total 4,192) Emerging markets total turnover: 14.9% (2,405 leavers out of total 16,190)</p>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	<p>In all Established, Developing and Emerging markets, basic benefits may be provided to both full-time and temporary employees, in particular in relation to labour rights and safety.</p> <p>Stock ownership plans, where these are offered, they do not apply to temporary employees due to the vesting periods (one year or more).</p>

			<p>Total return to work rate: 79.7%</p> <p>Female employees return to work rate: 76.0%</p> <p>Male employees return to work rate: 94.0%</p>
			<p>Total retention rate: 71.5%</p> <p>Female employees retention rate: 69.4%</p> <p>Male employees retention rate: 80.2%</p>
			<p>Total number of employees that were entitled to parental leave: 13,924</p> <p>Total number of female employees that were entitled to parental leave: 5,562</p> <p>Total number of male employees that were entitled to parental leave: 8,661</p>
401-3	Parental leave	-	<p>Total number of employees that took parental leave: 1,071</p> <p>Total number of female employees that took parental leave: 886</p> <p>Total number of male employees that took parental leave: 185</p>
			<p>Total number of employees who returned to work after parental leave ended: 515</p> <p>Total number of female employees who returned to work after parental leave ended: 389</p> <p>Total number of male employees who returned to work after parental leave ended: 126</p>
			<p>Total number of employees retained 12 months after returning to work following a period of parental leave: 397</p> <p>Total number of female employees retained 12 months after returning to work following a period of parental leave: 308</p> <p>Total number of male employees retained 12 months after returning to work following a period of parental leave: 89</p>

GRI 402: Labour/Management Relations 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	2-5	Refer to the "Stakeholder engagement", as well as the "Cultivate the potential of our people" and "Materiality" sections of the 2021 IAR, as well as the relevant disclosures below.
103-2	Explanation of management approach and its components	38-43	
103-3	Evaluation of the management approach	56-57	

402-1	Minimum notice periods regarding operational changes	-	<p>On average, the minimum notice period is 5.4* weeks for employees and 5.5* weeks for employee representatives, with variations between countries. In 2021, we held 221 consultations with unions, including meetings on organisational changes. When collective bargaining agreements are available, the notice period and provisions for consultation and negotiation are specified in these agreements.</p> <p>(* Average number is 4.6 for both employees and employee representatives, if we take the average calculation. The existing difference between GRI & IAR comes from calculation methodology (weighted average vs. simple average).</p>
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GRI 403: Occupational Health and Safety 2018

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2021 IAR, as well as the relevant disclosures below.
103-2	Explanation of management approach and its components	38-43	Please see also our Occupational Health and Safety Policy on our website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies/occupational-health-safety-policy
103-3	Evaluation of the management approach	56-57	

403-1	Occupational health and safety management system	-	<p>Our occupational health and safety management system has been implemented based on both national standards in the country where we operate and based on The Coca-Cola Company KORE requirements which are either equal or in many cases stricter than the local regulation/requirements. Our operations are certified in ISO 45001 certification (98% of manufacturing plants and 99.8% of produced volume) and 98% our direct operations are covered by the internal Health and Safety audit process to assure full compliance with the local health and safety standards and our internal requirements.</p> <p>All our Business Units (BUs) are covered by the internal health & safety management system, including manufacturing plants, offices, sales offices, our own distribution centre and warehouses, the contractors working in our premises, third party contractors</p>
403-2	Hazard identification, risk assessment, and incident investigation	58-65	<p>Refer to: CCHBC Occupational Health & Safety Policy CCHBC Website - Our people and community section</p> <p>Refer to the "Risk section" in the 2021 IAR, specifically risk Health and Safety.</p> <p>All Business units are regularly conducting risk and hazards identification with respective corrective actions defined. Risk hazard assessment is in line with legal requirements and following the internal H&S management system processes.</p> <p>All incidents are reported, investigated, lessons learnt are shared, and corrective actions are assigned and followed.</p> <p>Moreover, we report Near Miss and severe Near Miss - leading indicators where all potential incidents, risky behaviour and at-risk behavioural observations are reported and addressed.</p>
403-3	Occupational health services	-	<p>Refer to: CCHBC Occupational Health & Safety Policy CCHBC Website - Our people and community section</p> <p>In every country and operational site, we have a responsible Health and Safety person. Besides, in every market where we operate, we have a contract with Occupational Medical Service (Company Medical Doctor).</p> <p>At Corporate level, we have Head of Health and Safety and Health and Safety Continuous Improvement Manager.</p>
403-4	Worker participation, consultation, and communication on occupational health and safety	-	<p>In 10 countries, health and safety topics are part of trade union agreements, covering a total of 9,984 employees (38.5% employees are covered by formal H&S agreements with trade unions). Formal Health and Safety committees operate at country or plant level; some countries have also regional or departmental committees established on top.</p> <p>For 86% of our employees, work is controlled by the organization, and they are represented by formal joint management-worker health and safety committees.</p> <p>We have established several Healthy working environment initiatives focusing on: Ergonomic workplace, Illumination, Noise, Indoor Air quality and Humidity. For each of these, specific design requirements are described in our Engineering Specifications; regular trainings are performed to the employees (e.g., via specific Toolbox Talks).</p> <p>Regular Toolbox Talks are established across all our plants and on top of it, in 2021 we have conducted 41,166 safety observations via our Behavioural Based Safety (BBS) program across all our locations.</p>
403-5	Worker training on occupational health and safety	-	<p>As part of our internal health and safety management system, all employees are receiving mandatory safety training. No employee can start working for CCHBC without the mandatory safety training.</p> <p>Health and Safety trainings are developed also as Group e-learning programmes, available on our share point. For specific groups of people who perform high-risk jobs, we provide regular specific trainings.</p> <p>Our fleet safety training programmes aim to improve safety for all drivers within the Group: it is a blend from theoretical and on-the-road training elements, adjusted for different groups, reflecting their relative risk classification.</p>

403-6	Promotion of worker health	40	<p>Refer to: CCHBC Website - Our people and community section</p> <p>Refer to the 2021 IAR, section “Cultivate the potential of our people”, paragraph “Health, safety and wellbeing”.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40	<p>Refer to the 2021 IAR, section “Cultivate the potential of our people”, paragraph “Health, safety and wellbeing”.</p> <p>We are committed to providing our employees with a safe and healthy work environment that safeguards their mental and physical wellbeing. To support this objective, we have a strong health and safety programme in place to drive a harmonised approach to mitigating safety risks and create a culture of continuous improvement.</p> <p>We have established several Healthy working environment initiatives focusing on: Ergonomic workplace, Illumination, Noise, Indoor Air quality and Humidity. For each of these, specific design requirements are described in our Engineering Specifications; regularly trainings are performed to the employees (e.g., via specific Toolbox Talks). On top of it, Noise and Indoor air control are regulated by The Coca-Cola Company (TCCC) as a mandatory requirement for bottlers like CCHBC. Compliance to requirements is controlled by TCCC by regular on-site or virtual audits - in 2021, 1 on-site and 16 (16 with safety measures check in COVID situation out of which 12 were with additional focus on OHS) virtual compliance audits were completed by TCCC in our locations.</p>
403-8	Workers covered by an occupational health and safety management system	-	<p>All our operations are covered by the internal health & safety management system, including manufacturing plants, offices, sales offices, our own distribution centre and warehouses, the contractors working in our premises, third party contractors.</p> <p>All contractors working in our territories are covered by the internal Health & Safety management system and they are part of the internal audits and by the external ISO 45001 certifications.</p>
403-9	Work-related injuries	-	<p>Workers involved in occupational activities who have a high incidence or high risk of specific diseases: 2,756 FTE employees operate in Nigeria, where the risk of exposure to communicable diseases (such as malaria, HIV etc.) is generally higher than the average for our Group employees.</p> <p>There is a higher exposure risk for the 22 CCH employees who work at our wastewater treatment facilities, where in addition to wastewater from production, communal wastewater is also treated.</p>

403-9

Work-related injuries (continue)

In Coca-Cola HBC, we report Lost Time Accidents (LTA) with following definition:

Absolute number of workplace accidents resulting in absence from work for more or equal to 1 day absence (≥ 1 Day LTA's)

- Not including the day, when the accident occurred.
- Accidents occurring during business travel between sites or to/from external meetings are included.

Lost Time accident rate (LTAR) is calculated as total workplace accidents > 1 day per average FTE. It is calculated as: The number of total accidents resulting in more than 1 day absence for a 12-month period per 100 FTE employees.

In 2021, the number of lost-time accidents for our employees was 68, a 4.6% deterioration over 2020 and Lost-time accident rate (LTAR) was reported 0.25 vs 0.23 achieved in 2020 (8.7% deterioration).

The main types of injuries were the following: Fractures (18%), Bruise / Contusion (13%); Cuts (13%), Sprain (10%), Strain (10%) and others (35% together).

We reported 3 severe injuries (compared to 4 recorded in 2020), with the rate per FTE calculated 0.01.

Total Incidents rate (TIR) - shows the number of work-related Medical Treatment Cases (MTC) per 100 FTE. Classification is based on the treatment required in the opinion of the medical professional of record, regardless of who provides it or even if it is actually provided.

In 2021 the total incident rate of our employees was reported 0.30, a 3.4% deterioration over 0.29 achieved in 2020.

The number of employees' worked hours in 2021 was 54,463,319.

Average sickness days per FTE increased to 5.66 (compared to 5.16 reported in 2020).

We are very proud to report zero fatality of our employees in 2021, but unfortunately there are three contractors' fatalities reported as a result of road traffic accidents in 2021 (all happened outside of CCHBC perimeter).

There were reported 46 LTAs of contractors, who worked 31,826,466 working hours in 2021, out of which 7 were reported as severe, with the rate per million hours worked 0.22.

The contractor lost-time incidents frequency rate (LTIFR) improved to 1.45, compared to 1.56 reported in 2020.

The main types of contractors' injuries were the following: Bruise / Contusion (29%); Fracture (24%), Crash injuries (9%)

The main causes of severe injuries were Road Accidents and Falls from higher level – the proper root cause analysis has been conducted and actions addressed via specific Toolbox talks developed and extra training provided to respective drivers.

In 2021 we continued to deploy BBS program from supply chain to commercial function (by year end all of our countries launched the program, except Nigeria). We have successfully launched the new TCCC Life Saving Rules (LSR) program, where all our plants conducted compliance self-assessment with the CAP developed for each site. Also, dedicated x-country LSR verifications were conducted in 6 of our plants, as well as strong H&S campaigns were executed to address the Safety awareness of our employees and contractors.

The KPIs - rates have been calculated for employees based on 200,000 worked hours and for contractors, rates were calculated per million worked hours.

The reporting and data collection are standardized across the entire CCH. We have a dedicated H&S White book with all necessary definitions published and countries follow this standardized approach. Countries are submitting data to a dedicated reporting database, and these are then consolidated on a Group level.

In 2021, we had three occupational ill health incidents.

Data by segment:

Lost-time accident rate (LTAR):

Established markets: 0.44; Developing markets: 0.47; Emerging markets: 0.14; Employees in the Corporate Service Centre (CSC) are reported separately and their LTAR is 0.

Sickness absence rate: Established markets: 2.25; Developing markets: 3.36; Emerging markets: 2.03

Average sickness days per FTE: Established markets: 5.67; Developing markets: 8.49; Emerging markets: 5.11

Fatalities Contractors:

Established markets: 0; Developing markets: 0; Emerging markets: 3

Contractors' LTIFR (Lost time incident frequency rate)

Established markets: 6.85; Developing markets: 3.08; Emerging markets: 0.77

Data by gender:

Lost-time accident rate Employees: Male: 0.28; Female: 0.21

Average sickness days per FTE: Male: 5.77; Female: 5.85

Fatalities Contractors: Male: 3; Female: 0

Contractors' LTIFR (Lost time incident frequency rate): Male: 1.23; Female: 3.37

We currently do not report contractor average sickness days.

GRI 404: Training and Education 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	38-43	Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2021 IAR, as well as the relevant disclosures below.
103-3	Evaluation of the management approach	56-57	

404-1	Average hours of training per year per employee	-	<p>Average training hours per FTE: 29.3 Female average training hours per FTE: 32.4 Male average training hours per FTE: 28.1 Total training hours: 796,942</p> <p>Due to continued focus on more digital trainings than face to face, the total number of training hours slightly dropped, however the number of the training programmes each learner completed increased by over 2pp from 11.4 in 2020 to 13.81 in 2021 (Programmes can be any learning activity such as a video, an article, an online course, a webinar or a classroom). Training hours/FTE for Others W/F segment: 28.6 Training hours/FTE for Front Line Leaders (FLL) W/F segment: 33.3 Training hours/FTE for Change Leaders (CL) W/F segment: 28.5 Training hours/FTE for Top 300 Leaders W/F segment: 21.5 Training hours/FTE for Top 40 Leaders W/F segment: 8.2 Average training cost per 1 FTE: €272.36 Total training cost: €7.4 million.</p>
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404-2	Programs for upgrading employee skills and transition assistance programs	38-43	<p>We provide learning and development opportunities for all our employees reflecting one of our corporate values: Learning. In 2021, our learning programmes covering leadership, functional training and general business training included 301,908 participations, across all management layers which is 4% increase vs. the participation last year. 70% of this learning was purely digital and 30% took place in physical or virtual classrooms.</p> <p>Refer to the "Cultivate the potential of our people" section of the 2021 IAR</p> <p>In the overwhelming majority of redundancy cases, severance packages significantly exceeded legal minimum payments. Other measures taken to lessen the impact on affected employees included provision of redeployment opportunities, outplacement services and additional support to find other job opportunities outside the company such as organizing job fairs with other local employers</p>
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404-3	Percentage of employees receiving regular performance and career development reviews	-	<p>17,570 employees participated in our annual people review (Talent Review), which is 64% out of total number of employees. 18,335 employees received performance and career feedback as part of our Quarterly Snapshots in 2021.</p> <p>% of employees who have performance review (total): 66.9% % of employees who have performance review (male): 60.8% % of employees who have performance review (female): 82.2%</p> <p>By workforce segment as % of total employees for certain segment: % of employees who have performance review (Others Workforce Segment): 59.0% % of employees who have performance review (Front Line Leaders - FLL Workforce Segment): 97.5% % of employees who have performance review (Change Leaders – CL Workforce Segment): 98.5% % of employees who have performance review (Top 300 Workforce Segment): 97.1% % of employees who have performance review (Top 40 Workforce Segment): 99.0%.</p>
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GRI 405: Diversity and Equal Opportunity 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	38-43	Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures below.
103-3	Evaluation of the management approach	56-57	

			<p>Basic salary ratio women/men: total, by market segment and workforce segment: TOTAL (women/men): 1.15 Management level:0.96 Front Line Leaders (FLL):1.21 Non-management level:1.09 Management trainees: 1.00</p> <p>Basic salary ratio women/men for Top 300 segment (total): 0.80 Remuneration women/men for Top 300 segment (total): 0.80</p> <p>Established markets: Top 300: 0.77 Management level: 0.88 Front Line Leaders (FLL): 0.94 Non-management level:1.00 Management trainees: 1.16</p> <p>Developing markets: Top 300: 0.85 Management level: 0.98 Front Line Leaders (FLL): 1.24 Non-management level:1.07 Management trainees: 1.00</p> <p>Emerging markets: Top 300: 0.94 Management level: 1.08 Front Line Leaders (FLL): 1.20 Non-management level:1.12 Management trainees: 1.05</p> <p>Remuneration (total pay: basic salary + other cash incentives) ratio women/men: total, by market segment and workforce segment: TOTAL (women/men):1.11 Management level: 0.95 Front Line Leaders (FLL): 1.18 Non-management level: 1.03 Management trainees: 1.02</p> <p>Established: Top 300: 0.75 Management level: 0.88 Front Line Leaders (FLL): 0.98 Non-management level:1.02 Management trainees: 1.31</p> <p>Developing: Top 300: 0.88 Management level: 1.00 Front Line Leaders (FLL): 1.26 Non-management level:1.07 Management trainees: 1.00</p> <p>Emerging: Top 300: 0.92 Management level: 1.08 Front Line Leaders (FLL): 1.16 Non-management level: 1.00 Management trainees: 1.05</p>
405-2	Ratio of basic salary and remuneration of women to men	-	

GRI 406: Non-discrimination 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		
103-2	Explanation of management approach and its components	38-43	Refer to the "Cultivate the potential of our people" and "Materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures below.
103-3	Evaluation of the management approach	56-57	

406-1	Total number of incidents of discrimination and corrective actions taken	-	<p>Three cases reported in 2021 in three countries. Investigations were done promptly in all cases and action taken as appropriate according to local laws and procedures.</p> <p>Initiatives to promote an inclusive workplace with appropriate leadership behaviours include inclusive leadership modules available in several of our local languages.</p>
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GRI 407: Freedom of Association and Collective Bargaining 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	38-43	Refer to the "Cultivate the potential of our people" and "Managing risk and materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	56-65	
103-3	Evaluation of the management approach		

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	<p>None identified in 2021</p> <p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Social aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability.</p> <p>We registered more than 3,250 new suppliers in 2021. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. New vendors cannot be created in our SAP system unless they sign off the SGPs acceptance. Moreover, the SGPs are part of all issued tenders and contract templates sent to suppliers. We aspire Strategic suppliers upon award to also join EcoVadis or other reputable 3rd party assessment body/platform for Sustainability.</p> <p>Ingredients suppliers: they need to sign off acceptance to the Sustainable Agriculture Guiding Principles (SAGPs) which is an extended version of the SGPs.</p> <p>We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership of EcoVadis.</p> <p>Number of Critical Strategic Suppliers assessed for Social impacts:</p> <ol style="list-style-type: none"> 1) 86 under 3rd party physical Supplier Guiding Principles audit 2) 1,184 under EcoVadis: up to 2021 through EcoVadis CSR Assessment platform, we assessed in total 1,184 of our critical suppliers. The assessment is based on 21 criteria grouped in 4 themes – Environment, Social, Ethics, Suppliers/Supply Chain. Suppliers in scope obtain a score for each theme and overall score out of 100 (high score = 100). <p>TOTAL = 1,270 Suppliers (+332 more compared to 2020).</p>
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GRI 408: Child Labour 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	32-43	Refer to the "Fuel growth through competitiveness and investment", "Cultivate the potential of our people", and "Managing risk and materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	56-65	
103-3	Evaluation of the management approach		

408-1	Operations and suppliers at significant risk for incidents of child labour	-	<p>None identified in 2021.</p> <p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Social aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability. Please see 407-1 for more details on the Social assessment we do for our supplier through the EcoVadis platform.</p>
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GRI 409: Forced or Compulsory Labour 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		Refer to the "Fuel growth through competitiveness and investment", "Cultivate the potential of our people", and "Managing risk and materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	32-43	Refer to the Human Rights Policy and its guideline on our website: Human Rights Policy Human Rights Policy - Managers Guide
103-3	Evaluation of the management approach	56-65	
409-1	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	-	

GRI 410: Security Practices 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people" and "Managing risk and materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	38-43	
103-3	Evaluation of the management approach	56-65	
410-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	-	<p>The Code of Business Conduct emphasises that compliance is our way of doing business with integrity. All new employees, including national security leaders and managers, receive Code of Business Conduct and anti-corruption training, which is refreshed every two years. Most on-site security personnel are employees of contracted partners, who also have to abide by CCHBC's Supplier Guiding Principles and all other applicable Company policies as per their contract and receive relevant information as part of their induction.</p>

GRI 411: Rights of Indigenous Peoples 2016

411-1	Incidents of violations involving rights of indigenous peoples	-	None
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GRI 412: Human Rights Assessment 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary		Refer to the "Cultivate the potential of our people", "Fuel growth through competitiveness and investment" and "Managing risk and materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	32-43	
103-3	Evaluation of the management approach	56-65	

412-1	Operations that have been subject to human rights reviews or impact assessments	-	During 2021 we had 29 (16%) of bottling plants audited (so called Workplace Accountability audit). 13 audits/assessments are planned for 2022 through 3-year cycle. Within the 3-year cycle, 98% of our manufacturing plants (99.5% of the production volume) and 100% of our countries are audited. Lurisia Plant in Italy was postponed to 2022. Out of all audited plants, we have 100% mitigation plans/actions in place for the plants with identified improvement opportunities/gaps. Rigorous process of closing of the gaps on time is established.
412-2	Employee training on human rights policies or procedures	-	All new employees undergo mandatory training and certification in the Code of Business Conduct, which includes reference to human rights, and which is refreshed every three years, since our new Compliance Framework was put into action in 2021. Throughout 2021, we have trained 29,889 employees. However, as our KBI, we monitor the % of active employees trained. So, in this respect, at the end of the Compliance Wave, on July 1st, 26,319 employees were trained using the new eLearning course for Code of Business Conduct and Anti-Bribery, which makes for 97.71% of total active employees. Apart from the training wave in 2021, as in the past, this training continues to be a regular requirement for all newly hired employees. At the end of the year, we had 26,123 active employees and 97.5% of those had completed the eLearning course. Please see Disclosure 205-2 in this file for detailed split.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-	Our total 2021 CapEx investment was €540.9 million. Of this, 75% constituted production equipment, cold drink equipment, refillable containers, and fleet, all of which were covered by contracts that included supplier guiding principles covering human rights. Any investment in excess of €100,000 is considered significant. In each Purchasing Order we have a statement that the supplier/contractor warrants that it has read, understands and is in, and will remain in compliance with all the requirements of the Supplier Guiding Principles, which includes human rights compliance expectations. 100% of investments are covered.

GRI 413: Local Communities 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	8	Refer to the "Our business model", "Earn our licence to operate" and "Materiality" sections of the 2021 IAR.
103-2	Explanation of management approach and its components	44-51	
103-3	Evaluation of the management approach	56-57	

413-1	Operations with local community engagement, impact assessments, and development programs	44-51	All our operations implement community engagement and developmental programmes. In the period 2018-2021 all of our markets performed socio-economic impact studies and shared them with the local stakeholders. Community engagement initiatives are mandatory part of our sustainability strategy and 100% of our operations implement this. As part of our Mission 2025 sustainability commitments, we provide opportunities for the local NGOs and community participants to take part in our management programmes. In 2021 6% of all participants in the internal management programmes were members of communities.
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413-2	Operations with significant actual and potential negative impacts on local communities	-	No significant negative impact on local communities. When we have any restructuring initiatives that can have an impact on local communities (e.g., involving closing or consolidation of facilities), we have taken actions to minimise the impact, for example by providing those people affected with other employment opportunities within the organisation, relocation support, or voluntary exit packages and professional support to facilitate employment elsewhere. Besides, we have internal Due Diligence procedure for any investment/divestment, mergers and/or acquisitions, where all social and environmental aspects and impacts are considered, evaluated and corrective actions are taken prior to any investment/divestment, mergers and/or acquisitions.
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GRI 414: Supplier Social Assessment 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	32-37	Refer to the "Fuel growth through competitiveness and investment" and "Materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	56-57	
103-3	Evaluation of the management approach		

414-1	New suppliers that were screened using social criteria	32-37	<p>100% of Strategic Critical Suppliers in Raw and Primary Packaging are assessed against multiple criteria including Social aspect before commencing business with CCH as part of pre-qualification Coca-Cola System audits.</p> <p>In all our Strategic Tenders across Indirect spending categories we have assigned 5% of overall evaluation criteria to Sustainability. We registered more than 3,250 new suppliers in 2021. As of 2015, all new suppliers acknowledge acceptance to comply with our Supplier Guiding Principles (SGPs). Suppliers contractually confirm adherence to CCHBC SGPs. Reference to our corporate website: https://www.coca-colahellenic.com/en/about-us/corporate-governance/policies/supplier-guiding-principles</p> <p>New vendors cannot be created in our SAP system unless they sign off the SGPs acceptance. Moreover, the SGPs are part of all issued tenders and contract templates sent to suppliers.</p> <p>We aspire Strategic suppliers upon award to also join EcoVadis or other reputable 3rd party body/platform for Sustainability ESG Assessment.</p>
414-2	Negative social impacts in the supply chain and actions taken	-	<p>We maintain transparency throughout our supply base through The Coca-Cola Company' Supplier Guiding Principles compliance audits and our membership of EcoVadis.</p> <p>Number of Critical Strategic Suppliers assessed for Social impacts:</p> <ul style="list-style-type: none"> • 86 under 3rd party physical Supplier Guiding Principles audit • 1,184 under EcoVadis: up to 2021 through EcoVadis CSR Assessment platform, we assessed in total 848 of our critical suppliers. The assessment is based on 21 criteria grouped in 4 themes – Environment, Social, Ethics, Suppliers/Supply Chain. Suppliers in scope obtain a score for each theme and overall score out of 100 (high score = 100). <p><u>TOTAL = 1,270 Suppliers (+332 more compared to 2020)</u></p> <p>Number of Suppliers identified to have potentially significant Social impact:</p> <ul style="list-style-type: none"> • 5 identified by 3rd party audit: these suppliers have received Orange or Red audit scores and have received corrective actions. • 49 identified by EcoVadis: these suppliers scored <24 in the assessment for Social. <p><u>TOTAL = 54 Suppliers (4.3% of total supplier base screened using Labour & Human Rights criteria)</u></p> <p>Types of findings: Health & Safety incidents, Wages & Benefits corrections needed, Workhours and extended overtime, Lack of supporting documentation against declared practices, polices etc (locations: Russia, Nigeria, Belarus, Kosovo, Switzerland, Ukraine, UK, Serbia, Poland)</p> <p>One supplier reported in Nigeria with issue in Forced and Compulsory Labour as reported in detail under section 409-1.</p> <p>Number of suppliers identified to have Labour & Human Rights Impact with whom CCH agreed Corrective actions plans:</p> <ul style="list-style-type: none"> • 54 Suppliers or 100% of Suppliers identified have corrective action plans in place. • 0 % of suppliers identified as having negative Labour & Human Rights issues were terminated as a result of assessment, because they have corrective actions in progress, and we are detecting supplier engagement. <p>By Dec 31st, 2021, we have overall 1,184 suppliers assessed with EcoVadis. The average overall score for our suppliers is 47.3 and it is above the average score of 43.9 of EcoVadis universe. In the area of Labour & Human Rights, our suppliers in scope reached 50.2 vs. average of 46.7 for EcoVadis' panel.</p>

GRI 415: Public Policy 2016

GRI 103: Management Approach 2016

103-1 103-2 103-3	<p>Explanation of the material topic and its Boundary</p> <p>Explanation of management approach and its components</p> <p>Evaluation of the management approach</p>	56-57 86-87	<p>Refer to our "Corporate Governance" and "Materiality" sections of the 2021 IAR, as well as the relevant GRI Disclosures.</p> <p>CCHBC Website Public Policy Engagement</p>
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415-1	Political contributions	-	In 2021, we did not engage in any financial and/or in-kind contribution to any political campaign.
GRI 416: Customer Health and Safety 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	19-23	Refer to the “Leveraging our unique 24/7 portfolio”, “Fuel growth through competitiveness and investment” and “Materiality” sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	32-37	
103-3	Evaluation of the management approach	56-57	
416-1	Assessment of the health and safety impacts of product and service categories	-	<p>We have a process to continuously evaluate/assess product- and process-related food safety risks and assure consumers and customers food safety through relevant prerequisite programmes (e.g., HACCP, allergen management etc.). It is valid for 100% of our products and services.</p> <p>52 out of our 54 manufacturing sites, representing 99.2% of production volume, are certified according to Food Safety System Certification 22000 scheme which is recognised under Global Food Safety Initiative framework. FSSC 22000 certification is based on:</p> <p>a) ISO 22000 Food Safety Management System (demonstrating ability to control food safety hazards in order to ensure food safety); b) ISO/TS 22002-1 Prerequisite Programmes on Food Safety (Part 1 Food Manufacturing – assist in controlling food safety hazards through Good Manufacturing Practice); and c) ISO/TS 22002-4 Prerequisite Programmes on Food Safety (Part 4 Food Packaging Manufacturing – assist in controlling food safety hazards in the manufacture of food packaging).</p>
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	0 significant fine received in 2021. 2 voluntary code actions resulted in product withdrawal (in Italy and Romania).
GRI 417: Marketing and Labelling 2016			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary	19-23	Refer to the ““Leveraging our unique 24/7 portfolio”, “Win in the marketplace” and “Materiality” sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	56-57	
103-3	Evaluation of the management approach		
417-1	Requirements for product and service information and labelling	-	The printed packs and labels of products sold in 2021 had calorie information, and back-of-pack Guideline Daily Amounts (GDA) information in the EU. For all countries, we comply with local law requirements. All of significant product or service categories are covered by and assessed for compliance with such procedures. We also include in the labels, signs for the safe disposal of our products. In addition, we introduced on a trial basis, to several of our markets new front-of-pack labelling, building on the current European-wide Reference Intake (R.I.) monochrome model. This means people see colours that reflect the nutrient content per 100ml of our drinks for sugars, salt, fat, and saturated fat through a simple ‘traffic-light’ colour scheme of red, amber, green. The approach we follow is identical to the scheme that we voluntarily support in Northern Ireland and the Republic of Ireland since 2014, and which we continue to evaluate more broadly across more markets.
417-2	Incidents of non-compliance concerning product and service information and labelling	-	0 significant fines and violations.
417-3	Incidents of non-compliance concerning marketing communications	-	<p>At Coca-Cola HBC, we adhere to The Coca-Cola Company’s Global Responsible Marketing Policy, as well as its Global School Beverage Policy. Further, we are committed to implement UNESDA’s responsible marketing and school sales pledges. We are always striving to achieve full compliance towards our voluntary commitments. Moreover, we have a premium spirits responsible marketing policy.</p> <p>In 2021, we recorded no incidents of non-compliance to relevant regulation across our territories.</p> <p>Coca-Cola HBC is responsible for Customer marketing and execution at the point of sale, while The Coca-Cola Company is responsible for all Consumer Marketing.</p>

GRI 418: Customer Privacy 2016

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	None
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GRI 419: Socioeconomic Compliance 2016

GRI 103: Management Approach 2016

103-1	Explanation of the material topic and its Boundary	8-9	Refer to the "Our impact", "Materiality" and "Corporate Governance" sections of the 2021 IAR, as well as the relevant GRI Disclosures.
103-2	Explanation of management approach and its components	56-57	
103-3	Evaluation of the management approach	86-96	

419-1	Non-compliance with laws and regulations in the social and economic area	-	0 significant fine received. We collect reports from countries at Group level on contingencies, including fines, that are over a specific threshold, for the purpose of submitting these to our external financial auditors.
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ENVIRONMENTAL DATA TABLE

		Total amount 2021	Relative amount 2021 (defined in each relevant indicator)	Total amount 2020	Relative amount 2020 (defined in each relevant indicator)	Total amount 2019	Relative amount 2019 (defined in each relevant indicator)
PRODUCTION							
Total beverage production (m litres)		14,046		12,094		12,639	
MATERIALS							
Materials used	301-1	Tonnes	g/lpb	Tonnes	g/lpb	Tonnes	g/lpb
Sugar and fructose syrup		994,580	70.8	837,159	69.2	856,189	67.7
Concentrate		68,246	4.9	62,450	5.2	70,848	5.6
Juice Concentrate		122,023	8.7	114,685	9.5	147,530	11.7
Carbon dioxide		133,661	9.5	115,619	9.6	120,564	9.5
Nitrogen		14,757	1.1	12,083	1.0	12,481	1.0
PET (bottles)		264,253	18.8	259,334	21.4	276,907	21.9
Plant-Pet		0	0.0	191	0.0	6,434	0.5
Plastic (closures)		28,284	2.0	27,027	2.2	26,673	2.1
Metal (crowns)		5,908	0.4	4,413	0.4	5,848	0.5
PE (labels and stretch/shrink film)		47,224	3.4	41,027	3.4	43,821	3.5
Glass (bottles)		163,562	11.6	175,904	14.5	154,632	12.2
Aluminium (cans)		49,388	3.5	43,752	3.6	42,398	3.4
Paper (labels)		1,141	0.1	910	0.1	1,921	0.2
Composite carton (tetra pack, bricks)		27,024	1.9	21,522	1.8	22,883	1.8
Cardboard		50,920	3.6	54,765	4.5	47,661	3.8
Wood (pallets)		101,260	7.2	75,791	6.3	77,563	6.1
Total Renewable Materials	301-1	1,498,857	106.7	1,283,093	106.1	1,351,593	106.9
Total Non-Renewable Materials	301-1	573,376	40.8	563,349	46.6	556,327	44.0
Percentage of materials from recycled sources	301-2	10.0 % rPET (placed on the market); 35.0% recycled glass; 50.0 % recycled aluminium		8.6% rPET+bPET; 34.5% glass; 50.6% aluminium		8.61% recycled PET; 3.36% plant-based PET; 35% glass; 65% aluminium	
ENERGY							
	302-1	million MJ	MJ/lpb	million MJ	MJ/lpb	million MJ	MJ/lpb
Energy consumption within the organisation (all energy used in manufacturing, own fleet and remote properties)		7,094	0.5	6,496	0.5	6,781	0.5
Fuel consumption		2,324		2,274		2,108	
Light heating oil		118	0.01	197	0.02	91	0.01
Heavy heating oil		3	0.00	3	0.00	15	0.00
Natural gas		2,083	0.15	1,966	0.16	1,881	0.15
LPG		116	0.01	104	0.01	117	0.01
Bio LPG		4	0.00	3	0.00	4	0.00
Fuels for own fleet		1,079		1,061		1,217	
Fuels for own fleet - Renewable		0		0		0	
Total energy from remote properties		334		295		300	
Electricity from renewable sources		56		17		27	
Electricity from non-renewable sources		42		73		81	
Thermal Energy Consumption		43		31		46	
Fuel Consumption		193		174		146	
Total electricity consumption		2,997		2,574		2,790	
Electricity from renewable sources		1665		900		875	
Electricity from non-renewable sources		1332		1674		1915	
Heating consumption		144		116		141	
Cooling consumption		0		0		0	
Steam consumption		216		176		224	
Renewable Thermal Energy Used		0		0		0	
Biogenic Energy Produced		0.0898		0.1000		1.0906	
Biogenic Energy Used		0.0898		0.1000		1.0906	
Biogenic Energy used to produce electricity that is sold		0.0000		0.0000		0.0000	
Biogenic Energy Sold		0.0000		0.0000		0.0000	
Renewable Electricity sold (Biogenic)		0		0		0	
Energy consumption outside of the organisation	302-2	12,416	0.9	13,023	1.1	14,029	1.1
Electricity use in cold drink equipment		10,021		10,596		11,355	
Fuel consumption from flights		29		19		68	
Energy (fuel) consumption from third-party fleet		2,366		2,408		2,606	
Energy intensity (all electricity, fossil fuels, steam, heating and cooling used in bottling plants)	302-3		0.38		0.40		0.39
Reduction of energy consumption in bottling plants (vs. baseline 2010)	302-4	2,692		2,091		2,233	
Initiatives to reduce direct energy consumption		See the text part in the tables above		See the text part in the tables above		See the text part in the tables above	
Reduction in energy requirements of products and services	302-5	See the text part in the tables above		See the text part in the tables above		See the text part in the tables above	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Relative Amount		5,598		4,738		5,033	
Energy reduction from cold drink equipment at marketplace (vs. baseline 2010) - Absolute Amount		6,519		5,943		5,184	

ENVIRONMENTAL DATA TABLE

		Total amount 2021	Relative amount 2021 (defined in each relevant indicator)	Total amount 2020	Relative amount 2020 (defined in each relevant indicator)	Total amount 2019	Relative amount 2019 (defined in each relevant indicator)
WATER							
		Million Litres	l/lpb	Million Litres	l/lpb	Million Litres	l/lpb
Total water withdrawal by source	303-3	26,373	1.88	23,069	1.91	24,068	1.90
Water received from municipalities		8,204	0.58	7,423	0.61	7,873	0.62
Water received from wells		17,332	1.23	14,946	1.24	15,342	1.21
Water received from surface waters		838	0.06	701	0.06	853	0.07
Collected rainwater		0	0.00	0	0.00	0	0.00
Total Freshwater withdrawal (≤1,000 mg/L TDS)		25,456	1.81	22,385	1.85	23,508	1.86
Total Other water withdrawal (>1,000 mg/L TDS)		918	0.07	684	0.06	560	0.04
Water sources significantly affected by withdrawal of water	303-2	None		None		None	
Percentage and total volume of water recycled and reused	303-3						
Total recycling and reuse of water		1,349 mL		1,501 mL		1,755 mL	
Percentage recycled/reused in total water withdrawal		5.1%		6.5%		7.3%	
Total water discharged by destination	303-4	10,216		9,131		9,778	
Surface water		5,571		4,783		5,161	
Groundwater		0		0		0	
Seawater		0		0		0	
Municipal water		4,645		4,348		4,617	
Total water consumption	303-5	16,157		13,939		14,290	
Water consumption in areas with water stress		6,374		5,252		4,678	
BIODIVERSITY							
Total amount of land owned		626 ha		626 ha		617 ha	
Major impacts on biodiversity	304-2	None		None		None	
Programmes to protect and restore habitats	304-3	see IAR, website		see IAR, website		see IAR, website	
Red List species with habitats affected by operations	304-4	None		None		None	
EMISSIONS							
Direct greenhouse gas (GHG) emissions (Scope 1)		Tonnes	g/lpb	Tonnes	g/lpb	Tonnes	g/lpb
Greenhouse gas emissions from operations	305-1	254,835	18.1	233,500	19.3	248,872	19.7
CO ₂ from energy used in plants (Scope 1)	305-1	127,662	9.1	112,135	9.3	109,354	8.7
CO ₂ from fuel used in Company vehicles	305-1	75,177	5.4	73,631	6.1	84,477	6.7
Coolant emissions from Cold Drink Equipment (CO ₂ eq)	305-1	6,000	0.4	6,839	0.6	8,325	0.7
CO ₂ for product carbonation (CO ₂ losses)	305-1	41,492	3.0	37,125	3.1	43,159	3.4
CO ₂ from remote properties' fuel consumption	305-1	4,504	0.3	3,769	0.3	3,557	0.3
Energy indirect GHG emissions (Scope 2 Market-based)	305-2	170,957	12.2	198,421	16.4	232,618	18.4
CO ₂ from electricity used in plants (Scope 2 Market-based)	305-2	130,473	9.3	164,657	13.6	190,301	15.1
CO ₂ from electricity used in plants (Scope 2 Location-based)	305-2	325,633	23.2	280,322	23.2	288,482	22.8
CO ₂ from supplied heating and cooling (Scope 2)	305-2	37,606	2.7	30,683	2.5	38,833	3.1
CO ₂ from electricity consumption in remote properties Market-based	305-2	2,878	0.2	3,082	0.3	3,483	0.3
CO ₂ from electricity consumption in remote properties Location-based	305-2	3,776	0.3	3,390	0.3	3,866	0.3
Total emissions (Scope 1 and 2 Market-based)		425,792	30.3	431,921	35.7	481,489	38.1
Total emissions (Scope 1 and 2 Location-based)		621,851	44.3	547,894	45.3	580,053	45.9
Other indirect GHG emissions (Scope 3)	305-3	3,683,306	262.2	3,622,830	299.6	3,845,485	303.2
CO ₂ from electricity use of cold drink equipment	305-3	1,101,787	78.4	1,203,761	99.5	1,302,308	103.0
CO ₂ embedded in packaging (Cradle-to-Gate)	305-3	1,279,370	91.1	1,254,102	103.7	1,278,248	101.1
CO ₂ from sugar and Juice concentrates	305-3	1,013,638	72.2	889,249	73.5	973,089	77.0
CO ₂ from third-party transports	305-3	174,131	12.4	176,116	14.6	188,031	14.9
CO ₂ from flights	305-3	1,981	0.1	1,251	0.1	4,593	0.4
CO ₂ from product carbonation	305-3	101,498	7.2	85,462	7.1	86,244	6.8
CO ₂ from Remote Properties fuel consumption		8,531	0.6	7,609	0.6	7,205	0.6
CO ₂ from electricity consumption in Remote Properties Market-based		2,371	0.2	5,280	0.4	5,767	0.5
CO ₂ from electricity consumption in Remote Properties Location-based		6,489	0.5	6,322	0.5	8,111	0.6
GHG emissions intensity (Scope 1, 2 and 3 - Scope 2 Market-based)	305-4	4,109,098	292.5		335.3		342.4
GHG emissions intensity (Scope 1, 2 and 3 - Scope 2 Location-based)	305-4	4,309,275	306.8		345.0		350.3
Programmes to reduce GHG emissions	305-5	See the text part in the above table		See the text part in the above table		See the text part in the above table	
Ozone-depleting substance emissions	305-6	Tonnes		Tonnes		Tonnes	
CFCs and HCFCs		0.006	0.00000	0.009	0.00000	0.010	0.00000
Other significant air emissions	305-7	Tonnes		Tonnes		Tonnes	
NO _x		4,477	0.32	4,902	0.41	4,712	0.37
SO ₂		3,611	0.26	3,668	0.30	3,365	0.27
Particulate matter		533	0.04	526	0.04	527	0.04

ENVIRONMENTAL DATA TABLE

		Total amount 2021	Relative amount 2021 (defined in each relevant indicator)	Total amount 2020	Relative amount 2020 (defined in each relevant indicator)	Total amount 2019	Relative amount 2019 (defined in each relevant indicator)
EFFLUENTS							
Total water Discharged by Quality and Destination	306-1		Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2021 we have in total 38 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.		Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2020 we have in total 38 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.		Since 2011 all quantity of the waste water of our plants is treated to levels supporting aquatic life. In 2019 we have in total 37 plants with their own waste water treatment plants (most of them using full aerobic process) and the rest plants are discharging to municipal waste water treatment plant.
Quantity of wastewater discharged	306-1	10,216 mL	0.7 l/lpb	9,131 mL	0.8 l/lpb	9,778 mL	0.8 l/lpb
Total COD (Chemical Oxygen Demand) produced	306-1	3,393 t O2	242 mgO2/lpb	4,212 t O2	348 mgO2/lpb	4,131 t O2	327 mgO2/lpb
Total COD reaching the environment	306-1	375 t O2	27 mgO2/l	352 t O2	29 mgO2/l	406 t O2	32 mgO2/l
Water discharged to our own wastewater treatment plants (WWTP)	306-1	7,934 mL	0.6 l/lpb	6,972 mL	0.6 l/lpb	7,335 mL	0.6 l/lpb
Water discharged to municipal-owned WWTP	306-1	2,282 mL	0.2 l/lpb	2,159 mL	0.2 l/lpb	2,443 mL	0.2 l/lpb
Water habitats affected by water discharges	306-5	0		0		0	
WASTE							
Amount of solid waste	306-4	Tonnes		Tonnes		Tonnes	
Total amount	306-4	109,894	7.8 g/lpb	101,805	8.4 g/lpb	120,783	9.6 g/lpb
Waste recycled	306-4	83,727		79,231		93,915	
Waste reused	306-4	10,228		7,863		11,690	
Waste incinerated without energy recovery	306-4	0		0		13	
Waste incinerated with energy recovery	306-4	3,111		3,500		1,889	
Waste composed	306-4	7,238		6,379		6,895	
Waste disposed of in landfills	306-4	3,513		3,209		4,207	
Recycling and energy recovery	306-4	104,304	95%	96,972	95%	114,390	95%
Hazardous waste generated	306-4	2,077	0.1 g/lpb	1,623	0.1 g/lpb	2,173	0.2 g/lpb
Recycled hazardous waste	306-4	1,969		1,499		2,005	
Non-recycled hazardous waste	306-4	108		124		167	
Spills of chemicals oils, fuels	306-4	0.35 t	0.000 g/lpb	0.09 t	0.000 g/lpb	2 t	0.000 g/lpb
Hazardous waste	306-4	CCH does not transport, import, export, treat hazardous waste itself nor ship it internationally		CCH does not transport, import, export, treat hazardous waste itself nor ship it internationally		CCH does not transport, import, export, treat hazardous waste itself nor ship it internationally	
PRODUCTS AND SERVICES							
Percentage reclaimable products	301-3						
Rate of returnable packaging		7.5%		6.6%		7.3%	
Possible rate of packaging recycling		See IAR, p.49, 55		See IAR		See IAR	
Achieved rate of packaging recycling		See IAR, p.49, 55		See IAR		See IAR	
COMPLIANCE							
Incidents and fines	307-1	EUR		EUR		EUR	
Monetary value of significant fines		0		0		0	
Significant fines and non-monetary sanctions		0		0		1	
Cases brought through dispute resolution mechanism		0		0		0	
TRANSPORT							
Environmental impacts of transport		Transportation as part of the value chain with the smallest impact: 6% out of the total value chain carbon emissions and 0.04% of total value chain water footprint		Transportation as part of the value chain with the smallest impact: 6% out of the total value chain carbon emissions and 0.04% of total value chain water footprint		Transportation as part of the value chain with the smallest impact: 6% out of the total value chain carbon emissions and 0.03% of total value chain water footprint	
Number of vehicles		12,563		12,521		13,309	
Fuel consumption own and leased fleet (litres)		30,195,214	2.1 ml/lpb	29,735,704	2.5 ml/lpb	34,323,116	2.7 ml/lpb
Energy consumption in own and leased fleet fuel consumption (million MJ):		1,078	0.1 MJ/lpb	1,061	0.1 MJ/lpb	1,217	0.1 MJ/lpb
Diesel		683		679		780	
Petrol		328		324		380	
CNG		14		9		2	
LPG		53		48		55	
Carbon emissions from fuel consumption (own and leased fleet: Scope 1) tonnes CO ₂		75,177	5 g/lpb	73,631	6 g/lpb	84,477	7 g/lpb
Carbon emissions from fuel consumption (third-party fleet: Scope 3) tonnes CO ₂		174,131	12 g/lpb	176,116	15 g/lpb	188,031	15 g/lpb
EXPENDITURES							
Total environmental expenditures		See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.		See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.		See some of the investments in the respective table of the GRI index. Total investment is not disclosed publicly.	

Social Data Table

	2021	2020	2019
401-1 Average no. of employees	26,787	27,722	28,072
Permanent employees	97%	97%	96%
Employee engagement score	88%	88%	90%
Values index score	-	-	-
Hires by age group, gender, and region	See data at 2021 GRI Content index	See data at 2020 GRI Content index	See data at 2019 GRI Content index
401-1 Employee turnover (total)	13.1%	8.8%	12.3%
Voluntary turnover	9.9%	6.2%	8.6%
Turnover by age group, gender, and market segment	See data at 2021 GRI Content index	See data at 2020 GRI Content index	See data at 2019 GRI Content index
401-3 Return to work and retention rate after parental leave by gender	See data at 2021 GRI Content index	See data at 2020 GRI Content index	See data at 2019 GRI Content index
404-1 Average training hours per employee, by gender and employee category	See data at 2021 GRI Content index	See data at 2020 GRI Content index	See data at 2019 GRI Content index
Key People in Key Positions	N/A	N/A (Obsolete KBI for 2020)	94%
407-1 No. of workplace accountability audits	29	9	9
407-1 No. of human rights violations resulting in litigation against the Company	0	0	0
EQUALITY AND DIVERSITY			
405-2 Women in management	39%	38%	38%
407-1 Breaches of equality legislation	0	0	
LABOUR RIGHTS			
102-41 Employees covered by collective bargaining	50%	50%	51%
LA4 Employees belonging to independent trade unions	27%	26%	26%
HEALTH AND SAFETY			
403-9 Fatalities (including contractors)	3	2	9
Accident incidence (accidents with >1 day absence per 100 employees)	0.25	0.23	0.33
403-9 Employee LTA	68	65	96
Employees LTIFR (per million hours worked)	1.25	1.17	1.66
Contractor LTIFR (per million hours worked)	1.45	1.56	1.87
OIFR	0.01	0.00	0.00
Employees TRIFR* (per million hours worked)	1.51	1.46	2.17
Contractor TRIFR* (per million hours worked)	1.79	1.69	2.09
403-9 Data by gender and market segment	See data at 2021 GRI Content index	See data at 2020 GRI Content index	See data at 2019 GRI Content index
403-1 No. of plants with OHSAS 18001/ISO 45001 certification % of production volume covered	53 out of 54** plants operated certified according to ISO 18000/ ISO 45000, representing 98% of plants and 99.5% of produced volume.	51 out of 53** plants operated certified according to ISO 18000/ ISO 45000, representing 96% of plants and 99.3% of produced volume. (Maiduguri Plant in Nigeria stays with not audited status due to security issues, Teplice Plant in Czech Republic is newly acquired and in preparation for certification in 2021).	52 out of 53 plants operated certified according to ISO 18000/ ISO 45000, representing 98% of plants and 99.6% of produced volume. (Maiduguri plant in Nigeria stays with not audited status due to security issues).
ECONOMIC BENEFITS			
201-1 Tax (income tax expense)	€187.4 million	€178.9m million	€173.2 million
Salaries & benefits	€1,015.2 million More information: page 9, 165 of the 2021 IAR	€955.8 million More information: page 19, 156 of the 2020 IAR	€1,037.3 million More information: page 18 of the 2019 IAR

(*): TRIFR – Total Recordable Injury Frequency rate.

(**): In the 2021 IAR we report 56 plants, as we add two plants which are not bottling sites. These are Bambi confectionary (snacks) plant in Serbia, and Tsakiris snacks plant in Greece.

Corporate governance, business ethics and anti-corruption

Conducting all business activities with integrity and respect for society is of primary importance for us. Being a good corporate citizen means having a strong foundation in business ethics and maintaining well-established processes and systems for managing financial and non-financial dimensions of performance, which in turn builds our trust and reputation. It is no coincidence that our stakeholders consistently rank this as the top material issue year after year.

We address corporate governance holistically, maintaining a zero-tolerance culture related to breaches of our Code of Business Conduct (COBC) and Anti-Bribery policies and to any attempts of retaliation against individuals who report in good faith potential violations. To that effect we have regular COBC and Anti-Bribery online and classroom trainings for all our employees and additional training sessions are developed by the legal department for risk zone employees, which includes senior management, to target specific risks faced by each regional function. We have also established an anti-bribery due diligence process on third parties representing us with government authorities.

We have established grievance mechanisms, including an independently operated whistle-blower “Speak-Up!” line, available to all Coca-Cola HBC countries in local languages. Allegations received related to issues not covered under the Code of Business Conduct were routed to the appropriate department for appropriate handling. All allegations involving potential COBC violations were investigated in accordance with the Group Code of Business Conduct Handling Guidelines.

In 2021 we continued streamlining our Data Protection program, developing new practical guidance on key processes. We launched a new mandatory e-learning combining COBC and Anti-Bribery and Corruption content in 2021. The course is available on-line to all our employees and comprises a preliminary questionnaire on COBC and Anti-Bribery Policy as a knowledge test for our employees, and acknowledgement and re-commitment to compliance with the Code of Business Conduct and its related policies, including the Anti-Bribery Policy. As in the past, this training will be a regular requirement for all employees.

In 2021, we run significant awareness initiatives on business ethics and anti-corruption: we rolled out across all Group operations our annual Ethics and Compliance Week whose themes were the launch of the new COBC and Anti-Bribery training wave and our Speak-Up! line. To engage employees, we organized a competition among all our Business Units rewarding the operation who first achieved 100% training completion rate. During the Week we organized virtual awareness sessions for our employees on our Speak-Up! line, aimed at raising awareness on how to use it to report concerns and violations of the Code Business of Conduct or ask questions regarding any of our compliance policies and at informing them on the most recurring COBC violations. Also, throughout the year we continued raising awareness on Speak Up! doing quarterly communication campaigns for all employees.

Through our strategic approach towards business ethics and anti-corruption, we contribute to the UN's SDG 8 (Decent work and economic growth) and SDG 16 (Peace, justice, and strong institutions).

2021 Code of Business Contact violations and allegations received through the Whistleblower hotline

In 2021, 344 allegations of violations of the Group's Code of Business Conduct were investigated. Of the 344 allegations investigated, 105 were substantiated as violations of the Code of Business Conduct, 110 cases were unsubstantiated, and the remaining 129 matters were reviewed and then referred to the appropriate department for further handling. 15 of the substantiated matters involved an employee in a management position or involved a loss greater than Euro 10,000.

As a result of the 105 matters substantiated as violations of the Code of Business Conduct, 74 employees were terminated. Additional 87 employees received discipline in the form of verbal or written warnings, financial penalties (unpaid suspension or loss of bonus) or voluntary resignation from the Company.

Violations by Code of Business Conduct Sections:

• Safeguarding company asset	26	• Anti-bribery and corruption	6
• Business and financial records	55	• Other	2
• Conflict of interest	6	• Workplace health & safety	5
• Fair treatment of employees	3	• Data Privacy	2

Whistle-blower hotline

Speak Up! line is managed by a third party and is available to all employees, customers and suppliers and can be accessed at any time via phone or internet, which is available in 25 languages.

In 2021, in addition to the awareness campaign run during the Ethics and Compliance Week, throughout the year we communicated the importance of reporting potential violations of the Code of Business Conduct and encourage all employees to ask their managers, Ethics and Compliance Officers, or the Internal Audit Department questions.

In 2021 we also updated our Whistleblowing Policy in some aspects to reflect the new requirements of the EU Directive on the protection of persons who report breaches of Union law.

In 2021, we investigated 210 allegations that came through our Speak Up! line and legacy whistle-blower hotline. Allegations received related to issues not covered under the Code of Business Conduct were routed to the appropriate department for appropriate handling. All allegations involving potential Code of Business Conduct violations were investigated in accordance with the Group Code of Business Conduct Handling Guidelines. Importantly, we make sure that the learnings from both the Code of Business Conduct violations and allegations reported through the whistle-blower hotline are drawn and result in relevant decision-making and procedural changes, for example, the re-evaluation of our procedures in connection with incidents and the review, adjustment, or update of related policies. We also undertake measures to improve our systems and use them to prevent as many of these violations as possible from happening, learning from our experience and that of others.