

Growth pillars

4 Cultivate the potential of our people



Growth pillars continued

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2023 highlights

- Kept our people safe during turbulent geopolitical events
- Improved our engagement score, confirming that we are embedding a purpose-led culture and greater belief in our efforts to simplify our business
- Helped our customers and our people adapt to the changing external environment with speed and agility through new ways of working
- Continued to strengthen the diversity of our workforce while building an inclusive workplace

KPIs

- Employee engagement
- Percent of managers that are women
- Lost time accident rate

Principal risks and opportunities

- Geopolitical and security environment
- Health and safety
- People retention

[Read more p88 to 107](#)

Material topics

- Employee wellbeing and engagement
- Human rights, diversity and inclusion

[Read more p47 to 51](#)

Stakeholders



Our people



Our communities



Strengthening our culture

We passionately believe that it is only with the strength, competence and engagement of our people that we will achieve our vision and ambitious growth agenda. Over the last year, we took time to reflect on our wider purpose and culture, working with colleagues from across the organisation to identify a unifying purpose: to open up moments that refresh us all.

The subsequent 'Culture Story' brought to life in 2023 is about all of us at Hellenic – who we are, our purpose, vision, leadership model, values and the behaviours we commit to. It is a story that, for the first time, was captured in a Culture Manifesto, accessible to all as a booklet and serving as our guiding star in all we do.

We unveiled the Culture Manifesto to senior leaders at the annual Leadership Conference in Cairo. Shortly afterwards, the story was cascaded the same day across all our teams through townhall sessions. Our people were further engaged through culture labs to build a common understanding behind our purpose, values and behaviours and to identify team and personal commitments that bring our culture to life every day. To address the needs of our employees, we continued to deploy our bi-annual culture and engagement survey, which looks at how we are performing against our engagement and committed values and behaviours. We scored well on the values of 'We over I' and 'Deliver Sustainably', with further work expected to 'Make it Simple' so that colleagues can avoid time spent on non-value-adding activities. We are taking this feedback seriously, accelerating how we simplify our processes and the way we work.

For example, Oxygen, our Group-wide initiative to simplify and introduce smart ways of working, has already freed up more than 633,000 hours of colleague time. This is thanks to innovations such as dynamic routing, piloted in Poland, which is reducing travel time for sales teams visiting customers by around a third, freeing up 10% of their time. We are now rolling dynamic routing out to new markets.

With a new network of passionate 'change leaders' across the organisation, we look forward to accelerating cultural progress in 2024, against the ultimate objective to put our customers first, make it simple and open up opportunities for growth.

Making culture real through storytelling

Sharing stories from our diverse and talented people from across our markets is one of the best ways in which we can ensure colleagues feel seen, heard, valued and connected to each other – and to our culture.

Red Talks has been an effective platform to enable this and in 2023, it proved to be a popular way for colleagues to share personal and professional experiences, ideas and insights securely via their preferred channel – from videos to live storytelling and presentations.

Meanwhile, Coffee Corner events were well attended. These open, informal live chats invite our storytellers to share on a range of topics, from leadership and growth to development and feedback. With 150-250 participants per session, Coffee Corner events have sparked interest from across the organisation. All our people stories are stored in the Red Talks Hub to be accessed anytime, anywhere.

Growth pillars continued

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Engagement and collaboration

Prior to our bi-annual culture and engagement survey in September, a pulse survey in April already showed improvement in five out of six strategic areas: Strategic Priorities; Work-Life Balance; Customer Centric Recognition; Simplification and Retention. The culture and engagement survey was updated to align with our new values and leadership model. Record-breaking participation (92%) and a high sustainable engagement index score (86%) were headline achievements, alongside 'belief in our strategic priorities' (88%), 'feeling proud to be part of our Company' (93%), and 'recommend the Company to others' (87%). We also saw a nine percentage points increase in Business Developer retention scores vs 2022. Our 2023 results were two percentage points below the Qualtrics Global Top Decile Norm for engagement and we will continue to benchmark our performance against other high-performing companies. We are also improving how we collaborate across functions, which we measure through the 'collaborating for impact' survey. We saw participation nearly doubling, reaching 28,358 responses, and significant progress in cross-functional collaboration. Our internal NPS score improved to 30 in November from 15 in February. While we keep sight of the desired behaviours we want to nurture, we are focusing to address the opportunities on the biggest drivers to create a tangible impact with our frontliners and our customers.

Participation in our performance management framework, 'performance for growth', reached an all-time high of 97%. We refreshed the framework as well, aligning it with our new values and leadership model and emphasising simplification, value-adding activities and prioritisation.

We also revisited feedback loops, introduced colleague feedback processes, enhancing collaboration across functions and borders. This new feedback approach resulted in more employees receiving individual feedback (67% compared with 46% in 2022). This positive evolution underscores our commitment to cultivating a high-performance culture that resonates with our workforce.

Employee turnover continued to fall, landing at 11.4% compared with 11.8% in 2022. Retention remains a key priority and we prioritise exit surveys, attractive remuneration and regular dialogue through STAY conversations. We have decreased the ratio of female managers leaving compared with male counterparts, thanks in part to focus groups that were held to better understand the root causes of female turnover and the action plans put in place.

86%

sustainable engagement index score

88%

belief in our strategic priorities

93%

feeling proud to be part of our Company

87%

recommend the Company to others



Supporting our people in Ukraine

We could not be prouder of the resilience, collaboration and unity demonstrated by our team in Ukraine as the country faced a second year of war and uncertainty.

Their safety and wellbeing have remained our utmost priority, while colleagues from around the world have continued to give generously – with monetary aid, time, awareness and support. We also ran resilience webinars and coaching sessions, townhall events and engagement workshops, both on- and offline to ensure our Ukraine colleagues feel involved and supported by us all.

Our 'women in sales' community was created to amplify learning and development for female Ukrainian sales teams, while our 'reskill to win' programme helped anyone having to relocate within the country. We continued working with local youth organisations, providing hope and opportunity for those starting their careers and we restarted the Fast Forward development programme to bring local talent together.



Welcoming Egypt to the Coca-Cola HBC family

Integrating over 5,600 new colleagues from Egypt was a key focus during the year. The Leadership Conference, hosted in the country, was a strong starting point to align on culture and ambitions, supported by the Culture Manifesto and followed up by 11 roadshows across the country. We also extended our culture and engagement survey to Egypt, with an impressive participation rate of 97% and a sustainable engagement index score of 85%. We have identified further improvement opportunities in connecting and collaborating with our colleagues in Egypt, which we will address through follow-up workshops.

We also rolled out in Egypt our annual talent review programme and performance management cycle, covering over 700 people by the end of the year. Line manager labs focused on talent acquisition, rewards and policies, attended by over 500 colleagues. Meanwhile, more than 1,500 end users and 1,200 as Business Developers and Sales Team Leaders were trained, as our new SAP system went live in the country.

Growth pillars continued

Cultivate the potential of our people

Health and safety

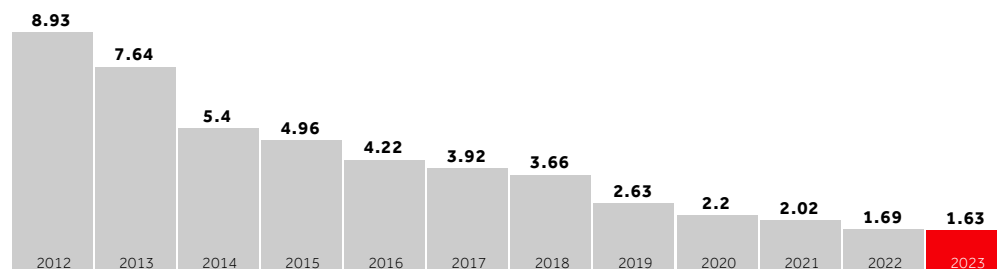
The health and safety of our people is of paramount importance for us, which is why we keep focusing on improving systems and initiatives, while engaging employees and contractors. We enhanced our behaviour-based safety programme by embedding more human and operational principles across manufacturing and non-manufacturing locations. We have reached 97% programme coverage in manufacturing, 96% in warehousing, 95% in commercial (excluding Nigeria) and 56% in our offices. By end of 2023, 2,168 employees and 740 contractors were trained as behaviour-based safety observers, and we eliminated 80.3% of barriers to safety identified under this programme.

The programme was rolled out to three new manufacturing locations in Egypt, where 47 observers were trained, and 831 behaviour-based safety observations were conducted.

We are very happy to report zero employee fatalities. However, with great regret there were five contractor fatalities that happened on the road and within our premises.

Out of three road accidents leading to a contractor fatality, two were caused by a public driver. Unfortunately, one on-site fatality was reported when a contractor's truck assistant was hit by a reversing truck and the other unfortunate on-site incident happened during a forklift repair. In both cases, we made a detailed root cause analysis, took appropriate corrective actions and shared the lessons learned across all our countries with mandatory preventative actions to be put in place. Our Employee Lost Time Accident Rate (LTAR) was 0.27, a 23% improvement versus 2022. The Contractors' Lost Time Incident Frequency rate (LTIFR) improved by 9%. In compliance with TCCC's Life Saving Rules (LSR), we conducted quarterly assessments of all manufacturing and non-manufacturing facilities, achieving 84.7% compliance (excluding Russia). Based on these assessments, each country has developed its own corrective actions to address critical gaps and achieve full compliance.

Accidents per million kilometres



Keeping in place our established fleet safety programmes, together with special attention on vehicle safety, we can report another year of continuous improvement in reducing accidents per million kilometres, achieving 1.63.

To maintain health and safety momentum, we conducted two engagement campaigns on increasing the safety awareness. One of them was linked to World Safety Day in April: "See, Say, Do something – Save a life. Stay safe for what you love." The second campaign in October addressed safety awareness before the winter season and was a continuation titled "Stay Safe for what you love!" We also launched a health and safety observation toolkit as an app-based resource for all colleagues to observe and report hazards or unsafe behaviours and to encourage safety conversations. Despite positive progress in our LTAR Mission 2025 commitments, we seek to accelerate it by working with selected business units with higher LTARs and engaging their leadership teams. We will also continue optimising our behaviour-based safety programme and strengthen the safety culture and behaviour of our employees and contractors.

Wellbeing and reward

We continue our commitment to fostering a workplace culture that prioritises and supports the wellbeing of our people. A dedicated wellbeing framework, centred around physical, mental, financial and social wellbeing, has been crucial to nurturing a healthy and resilient workforce. In 2023, alongside continued wellbeing initiatives, we organised a session focused on resilience and stress management led by a professional counsellor from our Employee Assistance Programme. Amid high inflation in many of our operating countries, we prioritised financial wellbeing, including conducting a session with valuable insights and strategies to manage financial pressures.

We automated our rewards processes by implementing the Beqom platform for annual increases in four business units. Following very positive user feedback, we also developed a management incentive plan (MIP) module and deployed digitalised processes to more business units, now numbering eight, with the expectation to run our annual increases and MIP in almost all business units on the platform in 2024. Preparing to launch a new workforce administration system, Workday, in 2024, we have doubled down on increasing the quality of data management, which will be a critical enabler in a consistent and better employee experience, supported by simplified, standardised and automated HR administration.

Continuous improvement in reducing accidents

4%

reduction in accidents per million kilometres in 2023, from 1.69 to 1.63

Growth pillars continued

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Diversity and inclusion

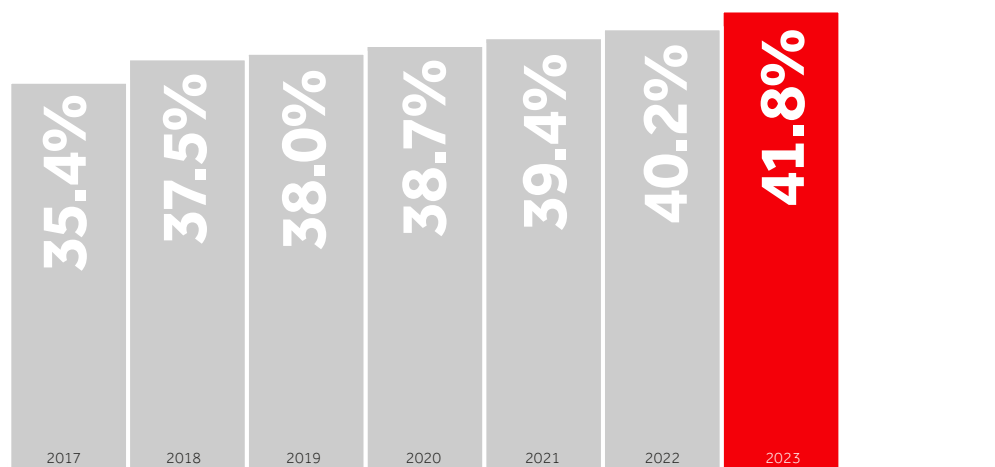
We maintained our commitment to diversity and inclusion, executing actions as part of our business plans and monitoring our progress closely. A consistent, continuous focus on recruitment, talent and retention has improved gender diversity at all levels, with 41.8% of management positions now held by women, thanks to proactive strategies such as gender-balanced recruitment shortlists. Overall, nearly half of our internal appointments were women (46%), while also 38% of our external hires were female. On a management level, 51.4% of external hires were women, while amongst our sales-based external hires the share of females was 36.2%.

We were proud to receive 15 diversity-related awards. Further highlights included the following:

- Ten women senior managers joined WeQual, an initiative that brings together global organisations to drive gender equality. Our CEO continues to be a judge at the WeQual awards for female leaders.
- Participating in the LEAD conference, as a TCCC partner – the largest diversity and inclusion event for the European FMCG and retail industry.
- Support The Boardroom in Greece to develop women for Board positions.

To ensure we adhere to all applicable laws and regulations and demonstrate best practice around diversity and inclusion, we regularly review our Human Rights Policy, our Code of Business Conduct, and other internal standards. Find out more on pages 114 to 115 and on our website.

Management positions held by women

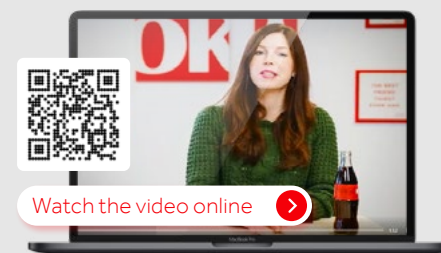


Championing women in leadership

We continue to champion the professional development of our female talents through our Women in Leadership programmes. During the last year, 78 of our female leaders participated in the six-month programme, which aims to build engaged and capable female leaders, support their transition into new roles and change cultural factors that may hold them back. 32% of participants who completed 'Women in Leadership 1' and 23% of participants who completed 'Women in Leadership 2', during 2022 and 2023, have been promoted. Our CEO, Zoran Bogdanovic, featured as the first guest in its new community talks.

Our own 'women leader stories' video series included topics around work-life balance, career growth and leadership. It has attracted over 18 million views since its launch in 2021! Finally, our local business units continued creating their own regionally targeted campaigns to empower women, including breaking women in sales stereotypes in Serbia and women in supply chain campaigns in Austria and Romania.

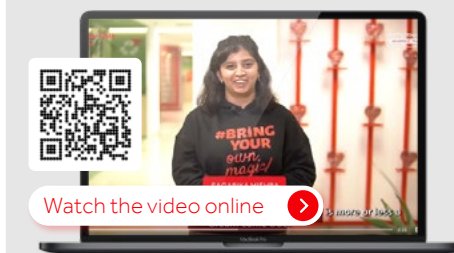
Production Manager, Anna Zehetner-Tüttö, in our Irish business explains her journey as part of our Women in CCHBC series



Finding our Gen Z future leaders

We were delighted to kick-start our international leadership trainee programme. Designed to challenge and develop Gen Z graduates to become our next generation of leaders, it is focused on commercial experience through a 70-20-10 learning model that combines hands-on experience with mentoring from our senior leaders and highly acclaimed formal learning in partnership with Hult, a private business school. We supported the programme with a marketing campaign, 'Bring Your Own Magic', which reached out to more than 2.5 million Gen Z candidates. The campaign was nominated for ten global and local awards for digital communication and employer branding excellence, and won six including Silver in the Digital Communication Awards 2023.

Here are our new leaders in action!



Growth pillars continued

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Talent development: Our lighthouse capability

Our commitment to people development is supported by our constantly evolving Talent review framework, which enables us to identify successors for senior leadership roles. This year we have increased the number of successors to country function head roles by 2 percentage points and out of all identified successors 48% are now women. At the same time, we identified more than 200 emerging talent individuals to tailor their development early on in their career and accelerate their growth. We continued optimising development tools, such as STAY and career conversations, and individual development plan guides. Talent Builders was launched as a programme to support all new people leaders on an end-to-end journey dedicated to the essentials of recruiting, developing and retaining people. 1,325 frontline leaders started their Talent Builder journey in 2023.

To enhance talent visibility across business units and functional areas, we worked with 26 cross-country talent pools, enabling more internal moves across our countries and functions. This contributed to 87 appointments into senior leadership roles, with 84% filled internally.

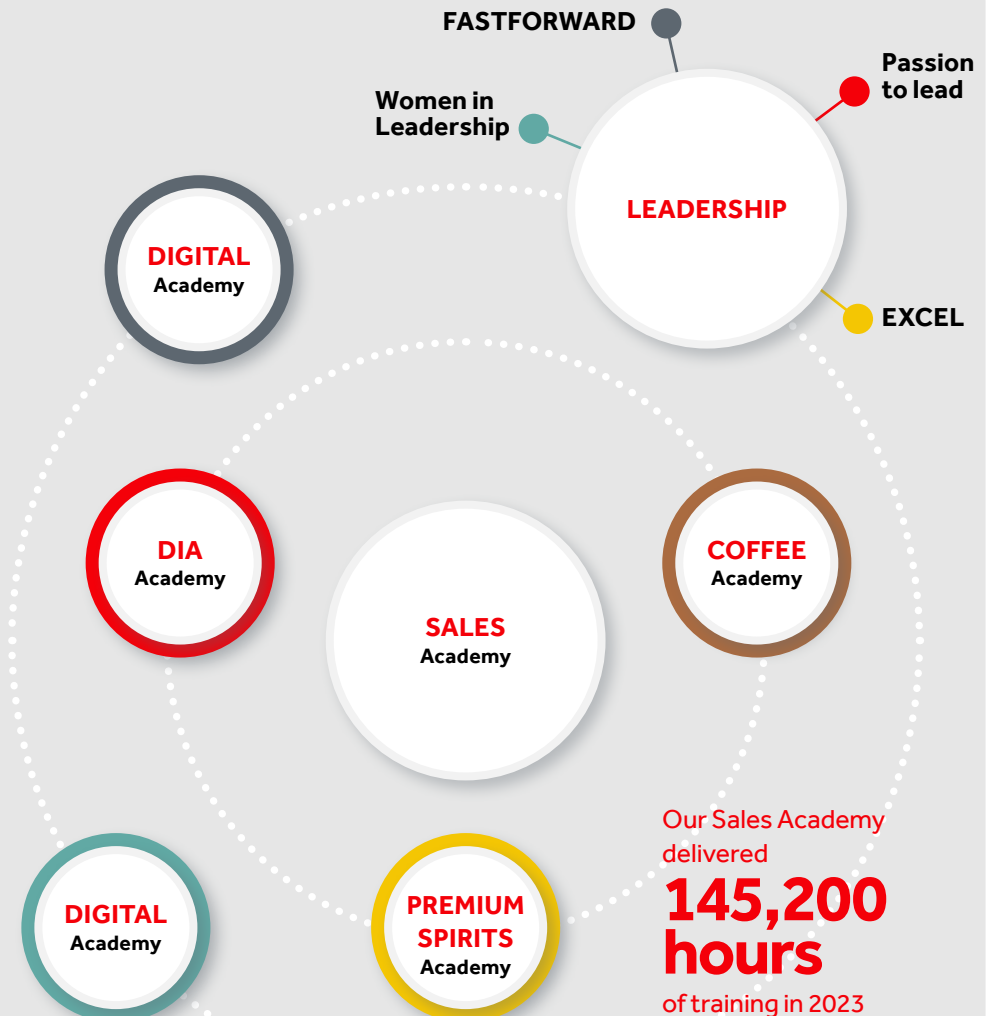
In total, around 300 people went through our acceleration programmes in 2023, which continues to be the main source of our internal succession. We have also focused on our critical growth capabilities, introducing 'x-ray' reviews to proactively identify where we need to invest in external hires or internal capability development, which are vital for sustainable business performance and growth. This will help us to strengthen the talent pipeline, ensure proactive identification of succession gaps and enable long-term planning.

Developing critical sales and supply chain capabilities

We offer a suite of academies that support professional development of key sales roles. We had another year of strong uptake in 2023, with over 1,300 new Business Developers becoming certified (licence to start and licence to sell) and 89% of existing Business Developers achieving certification. Alongside new Premium Spirits and Coffee Academies, we launched a Digital Commerce Academy and relaunched our Sales Academy for Key Accounts. We also launched MYcroLearnings across all our markets as five-minute bitesize online sessions offered every two weeks to our entire sales force to reinforce foundational and critical elements of sales capabilities.

We launched a new selection tool to hire Business Developers in 2023. Combining input from over 3,600 candidates and existing Business Developers, we were able to introduce performance and retention predictors to support hiring decisions. The new tool has already improved candidate experience, reduced time to recruit by 15% and improved retention of new Business Developers by around 5%.

When it comes to investing in our supply chain talent, we launched the Supply Chain Academy to approximately 95% of all supply chain personnel across manufacturing, logistics, quality, planning and procurement. More than 1,300 colleagues acquired their licence, and we are targeting 100% participation in the year ahead – showing operational excellence in action.



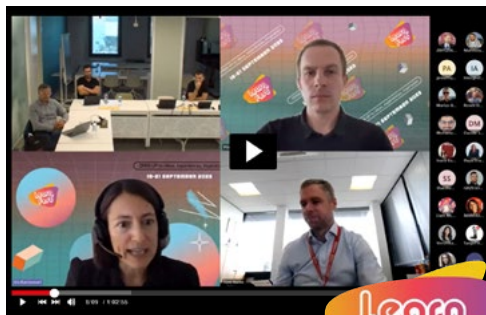
Growth pillars continued

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Helping our people realise their potential

Our talent development reinforces continuous learning and upskilling, while giving people the opportunities for personal growth. Continuously striving to make learning accessible to all, we delivered over 830,000 hours of learning in 2023, of which 12% was in personal skills and 74.6% was in functional skills. The majority of our employees learned 'online', with 71% of the learning activity being in self-paced, 'anytime, anywhere' format. In its fourth consecutive year, our virtual LearnFest drew in over 6,600 attendees across 16 sessions and four days.

Ensuring our employees can also learn from each other, we provide access to coaches and mentors through technology-enabled solutions. After a successful campaign to inspire and encourage internal coaching, in 2023 we incorporated it into other learning and talent initiatives. Looking to future talent, Avature, our new recruitment platform, saw rapid and full adoption by our recruiters, doubling the number of candidates per recruitment requisition and candidates in our talent network. We successfully completed the second phase of Avature implementation with a new career site, automated recruitment reporting and advanced talent acquisition analytics.



Over 6,600 colleagues attended our online learnfest.



Recognised as an employer of choice

In 2023, we increased our ranking in Universum's employer of choice ratings, despite ongoing change in talent preferences. Overall, external perception of our business increased by six points, positioning us in 12th place across all industries and in the top five of preferred employers in the FMCG sector, of 16 markets. Our brand and reputation as an employer is supported by authentic accounts shared by our people – each year, around 1,300 employees share regular content about Coca-Cola HBC on social media platforms, reaching over three million potential recruits to our business – a consistent growth of 85% versus 2022.

Our people practices have been recognised externally, with 74 prizes and awards in the last year. As well as the diversity and inclusion awards listed above, recognition was given to employer branding, talent and employer reputation. Three markets were certified by the Top Employers Institute.

Percent of female leaders

41.8%

Hours of learning

830,000

Talents went through acceleration programmes

300

Romanian PR Awards

Silver award for excellence in 'Employer Branding and Diversity Management'



Digital Communication Awards

Silver winner 2023



Employer Branding Awards

Gold Best Use of 'Employee Generated Content'
Silver award in 'Best Use of Social Media in an Employer Branding Campaign'
Bronze award in 'Best Employer Branding Campaign Targeting Gen Z'
Bronze award in 'Best Recruitment Campaign'



The RAD Awards

Early Careers Attraction Nominee
Candidate Experience Nominee
Graduate Campaign Nominee



European Excellence Awards

'Innovation of the year' Nominee



Priorities in 2024

- Build unmatched sales teams by strengthening our commercial talent pipeline.
- Stay resilient and closely connected with our teams through continuous listening and simplifying their lives to the maximum, so that they continue focusing on helping our customers grow.
- Cultivate our growth mindset-driven culture through simplicity and proactive collaboration.
- Enable our people and teams to drive higher impact, through gender-balanced teams and more productive ways of working, while strengthening our critical capabilities.

UN Sustainable Development Goals

Efforts to foster an engaging workplace and an inclusive environment, nurture and develop the capabilities of our people, increase gender balance in our management ranks and reduce stress and support employee wellbeing all contribute toward global goals for development. The specific Sustainable Development Goals supported are those for: good health and wellbeing; gender equality; decent work and economic growth; reducing inequalities; and peace, justice and strong institutions.

