



*Coca-Cola* 2013/2014 **Sustainability Report**





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# Letter from the Chairman and CEO

Dear friends,

On behalf of everyone at The Coca-Cola Company, thank you for your interest in our sustainability journey.



As a company and a **worldwide system** that includes our bottling partners, Coca-Cola is committed to creating value for the communities we proudly serve and the planet we all share.

Sustainability is at the heart of our business. And as a business, we know that sustainability efforts are themselves only sustainable when they help our enterprise grow and prosper. Indeed, we believe this work must be integral to **our mission** of refreshing the world, inspiring moments of optimism and happiness, creating value and making a difference.

As a result, we've chosen to focus our leadership on three areas of fundamental importance to our business—areas where we believe we have the best opportunity to make a lasting positive difference. We call them the “Three Ws”: Women, Water and Well-Being. We also continue to implement sustainability programs across other areas of our operations.

We know that we don't have all the answers, all the access or all the know-how. On the contrary, we believe that, in a world of great challenges and even greater opportunities, we must work side by side with our bottling and industry partners, non-governmental organizations, universities, government agencies and others.

Working together, we can unlock the collaborative power of the “**Golden Triangle**” of business, government and civil society organizations, making a much greater collective impact than any one organization or even sector could hope to achieve alone.

As for our overarching goals, we're striving to enable the economic empowerment of 5 million **Women** entrepreneurs within our global value chain by 2020. Since launching this initiative, which we call 5by20™, in 2010, we've made a difference in the lives of more than 550,000 women and their families as we pilot, scale and replicate the best ideas.

In **Water**, we're working to balance the water we use by 2020, returning to communities and nature an amount of water equal to that used in our beverages and their production. We're currently on track to achieve this water goal, replenishing an estimated 68 percent of the volume of our finished beverages in 2013 and returning a calculated 108.5 billion liters to communities and nature.

As for **Well-Being**, we're committed to, among other things, helping our consumers make informed choices by providing an ever expanding selection of reduced-, low-, and no-calorie beverages along with front-of-package nutritional labeling. And we're working toward

Muhtar Kent with a 5by20 entrepreneur in South Africa.





our goal to support physical activity programs in each of the more than 200 markets we serve by 2020. To date, we've supported more than 290 programs in nearly 125 countries and territories.

In how we operate, we've made great strides in our packaging initiatives with focus on recycling programs and innovations like **PlantBottle™ packaging**—the first commercially scalable plastic bottle made partially from plants. Meeting ambitious goals is always challenging work, and progress in some areas has been slower than we would like.

For example, we had hoped to source 25 percent of our PET plastic from recycled or renewable material by 2015. To date, we've reached six percent. One hurdle here has been posed by regulatory restrictions on the use of recycled material in drink packaging. Another has been the rising cost of recycled plastic due to higher demand. We're now working on both issues, encouraging regulatory reform and higher rates of recycling, which should help control costs.

Of course, as a worldwide business that operates locally in almost every corner of the globe, our sustainability efforts go beyond our three key focus areas. We also support and measure our sustainability progress against the principles outlined in the United Nations Global Compact and Millennium Development Goals.

The growth opportunities are strong for the nonalcoholic ready-to-drink beverage industry, as the global middle class grows and more people move from rural areas to live in cities. Even so, we see a number of challenges to our industry, from sedentary lifestyles and obesity to locally stressed water supplies, evolving consumer tastes and increasing competition.

The Coca-Cola Company is taking action to overcome each of these challenges while continuing to offer high quality and refreshing beverages to consumers all around the world. And we believe our sustainability efforts have an essential role to play in helping to mitigate risks and create new business opportunities.

Overall, I'd say we're making good progress in most areas of sustainability. Even so, we're far from satisfied. Instead, we remain constructively discontent as we seek out new innovations and innovative ways of working with others across the Golden Triangle.

As we pursue our **2020 Vision goal** of doubling the size of our business over the course of this decade, we know it will take next-level creativity, partnerships, marketing, distribution and marketplace execution. Achieving our 2020 Vision will also require us to operate more sustainably. For our business. For our stakeholders. And for the broader world beyond.

Day by day, week by week, month by month, The Coca-Cola Company and our bottling partners are moving forward on our sustainability journey. I invite you to follow our progress on **Coca-Cola Journey**. Your input is invaluable as we aim to improve and grow our business the right way—sustainably. We look forward to hearing from you.

Very best wishes,

Muhtar Kent  
Chairman of the Board and  
Chief Executive Officer  
The Coca-Cola Company



# About The Coca-Cola Company

The Coca-Cola Company (NYSE: KO) is the world's largest beverage company, refreshing consumers with more than 500 sparkling and still brands. Led by Coca-Cola, one of the world's most valuable and recognizable brands, our Company's portfolio features 17 billion-dollar brands including Diet Coke, Fanta, Sprite, Coca-Cola Zero, vitaminwater, Powerade, Minute Maid, Simply, Georgia and Del Valle.

Globally, we are the No. 1 provider of sparkling beverages, ready-to-drink coffees, and juices and juice drinks. Through the world's largest beverage distribution system, consumers in more than 200 countries enjoy our beverages at a rate of 1.9 billion servings a day.

With an enduring commitment to building sustainable communities, our Company is focused on initiatives that reduce our environmental footprint; support active, healthy living; create a safe, inclusive work environment for our associates; and enhance the economic development of the communities where we operate. Together with our bottling partners,

we rank among the world's top 10 private employers with more than 700,000 system associates.

## The Coca-Cola System

We are a global business that functions on a local scale in every community where we operate. We are able to create global reach with local focus because of the strength of the Coca-Cola system, which comprises our Company and our nearly 250 bottling partners worldwide.

The Coca-Cola system is not a single entity from a legal or managerial perspective, and the Company does not own or control most of our bottling partners.

While many view our Company as simply "Coca-Cola," our system operates through multiple local channels. Our Company manufactures and sells concentrates, beverage bases and syrups to bottling operations, owns the brands and is responsible for consumer brand marketing initiatives. Our bottling partners manufacture, package, merchandise and distribute the final

branded beverages to our customers and vending partners, who then sell our products to consumers.

All bottling partners work closely with customers—grocery stores, restaurants, street vendors, convenience stores, movie theaters and amusement parks, among many others—to execute localized strategies developed in partnership with our Company. Customers then sell our products to consumers at a rate of 1.9 billion servings a day.

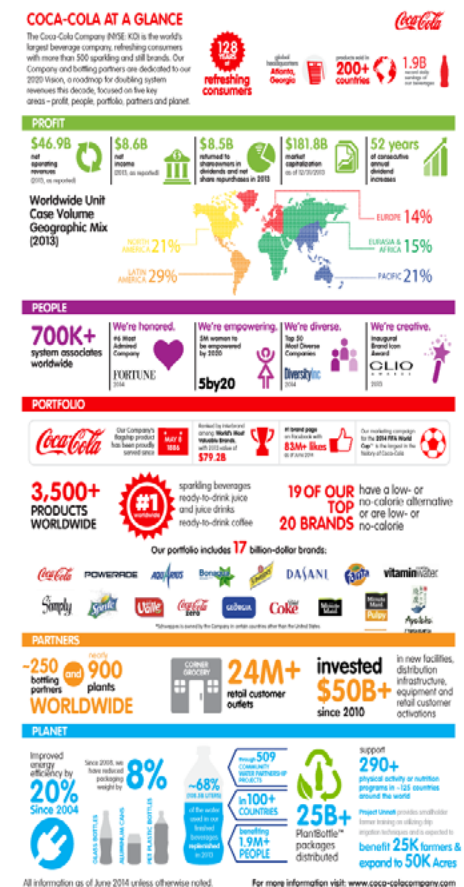
In 2006, our Company-owned bottling operations were brought together to form the Bottling Investments operating group, now the second-largest bottling partner in the Coca-Cola system in terms of unit case volume.

Many of our bottling partners produce their own corporate responsibility reports.

[Read more](#) about our approach to systemwide performance, Bottling Investments Group and Coca-Cola Refreshments.

## Coca-Cola at a Glance

Click on the infographic to view a larger image and learn more about The Coca-Cola Company.





# 2020 Sustainability Commitments

Our Sustainability framework – what we call “Me, We, World” – is our shared vision for how we can work together to create social value and make a positive difference for the consumers and communities we serve.



## me Enhancing personal well-being



### Well-Being

Offer low- or no-calorie beverage options in every market

Provide transparent nutrition information, featuring calories on the front of all of our packages

Help get people moving by supporting physical activity programs in every country where we do business

### Responsible Marketing

Market responsibly, including no advertising to children under 12 anywhere in the world

## We Building stronger communities



### Women

Enable the economic empowerment of 5 million women entrepreneurs across our value chain by 2020

### Human & Workplace Rights

Comply with Human and Workplace Rights standards

### Charitable Contributions

Give back at least 1% of our operating income annually

## world Protecting the environment



### Water

Replenish 100% of water used in our finished products

Improve water efficiency 25% (compared to a 2010 baseline)

### Packaging

Reach a 75% recovery rate for the number of bottles and cans equivalent to what we introduce in developed markets

Use PlantBottle™ packaging for all PET plastic bottles (up to 30% plant material)

### Climate Protection

Reduce the carbon footprint of the drink in your hand 25% (through our full end-to-end value chain)

### Sustainable Agriculture

Sustainably source key agriculture ingredients



# The Coca-Cola System and Value Chain

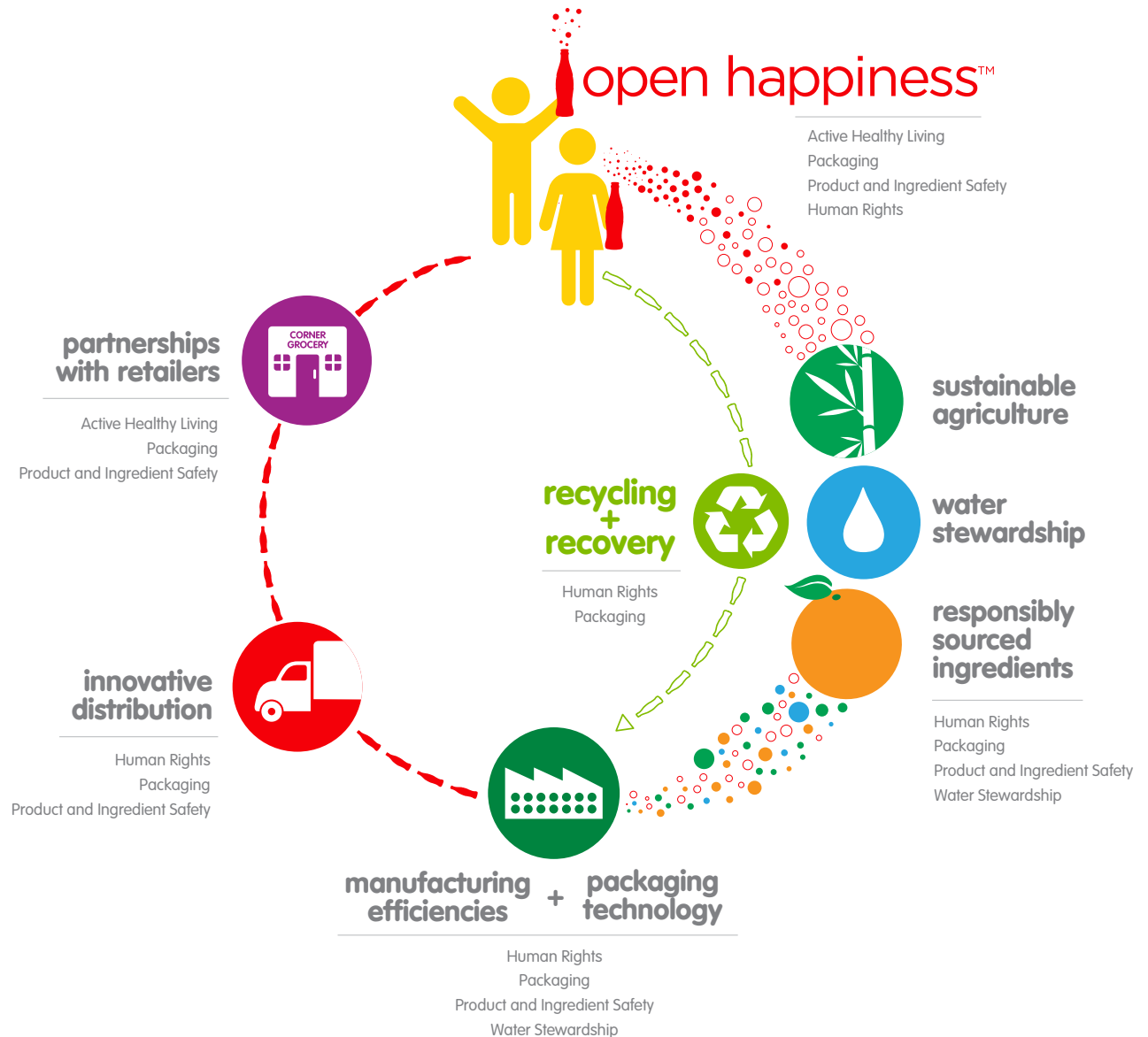
As a global system with operations in more than 200 countries and territories, we depend on demand from consumers and strong partnerships with suppliers, distributors, retailers and communities across our value chain to help us grow our business sustainably.

Based on the priority issues analysis undertaken as part of our transition to applying the Global Reporting Initiative (GRI) G4 reporting guidelines, in early 2014 we identified the topics that were most important to the Coca-Cola system and our stakeholders. Our priority topics are:

- Active Healthy Living
- Human Rights
- Packaging
- Product and Ingredient Safety
- Water Stewardship

In this diagram, we have identified where the most significant impacts related to these priority issues occur across our value chain.

Our desire to concentrate our efforts on our most significant value chain impacts is also reflected in our **2020 goals** for more sustainable management of water, energy, and packaging use, as well as sustainable sourcing of agricultural ingredients. These goals apply to the Coca-Cola system, rather than solely the Company.





# me

## Enhancing Personal Well-Being

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### Well-Being >

Working to inspire happier, healthier lives.

### Product & Ingredient Safety >

Pursuing the highest of standards in product safety and product quality.

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# Well-Being: Pursuing Happier, Healthier Lives

[Our Approach](#) > [Our Progress](#) > [What's Next](#) > [Journey On](#) >

## 2013 Highlights

- Announced four global business commitments to promote well-being and to help address obesity and sedentary lifestyles.
- Introduced more than 400 new beverage products, 100 of which are reduced-, low- or no-calorie.
- Supported more than 290 physical activity programs in nearly 125 countries across the world.

Our longstanding commitment to consumers' well-being begins with ensuring that each and every beverage we deliver is safe, delicious and refreshing. Further, we work to inspire consumers to pursue happier, healthier lives—and provide opportunities to do so—through the wide variety of products we offer, our transparent labeling practices, our responsible marketing practices and the many physical activity programs we support around the world.

## Our Approach

As the world's leading beverage company, we proudly offer more than 3,500 beverages to fit every lifestyle and occasion across more than 200 countries and territories worldwide.

Our commitment to well-being begins with our focus on **product and ingredient safety and quality**. We want to ensure that consumers have the utmost confidence that our products are made to the highest standards for ensuring consistent product safety and quality.

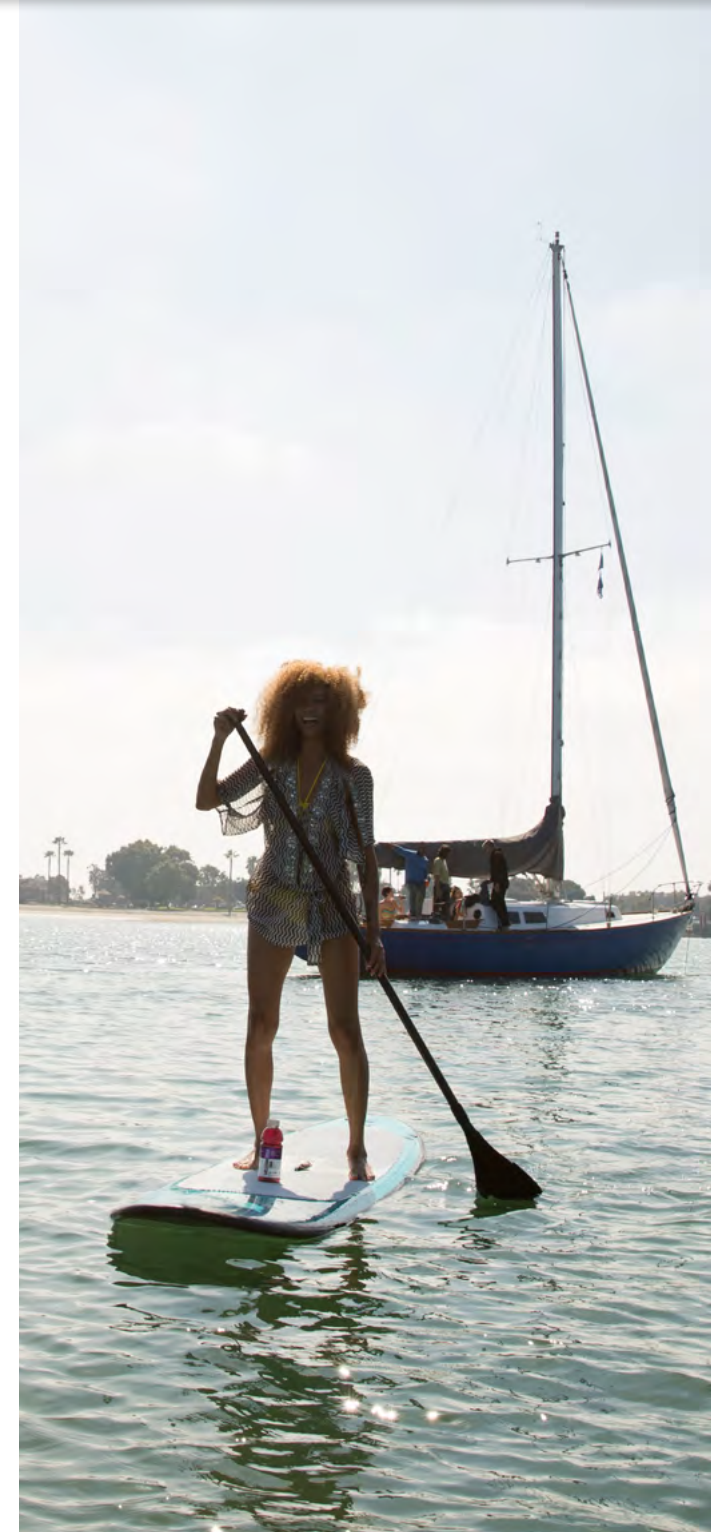
As a global corporation with operations in markets large and small, we make it a priority to help improve the well-being of our consumers, our employees and the communities we proudly serve. We recognize the rising incidence of **obesity** and sedentary lifestyles as serious and complex global health challenges. Through partnerships and collaborations across the "**Golden Triangle**" of governments, industry and civil society, we are working to promote well-being and to help address these issues in a number of ways.

Throughout our history, our Company has embraced innovation to grow and evolve with our consumers' needs and preferences. One way we do this is by offering a broad portfolio

of beverage choices that provide great taste and refreshment—with or without calories.

We are also working to help inspire, empower and engage people worldwide regarding the importance of an active, healthy lifestyle that includes a balanced diet and regular physical activity. Throughout our system, we are mobilizing our collective assets and engaging in community outreach to raise awareness and spur action.

Engaging with our consumers, the public and health professionals about the role that our products play within a balanced lifestyle is one important aspect of this work. Our support of evidence-based, scientific research and educational programs are important components of our engagement as we work to expand the broader understanding of our beverages and how they can be part of an active, healthy lifestyle.





# Our Progress

## Our Global Business Commitments

In May 2013, Muhtar Kent, our Chairman and Chief Executive Officer, **announced four worldwide business commitments**, which galvanized our global system to help promote consumer and community well-being and help address obesity and sedentary lifestyles:

- Offer low- or no-calorie beverage options in every market.
- Provide transparent nutrition information, featuring calories on the front of all of our packages.

- Help get people moving by supporting physical activity programs in every country where we do business.
- Market responsibly, including no advertising to children under the age of 12 anywhere in the world.

**Goal:** Offer low- or no- calorie beverage options in every market.

**Progress:** On track.

As of the end of 2013, we offered reduced-, low- or no-calorie beverage options in 192 markets in which we operate. In 73 markets, 20 percent or more of our products are reduced-, low- or no-

calorie beverages. We continue our commitment to increasing availability of these beverage options to consumers.

With more than 3,500 drink choices globally, we currently offer more than 800 reduced-, low- and no-calorie options worldwide—nearly 25 percent of our global portfolio. Nineteen of our top 20 brands have a reduced-, low- or no-calorie alternative or are themselves low- or no-calorie.

We also continue our long tradition of product innovation to expand the choices we offer consumers. In fact, in 2013, we introduced more than 400 new beverage products, 100 of which are reduced-, low- or no-calorie, and we continued to increase the number of smaller package size offerings.

We have an uncompromising commitment to safety and quality for all of our ingredients, including our sweeteners. In December 2013, the **European Food Safety Authority (EFSA)** reaffirmed the safety of aspartame after completing a full risk assessment. We use aspartame as a sweetener in some of our low- and no-calorie beverages.

We recognize that consumers want more choices, and we are committed to generating new avenues to meet these evolving needs, including partnering to innovate new sweeteners. In 2013, we worked



with our partner **PureCircle** to attain GRAS (Generally Recognized as Safe) status in the U.S. for Rebaudioside M, or “Reb-M,” a new stevia sweetener that we believe will allow us to continue to innovate and expand the variety of our beverages.

**Goal:** Provide transparent nutrition information, featuring calories on the front of all of our packages.

**Progress:** On track.

We are committed to providing transparent nutrition information about all our products, so that consumers may make choices that fit their lifestyles. As a leader in the area of front-of-pack nutrition labeling, **Coca-Cola** was the first beverage company to place calorie information on the front of nearly all of our packaging worldwide. At the end of 2011 we met that goal.

As part of our **new global commitments** to help address obesity, we committed to providing front-of-pack calorie information on all of our packages aligned with our **global policy**.

In addition, Ernst & Young reviewed that nearly all markets provided front-of-pack energy (calorie) information following our global policy on nutrition labeling that was in place during the 2013 reporting year.

**Goal:** Help get people moving by supporting physical activity programs in every country where we do business.

**Progress:** On track.

We supported more than 290 physical activity programs in nearly 125 countries around the world through 2013, and we are working to ensure there are robust physical activity programs in every country in which we operate.

In 2013, the Company together with the Coca-Cola Foundation awarded \$23 million to support physical activity programs worldwide—a 47 percent increase in funding over 2012.

In addition to our funding commitments, we are also strengthening our partnerships across the Golden Triangle of

## A Sweet Innovation

To provide consumers with more reduced-, low- and no-calorie options, we continue to pursue the development of safe, innovative, great-tasting sweeteners. Across more than 15 countries, we offer more than 45 products sweetened with stevia. Our newest is Coca-Cola Life™, which was piloted in Argentina and Chile in 2013. A reduced-calorie cola sweetened with sugar and stevia leaf extract, Coca-Cola Life is the first stevia-sweetened product we have introduced under the Coca-Cola trademark.

Among our other products sweetened with our stevia sweetener are vitaminwater zero™, Honest Fizz™ and Honest Zero™ beverages in the United States; Minute Maid® juices in Europe; and Del Valle® juices in Latin America.

**Read more about our role in contributing to a 6.4 trillion calorie reduction as a founding member of the Healthy Weight Commitment Foundation.**







governments, industry and civil society. For example, in October 2013 we convened **Together We Move**—a gathering for representatives of the more than 90 active, healthy living programs we support across Europe. Together We Move is part of our strategy in Europe to work with partners to increase our joint advocacy efforts and support active lifestyles in large and small communities alike. [Read more](#) about this unique gathering, which included 160 NGOs, academics, government representatives and thought leaders for two days of sharing best practices.

We highlight a variety of our active, healthy living **programs** on Coca-Cola Journey. Committed to making physical activity and exercise a part of everyday life, we have developed strong partnerships with **EPODE International Network** and **Exercise is Medicine™**—to boost physical activity and nutrition education programs. We also are working to expand programs that reach all populations, including underserved communities.



### Copa Coca-Cola

Coca-Cola has been a sponsor of grassroots soccer since 1988, when we started our support of soccer programs in Zimbabwe. After formalizing the program, which was first launched in Mexico, Copa Coca-Cola has expanded to reach young soccer players around the world. The program gives teams of boys and girls between the ages of 13 and 15 the opportunity to compete in tournaments at the local, state and national levels. National competitions culminate in an international championship each summer. The program is active in more than 60 markets across five continents and approximately 1.3 million teens participate each year.

In 2013, we developed the program's first global charter—a common strategy and project with defined resources designed to align the system across markets, expand the experience and its outreach, and explicitly support our global well-being commitments. Creating a global charter helps to ensure more young people can experience these programs.

In June 2014, Coca-Cola hosted the first international Copa Coca-Cola camp near Sao Paulo, Brazil. During the week leading up to the 2014 FIFA World Cup Brazil™, participants from 28 countries came together to hone their football skills through a series of drills as well as tournament play, while discovering languages and cultures from new friends around the world.





## Leveraging Technology to Inspire Movement

In addition to our support of physical activity programs, we are also utilizing technology to inspire happier, healthier lives. In 2013, we partnered with fitness technology company Misfit Wearables to create and distribute a special edition of the Shine™ activity tracker. An elegant wearable device, that syncs with a smartphone, the Misfit Shine allows users to set and track progress toward daily activity and weight goals, track light and deep sleep, and tag physical activity including walking, running, soccer, basketball, tennis, and swimming. By creating a beautiful and truly wearable device, Misfit helps make active, healthier living fashionable and fun.

**Goal:** Market responsibly, including no advertising to children under the age of 12 anywhere in the world.

**Progress:** On track.

At The Coca-Cola Company, we believe that good marketing is responsible marketing. We have always taken seriously our commitment to market our products responsibly. When it comes to choosing what products children consume, we believe that parents and caregivers should be the decision-makers. As a result, we do not buy advertising directly targeted at audiences that are more than 35% children under 12. This includes television, radio, print and, where data are available, the Internet and mobile phones.

To measure how well we and others in the food and beverage industry are living up to our responsible marketing commitments, Accenture issued an **independent analysis in 2013** commissioned by the International Food & Beverage Alliance (IFBA). This report monitors not only The Coca-Cola Company's compliance with our responsible marketing commitment but also the compliance of our industry colleagues. Accenture finds that the industry is achieving a high level of compliance - 96.9% for television advertising and 100% for print and internet advertising

in child-directed media. Since 2009, the television advertising compliance rate has been above 86% in every market analyzed. The print and internet advertising compliance rate has been 100% for all five years.

For the 2013 report, Accenture analyzed more than half a million television advertisements on more than 200 channels over a three month period in seven markets: China (Shanghai region), Colombia, Malaysia, Russia, Saudi Arabia, South Africa and Thailand. They also examined print and internet advertisements in five markets: Brazil, China, Russia, Singapore and South Africa.





# What's Next

Earlier in 2014, we completed an assurance readiness project for all four of our global business commitments. We will continue our progress against these commitments by expanding our beverage products to meet the evolving needs of our consumers, expanding the reach of our physical activity programs around the world, implementing our front-of-pack policy across our system and continuing to market responsibly.

We will scale and replicate successes realized through work with our global partners. Specifically, EPODE International Network has been working to implement an obesity prevention model with the U.S. Chamber of Commerce and also plan an additional program in Canada for 2014. Through Exercise is Medicine™, more than 12,500 physicians are advising the public on the benefits of physical activity. In 2014, EIM will continue to position itself as part of the Population Health Management care model, which has the potential to become the standard for all U.S. healthcare systems.

We also work to leverage some of our largest partnerships such as FIFA and the Olympic Games to inspire teens to move, for example, by building sports facilities for youth that harness the excitement and interest generated by these events. Our preparations for the 2014 World Cup and 2016 Olympic Games include such initiatives.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



**Coke CEO on Global Well-Being Commitments**



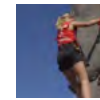
**Coca-Cola Contributes to 6.4 Trillion Calorie Reduction**



**Coca-Cola Life™ Ad Captures Ups, Downs of Early Parenthood**



**Legacy of Leadership: Exploring Coke's History of Promoting Healthy Communities**



**Olympic Moves™ Inspires Active Lifestyles in the Netherlands**



**A Family Affair: Fostering Healthy and Happy Communities in Azerbaijan**



**Copa Coca-Cola Camp Welcomes Teen Footballers from 28 Countries to Brazil**

## Education Resources for Health Professionals

The Coca-Cola Company Beverage Institute for Health & Wellness™ (BIHW) is an online information and education resource for health professionals and other stakeholders worldwide on the science, safety and benefits of beverages, the nutritional value of their ingredients, as well as the importance of diet, nutrition and physical activity to health and well-being. Using evidence-based science and expert third-party research, positions and presentations, the BIHW supports the information needs of those wanting to better understand the nutritional value of the ingredients in our products and to learn the latest on a variety of health and wellness topics.



# Product & Ingredient Safety

[Our Approach](#) > [Managing Safety in Our Supply Chain](#) > [Ingredient Safety](#) >

## 2013 Highlights

- Audits measuring compliance with product safety and quality standards are “unannounced.”
- In 2013, the European Food Safety Authority (EFSA) reconfirmed that aspartame is safe, following the most comprehensive review that has ever been undertaken.
- Our Company Global Product Quality Index rating has consistently reached 95 since 2010, while our Global Packaging Quality Index has remained steady at an average rating of 93.

**As the world’s largest beverage company, we strive to meet the highest of standards in both product safety and product quality. Our system works every day to share safe and refreshing beverages with the world. We have rigorous product and ingredient standards designed to ensure the safety and quality of each of our products.**





# Our Approach

We work to ensure consistent safety and quality through strong governance and through compliance with applicable regulations and standards. We stay current with new regulations, industry best practices and marketplace conditions, and we engage with standard-setting and industry organizations. Additionally, we manufacture and distribute our products according to strict policies, requirements and specifications set forth in an integrated quality management program that continually measures all operations systemwide against the same stringent standards. Our quality management system also identifies and mitigates risks and drives improvement. At every step of production and with samples from the marketplace, we stringently test our beverages in modern laboratories, where we measure quality attributes of ingredients.

We perform due diligence to ensure that product and ingredient safety and quality standards are maintained in the more than 200 countries and territories where our products are sold. We consistently reassess the relevance of our requirements and standards and continually work to improve and refine them across our entire supply chain.



# Managing Safety in Our Supply Chain

As of 2013, audits measuring compliance with our product safety and quality standards are “unannounced,” meaning personnel at our facilities are unaware when auditors will visit. This enhancement helps ensure that manufacturing facilities across our system are in compliance with our standards and “audit-ready” at all times.

In 2013, our internal auditors conducted safety and quality audits at 715 of our system’s more than 800 manufacturing facilities worldwide. We also worked more closely with certain key suppliers to ensure that they met our food safety and quality standards. We focused our attention on suppliers of certain agricultural products that we use as ingredients, including: juice, coffee, tea and dairy. By first evaluating all supply points according to a 100-point risk model, we determined how frequently and to what extent to audit individual supply points.

To further ensure quality among our suppliers, we require them to be certified as meeting Global Food Safety Initiative (GFSI) standards. In 2013, 84 percent of our ingredient suppliers were certified according to GFSI standards, and 73 percent of our packaging suppliers were certified. We are working to help the remainder of our



suppliers achieve certification through supplier development and capability building programs.

In 2013, we also implemented a new approach to more deeply integrate the way in which safety and quality management are incorporated across our supply chain. This has improved our ability to identify potential risks long before production begins by taking a more systemic view and by more widely sharing information when a new ingredient or product is introduced. This approach is further optimizing safety and quality, minimizing risk, increasing efficiencies and lowering production costs.

Ensuring the safety and quality of our products has always been at the core of our business and is directly linked to the success of The Coca-Cola Company. Our Company Global Product Quality Index rating has consistently reached 95 since 2010, while our Company Global Packaging Quality Index has remained steady since 2010 at an average rating of 93.



## Ingredient Safety

We hold all of our products to the highest of standards. Wherever we operate, we abide by the laws and regulations of local markets, including regulations pertaining to health, safety and product labeling. Every ingredient we use in every product we make must meet or exceed these standards.

We are committed to providing transparent nutrition information about all our products, so that consumers may make choices that fit their lifestyles. From ingredients to packaging, we aim to provide online resources that engage and inform our consumers. They include:

- [Coca-Cola FAQs](#)
- [The Coca-Cola Company Beverage Institute for Health & Wellness](#)

We have an uncompromising commitment to safety and quality for all of our ingredients, including our sweeteners. In December 2013, the [European Food Safety Authority \(EFSA\)](#) reaffirmed the safety of aspartame, which we use as a sweetener in some of our beverages, after completing a full risk assessment.

We are committed to evolving our beverages and portfolio options through ongoing innovation. As a part of this process, The Coca-Cola Company is [transitioning](#)

[from the use of brominated vegetable oil](#) (BVO) to sucrose acetate isobutyrate (SAIB) and/or glycerol ester of rosin (singly or in combination). The global transition will be made across a variety of formulas. We anticipate the transition will be complete for all of our beverages that contain this ingredient, by the end of 2014.

We also receive inquiries about the use of Bisphenol A, or BPA, in the inside coatings of the aluminum cans we use to package beverages. Because of these inquiries, we have had many discussions with advocacy groups, consumers, scientists, government regulators, elected officials, suppliers and others about aluminum can safety. We take these inquiries and discussions seriously, and we have developed the following [assessment](#) of our efforts to both research new packaging technologies and also reaffirm the safety and quality of our packaging. To learn more, please visit our Company's [FAQ](#) section on our website and scroll down for Aluminum Can Safety.



# we

## Building Stronger Communities

### Women's Economic Empowerment >

Supporting women's entrepreneurial potential around the world through our 5by20™ program.

### Human and Workplace Rights >

Our commitments to respecting human rights, creating safe and inclusive workplaces, engaging employees and stakeholders to strengthen our business.

### Creating Sustainable Communities >

Applying our scale and building partnerships to provide disaster relief, deliver critical medicines, and address community needs through The Coca-Cola Foundation and related initiatives.

Geetha Rani is a 5by20 entrepreneur participating in Project Unnati, a sustainable agriculture initiative that seeks to double crop yield and increase incomes for 50,000 mango farmers, including up to 10,000 women across India. [Click here to learn more.](#)





# Women's Economic Empowerment

[Our Approach](#) > [Our Progress](#) > [Around the World](#) > [What's Next](#) > [Journey On](#) >

## 2013 Highlights

- Enabled more than 550,000 women in total since 2010. More than 255,000 women were impacted in 2013, an increase of more than 50% over the previous year.
- Expanded programs to 22 additional countries in 2013, making a total of 44 countries with 5by20™ programs.
- Formed new partnerships with IFC (International Finance Corporation) and the Multilateral Investment Fund of the Inter-American Development Bank (IDB/MIF).

Unleashing the entrepreneurial potential of women is one of the most powerful and enduring ways to help families and communities prosper. It is also an important way to help make our business more sustainable. Our investments in the success of women fuel our own success and the success of communities around the world.







# Our Approach

Women are pillars of the communities as they invest a sizable portion of the money they earn on the health and education of their children and in their local economies, creating a tremendous economic impact. As such, women are critical to local and global business success and are an essential cornerstone of our progress towards our 2020 Vision, our **long-term systemwide plan for growth**.

Studies show that women do 66 percent of the world's work, yet earn 10 percent of the world's income—90 percent of which goes back to their families and

communities. To help address this disparity, we launched **5by20™** in 2010, which is our global commitment to enable the economic empowerment of 5 million women entrepreneurs across all **six segments of the Company's value chain** by 2020. Specifically, this means the small businesses that the Company and our bottling partners work with in over 200 countries around the world—from fruit farmers and recyclers to retailers and artisans.

Drawing on local expertise, capabilities and resources, 5by20 aims to help women entrepreneurs overcome the common social and economic barriers they face due to the lack of business skills training, financial services, assets, peer networks and mentoring.

Through partnership and collaboration across the **Golden Triangle** of business, government and civil society, The Coca-Cola Company is able to foster innovation while laying the groundwork to scale and replicate the most effective programs.



## Meet Lea de Almeida Rocha Serra

“My business means everything to me and my family—everything.”

Lea de Almeida Rocha Serra lives with her family in City of God, a favela in Rio de Janeiro, Brazil with a reputation for violence and drug use.

Initially working from her living room, Lea created bags and purses out of plastic PET bottles—stripped, cut and woven together—using an innovative technique she invented called “trançado”, which is Portuguese for “locked” or “woven.” As the popularity of her products grew with support from **Coletivo**, so did her business.

“The process of producing my bags is very long. It takes about fifty bottles to make one bag. So, this means fifty fewer bottles on the streets. Sometimes I have the thought that the community of the City of God could become a recycling hub. It could start here...a great industry where recycled products would be produced. The biggest dream of an entrepreneur is to see her company grow.”

Learn more about **Coletivo** and **Lea**.



# Our Progress

**Goal:** Enable the economic empowerment of 5 million women across our global value chain by 2020.

**Progress:** On track. Since 5by20 launched in 2010, we have enabled the economic empowerment of more than 550,000 women.

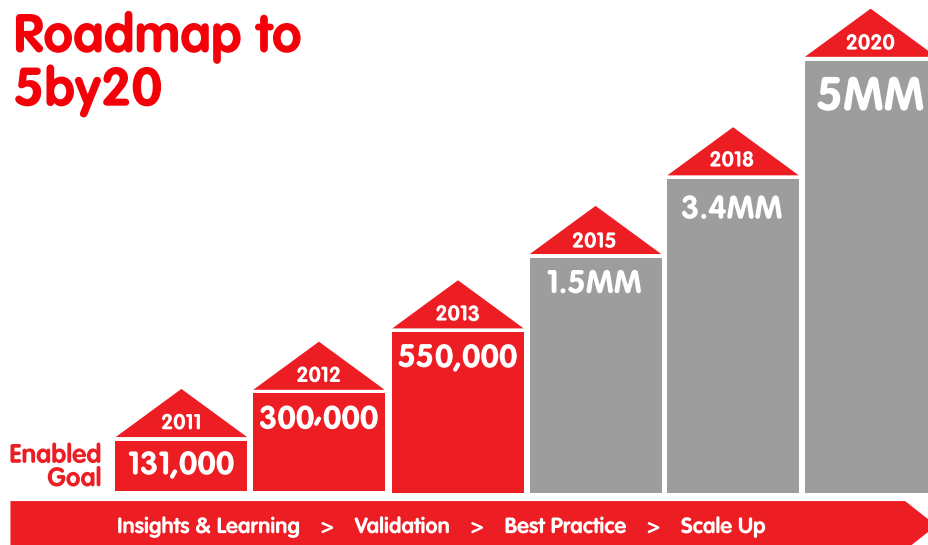
Growth of the 5by20 program in 2013 was driven by scaling successful programs and by the initiative's expansion into 22 additional countries. By the end of 2013, 44 countries around the world were implementing programs, many

of which are developing and piloting scalable programs.

In 2013, The Coca-Cola Company received the **Catalyst Award** for our commitment to advance and empower women across our external value chain as well as within the Company. Catalyst is the world's leading nonprofit focused on improving business opportunities for women.

Since 2012, we have also commissioned DNV GL to independently validate the 5by20 program in a representative sample of countries each year to provide limited assurance on

## Roadmap to 5by20



5by20 STAR Program Classroom Training.

the reliability of the results, as well as rigor, consistency and recommendations in the reporting and measuring of our progress. DNV GL has conducted in-market assessments in six countries for 11 programs.

### Scaling Success With Retailers: STAR Program

5by20 program models are piloted to test the best model for the community and then expanded, enabling us to scale up those that are most impactful and sustainable. While we implement 5by20 programs across all six segments of our value chain, in 2013 we have succeeded

in helping many small retailers—specifically, the shops, kiosks, restaurants and street vendors that sell our products to consumers. In fact, in 2013, 89% of the women enabled by 5by20 were retailers.

Based in the Philippines, the STAR (Sari-Sari Store Training and Access to Resources) Program aims to empower women owners of small neighborhood stores, known as sari-sari stores, to increase their household income and improve their quality of life. These largely women-owned outlets are found on nearly every street and are a major point-of-sale channel for our products in the Philippines.





## Lessons Learned

In September 2013, the Corporate Social Responsibility Initiative at the **Harvard Kennedy School**, together with **Business Fights Poverty**, released a study of the 5by20 initiative as part of its series of reports on the roles companies can play in expanding economic opportunity. In addition to providing a detailed analysis of several 5by20 programs and the initiative's successes and challenges thus far, the study identified lessons from the 5by20 initiative that are applicable to other companies seeking to make their value chains more inclusive.

**Read more on Coca-Cola Journey.**

Artisans in the Rio de Janeiro area make hand-crafted goods from recycled materials.

The STAR Program is a multi-year Golden Triangle partnership between Coca-Cola Philippines, its local bottling partner Coca-Cola FEMSA, the Philippine government's Technical Education and Skills Development Authority and regional microfinance institutions. Consistent with the goals of the 5by20 program, women sari-sari store owners attend business skills training sessions over a 12-week period. Upon graduation, the women are given the opportunity to apply for business support, including access to resources such as microfinance, merchandising and peer mentoring.

The STAR Program originally started as a pilot in 2011 and was scaled in 2013 to enable a cumulative total of 21,150 women. The program's ambitious target is to reach 200,000 women retailers throughout the Philippines by 2020, with similar programs being developed and sharing best practices in the neighboring countries of Indonesia, Malaysia, and Thailand.

Read more about the Philippines' retailer program model in the **Harvard Kennedy School and Business Fights Poverty report on 5by20.**

## 5by20 By the Numbers

Click the infographic to view a larger image and learn more.

### 5by20 by the Numbers

5by20 is The Coca-Cola Company's global commitment to enable the economic empowerment of 5 million women entrepreneurs across the company's value chain by 2020. Specifically, that means the small businesses the company works with in over 200 countries around the world. From fruit farmers to artisans, this initiative aims to help women overcome the barriers they face to business success.

**2010** year 5by20 was launched **550k+** women empowered by 5by20 **5M** women to be empowered by 2020

**6** elements of the Coca-Cola value chain are reached: producer, supplier, distributor, retailer, recycler, artisan

**44** countries have 5by20 programs **3** countries where we are working with UN Women: Brazil, Egypt, South Africa **5** countries enabling women farmers: China, Haiti, India, Kenya, Uganda **7** countries providing artisans with design and marketing expertise: Austria, Brazil, Great Britain, Mexico, Philippines, Turkey, Uganda

**Key Partners:** UN Women, KIFC, TechnoSource, Bill & Melinda Gates Foundation, IDB, Mercy Corps

### The Women

- 21k** women retailers reached through 5by20 in the Philippines
  - 12 weeks of business skills training are provided
  - 4 generations of 71-year-old shopkeeper Benomilla's family depend on the "sari-sari" store she runs
- 47k** women reached through 5by20 in Brazil
  - 30% increase in income for artisans who participated in programs
  - 700+ families supported by Regina's recycling business in Rio de Janeiro
- 22k** women reached through 5by20 in South Africa
  - 300% Maabedi's profit increase at her food stall in Johannesburg
- 13k** women reached through 5by20 in Mexico
  - 19 age of Carolina's son she is proud to put through college with earnings from her store
- 24k** 5by20 women farmers in Kenya and Uganda have received training
  - 25 acres size of Mama Neri's mango farm in Kenya. After training she has increased her crop yield and maintained others
- 1k** 5by20 women retailers in India now have dependable access to energy thanks to solar-powered coolers
  - 300% approximate income increase for India shopkeeper Preeti after beginning to use a Coca-Cola cooler powered by solar energy

\*All figures in this document are cumulative through Dec. 31, 2013.

Visit [www.5by20.com](http://www.5by20.com) | Follow @CocaColaCo and #5by20



## Around the World

**India:** In 2013, 5by20 programs enabled more than 26,000 women entrepreneurs in India, who are often challenged by a lack of business experience and difficulty accessing finance and assets. We are helping to address barriers in this region through the following programs:



### Project Unnati

Project Unnati is a sustainable agriculture initiative that seeks to double crop yield and increase farmers' incomes for 50,000 mango farmers, including up to 10,000 women across India. Through Project Unnati, farmers can learn to adopt good agricultural practices, drip irrigation and modern farming techniques like Ultra-High Density Plantation, which enables mango orchards to reach their full fruit-bearing potential in three to four years, rather than the seven to nine years enabled by conventional farming. [Click here to learn more about Project Unnati.](#)

- The **eKOCool Solar Cooler program** leverages product cooling technology from the Coca-Cola system in India to provide income generating opportunities for female retailers in rural areas where electricity is intermittent. The eKOCool program uses solar power to cool our products and to also provide power-charging ports for mobile phones and solar lanterns. Solar coolers reduce the cost of doing business by eliminating the costs of electricity and/or ice, the charging ports draw more potential customers to the store, and the lantern allows her to stay open after sunset. Through 2013, more than 1,000 eKOCool units have been installed in women-run outlets across five states in India.
- The Pragati (meaning Progress) program, conducted by the local Bottling Investments Group, helps to build the retailing capability of women entrepreneurs in remote parts of rural India by providing them with training, product knowledge and business start-up support.
- The Parivartan (meaning Positive Change) program, conducted by Coca-Cola University, brings training similar to that offered by Pragati, but is able to reach remote parts of rural India via mobile buses that have been converted into mobile classrooms.

## Partnerships

We cannot reach our ambitious 5by20 goal alone—we work together with partners across the **Golden Triangle** of business, government and civil society to bring our unique areas of expertise, reach and skills to bear in addressing this important issue. We are collaborating across business, government and civil society to achieve impacts far greater than would be possible by any of these groups working in isolation.

In 2013, we were proud to form new partnerships with a number of global



[Click here](#) to learn more about 5by20 entrepreneur, Regina Maria Silva Gomes, artisan and single caretaker of five grandchildren - Rio de Janeiro.





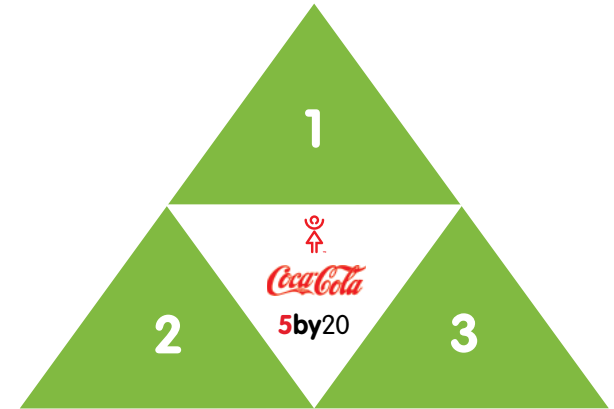
and regional organizations, including **IFC** (International Finance Corporation) and the Multilateral Investment Fund of the **Inter-American Development Bank** (IDB/MIF). We also continued our longstanding collaborations with valued partners such as **UN Women**, the **Bill & Melinda Gates Foundation** and **TechnoServe**.

The three-year, \$100 million initiative with IFC includes working through its network of local and regional banking institutions to provide financing and business skills training to small and medium sized businesses that are owned

or operated by women entrepreneurs across the Coca-Cola value chain. Work related to this initiative is already beginning in Nigeria. Coca-Cola and IFC are working with Access Bank to provide financing to women owners of Coca-Cola's Managed Distribution Centres (MDCs), in close collaboration with Coca-Cola's bottling partner, Nigerian Bottling Company.

Our alliance with the IDB/MIF brings its financing and sustainable development expertise in Latin America and the Caribbean to the 5by20 program. The IDB/MIF supports private sector-led development benefiting

## Leverage Partners For Impact and Scale



### 1. Business

Supply chain expertise, Access to markets/products, Innovation of product/supply chain, Assets (e.g. warehouse, vehicles)

### 2. Civil Society

On-the-ground presence, Trusted local partners, Developmental expertise, Networks

### 3. Government

Reach and Scale, Trusted local partners, Developmental expertise, Networks



low-income populations, including their businesses, farms and households. Funded by 39 donor countries, their aim is to provide poor communities with the tools and skills to boost incomes and also access markets, finance and basic services, including green technology. Together, we are working to scale up the best practices of the **Coletivo** program across Brazil and Latin America.



# What's Next

Increasingly, 5by20 is transitioning from its learning and validation phase to the dissemination and scale-up of best practice programs, which will have long-lasting sustainable impact. This is a significant shift, because in order to achieve our goal of enabling 5 million women entrepreneurs by 2020, the mechanisms and dynamics of women's economic empowerment must become intrinsic to the way the Coca-Cola system operates.

We maintain our commitment to growing our portfolio of 5by20 programs, testing more new models for catalyzing and sustaining women's economic empowerment and generating additional lessons learned. We continue to scale the most successful models and replicate their success within the Coca-Cola system and beyond as we work toward achieving our 5by20 goals by 2020.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



[Learn more about 5by20](#)



[South African entrepreneur, Bessie Mogale, blogs about her shop - and her dreams](#)



[5by20 Success Stories](#)



[The Coca-Cola Company and the U.K. Government of International Development Partner to Empower Young Women in Africa](#)



[Harvard Kennedy School: Strong Business Case Key to 5by20's Early Success](#)



[Smart Economics: Coke's Muhtar Kent Explores Link Between Empowered Women and Stronger Communities](#)



[Women's Empowerment Takes Center Stage at Coke's Annual Meeting](#)

"It is when we leverage our value chain that we really start creating opportunity. The value chain is what makes our efforts to economically empower women self-sustainable, scalable and potentially massive. For me, that's the beauty of 5by20."

**Xiemar Zarazúa, President of the Brazil Business Unit**







# Human and Workplace Rights

[Our Approach](#) > [Human Rights](#) > [Workplace Safety](#) > [Employee Engagement](#) > [Diversity](#) > [What's Next](#) >

## 2013 Highlights

- 94% of Company-owned facilities were in compliance with our Workplace Rights Policy.
- 83% of our bottling partners and 86% of our suppliers were in compliance with our Supplier Guiding Principles.
- The Coca-Cola Company's lost time incident rate decreased in 2013, dropping to a low of 1.9.

**Our commitment to respecting human rights is fundamental to our 2020 Vision and our ability to operate a successful global enterprise. It also guides the way we conduct business and governs all aspects of our work, including our commitment to workplace safety, diversity and employee engagement. Taken together, these efforts are essential to making Coca-Cola a great place to work.**

## Our Approach

At The Coca-Cola Company, our respect for human and workplace rights is engrained in our culture and guides our interactions with suppliers, customers, consumers, employees and the communities we serve.

In 2011, The Coca-Cola Company formally endorsed the UN Guiding Principles on Business and Human Rights, adopted by the UN Human Rights Council in 2011. We have implemented all three of the components that must be put in place in a corporate context under the Principles:

- A policy commitment to meet the responsibility to respect human rights;
- A due diligence process to identify, prevent, mitigate and be accountable for human rights abuses; and
- Processes to enable the remediation of any adverse human rights impacts the Company causes or to which it contributes.

We also work with our bottling partners and suppliers to help them implement the UN Guiding Principles.

The foundation of our approach lies in four key documents: our [Human Rights Statement](#), [Workplace Rights Policy](#), [Supplier Guiding Principles](#), and [Global Mutual Respect Policy](#).

Read more about our [human rights policies](#), [stakeholder engagement](#), and our focus on

[addressing global human rights issues](#) on Coca-Cola Journey.

With our system operating in more than 200 countries and territories, a key challenge is to proactively identify and address human rights issues in our global value chain. Toward these ends, our dedicated Global Workplace Rights (GWR) group is specifically charged with identifying human rights risks throughout our value chain and developing easy-to-use due diligence tools to help the business identify human rights risks and avoid unintended lapses, and to mitigate human rights harm when it occurs.

Under the GWR's leadership, we conducted a human rights value chain analysis in 2012, and elevated priority governance of human rights issues to the [Public Issues and Diversity Review Committee](#) of our [Board of Directors](#).

The Committee reviews progress and provides feedback on our project-based approach to mitigate the human rights risks.

We have expanded our approach to [implementing respect for human rights issues](#). For example, to address forced and migrant labor, child labor and land rights issues in our supply chain, we used the U.S. Department of Labor's List of Goods Produced by Child and Forced Labor as a starting point and focused on the top sugarcane producing countries in which we buy sugar. We now have a 2020 strategy and action plan that includes conducting

baseline studies in 28 key countries. This plan will evolve into a local multi-stakeholder program in each country.

These studies align with our 2013 commitment regarding "[Land Rights and Sugar](#)" and our [collaboration with Oxfam](#). The baseline due diligence studies are being conducted by third-party research and auditing firms and involve extensive local stakeholder engagement in each country. The results of the baseline studies will give us a factual basis to engage with industry, government and NGOs to



In November 2013, we announced a set of [industry-leading commitments](#) to protect the land rights of farmers and communities in the world's top sugarcane-producing regions. Our land rights commitments advance our ongoing efforts to drive transparency and accountability across our global supply chain. Our position on land rights, as well as recruitment fees for migrant workers and non-job-related medical testing was also published on [Coca-Cola Journey](#) in 2013.

For more information on our land rights work, see the [Sustainable Agriculture](#) section of this report.



mitigate human rights impacts, as needed.

In addition, **we collaborate with increasing numbers of stakeholders**, such as labor unions, socially responsible investors, human rights NGOs, activists, students, customers and consumers, to identify and address human rights issues. These engagements focus on transparency and speed of communication to demonstrate respect for human rights. Our collaborations are informed by the recognition that compliance with the law is a given and that the scope of our responsibility to respect human rights extends beyond the workplace to include the community and the supply chain below first-tier suppliers.

## Embedding Human Rights Into Our Culture

Our Human Rights Statement, in conjunction with our Workplace Rights Policy, our Global Mutual Respect Policy and our Supplier Guiding Principles, provide a consistent approach to human and workplace rights worldwide and embed the expectations as an integral part of our culture, strategy and day-to-day operations, including our Enterprise Risk Management systems. Moreover, third-

party auditors trained on these standards conduct regular human and workplace rights assessments. Where there are gaps in compliance, corrective action plans are put in place. Assessments are then conducted on a regular basis to confirm ongoing compliance at bottling, office and supplier sites. Each year, we conduct over 2,000 independent third party audits and have conducted over 17,000 assessments since the program began.

**Goal:** By 2015, achieve and maintain going forward a 98 percent compliance level for Company-owned and Company-managed facilities upholding the standards set in our Workplace Rights Policy.



### Developing Local Grievance Mechanisms in Myanmar

In 2013, prior to re-entering Myanmar, we conducted comprehensive human rights due diligence, which involved a thorough review of human rights, finance and environmental issues and included assessments of production and distribution operations, land leases and complicity issues. This process also included extensive local, national and international stakeholder engagement.

As part of the ongoing due diligence work, the local Coca-Cola team worked with residents and the township office to address concerns raised, including agreeing to construct noise reduction

barriers for the generators, management of water flow from the building and implementation of a parking plan to keep the road clear. The fact that concerns were raised by the community and addressed in a collaborative manner is a positive indication that local communication and grievance channels are working.

The Institute for Human Rights and Business (IHRB) commended our report for publicly disclosing not only the positive steps we have taken but also the ongoing human rights challenges we face in Myanmar. The full **Responsible Investment report** was submitted in December 2013 and can be downloaded here. We will report annually on July 1.

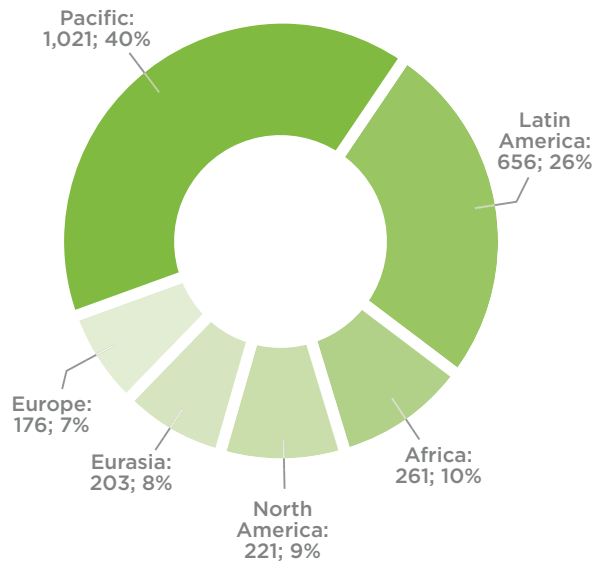
A Myanmar citizen enjoying locally produced Coca-Cola.

**Progress:** As of December 31, 2013, 94 percent of our Company-owned facilities had achieved compliance with our Workplace Rights Policy.

**Goal:** By 2015, achieve 90 percent compliance with our Supplier Guiding Principles among independent franchise bottling partners and suppliers. By 2020, achieve 95 percent compliance with our Supplier Guiding Principles among our suppliers.

**Progress:** As of December 31, 2013, 83 percent of our bottling partners and 86 percent of our direct suppliers had achieved compliance with our Supplier Guiding Principles.

### 2013 Audits by Region



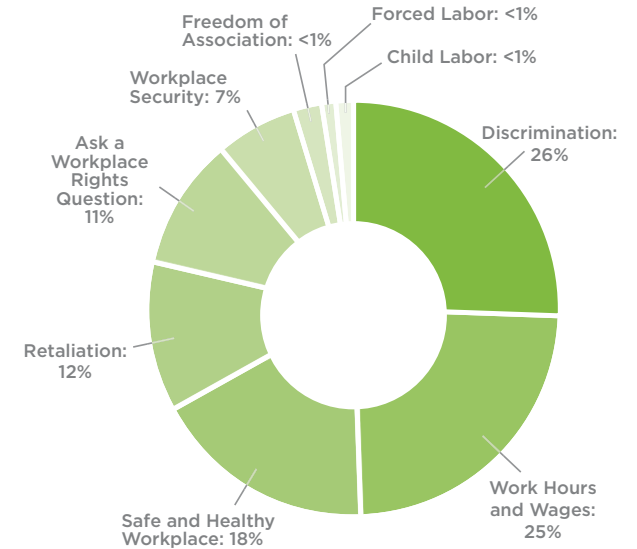
These audits are an important component of our human rights due diligence process, which helps to identify, prevent and mitigate human rights risks. In 2012 and 2013, we developed several easy-to-use, two-page human rights-related due diligence checklists for use across our Company, system and supply chain. These checklists, which cover such topics as migrant labor, child labor and plant siting, offer clear, immediate steps managers can take to comply with our policies. In 2013, we published these checklists on [Coca-Cola Journey](#). To further increase accessibility of these checklists globally, we are making them available as an interactive form via a mobile human rights app.

Our due diligence also includes early identification tools and operational level—as well as global—grievance mechanisms. In 2013, we also published our Issue Guidance, which outlines our position and expectations of suppliers on certain issues, including recruitment fees, non-job-related medical testing and land rights. We also began a review of existing grievance mechanisms and potential ways to enhance grievance mechanisms based on industry best practices.

#### Grievance Mechanisms and Investigating Rights-Related Complaints

We require all associates to know our human rights and workplace rights standards and to apply them in their work. Managers, in particular, receive extensive training. We

### 2013 Workplace Rights Cases Reported by Category



Incidents of Freedom of Association, Forced Labor and Child Labor were less than 1%.

also rely on our associates to speak up immediately if they believe our policies or their rights have been violated. Through numerous channels, including [EthicsLine](#), associates, as well as customers, suppliers and consumers, can report—confidentially and without fear of retaliation—perceived violations of our Code of Business Conduct, our Workplace Rights Policy, our Global Mutual Respect Policy, our Human Rights Statement or applicable laws and regulations. We treat all inquiries confidentially and investigate all concerns.



In 2013, we investigated 336 perceived human and workplace rights complaints from our employees, down from 412 in 2012. In cases where claims are substantiated, we take corrective action. Depending on the violation, corrective action may take the form of back pay, reassignment of duties and in severe cases, separation from the Company.

### **Engaging Bottlers and Suppliers Throughout Our System**

We work at various levels to ensure that our entire business system and supply chain align with our vision for respecting human and workplace rights. As an example, we worked collaboratively with suppliers to make tremendous progress in improving performance in our India supply chain overall, and specifically in the sugar industry.

Previously, our compliance score among sugar suppliers was just 10 percent as mills resisted audits and corrective action. To improve performance, we undertook a multi-pronged approach, which included top level management engagement, industry engagement, internal compliance goals and a supplier training initiative.

At an industry level, we joined the local UN Global Compact Network India Human Rights Sub-committee. Through this working group, we engaged with peers to develop a CEO

Forum in India aimed at advancing human rights in a business context and serving as a call to action for Indian businesses. The focus of CEOs on the issue garnered the support and visibility needed to promote action.

The working group held a number of development sessions and a summit on how to engage small and medium enterprises (SME). Internally, we conducted gap assessments with suppliers and worked with our technical team and buyers to promote compliance. Through our involvement with AIM-PROGRESS, we sponsored a sugar supplier forum along with peer companies to provide a shared message about expectations and the importance of compliance to more than 300 participants. Through our top-down and bottom-up engagement, we have seen compliance increase to 73 percent among sugar suppliers. More work is needed to achieve our 90 percent compliance goal, but the improvement is inspiring. Suppliers are now aware of and committed to meeting our expectations regarding respect for human rights, and the work is embedded into our internal processes.

[Read more about our commitment to protect communities' and farmers' land rights.](#)

### **Expanding Our Impact With Partnerships**

We are continually expanding our understanding of human rights and advancing the global human rights dialogue by engaging with representatives across the “Golden Triangle”—businesses,

## **Pass It Back Program Drives Best Practices and Transparency Throughout the Supply Chain**

The Pass It Back program is intended to achieve end-to-end visibility of respect for human rights by working with eligible suppliers to pass our workplace rights expectations back through the supply chain. Through a collaborative approach, we work with suppliers in the program to ensure alignment of policies and due diligence measures and request transparent and routine stewardship reporting.

Through our engagement, one supplier adopted a human rights statement. Another supplier, packaging company MeadWestvaco (MWV) notes, “MWV’s participation in The Coca-Cola Company’s Pass It Back program provides an opportunity for us to gain a greater understanding of potential human rights risks in our supply chain and in our own customers’ supply chain. By using tools and assessments that are aligned to The Coca-Cola Company’s, we provide our plants and our contract manufacturers a better understanding of their role in achieving our shared commitment to sustainable improvement. We might make a small difference in our own supply chain, but it has an impact in the world. And Pass It Back gives MWV an opportunity to use its leverage to make an even bigger difference in the world.”

— Chris Campolongo

Director, Supply Chain Sustainability & Compliance, MeadWestvaco



## Tool for Off-Loading Fruit Wins Ergonomic Prize in United States

In 2013, the Odwalla plant located in Dinuba, CA, took top honors in the Humantech “Find It Fix It” global ergonomic competition with its “off-loading fruit” entry. The improvement reduced the physical demands of off-loading fruit from the shipment container to a collection bin.

Prior to the fix, a worker had to control the flow of the fruit with one hand by propping a door open using a shovel and simultaneously unlatch the door and sweep the fruit out of the container and into the bin with the other hand. This task placed the employee in a static, bent posture for ten minutes at a time up to ten times a day.

To address this issue, the Coca-Cola Refreshments’ team members built a tool that allows the fruit to be released without the worker’s continuous manual control, simplifying the task and avoiding the uncomfortable posture previously required.

governments and civil society. The actions we took to form or strengthen such relationships in 2013 included:

- Becoming an early company member of the UN Global Compact Child Labour Platform, with a focus on sharing information, particularly regarding supply chains, and identifying good practices and multi-stakeholder approaches to eliminate child labor.
- Responding to Oxfam’s concerns by outlining a concrete action plan to address land rights of farmers in our supply chain that includes zero tolerance for “land grabs.”
- Taking action and engaging the International Union of Food and Allied Workers (IUF) when they made us aware of health and safety issues in Morocco.
- Working with the local ILO and British Council to focus on supply chain human rights in Myanmar, and setting the transparency bar for the mandatory U.S. State Department public reporting that is required to maintain our U.S. license to operate there.
- Continuing our work with the South African government and its fruit industry to establish human and workplace rights standards.

For several years, we have been a leading member of AIM-PROGRESS, a forum of 37 leading consumer goods manufacturers and suppliers working together to promote

responsible sourcing practices. Collectively these companies have audited more than 10,000 suppliers in the last three years and agreed to a Mutual Recognition framework through which the audits can be shared to reduce duplication and costs for suppliers. This has allowed the industry to shift more focus and resources to the remediation of issues.

Read about our ongoing work with [other partners](#) to advance human rights around the world.

## Workplace Safety

We believe that a safe and healthy workplace is both a fundamental right of every person and a business imperative. Our [Workplace Rights Policy](#) requires that we take responsibility for maintaining a productive workplace in every area of our Company by, among other things, working towards minimizing the risk of accidents, injury and exposure to health hazards for all of our associates and contractors. In addition, we’re helping our bottling partners minimize health and safety risks for their employees and contract workers.

Our systemwide safety vision and its supporting principles were developed by our Global Safety Council in 2013 and communicated throughout our system by Coca-Cola senior leadership in early 2014.



### Lost-Time Incident Rate\* 2010 to 2013

	2010	2011	2012	2013
Number of Employees	139,600	146,200	150,900	130,600
Lost-Time Incident Rate	4.1	2.2	2.3	1.9

The data above reflect the total collected data for employees. Employees include all hourly, salary and temporary employees who are on the payroll of TCCC and TCCC-owned or -controlled operations, as well as contractors and temporary employees who are not on a facility's payroll, but for whom facility management provides day-to-day supervision of their work and provides the details, means, methods and processes by which the work objective is accomplished.

\*Our lost-time incident rate is based on lost-time injuries and illnesses per 200,000 hours worked. In 2013, we updated our definition of "lost day" to exclude days restricted or transferred. 2011 and 2012 data have been restated to match our current definition.

The Global Safety Council is part of our Global Supply Chain Council, and includes senior safety leaders from within our Company and from our bottling partners. We work together towards the achievement of our system safety vision by developing the safety capabilities of our leadership, ensuring implementation of robust safety-management processes, aligning and enhancing our metrics systems and advancing behavior-based safety programs.

In 2013, we expanded the Global Safety Council to include representatives from additional bottling partners, and have launched cross-geographic work teams to focus on priority areas

for development, including safety leadership, behavior-based safety, route-to-market safety, fall protection and ergonomics.

Starting in 2014, we have also made several improvements to our governance systems and audit processes. Safety audits are now unannounced to provide a more accurate reflection of actual practice and to reinforce a culture that promotes compliance with applicable laws and regulations, as well as safety conscious behavior on the part of our employees and contractors. Safety audits are conducted in conjunction with Quality and Environmental audits, which reinforces the integration between the three programs, uses

resources more efficiently, and reduces sites' "audit fatigue." We have also begun the process of internalizing our Safety and Environment auditors in an effort to increase capability and consistency across auditors, as well as to add to our "talent pipeline." The work to internalize auditors will continue through 2014 and requires a heavy focus on capability building.

Capacity building is also an important focus for all of our Quality, Safety, and Environment (QSE) personnel. We are currently building on existing programs to pilot a QSE Professional Excellence development program in our Central, East and West Africa Business Unit. The program, designed for personnel charged with guiding our bottling partners in implementing QSE programs, will be expanded to other geographies after being piloted in mid-2014.

#### *Our safety record for 2013*

Our lost-time incident rate decreased in 2013, dropping to a low of 1.9. This decrease was driven by improvements within Coca-Cola

Refreshments (our Company-owned North America bottling and customer service organization), the Bottling Investments Group (our Company-owned international bottlers) and our concentrate operations. Additionally, in 2013 we reported 69,805 lost days and a lost-day rate of 53.27, which is



Our commitment to workplace safety begins with our systemwide safety vision:

We will make and deliver our products and provide services with a goal of zero work-related injuries and illnesses for our employees, contractors and the communities in which we interact. We promote a culture of caring and safe behavior, reaching beyond compliance to ensure continual improvement through identification of hazards and implementation of controls to minimize risk.

Read about our [safety management system](#).

calculated based on the number of lost days per 200,000 hours worked.

Despite our improved incident rate and our diligent efforts to improve overall safety management, we regret that five Company associates and two contractors lost their lives this past year in incidents during the course of work.

In India, two employees died when a boiler chimney collapsed in high winds, and two contractors died as a result of falls from height. In the United States, we experienced one employee fatality due to interaction with energized equipment. Also, two employees lost their lives while performing work outside our premises (a vehicle crash in Japan and an armed robbery in Guatemala). In addition to the specific actions taken to address each of these incidents, we are also launching a fatality intervention with systemwide initiatives, including expansion of our fall protection solutions guide, implementation of our route-to-market (RTM) safety strategy, and the work of our Global Safety Council teams mentioned above.

### A Focus on Route-to-Market Safety

RTM safety remains our single biggest safety challenge and is accordingly a significant focus area for the Company.

The Quality, Safety and Environment (QSE) function, working through the Global Supply Chain Council, is developing a more

detailed supporting strategy to drive safety improvement across our system, specifically including our RTM operations.

The steps we took in 2013 to improve RTM safety included:

- Expanding the delivery of RTM Safety Leadership and Capability workshops for our bottlers into additional high-risk geographies.
- Beginning to leverage system-wide capabilities by establishing a global network for RTM safety best-practice sharing and problem solving.

We will continue to work to educate all our employees and contractors on good safety practices as well as to quickly and appropriately respond to serious safety incidents.

Our commitment to workplace safety extends beyond our Company to the entire system. We are working along with our bottling partners to maintain alignment on a common safety vision and commitment in order to accelerate improvement in safety performance throughout our entire system. We look forward to sharing additional developments both with respect to our common goal and our progress.

## Engaging Employees

The Coca-Cola system includes more than 700,000 associates, of whom approximately 130,600 comprised The Coca-Cola Company's global workforce in 2013.

While each office and function offers a unique experience to associates, the "People" goal within our 2020 Vision helps unite our global workforce in creating a great place to work, a commitment supported by the five key pillars of our winning culture:

- Be the Brand
- Live our Values

### Global Workforce 130,600<sup>1</sup>

North America Coca-Cola Refreshments	3,900 69,200
Latin America Bottling Investments	2,400 2,200
Europe Bottling Investments	2,900 11,000
Eurasia & Africa Bottling Investments	2,300 1,000
Pacific Bottling Investments	3,000 32,700

<sup>1</sup>Corporate associates are included in the geographic area in which they work. Bottling Investments is an operating group with associates located in four of our geographic operating groups. Numbers are approximate and as of December 31, 2013.



- Work Smart
- Act Like an Owner
- Focus on the Market

In 2013, we introduced several global initiatives to support our winning culture.

We reinforced our commitment to active, healthy living and the well-being of associates around the globe with a number of activities and programs, including:

- The first annual Well-Being Month in the Atlanta headquarters. Activities included lunchtime walks with senior leaders, Tai Chi classes, presentations on balanced living, and the promotion of employee-driven well-being ideas.
- A successful weeklong focus on movement across Europe called Move Week. Employees in our Iberia Business Unit took a

collective 6,117,000 steps over the week, surpassing their target of 5 million steps, and winning a donation of 5,000 euros to a local food bank.

Additionally, we took a comprehensive approach to elevating our culture, providing **training** and engaging employees through a variety of programs, including the introduction of our 2020 Leadership Behaviors, our Millennial Voices program, **Start-up Weekends** and a new experiential learning program to accelerate development, the **Donald R. Keough System Leadership Academy**.

#### Recognition as a Great Place to Work

Our investment in our employees and our efforts to build a strong culture have long been rewarded in the global marketplace for talent, where we are consistently recognized as an “employer of choice” able to attract outstanding, innovative people.

Between 2012 and 2013, we were named to 26 lists, including the World’s 25 Best Multinational Workplaces 2013 compiled by the Great Place to Work® Institute.

## Valuing Diversity

Our vision for diversity, one of our seven core values, is to be “as inclusive as our brands.” Embracing diversity of thought, background and culture in our business decision-making is essential in order for our business to continue to thrive in a multicultural world.

Our commitment to this principle is embodied in our **Global Mutual Respect Policy**. The policy helps us understand how to value diversity and inclusion, maintain a workplace free of discrimination and harassment, and report potential violations to the Company without fear of retaliation.

Our **Global Diversity Strategic Framework** includes programs that attract, retain and develop diverse talent; provide support systems through our **Diversity Advisory Councils and Business Resource Groups**; and deliver ongoing **diversity education and**





**training programs.** These programs include **supplier diversity** training to help ensure our supplier base is representative of our diverse customer and consumer base.

### Key Highlights

- As of December 31, 2013, 44% of our U.S. workforce was multicultural.
- In 2013, we hired 1,010 military veterans and increased our target with a five-year goal of 5,000 veterans hired within the North America system.
- The Coca-Cola Company and The Coca-Cola Foundation directed \$30.7 million (or 46%) of U.S. community giving to ethnic, veteran, disability and LGBT nonprofit organizations in 2013.
- The Coca-Cola system spent \$952 million with diverse suppliers in 2013, a 14.8% increase over 2012.
- We expanded our Company's affinity, or **Business Resource Groups**, by six, to a total of 32 field chapters in 2013.
- In 2013, women's LINC, our Company's affinity group for women, added two chapters. They are now embedded in 12 business units with additional expansion planned in 2014.

- The U.S.-based Multicultural Leadership Council conducted 35 employee roundtables with 250 multicultural associates from nearly every function and at every level in Corporate and in the North America Group to better understand associate experiences and to identify challenges and opportunities.
- In January 2014, John Lewis, Jr. was named Chief Diversity Officer.

One measurement of our commitment to diversity is how we are seen in the eyes of others. We are honored to receive **recognition for our efforts** to build a diverse and inclusive Company. A few highlights from 2013 include:

- Received the **2013 Catalyst Award** for the achievements related to our Global Women's Initiative (GWI), a program led by our Chairman and CEO, Muhtar Kent.
- Ranked No. 33 on **DiversityInc Top 50 Companies for Diversity** for 2014, up five spots from 2013. This marks the Company's 12th consecutive appearance on the list.
- Achieved a perfect score on the **Human Rights Campaign Corporate Equality Index** for the eighth straight year.
- Scored 90 on the **Hispanic Association on Corporate Responsibility's (HACR's) Corporate Inclusion Index.**

### 2013 Global Turnover Rates: Exempt Employees by Group and Gender

	Female	Male	Overall
Bottling Investments Group	8.85%	8.77%	8.79%
Corporate Group	7.22%	6.75%	6.94%
Eurasia & Africa Group	9.61%	6.12%	7.74%
Europe Group	8.04%	9.29%	8.62%
Latin America Group	7.29%	7.70%	7.51%
North America Group	16.66%	14.33%	15.00%
Pacific Group	10.38%	8.81%	9.58%

- Named one of the "Top 50 Organizations for Multicultural Business Opportunities" by DiversityBusiness.com.
- Recognized by *G.I. Jobs Magazine* as a 2014 Military Friendly Employer.
- Named a Corporate Honoree in the 2013 Hispanic Scholarship Fund (HSF) Alumni Hall of Fame.

You can find a complete list of accolades and **recognition for our efforts** online.



## What's Next

We will continue to strengthen our human rights program in the coming months and years. Some of the activities underway in 2014 and beyond:

We have embarked on a process to combine our Human Rights Statement, Workplace Rights Policy and Global Mutual Respect Policy into a Human Rights Policy that incorporates the expectations of the three documents currently in effect. We are engaging stakeholders on the new policy, which we expect to launch on Human Rights Day, December 10, 2014.

We are rolling out an updated Building an Environment of Respect online training course. An offline version of the course is under development for use in operations where employees do not regularly work online.

We are working with our bottling partners to implement our common safety vision and accelerate improvement in safety performance across the entire Coca-Cola system.

The improvements we are implementing in workplace safety include:

- Continued improvement of safety audits. We are creating an “always audit-ready” culture by conducting unannounced safety

audits, and we are in the process of shifting from contracted auditors to an in-house auditing team.

- Enhanced capability and development systems for Quality, Safety and Environment personnel. As one example, we are currently rolling out our QSE Professional Excellence program to ensure our resources across the globe have the necessary level of capability.
- Continued focus on fleet safety and other priority areas. We have created focused networks to more effectively tap the expertise of existing safety resources throughout our Company and across our system.

We will continue to advance our culture of diversity and inclusion in the workplace, including further involving our **Business Resource Groups** with the business, facilitating better connections among employees, and continuing the integration of our workplace fairness compliance strategies in our North America Group operations.

To further advance our employee engagement initiatives, we will continue to reinforce our commitment to active, healthy living and the well-being of our employees around the globe through new, innovative programs and also through our partnership with the **Bipartisan Policy Center Council on Health and Innovation**.

## Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



[Sourcing Sustainably: Coke Takes Leadership Role To Protect Land Rights Of Farmers And Communities](#)



[The Fight Against Human Trafficking Gets Personal](#)



[Profiles In Leadership: How One Woman Is Defining Success At Coca-Cola](#)



[5 Reasons Why Veterans Make Great Employees](#)



[Imagine 700,000 Coca-Cola Human Rights Moments Every Year](#)



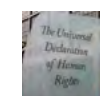
[Combating Modern Day Slavery](#)



[Business and Human Rights: the Next Chapter](#)



[Save the Children: Engaging Business to Address Child Labor](#)



[Honoring Nelson Mandela and Remembering, 'It Always Seems Impossible Until It's Done](#)



# Creating Sustainable Communities

[Our Approach](#) > [The Coca-Cola Foundation](#) > [Disaster Relief](#) > [Critical Medicine](#) > [What's Next](#) > [Journey On](#) >

## 2013 Highlights

- The Foundation and the Company together gave back \$143 million in cash and in-kind donations — 1.4 percent of our operating income.
- The Foundation benefited 134 million people in 122 countries.
- Project Last Mile expanded to Ghana where we helped develop an improved preventative maintenance model for vaccine refrigerators.

The Coca-Cola Company is part of a global system with operations in more than 200 countries. These places are not just markets to us—they are home, where we live and work. For more than a century, we have invested our time, expertise and resources to strengthen these communities, and we are committed to enhancing our strategies to achieve maximum effectiveness in helping to address critical human needs.



## Our Approach

Strong communities are the backbone of civil society. Since our earliest beginnings, The Coca-Cola Company has been involved in efforts to help strengthen the communities we proudly serve. Today, we maintain this commitment through the parallel efforts of our Company and our Foundation(s), which deliver the power of our capabilities, expertise, and funding to communities around the world.

In 1984, Company leaders formally established **The Coca-Cola Foundation** (Foundation) as a separate, registered U.S. 501(c)(3) charitable organization to cultivate community relationships, invest in the growth of communities and aid in monitoring local community issues.

Since its inception, the Foundation has supported learning inside and outside the classroom and many local initiatives as a primary approach to offering enduring skills and strengthening communities.

However, addressing critical community challenges and opportunities is an evolving process. In 2007, the Foundation broadened its support to include global water stewardship programs, fitness and nutrition efforts and community recycling programs.

Today, the Foundation strategies align with the Company's sustainability platform, and have evolved again to include women's empowerment and entrepreneurship.

In addition to Foundation initiatives, Coca-Cola supports and advances local community programs increasing **access to critical medicines** and **HIV/AIDS** prevention and treatment. We are also available to respond to urgent community needs when disasters strike. The Foundation and our entire Coca-Cola system are mobilized to offer manpower, product donations, transportation and logistical expertise in times of need.

Our giving also includes the kindness and generosity of

## Run With It: Million Volunteer Run

In February 2013, Coca-Cola Philippines partnered with the Philippine Red Cross to sponsor the roughly 700,000 runners who participated in the second **Million Volunteer Run** (MVR2). This "Run to Save Lives" raised funds for volunteer training and new life-saving equipment for disaster relief efforts. However, and perhaps even more importantly, the run is designed to foster a spirit of volunteerism. It's an all-important spirit in a "country prone to calamities," as Adel Tamano, the Director of Public Affairs for Coca-Cola Philippines, puts it. "The Million Volunteer Run does not only coincide with our thrust to further efforts in helping communities, it also promotes healthy and active living, which is in the DNA of our corporate programs."

Taking place across 78 Philippine cities simultaneously, the MVR2 bettered the attendance of the first run by a quarter million participants.



our employees. Associates throughout the system volunteer on charitable organization boards and donate regularly where their passions meet community needs. Another way employees give back to communities is through our Coca-Cola Matching Gifts Program. When eligible employees contribute to qualified aid organizations, the Matching Gifts Program matches those contributions on a two-for-one basis.



“The Coca-Cola Foundation is dedicated to uplifting and strengthening communities worldwide. We will always work alongside our community partners to help build and sustain thriving communities.”

**Lisa M. Borders,**  
Chair of The Coca-Cola Foundation

## The Coca-Cola Foundation

**Goal:** Give back at least 1 percent of the Company’s operating income annually.

**Progress:** Achieved. In 2013, the Foundation and the Company together gave back \$143 million in cash and in-kind donations — 1.4 percent of our operating income. Foundation grants comprised 69 percent of our giving worldwide, with the remaining 31 percent coming directly from The Coca-Cola Company.

Specifically, we supported programs that strengthened the sustainability of the communities where we work and live, including:

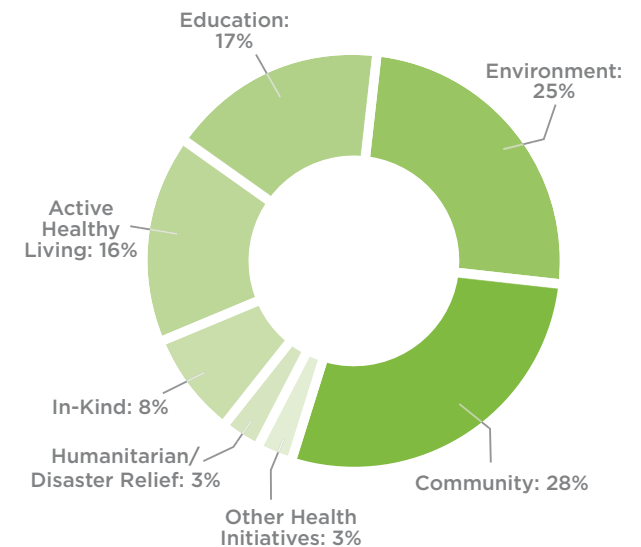
- Nutrition intervention in Beirut (\$90,000)
- Healthy lifestyle education in Romania (\$400,000)
- Physical education in Ukraine (\$200,000)
- Clean beaches in Sweden (\$300,000)
- Restore water ponds in seven communities in Mexico (\$600,000)
- Orphan care in Africa (\$400,000)
- Supplement United Nations Development Programme (UNDP) Integrated Water Replenish Initiatives in China (\$800,000)
- Support National 4-H Council Youth Voice in the United States (\$250,000)
- Wetland restoration in the Mura-Drava-Danube area in Austria (\$310,000)

- Two **Golden Triangle** partnerships—an active, healthy living initiative in Russia and an educational project in India—which received \$1.3 million in 2013 through a new, specially designated fund

We know the challenges facing society today are complex and that no single company, industry or government can solve pervasive challenges alone.

In 2013, our Foundation began applying our Golden Triangle Partnership Fund strategy to support programs delivered through the combined efforts of civil society, business and government. These initiatives collectively address critical community challenges, such as enabling access to safe water, empowering women to thrive in business and providing active, healthy lifestyle programs.

### 2013 Charitable Contributions







## Disaster Relief

With a presence in more than 200 countries, a worldwide total of more than 700,000 system associates, plus the logistical infrastructure that connects our business, we are uniquely positioned to respond to disaster. We can respond swiftly because chances are we're already there. We provide funding, supplies and manpower in the immediate aftermath, and we remain engaged in rebuilding afflicted communities through reconstruction projects and philanthropic giving.

In 2013, the Foundation provided \$3.2 million in humanitarian and disaster relief efforts throughout the world.

Apart from the Foundation's efforts, our system provides other resources, donations and support for disaster relief, including:

In April 2013, flash flooding savaged parts of Argentina's Buenos Aires Province, claiming over 100 lives. The Coca-Cola system provided more than \$100,000 and donated more than 120,000 liters of water.

Also in April 2013, a 7.0 earthquake struck Sichuan Province in China. Local Coca-Cola bottlers immediately donated available beverage stock and adjusted production to produce as much bottled water as possible, donating 2.4 million bottles in all. Additionally, the [Coca-Cola system in China](#) donated \$1.3 million to help affected women rebuild their livelihoods.

In May 2013, a tornado outbreak caused over 400 casualties and left 16 Oklahoma counties in a state of emergency. The Foundation provided a grant of \$100,000 to the American Red Cross, while the Coca-Cola system donated more than 10,000 cases of water and other beverages to provide relief to those in need. Our associates also responded, donating over \$25,000 to the Coca-Cola Employee Disaster Relief Fund.

In June 2013, heavy rain, flooding and landslides displaced thousands in Central Europe. The Coca-Cola system provided funding, emergency supplies and volunteer manpower to aid the efforts of the Red Cross Societies and local communities.

In September 2013, flash floods battered portions of [Colorado's Front Range](#). The Foundation granted \$100,000 in disaster relief funding to the American Red Cross. Our customers and others in Denver and Colorado Springs were supported by product donations.

In September 2013, [two hurricanes](#) struck Mexico within 24 hours. The Foundation responded by giving a \$700,000 grant to the Cruz Roja Mexicana for disaster relief.

In November 2013, Typhoon Haiyan (Yolanda) devastated the Philippines. The Foundation provided a \$1 million grant, and Coca-Cola Philippines provided another \$1 million as part of the Coca-Cola system's \$2.5 million in cash and in-kind donations to support disaster relief and recovery efforts in the Philippines.

# Access to Critical Medicines

The truism that you can find a bottle of Coke in the world's remotest corners is the result of our strong logistics and supply chain capabilities—one of our greatest assets. By capturing the breadth of the Coca-Cola system across more than 200 markets, we help to strengthen communities by increasing access to critical medicines and medical supplies. Our support of Project Last Mile, in addition to our partnership with (RED), allows us to help make a unique contribution toward delivering essential medical supplies to the communities that need them.

## Project Last Mile

We developed this capacity, which we call **Project Last Mile**, starting in 2010 in Tanzania, with the Global Fund and the Bill & Melinda Gates Foundation.

We are engaged with Yale University's Global Health Leadership Institute to analyze and document our best practices in order to create a model for replication.

In 2013, building on the successes in Tanzania, the project expanded to Ghana where we helped develop an improved preventative maintenance model for vaccine refrigerators.

In 2014, The Coca-Cola Company and its Foundations, USAID, the Global Fund, and the Bill & Melinda Gates Foundation committed to investing more than \$21 million over five years to **implement Project Last Mile in eight additional African countries** (10 total).

## HIV/AIDS

The Coca-Cola Company recognizes HIV/AIDS as a global public health emergency and is responding with corporate policies and practices that are guided by international standards, including the International Labour Organization's (ILO) Code of Practice on HIV/AIDS and the World of Work and the Joint United Nations Program on HIV/AIDS.

The Company has worked with local health officials and a variety of experts and health management organizations to implement workplace and community programs and employee healthcare benefits for our Company and bottler employees and their dependents in Africa. Health benefits packages cover antiretroviral drugs and confidential voluntary testing for those found to be HIV positive.

## (RED)

**Our partnership with (RED)** complements our innovative Global Fund work on-the-ground in Africa. By partnering with (RED), our collective goal is to help deliver an AIDS-free generation



Inside a Global Fund mobile clinic, which provides medical care and HIV testing and counseling services in high-impact areas. Nakuru, Kenya.

Photo Credit: Jonx Pillemer/(RED)



by virtually eliminating mother-to-child transmission of HIV.

In 2012, we committed more than \$5 million to fund awareness-building campaigns and activations through global Coca-Cola marketing initiatives and programs that will continue through 2015. As part of this contribution, we have committed \$3 million

directly to the Global Fund to fight AIDS, to help fund prevention, treatment, counseling, HIV testing and care services. This donation represents an amount which could provide up to 7.5 million doses of antiretroviral medicine.

Among other activities supporting the AIDS fight, in October 2013, **Coca-Cola and (RED) joined forces** to inspire people to MOVE for

the MOVEMENT to help deliver an AIDS-free generation. We teamed up with influential dance artists, as well as the leading dance channel on YouTube, and created content to encourage people to dance. For each dance submitted (up to 1,000), a donation was made by Coca-Cola to the Global Fund.



Doris, an HIV-positive mother with her two healthy, HIV-negative sons, Samuel and Michael. Accra, Ghana.

Photo Credit: Jonx Pillemer/(RED)



# What's Next

Our philanthropic and community engagement giving will continue to evolve to meet community needs. Going forward, our goal is to enhance how we measure and report our impact metrics against these priorities.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



The Coca-Cola Foundation gives back \$36 million to raise living standards worldwide



An intern's perspective: helping tackle global health challenges



Our commitment to fight HIV/AIDS receives a welcome boost from news that we may have seen the beginning of the end of this scourge



Colorado community cheers as first delivery arrives after flood

## EKOCENTER Kiosks Deliver Safe Access to Water and Other Basic Necessities to Communities in Need

In 2014, Coca-Cola is piloting modular community markets run by local women entrepreneurs that also provide clean water, solar power and Internet access. To find out more, please visit [Coca-Cola Journey](#).







# world

## Protecting the Environment

### [Water Stewardship >](#)

Working to protect watersheds, reduce risks to water supplies and moving towards balancing our water use.

### [Sustainable Packaging >](#)

Our efforts to reduce our materials use, source recycled and renewable materials and build a restorative packaging system.

### [Climate Protection >](#)

Working to reduce our impacts and partnering to take action against climate change.

### [Sustainable Agriculture >](#)

Helping to ensure a sustainable supply of ingredients, while supporting farmers and agricultural communities.

**Rio Grande:** In 2013, The Coca-Cola Company and the World Wildlife Fund renewed their partnership through 2020. Here we see one example of how the partnership has worked collaboratively across borders to improve river flow and restore native species to the Rio Grande/Rio Bravo.





# Water Stewardship

[Our Approach](#) > [Our Progress](#) > [Featured Partnerships](#) > [What's Next](#) > [Journey On](#) >

## 2013 Highlights

- Replenished an estimated 108.5 billion liters of water to communities and nature through 509 community water projects in more than 100 countries.\*
- Improved water use efficiency for the 11th straight year, with an 8% improvement since 2010.
- Renewed our long-term conservation partnership with World Wildlife Fund (WWF) through 2020 and set goals across water, packaging, climate, and agriculture that all support protecting freshwater resources.
- Launched our Sustainable Agriculture Guiding Principles, with specific water resource criteria, toward our 2020 goal of 100% sustainable sourcing of our key ingredients.

**A sufficient quantity of safe, accessible water from sustainable supplies is essential to the health of communities. Ecosystems and economic prosperity depend on it, as does our business. Water is the main ingredient in our beverages, central to our manufacturing process, and necessary for growing the agricultural products on which we rely.**

\* We estimate the water replenished using generally accepted scientific/technical methodologies. Our specific processes for making such estimation were subjected to peer review and we are able to share the results of that peer review upon request.



# Our Approach

While we may be a global company, the way we work is quite local: In most cases, we sell our products in the markets where we make them. This 'non-export' operational approach creates a business imperative, which complements our ethical drive, to work to ensure the sustainability of local water sources everywhere we operate. We make significant investments in the construction and operation of our production facilities. This investment must be planned and maintained in the context of a holistic understanding and engagement with the surrounding community, government, and other users of water in a given area.

In many parts of the world, water is acutely stressed and increasingly threatened, especially as global demand rises from growing populations, economic development, and the impacts of climate change. While this challenge is concerning, we believe the world has sufficient water supply to meet everyone's needs if we all work together to better manage it. As a Company reaching nearly every country, and as a consumer of water, we take seriously our commitment to be a collaborative partner and a responsible steward of this precious, shared resource.

Water stress is felt in many forms around the world. The risks to any particular location are a function of a number of factors including

physical availability, water quality, infrastructure existence and pressure, pricing, competing use, increasing demand, climate change impacts, public sector management capacity, regulatory limits and social acceptance. When taking a broader view of risks and stressors of water supply (as we do within the Coca-Cola system), you find that almost all locations have some element of water stress.

## Our Water Strategy

Water is a top sustainability and business priority for Coca-Cola, and it is critical to the communities we serve and the ecosystems on which we all depend. Our water strategy is directed where we believe we can make the greatest positive impact.

We report to investors the material risks our business faces on water and climate change in our [Annual Report on Form 10-K](#), and through detailed reporting found in our [CDP disclosure](#).

Based on comprehensive risk assessments, we refreshed our water strategy in 2013 to focus on:

1. Value Chain - improved agricultural water sustainability; manufacturing plant performance on water efficiency/reuse and stormwater/wastewater management; ensuring safe water access and sanitation/hygiene in our facilities for employees, visitors and contractors; and customer and consumer engagement.



Guangqiang Sun is installing a drip irrigation system to help optimize and increase water utilization rate in farming in China.



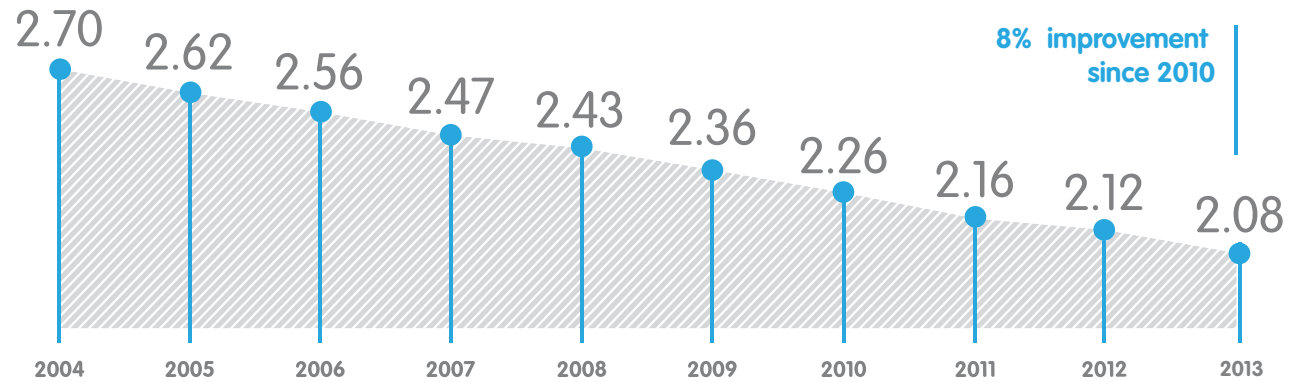
## Deepening Our Commitment

Agriculture represents about 70 percent of the world's water withdrawal. Committed to sustainably source key agricultural ingredients by 2020, in 2013 we established the **Sustainable Agriculture Guiding Principles (SAGP)** for our suppliers. These principles define what we mean by "more sustainable sourcing"; articulate our expectations; and set criteria for human and workplace rights, environmental stewardship, and responsible farm management. As a part of the SAGP, we set specific areas of compliance and focus for water. To see more details on those criteria, [click here](#).

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## The Coca-Cola System Water Use Ratio from 2004-2013

Average manufacturing plant ratios based on collected data (liters/liter of product produced)



2. Watershed Protection – conducting community and production plant source water vulnerability assessments and implementing source water protection plans; and river basin conservation work.

3. Sustainable Communities – safe water access, sanitation and hygiene (WASH) projects; and municipal water/sewage infrastructure management.

4. Global Awareness, Education and Policy – school and community awareness-raising efforts; support of educational programs on water; and collaborative engagement on water policy and capacity building.

Our primary objective is responsible water stewardship across our business system, with an overarching goal to 'give back' an amount

of water equivalent to what we use in all of our finished beverages and their production by 2020. One of the ways we are working toward meeting this goal is by minimizing the impacts of our water use. Our global system is committed to replenishing, or balancing, the water used in our finished beverages—an estimated 68 percent so far\*—through community water projects.

We are also becoming more efficient in our water use by reducing the amount used per liter of product, even as production volumes increase. And our bottling plants around the world are recycling wastewater, treating it to stringent standards and returning it to nature

\* We estimate the water replenished using generally accepted scientific/technical methodologies. Our specific processes for making such estimation were subjected to peer review and we are able to share the results of that peer review upon request.



at a level that supports aquatic life—sometimes returning it cleaner than we found it.

Anchoring our water stewardship efforts is a mandate for all of our bottling plants to assess the quality and quantity of their local water sources and to develop and implement comprehensive source water protection plans (SWPP). This requirement appropriately positions us to mitigate risks to water supplies in the communities where we manufacture and sell our products across the world.

We draw on a wide range of capabilities, tools, and partnerships to continually maintain our vigilance and enhance our performance on these issues—from [water footprint](#) to

respected third-party assessments such as the [Ceres Aqua Gauge](#) tool. We also engage and collaborate with industry peers and others through initiatives and programs including the [CEO Water Mandate](#), [Water Action Hub](#), [World Resources Institute](#), [The Nature Conservancy's Business Council](#), [Latin America Conservation Council](#), [Global Water Challenge](#), and [the US Water Partnership](#).

Through our published quantitative goals, we will continue to demonstrate public accountability for our water use, which we measure and manage through rigorous governance requirements and detailed data reporting, analysis, validation, and verification procedures.

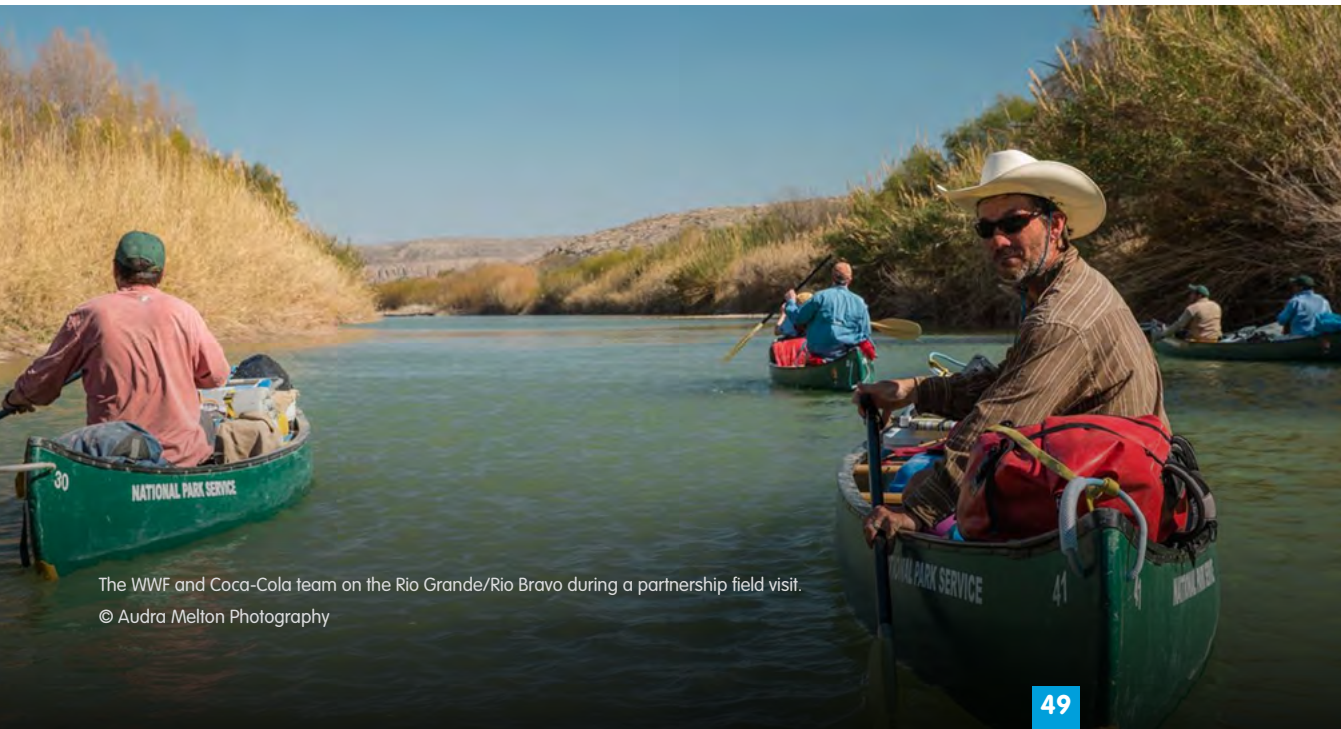
## Our Progress

### Replenish

**Goal:** By 2020, safely return to communities and nature an amount of water equivalent to what we use in our finished beverages and their production.

**Progress:** On track.

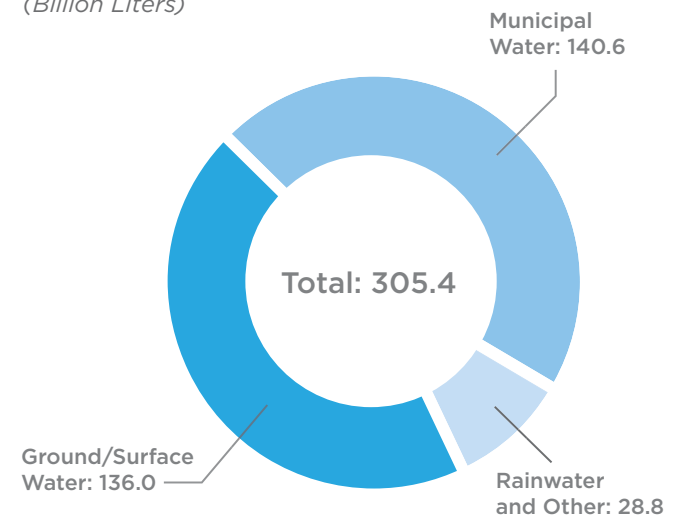
Between 2005 and the end of 2013, through 509 community water partnership projects in more than 100 countries, we balanced an estimated 68 percent of the equivalent water used in our finished beverages (based on 2013 sales volume), for a total of approximately 108.5 billion liters of



The WWF and Coca-Cola team on the Rio Grande/Rio Bravo during a partnership field visit.  
© Audra Melton Photography

### 2013 The Coca-Cola System Water Use by Source

(Billion Liters)



water replenished to communities and nature.\* Together with partners such as WWF, USAID, The Nature Conservancy, Water for People, United Nations Human Settlements Programme, and the United Nations Development Programme, we have invested more than \$300 million in replenish programs globally.

We engage in **projects to replenish water** that typically have at least one of four objectives:

- improve access to water and sanitation;



Students with increased access to water and sanitation as part of RAIN project in Vic View Primary School, Jinja, Uganda.

© Mustafa Unlu

- protect watersheds;
- provide water for productive use; and/or
- educate and raise awareness about water issues, including engagement on water policy.

In many cases, projects also help improve local livelihoods, help communities adapt to climate change, improve water quality and enhance biodiversity.

To date, our initiatives for improving safe water access and sanitation alone are estimated to have benefited more than 1.9 million people.

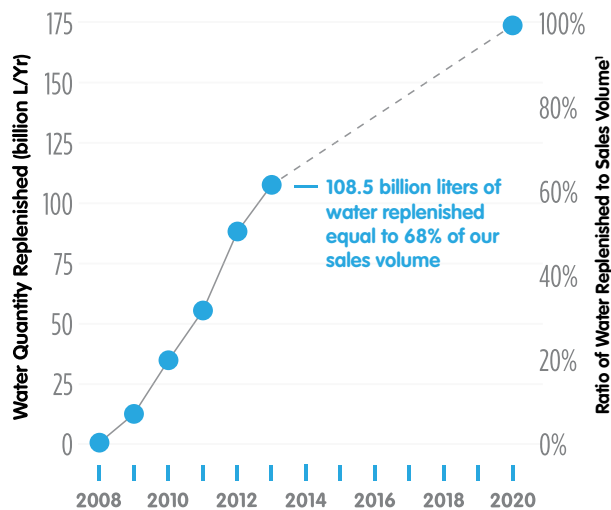
### Risk Management

**Goal:** Assess the vulnerabilities of the quality and quantity of water sources for each of our system's bottling plants and develop and implement a locally relevant source water protection plan (SWPP).

**Progress:** On track.

We have been implementing source water protection plans and vulnerability assessments in all facilities globally. In 2013, we transitioned reporting and management of our risk

### Quantity of Water Replenished



1 Actual volumes used for 2008, 2009, 2010, 2011, 2012 and 2013. Future volume projections are just estimates and are made here only for purposes of facilitating the discussion in this report. Those projections should not be relied on for any purposes beyond those discussed in this report. Actual volumes may vary (up or down) from the estimates contained in this report. For more information on the quantification of project activities, please refer to Quantifying Replenish Benefits in Community Water Partnership Projects (January 2012) at <http://assets.coca-colacompany.com/2f/cb/e5d2c1e4c58a38adbe8586d06db/final-quantification-report-water-pdf.pdf>

\* We estimate the water replenished using generally accepted scientific/technical methodologies. Our specific processes for making such estimation were subjected to peer review and we are able to share the results of that peer review upon request.



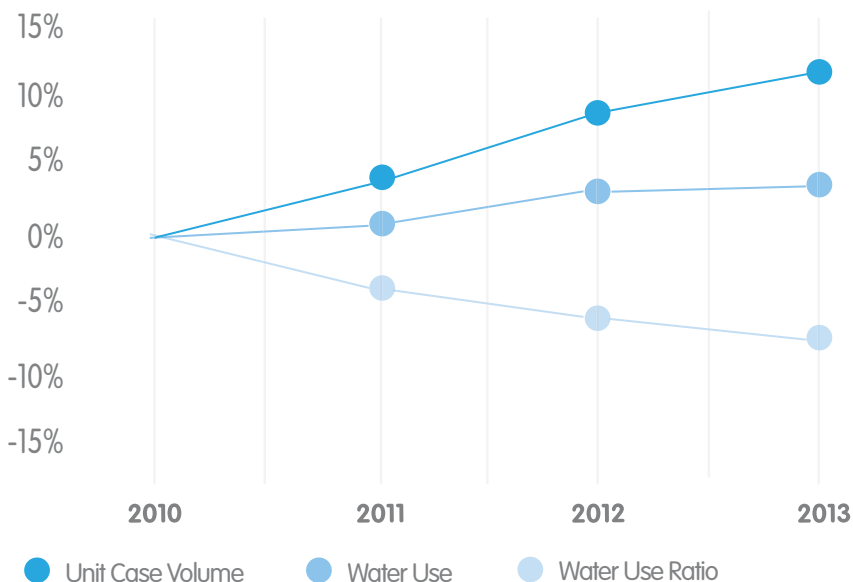
management programs to our systemwide database to facilitate a more streamlined tracking and reporting process. As a result of this transition, our latest available status reflects progress as of the end of 2012, where 91 percent—788 of 863 bottling plants—have completed source vulnerability assessments (SVA) and developed source water protection plans (SWPP). Implementation of SWPP remains a priority and will receive enhanced governance with our new systemwide database. Nearly 70 percent of our global manufacturing

system—587 of 863 bottling plants—are in the implementation phase of SWPP with the balance to begin implementation in 2014.

Through this program we address manufacturing needs and growth issues in addition to issues the community faces—issues we share with them, as we share water resources. Moving forward, our plants will focus on plan implementation, moving away from a compliance mindset and building a culture of water resource sustainability.

[Read more](#) about the elements

### Water Use Performance, 2010-2013



### Changing Lives With RAIN

Approximately one-third of Africa's population does not have reliable access to clean water, and every year, preventable waterborne illnesses claim the lives of millions on the continent. **The Replenish Africa Initiative (RAIN)**, The Coca-Cola Africa Foundation's flagship program, aims to improve access to safe water for 2 million people in Africa by 2015. RAIN is backed by a six-year, \$30 million commitment by The Coca-Cola Company and the support of more than 140 partners.

RAIN is catalyzing investment in safe water access and has helped replenish more than 2 billion liters of water annually back to communities and nature. The improved water access RAIN provides leads to healthier, happier lives, by, for example, improving sanitation, allowing children to be in school instead of spending hours fetching water from distant sources, and empowering women through safe water access and entrepreneurship.

To date, the program has:

- provided access to safe, sustainable water to approximately 1 million people;
- created sanitation access for an estimated 240,000 people, often for the first time;
- positively impacted 34 watersheds; and
- established projects in 37 of 55 African countries.

**Learn more about how Coca-Cola is expanding its Replenish Africa Initiative to bring safe water access to 6 million people across the continent by 2020.**



## The Coca-Cola Company Requirements for Treated Wastewater Quality\*

5-Day Biological Oxygen Demand	<50 mg/l
pH Level	6.5-8**
Total Suspended Solids	<50 mg/l
Total Dissolved Solids	<2,000 mg/l
Total Nitrogen	<5 mg/l
Total Phosphorus	<2 mg/l

\* These are six of the 20 water quality parameters established for the Coca-Cola system.

\*\* Depends on receiving stream water conditions.

Maximum Value (unless applicable legal requirements are more stringent)

of our local source vulnerability assessments, and how we go from assessment to action by requiring source water protection plans detailing specific risk-mitigation actions and deadlines for completing them.

### Efficiency

**Goal:** By 2020, improve water efficiency in manufacturing operations by 25 percent compared with a 2010 baseline.

**Progress:** Our systemwide water efficiency has improved for 11 straight years. In 2013, we used 2.08 liters of water per 1 liter of product produced. This is an 8 percent improvement since 2010, keeping us on track to achieve our ultimate goal of 1.7 liters of water used per liter of product by 2020. We met our initial goal to improve water efficiency by 20 percent from 2004 to 2012, with a 21.4 percent improvement.

**Read more** about our water efficiency goal and our approach to water footprinting. Details on our total water use and sources of water are also available. Based on this data, the average Coca-Cola bottling plant uses approximately 300,000 cubic meters of water per year, or about 830 cubic meters per day.

### Recycling and Treating Water

**Goal:** Return to the environment—at a level that supports aquatic life—the equivalent of the amount of water we use in our system operations through comprehensive wastewater treatment.

**Progress:** On track. 99% compliance alignment with our wastewater treatment standards.

We continue to strive for full compliance with our stringent guidelines in existing facilities



## More than 100 Projects With the United Nations Development Programme

As part of our work to replenish water sources, we support **Every Drop Matters™**, the longstanding partnership between the Coca-Cola Eurasia and Africa Group and the UNDP. Every Drop Matters aims to help nations in Eurasia and Africa achieve **Millennium Development Goals** by meeting challenges related to water supply, sanitation, water resources management and **climate** change.

Through Every Drop Matters, our system has joined UNDP in undertaking more than 100 projects in more than 20 countries. Projects include watershed restoration, sustainable agriculture initiatives, capacity building among government water managers, and more. To date, Every Drop Matters has directly benefited more than 900,000 people in Eastern Europe, Eurasia, Southwest Asia and the Middle East by improving access to safe drinking water or improved water governance.

**Learn more about our Every Drop Matters work with UNDP.**



and as new facilities are constructed or join our system through acquisitions. Additionally, we are maturing our governance and technical support programs for wastewater toward a performance-based model that focuses on further optimizing efficiency and improving the quality of water we discharge to the environment. Some areas of the world are stressed with conflict and other national challenges that are currently preventing our local operations from investing in the needed resources to meet this goal. While a very limited number, we are working with these facilities to support them and to help ensure they are aligned in the future.

## Featured Partnerships and Stakeholder Engagements in 2013

- Consulted with the United Nations on water-related post-2015 development goals.
- Expanded our nearly decade-long partnership with the WWF to create

and work toward a set of ambitious new global environmental **conservation and performance goals**.

- Expanded the **Support My School** program with United Nations Human Settlements Programme and others in India, raising approximately 50 million rupees and aiming to reach 1,000 schools by 2016.
- Announced our goal to bring **EKOCENTER** to communities in need of safe water access and other basic necessities across 20 countries in Africa, Asia, Latin America and North America by the end of 2015.
- Worked with the CEO Water Mandate to evolve and mature disclosure on water and to harmonize it with other water-related disclosures, as well as to develop reporting guidance for businesses related to respecting the human rights to water and sanitation.
- Partnered with **2030 Water Resources Group** on projects in Mexico, Mongolia, Peru, Tanzania, and South Africa.
- Convened influential stakeholders with WWF at Stockholm World Water Week to learn about our partnership and explore opportunities for engagement toward common goals.



Coca-Cola and WWF visit their [project at the River Nar](#).

© GregArmfield. WWF-UK



# What's Next

As committed as we are to managing our impacts, the world's water challenges are too large to be addressed by any one organization. We believe strongly in continuing to drive progress through a **Golden Triangle** partnership approach that brings together governments, civil society, and businesses to encourage the systematic adoption of **effective national policy** and water management best practices around the world.

We recently opened our partnerships with the **WWF** and the UNDP to collective action, which included inviting other partners, including academia, industry, NGOs and the public. We will continue these efforts to advance planning and implementation opportunities for freshwater conservation and safe water access and sanitation, and other focus areas.

Ultimately, water management is not an issue isolated from other pressing needs in the world. Therefore, we are increasingly working with partners to address water stewardship in the context of the "**water-energy-food nexus**"—the inextricable connections among resources that demand a 360-degree perspective and an integrated approach.

Through our policy reform work with the 2030 Water Resources Group and other efforts, we will continue to support initiatives that take a balanced approach in seeking to ensure water, energy, and food security for the world.

Our full disclosures on our work and progress in water stewardship can be found through this report, our **CDP disclosure**, and our **water stewardship section** on Coca-Cola Journey.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



[Water Stewardship and Replenish Report](#)



[How We're Helping Provide Drinking Water To More Than 60 Million Americans](#)



[Working Together on Water Challenges: What's Working and What's Missing?](#)



[Proud to be the 100th Signatory of the WASH Sustainability Charter](#)



[Creating Water Access in Borneo](#)



[Project Catalyst Australia](#)





# Sustainable Packaging



[Our Approach](#) > [Our Progress](#) > [Around the World](#) > [Partnerships](#) > [What's Next](#) > [Journey On](#) >

## 2013 Highlights

- Achieved 2015 “lightweighting” goal two years ahead of schedule.
- On track to achieve goal of 50 percent of bottles and cans equivalent to what we introduce into the market globally being recovered by 2015.
- Expanded rollout of PlantBottle™ technology to five new markets—including China—bringing total markets to 28.

It is important to us to deliver the quality beverages our consumers expect from us as sustainably as possible. We make progress toward this objective through packaging innovation, resource minimization, recyclability, use of recycled and renewable materials, and engaging consumers to join us on the journey.

## Our Approach

It's well known that reducing, reusing and recycling materials helps conserve resources and protect the environment, but the benefits don't end there. Our systemwide analysis of our carbon footprint shows it's vital for helping to reduce our greenhouse gas emissions. Strategies to increase the sustainability of our packaging can also empower consumers to make positive choices and improve livelihoods in the communities in which we operate.

Because packaging is the largest contributor to our greenhouse gas (GHG) emissions, our efforts in creating more sustainable packaging are expected to contribute to our overall goal of reducing the CO<sub>2</sub> emissions associated with the "drink in your hand" by 2020. Therefore, we are integrating increased sustainability of our packaging into our carbon-emission reduction goals. We are working with business unit leaders in all of our markets to establish localized carbon reduction targets, and are allowing those leaders to select the best mix of strategies to achieve those targets based on consumer, customer and business needs.

Our long-term vision is to leverage our significant scale and resources to contribute meaningfully to the "circular economy," in which materials are used and reused to constantly rebuild natural and social capital. In this system, all resources—material, energy, and human—are seen as valuable.



Recycling program in El Salvador.

## Our Progress

### Recovery

**Goal:** In partnership with consumers, industry and governments, we aim to work together to recover and recycle 50 percent of the equivalent bottles and cans we introduce globally each year by 2015.

**Progress:** On track. We estimate that 43 percent of equivalent bottles and cans we send to market are recovered.

**Goal:** Work with our partners to recover and recycle the equivalent of 75 percent of the bottles and cans we introduce into developed markets by 2020.

**Progress:** On track. We estimate a 63 percent recovery rate in developed markets currently.

We have made progress toward these goals through continued support of **recovery** and **recycling** programs. We are also working to increase measurement of recovery in areas where it is limited today. In 2013, we rolled out our new recovery tracking methodology, which we expect to substantially improve data validation and increase our baseline understanding of recycling in each market, which will allow us to set a goal for developing markets as well.



To meet our goal of 75 percent recovery in developed markets, we are working in 36 identified markets to increase recovery and recycling rates. We are confident that this rate is attainable in developed markets because markets such as Japan and Belgium have already achieved it. Additionally, in 2013, we collected an estimated 514 million pounds of recovered aluminum and PET plastic containers in the United States and Canada alone.

Our investments in recovery and recycling contribute to the “circular economy” by creating value for communities as well as the environment. For example, in the developing world, informal recyclers perform a vital service but struggle with low pay and social status and difficult working conditions. In 2013, the **Regional Initiative for Inclusive Recycling**—a partnership between the Multilateral Investment Fund, the Inter-American Development Bank, the AVINA

Foundation and The Coca-Cola Company—**launched projects** in Mexico, Panama and Chile that will benefit more than 2,600 recyclers via training and formalization of their roles.

In Brazil, our Coletivo Recycling program is helping recycling cooperatives become self-sustaining businesses by providing investment in materials, infrastructure and life-skills training. Active in 400 communities across 22 states in Brazil, Coletivo Recycling’s approximately 12,000 members have seen their incomes increase by 17 percent since 2002 with the program’s guidance. In December 2013, Coca-Cola and Inter-American Development Bank through the Multilateral Investment Fund **announced** a \$16 million investment to expand the Coca-Cola Coletivo platform (which also includes other forms of job and entrepreneurial training) in Brazil and three other Latin American countries.

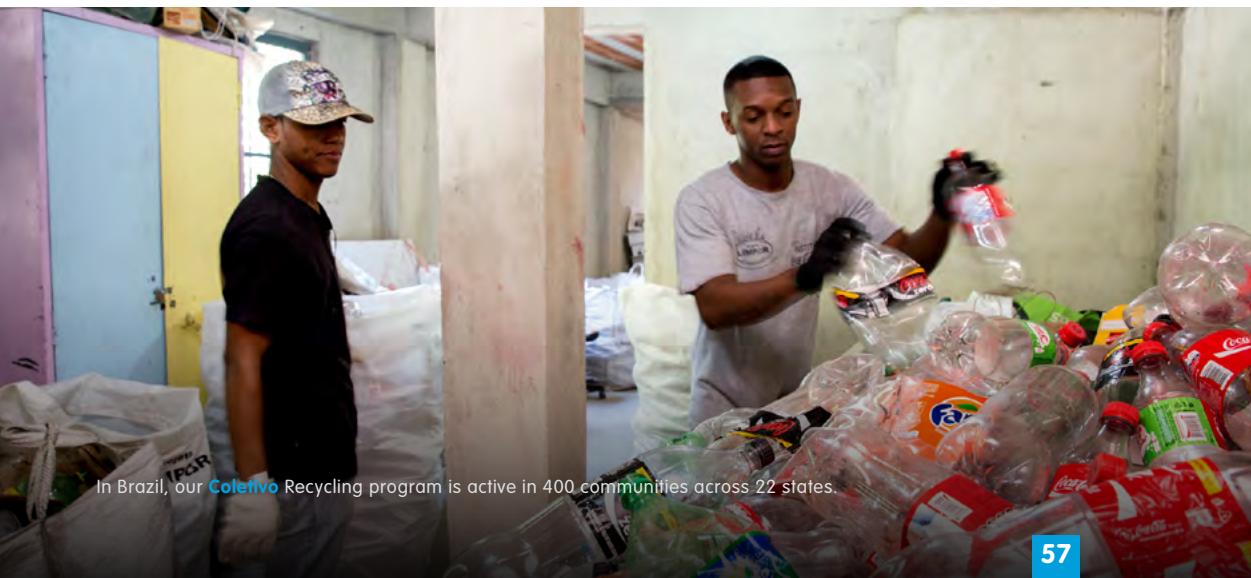
### Recycled and Renewable PET

**Goal:** Source 25 percent of our PET plastic from recycled or renewable material by 2015.

**Progress:** Off track. 6 percent of our packaging materials within the global system currently come from recycled or renewable material.

More than 60 percent of our beverage volume today is delivered in PET plastic packaging. The global popularity of PET has been driven by consumers’ demand for lightweight, shatter-resistant, resealable, cost-effective and recyclable packaging. By sourcing more of our global system PET from renewable and recycled sources, we can continue to offer these benefits while helping to reduce our environmental footprint.

Coca-Cola continues to be a leader in advancing the use of recycled (rPET) plastic in



In Brazil, our **Coletivo** Recycling program is active in 400 communities across 22 states.



bottles. Since introducing the first-ever beverage container with rPET in 1991, we have continued to invest significant funds in the development of more environmentally and economically viable **recycling** technologies:

- In 2013, we used rPET in more than 20 markets around the world.
- Of those, Austria, Belgium, France, Germany, Norway, Sweden, Netherlands, Switzerland and United Kingdom source more than 20% of their total PET material as recycled PET.
- In 2014, our system is investing in new plants and line start-ups to increase our rPET capacity in countries including China, Japan, Taiwan, South Africa, Ecuador, Colombia, Costa Rica, Guatemala, and Mexico.

We set the goal of sourcing 25 percent of PET plastic from recycled or renewable material in 2009. Since then,

we have encountered unexpected challenges. Demand for rPET has risen significantly, driving up prices and reducing the cost-effectiveness of incorporating more rPET in our packages.

A second hurdle toward achieving our sourcing goal relates to regulatory restrictions. Because rPET material is permitted for use in direct food contact in only 44 countries, we are working with governments to remove legal barriers for the use of recycled materials in beverage packaging.

We also support alternative uses for recycled PET through programs like EKOCYCLE™, which makes lifestyle products in part from recycled materials. Though a program like EKOCYCLE may make it harder to achieve our sourcing goal in the short term, it serves a larger purpose—increasing recycling awareness while helping to reduce waste, litter and carbon emissions.

In response to these challenges, we are working to increase the recycling and recovery of PET

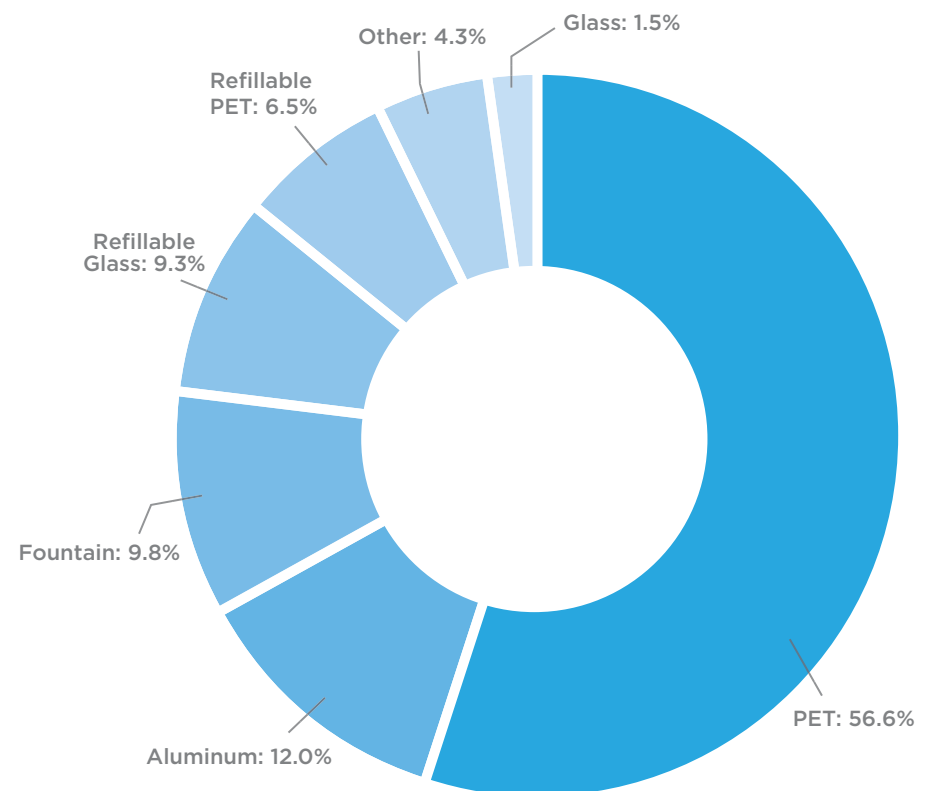
bottles (and thus increase the supply of rPET) while investing in technologies and recovery systems that could enable the more cost-effective production of food-grade PET. Despite these efforts, it is unlikely that we will achieve our goal of sourcing 25 percent of our PET plastic from recycled or renewable

material by 2015. However, we will maintain our commitment to advancing our performance on this key issue.

### PlantBottle™ Packaging

Developed by Coca-Cola, PlantBottle packaging replaces the traditional fossil-based

## 2013 The Coca-Cola System Global Packaging Mix







ingredients used to make PET plastic with renewable substitutes made from plants. In 2013 alone, we distributed more than 7.5 billion PlantBottle packages, saving the equivalent emissions of more than 60,000 metric tons of CO<sub>2</sub>. Since the material's launch in 2009 through June 2014, more than 25 billion PlantBottle packages have reached the market in nearly 40 countries resulting in more than 525,000 barrels of oil saved.

In early 2014, we were presented with the Industry Champion of the Year award at the fifth annual Sustainable Bio Awards in recognition of our leadership in commercializing PlantBottle, the first-ever PET plastic made partially from plants. Our goal is to have all new PET plastic we use contain PlantBottle technology by 2020. In

fact, Norway is one market where we have already been able to achieve the inclusion of PlantBottle technology in all of our PET bottles.

Our PlantBottle achievements in Norway were a result of our partnership with Zero Emission Resource Organization (ZERO). ZERO assisted us in analyzing the environmental benefits of bioplastics and how to promote their use. We were recognized for this partnership by the [European CSR Award Scheme](#), which identifies CSR excellence in multi-stakeholder projects exemplifying partnership, innovation and impact.

We continue to work with World Wildlife Fund (WWF) to assess the environmental and social performance of plant-based materials for potential use in PlantBottle packaging.

### Lightweighting

**Goal:** Improve the packaging material efficiency per liter of product sold by 7 percent by 2015.

**Progress:** Achieved in 2013.

In 2008, we set this goal with the intention of using the least amount of natural resources needed to protect our products and ensure their safe transport. Since then, we have reduced the weight of our products sold by 2.85 grams per liter, or 8 percent. Having achieved this goal, we will continue to work on lightweighting and on packaging designs that help reduce impacts.

Our lightweighting goal is in line with our ongoing global productivity and reinvestment

## PlantBottle Goes Beyond Packaging

Coca-Cola is a founding member of the [Plant PET Technology Collaborative](#), a working group focused on accelerating the development and use of 100 percent plant-based PET materials and fibers. Our partners are Ford Motor Company, H.J. Heinz Company, NIKE, Inc. and Procter & Gamble.

In November 2013, we **announced** a partnership with Ford to use PlantBottle

technology beyond packaging for the first time. Ford produced interior fabric in a demonstration vehicle, the plug-in hybrid Ford Fusion Energi®, using the same materials found in our PlantBottle packaging.

These collaborations demonstrate that PlantBottle can be applied anywhere PET plastic is used—carpets, clothing and more—while helping to achieve a lighter footprint on the planet.



## Coca-Cola Lightweighting Progress 2008-2013\*

Year	Grams/Liter	Increase or Reduction vs. 2008
2008	35.06	n/a
2009	35.72	2%
2010	34.02	-3%
2011	33.41	-5%
2012	32.71	-7%
2013	32.21	-8%

\*The data on lightweighting in the 2012/2013 GRI Report contained an error. This chart updates the information for 2013 and corrects this error.

program, which we expanded in early 2014 to generate an incremental \$1 billion in productivity by 2016. Using less packaging material is just one of our strategies for reducing costs and directing the savings into promoting our brands.

## Around the World

We are partners with the Trust for the National Mall and the National Park Service in the first ongoing recycling program on the National Mall in the U.S. capital. A total of 320 permanent recycling bins were established at the Mall and an additional 400 bins are rolled out for special events such as the National Cherry Blossom Festival. In 2013, about 130 tons of materials were recycled on the Mall as a result of this partnership.

In China, we are collaborating with the [Yangtze River Delta Research Institute of the Circular Economy](#) to advance technologies that use local agricultural wastes to make ingredients for polyester plastic, including our bio-plastic PlantBottle packaging. The use of agricultural

waste has the potential not only to increase the use of renewable material in our bottles and reduce the carbon impact of polyester production, but also to increase farmers' incomes and improve local air quality by reducing agricultural waste burning.

For Brazil's 2013 FIFA Confederations Cup, we installed approximately 3,800 recycling bins and boxes and trained dozens of volunteers to encourage recycling by spectators at the event's six stadiums. An estimated seventy tons of packaging were collected, boosting the income of 240 informal waste collectors. The effort was a dress rehearsal for Coca-Cola's sustainability efforts at the FIFA World Cup™ in 2014.

Read more about our [recovery](#) and [recycling](#) efforts on Coca-Cola Journey.





## Partnerships

Coca-Cola joined seven major consumer brands and World Wildlife Fund in founding the **Bioplastic Feedstock Alliance** to support the responsible development of plastics made from plant-based material. The Alliance will call upon leading experts to evaluate feedstock sources based on land use, food security, biodiversity and other impacts.

In the Company's **Optimismo Que Transforma™** program in Argentina, recyclable materials deposited by consumers at their local Walmarts are transformed into playground sets placed in communities near the stores. In 2013, the program was revamped so that recycling stations accepted a greater variety of materials, and baling and grinding were done on-site. The stations became self-sustaining as logistics costs decreased, and with the help

of an advertising campaign the volume of recovered materials tripled.

Three-quarters of British and French people claim to “always” recycle plastic bottles at home. In practice, only about half of plastic bottles are recovered. Coca-Cola Enterprises, Inc. commissioned a study with the University of Exeter in which 20 families were observed during six months. The **study** showed how habits, beliefs, family dynamics, and the “infrastructure” of recycling in homes influence recycling rates.

We continue to sponsor research on the impacts of our packaging across their entire life cycle, from production to reuse or disposal. We have recently completed our fourth life-cycle assessment, updated for current market conditions. This research is led by the Imperial College London and peer-reviewed by academics at Michigan State University, Institute for Energy and Environmental Research (IFEU Heidelberg) in Germany and University of Campinas in Brazil. Life-cycle assessments help us maximize the impacts of our sustainability investments and deliver improved environmental and social performance for our packaging.



For nearly 20 years, Coca-Cola associates, their families and friends have pitched in to help clean up our beaches and waterways as part of the International Coastal Cleanup—the world's largest volunteer effort for the marine environment. Organized by Ocean Conservancy, the Cleanup inspires action to remove trash and debris from our waterways and helps change behaviors that allowed these items to reach the water in the first place.



# What's Next

Our long-term goal is to develop a fully-recyclable plastic bottle made from 100 percent renewable sources. We have already succeeded in producing bottles entirely from plant-based materials that meet our quality requirements and in 2013 began mapping out commercial pathways for scaling the technology.

We'll continue to innovate around our next-generation beverage delivery platforms, including our Coca-Cola Freestyle™ fountain dispenser and the Keurig Cold™ single-serve at-home beverage system, which offer new opportunities and challenges from a sustainability perspective.

Other highlights expected in FY 2014:

- Building upon the Exeter Research, Coca-Cola Enterprises launched a **challenge** to co-create solutions to help improve

at-home recycling habits in partnership with open innovation platform OpenIDEO.com. The 11-week challenge—exploring avenues such as incentives, gamification and “hacking” home space—will draw on the innovative platform’s 60,000 members across the globe as part of CCE’s “Recycle for the Future” campaign. Ideally, at least one of the solutions will be tested or launched. **Eight winning ideas** were selected, which will be explored further.

- Coca-Cola, in partnership with FIFA, managed waste collection during the 64 matches of the 2014 FIFA World Cup™. An estimated 450 tons of solid waste were sent to recycling cooperatives and processed by the 840 trained recyclers, which are part of our Coletivo Recycling. The stadiums in all 12 cities were outfitted with more than 6,900 collection bins to handle multiple streams of waste, and messages on screens and signs touted the benefits of recycling.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



Coca-Cola is lead sponsor of the International Coastal Cleanup



EKOCYCLE and will.i.am promote recycling in the South Bronx



Project Recover helps Thailand's informal recyclers gain dignity



A summary of our packaging recycling programs



A summary of our packaging recovery programs

## PlantBottle Packaging: Realizing the Next Generation

Our innovative PlantBottle technology makes one of the two ingredients found in PET plastic from renewable plant material. Working with leading technology partners, we are well on our way toward replacing the other ingredient and commercializing the first fully recyclable PET bottle made 100% from plants.



**100% MADE FROM PLANTS. RECYCLABLE AS ALWAYS.**

100% plant-based PET plastic bottle using Virent's BioForming® technology.





# Climate Protection

[Our Approach](#) > [Our Progress](#) > [Around the World](#) > [Partnerships](#) > [What's Next](#) > [Journey On](#) >

## 2013 Highlights

- Joined our longtime partner [World Wildlife Fund](#) to announce [new environmental goals](#), which more deeply engage across the Company's value chain.
- Installed our [1 millionth HFC-free cooler](#).
- Achieved a 20% improvement in energy efficiency compared to 2004.
- Converted 100 service vans into fuel-efficient hybrid-electric vehicles in the U.S.

**As a global organization concerned with the well-being of people and the planet, we believe the consensus on climate science is increasingly unequivocal – global climate change is happening and man-made greenhouse gas emissions are a crucial factor. With impacts already beginning to be felt in agriculture, human health, ecosystems, water supplies and economies themselves, we are committed to help responsibly manage our climate impacts. And we are partnering with other businesses, civil society organizations and governments to support cooperative action on this critical issue.**



# Our Approach

Climate change poses risks both to the planet and to our business. As we discuss in [our position statement on climate protection](#), the Coca-Cola system is committed to making changes in our operations and reducing the climate impact of the products we sell.

Approximately 10 percent of the emissions from the Coca-Cola system’s value chain stem from manufacturing, which is the “segment” of the chain most directly in our control. While we strive to minimize the effects of manufacturing on the climate, we also want to make an impact on the other 90 percent. So we are driving collaboration with our suppliers to reduce emissions associated with our packaging, the growing of our ingredients, and the distribution and refrigeration of our products.

Announced in July 2013, our goal to reduce the carbon footprint of “the drink in your hand” by 25 percent by the year 2020 demonstrates our willingness to work across our value chain to create innovative solutions for reducing climate impacts.

# Our Progress

## Reducing Carbon in Our Value Chain

**Goal:** Reduce the carbon footprint of “the drink in your hand” by 25 percent by 2020.

**Progress:** Metrics currently being established.

In 2013, we joined our longtime partner [World Wildlife Fund \(WWF\)](#) to announce [new environmental goals](#), including this one, which complement our existing goals set for 2015, [also reported in this section](#). Currently, we are aligning our processes to capture the appropriate metrics.

In 2014, we entered an assurance readiness process with an external third party assurance provider to assess the program design and reporting processes related to “the drink in your hand” goal.

To achieve this ambitious goal, we are collaborating with our partners on energy-efficiency and climate-protection programs involving packaging, cooling equipment, ingredients, manufacturing and distribution.

To empower global managers to reach this goal, in 2013 we developed a Carbon Scenario Planner, to help standardize a systemwide forecast methodology of the carbon in the system supply chain. The Planner was designed to assist technical directors within each business unit in developing their respective targets for annual carbon intensity reductions through 2020.

We estimate that achieving this goal will prevent approximately 20 million metric tons of carbon emissions annually by 2020. That’s four times the Coca-Cola system’s annual carbon emissions from manufacturing, and the equivalent of taking an estimated 3.8 million cars off the road for a year.

## Manufacturing Emissions

**Goal:** Grow our business—but not our carbon emissions from manufacturing—through 2015 compared with a 2004 baseline.

**Progress:** Off track. Our global manufacturing emissions in 2013 were an estimated 1.28 million metric tons lower than the business-as-usual forecast or otherwise what they would have been if we had not taken on these greenhouse gas reductions. Total emissions increased 1 percent compared to 2012, and stand 16 percent higher than our 2004 baseline.

In 2008, we set the goal of growing our business but not our systemwide carbon emissions from manufacturing operations through 2015. Our system’s manufacturing sites

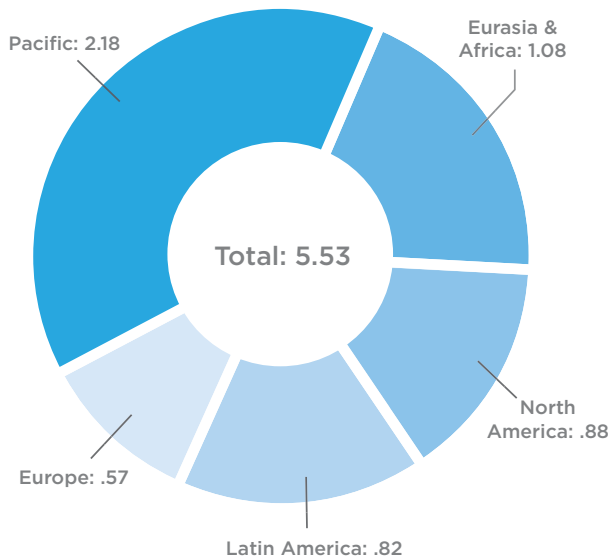
## Our CDP Response

For more information about our climate strategy and performance, see our [2013 CDP response](#) and [Carbon Accounting Methodology](#).



## 2013 The Coca-Cola System Greenhouse Gas Emissions by Region (from manufacturing sites)

CO<sub>2</sub> emissions in millions of metric tons



emitted an estimated 5.53 million metric tons of greenhouse gases in 2013, a 1 percent increase over 2012. That number makes us 16 percent higher than our 2004 baseline and still off track for reaching our goal of bringing emissions levels back down to that baseline by 2015. While we remained largely on track with our energy efficiency improvements in 2013, this upward trend in our absolute emissions is a result of the fact that we were not able to scale up our clean energy program as fast as originally intended. Moreover, our volume growth has outpaced our emission ratio improvements.

### Emissions in Developed Countries

**Goal:** By 2015, reduce emissions from manufacturing in developed countries by 5 percent compared to 2004.

**Progress:** On track. In 2013, emissions were 11 percent below our 2004 baseline.

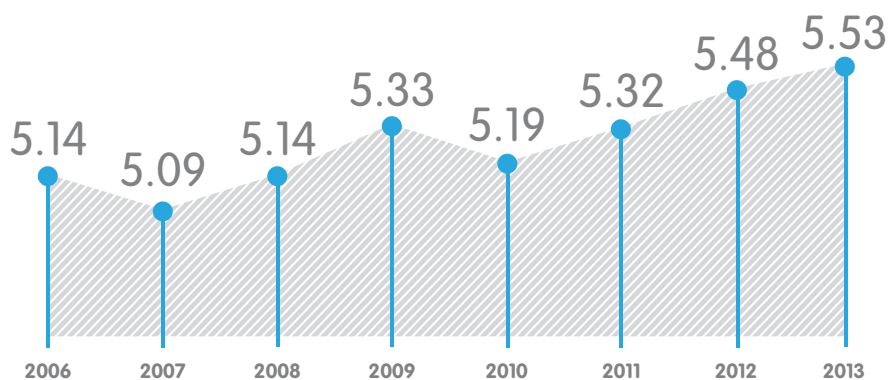
We are continuing to work with our bottling partners on the **“Top 10 Energy Saving Challenge.”** This program equips bottling partners with high-return, low-risk energy-saving practices they can readily implement. To date, 591 of our system’s approximately 900 manufacturing facilities are implementing the practices. A total of 154 facilities have completed all 10 recommended actions and more than 325 have made at least 80 percent progress against the 10 recommended actions since the program was launched in 2011.

### Improving Energy Efficiency

Using energy more efficiently enables us to better reduce our carbon footprint, conserve

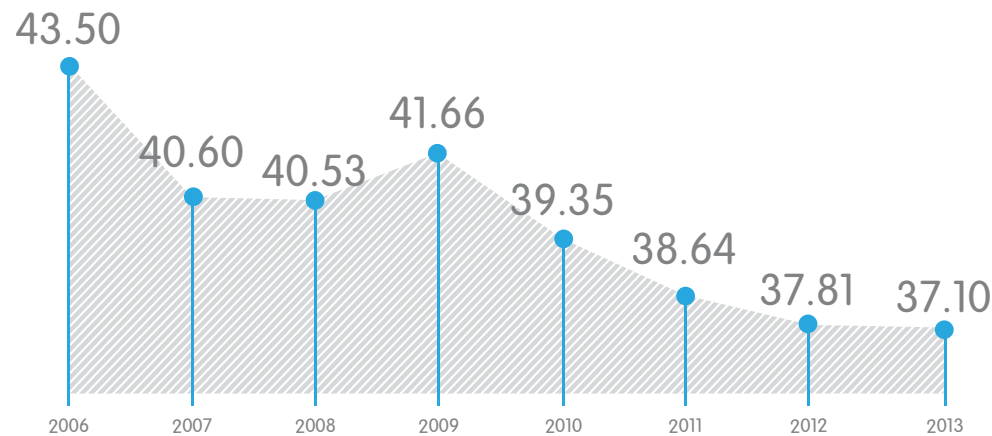
## The Coca-Cola System Greenhouse Gas Emissions from 2006 to 2013 (from manufacturing sites)

CO<sub>2</sub> emissions in millions of metric tons



## The Coca-Cola System Emissions Ratio from 2006-2013

Average manufacturing plant ratios based on collected data (grams of CO<sub>2</sub>/liter of product produced)

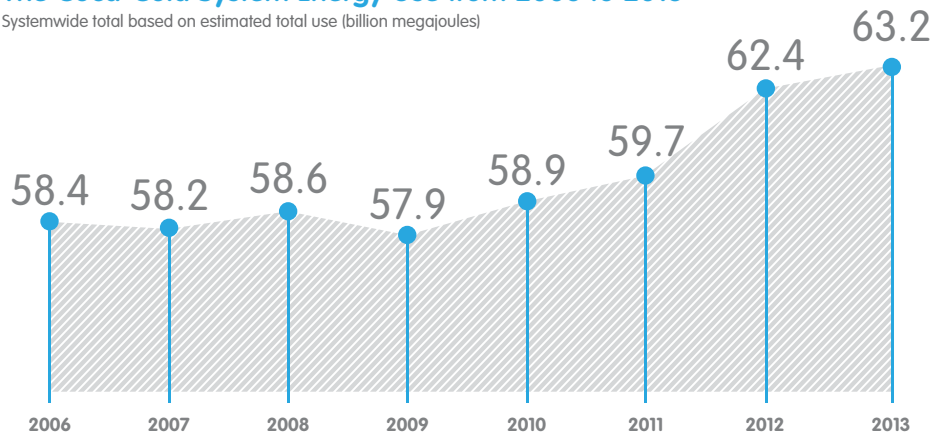


natural resources, and manage costs. The total amount of energy consumed by manufacturing sites across our system has grown as our business has grown—from 54.4 billion megajoules in 2004 to 63.2 billion megajoules in 2013. However, in 2013 our energy efficiency

ratio was 0.43 megajoules per liter of product produced—a 20 percent improvement overall since 2004. By improving our energy efficiency ratio, we have avoided more than \$1 billion in energy costs cumulatively since 2004.

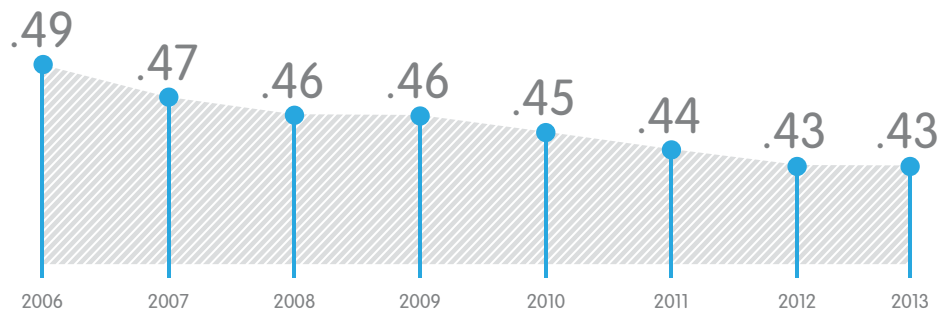
### The Coca-Cola System Energy Use from 2006 to 2013

Systemwide total based on estimated total use (billion megajoules)



### The Coca-Cola System Energy Use Ratio from 2006 to 2013

Average plant ratios based on collected data (megajoules/liter of product)



### HFC-Free Coolers

**Goal:** As of 2015, all new cold-drink equipment will be HFC-free across our global system.

**Progress:** Off-track. In 2013, we placed approximately 280,000 units of HFC-free equipment (approximately 23 percent of new equipment purchases), bringing our global total to more than 1 million units.

Because of the high global warming potential of hydrofluorocarbons (HFCs), we are phasing out the use of HFC refrigerants in our cold-drink equipment across our global value chain. Toward that end, we have now deployed **more than 1 million HFC-free coolers**, which will prevent the emission (on an equivalency basis) of an estimated 5.25 million metric tons of CO<sub>2</sub> over 10 years (about the same impact as removing 1.1 million cars from the road for a year).

All told, the Coca-Cola system has invested more than \$100 million over the past decade to make our coolers more environmentally responsible. In some markets,

more than 75 percent of our cooling system purchases are HFC-free. But higher costs and difficulty in sourcing HFC-free equipment in certain countries continue to hinder our progress.

We are developing strategies to address these challenges and get back on track to work toward our 2015 goal. Meanwhile, we remain



One of the HFC-free cooler models Coca-Cola is using for new equipment placements globally.



active in **Refrigerants, Naturally!**, a food and beverage industry alliance, which promotes HFC-free refrigeration technologies using natural refrigerants. We also played an active role in setting **The Consumer Goods Forum** goal to begin phasing-out HFC refrigerants in cooling equipment across its 400 member companies starting in 2015.

#### **A 4 Percent Decrease in Our Fleet Emissions**

A small but growing proportion of our fleet of more than 150,000 delivery trucks is powered with a mix of efficient alternative fuels, including electricity, natural gas, diesel-electric and biodiesel. In North America, we operate a hybrid-electric fleet of more than 850 trucks that use about 30 percent less fuel than conventional diesels—the largest such fleet on the continent.

Our global system's trucking fleet, which includes trucks operated by our Company and our bottling partners, emitted an estimated 4.4 million metric tons of greenhouse gases in 2013—a 4 percent decrease from our 4.6 million metric tons of fleet emissions in 2012.

In 2013, we began **converting newly purchased service vans in the U.S. into hybrids**, an addition of 100 hybrid service vans to our fleet. In addition to the hybrid service vans, Coca-Cola announced the rollout of 16 first-of-its-kind refrigerated plug-in electric vehicles. These trucks deliver the Company's Odwalla® brand beverages in the San Francisco Bay Area.

## Around the World

In 2013, a delegation from the Coca-Cola system attended **WWF's Power of Power Business Summit and Climate Savers Workshop** in Mexico City. Coca-Cola Climate Protection Director, Bryan Jacob, presented on collaborative approaches to renewable energy, and we formalized our goal to reduce the carbon footprint of the “drink in your hand” by 25 percent by 2020, compared to 2010 levels.

A global team of “Climate Ambassadors” will champion our carbon-reduction goals systemwide and provide training and other assistance to help our Company, bottling partners and suppliers reduce emissions. In 2013, we hosted the inaugural orientation in Berlin for 29 system associates, including 10 representatives from five bottling partner organizations, who will serve as Climate Ambassadors. Coca-Cola also helped inform the design of a fellowship program with the **Association of Climate Change Officers in the U.S.** and is currently employing an organization Fellow.

Hindustan Coca-Cola Beverages (Hindustan) currently sources **about 20 percent** of its energy from renewable sources and plans to expand that figure to 40 percent by 2020. Hindustan is the largest bottling company in

India, providing approximately 65 percent of the country's bottling operations. Additionally, Hindustan implemented a range of simple energy efficiency improvements in 2013 to reduce energy waste and carbon pollution from manufacturing processes across its plants. Improvements included increasing chilled water temperature settings from six to 10 degrees Celsius, installing eco-lamps that use 9.38 less kilowatts of power per hour, and reducing boiler pressure from 3.5 to 2.5 kilograms per square meter. Beyond reducing carbon emissions, these improvements will also save money—they are estimated to reduce emissions by approximately 3,300 metric tons and expenses by approximately \$465,000 annually.



# Partnerships

We continue to partner with peer companies, bottling partners, NGOs, governments and others in addressing our greenhouse gas emissions and encouraging collective action and response to mitigate the effects of climate change.

Coca-Cola was the beverage sponsor of the **Caring for Climate** (C4C) Business Forum, convened by the U.N. Global Compact during **COP19** in Warsaw, the annual U.N. Climate Change Conference (Conference of Parties) in 2013. At this event, Coca-Cola introduced a statement from the Refrigerants, Naturally! business group stating support for a proposed phase down of HFCs through the existing mechanisms of the Montreal Protocol.

# What's Next

In 2014, we will continue developing the metrics and governance processes for measuring our progress toward our new “drink in your hand” carbon goal.

We will also deploy a Clean Energy Toolkit to assist in developing preliminary business cases for high-potential clean energy investments.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



[Climate Protection Report](#)



[Coca-Cola converts 100 service vans to hybrids](#)



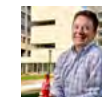
[Going dark for Earth Hour 2013](#)



[Intergovernmental Panel on Climate Change 2014 report](#)



[U.N. Caring for Climate business platform progress report 2013](#)



[Living la vida low carbon](#)





# Sustainable Agriculture

[Our Approach](#) > [Our Progress](#) > [Around the World](#) > [Partnerships](#) > [What's Next](#) > [Journey On](#) >

## Our Sustainable Agriculture Strategy

- Embed sustainability into ingredient procurement decisions.
- Develop and implement crop-specific programs to enhance the economic well-being of farming communities, improve yields and protect natural resources across the supply chain.
- Build industrywide collaboration to gain alignment and effect change in the agricultural sector.
- Drive change through partnerships.

**Our products—and the world’s population—depend on a sustainable supply of agricultural crops. In order to support the more than nine billion people expected to share our world by the year 2050, agriculture must become more efficient, operate within ecological limits and address the challenges of topsoil loss, fresh water depletion and greenhouse gas emissions. Holding ourselves and our suppliers to high sourcing standards allows us to support sustainable agriculture for the long-term benefit of our Company and stakeholders, especially the farmers and communities who cultivate the crops upon which we all rely.**



## Our Approach

Agriculture is at the heart of our business.

Nearly one-half of the Coca-Cola system's yearly procurement expenditures are for agricultural products.

The ongoing sustainability of agricultural crops—and of the communities that produce them—is therefore essential to the success of our Company and farming communities. Rural agricultural communities are also great places to see the intersection of our various sustainability challenges and opportunities, including the need for women's empowerment, economic development, water management and human rights.

The challenges facing agriculture, along with increasing global demand for some commodities, can have very real impacts on our business. For example, some crops may decrease in availability and increase in cost as the agricultural productivity of certain regions is constrained by

changing weather patterns. Those crops likeliest to be affected include cane sugar, corn, beet sugar, fruits, coffee and tea, which are important sources of ingredients for our products.

Operating in the context of this changing world means implementing changes both within our Company and across the Coca-Cola system.

By examining the economic, environmental and social dimensions of our sourcing policies, we can both help mitigate risk and respond to consumer expectations.

We have identified a number of key areas where we can act to help improve outcomes.

We are dedicated to implementing our sustainable sourcing commitment, which is founded on principles that protect the environment, uphold workplace rights and help build more sustainable communities.

To support this commitment, our programs focus on economic opportunity, including women's

empowerment and environmental sustainability designed to help address agricultural challenges. Through joint efforts with farmers, communities, bottlers, suppliers and key partners, as well as our increased and continued investment in sustainable agriculture, we can together help make a positive impact on food security.

The global purchasing power of The Coca-Cola Company and our bottling partners allows the choices we make to help create economic opportunities for those in our supply chain. To that end, we have applied our resources and leverage to help protect the land rights of local communities and to steward water and other natural resources in the more than 200 countries where our products are sold.

Embedding more sustainable sourcing into our business planning and partnering with suppliers to support our goals will play an integral role in our progress toward doubling the size of our business by 2020.





## Our Progress

**Goal:** By 2020, sustainably source our key agricultural ingredients.

**Progress:** On track.

In July of 2013, we publicly committed to sustainably source our key agricultural ingredients:

- cane sugar
- beet sugar
- high-fructose starch-based syrup (primarily corn)
- tea
- coffee
- palm oil
- soy
- pulp and paper fiber
- oranges
- lemons
- grapes
- apples
- mangoes

At the same time, we publicly announced our **Sustainable Agriculture Guiding Principles**

(**SAGP**), which were developed over the course of several years in collaboration with our NGO partners, bottlers and suppliers. Because the agricultural supply chain is complex and every ingredient is different, the SAGP outline our expectations across the entire supply chain, in alignment with our 2020 goal.

Partnering with the **World Wildlife Fund** (WWF), we are implementing **projects** to help improve farm production and practices. We have also allied ourselves with sugarcane producers in Australia, Belize, Brazil, El Salvador, Guatemala, Honduras and South Africa, and with the United Nations Development Programme (UNDP) in China to launch innovative growing and production methods that seek to benefit the communities and environments within which producers live and work.

To guarantee the future supply of orange juice in the United States, in May 2013, we made new commitments with two growers in Florida, Cutrale Citrus Juices and Peace River Citrus Products. Our agreement is to purchase approximately \$2 billion of oranges produced from an estimated 25,000 acres of orange groves. This commitment brings with it a long overdue investment in domestic production capacity - no significant orange acreage has been planted in Florida in the last quarter century.

### Supporting Sustainable Sugar With Bonsucro®

One of a growing set of agricultural certifications we support is Bonsucro sugar. Bonsucro, a collaboration between producers, buyers, NGOs (including WWF) and intermediary companies, has rapidly emerged from among several competing





## Coca-Cola Takes Leadership Role to Protect Land Rights of Farmers and Communities

2013 was a **year of progress** for The Coca-Cola Company. Building on the Sustainable Agriculture Guiding Principles we released in July, we worked with Oxfam to develop our **Commitment to Land Rights and Sugar**, a concrete action plan addressing land rights in our supply chain, including zero tolerance for land grabs. We are now working on the implementation of our commitment, including:

- Disclosing sugarcane sourcing markets and suppliers within the next three years.
- Operationalizing the principles of Free, Prior and Informed Consent across Coca-Cola operations and providing guidance for our suppliers, which we issued in February 2013.
- Undertaking country baseline studies on land rights in our top cane sugar sourcing markets; initial studies underway in 2014 are Colombia and Guatemala.
- Engaging with governments and international organizations to advocate for responsible land rights practices, and facilitating peer collaboration through various forums.

While we neither own farms nor directly purchase from farms, we believe we can improve the livelihoods of hundreds of thousands of farmers through more active engagement. Our goal is an unbroken chain of protected human and workplace rights that stretches from our corporate headquarters to the farm, field or forest where our ingredients grow.

voluntary sustainable sugar (VSS) initiatives to become the first truly global standard. In its first year of operation, Bonsucro increased total available VSS supplies nearly fivefold and currently accounts for approximately two-thirds of global VSS. To receive the Bonsucro certification, sugar must be extensively evaluated on the social, environmental and economic metrics of its production. As of August 2014, 40 sugarcane mills have been certified in Brazil and Australia, approximately 3.8 million metric tons of certified sugar have been produced and 2.54 percent of total land devoted to sugarcane production operates under Bonsucro standards.

We will continue to support this certification and others like it as we refine our sustainable sourcing goals and partnerships.

## Around the World

For maximum effectiveness, we use our resources to identify the most successful agricultural programs and platforms around the world, scale them up and replicate them in other areas.

The fruits of our partnerships with WWF, UNDP, TechnoServe, USAID and others include programs that are designed to improve crop yields and farmer incomes while reducing environmental impact; enable producers and suppliers to experiment with new methods; and refine techniques before the programs are expanded.

### Farming for a Healthier Great Barrier Reef

With funding from The Coca-Cola Foundation, we support **Project Catalyst**, a five-year, \$26 million partnership to expand farmer-driven innovations that reduce sediment, pesticides and fertilizer runoff. Since its inception in 2009, Project Catalyst has grown to





## Coletivo Forest

Demand for the açaí berry—sometimes called a “super fruit” thanks to its remarkable antioxidant and other nutritional qualities—has surged in recent years. However, its supply chain is extremely complex, requiring innovative solutions, from logistics to forest management practices.

Coletivo Forest is a shared value program co-designed with açaí harvesters and members of riverside communities in the Amazon rainforest to help sustainably support local production and economic development. Through a Golden Triangle approach to partnerships, which include the Amazon sustainable development agency, local nongovernmental organizations and environmental entities, and private-sector companies, this Coca-Cola led program works with açaí-harvesting communities in three focus areas:

- Technical assistance to increase incomes through training in improving harvesting practices and productivity.
- Market access, which has been improved through enhanced supply chain management, connection to multiple new markets, and support for the development of harvesting collectives.
- Community empowerment, including citizenship education and skill-building, especially for women and youth, as well as capacity building for local organizations.

The program, which has reached indirectly nearly 2,000 people to date, is active in nearly 50 remote communities in the state of Amazonas, and their fruit has already become part of a new national juice product, Del Valle Reserva with Açaí and Banana.



include 140 sugarcane growers and approximately 500,000 acres, while reducing nitrogen, phosphorous, herbicide and other pollutants in more than 54 billion gallons of runoff. This pollution reduction helps to protect the Great Barrier Reef and benefit those whose livelihoods rely on the tourism it attracts. Inspired by this success, we and our partners have opened a dialogue with Brazilian and Colombian sugarcane growers to adapt Project Catalyst’s innovations to their regions.

## Project Unnati

The Coca-Cola Company continues to prioritize the well-being of small-holder farmers. In the Chittoor district of Southern India, Project Unnati has successfully piloted the use of ultra-high-density plantations (UHDP) in mango cultivation. This proven system maximizes photosynthesis and brings new plantings to maturity in three to four years as compared to seven to nine years in traditional farming. This farming method conserves water and land resources by utilizing drip irrigation and high tree densities in combination

with specialized pruning. With 600 trees per acre (compared to 40 under traditional farming), UHDP dramatically raises productivity. The program also increases incomes of small farmers as they feed directly into the INR 5,000 crore a year (~US \$830 million) Indian juice drink market, two-thirds of which is constituted by mango drinks. Facilitated by Bottling Investments Group India, Project Unnati is now set to enter Phase 2, designed to reach out to approximately 25,000 farmers, covering 50,000 acres.

# Partnerships

In making a commitment to sustainably source our key agricultural ingredients by 2020, The Coca-Cola Company is striving for transformation within our global supply chain. Achieving such an ambitious goal depends on aggressive acceleration of our sustainable agriculture program. Our innovative partnerships are key to that acceleration.

One example of how we catalyze these partnerships is the approach we took in teaming with PwC and **TechnoServe**. PwC has extensive experience in sustainable agriculture and supply chain operations and is particularly skilled in bridging sustainability with business strategy. TechnoServe brings hands-on expertise in promoting sustainable agriculture and business practices in developing nations around the world and has already partnered with The Coca-Cola Company on projects in Haiti and Africa.

Together, PwC and TechnoServe assessed ingredients and sourcing regions to identify the critical sustainability challenges by both commodity and geography. Armed with this data, we convened workshops in seven of our eight priority sourcing regions: China, Japan, U.S., Mexico, Brazil, South Africa and India. Bringing together the commodity leads and procurement teams with our regional business unit leaders, the team fostered a shared understanding of the challenges, developed

ingredient-specific strategies, identified next steps and assigned responsibilities to create immediate progress toward our 2020 goal.

Following the workshops, PwC and TechnoServe developed a two-pronged strategy of identifying and bridging the key gaps and biggest challenges, while also executing localized “quick wins” to energize momentum and generate awareness. Consequently, our global procurement leads now have a sustainable sourcing “playbook” to guide them through 2015; our regional business units are now aligned around a single vision for sourcing and have roadmaps to guide them in their specific territories; and global action plans have been commenced for 11 of the 14 ingredients, highlighting the key actions, strategies and partnerships which will be necessary to achieve our 2020 goal.

In addition to this, we are working with more than a dozen other external organizations. The Bill & Melinda Gates Foundation, Bonsucro, Carbon Disclosure Project, Conservation International, **The Consumer Goods Forum**, Field to Market: The Alliance for Sustainable Agriculture, SAI Platform, Solidaridad, The Sustainability Consortium, the UNDP, USAID, World Economic Forum’s New Vision for Agriculture and WWF, are aiding our drive toward our sustainable sourcing goal. We also work closely with our bottling and supply partners to ensure that the means and goals of our sustainability initiatives are intrinsic to every part of the Coca-Cola system.



Seth Goldman, TeadEO of Honest Tea, visits Korakundah in Tamil Nadu, India  
- a source of Honest's fair trade, organic black tea leaves.



# What's Next

We have made substantial progress toward our sustainable sourcing goal, but there is much more work that must be done in order to achieve the goal by 2020. In the near- to mid-term, we have several areas of focus:

## Coffee and Tea

- Execute direct contracts with producers who meet our SAGP.
- Assess the SAGP adherence of key suppliers and follow up with field verification of high risk regions.
- In partnership with Heifer International and the Howard G. Buffett Foundation, we have begun work on Promesa-Café, a project to provide 2,000 smallholder farmers in Chiapas, Mexico with the opportunity to build sustainable livelihoods farming coffee. Now in the first year of development, Promesa-Café will leverage cooperative business structures, sustainable agriculture practices, improved management capacity, and greater gender equity to create viable economics and food security in a time of low prices and devastation caused by coffee rust.

## Juices

- Engage with citrus juice supplier to ensure that 100% of U.S.-sourced juice meets our SAGP and that its Brazilian subsidiary follows suit.
- Continue to develop projects to engage smallholder farmers.
- Verify adherence of key suppliers to our SAGP and develop plans to close gaps.

## Sugarcane

- Convene up to five workshops with bottlers and suppliers to set expectations on sustainable sugarcane sourcing in regions around the globe.

## Corn

- Work with leading suppliers to enroll U.S. corn producers in Field to Market program in order to identify baseline performance and demonstrate continuous improvement.

## Beets

- Collaborate with our suppliers to drive adoption of SAI Platform as model for sustainable beet production.

# Journey On

For more information on our progress and partnerships, visit [Coca-Cola Journey](#).



[Growing sustainable agriculture in a global system](#)



[The "passion" for sustainable agriculture in Uganda](#)



[From farm to table: sustainability in our supply chain](#)



[Opinion: Improving the Sustainability of Cane Sugar through Bonsucro](#)



[At the root of every product: Sustainably sourcing Coca-Cola's key crops](#)



# Stakeholder Engagement

**Maintaining engagement with our many stakeholders allows us to have ongoing conversations that support our continuous improvement and help us deliver our commitments. While we have long been dedicated to these dialogues, we are increasingly using them to proactively identify issues globally and inform our policies, reporting and disclosure.**

## Our Approach

Open and constructive conversations strengthen our relationships, help us to understand other perspectives and guide our strategies and commitments. The diverse global partners with which we regularly engage include employees, consumers, customers, bottlers, distributors, shareowners, nongovernmental organizations (NGOs) and nonprofit partners.

Our “**Golden Triangle**” approach to partnership also applies to our stakeholder engagement

work. We believe dialogue and collaborations are stronger when they reach across the public, private and civil society sectors.

For example, The Coca-Cola Company **works globally with partners** to address our collective environmental and social challenges and responsibly manage the planet’s resources. Additionally, our business leadership actively engages with a variety of stakeholders across a range of platforms including the United Nations Global Compact, the World Economic Forum and the World Business Council for Sustainable Development, among others.

As our sustainability reporting evolves, we continue to engage internal and external stakeholders to determine what areas in our disclosure could benefit from further explanation and clarification. Several examples of our corporate global engagement practices and outcomes are included in this section; we also engage with stakeholders many times each year at the regional and local levels. We discuss other examples related to specific goals and progress in the appropriate sections of the report.

## Evaluating Our Progress in Partnership With Ceres

**Ceres**, a non-profit organization advocating for sustainability leadership, mobilizes a network of investors, companies and public interest groups to accelerate and expand the adoption of sustainable business practices and solutions to build a healthy global economy.

## Sustainable Agriculture Convening

In February 2013, globally renowned agriculture experts joined senior leaders from The Coca-Cola Company’s Public Affairs, Sustainability, Technical and Global Juice Center teams to review the Company’s sustainable agriculture policies and practices. Feedback and guidance from this convening directly informed the Company’s recently released **Sustainable Agriculture Guiding Principles** and broader sustainable agriculture approach.





The Coca-Cola Company has engaged with Ceres for more than a decade on a wide range of sustainability issues, from our sustainability reporting and goals to our water policies and approach to other environmental, social and governance issues.

In our 2011/2012 Sustainability Report, we noted highlights and outcomes from a stakeholder convening arranged by Ceres.

That conversation resulted in a report distilling stakeholders' perceptions of what we are doing well in our sustainability initiatives and reporting—and where they thought we could improve. We [disclosed the feedback](#) from the engagement and actions taken in response to those suggestions.

As we set about performing and communicating on a set of ambitious 2020

sustainability goals, external stakeholders will be looking to us to transparently identify key metrics and milestones as well as demonstrate tangible progress. To that end, we recently continued our conversation with a group of diverse stakeholders in a convening arranged with Ceres. Key points of feedback from the August 2013 session and our responses are shown below.

#### OUR STAKEHOLDERS' REPORTING RECOMMENDATIONS

#### RESPONSE

**Business growth and sustainability goals:** Present a robust discussion on Coca-Cola's plan to provide a product that is more environmentally, socially and economically sustainable while at the same time doubling sales globally. Focusing on efficiency may not be enough to achieve the Company's goals, and a robust discussion of how these seemingly competing visions are managed is encouraged.

This report includes honest reflections of several challenges we face in our [packaging](#), [climate](#) and [water](#) sections on our way to meeting the goals that will work together to reduce our impacts while allowing us to grow our business. For example, our stated vision of reducing the cumulative carbon emissions of "the drink in your hand" by 25 percent by 2020 is guiding our planning to meet both our growth and sustainability goals, which we are tackling from multiple angles. We intend to continue to define and share this roadmap.

**Human right to water:** Adopt a robust statement supporting the United Nations' resolution officially recognizing the human right to water and sanitation.

We have expanded our statement on the [human right to water and sanitation](#) and devoted considerable efforts to define operational practices for respecting these rights.

**Targeting water-stressed regions:** While the existing water efficiency and replenishment goals are impressive, consider the local nature of water, and the importance of mitigation and adaptation efforts in watersheds that are most at risk. More public information about how this is being managed would be an important metric to include.

To mitigate water-related risks to our system and to the communities we serve, we have required each of our system's bottling plants to conduct a local source vulnerability assessment. We also require a water source sustainability assessment as part of the due diligence process when we acquire land for a new plant or purchase a business with existing manufacturing plants. [Read more](#) about the elements of our local source vulnerability assessments, and how we go from assessment to action by requiring source water protection plans detailing specific risk-mitigation actions and the deadlines for completing them.



OUR STAKEHOLDERS' REPORTING RECOMMENDATIONS

**Sustainable agriculture goals:** Provide more detail around the goals to source key agriculture ingredients sustainably by 2020. As currently communicated, many of the goals for specific commodities are fairly undefined in terms of their implementation. The disclosure of a roadmap for defining sustainability risks, metrics and milestones for each commodity, and for implementing an assessment and improvement process with agricultural input suppliers and growers would be desirable.

**International beverage guidelines:** Please explain why the Company does not follow U.S. School Beverage Guidelines in international markets.

**Supplier and bottler sustainability reporting:** Actively move major bottling and supply chain partners to set measurable goals and targets and to issue sustainability reports.

RESPONSE

In setting a goal to sustainably source our 14 key agricultural ingredients by 2020, The Coca-Cola Company is committing to a transformation of our global supply chain. Achieving such an ambitious goal depends on aggressive acceleration of our sustainable agriculture program, which we are beginning by determining appropriate ingredient-specific sustainability standards and complementary partnerships. We describe these partnerships in our Sustainable Agriculture section, along with the work being done to foster a shared understanding of the challenges, develop ingredient-specific strategies, identify next steps and assign responsibilities to create immediate progress toward the Company's 2020 goal. We will continue to increase our specificity regarding this plan and progress in the coming years.

As a global enterprise that operates as a local business, we abide by local guidelines related to the sale of beverages in schools. The standard that governs our practices related to our product availability in schools is our **Global School Beverage Guidelines**. These guidelines direct our practices across the more than 200 countries and territories where our products are sold. We voluntarily adopt additional school beverage guidelines in Europe, the United States, Canada, New Zealand and Australia.

The Coca-Cola Company continues to push forward in this area. Over the past few years, we have aligned many of our major **bottling partners** to our reporting guidelines. We continue working with suppliers to embed sustainable sourcing into our business planning and partner with our suppliers to support our goals, as they will play an integral role in our progress toward doubling the size of our business by 2020.

This table draws from a summary of the stakeholder engagement process prepared by Ceres; however, it does not cover every point raised and while it was reviewed by our partners at Ceres, it was not reviewed by the participating stakeholders.



## Shaping a Better Future Grant Challenge

In January 2014, The Coca-Cola Company announced the winners of the Shaping a Better Future grant challenge—exclusively for members of the World Economic Forum’s Global Shapers Community. The challenge empowered Global Shapers to launch and measure programs that address some of the world’s most challenging societal issues including youth employment, education as well as protecting the environment, with the opportunity to win seed money to sustain and expand their initiatives.

“Powering Education,” a joint project from **Hubs in Rome and Nairobi**, received the first place grant of \$50,000. The funding will accelerate the Global Shapers’ efforts to bring safe, clean energy to school-age children living in rural areas of Sub-Saharan Africa where the lack of electricity makes studying difficult after the sun sets. The program provides schools with solar lanterns that children can borrow, replacing more common and dangerous kerosene lamps.

The Coca-Cola Company also awarded \$10,000 grants to five projects:

- **Cape Town, South Africa Hub**: an online and mobile platform for matching organizations and volunteers, encouraging volunteerism among youth and offering them experience that will improve their employability;
- **Kiev, Ukraine Hub**: a program for youth that provides mentorship opportunities with highly skilled, successful local leaders;
- **Monterrey, Mexico Hub**: a mobile application aimed at increasing local residents’ participation in their neighborhoods’ economic and social development;
- **Port-au-Prince, Haiti Hub**: development of the Botanical Park Eco-Technology to enhance the production of fruit, investing the profits from fruit exports to support the community with financing for 200 school cafeterias;
- **Yerevan, Armenia Hub**: a digital after-school enrichment program for children from socially vulnerable families and children with disabilities.

## Human Rights Conference

In May 2013, we hosted the Company’s sixth **human rights** conference at our corporate headquarters in Atlanta, convening more than 150 leaders from businesses, governments and NGOs.

Sponsored by the U.S. Council for International Business, the U.S. Chamber of Commerce and the International Organisation of Employers, the event brought together leading experts to discuss the role of businesses in respecting human rights and implementing the U.N. Guiding Principles on Business and Human Rights.

Participants explored several complex issues and risk areas, such as human trafficking and conflict minerals, as well as important considerations for those establishing enterprises in Myanmar.

We believe it is important to bring in a variety of voices into the dialogue and prioritize inclusion of diverse stakeholders at each convening.

## Global Shapers Partnership

We believe that solving current and future challenges is dependent upon involving the ideas and engaging the energy of the millennial generation. To that end, we partner

with the Global Shapers Community, one of several multi-stakeholder initiatives of the World Economic Forum, to amplify the voices of young leaders worldwide.

The Coca-Cola Company is a founding partner of the Global Shapers Community. Global Shapers are selected on the basis of achievements, leadership potential and commitment to making a difference. The community is a vast network of more than

350 city-based hubs developed and led by highly motivated young leaders between 20 and 30 years old who want to develop their leadership potential and serve society. To that end, hubs undertake local projects to improve their communities.

Coca-Cola leadership engages with Global Shapers through mentoring programs and collaborative projects to enable their impact and to bring the voice of youth into our business.

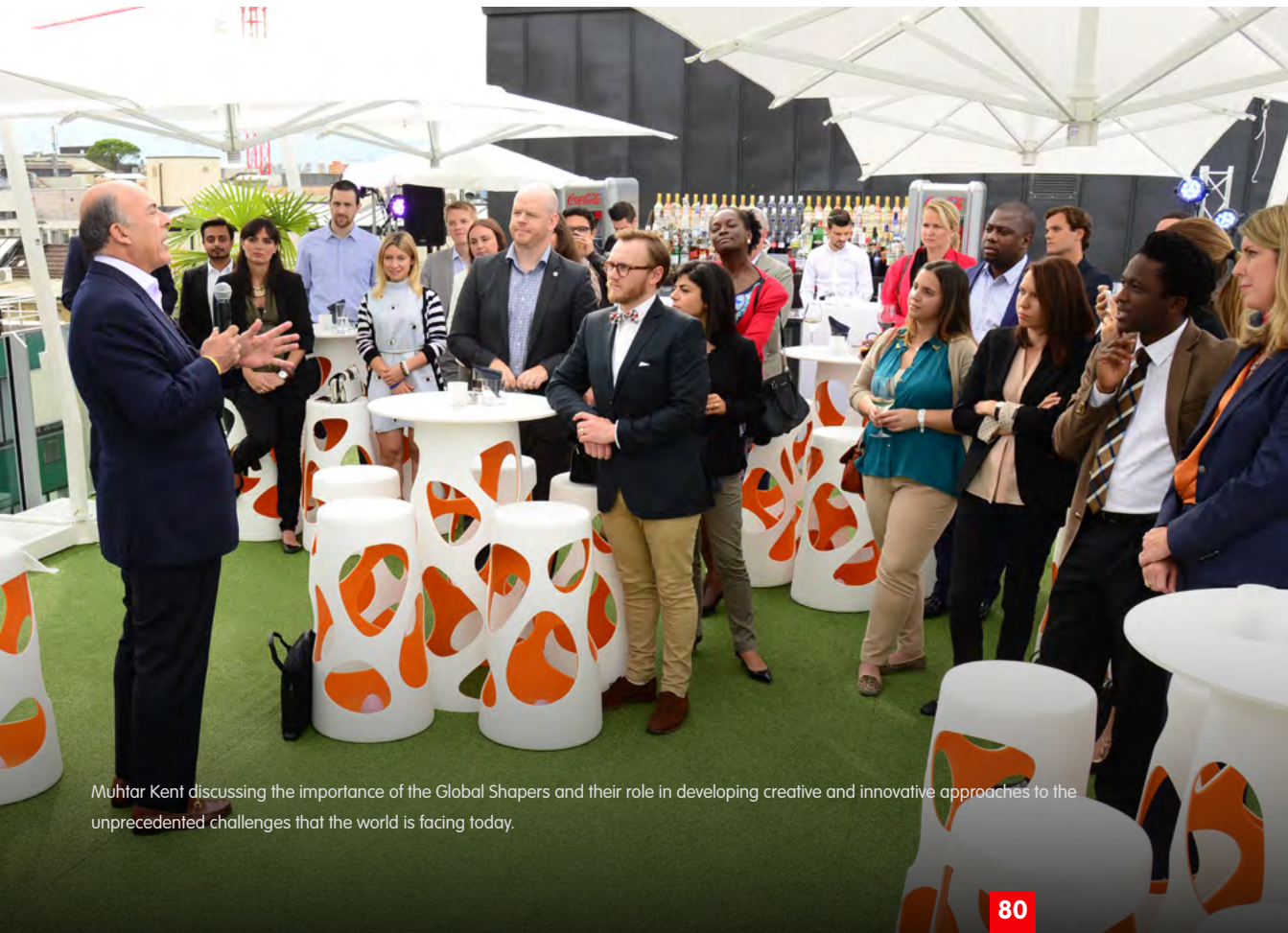
### International Advisory Committee

The Coca-Cola Company's International Advisory Committee is a third-party group composed of well-known, outside experts in the fields of health policy, environmental policy and public policy generally. The committee was formed in 2012 to provide strategic guidance in support of the Company's business priorities and to strengthen a network of global opinion leaders. The committee assists us in understanding related developments and trends in the world at large, and also in devising appropriate, responsive Company policy and action.

### We Want to Hear From You

We are striving daily to live up to our stakeholders' expectations for transparency and exemplary corporate citizenship. To send comments, suggestions and critiques on our sustainability practices and reporting, please visit our [Contact Us page](#).

To read more about our stakeholder engagement initiatives on various issues, visit our [Stakeholder Engagement page](#).



Muhtar Kent discussing the importance of the Global Shapers and their role in developing creative and innovative approaches to the unprecedented challenges that the world is facing today.



# Guiding Our Performance: Governance, Ethics and Business Principles

We aim to run a world-class business that delivers value to all of our stakeholders—employees, consumers, customers, communities, suppliers and shareowners. We manage our business for long-term success through the implementation of sound business principles and by fostering a strong culture that values effective governance, ethical behavior, accountability and transparency.

## Corporate Governance

The Coca-Cola Company is committed to good corporate governance, which promotes the long-term interests of shareowners, strengthens Board and management accountability, and helps build public trust in the Company. Together with key practices that our Board of Directors and management follow, the foundation of corporate governance at The Coca-Cola Company can be found in our:

- [Certificate of Incorporation](#);
- [By-Laws](#), which were last updated in 2013 to enable those beneficially owning 25 percent or more of the Company's stock to call a special meeting of shareowners; and
- [Corporate Governance Guidelines](#), which, among other things, address the Board's mission and responsibilities, Director qualifications and independence, the Board's committee structure, Chief Executive Officer performance evaluation and compensation, and management succession planning.

## Our Board of Directors

[The Board of Directors](#) is the ultimate decision-making body of the Company, except for those matters reserved to or shared with the shareowners. Our shareowners elect the Board to oversee their interest in the long-term health and the overall success of the Company. The Board selects and oversees the members of senior management, who are charged by the Board with conducting the business of the Company.

Our Board currently has 15 members with diverse backgrounds; 14 are not employees of The Coca-Cola Company and four are women.

## Risk-Management Oversight

The Board implements its risk oversight function both as a whole and through delegation to Board committees, which meet regularly and report back to the full Board.

For a general discussion of the Board's risk-management oversight, please see page 33 of our [2014 Proxy Statement](#). You can also learn more about each Board member's qualifications and experiences, beginning on page 20 of the Proxy Statement.

## Board Committee Structure

The Board has the following seven standing committees, each of which serves an important role in helping the Board to fulfill its responsibilities (click the links below to view each committee's charter):

- [Audit](#)
- [Compensation](#)
- [Directors and Corporate Governance](#)
- [Executive](#)
- [Finance](#)
- [Management Development](#)
- [Public Issues and Diversity Review](#)



These committees are charged with oversight of various issues, including environmental, social, and governance issues, that can affect the Company and its stakeholders and serve an important role in helping the Board fulfill its responsibilities. For example, the Public Issues and Diversity Review Committee is charged with evaluating social, political and environmental trends, issues and concerns, which affect or could affect the Company's business activities and performance; and make recommendations to the Board and management regarding how the business can adjust to these trends. This committee helps the Board meet its responsibilities relating to diversity, corporate social responsibility and public issues of significance, which may affect the shareowners, the Company, the business community and the general public.

[Learn more about our Board committees, committee responsibilities and membership.](#)

### Our Code of Business Conduct

Launched in 1978 and available in 31 languages, our Company's [Code of Business Conduct](#) articulates our expectations of accountability, honesty and integrity in all matters. All associates of our Company and its majority-owned subsidiaries are required to read and understand the Code and follow its precepts, both in the workplace and in the larger community.

In addition, our [Code of Business Conduct for Non-Employee Directors](#) reflects the same principles and values as our Code of Business Conduct, and our [Supplier Code of Business Conduct](#) and [Supplier Guiding Principles](#) set our baseline expectations for how suppliers conduct business. See our [Human and Workplace Rights section](#) to learn more about how we encourage good business practices throughout the Coca-Cola system.

### Keeping Vigilant Against Corruption

We are committed to conducting our daily business with integrity, which means avoiding all forms of bribery or corruption and complying with the anti-corruption laws of each country in which we operate. Read our [anti-bribery policy](#) and learn more about our overall efforts to [combat corruption](#).

In 2013, we continued to strengthen our anti-bribery program, focusing our efforts in more challenging markets. We conduct annual risk assessments of those high-risk markets, and we then focus our training and programmatic efforts on those in which risk for corruption is deemed highest. Our assessments enable us to better understand the culture and risk in each market in which we operate in order to better manage risks in those areas while being sensitive to local culture.

Our efforts in Myanmar provide an excellent example of how we work to ensure compliance with anti-corruption laws and our own policies. In conjunction with the opening of our bottling plant in Myanmar in mid-2013 and as part of our overall onboarding program for new entities, we undertook a robust due-diligence process in Myanmar. We are developing a pre-audit risk assessment so that management of the local operations can define their plans in advance of internal audit. We also developed robust screening requirements for local suppliers. We worked actively to train management, key suppliers and distributors on implementation of our Code of Business Conduct and to clearly communicate our expectations for compliance

The Company's commitment to do business free of any form of corruption is foundational to our core compliance policies and governance framework. Our [Code of Business Conduct](#) defines these expectations. All employees receive training on these requirements when hired and regularly throughout their employment. In addition, employees who interact with government officials receive detailed training on our [anti-bribery policy](#). We offer both online and in-person training. Our [Code of Business Conduct for Suppliers](#) also includes similar expectations regarding bribery for business partners.



## Rewarding Performance at The Coca-Cola Company

Our pay-for-performance compensation philosophy is intended to motivate employees to operate the Company's business in a profitable and sustainable manner, consistent with the six areas highlighted in our 2020 Vision: partners, people, planet, portfolio, productivity and profit.

One example of how sustainability performance is embedded in how we incentivize and reward employees is the Robert W. Woodruff Cup, first introduced in 1983. Named for Coca-Cola's longtime leader, the Woodruff Cup honors the top-performing business unit in the Company, in particular the one that most directly connects its efforts and results to both our short- and long-term business goals, including our goals related to sustainability.

The winner of the 2013 Woodruff Cup was the South Latin business unit (BU). BU President John Murphy said the BU crossed 50-percent share in non-alcoholic ready-to-drink beverages, winning in all categories in which it competes.

The Middle East and North Africa business unit was the 2012 winner, in part for its focus on youth and water conservation; one of the highlights was the launch of Every Drop Matters, a successful water conservation program in line with the Company's aim to be water neutral by the year 2020.

We continue to work to strengthen how we recognize and reward sustainability performance across The Coca-Cola Company. For details about our approach to executive compensation, please see pages 47-62 of our [2014 Proxy Statement](#).

with all laws and policies, including our Workplace Rights Policy. To help ensure that our program is implemented on the ground, we gave drivers local-language cards printed with our policy prohibiting facilitation payments, which they can provide to local authorities when necessary.

By the end of 2013, we had fully implemented our compliance program in Myanmar. Find more information in our report to the [U.S. State Department on Responsible Investment in Myanmar](#).

### Our Public Policy Engagement

The Company believes in responsible corporate governance and participates in the political process to engage in conversations and support the needs of our business and our more than 700,000 system associates.

We seek to responsibly use our resources to advance public policy that is consistent with our Company values and the sustainability of our business. We have active dialogues on public

policy around the world, but are especially engaged in the political process in the United States, where the Company is headquartered.

The Company and our affiliated Political Action Committees (PACs) comply with all U.S. laws and other requirements regarding contributions to political organizations, candidates for federal, state and local public office, ballot measure campaigns, political action committees and trade associations. The Company's engagement with these organizations and individuals is a part of our commitment to the sustainability of the communities in which we operate.

We base our political contributions on many considerations and support candidates whose values are consistent with our own when it comes to core issues that affect our business. The Public Issues and Diversity Review Committee of our Board of Directors reviews all of our advocacy efforts, including political contributions, payments to trade associations and those to other tax-exempt organizations. To



be as transparent as possible, on our website we post semi-annual reports of **all U.S. political contributions**, including those to any entities organized under 26 U.S.C § 527 of the Internal Revenue Code, and **a complete list of trade association memberships**. Links to these reports can be found on the **Public Policy Engagement section of Coca-Cola Journey**.

### Global Business Principles

In addition to the internally developed principles that guide our business, we look to three internationally recognized frameworks to help guide us in advancing and measuring our sustainability progress: the Millennium Development Goals, the **UN Global Compact (UNGC)**, and the UN Global Compact CEO Water Mandate.

We are proud to contribute to the realization of the **Millennium Development Goals** through efforts such as **Every Drop Matters**, our longstanding partnership with the UN Development Programme.

The Company has been a signatory to the UNGC since March 2006. As a part of this commitment and our participation in the UNGC LEAD Programme, we report annually on our progress on the ten principles in accordance with the UNGC LEAD criteria. This report serves as our UNGC Communication on Progress.

In addition, The Coca-Cola Company plays an active role in several UNGC local networks around the world by serving on steering committees, conducting business community outreach and supporting network events. For example, in 2012 and 2013 in India, we participated in the CEO Forum on Business and Human Rights, an initiative of the Human Rights and Business Sub Committee of the Global Compact Network India, focused on advancing human rights in the Indian business context.

We have endorsed the UNGC **CEO Water Mandate**, a public-private initiative designed to assist companies in the development, implementation and disclosure of water sustainability policies and practices. As one of the first companies to commit to the mandate

when it launched in 2007, the Company is required to report progress annually against the CEO Water Mandate's principles.

### Partnerships and Civil Society Participation

In 2013, we participated, as we have for many years, with Transparency International in its Corporate Counsel Roundtable, during which participants discuss and benchmark anti-corruption issues to learn and implement best practices.

In December 2013, Sharon Zealey, our Chief Ethics and Compliance Officer, was appointed co-chair of the UNGC Working Group Against Corruption.

## No Retaliation

You can trust us... Trust our PROCESS



We urge anyone who has a question or concern about our business conduct to contact our **EthicsLine**, a global Internet and telephone information and reporting service for associates, customers, suppliers and consumers who perceive violations of our Code of Business Conduct, **Workplace Rights Policy** or applicable laws and regulations. We treat all inquiries confidentially and investigate all concerns.





## About This Report

### Scope of Report

We issue our Sustainability Report annually. Quantitative data included in this 2013/2014 Sustainability Report cover the 2013 calendar year, from January 1, 2013 through December 31, 2013. In the report's narratives, our discussion may in some places highlight events and decisions that occurred in early 2014 in order to provide up-to-date information. Our previous report, the 2012/2013 Sustainability Report, was released in November 2013.

Data and information in this report reflect the performance and goals of the Coca-Cola system, unless otherwise indicated. We believe coverage of the full system increases the transparency of our reporting and provides a broader view of the impacts of our business and value chain.

Our 2020 goals for sustainable management of water, energy and packaging use, as well as sustainable sourcing of agricultural ingredients, also apply to the Coca-Cola system rather than solely to the Company. We report progress against our 2015 goals while continuing to focus on our 2020 commitments.

The data generally does not include joint ventures, leased operations or outsourced operations.

We report in conformance with the Global Reporting Initiative (GRI) framework. This year, we have developed our report at the Core In Accordance level of the GRI G4 guidelines. This GRI Report is our fourth report that specifically addresses GRI requirements. GRI G4 General Standard Disclosures are reported for The Coca-Cola Company. We denote in the GRI Index which Specific Standard Disclosures are reported for The Coca-Cola Company.

The non-financial information included in this report is subject to certain measurement uncertainties due to limitations inherent in the nature of determining such data. For example, differences in measurement can result from the use, selection, or precision of different measuring techniques across an entire system.

The Coca-Cola Company is committed to the accuracy of the information and metrics disclosed in this report.

Our independent accountants, Ernst & Young, have performed review-level assurance on the following indicators for the 2013 calendar year ending December 31, 2013: water use ratio, PlantBottle™ packaging, lost-time incident rate, front-of-pack labeling compliance, and greenhouse gas emissions related to our manufacturing emissions. Ernst & Young's Review Report can be found in the Independent Assurance section of this report.

Additional non-financial metrics are also assured through other third-parties. The following indicators have been assured by external firms for the 2013 calendar year ending December 31, 2013: **marketing responsibility compliance, number of women enabled**, and **Human and Workplace Rights policy compliance**.

This report also meets the requirements of the United Nations Global Compact Communication on Progress and applies the LEAD program Advanced Criteria for reporting. The Company also takes into account the UN Millennium Development Goals and CEO Water Mandate in its operations and disclosures. You can find further explanations for these principles in the Governance, Ethics and Business Principles section of this report.

Throughout our report, we include links to Coca-Cola Journey and third-party websites to make it easier for you to learn more about our projects, partners and goals. These links are included for reference only, and specifically for external websites we do not endorse or incorporate by reference into our report any of the information contained.

### Other Reports

A detailed description of our business operations and financial performance is provided in our 2013 Form 10-K and our 2013 Annual Review. We include an extensive discussion of potential risk factors and challenges to our business starting on page 11 of our 2013 Annual Report on Form 10-K.

Those reports, along with several other reports filed with the SEC, are available on Coca-Cola Journey. Reports from regional and bottling partners are also available on our website and provide further information on the financial and sustainability performance of the Coca-Cola system. Please see Coca-Cola Journey for the latest sustainability news and information.

### Priority Issue Analysis

To improve our reporting on our priority sustainability topics, an analysis of our priority issues was undertaken as part of our reporting to the GRI G4 Guidelines. Through the priority issue analysis, we have identified areas of strategic priority to address through our sustainability report.

The GRI Reporting Principles for Defining Report Content were applied as follows:

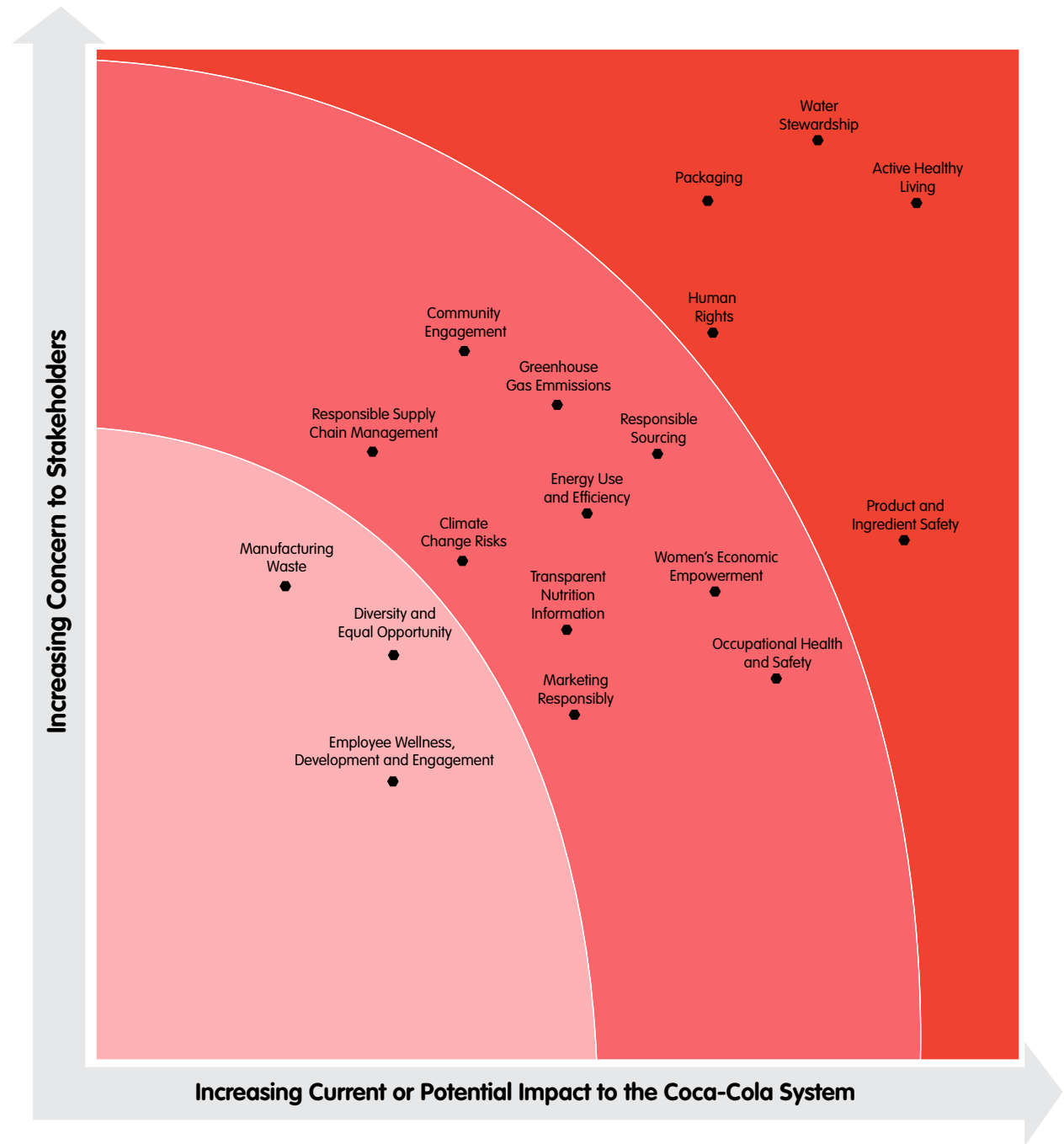
- We identified more than one hundred environmental and social topics of potential relevance by reviewing sustainability reporting standards and areas of focus in our previous sustainability reporting.
- We then narrowed the list down to 18 of the most relevant sustainability topics by combining topics in ways that makes sense to our system (e.g., active healthy living combines nutrition and obesity), and removing sustainability topics of lower importance.
- Internal feedback was sought from executives across the Company to confirm the final topics list.
- Based on the topics list an analysis was undertaken to prioritize this list with internal and external feedback.
- We reviewed internal source documents for input on relative prioritization and conducted interviews with key executives.





- Stakeholder documents were analyzed and interviews conducted to prioritize stakeholders' perspective on our sustainability issues.
- Based on our internal review and stakeholder review, we plotted these results on the prioritization matrix to show the relative significance of each topic from each perspective.
- Our highest priority topics—those in the upper-right band—are those that have the most current or potential impact on the Coca-Cola system from the perspectives of both the Coca-Cola system and external stakeholders.

Priority Issues	GRI G4 Material Aspects
Active Healthy Living	Healthy and Affordable Food
Product and Ingredient Safety	Customer Health and Safety
Human Rights	Assessment Supplier Human Rights Assessment Human Rights Grievance Mechanism
Packaging	Products and Services
Water Stewardship	Water Effluents and Waste





# GRI Content Index

## General Standard Disclosures

### Strategy and Analysis:

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-1</b>	CEO Statement.	CEO Letter, pp. 3-4		

### Organizational Profile

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION
<b>G4-3</b>	Name of the Organization.	The Coca-Cola Company	
<b>G4-4</b>	Primary brands, products, and services.	About The Coca-Cola Company, p. 5	<a href="#">Coca-Cola Brands Webpage</a> <a href="#">2013 Form 10-K</a> , pp. 1, 3-4 <a href="#">2013 Annual Review</a> , p. 22
<b>G4-5</b>	Location of the organization's headquarters.	Atlanta, Georgia (United States)	
<b>G4-6</b>	Number of countries where the organization operates, and names of countries where the organization has significant operations.	About The Coca-Cola Company, p. 5	<a href="#">2013 Form 10-K</a> , p. 1 <a href="#">Annual Review</a> , pp. 26-31
<b>G4-7</b>	Nature of ownership and legal form.	<a href="#">2013 Form 10-K</a> , p. 1	
<b>G4-8</b>	Markets served.	About The Coca-Cola Company, p. 5	<a href="#">2013 Form 10-K</a> , pp. 1-2, 5-7
<b>G4-9</b>	Scale of the organization.	About The Coca-Cola Company, p. 5	<a href="#">2013 Form 10-K</a> , pp. 1, 5-7, 11, 74-78 <a href="#">2013 Annual Review</a> , pp. 5, 26-31





### Organizational Profile (cont.)

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-10</b>	Workforce information	<a href="#">Performance highlights</a>	<p>The Coca-Cola Company does not collect gender breakdowns for our worldwide workforce at this time.</p> <p>We do not collect employment numbers based on type of employment contract, as defined by the GRI G4 Guidelines.</p> <p>The Coca-Cola Company's work is not substantially performed by workers who are legally recognized as self-employed or who are employees of contractors.</p>	Principle 6
<b>G4-11</b>	Percentage of total employees covered by collective bargaining agreements.	See explanation	As of December 31, 2013, approximately 18,000 employees, excluding seasonal hires, in North America were covered by collective bargaining agreements. Approximately 30% of employees across the Coca-Cola system are covered by collective bargaining agreements.	Principle 3
<b>G4-12</b>	Organization's supply chain.	About The Coca-Cola Company, p. 5 The Coca-Cola system and value chain, p. 7		
<b>G4-13</b>	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	<a href="#">2013 Form 10-K</a> , pp. 42-44, 87 <a href="#">2013 Annual Review</a> , pp. 6-7		
<b>G4-14</b>	Report whether and how the precautionary approach or principle is addressed by the organization.	Governance, p. 81		
<b>G4-15</b>	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Governance, p. 81		



### Organizational Profile (cont.)

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-16</b>	List memberships in associations and national or international advocacy organizations.	Governance, p. 84		

### Identified Material Aspects and Boundaries

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-17</b>	<p>a. List all entities included in the organization’s consolidated financial statements or equivalent documents.</p> <p>b. Report whether any entity included in the organization’s consolidated financial statements or equivalent documents is not covered by the report.</p>	See Explanation	<p>The Coca-Cola Company publishes an annual 10-K, which includes all company-owned or -controlled operations. This report covers The Coca-Cola Company in addition to the Coca-Cola system.</p> <p>The scope of the sustainability report can be found in “About This Report”.</p>	
<b>G4-18</b>	<p>a. Explain the process for defining the report content and the Aspect Boundaries.</p> <p>b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>	About this report, p. 86		
<b>G4-19</b>	Material Aspects identified in the process for defining report content.	About this report, p. 87	<p>Water</p> <p>Effluents and Waste</p> <p>Products and Services</p> <p>Assessment</p> <p>Supplier Human Rights Assessment</p> <p>Human Rights Grievance Mechanism</p> <p>Healthy and Affordable Food</p> <p>Customer Health and Safety</p>	





### Identified Material Aspects and Boundaries (cont.)

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-20</b>	For each material Aspect, report the Aspect Boundary within the organization.	The Coca-Cola system and value chain, p. 7 GRI Index - Aspect and Aspect Boundaries, p. 94		
<b>G4-21</b>	For each material Aspect, report the Aspect Boundary outside of the organization.	The Coca-Cola system and value chain, p. 7 GRI Index - Aspect and Aspect Boundaries, p. 94	Aspects where impacts occur outside of the organization are applicable throughout all geographies of our operations.	
<b>G4-22</b>	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Packaging, p. 60		
<b>G4-23</b>	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	None.		

### Stakeholder Engagement

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-24</b>	List of stakeholder groups engaged by the organization.	Stakeholder engagement, pp. 76-80		
<b>G4-25</b>	Basis for identification and selection of stakeholders with whom to engage.	Stakeholder engagement, p. 76		
<b>G4-26</b>	Organization's approach to stakeholder engagement.	Stakeholder engagement, p. 76		
<b>G4-27</b>	Key topics and concerns that have been raised through stakeholder engagement.	Stakeholder engagement, pp. 76-80		



## Report Profile

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-28</b>	Reporting period for information provided.	About this report, p. 85		
<b>G4-29</b>	Date of most recent previous report.	About this report, p. 85		
<b>G4-30</b>	Reporting cycle (such as annual, biennial).	About this report, p. 85		
<b>G4-31</b>	Contact point for questions regarding the report or its contents.	Stakeholder engagement, p. 80		
<b>G4-32</b>	GRI Content Index.	About this report, p. 85 GRI Index, pp. 88-100	This report meets the GRI G4 Core In Accordance requirements.	
<b>G4-33</b>	Organization's policy and current practice with regard to seeking external assurance for the report.	About this report, p. 85 Assurance statement, p. 101		

## Governance

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-34</b>	Governance structure of the organization, including committees of the highest governance body.	Governance, p. 81 <b>2014 Proxy</b> , pp. 16, 29-34		
<b>G4-35</b>	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Governance, p. 82		

 Additional indicators not required for Core in accordance.





### Governance (cont.)

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-36</b>	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	See explanation.	The highest level of direct responsibility for sustainability within The Coca-Cola Company is the Vice President and Chief Sustainability Officer (CSO), Bea Perez. The CSO position reports to the Chief Administrative Officer, who reports to the Chief Executive Officer.	
<b>G4-39</b>	Report whether the Chair of the highest governance body is also an executive officer.	See explanation.	Muhtar Kent serves as both the Chief Executive Officer and the Chairman of the Board of Directors.	
<b>G4-51</b>	Remuneration policies for the highest governance body and senior executives by types of remuneration.	Governance, p. 81 <b>2014 Proxy</b> , pp. 35-36; 55; 47-83		

### Ethics and Integrity

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
<b>G4-56</b>	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	2020 Sustainability Commitments, p. 6 Human and workplace rights, p. 28 Governance, pp. 82-83		Principle 10

Additional indicators not required for Core in accordance.



# SPECIFIC STANDARD DISCLOSURES: ASPECTS

## Environmental

GRI G4 MATERIAL ASPECT	DMA CROSS-REFERENCE	IMPACT WITHIN THE ORGANIZATION OR EXTERNAL?	RELEVANT EXTERNAL ENTITIES
<b>Water<sup>A</sup></b>	Water, pp. 46-54	Both	Bottlers, Communities, Government, Investors, NGOs, Suppliers
<b>Effluents and Waste</b>	Water, pp. 47, 52-53	External	Bottlers, Communities, Government, NGOs
<b>Products and Services<sup>A</sup></b>	Water, pp. 46-49 Packaging, pp. 55-56 Climate protection, pp. 63-64 Agriculture, pp. 70-71	Both	Bottlers, Communities, Consumers, Customers, Government, Investors, NGOs

## Social - Human Rights

GRI G4 MATERIAL ASPECT	DMA CROSS-REFERENCE	IMPACT WITHIN THE ORGANIZATION OR EXTERNAL?	RELEVANT EXTERNAL ENTITIES
<b>Assessment<sup>A</sup></b>	Human and workplace rights, pp. 27-32	Both	Bottlers, Communities, Government, NGOs
<b>Supplier Human Rights Assessment<sup>A</sup></b>	Human and workplace rights, pp. 27-32	External	Bottlers, Communities, Government, NGOs, Suppliers
<b>Human Rights Grievance Mechanisms<sup>A</sup></b>	Human and workplace rights, pp. 27-32 Governance, p. 84	Both	Bottlers, Communities, Government, NGOs, Suppliers

## Social - Society

GRI G4 MATERIAL ASPECT	DMA CROSS-REFERENCE	IMPACT WITHIN THE ORGANIZATION OR EXTERNAL?	RELEVANT EXTERNAL ENTITIES
<b>Healthy and Affordable Food</b>	Well-being, pp. 9-15	External	Bottlers, Communities, Consumers, Customers, Government, Investors, NGOs, Suppliers
<b>Customer Health and Safety</b>	Well-being, pp. 9-10, 14-15 Product and ingredient safety, pp. 16-18	Both	Bottlers, Communities, Consumers, Customers, NGOs, Suppliers

A = Selected information within this GRI indicator was assessed or assured by an external third party for compliance with TCCC criteria.



# SPECIFIC STANDARD DISCLOSURES: INDICATORS

## Economic

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Economic Performance</b>	<b>G4-EC1</b>	Direct economic value generated and distributed.	Sustainable communities, pp. 38, 40 <a href="#">10-K</a> , pp. 74-78; 132-133 <a href="#">Operating groups 2013 Annual Review</a> , pp. 5, 19, 26-31		
	<b>G4-EC2</b>	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Climate protection, p. 66 2014 Climate Change CDP, 5.1, 6.1 <a href="#">10-K</a> , pp. 11, 17-18, 33	Reported for The Coca-Cola Company	Principle 7
<b>Indirect Economic Impacts</b>	<b>G4-EC7</b>	Development and impact of infrastructure investments and services supported.	Sustainable communities, pp. 39-44 Water, p. 51 Packaging, p. 60 Agriculture, pp. 71-73		
	<b>G4-EC8</b>	Significant indirect economic impacts, including the extent of impacts.	Women's economic empowerment, pp. 20-26 Agriculture, pp. 71-72		

## Environmental

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Energy</b>	<b>G4-EN3<sup>A</sup></b>	Energy consumption within the organization.	Climate protection, p. 66 2014 Climate Change CDP, 11.1-11.4		Principles 7, 8
	<b>G4-EN5</b>	Energy intensity.	Climate protection, p. 66		Principle 8
	<b>G4-EN6</b>	Reduction of energy consumption	Climate protection, pp. 65-67		Principle 8
<b>Water</b>	<b>G4-EN8</b>	Total water withdrawal by source.	Water, p. 49		Principles 7, 8

Additional indicators not required for Core in accordance.

A = Selected information within this GRI indicator was assessed or assured by an external third party for compliance with TCCC criteria.

**Environmental (cont.)**

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Emissions</b>	<b>G4-EN15<sup>A</sup></b>	Direct greenhouse gas emissions (scope 1).	<a href="#">Performance highlights</a> 2014 Climate Change CDP, 7.1-7.4, 8.1-8.2		Principles 7, 8
	<b>G4-EN16<sup>A</sup></b>	Energy indirect greenhouse gas emissions (scope 2).	<a href="#">Performance highlights</a> 2014 Climate Change CDP, 7.1-7.4, 8.1, 8.3		Principles 7, 8
	<b>G4-EN17</b>	Other indirect greenhouse gas emissions (scope 3).	2014 Climate Change CDP, 14.1 14.4		Principle 8
	<b>G4-EN18</b>	Greenhouse gas emissions intensity.	Climate protection, p. 65		Principles 8, 9
	<b>G4-EN19</b>	Reduction of greenhouse gas emissions.	Climate protection, p. 65 2014 Climate Change CDP, 3.3		Principles 8, 9
<b>Effluents and Waste</b>	<b>G4-EN22</b>	Total water discharge by quality and destination.	Water, p. 53	We do not track the location of the treated wastewater discharge.	Principle 8
<b>Products and Services</b>	<b>G4-EN27</b>	Extent of impact mitigation of environmental impacts of products and services.	Water, pp. 49-51 Packaging, pp. 57-59 Climate protection, pp. 64-65 <a href="#">Quantifying water replenish benefits in community partnership projects</a>		Principles 7, 8, 9
	<b>G4-EN28</b>	Percentage of products sold and their packaging materials that are reclaimed by category.	Packaging, pp. 56-57	We used the following methodology for calculating recovery: each market submits their national recovery rate for each container type, which is multiplied by their sales to obtain a recovery number in unit cases. We sum this number from each market and divide by the total number of unit cases sold to produce the Company-wide recovery rate.	Principle 8

▨ Additional indicators not required for Core in accordance.

A = Selected information within this GRI indicator was assessed or assured by an external third party for compliance with TCCC criteria.





## Environmental (cont.)

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Transport</b>	<b>G4-EN30</b>	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	Climate protection, p. 57		Principle 8
<b>Employment</b>	<b>G4-LA1</b>	Total number and rates of new employee hires and employee turnover by age group, gender, and region.	Human and workplace rights, p. 36	Reported for The Coca-Cola Company	Principle 6
<b>Occupational Health and Safety</b>	<b>G4-LA6<sup>A</sup></b>	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	Human and workplace rights, pp. 33-34	Reported for The Coca-Cola Company	

## Social - Labor Practices and Decent Work

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Diversity and Equal Opportunity</b>	<b>G4-LA12</b>	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<a href="#">Performance highlights</a>	Reported for The Coca-Cola Company	Principle 6

## Social - Human Rights

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Child Labor</b>	<b>G4-HR5</b>	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Human and workplace rights, p. 28	Reported for The Coca-Cola Company	Principle 5

Additional indicators not required for Core in accordance.

A = Selected information within this GRI indicator was assessed or assured by an external third party for compliance with TCCC criteria.

## Social - Human Rights (cont.)

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	
<b>Forced or Compulsory Labor</b>	<b>G4-HR6</b>	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Human and workplace rights, p. 28	Reported for The Coca-Cola Company	Principle 4
<b>Assessment</b>	<b>G4-HR9</b>	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	Human and workplace rights, p. 28	Our human rights value chain analysis covered 100% of our operations in more than 200 countries.  Reported for The Coca-Cola Company	Principle 1
<b>Supplier Human Rights Assessment</b>	<b>G4-HR10</b>	Percentage of new suppliers that were screened using human rights criteria.	See explanation.	All suppliers must adhere to our <a href="#">Supplier Guiding Principles</a> . All new suppliers for packaging, ingredients, co-packing and trademarked materials must be audited as part of our Supplier Guiding Principles.  Reported for The Coca-Cola Company	Principle 2
<b>Human Rights Grievance Mechanisms</b>	<b>G4-HR12</b>	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	Human and workplace rights, p. 31	Reported for The Coca-Cola Company	Principle 1

## Social - Society

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Anti-corruption</b>	<b>G4-SO3</b>	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	Governance, p. 82	Reported for The Coca-Cola Company	Principle 10

Additional indicators not required for Core in accordance.





### Social - Society (cont.)

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Anti-corruption</b>	<b>G4-SO4</b>	Communication and training on anti-corruption policies and procedures.	Governance, p. 82	The operating committee of The Coca-Cola Company, which includes elected officers and others in executive management, has received communication and been trained on our anti-corruption policies. The Audit Committee of the Board of Directors and Muhtar Kent have received communication and been trained on our anti-corruption policies.	Principle 10
<b>Public Policy</b>	<b>G4-SO6</b>	Total value of political contributions by country and recipient/beneficiary.	Governance, p. 84	Reported for The Coca-Cola Company	Principle 10
<b>Healthy and Affordable Food</b>	<b>N/A</b>				

### Social - Product Responsibility

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
<b>Customer Health and Safety</b>	<b>G4-PR2<sup>A</sup></b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	Well-being, p. 14 Product and ingredient safety, pp. 17-18	We have not identified any non-compliance with regulatory or voluntary codes concerning product and service information and labeling.	
	<b>G4-FP5</b>	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	Product and ingredient safety, pp. 17-18	We do not track percentage of production volume manufactured in GFSI sites.	

Additional indicators not required for Core in accordance.

A = Selected information within this GRI indicator was assessed or assured by an external third party for compliance with TCCC criteria.



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## Report of Independent Accountants

To the Board of Directors and Management of The Coca-Cola Company

We have reviewed selected performance indicators (the "Subject Matter") included in the accompanying Schedule of Reviewed Performance Indicators (the "Schedule") and as presented in The Coca-Cola Company's 2013/2014 Sustainability Report (the "Report") for the year ended December 31, 2013. We did not review all information included in the Report. We did not review the narrative sections of the Report, except where they incorporated the Subject Matter. The Coca-Cola Company's management is responsible for the Subject Matter included in the Schedule and as also presented in the Report, and for selection of the criteria against which the subject matter is measured and presented.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the subject matter. A review consists principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the subject matter and performing such other procedures as we considered necessary in the circumstances. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the subject matter for the year ended December 31, 2013, is free from material misstatement, in order to express an opinion. Accordingly, we do not express such an opinion. We believe that our review provides a reasonable basis for our conclusion.

Non-financial information contained within sustainability reports are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Based on our review, nothing came to our attention that caused us to believe that the Subject Matter for the year ended December 31, 2013 is not presented, in all material respects, in conformity with the Key Criteria for Measurement in the Schedule.

September 22, 2014

The Coca-Cola Company Schedule of Reviewed Performance Indicators For the year ended December 31, 2013			
Indicator Name	Scope	Unit	Assertion
Water use ratio	Global production facilities within The Coca-Cola System <sup>1</sup>	Liters of water used per liter of product produced	2.08
Lost time incident rate	The Coca-Cola Company and company-owned or controlled operations	Number of lost time incidents multiplied by 200,000 then divided by the number of hours worked during the reporting period, which represents the number of lost time incidents per 100 employees.	1.9
PlantBottles™ distributed	Global	Number of PlantBottles™ packages distributed	7.5 billion <sup>2</sup>
Front of pack labeling compliance	Global	Not applicable - qualitative assertion	Nearly all markets provided front-of-pack energy (calorie) information following our global policy on nutrition labeling that was in place during the 2013 reporting year.
Greenhouse gas emissions	Emissions from manufacturing for The Coca-Cola System	Million metric tonnes of CO <sub>2</sub> emissions	5.53

<sup>1</sup> The Coca-Cola System refers to The Coca-Cola Company and its bottling partners

<sup>2</sup> For calendar year 2013 only





## Key Criteria for Measurement

Unless otherwise specified, the data below encompasses operations in The Coca-Cola System. The reporting period for all data collected is January 1, 2013 – December 31, 2013.

Indicator Name	Key Criteria for Measurement
<b>Water use ratio</b>	Water use ratio (efficiency) is defined as liters of water used per liter of product produced. Total water used is the total of all water used by the Coca-Cola system in all global production facilities, from all sources, including municipal, well, surface water, collected rain water. This includes water used for: production; water treatment; boiler makeup; cooling (contact and non-contact); cleaning and sanitation; backwashing filters; irrigation; washing trucks and other vehicles; kitchen or canteen; toilets and sinks; and fire control. This does not include return water or non-branded bulk water donated to the community. Liters of product produced include all production, not just saleable products.
<b>PlantBottle™ distributed</b>	PlantBottle™ packaging is a PET plastic bottle made partially with renewable, plant-based materials. Coca-Cola's first-generation PlantBottle™ package replaces conventional fossil-based monoethylene glycol (MEG) – one of the two primary ingredients in PET plastic – with plant-based MEG. Up to 30% by weight of the entire PET polymer is derived from plant-based MEG. The term distributed refers to the number of bottles sold by the Coca-Cola system to retailers. For select groups that do not provide a calculated distributed bottle count of PlantBottle™, the metric tons of bPET used in the reporting cycles is used to calculate the number of bottles produced using the bottle sizes and weights. A 5% reduction factor is then applied to the number of bottles produced to arrive at a more conservative estimate of number of bottles distributed.
<b>Lost time incident rate (LTIR)</b>	<p>A Lost Time Incident is a work-related injury or illness, including fatality, that results in one or more Lost Days. A Lost Day occurs when, in the opinion of the medical professional of record, the employee's work-related injury or illness prevents the person from being able to work. Lost Days are counted as calendar days where counting begins the first day following the injury and ends when the person is able, in the opinion of the medical professional of record, to return to work, leaves employment or reaches 180 Lost Days. The first Lost Day is the first day following the injury, regardless of whether it was a scheduled workday, if the criteria for Lost Day are met.</p> <p>The Lost Time Incident Rate (LTIR) is calculated by multiplying the number of Lost Time Incidents by 200,000 then dividing by the number of hours worked during the reporting period. The LTIR approximates the rate per 100 employees and is based on Lost Time Incidents per 200,000 hours worked (100 full time equivalent employees working 40 hours per week for 50 weeks). Due to the chance of a minor incident developing into a Lost Time Incident over time, TCCC's LTIR was determined as of June 13, 2014 for the year ended December 31, 2013.</p> <p>The scope of reporting is limited to data collected for TCCC and Company-owned or controlled facilities. Employees include all hourly, salary and temporary employees who are on the payroll of the Coca-Cola system, as well as contractors and temporary employees who are not on a facility's payroll, but for whom facility management provides day-to-day supervision of their work and provides the details, means, methods and processes by which the work objective is accomplished. The number of reported Lost Time Incidents refers to the total number of Lost Time Incidents during the reporting period. The hours worked include total hours worked during the reporting period by all employees. This excludes hours not worked, such as vacation, holidays, or absences.</p>
<b>Front of pack labeling compliance</b>	Front-of-pack ("FOP") calorie information must be prominently displayed in the visible area of the front of pack defined as within an area equal to 43% of the area of the 360 degree label with the product brand name as its center. The number of calories (or equivalent term, such as kilocalories or kilojoules, depending on national regulatory approach) per specified serving, or per container, must be provided. TCCC's nutrition labeling policy in place in 2013 includes the following stipulations: all Company-owned brands, except those that are exempt, are required to be in compliance with the front-of-pack labeling commitment. Company-owned brands do not include brands to which TCCC does not have the licensing or distribution rights. TCCC defines "nearly all" markets to exclude countries or markets that might be exempt from this policy due to local regulations and/or imposed sanctions. The policy exemptions include multi-purpose refillable bottles, embossed bottles and certain glass bottles due to print limitations. The exemption also includes fountain beverages, plain, unsweetened, and unflavored water, and small and very small packages (as determined by country-specific regulations) that are exempt from applying basic nutrition information under local regulations. For exempt products, markets must provide energy and nutrient information by alternate means (e.g., Company websites).
<b>Manufacturing Greenhouse Gas emissions</b>	The criteria can be found in the " <a href="#">Carbon Accounting Protocol</a> ". This includes carbon dioxide (CO <sub>2</sub> ) emissions from scope 1 and 2 emissions from manufacturing and scope 3 Franchises. Direct emissions from stationary fuel consumption for warehouses and offices, CO <sub>2</sub> loss during production and AC/Chiller are excluded.