

Sustainability @ Coke



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1. Coca Cola & CSR

Sustainability is at the heart of the Coca-Cola story. Together with our bottling partners, we've long worked to build stronger, healthier, more active communities and advance environmental conservation.

Coca Cola has set a goal to replenish 100 percent of the water used to make our beverages by 2020. To date, about 52 percent of our global product volume is estimated to be replenished through 468 community water projects in 118 countries. 587 of 863 bottling plants associated with the company have started implementing the Water Source Protection (WSP) plans in 2012. According to the 2012-13 sustainability report, 98 percent of Coca-Cola system plants are in compliance with internal wastewater treatment standards.

In Latin America, The Coca-Cola Foundation contributed \$1.25 million to the Millennium Water Alliance to support phase one of a three-year project to provide more than 110,000 people clean water and hygiene education in Mexico, Guatemala, Honduras, Nicaragua and Colombia.

In India, nearly 30,000 children will benefit from \$1.25 million in funding to improve water and sanitation facilities for 50 local schools through World Vision India and Plan International's India Chapter.

Under 'Me, We World' the company has taken several initiatives in different fields. It is offering low calorie beverage options and supporting the people for the physical activities. Not using children under 12 for advertisement is part of its responsible marketing.

It is contributing to the charities. Though the company plans to contribute 1 per cent of its operating income, it contributed only 0.9 percent (\$102 million) in 2012 against 1.2% (\$124 million) in 2011.

Enable the economic empowerment of 5 million women entrepreneurs across our value chain by 2020. In 2012, the company contributed \$829 million to minority and women owned business enterprises.

The company report also says, it is actively engaging in supporting the community recycling projects. In 2012, The Coca-Cola Foundation invested \$2.4 million in 15 recycling programs in communities across the United States and around the globe. These programs focus on litter abatement, recovery and reuse, increased community recycling awareness and support for research and innovation. In Australia, a \$200,000 grant to Keep Australia Beautiful National Association, Inc., will fund beverage container recycling grants to help collect 55 tons of debris while benefiting 300,000 people with recycling awareness and education.

By 2020, the company targets to reach a 75% recovery rate for the number of bottles and cans equivalent to what we introduce in developed markets. It promotes PlantBottle packaging for all PET plastic bottles.

Despite the efforts, the greenhouse gas emission from the coca cola plants has been consistently increasing. The total greenhouse gas

emission in 2010, 2011 and 2012 was 5.19, 5.32 and 5.48 MMT respectively.

2. Stakeholders Analysis

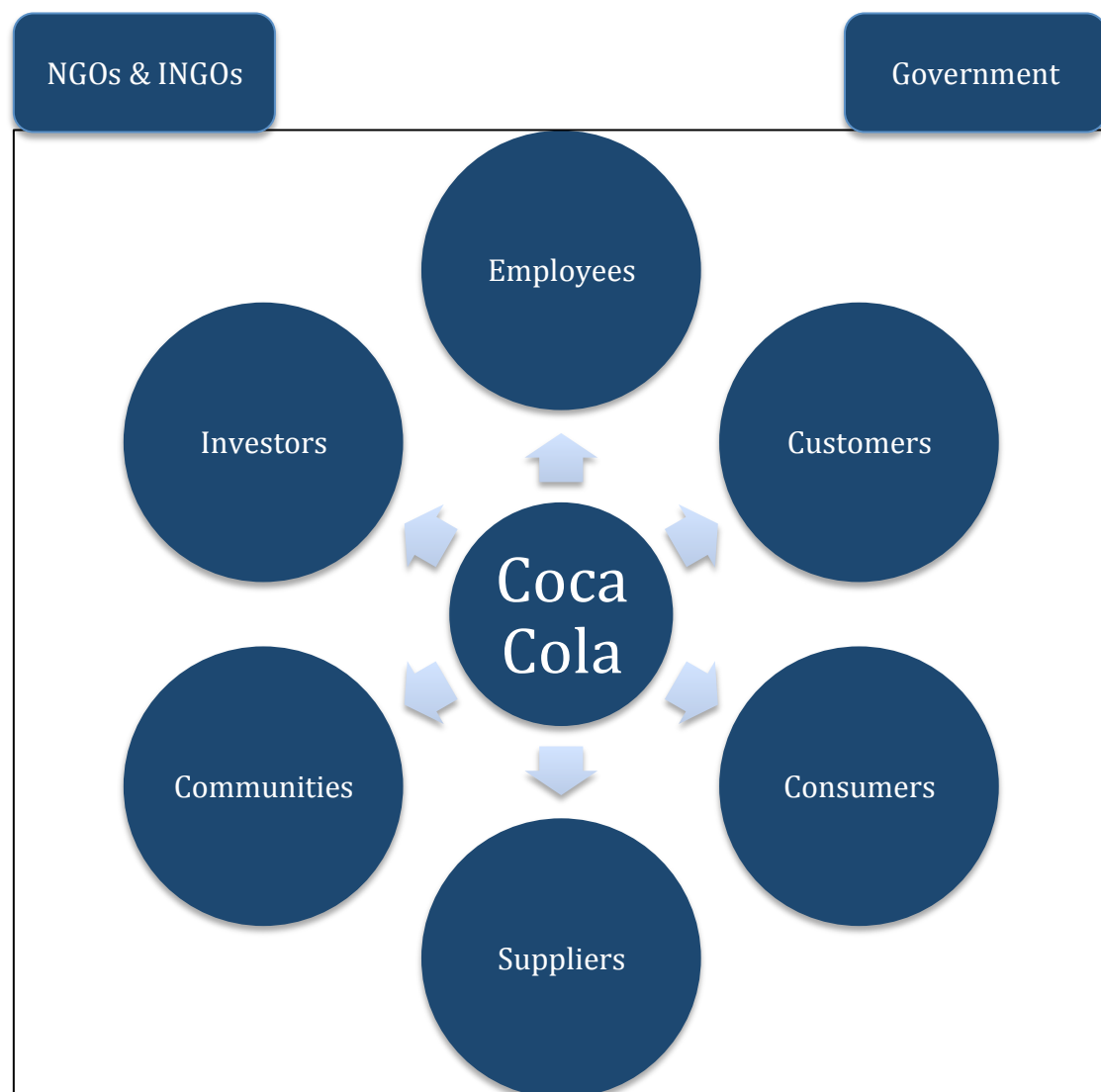
Stakeholder Analysis is a process of identifying the impact on individuals or groups as a result of a proposed action of a company or a project. Significant stakeholders of Coca Cola based on its 2011 report under the Original Stakeholders model (Freeman 1984) appears to be like this.

Fig 2.1: Original Stakeholder model



Similarly, significant stakeholders of Coca Cola under the Adopted version of the Stakeholder model (Freeman 2003) looks like this.

Fig 2.2: Adopted version of stakeholder model



Based on the Coca Cola Report 2011, here is the stakeholder model refined table:

Table 2.1: Stakeholder model refined table

| Stakeholder (Constituencies) | Stakewatcher (Pressure Group) | Stakekeeper (Regulators) |
|-----------------------------------------|------------------------------------------|-------------------------------------|
| Employees | | Government |
| Customers | | INGOs & NGOs |
| Suppliers | | |
| Consumers | Investors | |
| Communities | | |

Coca Cola says it cannot achieve its sustainability goals alone. It tends to engage the stakeholders effectively through partnership, awareness and promotions and seeking experts inputs on sustainability. The company has developed channels for constant and regular communication and interaction with the stakeholders. It has extensive engagement with the stakeholders through several projects under Corporate Social Responsibility (CSR). The CSR projects have help the company come closer to communities.

3. Engagement with stakeholders

3.1 Employees

Employees are regarded as the core resources of the company. They are constantly given training, their concerns were taken care of in order to build loyalty and safety measures are put in place to provide them with safe working environment. The employees' concerns were heard through workers' union.

3.2 Customers

The company formed dialogue platforms where customers are given opportunities to have say and thus engage in decision-making mechanism. The distributors are given regular trainings on how to improve customer satisfaction. According to 2011 Annual Report of Coca Cola CCI, costumer satisfaction for 2010 was 77.5 per cent.

3.3 Suppliers

Engage suppliers in production of packaging materials that are environmentally sustainable and economically viable for the suppliers. The company is enabling the suppliers to have access to advanced technology. Coca Cola also collaborates with the suppliers to help them with energy-efficient and climate-protection initiatives. This would help the suppliers to reduce their carbon emission.

3.4 Consumers

The 2011 report says, the company was planning to establish sales point information from where consumers would be able to get all information about the company and its products. The company has a separate website with the slogan 'Coming Together' with the objective to interact and engage with the consumers.

3.5 Communities

Make a difference in our local communities by encouraging employee volunteerism and by corporate involvement. The company runs a project named EPODE in large scale to engage with the communities.

The Ensemble Prévenons l'Obésité Des Enfants (EPODE) is a large-scale, coordinated, capacity-building network approach enabling

communities to implement effective and sustainable strategies to address this challenge.

EPODE comprises four critical components: political commitment, public and private partnerships, community-based actions, and evaluation. The multi-stakeholder approach promoted through EPODE has already shown encouraging results in preventing childhood obesity in France and Belgium. EPODE methodology has been implemented in nearly 20 countries across three continents, involving more than 20 million people.

3.6 Investors

The company does not mention in details about the engagement with investors but states that it recognises the value of maintaining active dialogue with investors. The company engages with investors through Cares. Ceres is a coalition of investors, environmental organizations and other public interest groups working with companies to address sustainability challenges.

3.7 Government

Coca Cola partnered with many governments to help engage and inspire people all over the world to be healthy and happy through movement. The company runs programmes in partnership with government in many countries such as China, USA, Colombia, Latvia, Italy, Germany, Hungary, Ecuador etc.

In China, the company is encouraging students to have a more balanced lifestyle with good nutrition and increased physical activity. It is providing support for sports activities in Colombia, providing physical education for student in Ecuador and helping German women understand the cardiovascular disease and risk factors.

3.8 NGOs and INGOs

The company is financially supporting a number of INGOs and NGOs working in diverse areas. For example in Brazil, a local NGO with support from Coca Cola is teaching retailing skills to young adults in low-income areas and help them enter the job market. The company has Coca Cola Foundation as its philanthropic arm through which it engages with the NGOs and INGOs.

4. Coca Cola and the UN MDGs

The company has not explicitly mentioned anything about its activities that intend to help the UN MDGs. However, several projects it has been running under CSR have help realised the UN MDGs. I have used several other Coca Cola Annual Reports, CSR Reports and GRI reports to find out the extent to which Coca Cola engaged with the UN mission.

4.1 To eradicate extreme poverty and hunger

Coca Cola's 2012-13 GRI report says, in India, nearly 30,000 children will benefit from \$1.25 million in funding to improve water and sanitation facilities for 50 local schools through World Vision India and Plan International's India Chapter. In addition, a \$145,000 grant to HARITIKA will support efforts to recharge groundwater in severely stressed water areas and expand areas for farming and cultivation in Patna, India. HARITIKA is an NGO working to improve the lives of people living in poverty in central India.

According to the company's 2011 CSR report, CCI Pakistan through local NGO Kashf Foundation helped more than 35 female entrepreneurs expand their businesses and increase their income. The foundation works with the low income female members in the community.

4.2 To achieve universal primary education

Coca-Cola Foundation of Ecuador's program reached 21,450 students, with the support of Junior Achievement Foundation, by providing physical education equipment kits to 30 public schools in Quito.

In collaboration with the Centre for Nutritional Studies at The Chinese University of Hong Kong, the company provided educational toolkit with an online personalized diet and activity tracker to promote energy balance, healthy nutrition and exercise to primary and secondary school students and the general public. The effort is expected to benefit more than 51,000 children and adults. (GRI Report 2012-13)

During the 2011-2012 academic year, the 'Let's Play' project was conducted in Turkey as a joint effort by the Coca-Cola Life Plus Foundation, the Active Life Association and the Turkish Ministry of Education. This project aimed to help elementary school students improve their creativity, become physically more active, and communicate with each other while providing areas for physical activities at schools. The pilot implementation established playgrounds in 20 schools in Istanbul, Ankara, and Izmir, and we aim to reach 125 schools in 26 cities by the end of 2012. (CSR report 2011).

4.3 To promote gender equality and empowering women

The company says it gives equal opportunity for all genders and there is no discrimination in terms of pay scale as well. However, the company has few female employees compared to male. Specially in countries like Turkey, Jordan, Kazakhstan and Azerbaijan, there are very low female employment rate. Even in United States, the female employment rate has dropped from 50 percent in 2009 to 18 percent in 2012 (GRI Report 2012-13).

4.4 To reduce child mortality rates

The company has mentioned nothing of its work towards reducing the child mortality rate.

4.5 To improve maternal health

The company has mentioned nothing of its work towards improving maternal health.

4.6 To combat HIV/AIDS, malaria, and other diseases

In 2012, The Coca-Cola Africa Foundation granted nearly \$1 million to partner organizations working to help those affected by HIV/AIDS. Hope Worldwide, one of The Coca-Cola Africa Foundation's partner organizations, addresses the plight of children orphaned or otherwise made vulnerable by HIV. That partnership has benefited an estimated 140,000 children. The company is also working with Africare to implement a comprehensive and integrated community HIV/AIDS support project in South Africa, where rates of HIV/AIDS are among the highest in the world. (GRI Report 2012-13).

4.7 To ensure environmental sustainability

The company has heavily concentrated on environmental protection and sustainability.

4.8 To develop a global partnership for development

Coca Cola has contributed on research activities. The company has also invested for physical and mental development of young people and students through physical wellbeing programs.

Table 4.1: Compliance with UN Global Compact

| Principles of UN Global Compact | Reported | Page reference/Comments/Findings |
|--------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Rights | | |
| <i>Principle 1:</i> Businesses should support and respect the protection of internationally proclaimed human rights | Fully | Coca Cola has in place the policies on human rights, occupational health and safety. |
| <i>Principle 2:</i> Make sure that they are not complicit in human rights abuses | | It is integrated into management system and training and is audited by third party |
| Labour Rights | | |
| Principle 3: Business should uphold the freedom of association and effective recognition of the right to collective bargaining | Partially Reported | Workers with Coca Cola have unions or workers' councils in 23 countries. But in Columbia, the company dismissed many and 8 were killed union leaders between 1989 and 2002 for protesting company's labour practices (ILRF, 2005) |

| | | |
|-----------------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Principle 4: The elimination of all forms of forced and compulsory labour | Reported | As per my study and research Coca Cola has not practising any shorts of forced and compulsory labour. Thus, this aspect is irrelevant for Coca Cola or not reported. |
| Principle 5: The effective abolition of child labour | Partially Reported | There are no cases of reported child labour in company reports but there are reports of chid labour in El Salvador in 2004 (Organic Consumer Association, 2004) |
| Principle 6: The elimination of discrimination in respect of employment and occupation | Fully | The Coca Cola reports claim it has gender diversity initiatives for equal pay. However, there are reports of discriminatory pay scale based on race in US (ILRF, 2005). Coca Cola is fully complied and reported and has implemented Coca Cola's Code of Conduct signed by each employees and contractor before commencing their jobs |
| Environment | | |
| Principle 7: Business should support a precautionary approach to environmental challenges | Partially Reported | Coca Cola says 72 of its bottling plants being certified with ISO14001 is proof of its commitments to environment. But in India it was fined US\$47m in 2010 (BBC, 2010). |
| Principle 8: Undertake initiatives to promote greater environmental responsibility | Fully | Coca Cola has mentioned about its environment friendly policies on water stewardship, packaging, recycling, but the company does not mention if it has developed Environmental Management Plan (EMP) to reduce greenhouse emissions, energy usage, waste management and water management plan to reduce water usage. |
| Principle 9: Encourage the development and diffusion of environmentally friendly technologies | Fully | 100% wastewater now treated with 44 treatment plants. 9 CHP plants operational. Renewal energy initiatives. |
| Anti-Corruption | | |
| Principle 10: Business should | Fully | Coca Cola has its own Code of Business Conduct to deal with |

| | | |
|---------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| work against corruption in all its forms, including extortion and bribery | | anti-corruption and also apply some other procedures appropriate to employees, contractors and service providers. It promotes zero tolerance in corruption and works with Global Compact Local Network to conduct anti-corruption initiatives though there are few cases related to its employee involved in corruption. (New York Times, 2009) |
|---------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

5. SWOT Analysis

5.1 Strengths:

- This 125-years-old is one of the oldest companies. Valued at \$166.31 billion, it operates in nearly every country in the world.
- The company operates in some of the fastest growing markets in the world. In these growing markets, the unprecedented growth of middle class will increase the customers.
- The investors of the company are satisfied receiving constant growth of their dividends at 2.75% annually. The dividends are being consistently since 1987.
- The company's stock is relatively un-volatile, with a Beta of 0.51
- The company has reputed and popular brand that is extremely hard for others to challenge their popularity. It's branding is obvious and easily recognized. Things like, logos and promos shown on t-shirts, hats, and collectible memorabilia.
- The company has good customer loyalty. The 80/20 rule comes into effect in this situation. Eighty percent of their profit comes from 20% of their loyal customers.

- Their International operations put them in a better position.
- At the other end of the spectrum, certain individuals choose not to drink coke, based solely on rebelling from the world's idea that coke is something of such great power.
- The company has capacity to investment in Research and Development (R&D) to improve the standard of its products.
- The company can hire more experienced and creative professionals to develop creative marketing strategies to attract more consumers.

5.2 Weaknesses:

- The company produces products that are not considered healthy. Large portion of their beverages are high in sugar content. As people look for more sugarless drinks and healthier diet, market of the company is at risk.
- The company owns or licenses more than 500 brands of beverages, and there are not a huge amount of sub-industries in the beverage market that Coca-Cola does not operate in which means, the company's prospects of diversifying business and growing further is limited.
- Company's revenues from slow-growth markets like Europe and North America could pull back the prospects of faster growth for the company.
- The company is has not yet been able to penetrate through the huge population in growing markets like India, China and Brazil. These countries' huge population live in rural areas.
- Not all products of the company are popular. Of approximately 400 different kinds of drinks they produce, only Coke and Sprite are popular.

- There are many individuals who are against Coca Cola as a company, and the products in which they produce. Word of mouth unfortunately is something that is very hard to control.
- The company supports so many manufacturing plants across the globe that it costs the company a lot.
-

5.3 Opportunities:

- The company has the financial power to buy out any potential competitors in the market. For instance, the company recently acquired Mexican company Del Valle. This and such other acquisitions are always an opportunity for the company.
- The recently introduced fountain dispenser, the Freestyle, has drawn customers' attraction. Customers just get in line to fill their cup with their favourite beverage. This machine should prove to be a valuable investment into the future.
- The company has extensive and effective distribution network, which allows them to take any product and have it in nearly every store around the world in shortest possible time.
- For last few years, energy-drink market has grown faster.
- Economic integration of Europe has helped reducing the costs for company as customs and double taxes are axed.
- The development of Internet and e-commerce is good opportunity for the company to reach out to maximum consumers through economic means.
- Economic growth in Asia and Latin America is opportunity for the company to expand market.

- In the last decade, huge population has come out of poverty line which means more people have disposable income

5.4 Threats:

- PepsiCo has for decades been battling with Coca-Cola for the money of the consumer, and this threat will not disappear anytime in the near future
- Countries imposing higher taxes on the sale of soft drinks or banning the sale of drinks larger than a certain size, trying to battle obesity, are increasing.
- A rise in ingredient prices could squeeze the margins of the company.
- Their position across the globe means they face the threat of weak currency conversion rates that could hurt margins
- The recent announcement by World Health Organisation (WHO) for not more than 10g of sugar per day could encourage consumers stop buying Coke products.
- The market for soft drink is almost saturated.
- The company has invested in so many production plants that it is ignoring the economies of scale.

6. TOWS matrix

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Strengths S1 R&D S2 Brand S3 Customer loyalty S4 Distribution network S5 Satisfied investors S6 Marketing strategies | Weaknesses W1 No healthy products W2 Constraints in diversification W3 Anti-Coke campaigns W4 Many plants W5 Global positioning W6 |
| Opportunities O1 Europe's economic integration O2 E-commerce O3 Growth in Asia and L America O4 Buy out competitors O5 More people out of poverty O6 Innovations | SO strategies S1O3 Focus on Asia and L America and make products to suit local drinking patterns S2S6O5 Marketing could target the population with increasing disposal income S3O6 Bring out new products to keep loyal customers S5O4 Look for more buying smaller competitors as a measure of diversification | WO Strategies W1W3O6 Innovate new healthier products W4W5O3 Cut costs and go for mergers in Asia and L America W2O4 Look out to buy smaller companies that have come up with new and unique drinks W1W3O2 Tap the power of Internet to raise awareness on its products |
| Threats T1 Global competition T2 Saturated market T3 Restriction in sales T4 Costly raw materials T5 Conscious consumers T6 Economics of scale | ST strategies S1S6T1 Leverage use of R&D & Marketing to compete on global fronts S2T2T5 Use the power of brand to influence new consumers S1S5T6 Do more research on possibility of concentrating on economy of scale S1T5 Invest in R&D to address the concerns of conscious consumers | WT Strategies W1T5 bring new healthier products W4W5TT6 Shift production facilities to countries with cheap labour like China, Bangladesh, India W2T1T2 Sell facilities and units not profitable |

6.1 SO strategies

S1O3 Asia and Latin America is the fast expanding markets. The company therefore could focus on these regions for sales growth. It is also important that products are redesigned to suit the local needs and taste.

S2S6O5 In the last decade, a large population of Asia, Africa and South America came out of the poverty line. These people have more disposable income now besides spending on their basic needs. The company might strategise to reach out this section of population thereby increasing the customer base by huge number.

S3O6 Coca Cola has millions of loyal customers who heavily rely on products it brings out. To keep these loyal customers come again to buy Coca Cola products, it is important that the company comes up with new products with new taste and variety. Also, it is important that the products reach to these loyal customers on time.

S5O4 Smaller companies always come up with new variety and taste of drinks. It would be in favour of Coca Cola to buy such smaller competitors as a step towards diversification in its products.

6.2 WO Strategies

W1W3O6 Coca Cola products are married by the negative campaigns – that they are not good for health. Such campaigns have badly damaged the image of the company in many areas. To eliminate such image, innovation of new healthier products is necessary.

W4W5O3 There are so many companies with whom Coca Cola collaborate with for production. As a cost cutting measure, it would be beneficial for the company to concentrate for mergers in Asia and Latin America.

W2O4 Smaller companies may pose threat in long run. On the other hand, Coca Cola hasn't been innovative in diversifying in its products. Looking out to buy smaller companies that have come up with new

and unique drinks is certain to eliminate threats and diversify its products at the same time.

W1W3O2 A large population across the globe many not have adequate knowledge about Coke products. There might be misleading information being given out because of political, economic other interests. Internet is such a cheap means to reach out to millions of people in a minimum costs. The company could make use of the Internet to raise awareness on its products and make clear about the negative myths created against its products.

6.3 ST strategies

S1S6T1 Coca Cola has the strengths to invest on marketing and research and development area. Leverage use of R&D & Marketing to compete on global fronts

S2T2T5 Coca Cola as a brand is like legend for more than a century. Use this power of brand to influence new consumers

S1S5T6 Coke is collaborating with some many local companies in every country. This has diversified the investment and reduced the opportunity to produce more with less investment. It is important that Coca Cola do research on possibility of concentrating on economy of scale

S1T5 There are myths and negative stores being circulated regarding the quality of coke products. Further, there are millions of consumers who avoid coke products because they are concerned of their health. It would address the concerns of the conscious consumers if Coca Cola could invest on R&D to find out what impact would its products have on consumers' health.

6.4 WT Strategies

W1T5 The health conscious consumers regard Coke products to be unhealthy. To address this, the company has no alternatives but to come up with new healthier products

W4W5TT6 Labour costs are rising, raw materials are becoming expensive. To reduce the escalating rising costs, it would be beneficial for the company to shift production facilities to countries with cheap labour like China, Bangladesh, India, Vietnam and other countries.

W2T1T2 Sell facilities and units that are not profitable

7. Recommendation

The company mentions that it cannot sustainability alone and seeks to engage its stakeholders actively. The engagement and the policy to address the concerns raised by stakeholders must be applicable to all countries fairly. The cases of conflict with the company have been observed more in developing countries. It would be beneficial for company to address the labour conflict and conflict with the farmers in developing countries at the earliest possible.

Asia and Latin America are now expanding markets for the company where more attention is required. Strategies must suit to the needs of the people here, their culture and the local laws to ensure it receives support from all sides to prosper.

More investment is required in Research and Development to find ways to reduce cost and enhance the economy of scale. And investment is required to provide material and technical support the suppliers and retailers.

And it is advisable for company to look into producing healthier drinks.

8. Conclusions

Despite challenges and hurdles, company's future is secure. There are no possibilities of any immediate competitors. The marketing strategies, its involvement with the communities, investing in greener technologies and contribution towards environmental conservation are some of the milestones it has made towards its sustainable strategic advantage. Not many companies have truly invested for greener technology and engaged with communities compared to Coca Cola. This is one of many reasons why Coca Cola is likely to dominate the soft drink market for decades to come.

However, the market for soft drinks is almost saturated and it is very hard to assume or expect that company would make any super-normal profits. The conflict in a few countries do not appear threat at this stage, yet for company's secure future, it is better that they are addressed on time.

The company's strategies to look into more options for energy drink lovers would attract additional customers.

In a nutshell, there is no need for company to fear from any challenges, threats or disaster in the near future.

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Index

GRI Index

Economic

- EC3: Coverage of the organisation's defined benefit plan obligations
- EC5: Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation
- EC7: Procedures for local hiring and proportion of senior management hired from the local community

Environmental

- EN1: Materials used by weight or volume
- EN2: Percentage of materials used that are recycled input materials
- EN16: Total direct and indirect greenhouse gas emissions by weight*
- EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved*
- EN19: Emissions of ozone-depleting substances by weight
- EN21: Total water discharge by quality and destination*
- EN22: Total weight of waste by type and disposal method
- EN23: Total number and volume of significant spills
- EN24: Weight of transported, imported, or treated hazardous waste and percentage of transported waste shipped internationally

Society

- SO4: Actions taken in response to incidents of corruption
- SO7: Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes
- SO8: Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations
- SO9: Operations with significant potential or actual negative impacts on local communities

S010: Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.

Human Rights

HR8: Percentage of security personnel trained in the organisation's policies and procedures concerning aspects of human rights that are relevant to operations.

HR9: Total number of incidents of violations involving rights of indigenous people and actions taken.

HR10: Percentage and total number of operators that have been subject to human rights reviews and/or impact assessments.

HR 11: Numbers of grievances related to human rights filed, addressed and resolved through formal grievance mechanism.

Labour Practices and Decent Work

LA1: Total workforce by employment type, employment contract, and region

LA2: Total number and rate of employee turnover by age group, gender, and region

LA3: Benefits provided to full-time employees that are not provided to temporary or part-time employees

LA5: Minimum notice period(s) regarding operational changes

LA 10: Average hours of training per year per employee by employee category

LA 11: Programs for skills management and lifelong learning that support continued employability of employees and assist them in managing career endings

LA12: Percentage of employees receiving regular performance and career development reviews

LA14: Ratio of basic salary of men to women by employee category

LA 15: Return to work and retention rates after parental leave, by gender.

Product Responsibility

PR1: Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and service categories subject to such procedures

PR2: Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, and their outcomes

PR4: Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, and their outcomes

PR5: Practices related to customer satisfaction, including the results of surveys measuring customer satisfaction

PR7: Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type or outcome

PR8: Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data

PR9: Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services

Note: *The index with red colour are partially reported while others are fully reported*