



Coca-Cola

2014/2015 Sustainability Report



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About the cover: Mother and son take a break on a walk to the local community where an EKOCENTER™ kiosk has been placed. [Read about](#) how EKOCENTER kiosks are helping to empower communities through social enterprise. Gimbichu, Ethiopia



Letter from the Chairman and CEO

As we strive to refresh the world, The Coca-Cola Company and our local bottling partners are committed to creating new value for our consumers, our customers and the communities we proudly serve across more than 200 countries and territories.

Every day, we get up with a passion for making a lasting, positive difference in people's lives. As we do, we're continuously seeking to better integrate our sustainability efforts into our daily actions.

This, to us, is the secret formula for making our business more sustainable: integrating sustainability into the very heart of the enterprise, where our efforts create value for our shareowners and the wider world beyond.

As you'll see in this report, we made significant progress in 2014 in advancing our top three sustainability priorities in support of Women, Water and Well-Being.

In terms of **Women**, we increased the total number of women entrepreneurs impacted by our 5by20™ initiative to nearly 865,000 since 2010. We continue to replicate and scale effective programs as we pursue the economic empowerment of 5 million women worldwide by 2020.

Through our **Water** programs, we balanced the equivalent of an estimated 94 percent of the water used in our finished beverages in 2014, putting us on track to potentially meet our 100 percent water replenishment target ahead of 2020.

will.i.am and Muhtar Kent at the EKOCYCLE Shop-in-Shop at Harrods. See more photos.

In **Well-Being**, we continue our commitment to inspire happier, healthier lives. We introduced more than 100 reduced-, low- and no-calorie beverages, continued to increase the availability of small packages, and supported more than 330 active, healthy living programs across 112 markets.

Our success in these priorities is directly linked to our system's sustainable business growth. We advance toward our 2020 sustainability commitments by unlocking the collaborative power of the **"Golden Triangle"** of business, government and civil society. Indeed, some of our most exciting opportunities come from programs at the intersection of Women, Water and Well-Being like Project Unnati or **EKOCENTER™**—initiatives that serve to strengthen our supply chain, our business and our communities.

We've seen success from programs that reinforce our enduring view that sustainability spurs innovation, just as innovation spurs sustainability. One example is EKOCYCLE™, which encourages recycling by using recycled materials such as plastic bottles and aluminum cans to create desirable consumer products.

As an industry leader, we often choose to set demanding targets that drive fundamental change, even while



understanding that attaining such goals is not guaranteed. For example, we committed our system to work toward buying and installing only HFC-free coolers by 2015. While we've led the industry and placed more than 1.4 million such coolers in the market—including approximately 297,500 in 2014—we are off track to reach this goal. Sourcing HFC-free coolers presents challenges in many markets, but we continue to make progress, having invested more than \$100 million over the past decade to make our coolers more environmentally friendly.

Overall, we are pleased—but not satisfied—with our sustainability progress and the milestones we've reached. As we advance our reporting and disclosures, we continue to support and measure our sustainability progress against the principles outlined in the United Nations Global Compact. For

this year and beyond, we're committed to building on the successes of 2014, further integrating sustainability into our business and gaining fresh momentum.

Thank you for your interest in The Coca-Cola Company and our sustainability report. I invite you to follow our progress on **Coca-Cola Journey**. As we keep moving toward our 2020 sustainability commitments, we welcome your input and look forward to hearing from you.

Very best wishes,

Muhtar Kent
Chairman and CEO
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. The Coca-Cola system, which includes our Company and our bottling partners, launched more than 400 new products in 2014. We offer more than 3,600 different products around the world.

Led by Coca-Cola®, one of the world's most valuable and recognizable brands, our Company's portfolio features 20 billion-dollar brands, including Diet Coke®, Fanta®, Sprite®, Coca-Cola Zero™, vitaminwater®, POWERADE®, Minute Maid®, Simply®, Georgia®, Dasani®, FUZE TEA® 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 and territories 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.

The Coca-Cola System

We are a global business, yet we function on a local scale in the communities where we operate. Our global reach through local operations is a successful approach built on the stability and strength of the Coca-Cola system. Comprised of The Coca-Cola Company and nearly 250 bottling partners, we have more than 700,000 associates in our system.

The Coca-Cola system is not a single entity from a legal or managerial perspective, and our Company does not own or control the majority of our bottling partners. We do own Coca-Cola Refreshments (CCR), the largest bottling company in North America, and about 15 international bottling partners that comprise our Bottling Investments Group (BIG). In 2014, company-owned bottlers represented 26 percent of bottling operations globally, in terms of unit case volume. The five largest independent bottling partners represented 33 percent, and the 10 largest bottling partners, including CCR and BIG, represented nearly 70 percent of global volume.

The Coca-Cola Company manufactures and sells concentrates, beverage bases and syrups to our bottling partners, and we own the brands and are responsible for all brand marketing initiatives to consumers. Our bottling partners manufacture, package, merchandise and distribute the final branded beverages to our customers and vending partners, who, in turn, sell our products to consumers. Our many customers include grocery stores, restaurants, street vendors, convenience stores, movie theaters, and amusement parks, to name just a few.

We work closely with all our bottling partners to ensure that our Company values are embedded throughout the Coca-Cola system. We also work with our bottling partners on economic, environmental and social priorities. Many of our bottling partners produce sustainability reports to communicate their efforts to stakeholders.

Learn more about the [Coca-Cola system on Journey](#).

Coca-Cola at a Glance

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



The Coca-Cola System and Value Chain

As a global system, our operations span the world. Our beverages are available to consumers in more than 200 countries and territories. Our success in being a trusted and recognized brand is in large part due to our reliable partners across our value chain. Our bottling partners, suppliers, distributors, retailers, customers and the communities in which we operate

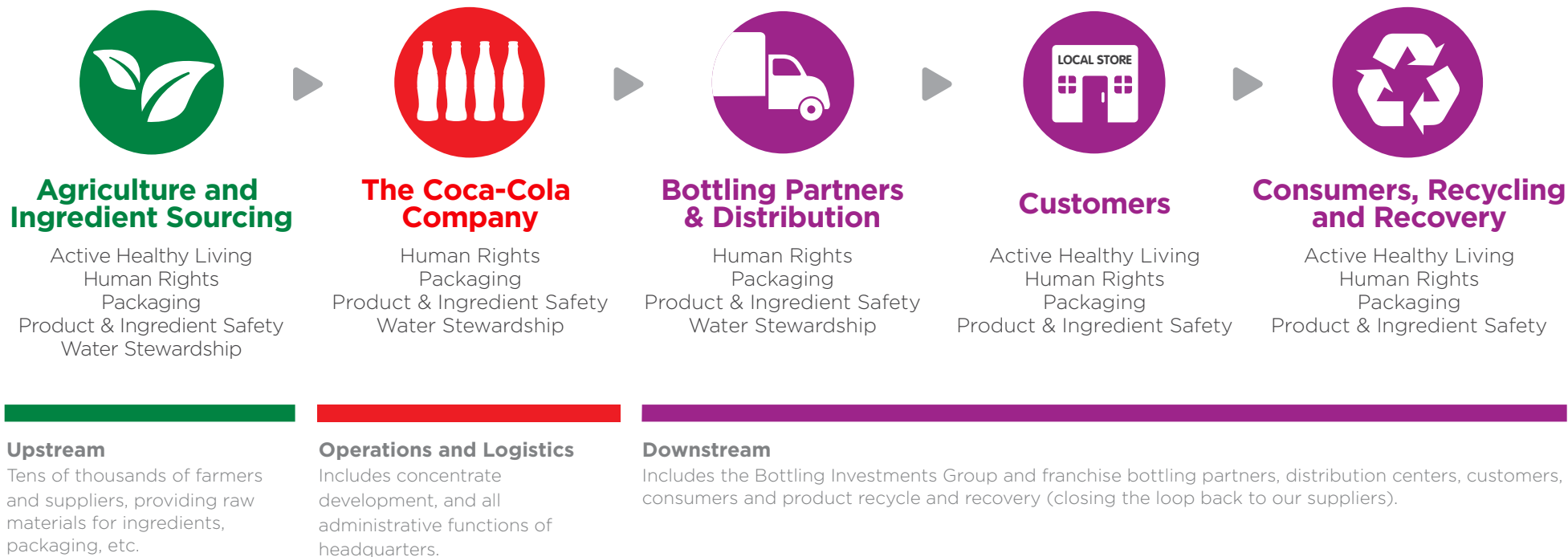
help us grow our business and continually improve our sustainability performance.

The priority issues analysis we conducted in early 2014 identified the key issues that many stakeholders and those within our Company consider most important to address in our sustainability reporting. These priority issues are:

- Active Healthy Living
- Human Rights

- Packaging
- Product and Ingredient Safety
- Water Stewardship

We map these priority issues to our value chain, which helps us identify and address key impacts where they occur.





2020 Sustainability Commitments

Our publicly announced goals and commitments drive us to continually improve. In this report, we provide information about our progress and activities. They include goals in the areas of personal well-being; women's economic empowerment; sustainable management of water, energy, and packaging use; as

well as sustainable sourcing of agricultural ingredients. These goals apply to the Coca-Cola system.

Our dashboard below provides an overview of our 2020 sustainability commitments. These commitments extend across the entire Coca-Cola

system, which includes all of our nearly 250 independent bottling partners. We have set ambitious targets to drive systemwide change beyond small operational improvements. We do not own most of the companies that comprise our bottling system, but we feel it is important to strive for large-scale success and to

provide leadership that will raise the bar for our system and our industry.

We also continue to report against some goals that are set to be completed in 2015, which can be found in the chapters on Climate Protection, Packaging and Human and Workplace Rights.

	CHAPTER	GOAL	PROGRESS
ME	Well-Being	Offer low- or no-calorie beverage options in every market.	We offer reduced-, low- or no-calorie options in 191 markets in which we operate.
		Provide transparent nutrition information, featuring calories on the front of all of our packages.	Nearly all markets provided front-of-pack calorie information following our global policy on nutrition labeling that was in place during the 2014 year.
		Help get people moving by supporting physical activity programs in every country where we do business.	Through 2014, we supported more than 330 active, healthy living programs in 112 markets.
		Market responsibly, including no advertising directly to children under 12 anywhere in the world.	In 2014, we enhanced our policy to extend across all forms of media. Perhaps more significantly, our policy now indicates that we will not develop marketing designed to directly appeal to children under 12.
WE	Women's Economic Empowerment	Enable the economic empowerment of 5 million women across our global value chain.	In 2014, we enabled approximately 313,000 women, making a total of nearly 865,000 since 2010.
	Human & Workplace Rights	Achieve at least 98% compliance with independent franchise bottling partners and 95% compliance with our Supplier Guiding Principles among our suppliers.	As of December 31, 2014, 88% of our bottling partners and 90% of our direct suppliers had achieved compliance with our Supplier Guiding Principles.
	Sustainable Communities	Give back at least 1% of the Company's operating income annually.	In 2014, The Coca-Cola Foundation and the Company together gave back \$126 million, or 1.3% of our operating income.
WORLD	Water Stewardship	Safely return to communities and nature an amount of water equivalent to what we use in our finished beverages and their production.	We balanced an estimated 94% of the equivalent amount of water used in our finished beverages (based on 2014 sales volume).
		Improve water efficiency in manufacturing operations by 25% compared with a 2010 baseline.	In 2014, we used an average of 2.03 liters of water for each liter of product produced—a 10% improvement since 2010—moving us toward our 2020 goal to use 1.7 liters of water per liter of product produced.
	Sustainable Packaging	Work with our partners to recover and recycle the equivalent of 75% of the bottles and cans we introduce into developed markets.	We estimate a 61% recovery rate in developed markets currently.
	Climate Protection	Reduce the carbon footprint of the “drink in your hand” by 25%.	Draft reduction targets have been set through 2020 by business units.
	Sustainable Agriculture	Sustainably source our key agricultural ingredients.	We developed a new seven-step Supplier Engagement Program, which outlines various pathways to achieve compliance with our Sustainable Agriculture Guiding Principles, and convened 14 workshops in eight different regions in the world.



► **Well-Being**

Working to inspire happier, healthier lives.

► **Product and Ingredient Safety**

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

ME

Enhancing Personal Well-Being

Visit our [Well-Being](#) page on Coca-Cola Journey to stay up-to-date on current news and happenings as we continue our work to inspire happier, healthier lives.

Highlights

- Introduced more than 400 new beverage options, more than 100 of which are reduced-, low- or no-calorie, and continued to increase the number of small-package-size offerings.
- Reported 77 countries where reduced-, low- or no-calorie products represent more than 20 percent of local portfolio (up from 73 countries in 2013).
- Supported more than 330 active, healthy living programs in 112 markets around the world.

WELL-BEING: PURSUING HAPPIER, HEALTHIER LIVES

➤ Approach ➤ Progress ➤ Around the World ➤ Partnerships ➤ What's Next

Well-being is an integral part of our business—from the communities we serve to the people we refresh. Our well-being commitments serve as a guide for our global efforts—focusing both on our products and our community involvement—with an end goal to inspire happier, healthier lives.

Through 3.2.1. Move!, Coca-Cola İçecek is helping to inspire youth to embrace active and healthy lifestyles in Iraq, Pakistan and Turkey. [Click here](#) to learn more.

© Majid Awan/Mercy Corps.

Our Approach

Throughout the Company's history, we have strived to support the communities we serve. We take pride in the special relationship we have built with our consumers in every corner of the globe. And we work every day to maintain that relationship and ensure that we provide consumers with the products and information they need to stay refreshed.

As consumers become more involved in both their personal well-being and broader global public health challenges such as obesity, we are working to ensure we do our part.

With our global well-being commitments as our foundation, we have focused our efforts on providing consumers with expanded beverage choices and transparent nutrition information, while also supporting more inclusive active, healthy living programs in communities around the world. We are also working to ensure that across all media our marketing does not target children under the age of 12.

In addition, we are building coalitions to **galvanize global action** across the **Golden Triangle** of business, government and civil society to help address the public health challenges we face worldwide. Our Golden Triangle approach is based on the premise that we can do more collectively to inspire happier, healthier lives than we could ever achieve alone.

One example is our work as founding members of Country Calorie Commitment public-private partnership programs in France, Great Britain, Australia and the United States. These programs promote goals such as reducing calories in consumers' diets and helping consumers make balanced diet choices.

Our Progress

Our four global well-being commitments provide a road map as our Company helps address global public health issues such as obesity and sedentary lifestyles.

Reduced-, Low- and No-Calorie Beverages

Goal: Offer low- or no-calorie beverages in every market.

Progress: On track. By providing more choice across our beverage portfolio, we are able to build a stronger business and meet the ever-evolving preferences of our consumers.

In 2014, we introduced more than 400 new beverage options, more than 100 of which are reduced-, low- or no-calorie, and we continued to increase the number of smaller package-size offerings.

Additionally, by the end of 2014:

- We offered reduced-, low- or no-calorie options in 191 markets in which we operate;
- In 77 countries, reduced-, low- or no-calorie products represented more than 20 percent of the local product portfolio (up from 73 countries in 2013);
- In 34 countries, including the United States and many countries in Europe, Asia, and Latin America, reduced-, low- or no-calorie beverages represented more than 30 percent of local portfolio;
- More than 1,000 reduced-, low or no-calorie options were in our global product portfolio, representing more than 25 percent of the 3,600+ beverages we offer around the world; and
- A reduced-, low- or no-calorie option was available for 18 of our top 20 brands.

In 2014, we expanded the availability of **Coca-Cola Life™**, our latest innovation in colas and the newest addition to the Coca-Cola trademark, bringing the total to nine countries. Coca-Cola Life is a reduced-calorie cola that is sweetened with a blend of sugar and stevia leaf extract.

Coca-Cola Life, which was initially launched in Argentina and Chile in 2013, is available as of May 2015 in more than 20 countries, including: Australia, Belgium, Ecuador, France, Germany, Great Britain, Ireland, Italy, Japan, Luxembourg, Mexico, the Netherlands, New Zealand, Northern Ireland, Norway, Sweden, Switzerland, the United States and Uruguay.

In addition to the expansion of reduced-, low- and no-calorie beverages, a critical component of our business and well-being strategy is the expansion of smaller package sizes in markets around the world. Whether it is our mini-cans or small glass bottles, we are better able to provide great-tasting refreshment in moderation, allowing consumers to choose their portion size.

In 2014, 81 countries expanded their portfolio of beverages available in small packages; we now offer these in 186 countries.

Transparent Nutrition Information

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

Progress: On track.

We voluntarily became the first beverage company to place calorie information on the front of packaging worldwide in 2011, and we continue to improve on how we provide transparent nutrition information about our products, so that consumers may make choices that fit their lifestyles.

In 2014, we updated our [policy on nutrition labeling](#), which applies to all consumer packaging, except where prohibited by regulation or not technically feasible. This policy guides us in providing factual, meaningful and understandable information consumers can reference to meet their individual needs. Nearly all markets provided front-of-pack calorie information following our global policy on nutrition labeling that was in place during the 2014 year.

We continue to pursue ways to enhance our front-of-pack labeling. For example, to avoid needless package waste, front-of-pack calorie information will be added to refillable/returnable glass bottles and refillable PET bottles as new packaging is introduced. Multi-use bottles without printed labels and some mineral waters will remain exempt, with nutrient information to be provided via Company websites.

Supporting Physical Activity

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

Progress: On track.

In 2014, we supported more than 330 active, healthy living programs in 112 markets around the world, and we are working to ensure there are robust active, healthy living programs everywhere we operate.

Additionally, in 2014, together with The Coca-Cola Foundation, we awarded nearly \$22 million to support nutrition and physical activity programs in 40 countries across our global system.

Research has shown that regular physical activity is paramount to attaining and maintaining good health. Therefore, a key pillar of our well-being efforts is supporting programs that make exercise and movement accessible to as many people as possible.

Some programs involve organized sports, while others focus on increasing activity by encouraging people to ride bikes or walk more throughout the day.

Among the best-known active, healthy living programs we support around the world are our [Copa Coca-Cola Camps](#), [Olympic Active Healthy Living Showcase](#), [Olympic Moves](#), and [ParticipACTION Teen Challenge](#).

Over the past year, we have developed a set of new active, healthy living program criteria that we expect to finalize in 2015. These will require at least one of the active, healthy living programs we support in each market to meet these new standards. The new criteria will require, for example, qualifying programs to be as inclusive as possible, offer opportunity for ongoing participation and commit to multi-year duration. Qualified programs in each country where we operate will be subject to audit to ensure full compliance.

Responsible Marketing

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

Progress: On track.

Marketing our brands effectively is one of our most important business activities. When it comes to choosing what products children consume, we believe that parents and caregivers should be the decision makers.

Based on our [responsible marketing policy](#), we do not buy advertising placements that target children, defined as audiences with 35 percent or more of viewers under the age of 12. In 2014, we enhanced our policy to extend across all forms of media. In addition, our policy now indicates that we will not develop marketing designed to directly appeal to children under 12.





These public commitments and our updated policy align with the work we have advanced through the International Food & Beverage Alliance (IFBA).

We are in the process of ensuring that our associates are trained in the enhanced policy and providing heightened implementation guidance for our media partners around the world, including a comprehensive toolkit.

Enhancing compliance monitoring is also an important area of focus. One type of monitoring currently available to us is the annual analysis conducted by Accenture on behalf of IFBA, measuring how companies in the food and beverage industry comply with IFBA's responsible marketing commitment.

In 2014, the Accenture report indicated that across the IFBA membership, this commitment was met in child-directed media 88.5 percent of the time in television advertising, 100 percent in print and 99.5 percent in Internet advertising. We acknowledge that Accenture's work did not address every market where we do business, and we have more work to do in some countries. We are currently working with a third party to develop a comprehensive program to help ensure that our global marketing consistently complies with our policy and that we continue working to achieve our goal.

Around the World

Across the global Coca-Cola system, we activate our collective assets and engage in community initiatives to raise awareness and inspire action.

ParticipACTION: How Small Money Can Make a Big Difference in Teens' Lives

New [research](#) published in 2014 in the journal *BMC Public Health* found a multitude of benefits for teens engaging with the [ParticipACTION Teen Challenge](#), a program funded by a 10-year, \$10 million Coca-Cola Canada grant.

The study was sponsored by Coca-Cola Canada and conducted by leading Canadian physical activity researchers. The results demonstrated that targeted microgrants of \$250 to \$500 can effectively contribute to overcoming barriers that prevent teens from being more active.

Through June 2015, the ParticipACTION Teen Challenge has encouraged more than 400,000 teens and 5,000 community organizations across Canada to work together to design local teen activities. Benefits for participants include development of physical abilities, increased self-esteem and social and leadership skills.

Global Employee Activity Challenge

In 2014, we launched our first global employee activity challenge related to the FIFA World Cup®. During the six-week tournament, associates around the globe formed teams and competed locally in soccer matches in the Go for the Employee Cup tournament. The tournament provided opportunities to get active, advance associate well-being and encourage employee engagement—both in and out of the workplace.

Overall, 376 games were played in 55 countries and more than 5,600 associates participated either as team members or active supporters. The champions were determined through match performance and number of active supporters. We intend to build on this success with a new global employee activity challenge in 2015.

Partnerships

Partnerships are at the center of our work to build coalitions that effect change across a host of topics, including well-being. As part of our work to inspire happier, healthier lives, we continue to cultivate strong partnerships with many organizations, including [EPODE International Network](#) (EIN) and [Exercise is Medicine®](#) (EIM).



StreetGames

In 2014, Coca-Cola Great Britain expanded its partnership and support of [StreetGames](#) into more communities, serving nearly 82,000 youth over the past year. StreetGames is a U.K. charity bringing sports and activities to the doorsteps of young people in disadvantaged communities.

In 2014, we integrated StreetGames into the Company's activation of the FIFA World Cup® tournament. Two teen StreetGames participants attended the World Cup in Brazil as part of the flag bearer program, and the work of a [StreetGames community](#) coach was celebrated with a personal visit from the World Cup Trophy.

Our continued work with StreetGames helps young people who lack access to sport in their everyday lives to benefit from improved coaching, a greater choice of sports, and activities such as a series of neighborhood [sports festivals](#).

A Plan to Reduce Beverage Calories Per Person 20% by 2025 in the United States

In the United States, we joined forces with [The Alliance for a Healthier Generation](#), the Clinton Foundation, the American Beverage Association and other beverage companies to reduce the number of beverage calories consumed per person by 20 percent in the United States by 2025.

The “Balance Calories Initiative” encourages people to balance their calorie intake with physical activity. Among other activities, the initiative will promote calorie awareness on all beverage company-controlled point-of-sale equipment nationwide and launch a national engagement program focused on educating teens and their families.

This is the single largest voluntary effort of its kind in our industry, and we fully back it through our marketing, innovation and distribution capabilities.

Our participation in this nationwide initiative to reduce calories across the grocery shelves builds on recent commitments, such as the Healthy Weight Commitment Foundation (HWCF), which in 2009 pledged to sell 1.5 trillion fewer calories per year by 2015. In 2014, The Robert Wood Johnson Foundation published an independent evaluation study which reported that HWCF members sold 6.4 trillion fewer calories in the U.S. marketplace in 2012 than in 2007, the equivalent of 78 fewer calories per day for every U.S. resident.

\$1 Million Grant Helps EPODE Tackle Childhood Obesity

With the support of a \$1 million unrestricted grant provided by The Coca-Cola Foundation, [EIN's new OPEN project](#) will advance 13 community-based initiatives in Europe, where one in three 11-year-olds is overweight or obese.

EIN is an international nongovernmental organization, operating in 29 countries, with a global mission to reduce childhood obesity and its associated health risks by implementing programs at the community level.

The EIN methodology has helped reduce childhood obesity by 10 percent in pilot towns in France, and 22 percent in pilot towns in Belgium.

The OPEN project aims to reach 3.9 million people in Europe by 2016—including 975,000 children—to help achieve and sustain active, healthy lives.

Through an additional grant and technical assistance, Coca-Cola will support EIN programs and initiatives in the Middle East, Asia Pacific, and North and South America.

Exercise is Medicine Advances Health Through Physical Activity

The Coca-Cola Company is a global corporate founding partner to [EIM](#), a global health campaign guided by the [American College of Sports Medicine](#).

EIM is committed to the belief that physical activity is essential for optimum health and integral in the prevention and treatment of diseases. Physical activity should thus be regularly assessed and prescribed as part of all medical care.

As of its January 2015 scorecard, EIM reported, since its founding in 2007:

- 15,872 professionals trained;
- 22.9 million patients impacted globally; and
- 43 countries with active programs.

What's Next

Our ongoing support will allow EIM to accelerate its work with large-scale health organizations, exponentially increasing its ability to train health care providers and benefit the health of patients. Specifically, EIM plans to:

- Pilot projects in 3-5 countries to link major health care systems' primary care physicians and other MDs to an EIM community network that delivers physical activity interventions through EIM-credentialed exercise professionals;
- Create additional “EIM on Campus” national programs to encourage college campus health care professionals to provide referrals for students, faculty and staff to credentialed exercise professionals; and
- Initiate dialogue with medical societies and colleges in the 43 EIM countries regarding inclusion of courses on the topic of “exercise is medicine” in current continuing medical education and health care curricula.

As part of our associate well-being initiative, we are also increasing our physical activity programs to make well-being a more prominent component of our work culture. We intend to monitor participation and progress in our programs and measure the effect on our workforce, including engagement, activity level and overall well-being.

We will continue highlighting our work against our commitments throughout the year in our Well-Being section of [Coca-Cola Journey](#).

Highlights

- Achieved a Company Global Product Quality Index rating of 95—a number consistently reached since 2010—and our Global Packaging Quality Index remained steady at a rating of 93.
- All of our plants continually strive to meet the ISO 9001 Quality Management System standard and FSSC 22000 Food Safety Management System standard. By the end of 2014, 79 percent of our plants had achieved certification to both standards.
- Transitioned our Quality, Safety and Environment audits such that all three occur during a single site visit by our auditing function. This allows multiple perspectives within one audit across our operations.

PRODUCT AND INGREDIENT SAFETY

- Approach
- Managing Product & Ingredient Safety In Our Supply Chain
- Ingredient Safety

Our consumers deserve safe, refreshing and high-quality beverages, and across the Coca-Cola system, we work hard to meet the highest standards of product safety and quality. It is our goal to offer safe and refreshing beverages to all of our consumers around the world. We follow stringent product and ingredient standards designed to ensure the safety and quality of each of our products.

Our Approach

To achieve consistent **safety and quality**, we have strong governance practices in place, and we work diligently to ensure compliance with applicable regulations and standards. We stay up to date with new regulations, industry best practices, and marketplace trends and conditions, and we engage with standard-setting and industry organizations.

Additionally, our strict product manufacturing and distribution policies, requirements and specifications are managed through our integrated quality management program called the Coca-Cola Operating Requirements (KORE). The quality and safety of all systemwide operations are monitored and measured against the same rigorous standards. Our quality management program helps us identify and mitigate risks and drive improvements. We stringently test and measure quality attributes of our beverages in modern laboratories at every step of production. This due diligence is performed in all of the countries and territories where our products are produced and sold. We also consistently reassess the relevance of our requirements and standards and continually work to improve them across our entire supply chain.

Managing Product & Ingredient Safety In Our Supply Chain

In 2014, we continued to drive effective product safety and quality compliance through unannounced

audits of our manufacturing facilities around the world. Unannounced audits help ensure that manufacturing facilities across our system are “audit-ready” at all times and are operating in accordance with KORE standards. We recognize that quality “risks” are not all equal; therefore, we evaluate risks in order to focus our system resources where they can create the most impact.

Our Supplier Management Program is designed to identify and assess potential supplier risks. It provides assurance and documentation that our suppliers are capable of consistently providing our plants with **ingredients** and packaging materials that meet our Company’s stringent specifications. One of the main focus areas of the program is to ensure that corrective actions are taken on a timely basis. This minimizes or eliminates risks that could potentially cause issues with continuity of supply. Our program includes the requirement for an annual risk assessment of each supply point and the periodic evaluation of the supplier’s performance and facilities based on risk level.

We continue to require our suppliers to achieve certification under the recognized Global Food Safety Initiative (GFSI) standard. Through supplier development and capability-building programs such as the GFSI Global Markets Programme and others, we continue to strengthen the quality and food safety assurance processes of our supply base. In 2014, 82 percent of our ingredient suppliers were certified according to GFSI standards, and 77 percent of our packaging suppliers were certified.

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

Ensuring the safety and quality of our products has always been essential to The Coca-Cola Company. Our commitment begins with making sure all ingredients we use have been carefully inspected for their safety and quality and have come from reliable, trusted sources. If we had any concerns about the safety of an ingredient, we simply would not use it.

We also review and evaluate emerging scientific research and evolving consumer trends related to ingredients. We want to share safe and refreshing beverages with consumers around the world and believe that all our products can be part of a healthy, balanced lifestyle.

We also update the formulation of our products when appropriate for greater quality and consistency in production. For example, we are continuing our transition from the use of brominated vegetable oil (BVO) to sucrose acetate isobutyrate (SAIB) and/or glycerol ester of rosin (singly or in combination). BVO was traditionally used as an emulsifier in some of our beverages, including some citrus-flavored products. By the end of 2014, the replacement of BVO for these products was more than 90 percent complete and is slated to be fully complete by the end of 2015.

In every part of the world where we have operations and sell our products, we abide by the laws and regulations of each local market, including regulations pertaining to health, safety and product labeling. Every ingredient we use in each product we make must meet or exceed these standards.

We remain committed to providing our consumers with transparent nutrition information about all of our products so that they can make beverage choices that fit their lifestyles. From ingredients to packaging, we aim to provide up-to-date and engaging information online at [Coca-Cola FAQs](#).



WE

Building Stronger Communities

► Women's Economic Empowerment

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

► 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.

Meet Lilian: Mother and businesswoman

Owner of a microdistribution center in Dar es Salaam, Tanzania, and a 5by20™ participant, Lilian gives back to her community by inspiring and mentoring others and providing business advice. She recently participated in stakeholder engagements in Washington, D.C., sharing her experience and communicating about the importance of empowering women to **drive economic growth**.

Highlights

- Enabled nearly 865,000 women in total since 2010. Approximately 313,000 women were impacted in 2014, an increase of 22 percent over the previous year.
- Launched programs in eight new countries, making a total of 52 countries with 5by20 programs.
- Leveraged partnerships with leaders such as UN Women, International Finance Corporation, Inter-American Development Bank and others.

WOMEN'S ECONOMIC EMPOWERMENT

› Approach › Progress › Partnerships › Around the World › What's Next

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. As we approach the midway point of our journey toward the ambitious goal of our 5by20™ initiative, we see how our investments in the success of women fuel our own success and the success of communities around the world.

Chain of Inspiration

*Our 5by20 participants are entrepreneurs, daughters, mothers, caregivers, wives, breadwinners and more. When women work together they create a **chain of inspiration**: building stronger communities and creating a brighter future for those they touch.*

Our Approach

There is overwhelming evidence that achieving equality and empowerment for women has both immediate impacts that benefit them directly and larger ripple effects that are good for society more broadly.

As pillars of their communities, women invest a sizable portion of the income they earn on the health and education of their children and in their local economies, creating a tremendous economic impact.

Our recognition of both the challenges faced by women and their economic potential led to the development of our **5by20™ initiative** in 2010. 5by20 is our commitment to enable the economic empowerment of 5 million women entrepreneurs throughout the **Coca-Cola value chain** by 2020. Specifically, this means the small businesses that the Company and our bottling partners work with in more than 200 countries around the world—from fruit farmers and recyclers to retailers and artisans.

Our 5by20 initiative is built on the power of the **Golden Triangle** of business, government and civil society to create positive social change. Our partnerships with government and nonprofit organizations have greatly increased the impact and scale of our programs.

By tapping into the community partnerships we have built through 5by20, women in participating countries are able to gain business skills and access to financial services, capital, peer networks and mentoring.

Economic empowerment builds women's self-esteem and allows them to become mentors and role models to other women.

We provide updates on the 5by20 initiative, including participant and program highlights, on **Coca-Cola Journey**.

Our Progress

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

Progress: On track.

In 2014, we enabled approximately 313,000 women, making a total of nearly 865,000 since 2010.

We have implemented programs in a total of 52 countries in Africa, Asia, Central America, South America, North America and Europe. In 2014, we launched 5by20 programs in eight new countries: Malaysia, Indonesia, Japan, Ghana, Lesotho, Botswana, Malawi and Burundi.

In 2014, we continued to expand our best-in-class working models to drive scale and impact in the 5by20 initiative.

In Africa, as we scale and replicate successful models with our partners, we begin to see the breakdown of barriers that women entrepreneurs face. In Kenya, partnerships with governments and nongovernmental organizations (NGOs) resulted in new programs such as the Kenya@50 Legacy Project and the Women's Enterprise Fund, which build from existing models to enable women to start or grow their business by leveraging our proprietary Shopkeeper Training and Resources (STAR) business skills training and other enabling activities. These two programs alone reached approximately 23,400 women in 2014, with plans to scale further.

Also, we have seen expansion of the successful Outlet Creation programs, first piloted in South Africa with 60 women, to multiple markets in southern Africa, including Swaziland, Angola, Botswana, Malawi, Namibia, Zambia and Lesotho.

Meet Benedicta: Mother, Artisan, Role Model

Hailing from a poor neighborhood in Kampala, Uganda, Benedicta started sorting trash, collecting and recycling straws, and weaving them into bags, mats and jewelry. She shared her artisanal and business skills with other women, growing her business while improving the quality of life in her community. Through Coca-Cola's partnership with the Alliance for Artisan Enterprise, a field partner of the crowd-funding platform Kiva, **Benedicta received \$6,525 in funding** from the public to expand her co-operative's artisan and agricultural initiatives. **[Read Benedicta's story.](#)**



Since 2010, Outlet Creation and other capability-building programs in this region have reached more than 62,000 women by the end of 2014.

Since 2012, we have commissioned DNV GL to independently validate the 5by20 program in a representative sample of countries each year to provide limited assurance on the reliability of the results and provide recommendations on the reporting and measuring of our progress. DNV GL has conducted assessments, including in-market reviews, for 13 programs in seven countries.

In December 2014, 5by20 was named Best Global Initiative for Women's Economic Empowerment at the Women in Leadership Economic Forum in Dubai. Also in 2014, Muhtar Kent and The Coca-Cola Company were recognized with the Women's Empowerment Principles (WEPs) Leadership Award for Community Engagement. The WEPs is a partnership initiative of UN Women and the UN Global Compact.

Partnerships

The scalable models and impactful partnerships we build are at the heart of our progress toward our vision of reaching 5 million women by 2020. In particular, our Golden Triangle approach to partnership across business, civil society and government is vital to maximizing the impact of our programs and making them more sustainable.

In our signature global partnership with UN Women, we are able to leverage their reach and influence as a leader in promoting gender equality and economic empowerment while also capitalizing on Coca-Cola's global value chain and extensive business expertise. Over three years, this partnership aims to reach more than 40,000 women in Egypt, Brazil and South Africa, providing valuable insights on sustainable project models that can be scaled up worldwide.

Grassroots Partnerships Empower Women Around the World

"If corporations are to enable sustainable and transformative change in women's lives, they must adopt approaches that take into account the social, cultural, legal and political barriers to full gender equality. Working closely with grassroots women's organizations, **an approach used in The Coca-Cola Company's 5by20 initiative**, can have the potential to shift gender norms in ways that extend beyond the world of work and business."

Marissa Wesely and Dina Dublon, authors of **Empowering Women at the Grassroots** in the *Stanford Social Innovation Review*



Increased Focus on Women's Empowerment in North America

In 2014, The Coca-Cola Foundation helped the 5by20 initiative **expand its reach in North America** by directing more than \$2 million in grants to organizations in the region focused on women's empowerment, entrepreneurship and other programs uniquely impacting women. The Company provided further support by contributing more than \$1 million toward women's empowerment programs and initiatives, with a focus on those impacting women of color.

The Adelante Movement, founded by **Nely Galan** and Coca-Cola in 2011, is one such beneficiary in the United States. With a grassroots mission to unite and economically empower Latinas, the Adelante Movement benefited 8,559 U.S. women in 2014 with a program that provides entrepreneurial motivation, networking and training on topics such as how to use digital technology to grow a business and how to run a business with your family.

The Coca-Cola Company also provided support to other organizations that promote women's economic empowerment in North America, such as the National Urban League, SER – Jobs for Progress National, Inc., and Rainbow/PUSH Coalition, among others.



We also continue to collaborate with TechnoServe, the Bill & Melinda Gates Foundation, International Finance Corporation, Inter-American Development Bank, Mercy Corps and hundreds of NGOs around the world that are making an impact in their communities and helping us move the needle toward our goal.

Around the World

The global artisan sector is on the rise. According to UN data, international trade in art crafts was \$34 billion in 2012, nearly twice as much as a decade earlier. Women dominate the handicraft sector, and developing economies account for two-thirds of the world market. That's why supporting women artisans is a key pillar of the 5by20 initiative. Through 2014, 5by20 supports artisan programs that produce hand-crafted items using recycled beverage materials in 13 countries.

Artisan businesses are the second-largest employers in the developing world (after agriculture), but most artisan businesses lack access to appropriate financing. The Aspen Institute's [Alliance for Artisan Enterprise](#) is a field partner of Kiva, which is a microloan lending platform that supports small businesses, including small scale artisans, to overcome financial barriers. The partnership between The Coca-Cola Company and The Alliance for Artisan Enterprise will allow some 5by20 participants to apply for business loans through the Kiva platform, which allows members of the public to fund entrepreneurs.

Thirsty for More: A Coletivo Case Study

In October 2014, [FSG published a case study](#) on our shared value journey at Coca-Cola Brazil through Coletivo, a platform designed to build more sustainable communities and deepen our relationships with consumers in underserved, low-income areas. The case study provides an analysis of the Coletivo Retail program design as well as social and business impacts. Here are some [program results](#):

Approximately 30 percent of Coletivo Retail graduates find a job within six months, resulting in an average 50 percent increase in household income.

Coca-Cola's sales in Coletivo communities grew nearly 10% more, on average, than sales in non-Coletivo communities (based on Coletivo Retail data from FY 2013).

What's Next

Increasingly, our initiatives are making an impact in more than one of our global pillars of Women, Water and Well-Being. For example, women are key participants in recycling cooperatives, agriculture projects and water replenishment efforts. Women are also central to [EKOCENTER](#), our initiative that supports women entrepreneurs while supplying safe water and solar power in remote areas.

As we work to scale up to reach our goal, we will continue to build our 5by20 programs to achieve effective "win-win" solutions that also make our business more sustainable. As the programs become established in key markets, our focus is also increasingly shifting from expanding into new markets to strengthening and growing our programs where they now exist.

Coca-Cola Joins Better Than Cash Alliance to Give More People Access to Digital Payments

In December 2014, we became the first consumer goods company to join the [Better Than Cash Alliance](#), which advocates for the transition from cash to digital payments in order to drive inclusive growth and reduce poverty. Evidence suggests that electronic payments promote women's economic empowerment by lowering transaction costs, increasing privacy and security, promoting inclusion in the formal financial system and increasing women's control over their assets. By joining the Alliance, we committed to pursuing programs to increase the use of digital payments across our global operations and supply chain.



Highlights

- Launched updated Human Rights Policy aligned with the United Nations Guiding Principles on Business and Human Rights, which The Coca-Cola Company endorsed in 2011.
- Enhanced our Supplier Guiding Principles to include a prohibition on fees for employment, and enhanced our social auditing to include expanded testing for forced labor and land rights.
- Exceeded our 2014 goal of 89 percent of our direct suppliers achieving compliance with our Supplier Guiding Principles.
- Conducted two country-level human rights due diligence studies focused on land rights, child labor and forced labor, on the way to our goal of studies in 28 countries by the year 2020, in accordance with our agreement with Oxfam.

HUMAN AND WORKPLACE RIGHTS

- ▶ Approach
- ▶ Progress
- ▶ Workplace Safety
- ▶ Supporting Associate Well-Being
- ▶ Valuing Diversity
- ▶ What's Next

At The Coca-Cola Company, our commitment to respect human rights extends across all aspects of our business conduct, including the ways we interact with suppliers, colleagues, customers, consumers and communities. This commitment is foundational to the success of our Company, and we work diligently to uphold the fundamental principles of international human and workplace rights everywhere we operate.

Our Approach

Most people have an innate sense of what it means to be treated with dignity and respect. But formalized principles and policies are important for defining common standards for human rights and ensuring they are upheld throughout an organization.

In 2011, The Coca-Cola Company formally endorsed the [United Nations Guiding Principles on Business and Human Rights](#), in which we committed to a due-diligence process to help identify, prevent, mitigate and account for our human rights impacts. We also work with our bottling partners and suppliers to help them implement the UN Guiding Principles.

Our dedicated Global Workplace Rights (GWR) group is charged with [addressing global issues](#), identifying human rights risks throughout our value chain and developing easy-to-use due-diligence tools to help us identify and mitigate human rights risks.

Under GWR's leadership, we conducted a human rights value chain analysis, and we discuss priority governance of human rights issues with the Public Issues and Diversity Review Committee of our Board of Directors on an ongoing basis.

In December 2014, we launched an updated [Human Rights Policy](#) that combines our 2007 Human Rights Statement, 2007 Workplace Rights Policy and 2012 Global Mutual Respect Policy. This unified document is guided by the principles expressed in the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact. The policy also references and is aligned with the UN Guiding Principles on Business and Human Rights.

In February 2014, we published an enhanced set of requirements on Land, HIV/AIDS, Pregnancy and Non-Job Related Medical Testing, and Migrant Worker Recruitment and Employment Practices. By the end of the year, these requirements were incorporated into our social audits of suppliers.

Additionally, we continue [open dialogue and collaboration with an increasing number of stakeholders](#), focusing on transparency and speed of communication to demonstrate respect for human rights.

Our Progress

Achieving Compliance

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

Progress: On track. As of December 31, 2014, 98 percent of our Company-owned facilities had achieved compliance with our Human Rights Policy.

In 2014, we investigated 296 human and workplace rights complaints from our employees, down from 336 in 2013. In cases where claims are substantiated, we take corrective action.

Goal: By 2015, achieve at least 90 percent compliance with our Supplier Guiding Principles among independent franchise bottling partners and suppliers. By 2020, achieve at least 98 percent compliance with our Supplier Guiding Principles among independent franchise bottling partners and 95 percent compliance among our suppliers.

Progress: On track. As of December 31, 2014, 88 percent of our bottling partners and 90 percent of our direct suppliers had achieved compliance with our Supplier Guiding Principles.

Audits are an important component of our human rights due-diligence process, which helps to identify, prevent and mitigate human rights risks. Each year, we arrange for more than 2,500 independent third-party audits to be conducted, and we have arranged over 19,000 audits since the program began.



Respecting Human Rights in Myanmar

In 2014, after our re-entry into Myanmar in 2013, we asked a third party to conduct a study on the presence of children working in “tea shops” in the country. Tea shops are small cafés that may serve Coca-Cola products. The study will help guide us on such issues as we engage with more tea shops to carry our products. This work supplements the two [Responsible Investment in Myanmar Reports](#) that we have filed with the U.S. State Department and that transparently discuss human rights issues and our mitigation efforts in that country.

Migrant Workers

Recognizing that migrant workers are particularly vulnerable to exploitation and human trafficking, in 2014 we reviewed our policies and due-diligence activities with the aim of better respecting the human rights of such workers throughout our supply chain.

We publicly committed to three principles related to the recruitment and employment of migrant workers:

1. Employment terms are represented in a truthful, clear manner and in the language understood by workers prior to employment.
2. Worker does not pay recruitment, placement or transportation fees (including transportation to and from host country).
3. Worker has access to personal identity documents.

These principles, along with our strong overall prohibition of forced labor, align with President Obama's anti-trafficking Executive Order 13627 of 2012 and create a framework for responsible and transparent recruitment and employment practices. Read more about this topic on page 14 of our Global Human and Workplace Rights [Issue Guidance](#).

Land Rights

Over the past decade, we believe we have made significant progress in implementing and demonstrating respect for human rights across our supply chain. Frequently this involves complicated issues and multiple

stakeholders with competing interests. One such issue relates to [land](#).

In 2013, we developed an action [plan to address land rights in our supply chain](#), including zero tolerance for "land grabs." In 2014 and 2015, our work on land rights has centered on building the Coca-Cola system's knowledge and capabilities; establishing requisite policies; and engaging with our NGO partners, bottling partners and suppliers. As part of our commitment, we plan to undertake 28 third-party country studies on land rights, child labor and forced labor through 2020, including our top cane-sugar-sourcing countries.

These baseline studies serve as an important vehicle to build systemwide understanding of our policies and enable us to better mitigate potential future violations. They will serve as a factual basis upon which to build improvement plans involving our suppliers as well as government and nongovernmental organizations as appropriate.

[Initial studies](#) focused on [Colombia](#) and [Guatemala](#), and the results were made public in March 2015.

We are currently conducting human rights due diligence in several other countries, including Brazil, El Salvador and Honduras, and we expect to publish additional reports by the end of 2015 and in 2016.

We are working actively with our suppliers to avoid violations of land rights across our supply chain. In February 2014, we issued [guidance on land](#) to our suppliers that provides clear operational direction on our expectations.

In addition, we are updating our Supplier Guiding Principles implementation guide, which will further address land rights. We have worked closely with select suppliers on alleged land rights violations following allegations in Cambodia and Brazil made by Oxfam and directly to the Company. We always try to work with suppliers on corrective action, if issues arise. Discussions with these suppliers are ongoing.

We expect that it will take time to build the effectiveness of the land rights components of our social auditing. Our initial expectation is to use audits to take simple measures, engage in dialogue

Respecting the Rights of Migrant Workers in Singapore

As per local laws and customary practices, employment agencies sending migrant workers to Singapore typically charge a fee of up to two months' salary for each year of an employment contract. The worker also pays for the airfare from the home country.

Following revisions to our Human Rights Policy, our hiring managers in Singapore now work directly with local agents in the migrant workers' home countries, eliminating the foreign agent fees. The Company also pays the airfare costs of migrant workers.



Taking the Human Rights Dialogue to Practitioners

In collaboration with other AIM-PROGRESS members, we co-hosted supplier capacity-building events in New Delhi, Nairobi, Johannesburg and Lagos during 2014. The forums reached nearly 500 participants.

During these day-long events, key business leaders from the participating companies discussed the importance of responsible sourcing to customers and stakeholders and to the sustainability of their businesses. The training covered methods and tools used to verify compliance with social and environmental standards and provided a forum to share questions and best practices.

Supplier engagement on human rights can have a measurable—even dramatic—impact. In India, we've employed a multipronged strategy including top-level management engagement, industry engagement, internal compliance scorecards, supplier training, supplier capacity building and a supplier awards system. As a result, suppliers in India have moved from a 6 percent level of compliance to the Supplier Guiding Principles in 2007 to a 98 percent level at the end of 2014.

with suppliers about land rights, and communicate our requirements to the supply chain.

In October 2014, we hosted a convening on land rights in Atlanta with 25 external experts who provided input and shared best practices on conducting studies related to land rights. As a result of their input, we revised the initial two studies prior to public release.

Our country studies also help to set a baseline for determining the participation of child labor and forced labor, with a focus on our sugar supply chain. We welcome the ongoing input of many stakeholders, including, most recently, the [American Federation of Teachers](#) (AFT), who provide input into our human rights due-diligence studies on issues related to child labor. The AFT has also [agreed to collaborate](#) on approaches to the remediation of child labor (when it is identified) and the advancement of school attendance, including engaging with a broader group of stakeholders, as needed.

We believe our actions in 2014 demonstrated our responsiveness to concerns expressed by the public, NGOs and observers in social and traditional media. We also take a proactive approach, going beyond auditing individual facilities to investigating issues deeper in our value chain and more broadly in the societies in which we operate. This approach informs and guides us when we work with stakeholders to mitigate the problems that arise.

Raising the Bar Through Audits

In 2014, we enhanced our social audit protocol to include a review of land rights and a greater focus on migrant workers. Due to these program updates, we ceased recognizing audits that did not capture these new elements as of April 1, 2015.

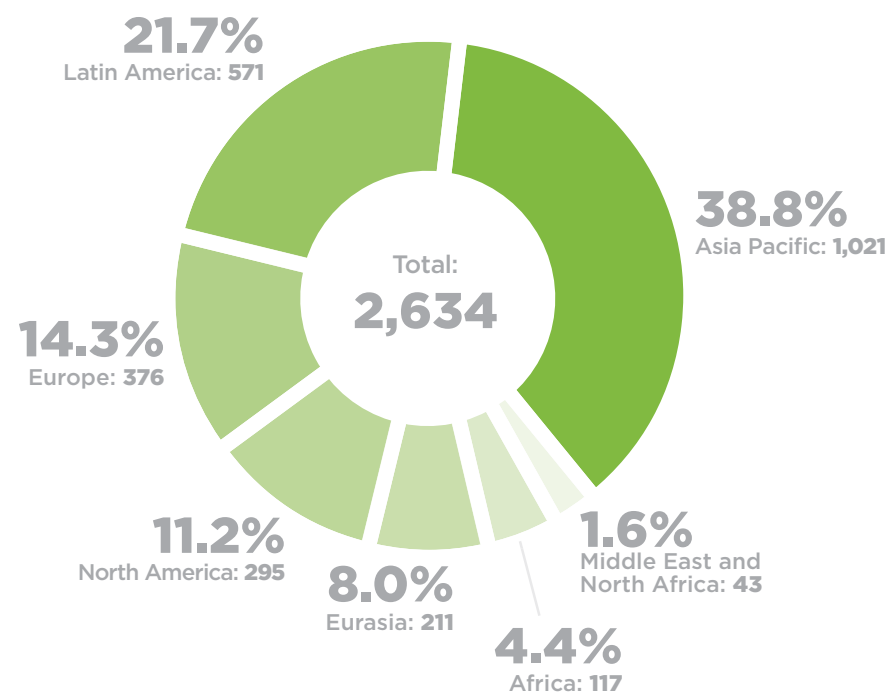
Mutual recognition of audits through AIM-PROGRESS—a forum of major consumer goods manufacturers—is an important way to reduce audit fatigue, control costs, and align on

key issues of responsible sourcing. We are actively working through forums such as AIM-PROGRESS to ensure our peers match our policy and process enhancements, thereby raising the bar for all social audits.

Workplace Safety

People are the most important assets we have in the Coca-Cola system. We believe everyone possesses a fundamental human right to safety,

2014 Audits by Region



and it is our duty to respect and foster that right. That's why we take measurable steps to continuously improve our safety practices across the Coca-Cola system. Read about our [safety management system](#).

In early 2014, our senior leadership announced a systemwide safety vision and commitment. Group and Business Unit Presidents are charged with supporting the implementation

of robust safety response processes and ensuring that incident reduction action plans and intervention practices are in place. Also in 2014, we began implementing improvements to our governance systems, including moving to unannounced audits; combining our Quality, Safety & Environment audits; and internalizing our Safety and Environment auditors.

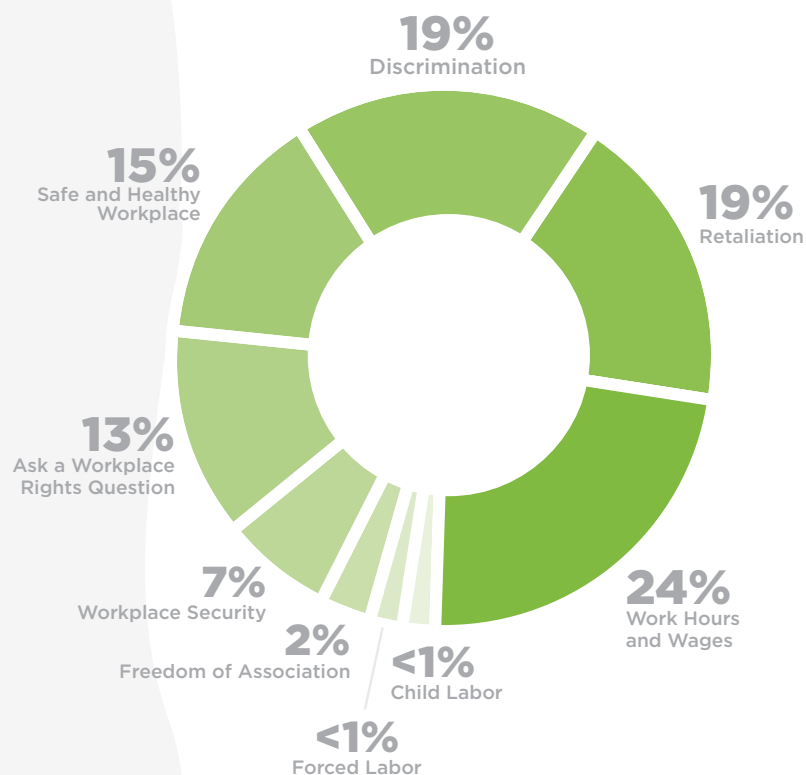
The Quality, Safety & Environment (QSE) capability team implemented several programs in 2014 designed to improve operational performance:

- The *QSE Professional Excellence Program* is an intensive training and development program focused on field development.
- *QSE College* provides online quality, safety and environmental training for business units of the Company as well as bottling partners globally.
- The *QSE Competency Model* is a tool to assess job-specific knowledge, skills and behaviors. The model indicates the QSE proficiency required for a specific role and for QSE professionals across the value chain.

When we launched our safety vision, we developed work teams of Company and bottler safety leaders around leadership, process, metrics and behavior-based safety. Later in 2014, we launched new teams focused on specific incident areas, including fall prevention, route-to-market safety, contractor safety, ergonomics and machine safety.

These teams are charged with tracking progress in these areas, updating the content of our global safety standards and documenting best practices for eliminating injuries and fatalities.

2014 Workplace Rights Cases Reported by Category



Promoting Seat Belt Usage

Motor vehicle crashes are a leading cause of death among children and adults in the United States. Seat belt use is the most effective way to save lives and reduce injuries in crashes, yet millions of adults do not wear their seat belts on every trip.

In partnership with the Network of Employers for Traffic Safety and the National Highway Traffic Safety Administration, our Bismarck, North Dakota, facility piloted a six-week campaign to encourage employees to buckle up. The program targeted all associates, not just drivers. Results showed that seat belt usage increased significantly among our employees in Bismarck.

[Read more](#) about this program on Journey.



Our Safety Record for 2014

Our lost-time incident rate for The Coca-Cola Company remained steady at 1.9 in 2014. The Company maintained this rate while managing the increased complexity brought on by the acceleration of our refranchising process in North America and the addition of new territories within our Bottling Investments Group.

Despite our diligent efforts to improve overall safety management, we regret that two Company associates and four contractors lost their lives in 2014 in incidents during the course of work. There were three vehicle incidents (one in China and two in India) and two armed robberies in Guatemala. One contractor died as a result of a fall from height while performing roof maintenance in Bahrain. In addition to the actions taken to address each of these specific incidents, we continue to focus on vehicle safety, contractor safety, and fall prevention and protection. Additionally, we continue to improve our security procedures to identify and minimize the risks due to armed robberies in the areas in which we operate.

Improving Route-to-Market Safety

Improving route-to-market safety remains a key priority for the Company. Route-to-market, or RTM, is defined as the movement of products and people between our bottling plants and our customers. RTM is characterized by a complex chain of events that varies greatly throughout the world and often involves third-party partners. Because everything from cars and trucks to canoes and motorcycles is used to distribute our products, solutions must be developed and implemented at a local level.

In 2014 and 2015, we continued RTM safety workshops in areas experiencing higher rates of vehicle-related incidents, such as Ghana, South Africa, Azerbaijan, Turkey, the Philippines and Costa Rica. The workshops are designed to share best practices and build real solutions in areas including route risk management, driver training and vehicle inspection and maintenance. They also help to develop a systemwide network for best-practice sharing and problem solving.

Our system encompasses nearly 250 bottling partners and several thousand distribution centers. Our goal is to reach alignment on a common safety vision, educate associates on good safety practices and continuously improve safety performance throughout the system.

Supporting Associate Well-Being

The Coca-Cola system includes more than 700,000 associates, of whom approximately 129,200 comprised The Coca-Cola Company's global workforce in 2014. While each office and function

offers a unique experience to associates, the Company's "People" goal of creating a great place to work helps unite our global workforce. Given the accelerating pace of business and change, it has become more important than ever to uphold our commitment to support the physical, emotional, social and financial well-being of all employees.

In 2014, we announced our well-being strategy to provide personalized support, opportunities for social engagement and accessible resources to all employees. To execute on the strategy, we are rolling out six global initiatives: an Employee Assistance Program, a well-being assessment, well-being coaching, an activity-tracking program, annual global activity challenges, and virtual well-being centers.

In addition, we have developed a global well-being champion network to activate well-being in the local workplaces. Our well-being champions and other associates have organized office-wide participation in running events and inspired fun and community through gatherings such as the Coke Music Moments™.

Lost-Time Incident Rate* 2010 to 2014

	2010	2011	2012	2013	2014
Number of Employees	139,600	146,200	150,900	130,600	129,200
Lost-Time Incident Rate	4.1	2.2	2.3	1.9	1.9

The data above reflect the total collected data for employees. Employees include all hourly, salaried 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.

Valuing Diversity

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 [Human Rights Policy](#). The policy helps our employees 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.

We have a strategic [Global Diversity & Workplace Fairness](#) “Roadmap for Growth” that seeks to embed an inclusion mindset in our business and its leaders through awareness building, metrics and converting insights into actionable steps that strengthen our business and its brands. This work is stewarded by our employee led diversity councils and [business resource affinity groups](#).

Key Highlights

- As of December 31, 2014, 43 percent of our U.S. workforce was multicultural.
- In 2014, we hired 1,132 military veterans, showing continued progress toward our goal of hiring 5,000 veterans within the North America system.
- The Coca-Cola Company and The Coca-Cola Foundation directed \$33.8 million (or 51 percent) of U.S. community giving to nonprofit organizations serving ethnic minorities, veterans, people with disabilities and the LGBT community.
- We expanded our Company's

affinity, or Business Resource Group field chapters, by 14 in 2014, bringing the total to 46 field chapters.

- In 2014, women's LINC, our Company's affinity group for women, added three chapters. They are now embedded in 15 business units, with additional expansion planned in 2015.
- In 2014, the [Human Rights Campaign](#) gave us a perfect rating in its Corporate Equality Index, as it has done every year since 2006. The Index ranks corporate policies related to LGBT workplace equality.

You can find a complete list of accolades and [recognition for our efforts](#) to build a diverse and inclusive Company on Coca-Cola Journey.

What's Next

In 2015, we are planning two Human Rights Conferences. We plan to conduct additional third-party country studies on land rights, child labor and forced labor on our way to conducting 28 studies by 2020. Finally, we plan to update and align the language and terminology from our Supplier Guiding Principles—which apply to our bottling partners and suppliers—with our Human Rights Policy.

Most importantly, in 2015 we'll continue the daily task of identifying human rights and workplace risks and mitigating harm, not just in our Company but also throughout our value chain. We'll work to equip the Coca-Cola system with the guidelines, tools and communication channels they need to join this effort.

As we continue our diversity and inclusion journey, we will remain focused on workplace, marketplace, partners and community.

We know that the journey to optimal associate well-being is not a sprint. Rather, we are taking steps to build a culture that supports the well-being of every employee over the long term. Going forward, we will begin measuring our progress around participation in associate well-being programs, the activity level of our employees and well-being drivers of overall employee engagement.





Highlights

- Invested \$126 million in communities worldwide—1.3 percent of our operating income.
- Achieved 96 percent alignment between **The Coca-Cola Foundation's** grants and the global sustainability pillars of Women, Water and Well-Being.
- The Coca-Cola Company and its partners committed \$21 million to expand Project Last Mile into eight additional countries by 2020.
- Placed 24 EKOCENTER™ units in six countries, providing solar power and other services to communities.

CREATING SUSTAINABLE COMMUNITIES

- Approach
- Progress
- Disaster Relief
- Access to Critical Medicines
- What's Next

At The Coca-Cola Company, we believe our business is only as healthy and sustainable as the communities in which we operate. Our community investment priorities reflect the global and local nature of our business and focus on areas where we can make a unique and sustainable difference.

EKOCENTER, a flagship program that integrates our sustainability priorities in Women, Water and Well-Being, continued to gain momentum in 2014 as we placed 24 new EKOCENTER kiosks in Kenya, Tanzania, Rwanda, Ethiopia, Ghana and Vietnam. [Click here](#) to learn more.



Our Approach

The Coca-Cola Company is a local business on a global scale. As our business has grown over the years, we have expanded our support of projects relevant to local communities around the globe. We are committed to investing our time, expertise and resources to help develop and maintain vibrant and sustainable local communities.

In 2014, we celebrated the 30th anniversary of The Coca-Cola Foundation (“Foundation”), which works to invest in communities. Since its inception, the Foundation has invested more than \$750 million in communities worldwide. The Foundation and 19 other [local and regional foundations](#) strive daily to be responsive to the citizenship priorities in the communities in which we live and work.

The Foundation has always supported learning inside and outside the classroom. But its mandate has expanded and changed over time. Starting in 2013, the Foundation’s strategies were aligned with the sustainability pillars: Women, Water and Well-Being.

In addition, the Foundation supports many local community programs, such as arts and culture and community and economic development programs in the United States, as well as programs improving access to [critical medicines](#) and HIV/AIDS prevention in Africa and Latin America.

Our community commitment is shared across the Coca-Cola system. When natural disasters strike, the Foundation and the Coca-Cola system respond to offer emergency relief. Through the Coca-Cola Matching Gifts Program, when eligible U.S.-based employees make personal contributions to qualified organizations, the Foundation matches those contributions on a two-for-one basis.

Our Progress

The Coca-Cola Foundation

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

Progress: Achieved. In 2014, the Foundation and the Company together gave back \$126 million, or 1.3 percent of our operating income.

Foundation grants composed \$91 million of our giving worldwide, with the remaining \$35 million coming directly from The Coca-Cola Company.

Investment Priority Alignment

We continue our aim to align at least 75 percent of the Foundation’s grants with sustainability priorities. In 2014, 96 percent of the Foundation’s 281 grants were aligned with three sustainability pillars: replenishing water, empowering women and enhancing the overall well-being

of people and communities. These priorities reflect the global and local nature of our business and emphasize areas where we can make a difference.

Key programs we supported include:

Women

- Assisting more than 2,500 women in Vietnam with microbusiness development (\$400,000)
- Helping Latino women in Atlanta launch their own businesses (\$300,000)
- Supporting women in 10 U.S. cities to understand business literacy and market their products (\$1 million)

Water

- Establishing rainwater-harvesting structures in water-stressed areas in Greece, Italy, Cyprus and Malta (\$2.5 million)
- Replenishing water in a nature preserve in Belgium (\$300,000)

Well-Being

- Increasing access to sports and physical activity for young people in France (\$680,000)
- Supporting a youth mentoring and employment skills training program for at-risk youth in Spain (\$1.3 million)
- Hosting a leadership program for young African leaders (\$250,000)

Disaster Relief

From the deadly Ebola outbreak in West Africa to the natural disasters that struck the Philippines, we have

Gutsy Grandmothers

[Barefoot College](#) has trained more than [600 grandmothers from impoverished communities](#) in India and Africa to be solar engineers. After graduating, the women return to their villages and establish community-owned solar power systems. These systems have powered more than 1,000 villages that had no prospect of being included in the traditional power grid.

Many of the women are illiterate or semi-literate, yet learn to build devices such as charge controllers and LED lamps; the college’s director dubs them “Gutsy Grandmothers.”

The Coca-Cola Foundation awarded \$1 million to Barefoot College to launch six regional training centers in Africa. The award was made through the Golden Triangle Partnership Fund, which supports collaborations between business, government and civil society to address pressing community issues.





been part of the global community's response to natural disasters in 2014. Our presence in more than 200 countries and territories and our extensive logistical infrastructure position us well to respond to disaster anywhere in the world.

In 2014, the Foundation provided \$1.4 million in humanitarian and disaster relief efforts throughout the world, including support for the following programs.

Fighting Ebola in West Africa

The 2014 Ebola epidemic was the largest in history. As of May 2015, three countries in West Africa had together reported more than 27,000 cases of infection, and more than 11,000 people had died.

The Coca-Cola system employs hundreds of associates in Liberia, Sierra Leone and Guinea, so we are

committed to helping address the Ebola crisis, both now and over the long term. In total, the Coca-Cola system—including [The Coca-Cola Company, our Foundations and our local Coca-Cola bottling partners](#)—have contributed more than \$1.25 million to the Ebola response and relief efforts in West Africa.

Battling an epidemic requires the combined resources of the “Golden Triangle” of business, government and non governmental organizations. As part of our overall support, in August 2014, The Coca-Cola Africa Foundation donated \$200,000 to [MedShare](#) to assist in the shipment of protective clothing to healthcare workers providing treatment to Ebola patients. Fifteen pallets of medical supplies were airlifted into Liberia, Guinea and Sierra Leone, and six 40-foot shipping containers filled with longer-term supplies and equipment were sent to West Africa.

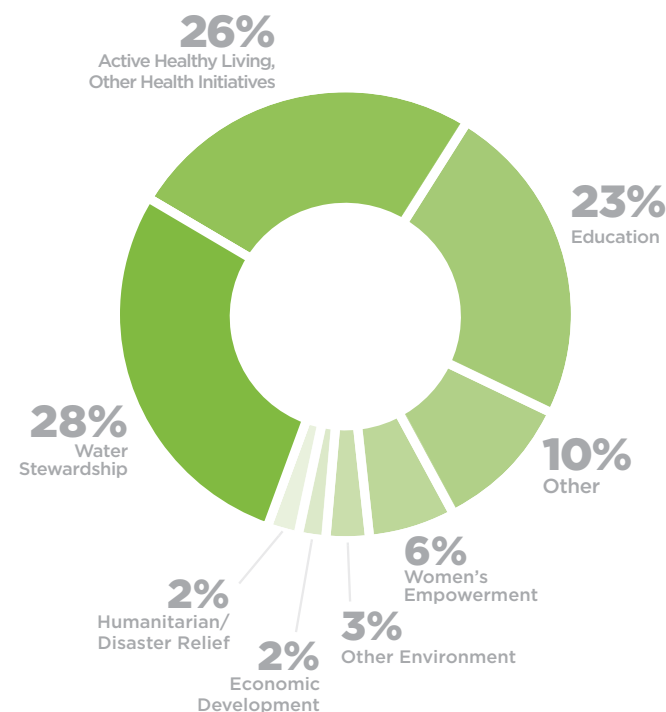
Coca-Cola and its bottling partners teamed up with the U.S. Centers for Disease Control and Prevention (CDC) and organizations throughout West Africa to deliver much-needed supplies to those affected and to support education efforts to aid in Ebola prevention. In October 2014, the CDC and the CDC Foundation hosted an emergency Ebola briefing for Atlanta leaders. It was announced that, in addition to a range of efforts already underway to strengthen the health systems in the area, the Coca-Cola system would assist the CDC with logistics and distribution; work with Sierra Leone to deliver supplies to those affected; and support education efforts to aid in Ebola prevention.

Rebuilding in the Philippines

In November 2013, Typhoon Haiyan (Yolanda) devastated central islands in the Philippines. In addition to [humanitarian aid and direct relief](#), we continued providing support in 2014 by [helping to rebuild small, independent businesses](#) that are part of our value chain.

In partnership with the Negros Women for Tomorrow Foundation (NWTF), Coca-Cola Philippines is assisting

2014 Charitable Contributions



an estimated 2,000 women in rebuilding their lives and businesses through training, financial resources and peer mentoring. In Tacloban and other typhoon-ravaged municipalities in Leyte, Coca-Cola and NWTF will focus on providing access to bridge loans and other financial resources to affected women micro-entrepreneurs.

In recognition for its relief efforts, the U.S. Secretary of State honored Coca-Cola with the [2014 Award for Corporate Excellence \(ACE\)](#). The State Department also cited Coca-Cola for its sustainability programs in the Philippines, which have improved water quality in the country and increased access to primary education for more than 60,000 children.

Bringing RAIN to Africa

Six years ago, The Coca-Cola Africa Foundation committed \$30 million to improve access to safe drinking water for 2 million African people by 2015. With the help of 140 co-funding partners, the [Replenish Africa Initiative \(RAIN\)](#) has brought safe, sustainable water access to more than 1 million people in 37 countries.

The Coca-Cola Africa Foundation is pledging an additional \$35 million to support Pan-African safe water access, sanitation and hygiene ([WASH](#)) programs for 4 million people by 2020. That will bring the total number of RAIN beneficiaries to 6 million through an investment of \$65 million by 2020.



Access to Critical Medicines

Coca-Cola is only as strong as the communities we serve, so we leverage our skills and those of our partners to help create healthy, thriving communities. As part of that effort, we improve access to medical supplies through **Project Last Mile** and leverage our marketing capacity and iconic brand presence through our **partnership with (RED)** to fight global health threats.

Project Last Mile

Project Last Mile is a public-private partnership designed to assist African governments get critical medicines and medical supplies the “last mile” to remote and hard-to-reach communities.

In June 2014, the Project Last Mile partners, including 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, bringing Project Last Mile to a total of 10 countries.**

Since we began working with our partners in 2010, we have realized a 20 to 30 percent increase in the availability of medicines in medical clinics in some places where we have implemented a direct distribution model.

Partnership with (RED)

The Coca-Cola Company is dedicated to the fight to end HIV/AIDS. Since 2006, The Coca-Cola Company and its Foundations have committed more than \$15 million to AIDS awareness, education and prevention.

In November 2014, in partnership with **(RED)**, Coca-Cola leveraged the size and scale of the system to help raise awareness and money for **The Global Fund to Fight AIDS, Tuberculosis and Malaria**, through a campaign called **“Share the Sound of an AIDS-Free Generation.”**

Top artists, including Queen, Wyclef Jean and OneRepublic, unveiled original songs for download and offered once-in-a-lifetime experiences through the fundraising platform Omaze.com, with proceeds benefiting the Global Fund. The month-long campaign ran through World AIDS Day on December 1. More than \$950,000 was raised for The Global Fund, enough to provide more than 237,500 days of life-saving HIV/AIDS medication. And two of the new singles reached the Top 40 in over 30 markets.

What's Next

Our philanthropic and community engagement giving will continue evolving to meet community needs. Going forward, our intention is to enhance how we measure and report our impact metrics against our sustainability priorities of Women, Water and Well-Being.



EKOCENTER™ Empowers Communities through Social Enterprise

EKOCENTER, a flagship program that integrates our sustainability priorities of Women, Water and Well-Being, continued to gain momentum in 2014 as we placed 24 new EKOCENTER units in Kenya, Tanzania, Rwanda, Ethiopia, Ghana and Vietnam. The Coca-Cola Company and its public and private partners are working to place up to 150 new EKOCENTER kiosks in 2015.

At first glance, an EKOCENTER kiosk looks like a red box where people buy the basic goods they need to live. But an EKOCENTER kiosk does more. Typically run by a woman entrepreneur, EKOCENTER kiosks empower communities with the aim to provide a variety of utilities, goods and services, helping spur growth and development.

The EKOCENTER program combines the elements of business with philanthropy to deliver public benefits via a method known as social enterprise. In this

model, the woman entrepreneur and the EKOCENTER kiosk are supported through the revenue generated by the provision of goods and services, even as basic utilities are provided at little or no cost.

Under Coca-Cola's leadership, the EKOCENTER initiative is collaborating with many other private sector, nongovernmental and government partners. In 2014, we strengthened our ongoing partnership with IBM, McCann Health, Pentair, Global Water Challenge and others. We also worked with new partners, like Ericsson, to help pilot a new connectivity model in Rwanda. Our main technology and implementation partner is SOLARKIOSK, a German company that designed the current EKOCENTER kiosk. **SOLARKIOSK** combines an award-winning technology solution with an inclusive business model.

Our long-term vision is to have EKOCENTER kiosks throughout the developing world to help spur sustainable community growth and well-being.

Discover more about **EKOCENTER**.



WORLD

Protecting the Environment

▶ **Water Stewardship**

Working to protect watersheds and reduce risks to water supplies, as well as moving toward balancing our water use.

▶ **Sustainable Packaging**

Our efforts to reduce our material 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.

Coca-Cola and World Wildlife Fund (WWF) are working together to help protect and conserve freshwater resources and create a more water-secure future. [Click here](#) to learn more about this partnership and programs.

*Moho River
Mesoamerican Reef basin
Toledo, Belize*

Highlights

- Replenished an estimated 153.6 billion liters of water to communities and nature through 209 community water projects in 61 countries, equaling an estimated 94 percent of our finished beverage volume.
- Launched New World: Inclusive Sustainable Human Development Initiatives, our new collaborative initiative with the United Nations Development Programme (UNDP).
- Became a signatory to a [joint statement by WaterAid and WWF](#) which recognizes the interdependence of WASH and freshwater ecosystems and supports a dedicated Sustainable Development Goal to achieve universal access to water, sanitation and hygiene through a holistic approach inclusive of freshwater ecosystem conservation.

WATER STEWARDSHIP

◆ Approach ◆ Progress ◆ Partnerships ◆ What's Next

Communities across the world rely on a sufficient quantity of safe, accessible water from sustainable ecosystems for their continued prosperity. For our Company and our bottling partners, water is equally important. It is the primary ingredient in our products, it enables our manufacturing processes, and it is fundamental to the cultivation of the diverse crops we depend upon for our beverage ingredients and, in some cases, even our packaging.

More than 30,000 teachers and children in rural China enjoy safe drinking water through the Clean Water Project – a program made possible by the partnership of The Coca-Cola Foundation and One Foundation. [Click here](#) to learn more about our water stewardship programs.

Our Approach

We are a global company, with our products sold in more than 200 countries and territories. Where we can, we utilize a localized operational approach as much as possible—making our products in the same markets where we sell to our customers. This creates a business imperative that complements our ethical drive—working to ensure the sustainability of local water sources everywhere we operate. This means that to maintain and grow our business successfully we must help ensure that the many local communities in which we do business prosper along with us.

We seek to maximize water efficiency in our production processes and are committed to helping address the challenges surrounding safe and sufficient water supplies today and for future generations.

It is clear that water, energy and food sources are inextricably linked—activities that affect one of these resources will inevitably affect the others. Water is used in vast quantities in many phases of the lifecycle of both energy and food production. In order to understand and address the stresses on water use related to our business, it is important for The Coca-Cola Company to contribute to the understanding of the complex relationships among agricultural production, water use and energy generation. We must also analyze both the impacts and dependencies of this complex relationship on our business. Our evolving understanding has led to the current development of an integrated **Water-Energy-Food Nexus approach**, which allows us to more effectively mitigate the growing stresses on all of these precious resources.

In upcoming years, the Company's water stewardship initiatives and policy development will be closely aligned to the **Sustainable Development Goals** (SDGs), which are currently being designed by an intergovernmental panel of the United Nations to build upon the progress made toward the **2015 Millennium Development Goals**.

The Coca-Cola Company respects the human need for safe drinking water and the need to protect both ecosystems and communities through proper sanitation. We have devoted considerable efforts to defining our operational practices, and we remain engaged in internal and external discussions about what it means in practice to respect these rights. Read more in our statement on the **human right to water and sanitation**.

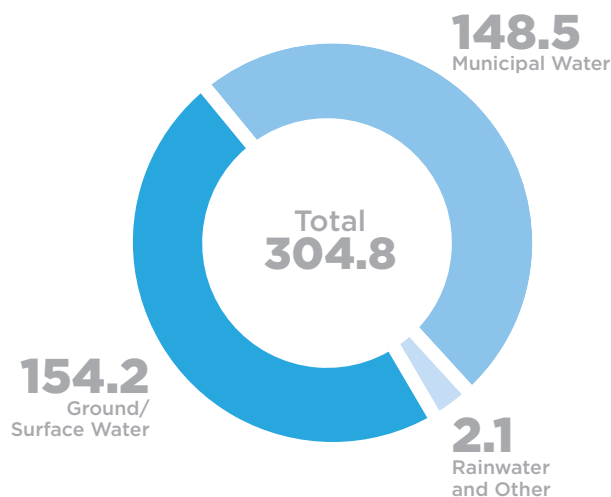
Measurement and Disclosure

The Coca-Cola Company publishes systemwide quantitative goals; demonstrates accountability for water use; and provides accurate data, analysis, validation and verification. In 2014, we conducted extensive analysis regarding Coca-Cola's **water strategy** and activities, and our full disclosures on our work and progress in water stewardship can be found in this report and in the **water stewardship section** of Coca-Cola Journey.

Our **Annual Report on Form 10-K** includes an account of the material risks our business faces from

2014 The Coca-Cola System Water Use by Source

(Estimated Billion Liters)



New World Initiative: Further Collaboration with UNDP

Encouraged by our successful partnership with the United Nations Development Programme (UNDP) on the **Every Drop Matters** water sustainability program, we are expanding our scope of collaboration to encompass a broader portfolio of human development issues beyond water sustainability.

In 2014, we launched New World: Inclusive Sustainable Human Development Initiatives. This is the embodiment of our Golden Triangle partnership approach, ensuring that government, business and civil society collaborate to create positive social and environmental impact. The three main components of the new program include water and environmental sustainability; community and women's empowerment; and societal well-being. New World already has more than 20 projects in countries across Africa, Asia and Europe.

In 2014, The Coca-Cola Foundation provided \$2.5 million in grants, while the Coca-Cola Eurasia and Africa Group contributed an additional \$875,000 to support this program.



2030 Working Resources Group—Closing the Gap

While improving and protecting water sources is critical, we believe the most effective way to achieve long-term water security for communities and our business is by setting sound water policy at the national level for each country. As a founding member of the **2030 Water Resources Group (2030 WRG)**, we're working together with other private sector, development fund and NGO partners to improve water policy in several countries around the world.

2030 WRG—a neutral, public-private platform housed within the International Finance Corporation—helps countries first diagnose water and supply demand challenges and then supports the development and testing of solutions. We also continue to engage directly with 2030 WRG and with the governments of countries where 2030 WRG is working. Read more about our work with the 2030 WRG.

water and climate change, among other issues. These risks and our water strategy and progress are reported to senior management of the Company and are used in our business planning. Additional detailed performance information can be found in our [CDP disclosure](#). We also conduct comprehensive water risk assessments across our business.

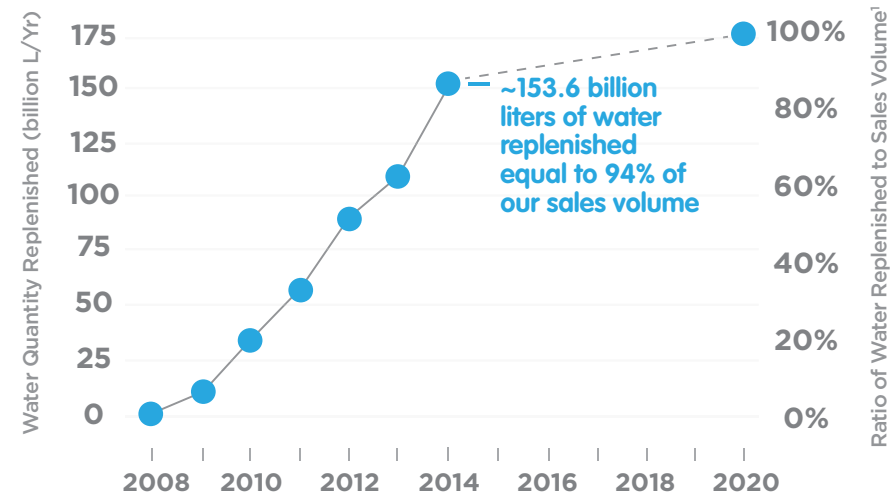
Our Progress

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: Ahead of target. Between 2005 and the end of 2014, through 209 community water partnership projects in 61 countries, we balanced an estimated 94 percent of the equivalent amount of water used in our finished beverages (based on 2014 sales volume). This totals approximately 153.6 billion liters of water replenished to communities and nature². For proper context and understanding, our water replenishment program numbers presented in this report represent global, aggregate figures, and actual volumes and replenishment rates for individual countries may vary, and sometimes are less than as cited above due to various factors.

Estimated Quantity of Water Replenished



¹ Actual volumes used for 2008 — 2014. Present and 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. The listed volumes are global, aggregate numbers, and actual volumes and replenishment rates for individual countries may vary. 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/e5d2ca1e4c58a38adbe8586d06db/final-quantification-report-water-pdf.pdf>

In addition to improving water quality, quantity and access, our projects often provide additional community benefits, such as helping to improve local livelihoods and mitigate the effects of climate change, including biodiversity loss.

Efficient Use of Water

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

Progress: On track. For 12 consecutive years, overall water efficiency in manufacturing

throughout the Coca-Cola system has improved. We have achieved this by monitoring water efficiency and following a continuous improvement process across all our facilities.

In 2014, we used an average of 2.03 liters of water for each liter of product produced—a 10 percent improvement since 2010—moving us toward our 2020 goal to use 1.7 liters of water per liter of product. Details of our **water efficiency performance** are included in the water section of Coca-Cola Journey.

² We use generally accepted scientific/technical methodologies to estimate the water replenished. 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.



Assessing Water Source Risks

Through our water stewardship program, we have implemented a rights-based approach to water. We require our system's bottling plants to assess vulnerabilities of the quality and quantity of their community water sources and production water (if they differ); determine potential impacts from our water use and discharge of wastewater; and then address the issues identified in the development and implementation of a source water protection plan (SWPP).

With our new systemwide database, we have been able to streamline our tracking and reporting process, thereby strengthening our governance ability. As a result, by the end of 2014, all the bottling plants in the system conducted a source water vulnerability assessment, and the majority of plants began SWPP implementation.

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

Minimum Value
(unless applicable legal requirements are more stringent)

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

** Depends on receiving stream water conditions

Built in concert with communities and local authorities, these plans help us identify and mitigate risks present in a given area. They address numerous water issues related to the needs and growth of our business and of the communities where we operate. We seek not only to maintain regulatory compliance, but also to build a Company culture focused on water resource sustainability.

Recycling and Treating Water

We continue our commitment to return to the environment—at a level that supports aquatic life—recycled wastewater from our manufacturing process. For all new, existing and acquired facilities, the water we return is cleaned and treated to meet our own high internal standards and achieve full compliance with local regulations. In 2014, we achieved 99 percent alignment with our wastewater treatment standards. A few plants still need to meet this standard and are delayed due to extenuating circumstances in their region.

In order to accelerate improvements to the quality of water our facilities recycle and discharge back into the environment, as well as the efficiency with which we process that water, we are currently transitioning our wastewater governance and technical support programs into a performance-based model.

Managing this process is not always easy at facilities in parts of the world experiencing violent conflict, civil unrest and other challenges. Societal conditions sometimes prevent our local operations from investing what is required to achieve our goals. However, we support all of our facilities in their efforts and will continue to do so in the future. Learn more about our [wastewater recycling efforts](#).

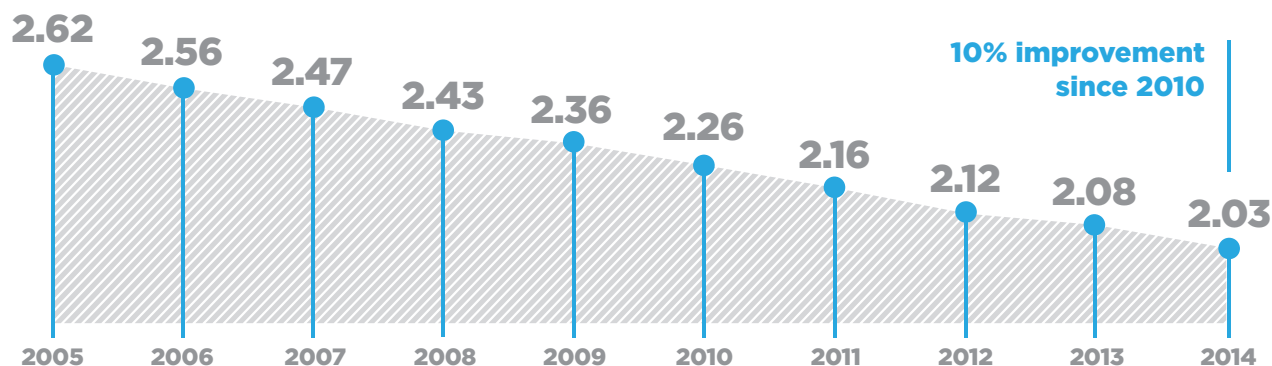
Collaboration and Water Management Policies in India Balance Billions of Liters

In India, we are employing the Golden Triangle of partnerships by engaging our bottling partners, government agencies and surrounding communities to help replenish water resources. We continue to advance work on a variety of water replenish projects from rainwater harvesting and groundwater recharge

[Read more](#) about our source water vulnerability assessments and source water protection plans on [Coca-Cola Journey](#).

The Coca-Cola System Water Use Ratio from 2005-2014

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



First Water Replenishment Project Launches in Belgium

In 2014, we began our first [water restoration project in Belgium](#), with Natuurpunt, a Belgian nonprofit organization, which was given €270,000 in funding by The Coca-Cola Foundation and an additional €270,000 by the European Union through a Golden Triangle partnership initiative. The project's goal is to help replenish and enhance groundwater at the Stappersven nature reserve, located near one of our production facilities in Wilrijk, Antwerp.

This diverse 3,750-acre area of heathland, marshes and land dunes suffers from poor water quality and water scarcity, which threaten its biodiversity. Our initiative will restore indigenous vegetation, which helps rain permeate the soil so that an estimated 99 million liters of groundwater per year can be restored. This will help the diverse wildlife of the area flourish.

We sell nearly 900 million liters of beverages per year in Belgium, so water conservation benefits our business as well as the region.

initiatives to drip irrigation and laser-leveling projects with local farmers to improve irrigation efficiency and productivity.

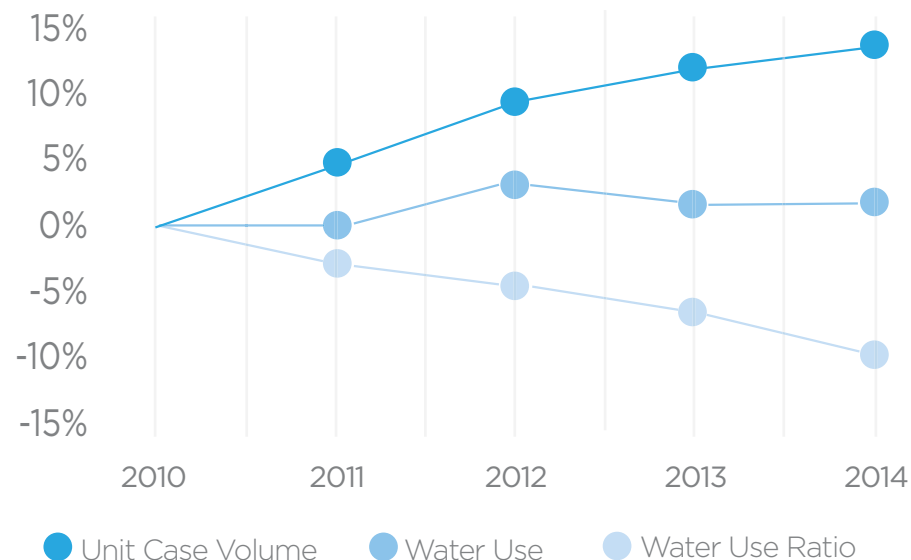
Our success in this region has improved the way we work on water projects in other parts of the world, as we look to scale and replicate best practices across the Coca-Cola system. Read more about these programs [on Coca-Cola Journey](#).

Partnerships

In 2013, we renewed our partnership with [World Wildlife Fund \(WWF\)](#) through 2020, and expanded our approach to include our Company's entire value chain. Through 2014, we continued to catalyze further commitments from businesses, governments and consumers to use and conserve the planet's natural resources wisely, especially freshwater. Other partnerships in which we are involved include the [UNDP](#), [CEO Water Mandate](#) and their [Water Action Hub](#), [The Nature Conservancy](#), [Latin America Conservation Council](#), [Global Water Challenge](#) and the [U.S. Water Partnership](#).

Our long-standing involvement with the [CEO Water Mandate](#) contributes to the vision of the United Nations Global Compact, of which we are a signatory. The Mandate has six core elements, which provide a strategic framework designed to assist companies in developing a water management approach and strategy. The elements include: Direct Operations, Supply Chain

Water Use Performance: 2010-2014



and Watershed Management, Collective Action, Public Policy, Community Engagement, and Transparency. Read more about the [CEO Water Mandate and related activities](#).

Find out more about our key partners, notable achievements and new water stewardship programs.

What's Next

We will continue addressing water issues through our cross-sector partnership approach (often referred to as the Golden Triangle partnership) for the greatest impact. We will further develop our integrated Water-Energy-Food Nexus approach to achieve a positive impact for the environment,

our business and society. For example, we can help train farmers to increase their crop yields by incorporating best agricultural practices, which can reduce energy, fertilizer and water use. One such project is taking place in China, where we work with Cargill—a key agricultural supplier—and WWF on a [sustainable corn project](#) designed to help improve farmer livelihoods and protect critical wetland habitat for endangered Siberian crane.

Our policy-reform work with 2030 Water Resources Group will also be informed by the SDGs. In addition to furthering mutual understanding, our work together can help continue the development of an action plan to address areas of water vulnerability and positively impact society and the planet.

Highlights

- Globally, worked with partners to recover and recycle the equivalent of 48 percent of the bottles and cans we sent to market. In developed markets specifically, this figure is 61 percent.
- Since being launched in 2009 through the end of 2014, more than 30 billion PlantBottle™ packages have reached the market in nearly 40 countries.

SUSTAINABLE PACKAGING

➤ Approach ➤ Progress ➤ Around the World ➤ Partnerships ➤ What's Next

Making our packaging as sustainable as possible is of key importance to Coca-Cola, and we work with partners in the private sector, government and civil society to achieve this objective. Specifically, we are designing more resource-efficient packaging, supporting community recycling systems, and increasing our use of renewable materials through innovations like our PlantBottle™ packaging.

[Click here](#) to learn more about Coletivo Recycling, which supports recycling cooperatives in becoming self-sustaining businesses by providing investment in materials, infrastructure and life skills training.



Our Approach

Every one of the more than 3,600 different beverage offerings we produce requires some form of package. Packaging is vital to protecting our products during delivery and use, and nearly all of our packaging material has value as recycled material. Our efforts to create more **sustainable packaging** are expected to contribute to our overall goal of reducing the CO₂ emissions associated with the “drink in your hand” by 2020.

Sustainability in packaging requires a wide range of actions, including engaging consumers, advocating for policy changes, building supply chain partnerships, developing renewable technologies and more. Ultimately, it requires building a system in which many people, institutions and technologies work together to reduce, redesign, recover, recycle and reuse packaging.

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.

As we strive to achieve our refreshed Packaging goals (see sidebar “Realigning Our Goals”), we are learning more about how this circular economy can and should work.

Our Progress

Recovery

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 61 percent recovery rate in developed markets currently.

Goal: We aim 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 48 percent of equivalent bottles and cans we send to market are recovered.

While the two recovery goals listed above may seem similar, the distinctions are important because the significant differences in infrastructure between developed and developing countries mean the pace of packaging recovery will vary between developed markets and the globe as a whole.

We have made progress toward these goals through continued support of **recovery** and **recycling** programs. Our system works with community organizations and supports initiatives that facilitate proper package disposal and help the public change behaviors that generate litter.

In 2014, we joined **The Recycling Partnership**, a new public-private partnership focused on increasing

curbside recycling initiatives in the United States. The partnership offers grants aimed at creating lasting increases in recovery rates, including infrastructure improvements, education programs and strategic outreach.

Recycled and Renewable PET

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

Progress: Off track. 12.4 percent of our packaging materials within the global system are currently made with recycled or renewable material.

More than half of our global volume today is delivered through PET plastic beverage bottles, which consumers prefer 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.

Recycled PET

Coca-Cola continues to advance the use of recycled plastic (rPET). We currently use rPET in bottles in 24 countries around the world.

A number of countries source more than 20 percent of their total PET material from recycled PET: Austria, Belgium, France, Germany, Mexico, Norway, Sweden, the Netherlands,

Realigning Our Goals

In the areas of sustainable packaging and climate protection, we set ambitious goals with an end date of 2015. We have met some of these goals and are on track to achieve others, but are likely to miss some. While this is disappointing, it does not dampen our determination to continue leading the industry in these areas.

Our systemwide analysis of our carbon footprint demonstrates that packaging is a significant contributor to our greenhouse gas emissions. With that in mind, we have decided to track and measure our work on recycled and renewable PET and lightweighting packaging as part of our overarching goal of reducing the carbon footprint of the “drink in your hand” by 25 percent by 2020. This approach accounts for the importance of climate change to the global community and our business, while giving our business and our bottling partners the flexibility they need to reach that overarching goal.

This goal realignment will affect our reporting going forward; see the “What’s Next” section of this chapter. For more details on goal realignment, please see the **“Our Approach”** section of the Climate chapter.

Where's the Global Recycling Goal?

You may have noticed that we have not updated our global goal for recovery and recycling to 2020, as we have for other goals. We've concluded that data is not yet available to establish a baseline and sound global goal.

The global recovery goal established in 2009 for 2015 only considers the recovery programs that our system directly manages or funds.

We do not report collections through programs managed independently by municipalities, or through informal systems in developing markets.

We have learned that many stakeholders mistakenly believe that the recovery percentage we report refers to the total number of bottles and cans diverted from landfill. In reality, the recycling and diversion rate is much higher, especially in many developing markets. Many developing countries do not track or report recovery and recycling rates.

We are working with many stakeholders to develop verifiable estimates of annual national recovery rates for key emerging markets such as Brazil. Meanwhile, the 2020 goal for developed markets is based on a more accurate reporting of the total number of recycled or recovered bottles and cans.

Switzerland and the United Kingdom. Mexico sources 25 percent of its PET from either recycled or renewable PET.

We have also increased our global approved rPET production capacity by 20 percent over the past two years. In 2014–2015, our system helped open new rPET production plants or production lines in China, Japan, Taiwan, South Africa, Ecuador, Colombia, Costa Rica, Guatemala and Mexico. To help fulfill our demand for rPET, our system buys approximately 20 percent of the global food-grade rPET supply available today.

We set the goal of sourcing 25 percent of PET plastic from recycled or renewable material in 2009. Since then, we have encountered challenges including:

Low supply/high demand. While we are maximizing sourcing efforts for rPET in various regions as described above, food-grade rPET represents only 10 percent of total available recycled materials globally. In some markets, low recycling rates for usable PET, in addition to package lightweighting, mean fewer materials are available for conversion to rPET. Meanwhile, competition for rPET has increased from sectors including the fiber industry and other consumer goods providers.

Crude oil price collapse. Crude oil is the primary ingredient in PET. The price of crude oil dropped to six-year lows in 2014, which reduced the cost of producing virgin PET and increased the relative cost of incorporating more rPET in our packages.

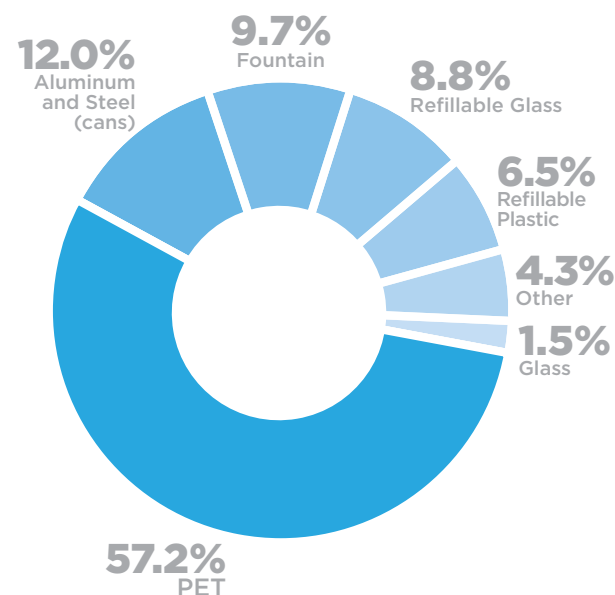
Regulatory restrictions. Because rPET material is permitted for use in direct food contact in only 44 countries, we are working with governments to remove legal barriers for the use of recycled materials in beverage packaging.

In response to these challenges, we continue 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 more cost-effective production of food-grade PET.

Renewable PET: PlantBottle™ Packaging

Developed by The Coca-Cola Company, [PlantBottle packaging](#) replaces the traditional fossil-based ingredients used to make a key ingredient in PET plastic with renewable materials made from plants. In 2014 alone, we distributed more than 9 billion PlantBottle packages. Since the material's launch in 2009 through December 2014, more than 30 billion PlantBottle packages have reached the market in

2014 Coca-Cola System Global Packaging Mix





nearly 40 countries resulting in more than 630,000 barrels of oil saved.

We have an aspirational goal to use first-generation PlantBottle packaging (which consists of up to 30 percent plant-based material) for all our new PET plastic bottles by 2020. To that end, we are partnering with companies to build manufacturing capacity for PlantBottle technology in local markets around the world.

PlantBottle packaging now accounts for 26 percent of the Company's packaging volume in North America and 7 percent globally, making Coca-Cola the world's largest consumer of bioplastics.

As we promote the adoption of PlantBottle packaging, we've learned of its ability to help us build emotional connections with consumers. PlantBottle packaging has proven to be a top differentiator for many of our brands, particularly our water portfolio, led by Dasani™ in the United States. We recently introduced the technology across our water portfolio in key markets, such as Russia and Italy. Currently, we are rolling the technology out across certain juice and tea brands including Simply, Minute Maid and Gold Peak.

Going forward, our progress in use of renewable and recycled material will be measured against our overarching goal of reducing the carbon footprint of the "drink in your hand" by 25 percent by 2020. For details, see "[Realigning Our Goals](#)" earlier in this section of the report.

Lightweighting

Sustainable packaging requires us to "reduce, reuse and recycle." One way we reduce is by improving the design of our packages, a process known as lightweighting. Over time, we have reduced the weight of our 8-ounce glass bottle by more than 50 percent and our 12-ounce aluminum can and 20-ounce PET plastic bottle by more than 30 percent.

In 2008 we set the goal of improving the packaging material efficiency per liter of product sold by 7 percent by 2015. We achieved that goal in 2013, two years ahead of schedule. We continue our work on lightweighting and on packaging designs that help reduce our climate impacts. By 2014, we reduced the weight of our products sold by 5.45 grams per liter since 2008, or 15 percent.

Lightweighting is part of our ongoing systemwide productivity program, which in the past two years has helped us avoid the use of an estimated 125,000 metric tons of primary packaging and reduced system costs by approximately \$200 million.

Around the World

[Coca-Cola Enterprises](#) (CCE) is a bottler in Western Europe, where a high level of environmental consciousness is reflected in the region's recycling infrastructure, government policy and public

EKOCYCLE™ Moves Forward

The [EKOCYCLE](#) initiative is a platform that captures The Coca-Cola Company's and will.i.am's vision of a world where recyclable waste becomes a resource to create new things. EKOCYCLE products repurposes items such as plastic bottles for use as recycled content in fashion-forward lifestyle products through the help of today's biggest trendsetters and brands.

In June 2014, we donated more than 1,500 new [EKOCYCLE™ Cube® 3D printers](#) to FIRST, an organization that sponsors robotics programs for more than 125,000 middle and high school students. The printer, currently available for purchase online, converts recycled plastic into an almost infinite variety of products.

In early 2015, EKOCYCLE made its U.K. debut with the opening of a special [Shop-in-Shop at Harrods](#) in London. In addition, [W Hotels Worldwide](#) will soon begin remaking their beds with new EKOCYCLE-branded sheets, which are made in part with rPET (or polyester partially made using recycled plastic). Rolling out in W Hotels in North America first with global properties to follow, each king size sheet set utilizes approximately 31 recycled 20-ounce plastic bottles.

The Coca-Cola System Lightweighting Progress 2008-2014

Year	2008	2009	2010	2011	2012	2013	2014
Grams/Liter	35.06	35.72	34.02	33.41	32.71	32.21	29.61
Percent Reduction (Increase) vs. 2008	n/a	(2%)	3%	5%	7%	8%	15%





expectations. Through the efforts of CCE, its partners and the public, 88 percent of the packaging CCE uses was recycled in 2014. By 2020, CCE aims to bring this figure beyond 100 percent—that is, to recycle more packaging than it uses.

[Learn more about sustainable packaging at CCE.](#)

Partnerships

To accelerate investment in its supply chain and further expand its sustainability impact, we are licensing the PlantBottle technology for other uses such as [polyester auto interiors](#) through a partnership with Ford Motor Company.

We are also sharing innovation through strategic partnerships in our customer channels. In 2014, we [partnered with SeaWorld® Parks & Entertainment](#) to debut the first-ever refillable plastic souvenir cup made with PlantBottle technology. The cup is now available in all SeaWorld and Busch Gardens parks across the United States.

The growing emergence of products made from renewable materials has raised questions about the impact on environmental and social sustainability of using harvested agricultural biomass. That's why we continue to work with the [World Wildlife Fund](#) and the [Bioplastic Feedstock Alliance](#) to assess the plant materials we use for PlantBottle packaging.

What's Next

Going forward, our work to measure and track lightweighting (material efficiency) and sourcing PET plastic from recycled or renewable material will now be reported under the goal of reducing the carbon footprint of the “drink in your hand” by 25 percent by 2020.

We have asked local markets to establish aggressive, locally relevant targets that contribute to this global carbon reduction goal. Depending on the market, these measures could involve agricultural ingredients, refrigeration and other areas, in addition to packaging. Progress toward all of these goals will be measured through the carbon metric.

Next Up: A PET Bottle Made Entirely from Plants

Our current generation [PlantBottle technology](#) replaces one of the two petroleum-based ingredients that make PET plastic. Our long-term target and aspiration is to commercialize a fully recyclable PET plastic bottle that is made entirely from plant-based materials. To realize this goal, The Coca-Cola Company invested in technology companies, including Virent and Gevo, on PET in the United States and Avantium, on PEF in the Netherlands. We met an important milestone in this journey and produced the [world's first PET plastic bottle made entirely from plant-based materials](#). It was currently showcased at the 2015 World Expo in Milan.

Leading the Way

In June 2014, our PlantBottle technology was recognized on Capitol Hill as one of the innovations helping to fuel the bio-based manufacturing boom. Representatives from The Coca-Cola Company [testified at a hearing](#) held by the U.S. Senate Committee on Agriculture, Nutrition and Forestry. The session examined the role of products made from agricultural crops instead of petroleum-based chemicals, which is helping to grow the economy and create jobs.

Representatives from Coca-Cola and other companies spoke about investments in technologies that leverage renewable materials and discussed policies designed to spur further investments in bio-based manufacturing.





Highlights

- Achieved 21% improvement in energy efficiency compared to 2004.
- Placed approximately 297,500 HFC-free coolers in 2014, for a total of more than 1.4 million.
- Reduced emissions from manufacturing in developed countries by 13% compared to 2004.

CLIMATE PROTECTION

› [Approach](#) › [Progress](#) › [Around the World](#) › [Partnerships](#) › [What's Next](#)

Climate change is an issue with profound impact on the global community that requires great attention from—and collaboration among—government, business and civil society. The world's climate is highly relevant to our business and supply chain. We are committed to responsibly managing our climate impacts by using the best mix of energy sources we can while improving the energy efficiency of our manufacturing and distribution processes.

We are working to reduce greenhouse gas emissions across our entire value chain by making comprehensive changes in our manufacturing processes, packaging formats, delivery fleet, refrigeration equipment and ingredient sourcing. Find current news and additional information about our approach to [climate protection on Coca-Cola Journey](#).

Our Approach

The gradual increase in our atmosphere's average temperature is causing concern that erratic weather patterns and severe natural disasters will become more frequent around the world.

Climate scientists continue to provide evidence that this increase is due to greenhouse gas emissions from human activity.

This poses major challenges for the natural environment and for the communities in which we operate. It could also affect our business and supply chain in the long run. Our Company relies on natural resources and raw materials for our products, especially water and agricultural commodities such as sugarcane, corn, sugar beets, citrus, coffee and tea.

Climate change could exacerbate water scarcity or reduce water quality in certain regions. Water—the main ingredient in most of our products—is vital to our manufacturing processes and to the cultivation of our agricultural ingredients. So the impact of climate change on water availability is of special concern to us.

As we discuss in our [position statement on climate protection](#), the Coca-Cola system is committed to making changes in our operations geared toward reducing our climate impact. We are striving to reduce emissions from our manufacturing processes and also driving collaboration throughout our supply chain to reduce emissions associated with the growing of our ingredients, the production of our packaging, and the distribution and refrigeration of our products.

Evolution of Our Goals

Some years back, we set aggressive 2015 goals in the areas of climate and packaging. As we detail in this section, we have already met some of these goals, are on track to achieve others, and will fall short of achieving our targets in a few areas.

Recognizing the role we play as an industry leader, we have regularly opted for setting demanding targets to drive fundamental change, rather than just incremental improvement, across our bottling system, even while understanding that their attainment was not guaranteed. And as we have advanced in these efforts with our bottling partners, we have often helped to positively influence the progress in our industry as well.

We provide reflections on the journey toward our 2015 goals in Our Progress.

The Company and our bottling partners remain committed to our work on programs related to climate protection and sustainable packaging. We will continue to make progress on these important programs. Moving forward, the work our system has been doing toward our 2015 goals, as described in this section around refrigeration and manufacturing emissions and in our Sustainable Packaging section around renewable and recycled content, and material resource efficiency, will continue to be tracked and reported transparently within our overarching goal of reducing the carbon footprint of the “drink in your hand” by 25 percent by 2020.

This shift in how we capture and share our progress reflects the critical—and multifaceted—challenge that climate change poses to the globe and to our business. Our evolved approach integrates several aspects of our sustainability framework, including those around packaging and sustainable agriculture. And it maximizes the flexibility of our business and our bottling partners to pursue whichever efforts are most effective toward meeting this overarching goal.

As we've traveled along our journey to embed our sustainability framework into our business, we've learned about the importance of giving our system flexibility in how they support initiatives. Our carbon footprint can be reduced through efforts involving packaging, agricultural ingredients, manufacturing, distribution and refrigeration. Which strategies are best depends strongly on local conditions.

With this in mind, we have equipped our business unit leaders with tools to determine the best interventions and to measure their progress (see [Sustainable Packaging](#)). And we plan to hold these business unit leaders accountable for their progress.

Our Progress

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

Progress: Draft reduction targets have been set through 2020 by business units.

We are working to reduce greenhouse gas emissions across our entire value chain by making comprehensive changes in our manufacturing processes, packaging formats, delivery fleet, refrigeration equipment and ingredient sourcing. To empower global managers to reach this goal, we have developed a Carbon Scenario Planner to help standardize a forecast methodology for carbon in the system supply chain and to support regional target setting.

In 2014, all our business unit leaders utilized the Planner to evaluate a portfolio of carbon reduction interventions and develop initial annual reduction targets.

In 2014, we also entered an assurance readiness process with a third-party assurance provider to assess the program design and reporting processes related to [the “drink in your hand” goal](#).

We have since implemented a number of recommendations arising from this assessment.

As part of our work to reduce our carbon footprint, we aim to reduce the greenhouse emissions of our **distribution trucking fleet**, the source of about 4 percent of our value chain emissions. Our global system's fleet, which includes trucks operated by our Company and our bottling partners, emitted an estimated 3.7 million metric tons of greenhouse gases in 2014.

Though they currently compose a small portion of our fleet, we continue to add delivery trucks that are powered with a mix of alternative fuels, including electricity, natural gas, diesel-electric and biodiesel.

HFC-Free Coolers

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

Progress: Off track. In 2014, we placed approximately 297,500 units of HFC-free equipment (approximately 30 percent of new equipment purchases), bringing our global total to more than 1.4 million units.

Refrigeration is the largest source of our system's carbon emissions footprint. 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.

About 40 percent of our 1.4 million HFC-free coolers are **CO₂-based**. CO₂ has 1,430 times less global warming potential than typical HFC refrigerant gas. CO₂-refrigerated equipment has been in the marketplace for almost a decade and has been proven reliable, with a lower lifetime cost.

All told, the Coca-Cola system has invested more than \$100 million over the past decade to make our coolers more environmentally responsible. We have certified 230 cooler models as meeting our performance standards. More than three-quarters of these certified models are more energy-efficient than legacy models, and 60 percent have a higher cooling capacity. Nearly 40 percent are certified to perform in hot or humid conditions.

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 have hindered our progress. We have also faced challenges developing HFC-free coolers in certain categories, such as countertop units.

We will continue to track our progress against this goal as we align

these initiatives against our 2020 commitment to reduce the carbon footprint of the "drink in your hand."

Manufacturing Emissions

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

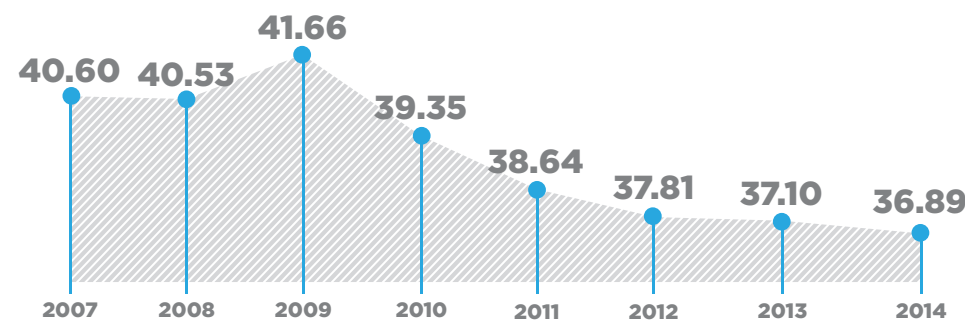
Progress: Off track. Our global manufacturing emissions in 2014 were

an estimated 5.55 million metric tons, 21 percent lower than the business-as-usual forecast, which refers to what they would have been if we had not taken on greenhouse gas reduction initiatives. Total emissions increased less than 1 percent compared to 2013, and stand 16 percent higher than our 2004 baseline.

While our energy efficiency improvements continued in 2014,

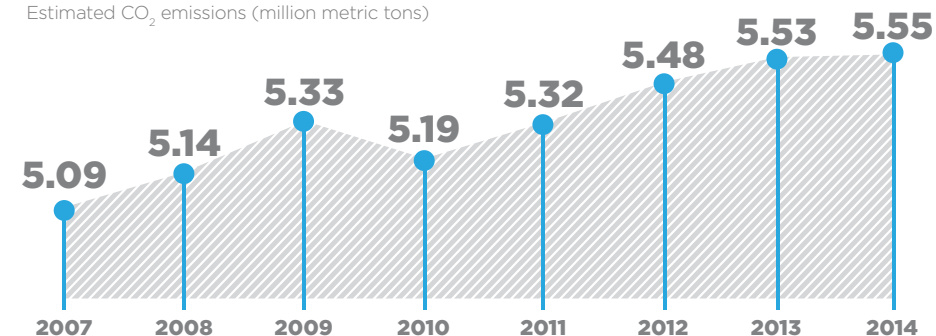
The Coca-Cola System Emissions Ratio from 2007-2014

Average manufacturing plant ratios based on collected data (grams of CO₂/liter of product produced)



The Coca-Cola System Greenhouse Gas Emissions from 2007-2014 (from Manufacturing Sites)

Estimated CO₂ emissions (million metric tons)



our renewable energy program has not scaled up as quickly as originally intended (see “Renewable Energy Investments” below). 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: Achieved. In 2014, emissions were 13 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 low-risk/high-return energy-saving practices and allows them to compare performance with other bottlers across the system. As of the end of 2014, almost 600 of our system’s approximately 900 manufacturing facilities are implementing the practices. A total of 170 facilities have completed all 10 recommended actions and more than 350 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 reduce our carbon footprint, conserve natural resources and manage costs. While the total amount of energy consumed by manufacturing sites

across our system has grown as our business has grown—from 54.4 billion megajoules (MJ) in 2004 to 63.3 billion MJ in 2014—we have actually improved our energy efficiency.

In 2014, our manufacturing energy efficiency ratio was 0.42 MJ per liter of product produced—a 21 percent improvement overall since 2004.

In addition, we have more than 5.6 million intelligent energy-management devices in use on our refrigeration equipment, reducing customer electricity consumption—their savings amount to an estimated \$400 million annually—and delivering emissions reductions of approximately 3.1 million metric tons per year.

Renewable Energy Investments

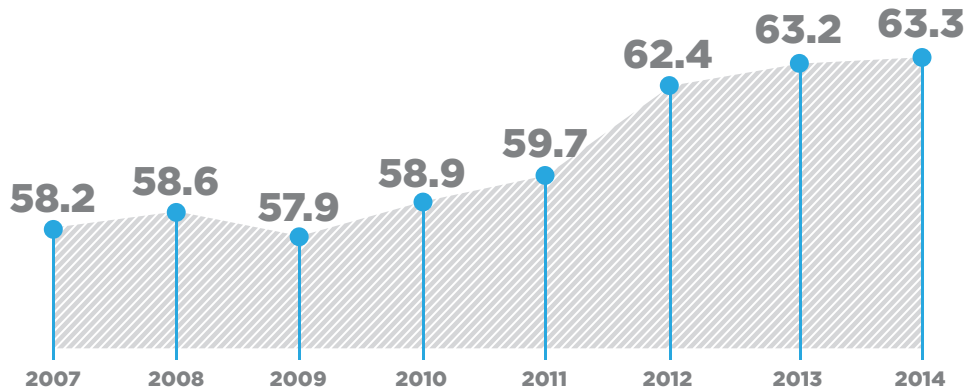
We strive to use the best possible mix of energy sources to help reduce the climate impact of our operations. The economic sustainability of any proposed investment in clean energy depends on local conditions and the specifics of the project.

As we explore clean energy opportunities, we have created a Clean Energy Toolkit. The toolkit examines clean energy investment opportunities from technical and financial perspectives so local teams can make informed decisions on potential investments.

We have been working locally in several markets to embrace renewable energy initiatives. Here are just a few examples:

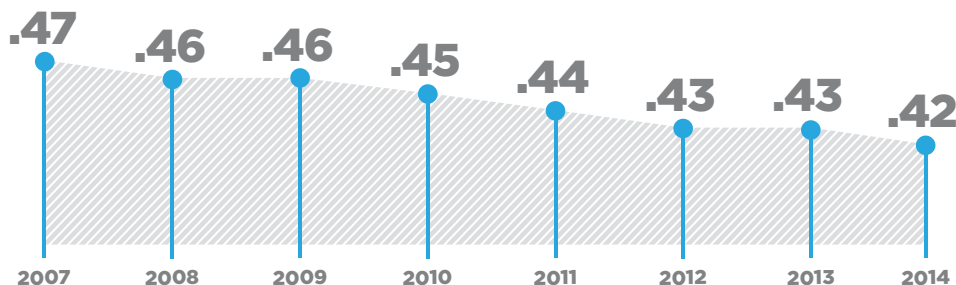
The Coca-Cola System Energy Use from 2007 to 2014

Systemwide total based on estimated total use (billion megajoules)



The Coca-Cola System Energy Use Ratio from 2007 to 2014

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



- Coca-Cola FEMSA, our system’s largest independent bottler, intends to source 85 percent of its manufacturing energy in Mexico from clean energy by 2020, and has begun engagement with wind farm developers.
- All manufacturing sites in Spain currently use electricity from clean sources, including wind, photovoltaic, solar thermal, hydraulic and biomass.

Around the World

The **Behavior-based Energy Efficiency** (BEE) program aims to transform energy management practices at our approximately 900 manufacturing sites by building a culture of energy efficiency. BEE focuses on the impact that individual and group behaviors have on the effectiveness of implementing and sustaining energy-saving measures. The program drives

productivity gains by focusing on low- and no-cost behavior changes that can make a big impact at scale—things like turning off equipment and conveyors when not in use, turning off the lights, repairing air and steam leaks and optimizing set points.

The BEE framework can be used on a production site to benchmark the existing energy management status; investigate how systems, procedures, policies and habits influence behaviors; and identify opportunities to increase energy efficiency and reduce energy waste. BEE programs external to Coca-Cola have achieved energy savings in excess of 15 percent through no- and low-cost actions.

In May 2014, the Coca-Cola Refreshments facility in Tempe, Arizona, began the first BEE pilot. The team has developed and tested a range of materials and activities supporting behavior change. Early reviews onsite show evidence of energy savings in excess of 10 percent and improved energy management and behavior changes as a result of the BEE program. Monitoring will continue at the site, and the lessons from the pilot will shape expansion of the BEE program to additional international sites in 2015.

Partnerships

Our partnerships with other businesses, governments and civil society have been key to our progress on climate protection programs.

At the United Nations Climate Summit in September 2014, we signed a statement supporting an amendment to phase down the production and consumption of HFCs under the Montreal Protocol. We joined the Climate and Clean Air Coalition and committed to help the Coalition responsibly manage climate impacts. Our experience with implementing HFC-free refrigeration in commercial coolers and vending machines will contribute to transitioning to HFC-free capabilities in other sectors.

The U.S. government's **National Climate Assessment** confirms that climate disruptions to agriculture in the United States have been increasing. In 2014, we joined the White House's **Climate Data Initiative** to connect America's agricultural sector to the data it needs to gauge the impact of climate change and to help protect our fragile climate. We have committed to further expanding our **Field to Market®** program, which helps farmers visualize and assess the impact of various management decisions on energy efficiencies and environmental impacts. Farmers can also compare their performance against local, state and national averages developed using publicly available data.

In 2014, we launched major initiatives with two of our four leading suppliers to implement this commitment. By the end of 2015, we aim to engage farmers collectively representing 250,000 acres, and by 2020, up to 1 million acres—about 50 percent of our global corn supply.

Field to Market grew out of an initiative from the **Keystone Policy Center**, which was established to facilitate the resolution of national policy conflicts. In June 2014, we received the Keystone Policy Center's Environmental Leadership Award in recognition of our leadership in water, climate, packaging and agriculture. This was only the second time a corporation has won in the 20-year history of this award.

We continue to participate in the evolving international dialogue on climate protection. At the U.N. climate negotiations in 2014, known as the Conference of Parties 20, we sponsored events and served on and moderated panels to discuss the role of “non-state actors” in addressing climate change. In 2015, Coca-Cola Enterprises will participate in the Conference of Parties 21 in Paris.

What's Next

In 2015, we will continue monitoring progress toward our 2020 goal of reducing the carbon footprint of the **“drink in your hand”** as we and our bottling partners implement local carbon reduction programs. As described above, the work our system has been doing toward our 2015 goals will continue to be tracked and reported within our overarching goal of reducing the carbon footprint of the “drink in your hand” across our value chain by 25 percent by 2020. This includes tracking and reporting progress in our ongoing efforts around previous goals related to refrigeration, manufacturing emissions, renewable and recycled content, and material resource efficiency.

We will also continue assisting our markets in assessing and investing in clean energy opportunities as they arise.

Celebrating Earth Hour

On March 28, 2015, millions of people around the world turned off their lights for an hour to support WWF's Earth Hour 2015. Since 2007, Earth Hour has been mobilizing environmental actions both big and small. Coca-Cola has supported Earth Hour over the years by darkening some of its most iconic signs—from Times Square in New York City, to Piccadilly Circus in London, to Kings Cross in Sydney. The Company and its bottling partners also **encourage employees to participate** at home or through coordinated events, and by turning off the lights in office buildings and facilities.

Highlights

- Developed a new seven-stage Supplier Engagement Program, which outlines various pathways to achieve compliance with our Sustainable Agriculture Guiding Principles.
- Convened 14 workshops in eight regions around the world, with more than 35 of our bottling partners and 200 individuals taking part.
- Engaged with more than 20 of our global and regional supplier leaders to drive implementation against 2020 sustainable-sourcing road maps.

SUSTAINABLE AGRICULTURE

◆ Approach ◆ Progress ◆ Around the World ◆ Partnerships ◆ What's Next

While the primary ingredient in all the beverages we produce is water, we also use many agricultural ingredients, including coffee, corn, fruit, sugar and tea, among others. We depend on a reliable supply of these ingredients, which we purchase primarily through global suppliers. By accelerating and embracing our investment in sustainable agriculture, our Company and our shareowners will benefit, along with farmers, their employees and their families.

Partnering with the World Wildlife Fund (WWF), we are implementing projects to help improve farm production and practices. [Click here](#) to learn more about our approach to Sustainable Agriculture, progress and the partnerships that are key to this initiative.



Our Approach

It is important for The Coca-Cola Company to address agricultural challenges and opportunities systemwide and across our entire value chain. Fifty percent of the Coca-Cola system's procurement expenditures goes toward agricultural ingredients, linking us closely with agricultural communities worldwide.

There are many aspects to consider, including rising demand of key commodities, women's empowerment, economic development, water management, human and labor rights, and energy and climate impacts. The need to understand the interconnected relationships among all of these topic areas has led to the conclusion that the most effective approach to address sustainable agriculture is through the development of an integrated Water-Energy-Food strategy.

Four areas that we will focus on as part of this approach are:

- Embedding sustainability into ingredient-procurement decisions.
- Developing and implementing crop-specific programs to enhance the economic well-being of farming communities, improve yields and protect natural resources across the supply chain.
- Building industrywide collaborations to gain alignment and effect change in the agricultural sector.
- Driving change through partnerships.

Engaging our suppliers is an essential component of our multifaceted

approach. Our Sustainable Agriculture Guiding Principles (SAGP) help define what "more sustainable sourcing" means to us and lay out our expectations for suppliers in the following areas: human and workplace rights, environmental stewardship and responsible farm management.

Building on these principles, we have developed a new Supplier Engagement Program, which gives guidance to our suppliers on various pathways to achieve SAGP compliance. This comprehensive program applies to all geographies and covers the key commodities and ingredients used to produce our products.

We believe that sustainable agriculture is in our collective best interest, ensuring improved environmental health, economic profitability and inclusion. For example, the global purchasing power of the Coca-Cola system allows us to apply our leverage and resources to support partnership initiatives and programs that seek to address universal and local social, political, environmental and other sustainability challenges.

We are working hard to create positive, long-term impact. As our strategy and activities evolve, we will continue to highlight our progress on our Journey website.

Our Progress

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

Progress: On track. The key agricultural ingredients that the Coca-Cola system uses to produce its products are: cane and beet sugar, high fructose corn syrup, tea, coffee, palm oil, soy, oranges, lemons, grapes, apples, mangos, and pulp and paper fiber for packaging.

In 2014, we made steady progress in the sustainable sourcing of several commodities. We are working toward engaging suppliers of all our key ingredients through our new Supplier Engagement Program. It provides a framework consisting of seven stages of improvement toward reaching compliance with our [Sustainable Agriculture Guiding Principles](#) (SAGPs). Suppliers are given information and guidance about assessments, audits, measurement of progress, and validation of performance so that they can qualify for sustainability certification. Through our program, we aim to establish and maintain reliable, long-term relationships with suppliers; support the many environmental and social aspects of sustainability in communities where our ingredients are grown and processed; and accelerate progress toward our 2020 goal.

Protecting Community Land Rights

One issue that we are focusing on is the protection of community land rights. We have committed to zero tolerance for land grabbing and created a plan of action to support our position, which includes conducting third-party social, environmental and human rights assessments in seven critical sugar-sourcing regions and working actively with our suppliers to help prevent any land rights violations. [Learn more about our activities and strategy in the **Human and Workplace Rights** section of this report.](#)

Supporting the Development of Sustainably Sourced and Certified Sugar

We have been working with global, regional and local partners to increase the amount of sustainably sourced cane sugar, corn and sugar beets that are processed into sweeteners we use in our beverages. This work includes developing detailed regional supply chain plans, which extend through 2020.

One of the globally recognized sustainability certifications for agricultural commodities we support is Bonsucro® for sugar. We have been involved in this collaborative initiative among private companies and nonprofit organizations since 2008. Our progress with Bonsucro is accelerating. In 2014, our activities included:

- Convening five workshops to provide comprehensive information to our bottling partners and suppliers about how to better sustainably source sugarcane around the world.
- Helping some of our sugar suppliers develop action plans to achieve compliance with our SAGPs.
- Assisting in the revision of the design of the Bonsucro® Chain of Custody standard, so that we will be able to track our supply of Bonsucro®-certified sugar from farm to buyer.
- Increasing the amount of Bonsucro®-certified sugar we purchased to use in our products.

Learn more about how [The Coca-Cola Company got involved](#) with Bonsucro and the initiative's efforts toward increasing sources of [sustainable cane sugar](#) around the world.

Around the World

In order to advance sustainable agriculture globally, our strategy is to identify the most successful agricultural programs and platforms, scale them up, and try to replicate them where they are needed around the world. Together with our partners, including WWF, TechnoServe, USAID and others, we help suppliers and producers test and refine new techniques and methods. We also implement programs to increase efficiency and crop yields for farmers. In order to reach our goal of 100 percent sustainable sourcing, we integrate sustainability aspects into all our programs.

Promesa-Café

A leading example of one of our regional programs is Promesa-Café. The Coca-Cola Company has partnered with Heifer International and the Howard G. Buffett Foundation to develop this program in the agricultural region of Chiapas in Mexico, where farmers have weathered a difficult economic period due to low coffee bean prices on the market and a fungal infestation called coffee rust. The program's aim is to help 2,000 small-scale coffee farmers develop more sustainable livelihoods.

Project Unnati Moves into Phase 2

In the Chittoor district of Southern India, Project Unnati creates positive impact across many of our sustainability focus areas, including women's empowerment, community well-being, water and sustainable agriculture. The project aims to harness the higher productivity potential of mango farms, allowing owners of small-sized farms to increase crop yields and improve their livelihoods. It is also part of our 5by20 initiative, aiming to enable 5 million female entrepreneurs in our value chain by 2020.

Phase 1 of the program propagated the method of ultrahigh-density farming for mango plantations, which significantly conserves water and land resources by using drip irrigation and high tree densities in combination with a specialized pruning process. The method also decreases the time it takes to bring new mango plantings to maturity. By the end of 2014, with joint investments of \$2 million from Coca-Cola India and its partner Jain Irrigation Systems Limited, our activities resulted in:

- Establishing approximately 200 demonstration farms.
- Providing active on-site training and support to an estimated 18,000 farmers by bus, which we call the Coca-Cola University on Wheels.
- Enabling approximately 3,000 women mango farmers through project support and training.

Project Unnati has moved into Phase 2, which focuses on engaging farmers at a larger scale. Facilitated by Bottling Investments Group India, the project team is reaching out to about 25,000 farmers, who collectively cultivate 50,000 acres of mango trees. Phase 2 is expected to deliver close to 300,000 tonnes of mango fruit by 2022-23.



Harvard Kennedy School Releases Report on Sugar Production

The new report, [Collaborating for Change in Sugar Production: Building Blocks for Sustainability at Scale](#), was published in March 2015 by the CSR Initiative of the Harvard Kennedy School together with Business Fights Poverty, the global network of professionals in business, government, and civil society using business to drive sustainable development. The report highlights the progress that has been made toward achieving more sustainable production and procurement of sugar, and it features The Coca-Cola Company's work with Bonsucro as part of a business case study. The report identifies six building blocks that are required to align favorable incentives for the many stakeholders involved so that the sugar industry can transform toward more sustainable practices.

Beginning in 2014, we have been introducing more sustainable agricultural practices, leveraging cooperative business structures, improving farmers' management capacities and fostering gender equity by enabling women farmers in the region. We also have put a process in place to give contracts directly to coffee producers who adhere to our SAGPs. Direct contracts combined with the adoption of better agricultural practices, including pest management and efficient use of fertilizer, can boost profit margins for both farmers and suppliers.

Partnerships

Achieving our goal to sustainably source ingredients globally requires market transformation. First and foremost, we partner with our bottling partners and suppliers in order to actively stay on our continual improvement path. Our industry and nonprofit partnerships play a crucial role in achieving the changes we seek across the globe. We work with many organizations, including Conservation International, The Consumer Goods Forum, SAI Platform, Solidaridad, The Sustainability Consortium, USAID, World Economic Forum's New Vision for Agriculture and WWF.

In 2014, Coca-Cola launched major initiatives with two leading suppliers as part of the new supply chain program Field to Market®: The Alliance for Sustainable Agriculture. By the end of 2015, we aim to engage farmers

collectively representing 250,000 acres and, by 2020, to extend that reach to 1 million acres—equating to roughly 50 percent of our global corn supply.

We also joined the Food Resilience Program of the White House's Climate Data Initiative. Our chief technical and innovation officer represented The Coca-Cola Company at the kickoff executive roundtable, held in Washington, D.C., in July 2014. The initiative focuses on cutting carbon pollution in the United States while helping communities prepare for challenges resulting from climate change impacts. The initiative's Food Resilience Program aims to make America's agricultural sector and the global food system more adaptable and resilient.

Our sustainable agriculture project in China continued to progress in 2014 with our work in Songyuan, in the Jilin province. With partners WWF and Cargill, the goals of this project are to help local farmers increase corn yields, reduce post-harvest waste and reduce their environmental footprints. Following the implementation of 10 demonstration corn farms in its first year, 20 additional farms throughout the province were brought on board in 2014, and our training programs were made available to many more farmers throughout the province, engaging more than 12,000 producers. Our work in China is a good example of how we are addressing increased supply chain sustainability at the farm level.

What's Next

We are stepping up our activities to reach our 2020 global sustainable sourcing goal, which we believe will positively impact various sustainability challenges at the [Water-Energy-Food Nexus](#).

We will continue to convene workshops for suppliers and farmers to provide information about opportunities to work with us and to take part in our programs and projects.

Some of our near-term sustainable agriculture objectives include:

- Achieve a significant increase in supplier engagement toward our sustainable sourcing goal in sugar, lemons, coffee and tea.
- Enroll suppliers across all commodities in our seven-stage Supplier Engagement Program.
- Continue to work collaboratively with our bottling partners to develop best practices—sometimes taking the lead, and at other times learning from their leadership.
- Formalize a data gathering, collection and management process to track the sourcing of ingredients we use in our products.
- Implement the Bonsucro Chain of Custody program for cane sugar so that we can trace the sugar we purchase to its source.
- Engage and enroll smallholder farmers in our efforts toward improved sustainable sourcing.

Stakeholder Engagement

Engaging our diverse stakeholders in long-term dialogue provides important input that informs our decision making, and helps us continuously improve and make progress toward our 2020 sustainability commitments.

Our Approach

Engaging with Stakeholders: An Ongoing Conversation, Continuous Improvement

Effective and ongoing stakeholder engagement is a core component of our business and sustainability reporting initiatives. We recognize the value of maintaining an active dialogue with a diverse group of global partners, including bottling partners, consumers, customers, distributors, employees, government agencies, investors, nongovernmental organizations (NGOs) and nonprofit partners. Maintaining open and constructive conversations strengthens our relationships, helps us to understand other views and guides our decisions on what our commitments should be and how to deliver on them.

We apply our [Golden Triangle](#) partnership approach to our stakeholder engagement work, spanning the public, private and civil

society sectors. We recognize and embrace the idea that the collaborative power of partnerships can achieve much greater collective impact than would be possible by any one organization or sector working in isolation. The Golden Triangle partnership approach is a core part of our business strategy, and when managed well, it can be a powerful tool for sustainable business growth and progress against our sustainability commitments. We highlight examples of our Golden Triangle approach throughout our sustainability report.

In order to address pressing challenges, The Coca-Cola Company works globally with partners to maximize environmental and societal well-being. Globally, our leadership is actively involved in multi-stakeholder initiatives with organizations including the United Nations Global Compact and the World Economic Forum, among others.

As a leader in the global beverage business, we support and collaborate with trade groups and other organizations that represent a broad spectrum of views on industry and policy. We report on our [public policy engagement activity](#), including [key trade association memberships](#), online at Coca-Cola Journey.

We are also active in ongoing stakeholder engagements at the region and country level that meet the specific needs of the business and local communities. The Coca-Cola Company and our bottling partners formalize engagements across our functional areas of

operations, including water stewardship, human rights, supply chain/agriculture, women's empowerment, well-being, and other social and environmental areas.

Some of our engagement mechanisms and outcomes include:

Our efforts to protect local water sources can only be successful if they involve collaboration with local stakeholders, including governments, community members, water agencies, NGOs and others. As our bottling partners implement their [source water protection plans](#) (SWPPs), they engage local stakeholders and collaborate on solutions that serve local communities and ecosystems as well as our business. [Learn more](#) about our featured partnerships and stakeholder engagements around water stewardship.

Dialogue with a wide range of external stakeholders is critical to respecting human and workplace rights within our system. Continuous dialogue enables us to identify and address potential issues proactively and collaboratively. [Click here](#) for examples of our ongoing engagement in the area of human and workplace rights.

We continue to engage with stakeholders to advance our approach to inspire happier, healthier lives. An example of our regional activation in well-being includes our participation in the [European Platform for Action on Diet, Physical Activity and Health](#), a multi-stakeholder meeting chaired by the EU Commission designed



Right Forum, Right Place

The Coca-Cola Company hosted its seventh conference on business and human rights in September 2014 at the new National Center for Civil and Human Rights, which opened in Atlanta in June 2014. The conference agenda focused on the importance of integrating respect for human rights into all aspects of business, from the board of directors to company functions to the identification and remediation of human rights impacts in supply chains.

The forum was jointly sponsored by the U.S. Council for International Business, the U.S. Chamber of Commerce, and the International Organization of Employers, and was attended by more than 170 participants, including the largest bottling partners in the Coca-Cola system, several customers, other business leaders, governments, human rights organizations and socially responsible investors.

The forum included a frank and open discussion on the importance of addressing challenges related to integrating respect for human rights in business. It provided a unique opportunity for participants to engage with business leaders and other experts in this emerging field.

to tackle current trends in diet and physical activity, as well as our work through the “[Together We Move](#)” network where we met with partners from more than 20 European countries to explore ways to motivate more people to be active, more often. 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.

Related to sustainable agriculture, in 2014 we continued working toward engaging suppliers of all our key ingredients through our new Supplier Engagement Program. It provides a framework consisting of seven stages of improvement toward reaching compliance with our [Sustainable Agriculture Guiding Principles](#). We see beneficial synergy between our evolving sustainability reporting and stakeholder engagement processes. Our development of goals and strategies will continue to benefit from collaborative conversations with our stakeholders. Additionally, once our reports are published, we listen carefully to stakeholders’ feedback about where more clarification and explanation are desired within our disclosure topics.

We Want to Hear From You

We set high standards for transparency and exemplary corporate citizenship, and work hard to live up to our stakeholders’ expectations. Comments, suggestions and critiques on our sustainability practices and reporting are welcome. Please send us a message via our virtual agent on the [Contact Us](#) page of Coca-Cola Journey.

Guiding Our Performance:

Governance, Ethics and Business Principles

First and foremost, our aim at The Coca-Cola Company is to deliver long-term value to all of our stakeholders. As the leading company in the beverage industry, we are committed to good and effective corporate governance. Our sound business principles and practices foster our strong, innovative and collaborative culture, which is committed to ethical behavior, accountability and transparency.

Corporate Governance

We strive to lead by example, guided by our high standards of corporate governance and ethics. Our commitment to good corporate governance promotes the long-term interests of shareowners, strengthens Board and management accountability and helps build public trust in the Company. The foundation of our approach to corporate governance is laid out in our:

- [Certificate of Incorporation](#)
- [By-Laws](#)
- [Corporate Governance Guidelines](#), which address, among other items, the Board's mission and responsibilities, the Board's leadership and committee structure, Director qualifications and independence, Chief Executive Officer performance evaluation and compensation, and management succession planning.

Our Board of Directors

[The Board of Directors](#) is elected by the shareowners to oversee their interests in the long-term health and the overall success of the Company's business and its financial strength. The Board serves as the ultimate decision-making body of the Company, except for those matters reserved to or shared with the shareowners. 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 comprises 15 members, all with diverse backgrounds—14 are not employees of The Coca-Cola Company; 11 are men and four are women.

Each Board member's qualifications and experiences can be found beginning on page 17 of our [2015 Proxy Statement](#). Find out more about the Board's leadership structure beginning on page 27 of our [2015 Proxy Statement](#).

Board Oversight of Risk

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. All committees play significant roles in carrying out the risk oversight function.

The Board does not view risk in isolation. Risks are considered in virtually every business decision and as part of the Company's business strategy. The Board recognizes that it is neither possible nor prudent to eliminate all risk. Indeed, purposeful and appropriate risk taking is essential for the Company to be competitive on a global basis and to achieve the Company's long-term strategic objectives.

More information about how our Board oversees and manages risk can be found beginning on page 31 of our [2015 Proxy Statement](#).

Board Committee Structure

The Board has an Audit Committee, a Compensation Committee, a Committee on Directors and Corporate Governance, an Executive Committee, a Finance Committee, a Management Development Committee and a Public Issues and Diversity Review Committee.

Anti-Corruption Toolkit for Coca-Cola System Bottling Partners

In 2014, we developed the English language version of a toolkit to foster complete Coca-Cola system alignment around our global commitment to anti-corruption. The toolkit provides due-diligence processes for selecting, training and embedding ethical business practices within bottling partners. It covers 24 diverse scenarios that a bottler might encounter and ways to handle those scenarios. It also includes compilations of applicable laws, including The Foreign Corrupt Practices Act (FCPA), and recommendations to educate and support all employees in anti-corruption behavior.

Global Corruption Risk Mapping

Using our enterprise risk management system and data from Transparency International, we annually build a model to map risks of corruption and bribery. We review internal factors, including capital expenditures and past audit results, as well as relevant external factors. With input from senior management and corporate audit teams, we are able to determine where to focus our anti-corruption efforts. Understanding both the culture and the level of risk in these markets helps us prevent and root out unethical conduct while being sensitive to and respectful of local cultures.

In 2014, we reviewed all of our operations through this process for risks related to corruption.

These committees address a diverse set of financial, political, governance, social and environmental issues relevant to the Company and our stakeholders.

For example, the Public Issues and Diversity Review Committee evaluates current and emerging trends, issues and concerns in the social, political and environmental realms, which may affect our Company or our stakeholder groups, including shareowners.

Another example is the Compensation Committee, which has overall responsibility for evaluating and approving compensation plans, policies and programs applicable primarily to the Company's senior executive group. The Compensation Committee also makes decisions that affect a larger group of employees. The Company is continuing to develop ways to recognize and reward sustainability performance across our business. For details about our approach to executive compensation, please review the Compensation Discussion and Analysis section of our [2015 Proxy Statement](#), beginning on page 45.

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

Our Code of Business Conduct

Our Company's [Code of Business Conduct](#) clearly states our expectations of accountability, honesty and integrity in all areas of our business. All of

our Company and majority-owned subsidiary associates are required to read, understand and adhere to the Code's precepts, both in the workplace and in the larger community. Launched in 1978, our Code of Business Conduct is currently available in 32 languages.

We also have published a [Code of Business Conduct for Non-Employee Directors](#), which emanates from the same principles and values as the Company's Code of Business Conduct for employees. Our [Supplier Code of Business Conduct](#) and [Supplier Guiding Principles](#) set baseline expectations for how our suppliers conduct their business. Please learn more in our Human and Workplace Rights section about how good business practices are encouraged throughout our system.

Ensuring Ethical Business Conduct

To ensure we conduct our business with honesty and integrity, our starting point is to always comply with the anti-corruption laws of every country in which we operate. In addition, all associates receive online training about ethics and compliance issues, including being introduced to our [Anti-Bribery Policy](#). All associates receive the training at least once every three years. Our [EthicsLine](#) is available to all associates, bottling partners, suppliers, customers and consumers so they may ask questions about ethics and compliance issues and have a means to report potential violations.

Building Ethical Business Practices in High-Risk Areas

We are committed to building an ethical business culture throughout the Coca-Cola system, particularly focusing on the business we conduct in countries and territories where there may be a higher risk of unethical behaviors. For example, in 2014 we conducted anti-bribery risk assessments in Vietnam, Cambodia and Myanmar.

Additionally, we have developed a number of programs to address anti-corruption issues around the world.

In Vietnam, we began a pilot program to further deter any unethical practices or demands by setting up user-friendly kiosks where workers who do not have access to computers can take the online anti-bribery training we provide. This allows employees to both communicate their concerns and questions confidentially and safely report any situation where they have been asked for facilitation payments.

Following our successful implementation of a robust due diligence process at our new plant in Myanmar, we were named by the U.S. State Department as the sole company to satisfy its requirements for responsible reporting and transparency by multinational corporations. Establishing an ethical business culture is a continuous process requiring regular training, engagement and systematic due diligence. Our efforts to improve continued in 2014.



Our drivers completed anti-bribery training, and we also launched a certification process for our Code of Business Conduct and Workplace Rights. This new certification requires employees to take a nine-question survey, which provides verification of compliance with our policies and a means for workers to confidentially report any concerns they may have.

Our Public Policy Engagement

We participate in public policy dialogues around the world, particularly in the United States. Our aim is to use our resources responsibly to advance public policy that

Cambodia: Anti-Corruption Memo of Understanding

In December 2013, The Coca-Cola Company was the first company to sign a Memorandum of Understanding (MOU) with the Anti-Corruption Unit of the Cambodian government. By the end of December, six more companies had signed MOUs. The hope is that this opportunity to publicly show commitment to ethical business practices will gain momentum. Our commitment helps us build trust with our stakeholders in Cambodia, and provides clear direction to our workforce in the country.

As a result, The Coca-Cola Company was named the Best Group Trader by the General Department of Customs and Excise of Cambodia.

supports our industry and business priorities, our more than 700,000 system associates, our shareowners and the communities we serve.

The Coca-Cola Company and our affiliated Political Action Committees (PACs) comply with 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. We engage with these organizations and individuals to make our views clear and uphold our commitment to help ensure the sustainability of the communities in which we operate.

We base our U.S. political contributions on many considerations, supporting candidates whose priorities align with those of our Company when it comes to core issues that affect our business. The Public Issues and Diversity Review Committee of our Board of Directors reviews [our advocacy efforts](#), including political contributions.

On our website we post semi-annual reports of our lobbying activities in the United States and all U.S. political contributions, including those to any entities organized under 26 U.S.C. § 527 of the Internal Revenue Code. Links to these reports can be found on our [Political Engagement Policy page on Coca-Cola Journey](#).

Global Business Frameworks and Principles

To broaden our view on sustainability, we seek guidance from three internationally prominent frameworks: the [Millennium Development Goals](#) (MDGs), the [United Nations Global Compact](#) (UNGC), and the UNGC [CEO Water Mandate](#).

Our work toward reaching the Millennium Development Goals has included several major programs, including the [Replenish Africa Initiative](#) (RAIN), an initiative with more than 140 partners to provide 2 million people with safe water access by

the end of 2015, and [Every Drop Matters](#), a program created with the United Nations Development Programme (UNDP). Its aim is to improve water supplies and sanitation as well as to promote responsible water resource management throughout countries across Europe, the Commonwealth of Independent States, the Middle East and Asia-Pacific.

At the Rio+20 Conference in 2012, United Nations Member States agreed to launch a process to develop a set of Sustainable Development Goals (SDGs) to build upon the work accomplished under the MDGs. We believe the SDGs will provide an important vehicle to accelerate progress and achieve even greater impact for people and communities around the world. The Coca-Cola Company has been involved in the SDG process and will remain strongly engaged in the post-2015 development agenda, working collaboratively with government, civil society and the private sector to bridge gaps and identify solutions to benefit people and our planet.

Since March 2006, we have been a UNGC signatory, and we have been a member of the UNGC LEAD program from 2011 through 2014. We annually measure our progress against the [10 principles of the UNGC](#), which serves as our UNGC Communication on Progress. In addition, we are active in UNGC local networks globally—we serve on steering committees, conduct business community outreach and support network events.

We were also one of the first companies to commit to the UNGC [CEO Water Mandate](#), a public-private initiative designed to encourage and assist companies in the development, implementation and disclosure of water-related sustainability policies and practices. Since 2007, we have reported progress annually against the initiative's principles.



About This Report

Scope of Report

Every year, we issue a sustainability report that covers our global operations. In this 2014/2015 Sustainability Report, all of the quantitative data covers the calendar year from January 1 to December 31, 2014. Some of the information we provide in the report's narrative is about decisions and events that took place in early 2015, so that readers have more up-to-date information. Our [2013/2014 Sustainability Report](#) was published in September 2014. We also regularly report updated information about our sustainability activities and performance at www.coca-colacompany.com/sustainability.

We strive to communicate information that is of interest and value to the diverse stakeholders of our Company and the Coca-Cola system. We disclose our management approaches, goals, metrics, partnerships and our many activities so that our report provides a comprehensive picture of the year.

The data and information provided reflect the performance and progress toward strategic goals and commitments of our entire Coca-Cola system, unless otherwise stated. We believe that reporting non-financial metrics beyond the boundaries of The Coca-Cola Company and providing information about the Coca-Cola system increases the transparency of our reporting process and provides a more comprehensive picture of the impacts of both our business and our value chain.

In this report, we provide results of the Coca-Cola system's progress in 2014 toward strategic goals and commitments

we have made in environmental, social, governance and financial areas. The data provided do not include joint ventures and leased or outsourced operations unless otherwise stated.

We have developed our report in accordance with the Core level of the Global Reporting Initiative (GRI) G4 guidelines. It is the fifth consecutive year in which we address GRI reporting requirements. In this report, the GRI G4 General Standard Disclosures are solely for The Coca-Cola Company. In the GRI Index, we clarify which Specific Standard Disclosures are reported for our Company.

This report also applies the [United Nations Global Compact LEAD Program](#) Advanced Criteria for reporting and meets the requirements of the United Nations Global Compact Communication on Progress.

Some of the non-financial information included in the report is subject to certain uncertainties due to limitations inherent in the nature of measuring such data. For example, variances in measurements can result from the selection or measurement techniques used across the complete Coca-Cola system. However, our Company is committed to disclosing the most accurate information and metrics possible for our stakeholders and the public.

Ernst & Young LLP, our independent accountants, have performed review-level assurance for the calendar year ending December 31, 2014 on sustainability indicators related to low- or no-calorie beverages, active, healthy living programs, water use ratio, PlantBottle™ packaging, lost-time incident rate, front-of-pack labeling compliance, and greenhouse gas emissions related to our manufacturing activities. Ernst & Young's Review Report can be found in the [Independent Assurance section](#) of this report.

Additional external assurance of non-financial metrics was provided by other third parties. The following indicators have been assured for the 2014

calendar year ending December 31, 2014: compliance with commitments to responsible marketing, number of women engaged in our 5by20™ initiative, and Human and Workplace Rights policy compliance.

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

Other Reports

A detailed description of our business operations and financial performance is provided in our 2014 Form 10-K and our 2014 Annual Review. A detailed discussion of our Company challenges and potential risk factors can be found starting on page 12 of our [2014 Annual Report on Form 10-K](#). This report is filed

Priority Issues

Active Healthy Living

Product and Ingredient Safety

Human Rights

Packaging

Water Stewardship

GRI G4 Material Aspects

Healthy and Affordable Food

Customer Health and Safety

Assessment

Supplier Human Rights Assessment

Human Rights Grievance Mechanism

Products and Services

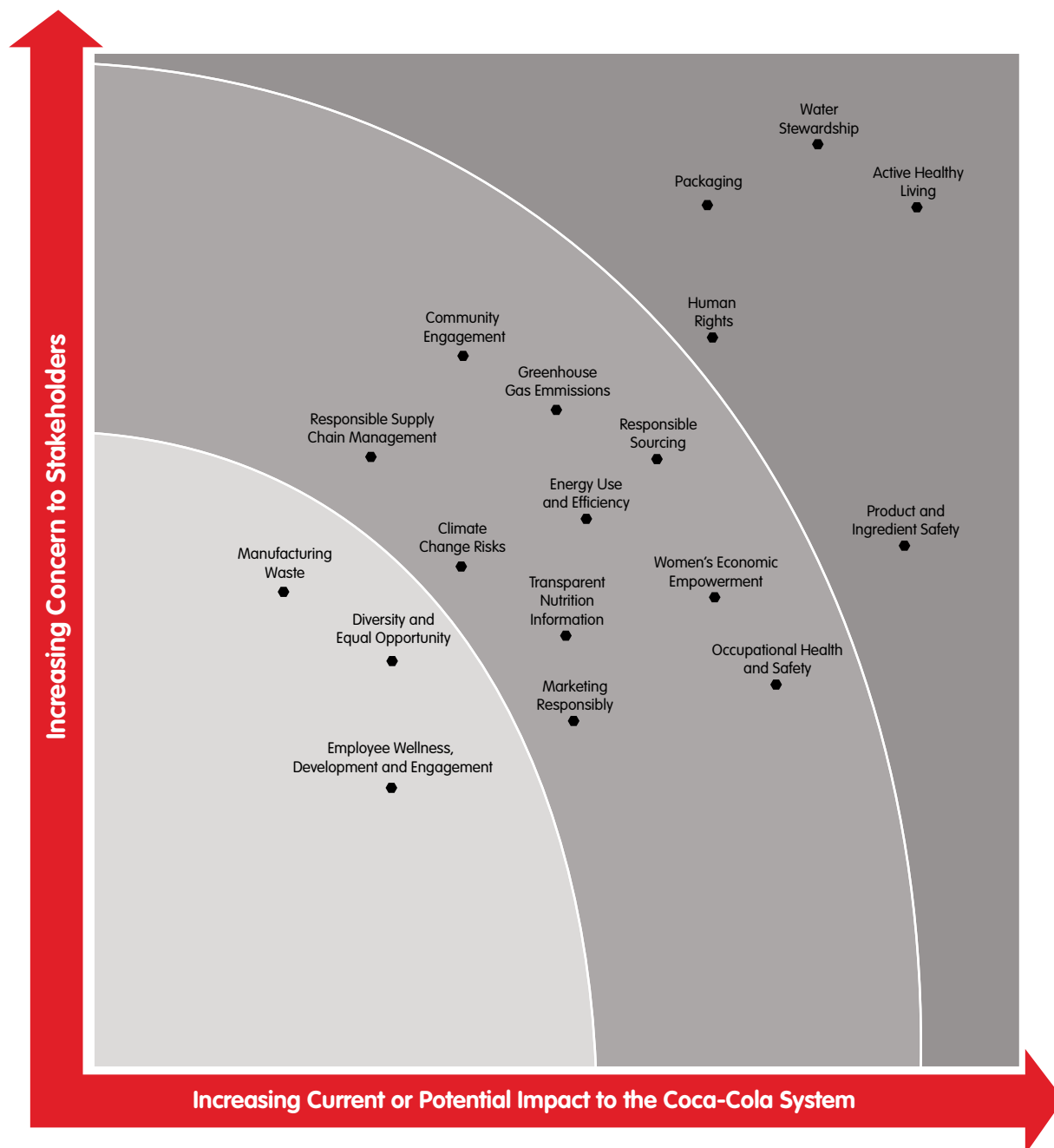
Water Effluents and Waste

with the SEC and can be found on Coca-Cola Journey. We also make available [our regional and bottling partners' sustainability reports](#), which provide more information about the Coca-Cola system's financial and sustainability performance.

Priority Issue Analysis

We identified the strategic priority areas and issues we report on through an analysis we conducted in early 2014. We applied the GRI Reporting Principles for Defining Report Content to select these issues. Our process was:

- Using recognized sustainability reporting standards and working together with a third-party management consulting firm, we began with a list of 100 environmental, social and governance topics of potential relevance.
- From this list, we identified the most relevant sustainability topics for the Coca-Cola system—reviewing a broad variety of internal and external stakeholder source documents, including interview transcripts, questionnaires and surveys from direct engagement with our stakeholder groups. The questionnaires we used were from prominent ranking organizations including DJSI, CDP and UNGC. We also reviewed documents that revealed the interests of our investors and the issues identified by our industry peers.
- We held sessions to ensure that face-to-face engagement with diverse groups of stakeholders informed our analysis, including through our collaboration with Ceres.
- We aligned topics to our business and a benchmark of industry peers and global trends.
- We engaged executives across The Coca-Cola Company and received feedback from Finance, Legal, Audit, Technical, Chief Sustainability Office and Public Affairs & Communications, who reviewed and vetted both the process and outcomes.
- The results of our analyses appear on the prioritization matrix, which shows the relative significance of each topic from these diverse perspectives.
- Our highest priority topics—in the upper-right band of the matrix—were determined to be the top priority issues to report on for the Coca-Cola system.





GRI Content Index

General Standard Disclosures

Strategy and Analysis:

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-1	CEO Statement.	CEO Letter, p. 3		

Organizational Profile

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-3	Name of the organization.	The Coca-Cola Company		
G4-4	Primary brands, products, and services.	About The Coca-Cola Company, p. 4 Coca-Cola Brands Webpage 2014 Form 10-K, pp. 1, 3-4 2014 Annual Review, pp. 26-27		
G4-5	Location of the organization's headquarters.	Atlanta, Georgia (United States)		
G4-6	Number of countries where the organization operates, and names of countries where the organization has significant operations.	About The Coca-Cola Company, p. 4 2014 Form 10-K, pp. 1, 3-4 2014 Annual Review, p. 26 2014 Operating Group Summaries		
G4-7	Nature of ownership and legal form.	2014 Form 10-K, p. 1		
G4-8	Markets served.	About The Coca-Cola Company, p. 4 2014 Form 10-K, pp. 1-2, 5-7		
G4-9	Scale of the organization.	About The Coca-Cola Company, p. 4 2014 Form 10-K, pp. 1, 5-7, 11, 74-78 2014 Annual Review, pp. 26-27		
G4-10	Workforce information.	Our Workforce 2014 Form 10-K, pp. 11, 104	The Coca-Cola Company does not collect gender breakdowns for our worldwide workforce at this time. We do not collect employment numbers based on type of employment contract, as defined by the GRI G4 Guidelines.	Principle 6



Organizational Profile (cont.)

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-11	Percentage of total employees covered by collective bargaining agreements.	2014 Form 10-K , p. 104		Principle 3
G4-12	Organization's supply chain.	About The Coca-Cola Company, p. 4 The Coca-Cola System and Value Chain p. 5		
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	2014 Form 10-K , pp. 42-44, 88		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	Governance, p. 53		
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Governance, p. 55		
G4-16	List memberships in associations and national or international advocacy organizations.	Governance, p. 55		

Identified Material Aspects and Boundaries

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	About This Report, p. 56	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. The scope of the sustainability report can be found in "About This Report".	
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	About This Report, p. 57		



Identified Material Aspects and Boundaries (cont.)

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-19	Material Aspects identified in the process for defining report content.	About This Report, p. 56	Water Effluents and Waste Products and Services Assessment Supplier Human Rights Assessment Human Rights Grievance Mechanism Healthy and Affordable Food Customer Health and Safety	
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	The Coca-Cola System and Value Chain, p. 5 GRI Index - Aspect and Aspect Boundaries, p. 62		
G4-21	For each material Aspect, report the Aspect Boundary outside of the organization.	The Coca-Cola System and Value Chain, p. 5 GRI Index - Aspect and Aspect Boundaries, p. 62	Aspects where impacts occur outside of the organization are applicable throughout all geographies of our operations.	
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	None.		
G4-23	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
G4-24	List of stakeholder groups engaged by the organization.	Stakeholder Engagement, pp. 51-52		
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Stakeholder Engagement, pp. 51-52		
G4-26	Organization's approach to stakeholder engagement.	Stakeholder Engagement, pp. 51-52		
G4-27	Key topics and concerns that have been raised through stakeholder engagement.	Stakeholder Engagement, pp. 51-52		



Report Profile

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-28	Reporting period for information provided.	About This Report, p. 56		
G4-29	Date of most recent previous report.	About This Report, p. 56		
G4-30	Reporting cycle (such as annual, biennial).	About This Report, p. 56		
G4-31	Contact point for questions regarding the report or its contents.	Stakeholder Engagement, p. 52		
G4-32	GRI Content Index.	About This Report, p. 56	This report meets the GRI G4 Core In Accordance requirements.	
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report.	About This Report, p. 56 Assurance Statement, p. 67		

Governance

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-34	Governance structure of the organization, including committees of the highest governance body.	Governance, p. 53 2015 Proxy , pp. 15, 26-34		
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Governance, p. 54		
G4-36	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.	
G4-39	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.	
G4-51	Remuneration policies for the highest governance body and senior executives by types of remuneration.	Governance, p. 54 2015 Proxy , pp. 34-36, 45-78		

Ethics and Integrity

GENERAL STANDARD DISCLOSURES	DESCRIPTION	CROSS-REFERENCE OR ANSWER	ADDITIONAL INFORMATION	UNGC CROSS-REFERENCE
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	About The Coca-Cola Company, p. 4 Human and Workplace Rights, pp. 20-23 Governance, pp. 53-55		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
Water^A	Water, pp. 32-36	Both	Bottling Partners, Communities, Government, Investors, NGOs, Suppliers
Effluents and Waste	Water, pp. 32-33	External	Bottling Partners, Communities, Government, NGOs
Products and Services^A	Water, pp. 32-36 Packaging, pp. 37-41 Climate Protection, pp. 42-46 Agriculture, pp. 47-50	Both	Bottling Partners, 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
Assessment^A	Human and Workplace Rights, pp. 20-26	Both	Bottling Partners, Communities, Government, NGOs
Supplier Human Rights Assessment^A	Human and Workplace Rights, pp. 20-26	External	Bottling Partners, Communities, Government, NGOs, Suppliers
Human Rights Grievance Mechanisms^A	Human and Workplace Rights, pp. 20-26	Both	Bottling Partners, Communities, Government, NGOs, Suppliers

Social - Society

GRI G4 MATERIAL ASPECT	DMA CROSS-REFERENCE	IMPACT WITHIN THE ORGANIZATION OR EXTERNAL?	RELEVANT EXTERNAL ENTITIES
Healthy and Affordable Food	Well-being, pp. 8-12	External	Bottling Partners, Communities, Consumers, Customers, Government, Investors, NGOs, Suppliers

Social - Product Responsibility

GRI G4 MATERIAL ASPECT	DMA CROSS-REFERENCE	IMPACT WITHIN THE ORGANIZATION OR EXTERNAL?	RELEVANT EXTERNAL ENTITIES
Customer Health and Safety	Well-being, pp. 8-12 Product and Ingredient Safety, pp. 13-14	Both	Bottling Partners, 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
Economic Performance	G4-EC1	Direct economic value generated and distributed.	Sustainable Communities, pp. 27-30 2014 Form 10-K , pp. 73-77, 132-133 2014 Operating Group Summaries 2014 Annual Review , pp. 8, 24, 26-27		
	G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Climate Protection, pp. 43-44 2015 Climate Change CDP, 5.1, 6.1 2014 Form 10-K , pp. 12, 18, 33		Principle 7
Indirect Economic Impacts	G4-EC7	Development and impact of infrastructure investments and services supported.	Sustainable Communities, pp. 27-30 Water, pp. 35-36 Packaging, pp. 38-41 Agriculture, pp. 47-50		
	G4-EC8	Significant indirect economic impacts, including the extent of impacts.	Women's Economic Empowerment, pp. 16-19 Agriculture, pp. 47-50		

Environmental

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
Energy	G4-EN3^A	Energy consumption within the organization.	Climate Protection, p. 45 2015 Climate Change CDP, 11.1-11.4		Principles 7, 8
	G4-EN5	Energy intensity.	Climate Protection, p. 45		Principle 8
	G4-EN6	Reduction of energy consumption.	Climate Protection, p. 45		Principle 8
Water	G4-EN8	Total water withdrawal by source.	Water, p. 33		Principles 7, 8
Emissions	G4-EN15^A	Direct greenhouse gas emissions (scope 1).	2015 Climate Change CDP, 7.1-7.4, 8.1-8.2	Reported for The Coca-Cola Company	Principles 7, 8
	G4-EN16^A	Energy indirect greenhouse gas emissions (scope 2).	2015 Climate Change CDP, 7.1-7.4, 8.1, 8.3	Reported for The Coca-Cola Company	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
Emissions	G4-EN17	Other indirect greenhouse gas emissions (scope 3).	2015 Climate Change CDP, 14.1-14.4	Reported for The Coca-Cola Company	Principle 8
	G4-EN18	Greenhouse gas emissions intensity.	Climate Protection, p. 44		Principles 8, 9
	G4-EN19	Reduction of greenhouse gas emissions.	Climate Protection, p. 44 2015 Climate Change CDP, 3.3		Principles 8, 9
Effluents and Waste	G4-EN22	Total water discharge by quality and destination.	Water, p. 35	We do not track the location of the treated wastewater discharge.	Principle 8
Products and Services	G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	Water, pp. 34-36 Packaging, pp. 38-40 Climate Protection, p. 43-45 Quantifying water replenish benefits in community partnership projects		Principles 7, 8, 9
	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category.	Packaging, p. 38	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
Transport	G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	Climate Protection, pp. 43-44		Principle 8

Social - Labor Practices and Decent Work

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
Employment	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region.	Our Workforce	Reported for The Coca-Cola Company	Principle 6
Occupational Health and Safety	G4-LA6^A	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, p. 25	Reported for The Coca-Cola Company	

Additional indicators not required for Core in accordance.

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Social - Labor Practices and Decent Work (cont.)

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
Diversity and Equal Opportunity	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Our Workforce	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
Child Labor	G4-HR5	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, pp. 21-23	Reported for The Coca-Cola Company	Principle 5
Forced or Compulsory Labor	G4-HR6	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, pp. 21-23	Reported for The Coca-Cola Company	Principle 4
Assessment	G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	Human and Workplace Rights, pp. 21, 24	Our human rights value chain analysis covered 100% of our operations in more than 200 countries. Reported for The Coca-Cola Company	Principle 1
Supplier Human Rights Assessment	G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	Human and Workplace Rights, pp. 20-21	All suppliers must adhere to our Supplier Guiding Principles . 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
Human Rights Grievance Mechanisms	G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	Human and Workplace Rights, p. 21	Reported for The Coca-Cola Company	Principle 1

▨ Additional indicators not required for Core in accordance.

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Social - Society

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
Anti-corruption	G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	Governance, pp. 53-54	Reported for The Coca-Cola Company	Principle 10
	G4-SO4	Communication and training on anti-corruption policies and procedures.	Governance, pp. 53-54	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
Public Policy	G4-SO6	Total value of political contributions by country and recipient/beneficiary.	Governance, p. 55	Reported for The Coca-Cola Company	Principle 10
Healthy and Affordable Food	N/A				

Social - Product Responsibility

GRI G4 MATERIAL ASPECT	INDICATOR	INDICATOR DESCRIPTION	INDICATOR CROSS REFERENCE	OMISSIONS AND EXPLANATIONS	UNGC CROSS-REFERENCE
Customer Health and Safety	G4-PR2	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.	Product and Ingredient Safety, p. 14	As a global system that in 2014 produced the equivalent of 687 billion 8-oz servings, we consider the most important part of this indicator to be product safety for the end consumer. Given that we report for the nearly 250 bottling partners across the Coca-Cola system, we do not generate all-inclusive, consolidated information for this metric. However, we applied the following methodology to assess this metric to the best of our ability: we reviewed our incident management database and identified a total of 10 matters that had a food safety aspect. We identified 42 incidents that had some contact with regulatory authorities. The total number of incidents that met both criteria is three.	
	G4-FP5	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, p. 14	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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Independent Accountants' Report

To the Management of The Coca-Cola Company

We have reviewed the selected indicators (the "Subject Matter") included in the Appendix and as presented in The Coca-Cola Company's ("TCCC" or the Company) 2014/2015 Sustainability Report (the "Report") for the year December 31, 2014. 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. TCCC's management is responsible for the Subject Matter as presented in the Report and included in the accompanying Appendix and is also responsible 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, 2014, 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.

As described in the Criteria for Measurement in the Appendix, non-financial information contained within sustainability reports is 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, referred to above, for the year ended December 31, 2014 is not presented, in all material respects, in conformity with the Criteria for Measurement set forth in the Appendix.

Ernst & Young LLP

July 22, 2015
Boston, Massachusetts



Appendix - Subject Matter

INDICATOR NAME	SCOPE	UNIT	REPORTED VALUE ¹
Active, healthy living programs	The Coca-Cola Company	Number of markets with active, healthy living programs	112
Front-of-pack labeling compliance	The Coca-Cola Company owned brands	Not applicable – qualitative assertion	Nearly all markets
Greenhouse gas emissions (manufacturing activities)	Emissions from manufacturing activities for The Coca-Cola System ²	CO ₂ emissions in millions of metric tons	5.55
Lost time incident rate	The Coca-Cola Company and company-owned or controlled operations	Number of lost time incidents multiplied by 200,000 divided by the number of hours worked	1.9
Low- or no-calorie beverages	The Coca-Cola Company owned brands	Number of markets offering low- or no-calorie beverage options	191
PlantBottles™ packages distributed	The Coca-Cola System	Number of bottles distributed containing PlantBottle material	More than 9 billion
Water use ratio	Global production facilities within The Coca-Cola System	Liters of water used per liter of product produced	2.03

Criteria for Measurement

The reporting period for the data collected is January 1, 2014 – December 31, 2014.

INDICATOR NAME	CRITERIA FOR MEASUREMENT
Active, healthy living programs	An active, healthy living program is an initiative that includes one or more different forms of physical activity or education. Examples include, but are not limited to walking, running, dancing, informal and organized sports, or educational and/or training programs that emphasize the importance of physical activity for health and wellbeing (e.g., Exercise is Medicine). The Coca-Cola Company (TCCC) may support an active, healthy living program through financial support, volunteer hours, providing access to physical space, equipment and educational materials.
Front-of-pack labeling compliance	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 (unless required otherwise by national regulations). 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 2014 nutrition labeling policy and accompanying field implementation decisions includes the following stipulations: all Company-owned brands that have associated sales volume as reflected in TCCC’s sales reporting database, except those that are exempt or private-label products, are required to be in compliance with the front-of-pack labeling commitment. TCCC defines “nearly all” markets to exclude countries or markets that might be exempt from this policy due to local regulations, imposed trade sanctions, or political barriers. Policy exemptions include multipurpose refillable bottles, embossed bottles, and products that must comply with specific product-related nutrition labeling requirements, e.g., mineral water. For refillable bottles (and for many countries bottled water), FOP calorie labeling is being incorporated at the time new packaging is initiated, with application beginning no later than December 1, 2016. Newly acquired brands comply over time, depending on acquisition agreements, and local government product and label approval requirements.

¹ All indicators are reported for the year ended December 31, 2014

² The Coca-Cola System refers to The Coca-Cola Company and our bottling partners



INDICATOR NAME	CRITERIA FOR MEASUREMENT
Greenhouse gas emissions (manufacturing activities)	The criteria can be found in the “ Carbon Accounting Manual .” This includes scope 1 and 2 carbon dioxide (CO ₂) emissions from manufacturing and scope 3 CO ₂ emissions from franchises. Direct emissions from stationary fuel consumption for warehouses and offices, CO ₂ loss during production and AC/Chiller are excluded.
Lost time incident rate	<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 3, 2015 for the year ended December 31, 2014.</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>
Low- or no- calorie beverages	Low- or no-calorie is defined as less than or equal to 20 kilo-calories (80 kJ) per 100ml as defined by Codex Alimentarius in the Guidelines for Use of Nutrition and Health Claims (CAC/GL 23-1997). A beverage option is a distinct Company-owned brand beverage that is recognizable to the consumer. A beverage option is a combination of three container dimensions: 1) container type (e.g., bottle, can, bag in box, pouch); 2) container material (e.g., plastic, glass, cardboard, pouch, bag (powder), etc.); and 3) size (e.g., 200ml, 300ml, 355ml, 600ml. In order to be counted as offered, a beverage option will have associated sales volume as reflected in TCCC's sales reporting database as of May 7, 2015.
PlantBottle™ packages distributed	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 bio-PET 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.
Water use ratio	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, and 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.

Note 1: Market is defined by the company as any country or territory that has associated sales volume during the reporting period.

Note 2: Non-financial information within sustainability reports is 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.