Key performance data summary 2019[1]

Commitment	KPI Measurement	2010 Baseline	2017	2018	2019
Action on drinks					
We'll reduce the sugar in our soft drinks by 10% between 2015 and 2020, and that's in addition to the 5% reduction achieved in the previous 5 years.[2]	Reduction in the average sugar per litre in our soft drinks portfolio since 2015 (%)		4.2	11.1	**12.9**
	Reduction in the average sugar per litre in our soft drinks portfolio since 2010 (%)			15.8	**17.6**
We'll aim for 50% of our sales to come from low or no calorie drinks.[3]	Percentage of volume sold which is low or no calorie (%)	33	37	45	**46**
We'll continuously evolve our recipes and portfolio to offer a greater choice of drinks.	Number of products which have had their recipes changed to reduce sugar since 2010 (Number)				**193**
	Number of new low and no calorie products launched since 2010 (Number)				**609**
We'll make it easier for consumers to cut down on sugar with straightforward product information and smaller pack sizes.	Percentage of total sparkling soft drinks volume sold in packs that are 250ml or less (%)[4]		4.8	5.0	**5.0**
Action on packaging					
We'll make sure that 100% of our packaging is recyclable or reusable.	Percentage of packaging that is recyclable (%)[5]		96.6	97.9	**98.3**
We'll work with local and national partners to collect 100% of our packaging in Western Europe.	PET packaging collected for recycling as a percentage of total PET packaging put onto the market (%)	Packaging collection rates differ by country. For full information, see our country data sheets.			
	Packaging collected for recycling as a percentage of total packaging put onto the market (%)[6]			74	**77**
We'll make sure that at least 50% of the material we use for our PET bottles comes from recycled plastic (rPET).	Percentage of PET used that is rPET (%)	16.0	24.6	27.6	**30.5**
Action on society					
We'll foster a diverse and inclusive culture in our business and make sure that women hold at least 40% of our management positions.	Percentage of women in management positions (senior manager level and above) (%)		32.8	35.2	**35.5**
We'll expand the contribution we make to society by increasing our employee volunteering and supporting local community partnerships.	Total community investment contribution (Million Euros)		4	5	**8.8**
	Percentage of pre-tax profits (%)		0.35	0.41	**0.60**
	Total number of volunteering hours (Hours)		9,209	11,955	**25,839**
Action on water					
We'll protect the sustainability of the water sources we use for future generations.	Sites with Source Water Protection Plans and Source Water Assessments in place (%)	100	100	100	**100**
We'll reduce the water we use in manufacturing by 20% – and address water impacts in our supply chain.	Water use ratio[7]	1.82	1.61	1.61	**1.60**
	Percentage reduction in water use ratio since 2010 (%)		11.78	11.25	**12.14**
We'll replenish 100% of the water we use in areas of water stress.	Water replenished as a percentage of total water used in our beverages where sourced from areas of water stress (%)[8]		110	141	**160**
Action on climate					
We'll cut greenhouse gas emissions from our core business by 50%.[9]	Carbon Footprint – core business operations – market based approach (tonnes of CO_2e)	2,486,511	1,359,785	1,226,782	**1,193,938**
	Absolute reduction in greenhouse gas emissions in core business operations since 2010 (%)		45.3	50.7	**52.0**
We'll cut greenhouse gas emissions by 35% across our entire value chain.	Carbon footprint – total value chain (tonnes of CO_2e)	5,371,112	3,888,288	3,755,738	**3,731,971**
	Relative reduction in total value chain greenhouse gas emissions (Scope 1, 2, 3) since 2010 (gCO_2e/litre) (%)		27.8	29.8	**30.8**
	Absolute reduction in total value chain greenhouse gas emissions (Scope 1, 2, 3) since 2010 (%)		27.6	30.1	**30.5**
	Energy use ratio[10]	0.382	0.320	0.315	**0.317**
We'll purchase 100% renewable electricity by 2020.	Percentage of electricity purchased that comes from renewable sources (%)	1.2	87.5	100	**100**
Action on supply chain					
We'll continue to embed sustainability, ethics and human rights into our supply chain.	Spend with suppliers covered by our Supplier Guiding Principles (%)		80	91	**97**
We'll make sure 100% of our main agricultural ingredients and raw materials come from sustainable sources by 2020.	Percentage of sugar sourced through suppliers in compliance with our Sustainable Agriculture Guiding Principles (%)		83	88	**96**
	Percentage of pulp and paper sourced through suppliers in compliance with our SAGPs (%)			94	**100**

Indicates independent assurance by DNV GL.

(1) Please note, data for previous years may not be available in all cases as new targets have been set in 2017; and combined data for CCEP prior to its formation may not be available in all cases
(2) Sparkling soft drinks and non-carbonated soft drinks only. Does not include water or juice.
(3) Total CCEP sales. Does not include coffee, alcohol, beer or freestyle. Low calorie beverages ≤20kcal/100ml. Zero calorie beverages <4kcal/100ml.
(4) Based upon 2019 CCEP sparkling soft drinks sales volume, at an SKU level.
(5) Packaging is the packaging in the hand of the consumer (RTD packaging). Recyclability criteria based upon market specific recyclability assessments.
(6) Represents an aggregated number, based on packaging collection rates by material in each of our markets which is then applied to our own packaging volumes. The way that packaging collection rates are calculated may differ across our markets and therefore this aggregated number should be treated as an estimate.
(7) Water use ratio, litres of water per litre of finished product produced.
(8) Water replenishment calculated on production volume from CCEP sites based in areas of water stress as determined by WRI/Aqueduct analysis, and total water volumes replenished. May differ to The Coca-Cola Company calculations, which are based on total sales volumes.
(9) Absolute carbon reduction target, irrespective of business growth. Core business operations includes manufacturing, cold drink equipment and transportation.
(10) Energy use ratio, MJ/litre of product produced.

Action on packaging

Materials

Packaging footprint (GRI 301-1 / GRI 301-2)

	2017		2018		2019	
Total weight of material used	Metric Tonnes	Packaging footprint %	Metric Tonnes	Packaging footprint %	**Metric Tonnes**	**Packaging footprint %**
Primary pacakging						
PET (Virgin)	158,629	23.9	154,972	23.4	**153,901**	**22.7**
PET (rPET)	55,294	8.3	61,581	9.3	**66,219**	**9.8**
PET (Plant PET)	10,999	1.7	6,652	1.0	**3,146**	**0.6**
Glass	138,731	20.9	142,727	21.5	**147,870**	**21.8**
Steel	75,344	11.3	71,295	10.8	**73,351**	**10.8**
Aluminium	87,831	13.2	91,944	13.9	**96,208**	**14.2**
Carton	936	0.1	741	0.1	**571**	**0.1**
Pouches	3,542	0.5	3,222	0.5	**3,042**	**0.5**
LDPE	761	0.1	587	0.1	**557**	**0.1**
HDPE	12,534	1.9	11,436	1.7	**11,101**	**1.6**
PP	612	0.1	579	0.1	**566**	**0.1**
Other (primary)	22,673	3.4	18,978	2.8	**19,009**	**2.8**
Secondary packaging						
Plastic	35,694	5.4	36,227	5.5	**38,159**	**5.6**
Cardboard	56,542	8.5	57,210	8.6	**58,444**	**8.6**
Tertiary packaging (LDPE)	4,794	0.7	4,782	0.7	**4,688**	**0.7**
Total packaging weight	**664,916**		**662,933**		**676,832**	
Total non-recycled content packaging weight	**465,590**	**70.0**	**452,772**	**68.3**	**466,250**	**68.9**
Total recycled content packaging material weight	**199,326**	**30.0**	**210,162**	**31.7**	**210,581**	**31.1**
PET that is rPET (%)		24.6		27.6		**30.5**
PET that is Plant PET (%)		4.9		3.0		**1.4**
Recycled aluminium, steel and glass content (%)[1]		34.6		35.3		**32.8**
Packaging use ratio[2]		46.85		47.03		**47.59**

	2018		2019	
Number of packages introduced into the marketplace[3]	Number	%	**Number**	**%**
PET	7.50bn	29.7	**7.48bn**	**29.0**
Refillable PET	1.20bn	4.8	**1.11bn**	**4.3**
Glass	600m	2.4	**610m**	**2.3**
Refillable glass	2.85bn	11.3	**2.94bn**	**11.4**
Aluminium can	6.80bn	27.0	**7.10bn**	**27.6**
Steel	3.10bn	12.3	**3.10bn**	**12.2**
Pouch	783m	3.1	**739m**	**2.9**
Carton	63m	0.2	**49m**	**0.2**
Other	137m	0.5	**124m**	**0.5**
Dispensed (Including Freestyle and fountain)[4]	2.20bn	8.7	**2.40bn**	**9.6**
Aluminium bottle	1.6m	0	**0**	**0**
Total packing units introduced[5]	**23.04bn**	**100**	**23.25bn**	**100**
Total refillable bottles (PET and glass)	**4.05bn**	**16.1**	**4.05bn**	**15.7**
Percentage of PET packaging that is refillable PET		**13.8**		**12.9**
Percentage of glass packaging that is refillable glass		**82.6**		**82.8**

(1) Based upon supplier-provided data.
(2) We have updated our methodology for calculating the packaging use ratio to include trippage rates for refillable packaging (PET and glass).
(3) Our packaging footprint includes the breakdown of the number of packages we introduce into the marketplace. This is based on individual units of packaging sold.
(4) Based on 500ml servings.
(5) Dispensed (Including Freestyle and fountain) excluded.

Action on packaging continued

Manufacturing waste (GRI 306-2)

	2017		2018		2019	
Waste by disposal type	Metric Tonnes	% of Total Waste	Metric Tonnes	% of Total Waste	**Metric Tonnes**	**% of Total Waste**
Recycled	92,969.60	92.34	102,148.04	90.89	**109,252.92**	**91.98**
Composting	1,657.57	1.65	2,728.71	2.43	**3,454.49**	**2.91**
Waste to energy recovery	4,497.32	4.47	6,502.04	5.79	**5,111.40**	**4.30**
Incineration	132.06	0.13	194.35	0.17	**366.71**	**0.31**
Landfill	1,424.39	1.41	813.53	0.72	**591.76**	**0.50**
Total waste produced at CCEP manufacturing operations	**100,680.93**		**112,386.67**		**118,777.27**	

Hazardous/non-hazardous waste (GRI 306-2)[6]

	2017		2018		2019	
Waste type	Metric Tonnes	% of Total Waste	Metric Tonnes	% of Total Waste	**Metric Tonnes**	**% of Total Waste**
Hazardous waste	437.4	0.4	530.9	0.5	**1,010.4**	**0.9**
Non-hazardous waste	100,243.5	99.6	111,855.7	99.5	**117,766.9**	**99.1**

(6) Please note that previous years data has been restated due to more accurate data becoming available.

Action on climate

GHG Emissions[1], [2]

Greenhouse gases – 2019 (tonnes CO_2e) (GRI 305-1 / GRI 305-2 / GRI 305-3)

Scope	Carbon dioxide (CO2)	Nitrous oxide (N2O)	Methane (CH4)	Hydrofluoro carbons	Percentage of footprint	Total (tonnes CO_2e)
1. Direct emissions (e.g. fuel used in manufacturing, own vehicle fleet, as well as process and fugitive emissions)	232,715	847	323	4,161	**19.9**	**238,046**
2a. Indirect emissions – market based approach[3] (e.g. electricity)	6,522	15	36	0	**0.6**	**6,573**
2b. Indirect emissions location based approach[3] (e.g. electricity)	168,656	396	919	0	**14.2**	**169,971**
3. Third party emissions included in our core business operations, including those related to our cold drink equipment, third party transportation and distribution, and business travel	943,913	4,720	685	0	**79.5**	**949,319**
Total Scope 1, 2[4] and 3 (Core Business Operations)	**1,183,151**	**5,582**	**1,044**	**4,161**		**1,193,938**

Our operational carbon footprint (tonnes CO_2e)[5], [6] (GRI 305-1 / GRI 305-2 / GRI 305-3)

Metric tonnes CO_2e by emission source	2010	2017	2018	2019
Cold drink equipment	1,515,051	779,860	647,600	**609,273**
Operations and commercial sites	566,747	257,127	242,562	**248,926**
Third-party distribution	268,460	232,284	245,493	**246,956**
CCEP fleet	121,960	79,726	79,149	**76,046**
Other (including business travel)	14,292	10,788	11,978	**12,737**
Total Scope 1, 2[4] and 3 (Core Business Operations)	**2,486,511**	**1,359,785**	**1,226,782**	**1,193,938**
Scope 3 - Third party emissions related to our ingredients	1,060,710	995,568	967,114	**944,775**
Scope 3 - Third party emissions related to our packaging	1,823,891	1,532,934	1,561,842	**1,593,258**
Total GHG emissions Scope 3 (Ingredients, packaging and core business operations)			**3,517,726**	**3,487,352**
Total GHG emissions Scope 1, 2 and 3 (Full value chain)	**5,371,112**	**3,888,288**	**3,755,738**	**3,731,971**

Total value chain carbon footprint

Percentage	2010	2017	2018	2019
Cold drink equipment	28.2	20.1	17.2	**16.3**
Operations and commercial sites	10.6	6.6	6.5	**6.7**
Distribution	7.5	8.3	9.0	**9.0**
Ingredients	19.7	25.6	25.7	**25.3**
Packaging	34.0	39.4	41.6	**42.7**

Our normalized carbon footprint (GRI 305-4)[6]

Metric tonnes CO_2e by emission source	2010	2017	2018	2019
GHG Scope 1 & 2 emissions per litre of product produced (g CO_2e/litre) (market-based Scope 2 approach)	44.70	19.54	18.83	**19.25**
GHG Scope 1 & 2 emissions per Euro of revenue (g CO_2e/Euro) (market-based Scope 2 approach)		22.46	20.73	**20.36**
GHG Scope 1, 2, and 3 (full value chain) emissions per litre of product sold (g CO_2e/litre) (market based Scope 2 approach)	378.1	272.9	265.4	**261.5**

Action on climate continued

GHG emission reductions (absolute and normalised)(GRI 305-5)[6]

Metric tonnes CO_2e by emission source	2017	2018	2019
Absolute reduction in greenhouse gas emissions in core business operations since 2010 (%)	45.3	50.6	**52.0**
Relative reduction in total value chain greenhouse gas emissions (Scope 1, 2, 3) since 2010 (gCO_2e/litre) (%)	27.8	29.8	**30.8**
Absolute reduction in total value chain greenhouse gas emissions (Scope 1, 2, 3) per litre sold since 2010 (%)	27.6	30.1	**30.5**

Energy and renewable energy

Energy use ratio (GRI 302-3)

	2010	2017	2018	2019
Energy consumed (MJ) per litre of product	0.382	0.320	0.315	**0.317**

CCEP energy sources and use (GRI 302-1)[6]
Direct energy consumption by Primary Energy Source (Scope 1) (GRI 302-4 / GRI 302-5)[6]

	2017		2018		2019	
Source	MWh	GJ	MWh	GJ	**MWh**	**GJ**
Diesel (CCEP fleet)	255,365	919,316	251,366	904,919	**236,691**	**852,087**
Petrol (CCEP fleet)	4,220	15,192	7,239	26,059	**13,948**	**50,214**
Natural gas	432,822	1,558,158	432,387	1,556,593	**457,796**	**1,648,064**
Propane and LPG	55,284	199,021	56,186	202,271	**52,802**	**190,085**
Light fuel oil/site diesel	35,289	127,041	29,998	107,994	**28,976**	**104,313**
Other (jet-fuel and CNG)	2,138	7,698	0	0	**1**	**4**
Geothermal	10,387	37,393	10,542	37,950	**9,624**	**34,646**
Electricity CHP	8,268	29,765	6,358	22,890	**6,577**	**23,678**
Biodiesel	4,116	14,818	1,285	4,626	**303**	**1,091**
Electricity solar	437	1,574	449	1,618	**427**	**1,537**
Ground source heat	107	384	107	384	**107**	**384**
Electricity water turbine	210	755	197	708	**170**	**612**
Heavy fuel oil	0	0	0	0	**0**	**0**
Total direct energy consumption	**808,643**	**2,911,114**	**796,115**	**2,866,012**	**807,421**	**2,906,716**

CCEP energy sources and use (GRI 302-1)
Direct energy consumption by Primary Energy Source (Scope 2) (GRI 302-1)[6]

	2017		2018		2019	
Source	MWh	GJ	MWh	GJ	**MWh**	**GJ**
Electricity purchased and consumed	637,012	2,293,243	633,615	2,281,012	**624,391**	**2,247,808**
Heat and steam purchased and used	28,599	102,956	23,361	84,100	**22,336**	**80,409**
Total direct energy consumption	**665,611**	**2,396,199**	**656,976**	**2,365,112**	**646,727**	**2,328,217**

Renewable energy (GRI 302-1)[6]

	2017		2018		2019	
Source	MWh	GJ	MWh	GJ	**MWh**	**GJ**
Renewable purchased electricity (Grid)	544,812	1,961,324	619,784	2,231,222	**610,560**	**2,198,014**
Renewable Non-Grid/onsite electricity (Solar PV and water turbine)	4,366	15,718	5,278	19,003	**5,288**	**19,038**
Renewable heat and steam (Biomass – district heating, Geothermal & Ground source heat pump)	39,092	140,733	34,009	122,434	**32,066**	**115,439**
Total direct energy consumption	**588,271**	**2,117,775**	**659,072**	**2,372,659**	**647,914**	**2,332,491**

Action on climate continued

Non-renewable energy (GRI 302-1)[(6)]

	2017		2018		2019	
Source	MWh	GJ	MWh	GJ	**MWh**	**GJ**
Low carbon purchased electricity (Grid)	20,679	74,444	0	0	**0**	**0**
Fossil fuel electricity (Grid)	63,327	227,976	9,198	33,114	**9,140**	**32,904**
Natural gas	432,822	1,558,158	432,387	1,556,593	**457,796**	**1,648,064**
Light fuel oil/ site diesel	35,289	127,041	29,998	107,994	**28,976**	**104,313**
Propane and LPG	55,284	199,021	56,186	202,271	**52,802**	**190,085**
Total non-renewable energy	**607,400**	**2,186,640**	**527,770**	**1,899,971**	**548,713**	**1,975,367**

Cold drink equipment

Energy used in cold drink equipment (GRI 302-2)[(6)]

	2017		2018		2019	
Source	MWh	GJ	MWh	GJ	**MWh**	**GJ**
Energy used in customer locations for cold drink equipment	2,128,792	7,663,652	1,975,938	7,113,377	**1,892,486**	**6,812,949**

Note on sources of data and calculation methodologies under the WRI/WBCSD Greenhouse Gas (GHG) Protocol, we measure our emissions in three 'Scopes', except for CO_2e emissions from biologically sequestered carbon, which is reported separately. Please note that prior years data may be restated due to more accurate data becoming available. Data is consolidated from a number of sources across our business and is analysed centrally. We use a variety of methodologies to gather our emissions data and measure each part of our operational carbon footprint, including natural gas and purchased electricity data, refrigerant gas losses, CO_2 fugitive gas losses and transport fuel, water supply, wastewater and waste management.

We use emission factors relevant to the source data including UK Department for Business, Environment and Industrial Strategy (BEIS) 2019 and IEA 2017 emission factors. Scope 1 figures include: direct sources of emissions such as the fuel we use for manufacturing and our own vehicles plus our process and fugitive emissions. Scope 2 figures include indirect sources of emissions such as the purchased electricity we use at our sites. We report against this on both a location based and a market based approach. Scope 3 figures include the emissions associated with the packaging we put on the market and the ingredients we use in our products. It also includes indirect sources associated with the electricity used by our cold drink and coffee equipment at our customers' premises, our employee business travel by rail and air, emissions related to the supply of water and treatment of wastewater, emissions from the treatment of waste, fuel used by our third party distributors, and other energy related emissions not already accounted for under Scope 1 and 2 (for example, emissions from well to tank and transmission and distribution). Additional Scope 3 figures from the WRI/ WBCSD GHG Protocol will be included in our 2020 CDP response.

(1) Under the WRI/WBCSD Greenhouse Gas (GHG) Protocol, we measure our emissions in three 'Scopes', except CO_2e from biologically sequestered carbon, which is reported separately. In 2019, CCEP's biologically sequestered carbon was 9,931 tonnes.
(2) Please note we do not have PFCs or SF6 emissions.
(3) Includes on- and off-site solar, geothermal, biomass, and combined heat and power (CHP) generation.
(4) Market based approach only.
(5) Calculated using the Scope 2 market based approach.
(6) Please note that previous years data has been restated due to more accurate data becoming available.

Action on water

Water stewardship

Total water withdrawal (GRI 303-1 / GRI 303-5)[1]

	2017		2018		2019	
By source	Volume (1,000m³)	%	Volume (1,000m³)	%	**Volume (1,000m³)**	**%**
Municipal	15,071	74.24	14,904	73.04	**14,966**	**73.69**
Borehole	5,230	25.76	5,501	26.96	**5,341**	**26.30**
Rainwater	0.8	0.00	0.4	0.00	**1.0**	**0.01**
Total water withdrawn	**20,302**		**20,405**		**20,308**	
Total water use ratio (liters of water used/litre of finished product)		**1.605**		**1.598**		**1.614**

Total wastewater discharge (GRI 303-4 / GRI 306-1 / GRI 306-5)

	2017	2018	2019
By volume	Volume (1,000m³)	Volume (1,000m³)	**Volume (1,000m³)**
Discharged for treatment by municipal water treatment works	4,367,661	4,641,532	**4,526,656**
Treated onsite	2,936,838	2,867,222	**2,848,068**
Surface water	0	0	**0**
Total wastewater discharged	**7,304,498**	**7,508,754**	**7,374,724**

Water in water-stressed areas (GRI 303-3)[1]

	2017		2018		2019	
	Volume (m³)	% of total production volume	Volume (m³)	% of total production volume	**Volume (m³)**	**% of total production volume**
Total production volume in areas of water stress	6,402,987	50.6	6,279,316	49.7	**6,353,890**	**50.01**
Total water withdrawal from sites in areas of water stress	10,469,558	51.6	10,388,975	50.9	**10,407,941**	**51.3**

	2017	2018	2019
Number of sites in areas of water stress	21	20	**20**

Water replenishment (GRI 303-2)

	2017	2018	2019
Volume of water replenished	Volume (m³)	Volume (m³)	**Volume (m³)**
Belgium	42,900	80,200	**189,800**
France	3,645,000	3,971,000	**4,372,000**
Germany	37,300	37,300	**37,300**
Great Britain	880,300	1,467,700	**1,812,500**
Spain	2,439,350	3,278,950	**3,782,450**
Total volume replenished	**7,044,750**	**8,835,150**	**10,194,050**
Replenishment as a percentage of the water we used in our drinks, where sourced from areas of water stress	110%	141%	**160%**[2]

(1) Please note that previous years data has been restated due to more accurate data becoming available.
(2) Water replenishment calculated on production volume from CCEP sites based in areas of water stress as determined by WRI/Aqueduct analysis and total water volumes replenished. May differ to The Coca-Cola Company calculations, which are based on total sales volumes.

Action on drinks

Portfolio

	2017	2018	**2019**
Reduction in the average sugar per litre in our soft drinks portfolio since 2015 (%)[1]	4.2	11.1	**12.9**
Reduction in average sugar per litre in our soft drinks portfolio since 2010 (%)[1]		15.8	**17.6**
Number of products which have had their recipes changed to reduce sugar since 2010 (Number)			**193**
Number of new low and no calorie products launched since 2010 (Number)			**609**
Percentage of our volume sold which is low or no sugar (%)[2]	37	45	**46**
Number of organic products in our portfolio (Number)		52	**94**
Percentage of our volume sold that is organic (%)		0.3	**0.3**
Percentage of total sparkling soft drinks volume sold in packs which are 250ml or less (%)[3]	4.8	5.0	**5.0**
Tonnes of sugar removed from our products since 2010 (Tonnes)			**165,000**
Percentage of products in our portfolio that carry GDA labelling and front-of-pack labelling (%)[4]		98	**97**
Percentage of total products sold that offer nutrition benefits such as fiber, vitamins, minerals or functional food ingredients (%)		4.9	**5.2**
Percentage of products that we sell that contain alcohol (%)[5]		0.2	**0.1**
Product portfolio by unit cases volume:			
• Coca-Cola Trademark (%)		63	**63.5**
• Sparkling flavours and energy (%)		22.5	**22.5**
• Juices, isotonics (%)		7.5	**8.5**
• Water (%)		7	**5.5**
Number of products in our portfolio that are genetically modified or derived from genetically modified organisms (Number)[6]	0	0	**0**
Number of products in our portfolio that are tested on animals (Number)	0	0	**0**

(1) Sparkling soft drinks and non-carbonated soft-drinks only. Does not include water or juice.
(2) Total CCEP sales. Does not include coffee, alcohol, beer or freestyle. Low calorie beverages <=20kcal/100 ml. Zero calorie beverages <4kcal/100ml.
(3) Based upon 2019 CCEP sparkling soft drinks sales volume, at an SKU level.
(4) Waters do not require GDA labelling. The remaining 2% of our portfolio that do not use GDA labelling are the drinks of our brand partner Monster Energy, which chooses not to put this labelling on the front of packs. This means it is aligned with other energy drink brands.
(5) In two of the countries where we operate, we do produce or distribute alcoholic drinks such as beer, wine and spirits.
(6) We insist that our suppliers adhere to the same standards and demand suitably verified certificates of compliance with EU regulations 1829/2003 and 1830/2003 on genetically modified food and feed, and traceability and labelling respectively. CCEP follows TCCC's policy on Nanotechnology

Action on society (Our people)

Diversity and employment

Workplace profile

	2017		2018		2019		
	Number	Percentage	Number	Percentage	**Number**	**Percentage**	**GRI**
Total employees	23,551		23,310		**23,357**		**GRI 102-8**
Male (number/%)	18,076	76.8	17,672	75.8	**17,498**	**74.9**	
Female (number/%)	5,475	23.2	5,638	24.2	**5,859**	**25.1**	
Full-time employees	22,573		22,023		**21,982**		
Male (number/%)	17,605	97.4	17,151	97.1	**16,914**	**97.0**	
Female (number/%)	4,968	90.8	4,872	86.4	**5,068**	**87.0**	
Part-time employees	448	6.8	1,287	16.5	**1,274**		
Male (number/%)	110	0.6	521	2.9	**517**	**3.0**	
Female (number/%)	338	6.2	766	13.6	**757**	**13.0**	
Permanent contract	21,356		21,213	91.0	**21,072**	**90.6**	
Male (number/%)	16,424	90.9	16,199	91.7	**15,912**	**91.3**	
Female (number/%)	4,932	90.2	5,014	88.9	**5,160**	**88.6**	
Temporary contract	1,665	13.9	1,668	7.2	**1,709**	**7.3**	
Male (number/%)	1,291	7.1	1,202	6.8	**1,212**	**7.0**	
Female (number/%)	374	6.8	466	8.3	**497**	**8.5**	
Voluntary turnover rate (%)		5.9		5		**5**	**GRI 401-1**
Male (number/%)		6.8		4		**4.1**	
Female (number/%)		3.2		6.3		**7.3**	
New hire rate (%)		16		5		**6**	
Male (number/%)		69.7		4		**4.3**	
Female (number/%)		30.3		9.2		**9.5**	
Absentee rate (%)		13.1		7.7		**4.8**	**GRI 403-9**
Male (%)		6.0		4.2		**3.6**	**GRI 403-9**
Female (%)		7.1		3.5		**1.2**	**GRI 403-9**
Employees that receive regular performance appraisals							**GRI 404-3**
Management (%)		98.1		100		**100**	
Non-Management (%)		94.8		99		**99**	
Average training days per employee (hours)	14.0			13.2		**14.4**	**GRI 404-1**
Employees covered by collective bargaining agreements (%)		84.0		84.5		**84.5**	**GRI 102-41**
Females in leadership roles (%) (including ELT-Senior Manager Grade)		32.8		35.2[1]		**35.5**	**GRI 405-1**
Females in non-management roles (%)		22.3		22.6		**23.9**	**GRI 405-1**
Females on Board of Directors (%)		17.6		17.6		**23.5**	**GRI 405-1**
Board of Directors members over 40 (%)		100		100		**100**	**GRI 405-1**
Equal remuneration (median compensation of men vs women) (%)[2]							**GRI 405-2**
Executive and Management		107		108		**106**	**GRI 405-2**
Non-management		97		100		**102**	**GRI 405-2**
CEO to employee pay ratio		75:1		76:1		**65:1[3]**	**GRI 102-39**

Percentages represent percentage of total workforce.
Additional data splits available in CCEPs full GRI table

(1) We reported 35.6% of women in senior management positions in 2018 based on 759 females and 1,376 males in senior management as at 31 December 2018. Following a project to regrade senior managers, the number of females and males in senior management as at 31 December 2018 has been restated to 751 females and 1,380 males so that the number of women in senior management has been restated to 35.2%.

(2) The country male/female pay ratios calculated for the purposes of this report differ in calculation methodology to those that may be required by law within each country. For the purposes of this report, country pay ratios were calculated based upon base pay, on an FTE basis, excluding contract types such as apprenticeships and internships.

(3) Excludes value of CEO LTI award. If LTI award included the ratio would be 161:1.

Action on society (Our people) continued

Safety (GRI 403-9)

Lost-time incident rate by country

Number of lost-time incidents per 100 full-time equivalent employees	2017	2018	2019
Belgium and Luxembourg	0.68	0.50	0.83
France	1.77	1.46	0.90
Germany	1.77	1.92	1.77
Great Britain	0.56	0.70	0.63
Iceland	3.95	1.26	1.54
The Netherlands	0.00	0.13	0.12
Norway	0.31	0.31	0.00
Spain and Portugal	1.06	0.77	0.90
Sweden	0.38	0.13	0.28
CCEP Total	**1.23**	**1.14**	**1.07**

(1) Data for Bulgaria shared service centre not captured.

Code of Conduct violations by type (GRI 205)

	Number	%[1]
Code of Conduct reports by type	**2019**	
Avoiding conflicts of interest	2	2
Creating an inclusive and respectful workplace	25	28
Delivering high quality products	1	1
Integrity with our business records[2]	29	31
Preventing bribery and corruption	1	1
Protecting information	2	2
Respecting global and local laws and customs	1	1
Responsible communications	1	1
Using company assets responsibly – non-financial	16	17
Working in a safe and healthy environment	15	16
Grand Total	**93**	**100**
Number of employees resigned or dismissed	39	
Number of disciplined employees still employed[3]	32	

(1) Percentage versus overall reports.
(2) Not limited only to our financial records. Business records include records such as payroll, timecards, travel and expense reports, job applications, quality reports, field sales measures, customer agreements and inventory and sales reports.
(3) Some cases involve more than one employee.

Action on society (Community)

Community investment (GRI 413-1)

	2017		2018		2019	
Type of investment	Contribution €	Percentage of total	Contribution €	Percentage of total	**Contribution €**	**Percentage of total**
Cash contribution	3,101,384	77	3,249,686	65	**6,005,122**	**68**
In kind contribution	610,010	15	952,155	19	**1,129,151**	**13**
Total Volunteer Time	5,000	0	372,401	8	**961,997**	**11**
Total management costs (cash and time)	326,021	8	396,929	8	**685,748**	**8**
Total contribution	**4,042,414**		**4,971,172**		**8,782,018**	
% of pre-tax profit	**0.35**		**0.41**		**0.60**	

Community investment by country (GRI 413-1)

	2017		2018		2019	
Type of investment	Total Community Investment €	Volunteer Hours	Total Community Investment €	Volunteer Hours	**Total Community Investment €**	**Volunteer Hours**
Belgium and Luxembourg	849,552	619	708,586	700	**1,039,350**	**1,000**
Bulgaria	–	–	–	–	**62,859**	**600**
France and Monaco	518,482	3,076	497,057	3,920	**1,313,252**	**3,348**
Germany	293,582	1,608	379,006	2,645	**1,142,389**	**5,001**
Great Britain	1,070,998	2,090	1,075,221	1,451	**1,699,749**	**4,974**
Iceland	N/A	N/A	212,349	0	**80,000**	**0**
The Netherlands	203,789	625	143,277	873	**250,881**	**1,155**
Norway	168,340	390	190,210	0	**286,668**	**20**
Spain and Portugal	688,340	757	1,712,829	2,310	**2,451,196**	**8,664**
Sweden	80,857	44	36,637	56	**255,949**	**1,077**
Corporate/Central CCEP	168,505	0	16,000	0	**199,725**	**0**
Total	**4,042,414**	**9,209**	**4,971,172**	**11,955**	**8,782,018**	**25,839**