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

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

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

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

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


Read more about our human rights policies, stakeholder engagement, and our focus on addressing global human rights issues on Coca-Cola Journey.

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

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

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

We have expanded our approach to implementing respect for human rights issues. For example, to address forced and migrant labor, child labor and land rights issues in our supply chain, we used the U.S. Department of Labor’s List of Goods Produced by Child and Forced Labor as a starting point and focused on the top sugarcane producing countries in which we buy sugar. We now have a 2020 strategy and action plan that includes conducting baseline studies in 28 key countries. This plan will evolve into a local multi-stakeholder program in each country.

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

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

For more information on our land rights work, see the Sustainable Agriculture section of this report.
Embedding Human Rights Into Our Culture

Our Human Rights Statement, in conjunction with our Workplace Rights Policy, our Global Mutual Respect Policy and our Supplier Guiding Principles, provide a consistent approach to human and workplace rights worldwide and embed the expectations as an integral part of our culture, strategy and day-to-day operations, including our Enterprise Risk Management systems. Moreover, third-party auditors trained on these standards conduct regular human and workplace rights assessments. Where there are gaps in compliance, corrective action plans are put in place. Assessments are then conducted on a regular basis to confirm ongoing compliance at bottling, office and supplier sites. Each year, we conduct over 2,000 independent third-party audits and have conducted over 17,000 assessments since the program began.

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

Developing Local Grievance Mechanisms in Myanmar

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

As part of the ongoing due diligence work, the local Coca-Cola team worked with residents and the township office to address concerns raised, including agreeing to construct noise reduction barriers for the generators, management of water flow from the building and implementation of a parking plan to keep the road clear. The fact that concerns were raised by the community and addressed in a collaborative manner is a positive indication that local communication and grievance channels are working.

The Institute for Human Rights and Business (IHRB) commended our report for publicly disclosing not only the positive steps we have taken but also the ongoing human rights challenges we face in Myanmar. The full Responsible Investment report was submitted in December 2013 and can be downloaded here. We will report annually on July 1.
Progress: As of December 31, 2013, 94 percent of our Company-owned facilities had achieved compliance with our Workplace Rights Policy.

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

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

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

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

Grievance Mechanisms and Investigating Rights-Related Complaints

We require all associates to know our human rights and workplace rights standards and to apply them in their work. Managers, in particular, receive extensive training. We also rely on our associates to speak up immediately if they believe our policies or their rights have been violated. Through numerous channels, including EthicsLine, associates, as well as customers, suppliers and consumers, can report—confidentially and without fear of retaliation—perceived violations of our Code of Business Conduct, our Workplace Rights Policy, our Global Mutual Respect Policy, our Human Rights Statement or applicable laws and regulations. We treat all inquiries confidentially and investigate all concerns.
In 2013, we investigated 336 perceived human and workplace rights complaints from our employees, down from 412 in 2012. In cases where claims are substantiated, we take corrective action. Depending on the violation, corrective action may take the form of back pay, reassignment of duties and in severe cases, separation from the Company.

**Engaging Bottlers and Suppliers Throughout Our System**

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

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

At an industry level, we joined the local UN Global Compact Network India Human Rights Sub-committee. Through this working group, we engaged with peers to develop a CEO Forum in India aimed at advancing human rights in a business context and serving as a call to action for Indian businesses. The focus of CEOs on the issue garnered the support and visibility needed to promote action.

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

**Read more about our commitment to protect communities’ and farmers’ land rights.**

**Expanding Our Impact With Partnerships**

We are continually expanding our understanding of human rights and advancing the global human rights dialogue by engaging with representatives across the “Golden Triangle”—businesses,
governments and civil society. The actions we took to form or strengthen such relationships in 2013 included:

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

For several years, we have been a leading member of AIM-PROGRESS, a forum of 37 leading consumer goods manufacturers and suppliers working together to promote responsible sourcing practices. Collectively these companies have audited more than 10,000 suppliers in the last three years and agreed to a Mutual Recognition framework through which the audits can be shared to reduce duplication and costs for suppliers. This has allowed the industry to shift more focus and resources to the remediation of issues.

Read about our ongoing work with other partners to advance human rights around the world.

Workplace Safety

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

Our systemwide safety vision and its supporting principles were developed by our Global Safety Council in 2013 and communicated throughout our system by Coca-Cola senior leadership in early 2014.
The Global Safety Council is part of our Global Supply Chain Council, and includes senior safety leaders from within our Company and from our bottling partners. We work together towards the achievement of our system safety vision by developing the safety capabilities of our leadership, ensuring implementation of robust safety-management processes, aligning and enhancing our metrics systems and advancing behavior-based safety programs.

In 2013, we expanded the Global Safety Council to include representatives from additional bottling partners, and have launched cross-geographic work teams to focus on priority areas for development, including safety leadership, behavior-based safety, route-to-market safety, fall protection and ergonomics.

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

We have also begun the process of internalizing our Safety and Environment auditors in an effort to increase capability and consistency across auditors, as well as to add to our “talent pipeline.” The work to internalize auditors will continue through 2014 and requires a heavy focus on capability building.

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

Our safety record for 2013

Our lost-time incident rate decreased in 2013, dropping to a low of 1.9. This decrease was driven by improvements within Coca-Cola Refreshments (our Company-owned North America bottling and customer service organization), the Bottling Investments Group (our Company-owned international bottlers) and our concentrate operations. Additionally, in 2013 we reported 69,805 lost days and a lost-day rate of 53.27, which is

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Employees</th>
<th>Lost-Time Incident Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>139,600</td>
<td>4.1</td>
</tr>
<tr>
<td>2011</td>
<td>146,200</td>
<td>2.2</td>
</tr>
<tr>
<td>2012</td>
<td>150,900</td>
<td>2.3</td>
</tr>
<tr>
<td>2013</td>
<td>130,600</td>
<td>1.9</td>
</tr>
</tbody>
</table>

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

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

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

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

A Focus on Route-to-Market Safety

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

The Quality, Safety and Environment (QSE) function, working through the Global Supply Chain Council, is developing a more detailed supporting strategy to drive safety improvement across our system, specifically including our RTM operations.

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

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

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

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

Engaging Employees

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

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

- Be the Brand
- Live our Values

Global Workforce 130,600¹

<table>
<thead>
<tr>
<th>Region</th>
<th>2013/2014 SUSTAINABILITY REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>3,900</td>
</tr>
<tr>
<td>Coca-Cola Refreshments</td>
<td>69,200</td>
</tr>
<tr>
<td>Latin America</td>
<td>2,400</td>
</tr>
<tr>
<td>Bottling Investments</td>
<td>2,200</td>
</tr>
<tr>
<td>Europe</td>
<td>2,900</td>
</tr>
<tr>
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<tr>
<td>Eurasia &amp; Africa</td>
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<tr>
<td>Pacific</td>
<td>3,000</td>
</tr>
<tr>
<td>Bottling Investments</td>
<td>32,700</td>
</tr>
</tbody>
</table>

¹Corporate associates are included in the geographic area in which they work. Bottling Investments is an operating group with associates located in four of our geographic operating groups. Numbers are approximate and as of December 31, 2013.
The first annual Well-Being Month in the Atlanta headquarters. Activities included lunchtime walks with senior leaders, Tai Chi classes, presentations on balanced living, and the promotion of employee-driven well-being ideas.

A successful weeklong focus on movement across Europe called Move Week. Employees in our Iberia Business Unit took a collective 6,117,000 steps over the week, surpassing their target of 5 million steps, and winning a donation of 5,000 euros to a local food bank.

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

Recognition as a Great Place to Work

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

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

Valuing Diversity

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

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

Our Global Diversity Strategic Framework includes programs that attract, retain and develop diverse talent; provide support systems through our Diversity Advisory Councils and Business Resource Groups; and deliver ongoing diversity education and
training programs. These programs include supplier diversity training to help ensure our supplier base is representative of our diverse customer and consumer base.

Key Highlights

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

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

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

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

- Named one of the “Top 50 Organizations for Multicultural Business Opportunities” by DiversityBusiness.com.
- Named a Corporate Honoree in the 2013 Hispanic Scholarship Fund (HSF) Alumni Hall of Fame.

You can find a complete list of accolades and recognition for our efforts online.
What’s Next

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

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

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

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

The improvements we are implementing in workplace safety include:

- Continued improvement of safety audits. We are creating an “always audit-ready” culture by conducting unannounced safety audits, and we are in the process of shifting from contracted auditors to an in-house auditing team.

- Enhanced capability and development systems for Quality, Safety and Environment personnel. As one example, we are currently rolling out our QSE Professional Excellence program to ensure our resources across the globe have the necessary level of capability.

- Continued focus on fleet safety and other priority areas. We have created focused networks to more effectively tap the expertise of existing safety resources throughout our Company and across our system.

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

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

Journey On

For more information on our progress and partnerships, visit Coca-Cola Journey.

Sourcing Sustainably: Coke Takes Leadership Role To Protect Land Rights Of Farmers And Communities

The Fight Against Human Trafficking Gets Personal

Profiles In Leadership: How One Woman Is Defining Success At Coca-Cola

5 Reasons Why Veterans Make Great Employees

Imagine 700,000 Coca-Cola Human Rights Moments Every Year

Combating Modern Day Slavery

Business and Human Rights: the Next Chapter

Save the Children: Engaging Business to Address Child Labor

Honoring Nelson Mandela and Remembering, ’It Always Seems Impossible Until It’s Done