

# Reasons to believe >

**Human & Workplace Rights  
excerpt, pages 42-51**

Around the world and across our system,  
good things are happening. Here is the latest  
on our journey to sustainability.

## Workplace and Human Rights



Respecting human rights and protecting workplace rights is fundamental to our culture—and imperative for a sustainable business. In our Company and across our system, we are working to make sure all people are treated with dignity and respect.

We consider workplace and human rights—as articulated in the [United Nations Universal Declaration of Human Rights](#) and the [International Labour Organization's Declaration on Fundamental Principles and Rights at Work](#)—to be inviolable. We take a proactive approach to securing these rights in every workplace of The Coca-Cola Company, in our bottling system, in our supply chain and in the communities in which we operate.

The foundation of our approach lies in three key documents: Our [Human Rights Statement](#), our [Workplace Rights Policy](#) and our [Supplier Guiding Principles](#). All three are profoundly influenced by the United Nations and International Labour Organization declarations. Together, they describe our high standards and our expectations with respect to human rights and workplace rights. Collectively, they address such subjects as child labor, forced labor, freedom of association, discrimination, health and safety, hours of work and the 30 articles contained in the Universal Declaration of Human Rights.

We expect our Company, our bottling partners and our suppliers to avoid causing or contributing to adverse human rights impacts as a result of business actions, and to address such impacts when they occur. Furthermore, our Company, bottling partners and suppliers are also responsible for preventing or mitigating adverse human rights impacts directly linked to their operations, products or services by their business relationships, *even if they have not contributed to those impacts*. To meet this expectation, our Company, bottling partners and suppliers have begun the work of incorporating processes for identifying, preventing and mitigating their impacts on human rights. Additionally, all are required to implement a process for remediation of any adverse human rights impacts they cause or contribute to.

In recent years, we have more clearly defined what we stand for in regard to workplace and human rights. We have also begun the complex work of ensuring that our entire business system and supply chain align with our policies. It is a long journey. Much of it lies ahead. And we have made notable progress since our last sustainability report, the *2009/2010 Sustainability Review*.

## ENSURING COMPLIANCE ACROSS OUR SYSTEM AND AMONG OUR SUPPLIERS

At the end of 2010, 91 percent of our Company-owned facilities had achieved compliance with our *Workplace Rights Policy*. This puts us well on track to meet our goal of achieving 98 percent compliance by 2015.

As for suppliers and bottling partners, we expect them to comply with applicable laws and respect workplace and human rights principles. We encourage them to adopt our *Human Rights Statement* and *Workplace Rights Policy* or equivalents, to comply with our *Supplier Guiding Principles* and to uphold the standards we have set for everyone doing business under the Coca-Cola trademark. We convey our expectations and offer compliance assistance through our *Supplier Guiding Principles* program. We are aiming to have 90 percent of our bottling partners and suppliers comply with our *Supplier Guiding Principles* by 2015. As of December 31, 2010, 63 percent had achieved compliance.

### Deepening our engagement with suppliers

In fall 2009, we began to build on our *Supplier Guiding Principles* program by starting a more robust dialogue with suppliers about human rights and other sustainability efforts. Our aim was to move beyond compliance and work collaboratively with suppliers on a joint sustainability agenda.

The result of our efforts—which included a meeting with chief executive officers and chief operating officers of 32 of our top global suppliers, was our “supplier engagement pyramid,” a five-tier engagement model we developed (with our *Supplier Guiding Principles* program as the foundation) to manage our work with suppliers going forward. Our five tiers of engagement are:

1. Dialogue on sustainability opportunities
2. Supplier operational improvements
3. Business-to-business supply chain efficiencies
4. Acceleration of signature programs
5. Emerging opportunities and innovations

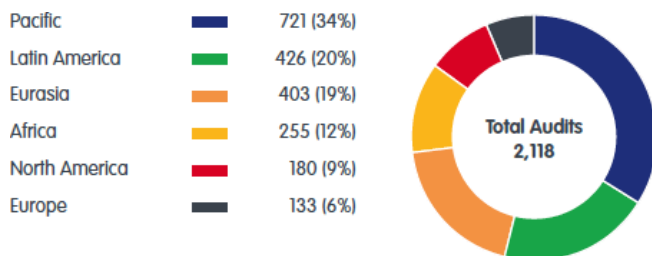
While we have started with a small group of large, mostly global and strategic suppliers, we must ultimately broaden integration of sustainability as a value within our procurement process. To that end, many of our regional procurement entities have launched their own specific programs on supplier sustainability. Coca-Cola Enterprises in Europe, for example, held a Supplier Sustainability Summit in 2010, engaging 80 suppliers across a diverse set of categories. Our operations in China, India and the Philippines have held similar meetings.

### Achieving compliance through third-party audits

In our 3,500 significant supplier locations, our process is to prevent noncompliant suppliers from entering our system. In order to do this, we first screen suppliers according to our guidelines, and if they fail the screening, we do not proceed with a contract.

To help our Company, our bottling partners and our suppliers achieve compliance, third-party auditors trained to our standards conduct regular workplace assessments. We conduct annual assessments of new suppliers and suppliers with a history of noncompliance; for suppliers with a history of compliance, we conduct assessments every three years. Nearly 10,000 assessments have been completed since 2003.

### 2010 Audits by Region



By the end of 2010, we assessed 81 percent of our direct supplier facilities, bottling partners and Company-owned facilities. Of those, 63 percent achieved compliance with our *Workplace Rights Policy* and *Supplier Guiding Principles* standards, exceeding our interim goal of achieving 60 percent compliance by 2010. Our Commercial Products Supply facilities achieved 100 percent compliance with our *Workplace Rights Policy* in 2010, and two of our largest bottling partners, *Swire Beverages Limited* and *Coca-Cola FEMSA*, achieved 100 percent compliance with our *Supplier Guiding Principles*.

Amid these successes, we are addressing increasing reports of audit fraud in China, India and Mexico. Incidents generally involve counterfeit audit reports or suppliers providing false information and documents to auditors. In response, we are improving our detection efforts and assessing our practices to make sure we are not enabling or compelling fraud. We want suppliers to know that accurate assessments are essential, that we support their

### Goals:

By 2015, achieve a 98 percent compliance level for Company-owned and -managed facilities upholding the standards set in our *Workplace Rights Policy*. Also, achieve 90 percent compliance with our *Supplier Guiding Principles* among independent franchise bottling partners and suppliers.

### Progress:

#### IN PROGRESS

As of December 31, 2010, 91 percent of our Company-owned facilities achieved compliance, along with 63 percent of our bottling partners and suppliers.

continuous improvement and that we do not take the “comply or die” approach some suppliers fear. To help solve this problem, we are consulting with peer companies and other experts.

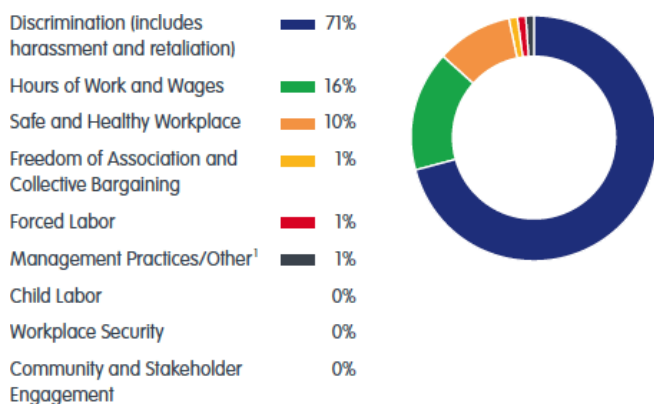
### Investigating rights-related complaints

We require all associates of The Coca-Cola Company to know our workplace standards and human rights principles, and to apply them in their work. Managers receive particularly intensive training. We also rely on our associates to speak up immediately if they believe our policies have been violated. Associates can report perceived violations confidentially and without fear of retaliation through numerous channels, including our *EthicsLine*—a toll-free, secure phone line and website.

In 2010, we investigated 118 perceived workplace rights violations, up from 93 in 2009. The largest number of complaints related to discrimination (which includes retaliation and harassment) and work hours and wages. 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.

Furthermore, we detected no issues where freedom of association had been denied in 2010, as determined through both our workplace assessment process, which includes more than 2,000 assessments, and contacts made to the Company through our *EthicsLine*. This hotline is a grievance mechanism available to our associates, bottling partners and suppliers, as well as our customers and consumers, and we take action in response to every allegation.

### 2010 Workplace Rights Policy Cases Reported by Category



<sup>1</sup> Management Practices/Other is a category created to capture cases that came in via the *EthicsLine* as issues of workplace rights but that do not fit into a workplace rights category by definition.

### Workplace Rights Policy Cases Reported by Category, 2009 and 2010

	2009	2010
Freedom of Association and Collective Bargaining	4	1
Forced Labor	1	1
Child Labor	0	0
Discrimination (includes harassment and retaliation)	36	84
Hours of Work and Wages	21	19
Safe and Healthy Workplace	0	12
Workplace Security	1	0
Community and Stakeholder Engagement	0	0
Management Practices/Other <sup>2</sup>	30	1
<b>Total</b>	<b>93</b>	<b>118</b>

<sup>2</sup> Management Practices/Other is a category created to capture cases that came in via the *EthicsLine* as issues of workplace rights but that do not fit into a workplace rights category by definition.

## Refreshing our policies and management training

In early 2011, we updated our *Human Rights Statement* and *Workplace Rights Policy* after reviewing a [Danish Institute for Human Rights](#) analysis of gaps in our global policies. We addressed the gaps by updating our *Manager's Guide on Implementing the Statement and Policy*, adding new guidance regarding hate speech, indigenous peoples and other matters. We also refreshed the understanding of our human rights policies among leaders across our Company through online training. In September 2011, we updated our audit protocols and supplier training based on the Danish Institute's analysis, further aligning suppliers and bottling partners with our Company policies and practices. Additionally, over the course of 12 months, approximately 15,000 Company associates participated in 45-minute *Human Rights Statement* and *Workplace Rights Policy* training sessions, resulting in more than 11,000 hours of training on our Company policies and procedures.

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## A NEW FRAMEWORK FOR RESPECTING HUMAN RIGHTS

Since 2005, we have worked to support the mandate of John Ruggie, the UN Special Representative for Business and Human Rights, in developing guiding principles for implementing his "[Protect, Respect and Remedy](#)" framework for respecting human rights in a business context. As part of that work, we have hosted several meetings of business leaders and others to increase understanding of human rights and share best practices. The meetings were co-sponsored by the [International Organization of Employers](#), the [U.S. Council for International Business](#) and the [U.S. Chamber of Commerce](#). In May 2011, we formally endorsed Professor Ruggie's framework, which the UN Human Rights Council [adopted](#) in June.

Our support for the mandate of Professor Ruggie builds on our work as a participant of the [UN Global Compact](#) and member of the [Global Business Initiative on Human Rights](#) (and its predecessor, the Business Leaders Initiative on Human Rights). Our work in those partnerships continues. In January 2011, we joined 17 companies in launching the [Global Compact LEAD](#) program, which challenges Compact members to achieve a blueprint for sustainable corporate responsibility.

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## PREVENTING HUMAN TRAFFICKING

Our Company addresses human trafficking and forced labor through both our *Workplace Rights Policy* and our *Supplier Guiding Principles*. These policies are supported by independent assessments of both supplier and Company-owned facilities and are conducted by third parties to verify compliance with our standards that prohibit trafficking and slavery in supply chains.

In 2010, we expanded research into the recruitment and employment practices of migrant labor in our supply chain and Persian Gulf area. We will use this research to develop expanded efforts to combat forced labor.

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## COLLABORATING WITH LABOR

We respect the rights of workers in our system to join unions without the fear of retaliation and engage in collective bargaining without interference or fear of retaliation. More than 30 percent of workers in our system are represented by trade unions. Of those, more than 70 percent are affiliated with the [International Union of Foodworkers](#) (IUF), one of our business system's most important stakeholders.

Maintaining a productive relationship with trade unions enables us to collaborate with them on key issues affecting our Company's success. It also enables us to solve problems constructively and manage risk. If we are unable to address legitimate labor union concerns, renew collective bargaining agreements on satisfactory terms or address workplace inequities in a timely way, our business could suffer—through strikes, lawsuits, a global corporate campaign or other labor unrest.

Twice each year since 2005, we have met at our Atlanta headquarters with IUF delegates from around the world to discuss labor and workplace issues in our system. These meetings enable us to have frank conversations and address and resolve difficult issues across a table through a serious and practical engagement from both sides. For example, in 2009 and 2010, we were able to resolve a number of contentious labor issues in Pakistan. In October 2010, we joined the IUF in [reaffirming our commitment](#) to our semiannual meeting process.

We encourage our bottling partners to collaborate with labor organizations as well. In September 2010, we presented a program to Equatorial Coca-Cola Bottling Company to help that company implement our *Workplace Rights Policy*. That same month, we hosted a meeting in Athens, Greece, where we achieved further alignment among bottling partners in addressing issues related to labor relations and human and workplace rights. In 2011, we are enhancing our systems for identifying workplace rights problems early. We are also providing bottling partners with resources and human rights due diligence checklists to address such issues as contract labor, plant siting and human rights in the supply chain.

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## ENSURING ETHICAL ENGAGEMENT OF CONTRACT LABOR

Like many companies, our Company and bottling partners employ contract and agency labor. We believe there are many legitimate uses of contract labor, and we expect contract workers, through third-party providers, to continue to play an important role in our business. We do not track the aggregate number of contract laborers working in our system due to the highly seasonal nature of our business in many parts of the world, and because of the varying circumstances in which our bottling partners and business units engage with contract labor.

Our commitment to human and workplace rights, as well as our commitment to operating a sustainable business, compels us to respect the rights of all workers, including those not directly employed by our Company or bottling partners. What is more, improper treatment of contract laborers would put our business at risk of lawsuits, action by regulatory agencies and damage to our reputation. So we are working with our business units and our bottling partners to develop a proactive, holistic approach to managing contract labor that protects workers and our Company by addressing critical issues at each phase of a contract worker's engagement with us—from our initial decision to use contract labor through the end of the relationship with labor suppliers or specific workers. We expect our personnel and our bottling partners to understand the risks associated with contract labor and carefully manage the labor agencies engaged. We also expect them to provide training and a safe work environment and to avoid using termination practices that circumvent legal obligations.

We take a number of steps to ensure responsible engagement of the contract and agency workers we employ, including:

- Our *Human Rights Statement*, *Workplace Rights Policy* and *Supplier Guiding Principles* outline our commitments and expectations for treatment of all workers. Any allegation of worker abuse—including abuse of contract laborers—is a very serious issue that we fully investigate.
- We conduct continuous assessments of our operations and of key authorized contract labor suppliers to ensure the responsible treatment of contract laborers.
- We engage with key stakeholders to understand their perspective regarding potential abuse of contract workers. The subject of contract and agency labor is a standing agenda item for our semiannual meetings with the IUF (please see "[Collaborating with labor](#)," above). Through these meetings, we have successfully addressed a number of concerns regarding contract workers in India, Pakistan and the Philippines.
- We are providing our largest bottling partners with contract labor risk-mitigation checklists and other similar tools to help them manage contract labor appropriately.

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## ADDRESSING CHILD LABOR IN SUGARCANE FIELDS

Our *Human Rights Statement*, *Workplace Rights Policy* and *Supplier Guiding Principles* prohibit the use of child labor. While there is no child labor in our Company-owned operations, we are aware that child labor persists on the farms that grow cane for our sugar suppliers. The Company does not typically purchase ingredients directly from farms, nor are we owners of sugar farms and plantations. Sugarcane harvesting is especially hazardous because of the machetes used in the work. Yet poverty and local social norms often result in children working in the cane fields.

We have taken an approach to child labor in sugarcane fields that is at once global and local. We set policy, convene experts, and engage with governments, NGOs and other companies around the world. At the same time, we collaborate with suppliers, industry groups and local stakeholders to address the issue with farmers at the local level.

Since our *2009/2010 Sustainability Review*, we have taken action in countries including El Salvador, Honduras, Mexico and the Philippines. Here are our recent activities:

- In El Salvador, we have continued participating in collaboration with [ILO-IPEC](#), the Salvadoran sugar industry, governments, NGOs and others. These efforts have helped to reduce child labor in cane fields by 72 percent between 2003 and 2008.
- We helped Honduras's Sugar Association Board of Directors arrange for all the country's sugar refineries to commit to addressing child labor. The initial plan calls for evaluation, intervention and education; benchmarking and contracting; and enforcement and monitoring activities to be implemented on a long-term basis starting with the 2011 harvest. The first stage was developed by completing an independent assessment of child labor in the country's sugarcane supply chain, which revealed minimal presence of child labor in the Honduras sugar supply chain.
- Our partnership with IPEC in Mexico resulted in a commitment by two sugar suppliers to pilot child labor awareness and education programs at their mills' cane farms. If the pilot succeeds, other mills will replicate it through the 2011–2012 harvest.
- In September 2010, The Coca-Cola Foundation joined the ILO-IPEC director for the Philippines, the government of [Bukidnon province](#) and the [Sugar Industry Foundation](#) in launching a four-year initiative to eliminate child labor in Bukidnon.

In addition to our farm-focus work, we are also engaged in the ongoing global conversation about eradicating child labor. We are part of a [13-member U.S. Department of Agriculture consultative group on child and forced labor](#) that will serve by U.S. Congressional mandate through 2012. Also, in 2010, our workplace rights team participated among 450 delegates from 80 countries at a two-day Global Child Labor Conference in The Hague organized by ILO-IPEC and the government of the Netherlands. Delegates adopted *A Roadmap to 2016*, which sets measurements for eliminating the worst forms of child labor over the next five years.

Eradicating child labor is a complex and often frustratingly slow process, requiring consensus and cooperation among many stakeholders. It is made all the more difficult by persistent poverty and lack of access to education in cane-growing regions. Still, based on our progress and the lessons we have learned to date, we are hopeful about our opportunities to contribute to substantial, lasting change.

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## PROGRESS ON HOURS OF WORK

In addition to our work on child labor, we have made progress in addressing several other human rights and workplace concerns since our *2009/2010 Sustainability Review*.

Compliance with local work-hours and overtime laws is a fundamental component of our [Workplace Rights Policy](#) and [Supplier Guiding Principles](#). To help bottling partners and suppliers understand and manage hours-of-work issues, our business unit in Brazil—where regulations cap worker hours at 40 per week—identified reasons for overtime and rest-day violations and sought to mitigate them. Bottling partners first noted that overtime was often logged mistakenly because workers were not clocking out for coffee and meal breaks and other “off the clock” activities. Once they addressed that issue and others, bottling partners then tracked hours of work per month compared to the previous year, as well as the associated economic impact. After a year of focusing on stricter compliance, 11 bottling partners reported an 86 percent reduction in overtime, \$3.8 million in annual savings and increased “off work time” for more than 34,000 workers. Based on the work in Brazil, we have developed a guidance document to help other facilities in our system reduce overtime.

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## CALVERT ADDS US TO ITS SOCIAL INVESTMENT FUND INDEX

Protecting human and worker rights in a company as large and complex as ours is a challenging and continual process, so we welcome signs that we are moving in the right direction. In January 2011, Calvert Investments announced that we met its “environmental, social and governance criteria as a result of clear progress in labor and human rights.” For more information, read [Calvert’s analysis of our progress](#).

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## A Great Place to Work



As well known and as far-reaching as our brands are, the spirit of The Coca-Cola Company is not found in a bottle. It is in the hearts of our people—approximately 700,000 of them across our business system—who make, market and deliver our products around the world.

We want to be the employer of choice for smart, talented, hardworking people. Since our last sustainability report, the *2009/2010 Sustainability Review*, we have continued to engage and inspire our associates, increase diversity and improve our systems for protecting the health and safety of our workers. Here is a look at our progress.

### FRESH INSIGHTS FROM OUR EMPLOYEE SURVEY

Our biannual *Employee Insights Survey* asks associates to voice their opinions and tell us about their experience as employees of The Coca-Cola Company. In 2010, 90 percent of associates worldwide completed our survey. For the first time, our employee engagement score—84 percent—aligns with Towers Watson's High Performing Companies' Norm Index.<sup>1</sup> Compared to our 2008 survey, more associates said they are proud to be part of The Coca-Cola Company and would recommend it as a good place to work. Associates named "operating effectiveness" and "people leadership and development" as two areas where additional focus is needed. Action plans have been developed and implemented at the global and local levels to address these issues.

<sup>1</sup>The Towers Watson's High Performing Companies' Norm Index is composed of 25 organizations, representing more than 300,000 employee views from companies across a range of industries worldwide. These companies maintain ROIC or net profit margin that is above relevant industry averages and high survey scores on associate engagement and other key cultural factors over a three-year period.

### GLOBAL RECOGNITION AS A GREAT PLACE TO WORK

In October 2011, The Coca-Cola Company was named one of the "World's Top 25 Best Multinational Workplaces."<sup>2</sup> The 25 companies were selected from more than 350 multinational companies from 45 countries that participated in Best Workplaces lists around the world in 2010/2011. In addition, our Company was recently named one of the "Best Companies to Work For<sup>®</sup>" by the Great Place to Work<sup>®</sup> Institute in Argentina, Australia, Brazil, Chile, Peru, Spain and the United Kingdom and earned a "Best Companies to Work For" in Latin America regional award. In addition, Coca-Cola South Africa was certified "Best Employer in South Africa" by the CRF Institute for achieving the international standard of excellence in human resources strategy and policy.

<sup>2</sup>The award was presented by the Great Place to Work Institute as part of its inaugural World's Best Multinational Workplaces List. To qualify for the list, companies must appear on at least five national Great Place to Work lists, have at least 5,000 employees worldwide and have at least 40 percent of their global workforce working outside of the company's home country.

### CULTIVATING THE FUTURE OF OUR COMPANY

Developing our managers' leadership potential helps keep them engaged and challenged. It also helps ensure strong, expert leadership for our Company well into the future. Our Leading Positively framework includes programs that build skills and provide peer-networking opportunities for managers throughout our Company. One



example is our Coca-Cola Way of Leading teams. All first-level through mid-level managers worldwide will participate in the program within the next three years. For the past five years, we have also offered Catalyst, an accelerated leadership program that combines experiential learning, in-market project work and instructor-led training and coaching to develop our next generation of senior leaders.

In addition, 100 percent of our Company associates have the right to receive regular performance and career development reviews. In 2010, we estimate that 97 percent of our associates completed self-assessments in their performance plans, and approximately 60 percent also completed career and development plans.

### Creating a more inclusive workplace

We are a multinational business whose brands and operations are deeply interwoven with a multicultural world. Having a workforce as diverse as the people we serve is crucial for our future growth. Moreover, providing equal opportunity is one of our most closely held values. Here are several examples of the progress we have made toward increasing diversity since our *2009/2010 Sustainability Review*:

- Globally, our representation of women in leadership roles is 27 percent, up from 23 percent in 2008. More than 33 percent of the talent in our immediate pipeline is female, up from 28 percent in 2008. Although we are making programmatic progress in recruiting, developing and advancing women, our efforts to significantly increase the number of women in leadership positions across our global operations still face challenges. Our pool of qualified women in some parts of the world has historically been very low. We are aggressively striving to increase the number of women in our talent pool through recruitment and internal development strategies.
- Our efforts to increase diversity at our U.S. operations have been recognized by multiple media and advocacy groups over the last year. In 2011, we ranked No. 12 on *DiversityInc's* Top 50 Companies for Diversity list. We were named to *Black Enterprise's* list of Top Companies for Diversity for the seventh consecutive year, and we received a 100 percent rating from the Human Rights Campaign for the sixth consecutive year. We also received the highest score awarded on the 2010 Hispanic Association for Corporate Responsibility Corporate Inclusion Index (HACR CII) with a positive rating score of 85 out of 100 points. The HACR CII measures Hispanic inclusion strategies of the *Fortune 100* and HACR corporate partners. While we do not consider such recognition as an end in itself, we are pleased at the signal that our inclusion strategies are on the right track.

## MANAGING WORKPLACE SAFETY

Every worker has a fundamental right to a safe, healthy workplace. Our *Workplace Rights Policy* demands we take responsibility for maintaining a productive workplace by working to minimize the risk of accidents, injury and exposure to health risks for all of our associates and contractors.

The following table shows our Company's lost-time incident rate and lost days for 2010 and the previous five years:

### Lost-Time Incident Rate/Lost Days,<sup>3</sup> 2005 to 2010

	2005	2006	2007	2008	2009	2010 <sup>4</sup>
Number of Employees	55,000	71,000	90,500	92,400	92,800	139,600
Lost-Time Incident Rate	2.6	2.1	2.3	2.2	1.9	4.1
Lost Days	15,226	20,837	29,407	24,621	19,213	185,608

<sup>3</sup> Our lost-time incident rate is based on lost-time incidents per 200,000 hours worked. Our definition of incidents is inclusive of those work-related injuries and illnesses with days lost, restricted or transferred.

Please note: The above data reflect the total collected data for associates and casual contractors of The Coca-Cola Company and Company-owned bottling operations, not the Coca-Cola system.

<sup>4</sup> Significant change in data from 2009 to 2010 is primarily due to the impact of our acquisition of CCE's North American business.

We regret to report the deaths of seven Company associates and nine contractors in 2010. Eleven of the deaths were due to traffic-related incidents. Four contractors died in a single boiler incident in India. One employee died as the result of local violence while outside the gate of one of our facilities in the Philippines.

Any time we experience a significant safety and health incident, especially if one of our associates or contractors dies in the course of duty, we review our practices and take steps where necessary to mitigate risks of similar tragedies in the future. For example, to improve the safety of our fleet drivers, we are developing a toolkit of best practices in fleet safety. We have also joined the board of the *Network of Employers for Traffic Safety* in an effort to expand our own capabilities to help drive progress in this critical area.

Also, given the nature of the diverse geographies in which we operate, the security of our people and property are a key focus for us. Our Strategic Security organization works closely with leaders within each of our geographies to ensure robust security plans are in place and implemented effectively.

In 2009, we took several other steps to better protect the health and safety of our workers worldwide. These steps included the following:

- We improved our data reporting accuracy. Reporting now includes approximately 98 percent of our Company associates, up from 84 percent in 2010. While we are pleased with this improvement, ensuring consistent application of measures across our Company's global operations remains a challenge.
- We created a Director of Occupational Safety and Health position, with the intent of elevating the focus on this critical area and strengthening integration throughout our Company.
- We updated and reissued all of our Occupational Safety and Health Requirements in order to increase their relevance and improve implementation in the field. These requirements apply to all Company-owned and franchise operations and establish minimum global standards for safe operation and design, including fleet safety, chemical handling, machinery safety and other areas.

## CAREERS AT THE COCA-COLA COMPANY

Each associate of The Coca-Cola Company helps lead our success in the beverage industry by committing to benefit and refresh everyone who is touched by our business. Details regarding global hiring and turnover rates are as follows:

### 2010 Global Hires/Rehires by Region and Gender

	Female	Male	Total
Bottling Investments Group	2	6	8
Corporate	344	419	763
Eurasia & Africa	118	77	195
Europe	91	64	155
Latin America	105	83	188
North America	160	379	539
Pacific	93	51	144
Coca-Cola Refreshments	1,455	7,447	8,902
<b>Total</b>	<b>2,368</b>	<b>8,526</b>	<b>10,894</b>

### 2010 Global Hires/Rehires by Region and Age Range

	Age Range									Total
	<25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	>60	
Bottling Investments Group		1	1	-	2	2	-	2	-	8
Corporate	146	230	139	117	57	48	19	4	3	763
Eurasia & Africa	68	45	46	18	12	6	-	-	-	195
Europe	28	53	39	13	9	6	6	1	-	155
Latin America	53	63	44	15	10	3	-	-	-	188
North America	112	109	86	83	49	54	30	13	3	539
Pacific	8	45	44	29	14	3	-	1	-	144
Coca-Cola Refreshments	2,991	1,821	1,281	994	778	542	316	142	37	8,902
<b>Total</b>	<b>3,406</b>	<b>2,367</b>	<b>1,680</b>	<b>1,269</b>	<b>931</b>	<b>664</b>	<b>371</b>	<b>163</b>	<b>43</b>	<b>10,894</b>

## 2010 Global Turnover Rates by Region and Gender

	Female	Male	Total
Bottling Investments Group	4.9%	4.6%	4.7%
Corporate	7.6%	8.3%	8.0%
Eurasia & Africa	15.1%	11.7%	13.1%
Europe	13.4%	10.3%	12.0%
Latin America	10.7%	6.8%	8.5%
North America	10.3%	11.7%	11.2%
Pacific	10.3%	10.4%	10.3%
Coca-Cola Refreshments	20.7%	18.9%	19.1%

## 2010 Global Turnover Rates by Region and Age Range

	Age Range									Total	
	<25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	>60		
Bottling Investments Group	0.0%	0.0%	0.0%	9.0%	11.2%	0.0%	0.0%	0.0%	0.0%	80.0%	4.7%
Corporate	16.3%	6.2%	7.9%	7.8%	7.1%	5.0%	5.6%	14.7%	27.8%	8.0%	
Eurasia & Africa	31.6%	13.7%	16.2%	13.5%	14.9%	5.4%	1.7%	12.5%	0.0%	13.1%	
Europe	0.0%	21.2%	16.2%	11.9%	8.5%	7.0%	3.8%	0.0%	25.5%	12.0%	
Latin America	38.8%	12.3%	9.1%	6.8%	5.2%	6.9%	2.0%	3.3%	16.0%	8.5%	
North America	48.6%	23.0%	16.6%	11.8%	7.9%	6.1%	5.3%	9.4%	20.9%	11.2%	
Pacific	12.8%	10.8%	14.2%	9.3%	8.7%	6.2%	6.4%	17.0%	104.3%	10.3%	
Coca-Cola Refreshments	63.0%	28.3%	20.6%	15.3%	12.7%	9.7%	8.7%	9.5%	21.3%	19.1%	

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