

The Coca Cola Company

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Occupational Health and Safety Director Profile Summary

Position Overview

The Occupational Health and Safety Director is responsible for providing global leadership on Health and Safety strategy, policies, processes and practices across The Coca-Cola Company and the system in support of our vision of zero work related injuries and illnesses among our workforce. The Director provides leadership on Health and Safety corporate governance, due diligence, regulatory compliance, training and technical services to operating units and Bottlers. This role also collaborates with Company and Top to Top Bottler leaders in the development of a Coca-Cola system vision and strategic direction for Health and Safety improvements and productivity initiatives in support of business plans. The Director leads the development and sharing of Health and Safety best practices and technology innovation for system benefit.

The Director is responsible the development and implementation of plans to address systemic Health and Safety issues as they arise, e.g., fleet safety and ingredient safety in the Coca-Cola system. This includes collaborating with the functional areas, such as Environment & Water, Innovation, Quality, SRA, Public Affairs and Communications, Legal, Procurement, and Human Resources to align key strategies and plans across the Company and system and ensure overall integration of Health and Safety in the system's Sustainability efforts.

Finally, the Director is responsible for ensuring that external Health and Safety relationships are managed with strategic partners and stakeholders, including NGOs, governmental agencies, industry Health and Safety leaders, and community organizations. The Director is responsible for ensuring that leading edge best practices are incorporated into the Company's Health and Safety work and shared across the Coca-Cola system, where appropriate. The Director also plays a key role in communicating Health and Safety initiatives to stakeholders externally, in coordination with PAC, to enhance the Company's image and reputation as a great place to work and a global leader in Health and Safety practices and Corporate Social Responsibility.

Key Responsibilities

Responsible for leading efforts to proactively address Health and Safety in the Company and the Coca-Cola system by significantly improving overall Health and Safety performance, including decreasing work related injuries and illnesses, lost time injury rates, fatalities and related Health and Safety issues in the system.

Specific focus areas include:

Occupational Health and Safety (OHS) Strategy and Management System

- Articulate the global OHS strategy, in collaboration with Company and T2T Coca-Cola system leaders, incorporating the key elements of
 - Leadership Commitment
 - OHS Culture
 - Metrics
 - Training and Development
 - Continuous Improvement
- Define supporting OHS Management System requirements for use in the Coca-Cola system
- Provide guidance to Company and system operations in the evaluation of OHS management system implementation to ensure that systems meet Company requirements, including setting goals, measuring results and driving continuous improvement across all parts of the business.
- Provide guidance for the evaluation of OHS system compliance with applicable local laws and corporate guidelines.

Integration of OHS Management System into Operational Management Routines and Processes

- Provide guidance on the integration of OHS management systems into day-to-day operational management processes such as operating reviews, annual business planning, capital planning, management performance and other relevant processes.
- Consult with senior management on processes to hold operating management accountable for OHS goal setting and assessment of OHS results.

Metrics and Reporting

- Achieve and maintain 100% reporting on OHS metrics system-wide.
- Develop and implement business process reviews to ensure OHS metrics (leading and lagging) are appropriately represented.
- Provide guidance to key leaders on using metrics to identify issues, develop strategies and drive improvement.

Safety Culture

- Lead the development of an OHS culture, founded on our commitment to sustainable business practices and the principles outlined in the T2T OHS Commitment Statement.
- Build components into the OHS management system to establish a safety culture, including approaches to engage employees at all levels, so that employees and managers understand their roles and responsibilities, have been appropriately trained to fulfill them, and are held accountable for the results.

Ongoing Identification and Management of System Issues (based on 2008 OHS Charter)

- Establish an effective metrics collection and a data driven process
- Institute a comprehensive Fleet Safety Management Program that includes both product delivery as well as sales
- Develop and enhance professional OHS field capability through effective resource allocation, training for OHS professionals and talent acquisition, as appropriate.

- Continuous improvement through effective periodic audits, incident investigations and shared learning throughout the System
- Effective reporting and communication of OHS issues to internal Coca-Cola system Stakeholders
- Management of emerging risks such as worker exposure to ingredients and related potential health impacts

OHS Leadership in The Coca-Cola Company

- Provide guidance to management in The Coca-Cola Company in further development of OHS goals and processes to support their achievement.

Decision Making

Responsible for the development and communication of the Company's OHS strategy and long-term planning. Responsible for developing policies and standards that must be followed by operations globally. Responsible for providing corporate governance and influencing senior management decisions to drive OHS improvements in performance and perception.

Level of Influence on Bus Plans, Strategic Direction, Execution

Responsible for influencing senior level decisions regarding Occupational Health and Safety manufacturing practices, technology, and product specifications and standards. Interfaces directly with Senior Management in Innovation, Quality, SRA, Bottling Operations, Public Affairs and Communications, Legal, SBU's, Procurement and Human Resources.

Level of Influence on Allocation of Resources

This includes OHS stewardship and governance of activities in 1000 facilities in 200 countries. Potential annual cost avoidance of \$20 to \$50 million (to be confirmed). Viewed externally on a global basis as a leader in OHS practices. Budget and employees (to be confirmed).

Number of Countries

1000 facilities in 200 countries

Requirements

- **Education:** Bachelor's Degree and Masters Degree in related field. Foreign language proficiency is preferred (Spanish preferred).
- **Related Work Experience:** Minimum of 15 Years OHS and operations experience, including developing and implementing both proactive and reactive OHS strategies and plans in collaboration with operating leadership.
- **Technical Knowledge:** OHS and operations experience in multiple countries is required. Experience in the areas of Environment and Sustainability are desirable.
- **Travel:** Approximately 25%

General Competencies Required at Position Entry

<ul style="list-style-type: none"> • Drives Innovative Business Improvements: Develops new insights into solutions that result in organizational improvements; promotes a work environment that fosters creative thinking, innovation and rational risk-taking.
<ul style="list-style-type: none"> • Balances Immediate and Long-Term Priorities: Seeks to meet critical objectives while considering the impact of those decisions and activities on the ability to achieve long-term goals.
<ul style="list-style-type: none"> • Delivers Results: Focuses on the critical few objectives that add the most value and channels own and others' energy to consistently deliver results that meet or exceed expectations.
<ul style="list-style-type: none"> • Imports and Exports Good Ideas: Relentlessly seeks, shares and adopts ideas and best practices in and outside the Company and embraces change introduced by others.
<ul style="list-style-type: none"> • Develops and Inspires Others: Builds and maintains relationships that motivate, guide, and/or reinforce the performance of others toward goal accomplishments. Develops self and others to improve performance in current role and to prepare for future roles; seeks and provides feedback and coaching to enhance performance.
<ul style="list-style-type: none"> • Lives the Values: Demonstrates the values of The Coca-Cola Company through words, actions, and by example; fosters an environment that reflects the values of the company.

Additional General Competencies

- **Establishing Strategic Direction:** Creating a clear view of the destination for the business unit; helping others understand how and why things will be different when the destination is achieved; building commitment and inspiring action toward the destination.
- **Optimizing Strategic Relationships and Networks:** Building internal and external networks that provide new opportunities and foster integration and collaboration; facilitating key relationships across constituents that result in value greater than would have been achieved otherwise, e.g. Anticipates needed organizational relationships, Defines success for the relationships and Manages multiple, critical relationships.
- **Strategic Decision Making:** Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available internal and external resources, constraints, and organizational values.
- **Understanding the Business:** Uses knowledge of the value chain to achieve profitable volume growth; perceives the impact and implications of decisions on the value chain and

on the competition.

- **Contributing to Team Success:** Actively participating as a committed member of a team and working with other team members to help complete goals and deliverables.
- **Demonstrating Self-Confidence:** Conducting oneself with belief in one's own actions and capabilities without arrogance.
- **Planning and Organizing:** Establishing courses of action for self and/or others to ensure that work is completed efficiently in light of the strategies and destination of the department and/or organization.

Function Specific Knowledge and Skills Required at Position Entry

<ul style="list-style-type: none">• Environmental and Health & Safety Regulations: Knowledge of local, state or federal environmental, health and safety regulations; how to access resources (e.g., regulatory agencies, consulting firms, web-based information); and evaluate resources as applicable to facilities within Company system. This includes the ability to obtain access to international environmental, health and safety regulations.
<ul style="list-style-type: none">• Cost of Quality: The knowledge and application of quality cost models to identify opportunities for improvement and decrease cost to the system.
<ul style="list-style-type: none">• Managing Consumer and Customer Dialogue: Ability to apply communication skills (e.g., listening, expressing empathy, probing, asking questions) and Company language to effectively manage dialogue with consumers or customers in response to product quality complaints or incidents. Includes the ability to handle sensitive and complex contacts that require a high level of judgment, tact and diplomacy to minimize negative impact to the Company and customers.
<ul style="list-style-type: none">• Incident Management: Ability to effectively and consistently manage all potential and actual incidents (e.g., quality issues) that could be harmful to the Coca-Cola trademark. This includes managing communications, and developing action plans and contingency plans for escalated consumer, customer, supplier or Company incidents.
<ul style="list-style-type: none">• Occupational Health and Safety (OHS) Management Systems: Knowledge of and ability to assess the effectiveness of OHS management systems. Includes the ability to coach or educate others on effective system implementation (e.g., KO standards and procedures).
<ul style="list-style-type: none">• Occupational Health and Safety (OHS) Management System Design: Ability to design, develop and implement effective OHS management systems (e.g., eKOsystem or isotype systems). This includes the ability to coach Associates how to effectively assess environmental management system designs and deployment.

<ul style="list-style-type: none"> • Determining Financial Impact: Understanding the financial consequences of decisions; understanding economic value for the system; acting as an owner of the business and making decisions that ensure long-term value for the organization.
<ul style="list-style-type: none"> • Negotiation: Exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance; striving for outcomes that are a win-win for all parties involved.
<ul style="list-style-type: none"> • Consumer Focus: Demonstrating understanding of how one's actions and/or work impact the Company's relationship with consumers.

- **Business Partner Knowledge:** Knowledge of business partners (such as customer, bottler, service agent, and supplier) in their context: industry trends and competitive pressures, strategies and plans, organizational structure, decision-making process, contacts, technology infrastructure and systems.
- **Independent Point of View:** Knowledge of the external environment in which the Company's business is conducted. Includes ability to offer a broad perspective that extends beyond a particular functional discipline (e.g., marketing, finance) and draw upon knowledge that comes from frequent interaction with different departments, employees and sources and constituencies outside of the Company.
- **Program Management:** Ability to provide oversight and management to synthesize/bring synergy to multiple initiatives by establishing courses of action for self and others to ensure that work is completed efficiently, adjusting priorities, establishing management routines to effectively track progress and identify issues, removing barriers and leveraging resources.
- **Relationships with Community Leadership:** Knowledge of community key decision makers and opinion leaders whose stand on issues impact the business environment for the company.
- **Government Relations:** Knowledge of how government is structured and understanding of how public policy decisions are made and implemented. Includes ability to communicate effectively with politicians.
- **Risk Management:** Knowledge of procedures used and ability to assess the ramifications of external developments and internal decisions on the Company's business and reputation, and counsel management on how to minimize risks.