



 | The **RBL** Group

Human Capability Exchange 2025

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Building the Talent Capability in Coca-Cola HBC

with Ioanna Vasilakopoulou
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Session Speakers



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Agenda

- The importance of talent development and its impact on the organization
- Key talent priorities and support from the business and People & Culture team
- Tools and programs to enhance capability
- Impact measurement through KPIs

Coca-Cola HBC at a glance

Strategic bottling partner to The Coca-Cola Company, Monster, Costa Coffee & Caffè Vergnano.



Our business

With our **32,700 employees**, we bottle, distribute and sell products of leading beverage companies across **29 markets** to create value for all stakeholders, support socio-economic growth and build a more positive environmental impact.

Our 24/7 portfolio

Our portfolio is one of the strongest, broadest and most flexible in the beverage industry, with consumer-leading beverage brands in the **sparkling, adult sparkling, juice, water, sport, energy, ready-to-drink tea, coffee, and premium spirits** categories.

Scope of operations

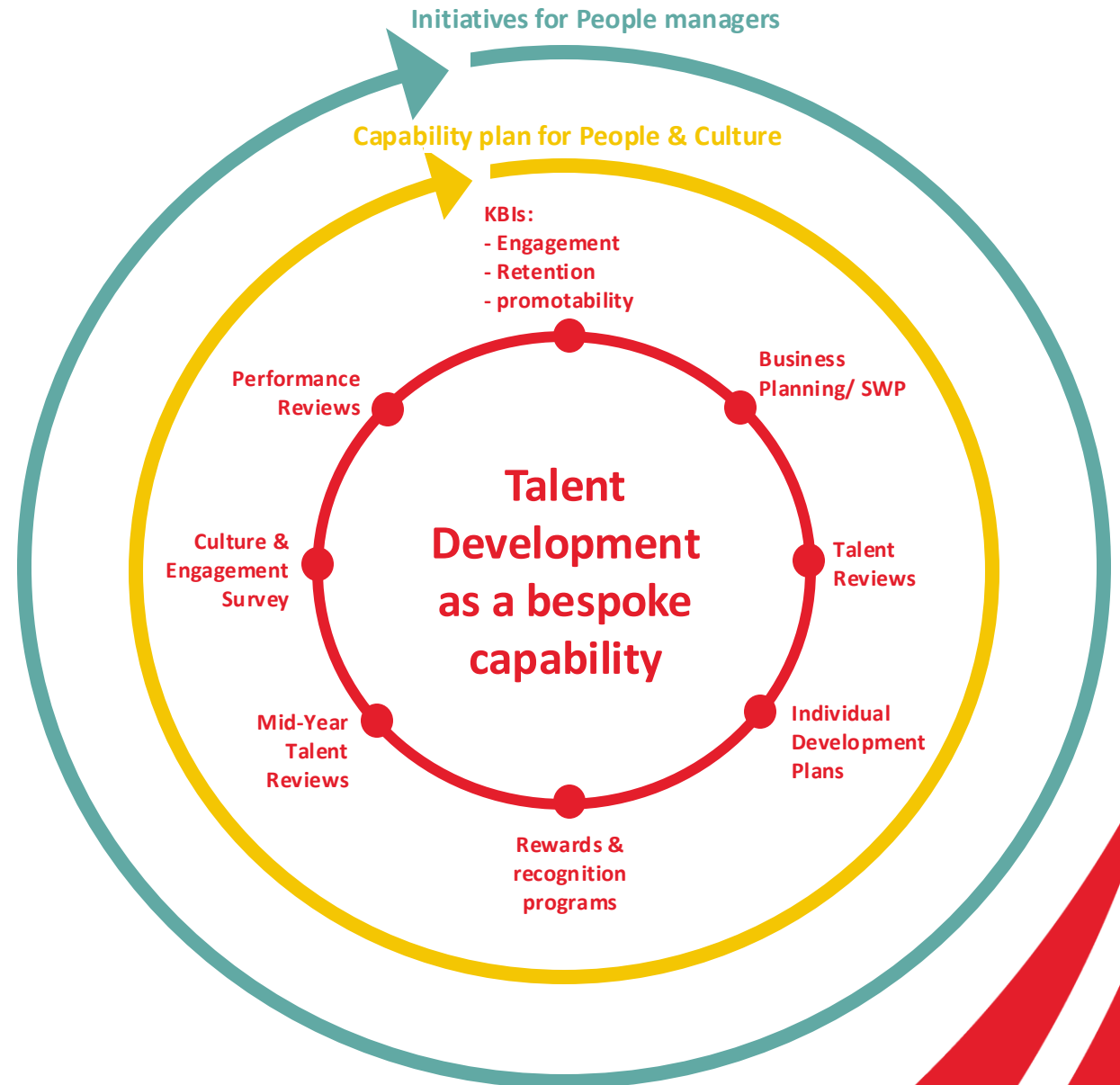
We operate across diverse and growing markets.

Our geographic footprint covers **Central and Eastern European markets, Ireland and Northern Ireland, and African markets Nigeria and Egypt.**

A leader in sustainability

We are proud to be **global industry leaders in sustainability**. We have the highest scores and rankings in ten of the most-recognised ESG ratings. We are making strong progress on our Mission 2025 commitments on **climate, packaging, water, ingredients, nutrition, people & communities** with set measurable targets.

How TD capability connects with CCH vision and purpose



Our Talent Priorities to support sustainable growth

1

Strengthen talent pipeline

Internal promos vs external hires >70%

Pipeline utilization >80%

Time to hire @ 35 days

Early Talent programs: 15 International trainees & >100 local trainees YoY

2

Retain and accelerate key talents

Promotability in acceleration programs >60%

Regretted turnover <5%

3

High performing and engaged teams

Engagement score above TDN (Top Decile Norm)

Performance appraisals completion rate >90%

NSR per FTE increase YoY

Colleagues feedback increase YoY

4

Fostering culture and growth mindset

Qs related to development and career opportunities (Engagement Survey)

C4I NPS increase YoY

50% females in management

Upward Feedback increase YoY

Enablers: High Performing mindset, robust Performance & Talent processes, strong talent capabilities, Senior Leaders walk the talk

E2E approach to enhance TD capability

Programs

to support performance and accelerate talents

- Leadership programs for key segments:
 - **Passion2Lead** for newly appointed people managers
 - **LEAP** for critical roles
 - **Excel** for Top 300 leaders
- **“Fast Forward”** acceleration programs for identified successors (3 levels)
- **WiL** (Women in Leadership Program)
- Acceleration centres
- International & local **leadership trainee programs**
- Functional academies

Tools for Managers

to support them recruit, develop and retain talent

- **Talent Builder** for 1st time people managers
- **Career Conversations** guide
- **Stay** Conversations toolkit
- IDP Hub
- **Feedback** guide
- **Interviewing** skills training
- Leadership curriculum guide
- **DEI** initiatives
- Intranet as 1 stop shop

P&C capability plan

to build TD capability to the People & Culture community

- 360 approach – **Integrated Talent Management**
- **Onboarding & capability plan** for TD & TA Managers
- **RBL workshop** on Strategic Talent Management
- **Influencing skills** workshop
- TD community and **best practice** sharing
- People & Culture Managers program
- **Frameworks** and guidelines from the CoE to the countries

Mindset

Connected with our values and frameworks

- **Culture Manifesto**
- **CEO and ExCo** country visits and townhalls
- Guiding Coalition
- **WHAT & HOW** in performance
- **Career & development** workshops for all
- **Coaching & mentoring**
- **Fireplace chats** with Senior Leaders
- Intranet & Opportunity Marketplace



Opening up opportunities, making an impact **TOGETHER**

80% internal promos vs external hires YoY

30-40 people promoted to Top 300 level every year

Acceleration programs promotability at **60%**

88% Engagement score in 2024, +2pp vs LY



Regretted turnover at **4,1%**

43% women in management, +1,5 pp vs PY

Grow myself and others at **89%** in upward feedback



THANK YOU

