

SUSTAINABILITY REPORT 2019



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ABOUT OUR REPORT

This report covers the calendar year 2019 at Carlsberg UK. The scope of data includes only the Northampton Brewery. London Fields Brewery, which reopened during 2019, is not included in scope.

The report is structured around the four pillars of Together Towards ZERO, updating on UK performance against the global targets set by Carlsberg Group. For further detail and information on the Group sustainability plan, and performance across the Group, see the Carlsberg Group Sustainability Report 2019 at carlsberggroup.com/sustainability/download.

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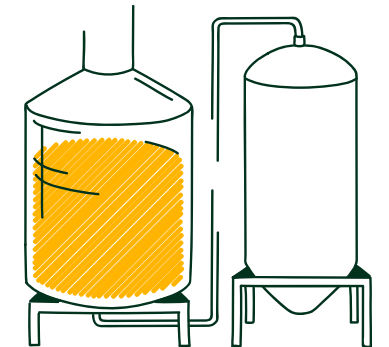
CARLSBERG UK



700
employees

4 million
hectolitres
brewed

1 brewery*



14 brands including
Carlsberg Danish Pilsner, San Miguel, Tetley's and Brooklyn

* London Fields Brewery is not included in the scope of the data of this report, since it reopened during 2019.

LETTER FROM CEES



“Together, we are able to make faster progress and deliver change that would otherwise not be possible.”

Cees 't Hart,
CEO, Carlsberg Group

**TOGETHER
TOWARDS
ZERO**



Our purpose is brewing for a better today and tomorrow. We brew and sell quality beers that are highly appreciated by our consumers every day and secure our commercial success. And we contribute to a better tomorrow by investing and innovating in our sustainability programme, Together Towards ZERO.

“Together” is a critical word. Our success is bound up with our partners, consumers and the natural world on which we all depend. Together, we are able to make faster progress and deliver change that would otherwise not be possible.

In 2019, the Carlsberg Group delivered strong results, including healthy top-line growth, strong margin improvement and strong cash flow. This enables us to invest in the technology, innovation and efficiency needed to meet our targets at this critical time for the planet. At COP25 in Madrid, we signed the Business Ambition for 1.5°C Pledge, reconfirming our commitment to fighting climate change and pursuing science-based

targets that align our business with the more ambitious level of the Paris Agreement.

We made steady progress on our ZERO carbon ambition, reducing relative brewery emissions by 13% across the Group and increasing renewables to 56% of our total electricity use, while we reduced relative water consumption by 3%, down to 3.0 hl/hl. We are making good progress with sustainable packaging innovations, including breakthrough technologies such as the Green Fibre Bottle, which reached the next stage of its development when we unveiled two research prototypes.

Our ambition of ZERO irresponsible drinking is crucial for us – it sends a clear signal to consumers, encouraging responsible and moderate consumption. While we cannot ultimately control how people consume our products, we can enable greater choice by increasing the availability and acceptability of alcohol-free brews, while marketing our brands responsibly and informing consumers better.

On our ambition of a ZERO accidents culture, I am pleased to report another significant reduction in our accident rate, down 15%. This demonstrates what can be achieved with hard work and relentless focus on health & safety. But there is still plenty to do. We are continuing to focus training and communication on the areas where it matters most, especially through our Life Saving Rules programme.

Finally, we were pleased to find through our latest employee survey that over 90% of our employees believe they work for a socially and environmentally responsible company. Employees see what we really do every day, so their feedback is very important. We are on the right track, but there is much more to be done to achieve our ambitions and progress towards ZERO.

Cees 't Hart,
CEO, Carlsberg Group

LETTER FROM TOMASZ



“ Together, we can overcome the challenges ahead so that our business contributes to a better today, and tomorrow.

Tomasz Blawat
Managing Director, Carlsberg UK

**TOGETHER
TOWARDS
ZERO** 

Our very clear focus at Carlsberg UK is to grow our business in a sustainable way. This is key to securing our future in an increasingly competitive market. The jobs of our people and those across our value chain, and the availability of our beers that so many of our consumers have come to love, depend on it.

We can only achieve this when sustainability is at the core. Our sustainability plan, Together Towards ZERO, sets a clear approach and direction.

Operational efficiency supports sustainability by getting the most out of our brewery using only the minimum amount of energy and water. In the short term, this saves costs, while in the long term it will help to secure the availability of water and low-carbon energy sources that we need to be able to operate in the future.

In 2019 we saw a total reduction in carbon emissions of almost 17% since 2015. But there is much more to do to get to zero. In the same period, driven by premiumisation of the portfolio, our overall efficiency has declined. Improving efficiency will remain a focus in 2020 and beyond, towards our goals of ZERO Water Waste and heading towards ZERO Carbon Footprint.

Beyond the brewery gates, our customers and consumers are looking for brands that match their values, and that are taking responsibility for the planet. Here, we have an opportunity to engage millions of people by innovating and inspiring change across the industry.

When we launched Snap Pack at the end of 2018, we began a movement across the industry to reduce the use of plastic rings. In 2019 we continued to roll out Snap Pack across our portfolio – including on the new Carlsberg Danish Pilsner. And in 2020, we will share this technology with more brands, including San Miguel, extending its impact.

The long-term viability of our business depends on our products always being enjoyed responsibly, therefore we aim for ZERO Irresponsible Drinking. Among other actions, we partner across the industry through organisations such as DrinkAware, and aim to increase choice for consumers by improving the quality and availability of alcohol-free brews. In 2019, we launched Brooklyn Special Effects – our first alcohol-free brew in the UK available on draught. This is an important step in enabling responsible choices. And in a growing category, we are proud to have an even stronger, and growing, portfolio.

We cannot achieve any of this without dedicated people who are passionate about their work. Every one of them should come to work knowing that they will get home safe. In 2019, there were three lost time accidents. This low figure reflects the success of the Life Saving Rules programme and the integration of a safety culture supported by our leaders across the business. But even one accident is too many, and we continue to strive for ZERO.

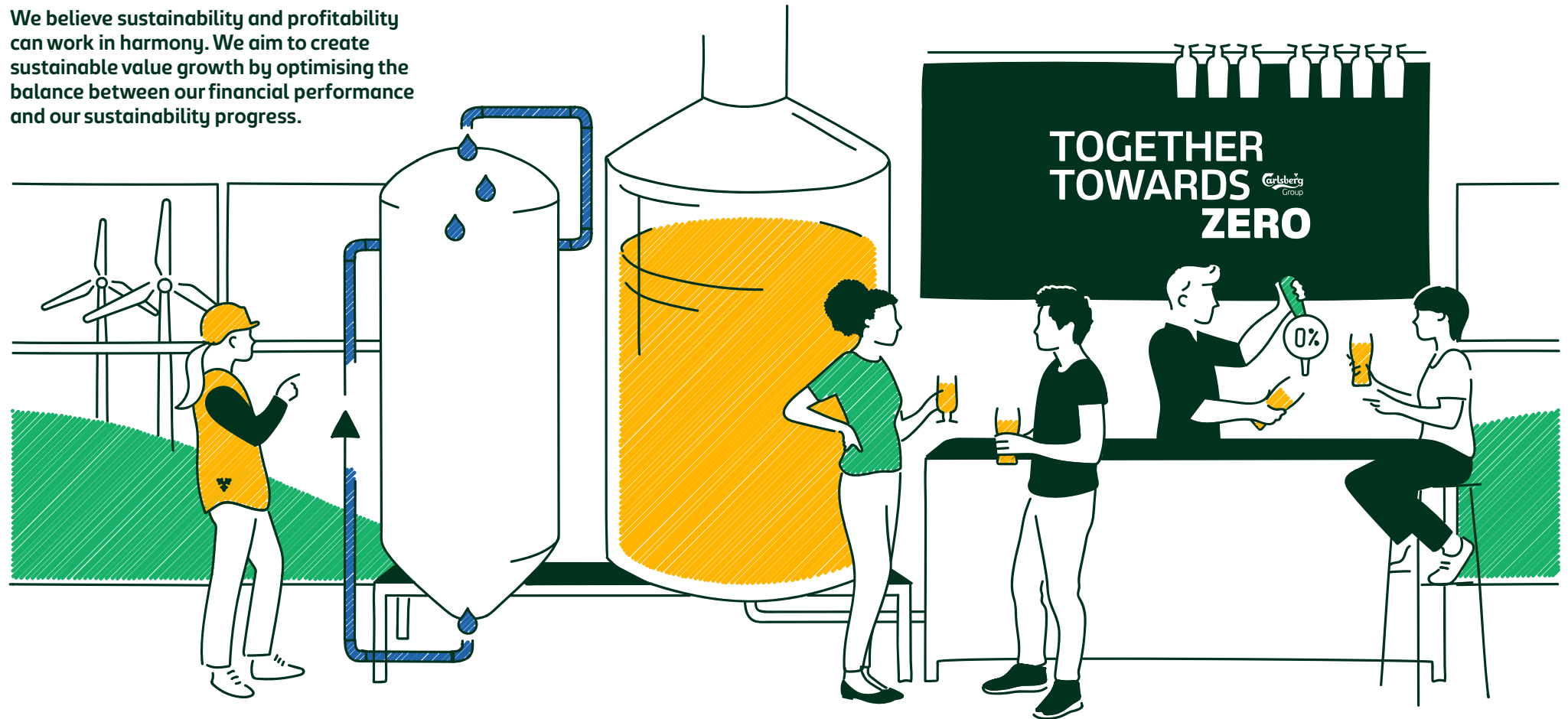
This report focuses on our progress in 2019. Since then, the world has changed dramatically due to the devastating impacts of COVID-19. Challenges like this can bring out the best in organisations and individuals and we've seen countless examples of collaboration and innovation, ranging from producing hand sanitisers to creating a tool to support local pubs to take their offer online. In the wake of this crisis, consumers around the world are likely to be even more aware of our responsibilities towards the environment and begin making more sustainable choices.

The next decade is crucial. And the work we've seen so far is proof that together, we can overcome the challenges ahead so that our business contributes to a better today, and tomorrow.

Tomasz Blawat
Managing Director, Carlsberg UK

SUCCESSFUL BUSINESS IS SUSTAINABLE BUSINESS

We believe sustainability and profitability can work in harmony. We aim to create sustainable value growth by optimising the balance between our financial performance and our sustainability progress.



17% reduction in carbon emissions from brewery since 2015.

25% reduction in total water use since 2015.

AFB First draught alcohol-free brew launched, increasing consumer choice.

65% reduction in days lost rate versus 2018.

TOGETHER TOWARDS ZERO

Our purpose of brewing for a better today and tomorrow has guided our business for over 170 years. It means we are committed to brewing quality beers today while striving to combat global challenges for a better world tomorrow.

The Carlsberg Group response to the global issues of climate change, water scarcity and public health is our sustainability programme, Together Towards ZERO. It identifies four sustainability ambitions: ZERO

carbon footprint, ZERO water waste, ZERO irresponsible drinking and a ZERO accidents culture. Strong and measurable targets for 2022 and 2030 underpin each ambition. This report is an update on progress in the UK during 2019.

PARTNERSHIPS FOR THE GOALS

The UN's Sustainable Development Goals (SDGs) form a blueprint for a prosperous and sustainable world. We have aligned our ambitions and targets to the SDGs where we can have the greatest impact. SDG17, Partnerships for the Goals, is key,

with "together" being the only way we will move towards ZERO.

See the Carlsberg Group Sustainability Report 2019 for detail on the SDGs and targets that Together Towards ZERO impacts (pages 8, 41-44), at [carlsberggroup.com/sustainability/download/](https://www.carlsberggroup.com/sustainability/download/).

BUILDING A RESILIENT BUSINESS

Our Group corporate strategy, SAIL'22, defines clear strategic priorities for strengthening our core business while positioning us for future growth.

Together Towards ZERO is embedded as a key priority in SAIL'22, defining our intention to address global challenges while building resilience in our business.

Our business success enables investment in the latest technology and innovation to achieve our sustainability targets. In turn, this enables us to keep growing into an even more successful business.

We have a long history of innovation and research, centred at the Carlsberg Research Laboratory in

Copenhagen. Today, our Young Scientists Community, a group of postdoctoral researchers, is tasked specifically with developing and scouting for technologies to help us meet the carbon and water targets of Together Towards ZERO.

OUR CORPORATE STRATEGY, SAIL'22



OUR PURPOSE

Some have to dig deep to find their purpose; for us it has always been there. We pursue perfection every day. We strive to brew better beers. Beers that stand at the heart of moments that bring people together. We do not settle for immediate gain when we can create a better tomorrow for all of us.



OUR AMBITION

It is our ambition to be a successful, professional and attractive company. Successful by delivering sustainable organic top- and bottom-line growth; professional by being the preferred supplier of our customers; and attractive by delivering value for shareholders, employees and society.



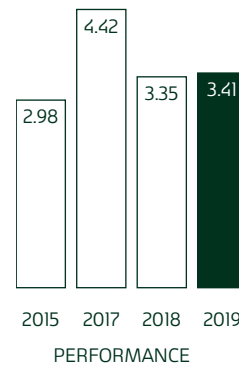
OUR PRIORITIES

The key priorities of SAIL'22 are grouped under the headings "Strengthen the core", "Position for growth" and "Create a winning culture". Delivering on these priorities will, in turn, enable us to deliver on our fourth priority, "Deliver value for our shareholders and society".

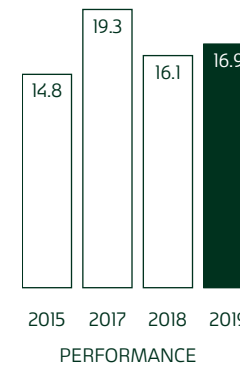


TARGET	BY 2030	BY 2022	2019 PERFORMANCE
Reduction in beer-in-hand carbon footprint compared to 2015	30%	15%	Continued focus on reducing packaging use, through roll out of Snap Pack and light-weighting of materials including shaving 10g off our new Carlsberg bottles.
Reduction in emissions from brewery	100%	50%	16.8%
Installation of low-climate-impact cooling	-	100%	100% of new coolers purchased use low-climate-impact R290 refrigerant, since 2018.
Electricity from renewable sources	-	100%	100%
Carbon-reducing partnerships	-	-	Worked with suppliers to identify lower carbon packaging alternatives, with increased recycled content.

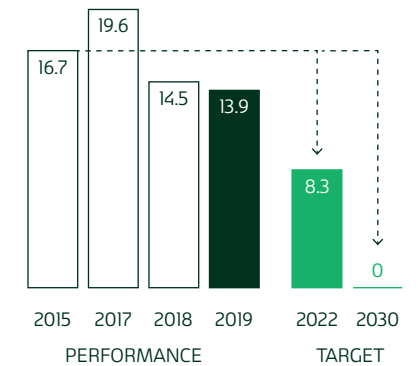
RELATIVE CO₂ EMISSIONS FROM BREWERY (KG CO₂/HL)



RELATIVE ENERGY CONSUMPTION OF BREWERY (KWH/HL)



ABSOLUTE CO₂ EMISSIONS FROM BREWERY (KT)



To avoid the worst impacts of climate change, we need to limit global warming to below 2°C, aiming for 1.5°C above pre-industrial levels. That is why we have set science-based targets to the 1.5°C level, aiming for zero emissions from our brewery by 2030, and a 30% reduction in our beer-in-hand carbon footprint – our entire value chain.

Progress takes time, and reaching ZERO will mean working together with others across the value chain – sharing expertise, experience and ideas in the pursuit of better.

BREWERY EMISSIONS – 6% OF FOOTPRINT

In 2019, absolute carbon emissions from our Northampton brewery were 4.5% lower than in 2018, and 16.8% lower than our 2015 baseline. Despite this reduction, relative emissions increased to 3.41 kg CO₂ per hectolitre of beer

produced (3.35 kg CO₂/hl in 2018). This minor increase is due to a decrease in production volumes from the brewery. While volumes fluctuate, the baseload for utilities consumption remains stable, impacting efficiency. This makes it increasingly important to focus on improving the efficiency of our brewery to save the precious resources that we use to power it.

In 2019, initiatives included fixing leaks of compressed air, reducing the amount of compressed air

that needed to be generated and saving 393 tonnes CO₂e. Another programme focused on improving steam efficiency for cleaning kegs, cutting steam use from 9.9 kg/hl to 7.2 kg/hl and saving around 330 tonnes CO₂e.

We purchase renewable electricity certificates at a Group level to offset our use of electricity from the UK grid. Meeting our 2022 goal for 100% electricity from renewables ahead of schedule.

BEER-IN-HAND EMISSIONS

Cutting our beer-in-hand carbon footprint will require partnerships across the value chain. This takes time, and we therefore measure our beer-in-hand footprint every four to five years. The last measurement was in 2015, and the next one will be during 2020.

We focus our efforts based on where we have the greatest impact and the most influence.

**PACKAGING
– 41% OF FOOTPRINT**

We aim to make the most efficient use of materials and select less carbon-intensive materials for our packaging.

In 2019, we continued to roll out Snap Pack across Carlsberg Danish Pilsner and Carlsberg Export. This pack cuts the need for plastic rings by using an innovative glue technology to stick the cans together. In 2020, we plan to introduce Snap Pack across more brands in our portfolio.

We formed a packaging sustainability working group

comprising key stakeholders from Procurement, Sustainability and Production to identify existing workstreams and new opportunities to partner with suppliers, use new materials and make changes to our packaging lines in our Northampton brewery. In 2019, this group partnered with a supplier to trial 100% recycled content shrink. We plan to begin rolling this out in 2020.

Globally, we continue to invest in research and development to create the packaging of the future. In 2019, we launched the latest prototypes of the Green Fibre Bottle – a step closer to our vision of the world’s first paper beer bottle. We

also announced the formation of the Paper Bottle Community – a coalition of companies with a shared vision for a paper bottle. And we’re pleased to welcome other leading brands on board with this ambition. Watch the video, at carlsberggroup.com/sustainability/actions-towards-zero/partnerships-in-action/.

**REFRIGERATION
– 30% OF FOOTPRINT**

We have made good progress since 2015, to ensure that all new installs of chillers in outlets use low-climate impact refrigerants. However, it is extremely difficult to make further and faster progress due to our very limited influence over our customer’s outlets. We will continue to explore the most efficient and low-carbon

refrigeration to improve our own, and our customers’ shared footprints.

**DISTRIBUTION
– 5% OF FOOTPRINT**

We outsourced our secondary logistics to a shared user service during 2017 and 2018, replacing our own warehouses and vehicles by sharing space with others, maximising the efficiency of each trip. We continue to identify efficiencies across logistics, especially for our primary logistics where we are the sole user of the outsourced service.

In 2019, we consolidated our warehouses in Northampton, reducing the number of shuttle movements between the brewery and local warehouses by around a third, from 66,000 to 44,000 a year.

And we worked with key customers to set minimum order quantities that help to reduce the number of deliveries, and therefore road miles.

**AGRICULTURE AND MALTING
– 13% AND 5% OF FOOTPRINT**

We have established a working group comprising representatives from Procurement, Sustainability and Brewing, to identify opportunities to work with suppliers to improve the sustainability of our sourcing.

In the Carlsberg Laboratories in Copenhagen our barley breeding programme aims to breed new climate-tolerant varieties of barley, and those with attributes that improve beer quality, shelf life, and efficiency of the brewing process.

EMISSIONS THROUGHOUT THE LIFE CYCLE

Proportion of greenhouse gas emissions in each stage of the life cycle of our products.





TARGET	BY 2030	BY 2022	2019 PERFORMANCE
Improvement in water efficiency at our brewery	50%	25%	+3.5% vs 2015. While relative water use increased, total water use in 2019 was 25% less than in 2015.

It is estimated that within 25 years, demand for water in the UK will outstrip supply¹. We are determined to use the minimum amount of water throughout the brewing process, and to make the most of every drop.

We aim to halve water use per hl of beer produced by 2030, to use just 1.7 hl/hl, eliminating water waste.

BREWERY WATER USE

In 2019, relative water consumption in our brewery increased to 2.95 hl/hl (2018: 2.87 hl/hl), while total water use decreased by 3.6% from 2018 (24.8% from 2015). This is due to a decrease in production volumes from the brewery, while maintaining the same baseloads for water use.

While our brewery remains extremely efficient in comparison to the industry, we set ourselves ambitious targets and always strive to improve year-on-year.

We continue to identify areas across the brewery where we can reduce water consumption and

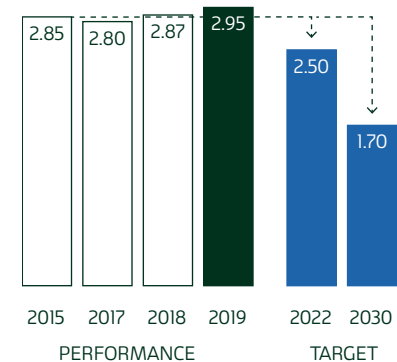
TOTAL WATER CONSUMPTION OF BREWERY (M HL)



eliminate water waste, both through education and behaviour change of our colleagues, and through investments in technological solutions.

For example, by improving control over the temperature of our pasteuriser, in 2019 we saved nearly 12 million litres of water – equivalent to almost five Olympic-sized swimming pools.

RELATIVE WATER CONSUMPTION OF BREWERY (HL/HL)



In the Carlsberg laboratories in Copenhagen, the Young Scientists Community – a group of postdoctoral researchers – is tasked with identifying new methods and technologies to meet our goals of ZERO carbon footprint and ZERO water waste. Read more at carlsberggroup.com/pursuit-of-better/better-tomorrow/carlsberg-young-scientists-community/.



¹ Environment Agency, 2019: <https://www.gov.uk/government/speeches/escaping-the-jaws-of-death-ensuring-enough-water-in-2050>



ZERO IRRESPONSIBLE DRINKING

TARGET	BY 2022	2019 PERFORMANCE
Availability of alcohol free beer (AFB)	100%	10.4% We always offer alcohol free to customers as part of our portfolio. But it will not be possible to meet a target of ensuring every outlet stocks an alcohol free option. We will reassess this target during 2020, to ensure we continually strive to improve consumer choice.
Responsible drinking messaging through packaging and brand activations	100%	100% of our products brewed at our Northampton brewery.
Run Partnerships to support responsible consumption	-	Partnered with Drinkaware to promote alcohol-free as a positive choice, through San Miguel 0,0.

Our brews bring people together to enjoy great experiences, and we want to ensure that they are always enjoyed responsibly.

We work to enable, inform and encourage responsible choices, by improving availability of great-tasting alcohol-free beers, increasing access to information and collaborating across the industry to promote responsible drinking.

ENABLE

We have a growing portfolio of alcohol-free beers and in 2019 we launched Brooklyn Special Effects – a 0.4% ABV, hoppy lager – our first alcohol-free brew available on draught. This helps to put low-

alcohol beer at the front of the bar, and ensure a great drinking experience. Alongside Brooklyn Special Effects and San Miguel 0,0, in 2020 we will launch Carlsberg Nordic to replace Carlsberg 0.0 and further strengthen our portfolio.

A wider range of beers ensures more listings and greater availability of low and no alcohol beers. We increased availability of AFBs to over 10% of all off- and on-trade outlets that we supply our products to. We have a long way to go to 100% and will continue to work to raise awareness and appeal of our alcohol-free offer. We always provide an AFB option at our own activations across festivals and events.

INFORM

All of the products that we brew at our Northampton brewery include responsible drinking messaging, nutritional and ingredient information on the pack.

We maintained full compliance with local laws and regulations regarding advertising placement and contents. We did not have any breaches of the Advertising Standards Authority code or Portman Group Code in 2019.

Our continued partnership with the DrinkAware Trust is supporting people to make better choices about how they drink, through improved access to information. The Drink Free Days campaign targets middle-age drinkers, encouraging them to take days off from drinking through the week. In 2019, there were over 500,000 unique visitors to the Drink Free Days landing page, of which 80% were in the medium and increasing risk category. And almost 20,000 people committed to taking Drink Free Days each week.

ENCOURAGE

We have the best alcohol-free beers in the world. Probably. And we want to encourage more people to discover alcohol-free beer as a great-tasting drink for more occasions.

We're investing in advertising and sampling across our brands.

In 2019, we partnered with the DrinkAware Trust to raise awareness of the dangers of drink-driving and promote alcohol-free beer as a positive choice through the Classic Ibiza series of concerts, sponsored by San Miguel. Designated drivers to the series of events hosted at stately homes across the UK were given a free San Miguel 0,0, giving them the opportunity to have a great time without alcohol, or compromise.

San Miguel 0,0 ran its first above-the-line advertising campaign to drive brand awareness across 1,840 sites in Birmingham, London and Manchester. "Find Your 0,0" aimed to create a positive conversation around alcohol-free beer, presenting it as an active lifestyle choice to a UK audience increasingly concerned about health and wellbeing. The campaign extended online, delivering 13.5 million impressions.

Getting people to try the beer is key to changing negative perceptions around the taste of alcohol-free. San Miguel 0,0 ran samplings nationwide in commuter hubs in Birmingham, Edinburgh, Leeds and London.

OUR APPROACH



Enable

Offer a wider set of alcohol-free choices that consumers can turn to on different drinking occasions.



Inform

Inform positive drinking choices by providing responsible drinking information on packaging and online.



Encourage

Encourage consumers to make positive drinking choices through dialogue and engagement.



TARGET	BY 2022	2019 PERFORMANCE
Zero lost time accidents	0	3

Every one of our colleagues should come to work knowing that they'll get home safe. Our focus has long been on the brewery – where the greatest risks and hazards are. Now, we are expanding our approach to include other areas of the business.

For example, ensuring support for our field-based sales teams who are exposed to many different hazards every day, and ensuring the health and wellbeing of our colleagues across the commercial and production areas of the business.

In 2019, there were three lost-time accidents (LTAs), the same number as in 2018, but the severity of incidents reduced which is reflected in the 65% reduction in Days Lost Rate. While this is low, any accident is too many and we continue to strive for zero by embedding a safety culture across the business.

We investigate and review every accident with the same rigour as we do for LTAs, to improve safety across the business. Half of all accidents, including all LTAs in 2019, were categorised as manual handling or slips and trips. We have developed specific workstreams to reduce the risks in these areas.

SAFETY CULTURE

Our leaders are key to creating a safety culture, leading by example and engaging employees.

Key leaders across all departments in both the brewery and commercial functions form the Safety Leadership Team – responsible for our health, safety and environment strategy, designed to deliver a safety culture that our people are proud of.

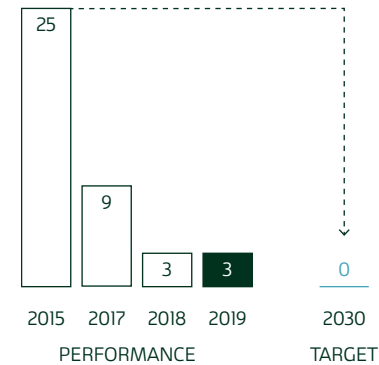
Whether they're in the brewery, offices, or out in the field, safety plays a big part of every employee's role. It is integrated across every department through monthly

departmental safety meetings. Each department leads its own risk assessment programme to tackle the task-specific risks, improve training, and achieve industry-leading incident response.

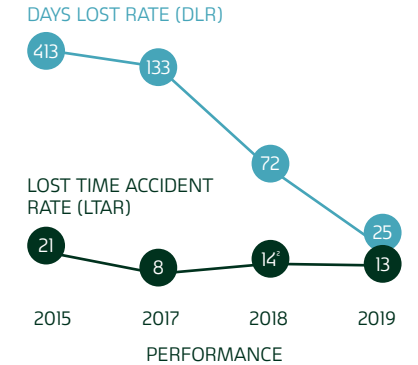
In 2019 we established a cross-functional safety committee to increase the focus on safety across our field- and office-based teams, through sharing best practice, identifying the risks and implementing solutions. One of the key risks for these teams is driver safety. The driver training programme, introduced in 2019, requires all those who drive as part of their role to complete online training, achieving 96% compliance. In 2020 we will begin face-to-face training with highest risk groups.

We can only reduce accidents by identifying and preventing the risks before accidents happen. That is why we're working to improve hazard reporting across the business. In 2019, we introduced a hazard reporting app available for all employees, to encourage real-time reporting of information including pictures and a short description. The

LOST-TIME ACCIDENTS



LOST-TIME ACCIDENTS AND DAYS LOST RATES (RATE/1,000 EMPLOYEES)



² The 2018 figure for LTAR was restated from 3 to 14. This is due to an error in data collection during 2018.

hazards are assigned to the relevant area of the business to be dealt with urgently. Hazard reporting increased by 46% in 2019, supporting our proactive approach to safety.

Our site currently complies with OHSAS 18001, and we are working towards the updated ISO 45001 – the international standard for health and safety management.

WELLBEING

To create a culture where every employee feels valued and supported, we must ensure a balance of mental, physical, social and financial wellbeing. In 2019, we continued to:

- Provide a comprehensive occupational health service to maintain health of our workforce
- Invest in services such as low-cost loans from salary, and 24-hour online GP and prescription services
- Train a network of Mental Health Champions across the business
- Support wellbeing through seminars and TWALKs – an opportunity to talk to colleagues outside of the office
- Develop and distribute a wellbeing booklet, financial wellbeing booklet and driver's booklet to provide advice and guidance
- Provide a central platform to access the support and information through My Happy Hour.

RESPONSIBLE BUSINESS

We are committed to doing business responsibly. We call this Living by our Compass.

Find out more at carlsberggroup.com/who-we-are/corporate-governance/living-by-our-compass.

All of our global codes, policies and manuals are available to employees online, and a selection are available at carlsberggroup.com/sustainability/download/download-our-policies.

We encourage employees to report suspected cases of misconduct confidentially and anonymously through our SpeakUp programme.

DIVERSITY AND INCLUSION

We do not tolerate any form of discrimination, and aim to create an inclusive business where everyone has the opportunity to contribute their best. We report our gender pay gap in line with UK legislation, alongside our work to address it at carlsberguk.co.uk/about-us/policies-reports.

RESPONSIBLE SOURCING

Our suppliers are vital partners for our business, and key to our success. All suppliers must comply with the Carlsberg Group Code of Ethics and Conduct before we begin working with them. We conduct regular quality audits to monitor performance and ensure compliance with the Code. If an issue is found, our first response is to help the supplier achieve compliance, making lasting improvements. However, where necessary we suspend material deliveries. We are committed to tackling modern slavery throughout our value chain, and publish our annual modern slavery statement at carlsberguk.co.uk/about-us/policies-reports.

PRODUCT QUALITY AND SAFETY

We strive to make the highest-quality beers and beverages, and have strict controls throughout production to ensure that our products are right first time. In 2019, we achieved the highest grade for the BRC Global Food Safety Standard – Grade AA. In 2019 we had one recall due to incorrect labelling of allergen information. We have put plans in place to avoid this happening in the future.



ECONOMIC CONTRIBUTION

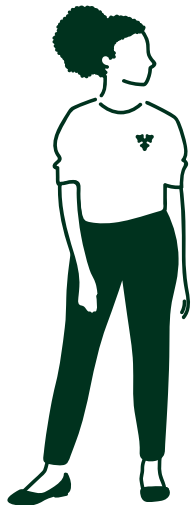
Carlsberg was first imported to the UK over 150 years ago. And we're proud to continue to play an important role in the UK both as an employer, and through building on the heritage of our local and global brands.

At the end of 2019, we provided direct employment for around 700 people in the UK and contributed to the indirect and induced employment of around 14,000 people across the value chain – from suppliers, to people working in hospitality and retail selling

our products. This in turn creates significant economic value. The value added through the production and sale of all Carlsberg UK products in 2019 is calculated to be around GBP 830 million, with most in the hospitality sector.

In addition to this economic contribution, we support communities and good causes through matching employee fundraising, and specific activities related to our brands including sponsorship of local sports clubs and running fundraising events.

For information on our group tax contribution, see the Carlsberg Group Sustainability Report 2019 at carlsberggroup.com/media/35965/carlsberg-as-sustainability-report-2019.pdf.



1 Carlsberg UK employee creates an additional...

14 jobs in hospitality,

1 job with suppliers, including agriculture, and

5 jobs in retail.

* These figures differ from the 2018 report due to a change in methodology, which was made to maintain consistency with industry practice and data. For more information about the methodology, refer to page 67 of the Carlsberg Group Sustainability Report.

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