

**ESG REPORT  
2023**

# Carlsberg

**Carlsberg**  
Polska

# CARLSBERG POLSKA

We are one of the three largest brewing companies in Poland. We brew beers of the highest quality in breweries with a long tradition. We are part of the Danish Carlsberg Group, one of the global industry leaders. We are carrying out the Group's mission statement, which is *Brewing for a Better Today and Tomorrow*, and its business strategy, SAIL'27, with the sustainability program as an integral part, setting our 6 goals consistent with the UN Sustainable Development Goals to achieve by 2040.

## Carlsberg Poland in 2023

**20.1%**

share of beer sales volume in Poland



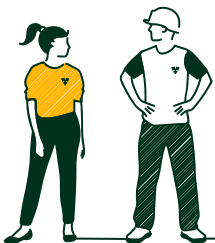
**26.1%**

share of non-alcoholic beer sales volumes in Poland



**1,292**

employees



**39 countries**

importing our beers



**7,618**

active purchasing and non-purchasing suppliers



## OUR SUSTAINABILITY PROGRAM

A key element of SAIL'27's strategy is the Together Towards Zero and Beyond (TTZAB) sustainability program, which defines our medium- and long-term ambitions in this sphere, including specific commitments. TTZAB is our answer to global challenges - which is to achieve ZERO Carbon Footprint, ZERO Farming Footprint, ZERO Water Waste, ZERO Packaging Waste, ZERO Accidents Culture and ZERO Irresponsible Drinking.

In addition, we have designated five additional areas of focus that encompass our company's ongoing efforts to promote diversity, equity and inclusion, uphold ethical business practices, respect human rights, source responsibly, and engage and give back to communities. To accelerate our progress in the DE&I area, we have also set short-term goals: to increase the representation of women in senior leadership positions to 30% by 2024 and to 35% by 2027.



Since 2023 we are signatory of the United Nations Global Compact (UNGC). We are committed to implementation of UNGC Principles focusing on respecting human rights, ensuring adequate working conditions, protecting environment and counteracting corruption. We are actively involved in Climate Positive program. Its agenda is a business response to the climate crisis, loss of biodiversity and progressive pollution of water, soil and air.



ESG focus areas	Targets
<b>ZERO Carbon Footprint</b>	<b>2040</b> <b>2030</b> <ul style="list-style-type: none"> <li>&gt; <b>Net ZERO</b> value chain</li> <li>&gt; <b>ZERO</b> carbon emissions at our breweries</li> <li>&gt; <b>30%</b> reduction in value chain carbon emissions</li> <li>&gt; <b>All</b> renewable electricity must come from new assets (e.g. via power purchase agreements)</li> </ul>
<b>ZERO Farming Footprint</b>	<b>2040</b> <b>2030</b> <ul style="list-style-type: none"> <li>&gt; <b>100%</b> of our raw materials are from regenerative agricultural practices and are sustainably sourced</li> <li>&gt; <b>30%</b> of our raw materials are from regenerative agricultural practices and are sustainably sourced</li> </ul>
<b>ZERO Packaging Waste</b>	<b>2030</b> <ul style="list-style-type: none"> <li>&gt; <b>100%</b> recyclable, reusable or renewable packaging</li> <li>&gt; <b>90%</b> collection and recycling rate for bottles and cans</li> <li>&gt; <b>50%</b> reduction in virgin fossil-based plastic</li> <li>&gt; <b>50%</b> recycled content in bottles and cans</li> </ul>
<b>ZERO Water Waste</b>	<b>2030</b> <ul style="list-style-type: none"> <li>&gt; Water usage efficiency of <b>2.0 hl/hl</b> globally and <b>1.7 hl/hl</b> at breweries in high-risk areas</li> <li>&gt; <b>100%</b> replenishment of water consumption at breweries in high-risk areas</li> </ul>
<b>ZERO Irresponsible Drinking</b>	<b>2030</b> <ul style="list-style-type: none"> <li>&gt; <b>100%</b> responsible drinking messaging through packaging and brand activations</li> <li>&gt; <b>100%</b> of our markets run partnerships to support responsible consumption</li> <li>&gt; <b>100%</b> availability of alcohol-free brews</li> <li>&gt; <b>35%</b> of our brews globally are low-alcohol or alcohol-free</li> </ul>
<b>ZERO Accidents Culture</b>	<b>2030</b> <ul style="list-style-type: none"> <li>&gt; <b>ZERO</b> lost-time accidents</li> </ul>
<ul style="list-style-type: none"> <li> <b>Diversity, Equity &amp; Inclusion</b></li> <li> <b>Living By Our Compass</b></li> <li> <b>Human Rights</b></li> <li> <b>Responsible Sourcing</b></li> <li> <b>Community Engagement</b></li> </ul>	<p>In these areas, we focus on the continuous enhancement and implementation of policies, partnerships and other initiatives that address the additional ESG topics having material impacts on our employees and operations, as well as on our value chain and wider society.</p> <p>While we have an established ambition and ongoing actions to promote Diversity, Equity and Inclusion (DE&amp;I), in 2022 we introduced additional DE&amp;I targets that are quantitative and shorter-term: <b>30%</b> women in senior leadership positions by 2024, ramping up to <b>35%</b> by 2027 and a minimum of <b>40%</b> over time.</p> <p>We continuously strive to Live By Our Compass and maintain a high-integrity culture through a robust compliance programme, and we have long-standing ambitions to source responsibly, respect human rights along the value chain, and engage communities responsibly.</p>

# ZERO CARBON FOOTPRINT

**We aim to reduce the carbon footprint of our value chain by 30% by 2030. We aim to achieve zero net carbon emissions by 2040 at the latest. The realization of this ambition is supported by activities in two other areas of our sustainability program: ZERO Farming Footprint and ZERO Packaging Waste.**

Until recently, we sourced most of our renewable energy through the purchase of relevant certificates, but we want to go further. We intend to increase the overall amount of available electricity from such sources by signing more power purchase agreements (PPAs). PPAs are long-term contracts that make it possible to invest in new generating assets by guaranteeing the existence of a buyer for the energy produced. In parallel, we are striving to ensure that our breweries increasingly meet their energy needs by producing energy themselves in a climate-friendly manner. At Okocim Brewery, we have found a use for the biogas generated at the company's wastewater treatment plant through the methane fermentation process. Its combustion is a source of heat, and as of 2023, we also generate

electricity from it through cogeneration. We are also developing a solar energy program. In 2023, we launched 3 photovoltaic installations in Brzesko. We are continuing our efforts to minimize energy consumption - for example recovery of heat from the brewer's spent grain at Kasztelan Brewery.

We work closely with suppliers and other partners to find ways to reduce emissions outside of our breweries - from growing ingredients to packaging, transporting, distributing and refrigerating beer. We reduce the carbon footprint by, among other things:

- optimization of truck filling, allowing, among other things, to reduce the number of kilometers traveled to deliver the same amount of products and eliminate the need to relocate empty crates and bottles;
- modernization of our warehouses - an example from 2023 is the replacement of warehouse gates with high-speed gates at the Brzesko plant, which made it possible to switch off air curtains;
- successive withdrawal of old refrigerators from the market and replacing them with modern ones.

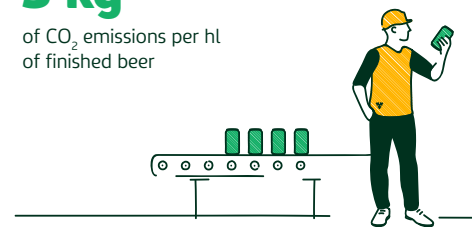


Photovoltaic installation at the Okocim Brewery in Brzesko.

## Results achieved in 2023

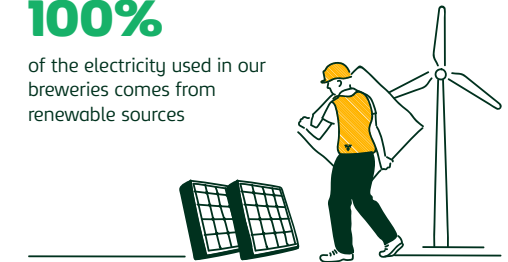
### 3 kg

of CO<sub>2</sub> emissions per hl of finished beer



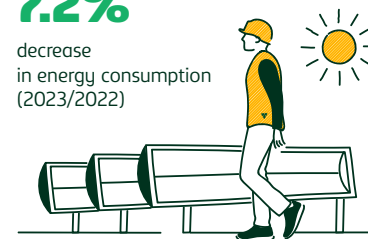
### 100%

of the electricity used in our breweries comes from renewable sources



### 7.2%

decrease in energy consumption (2023/2022)



# ZERO FARMING FOOTPRINT

**We are partnering with suppliers and experts to take action on climate change and biodiversity loss by targeting a ZERO Farming Footprint. We have set bold targets to ensure all our raw ingredients are sourced sustainably and produced using regenerative agricultural practices by 2040. These commitments will support global action on environmental challenges, improve farmers' livelihoods and help us secure a sustainable supply of raw ingredients to make our brews now and in the future.**

In order to show farmers where we are headed, in 2023 we decided to create our GRUNT TO ZIEMIA [SOIL IS THE KEY] beer. We brewed it in a limited quantity in Kraków at the restaurant brewery Nowa Wytwórnia Tu Warzy Okocim. It was produced from barley grown according to practices used in the transition to regenerative agriculture.



Sustainable agriculture is only possible with proper functioning of natural ecological processes, such as pollination by insects: bees, bumblebees, butterflies, wasps and beetles. We want to show consumers the important role these insects play in nature and in food production, so we have launched a long-term campaign on their behalf. Since May 2023, the Somersby brand, together with the Fundacja Pszczoła Musi Być [Bee Must Be Foundation], has been spreading awareness of pollinators and creating pollinator-friendly gardens in selected locations in Poland.



Somersby Garden in Fort Mokotów in Warsaw.

## Results achieved in 2023

**500 litres**

of beer brewed with barley from regenerative crops



**7.5 million**

coverage of the educational campaign "We pollinate with help"



# ZERO PACKAGING WASTE

We are partnering on packaging that delivers sustainability benefits along with our beer. We aim for all our packaging to be 100% recyclable, reusable or renewable by 2030. By 2030, we also want to reach 50% recycled content in our bottles and cans and have 90% of bottles and cans collected and recycled.

Our initiatives in the area of packaging involve primarily:

- increasing the scale of reuse of returnable bottles,
- reducing the weight of packaging,
- modifying the composition of packaging, especially increasing the use of recycled materials,
- developing new environmentally friendly packaging.

Moreover, we are actively working to build an effective deposit system in Poland, covering a wide catalog of packaging.

In 2023:

- we launched a project to reduce the thickness of the film used - it began with the replacement of the thinner film for multipacks of Harnaś beer, and will be gradually rolled out to cover the rest of the range in 2024,
- we developed an innovative carton with rounded corners: made from 90% recycled material and 16% lighter than the one we have used so far (it has a lower both basis weight and surface area), resulting in an 11.5% lower carbon footprint,
- we introduced a deposit reusable cup at music festivals and implemented an information campaign about it.

## Results achieved in 2023

**31%**

share of returnable packaging (bottles and kegs) in total packaging



Project "1 instead of 1000" during SBM FFestival 2023 - local artist created graffiti inspired by the idea of circularity. The work was created on a wall from used aluminum cans provided by Every Can Counts.

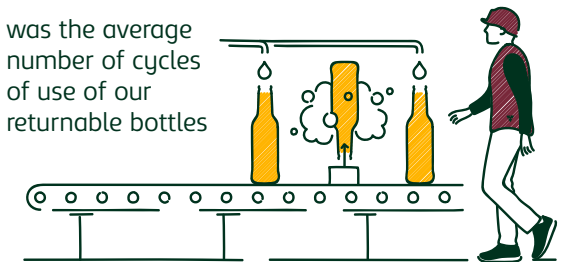
**93%**

of returnable bottles returned to our breweries



**13.45**

was the average number of cycles of use of our returnable bottles





**We aim to reduce the amount of water used to produce every hectolitre (hundred litres, hl) of our beer to an average of 2.0 hl/hl by 2030.**

In 2023, like the year before, we improved water efficiency, and as a result, the aforementioned ratio is now only 2.55.

To achieve ZERO Water Waste, at all of our facilities we are:

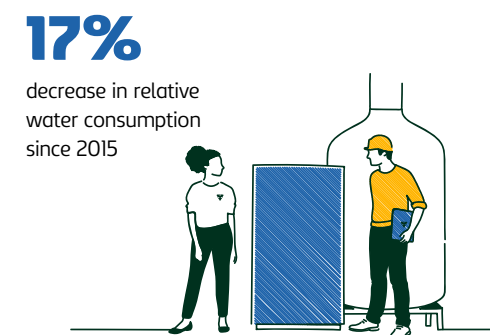
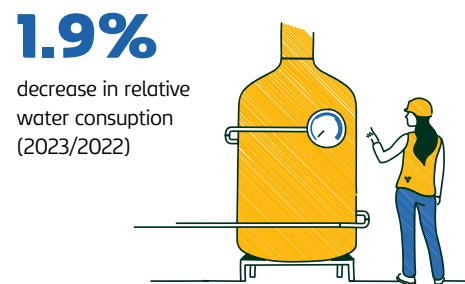
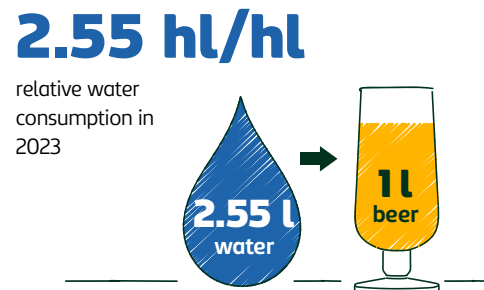
- increasing the scale of recovery and reuse of water used in technological processes,
- optimizing the operation of existing installations,
- investing in new water-efficient equipment,
- expanding water consumption monitoring to identify further areas of improvement and respond immediately to failures and leaks,
- building a culture of water conservation based on proper habits, discipline, attentiveness and a constant search for ideas for even small improvements,
- setting measurable goals for improving water and wastewater management in three-year business plans,
- including specific activities from the above sphere in the bonus targets of selected employees.

In 2023, we significantly improved water management with the introduction of a tool called Root Cause Analysis (RCA), which helps identify the triggers of a problem, such as excessive water consumption. In addition, during the year we modernized the B3 bottling line in Brzesko - the most important production line in Carlsberg Poland. A number of changes made have translated into a decrease in relative water consumption by as much as 46.5%, which means water savings of 28,500 m<sup>3</sup> per annum.



28,500 m<sup>3</sup> annual water saving in 2023 from the modernization of the B3 line at Okocim Brewery

**Results achieved in 2023**





## ZERO IRRESPONSIBLE DRINKING

In 2023, as in previous years, our efforts to completely eliminate irresponsible drinking focused on three main areas:

- expanding the range of non-alcoholic beers,
- building public awareness,
- providing consumers, particularly through packaging and websites, with a complete set of key information about our products and their handling.

In 2023, with the main message of the new iteration of the “I Think Soberly” program, which was “Red Light for Intoxicated Drivers. Green Light for Sober Thinking,” we reached

out to the public through major Internet portals, and we conducted communication activities in urban spaces for the first time. This type of campaign was organized in Warsaw and used ATMs, big screens and taxis.

We not only educate, but also directly counteract drunk driving. We use AlkoStops in our fleet of passenger cars, devices that check the driver’s sobriety before starting the engine and automatically disconnect the ignition if necessary. In June 2023, we introduced mandatory sobriety checks at the entrance to and exit from our facilities. All van drivers, business partners, service providers or visitors are subjected to the checks.



The social-education program “I Think Soberly” implemented for the first time with the Carlsberg brand.

### Results achieved in 2023

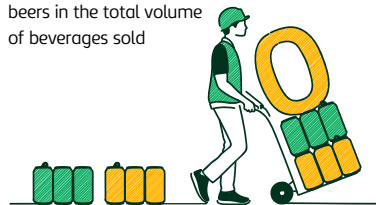
23

non-alcoholic beers  
in our portfolio



9%

share of non-alcoholic  
beers in the total volume  
of beverages sold



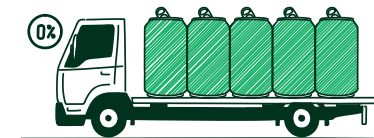
51.3 million

recipients of our educational  
program “I Think Soberly”



more than 34,000

sobriety checks on those entering  
and leaving our facilities







## ZERO ACCIDENTS CULTURE

**Our overarching goal is to ensure that everyone returns home safely every day. We pursue ZERO Accidents Culture not only at breweries and in the office, but also behind the wheel and at our customers' stores. We put a strong focus on instilling safe behaviors, and we ensure that our employees are well-trained and that they can react appropriately in unexpected situations.**

We expect every employee, but also subcontractor personnel, to notify OSH services of behaviors and technical aspects that may be relevant to the prevention of accidents and occupational diseases. Both negative and positive behaviors and events are reported via a special application. Our employees are required to submit at least one observation each month, from among which the most valuable ones are selected by voting.

Aiming to ensure full occupational safety and health, in 2023 we were carrying out relevant training, organizational and technical measures, and investments. In addition, we begun

publishing regular articles on the intranet in a series called "First Aid in a Nutshell", which teaches employees how to respond properly when witnessing fainting, choking, respiratory distress or an epileptic seizure, among other things. We also organized another edition of the Safety Day, giving the event a much larger scale. In addition, on a regular and ad hoc basis, safety walks were held, i.e., the exchange of insights in the occupational safety and health area during a tour of the brewery by employees in various positions, including office positions.

We actively prevent traffic accidents involving our drivers. This is supported not only by AlkoStops and sobriety checks, but also by training, such as training in safe driving techniques. As of 2023, it is mandatory for all sales employees to use the Brightmile app. It uses GPS to provide real-time feedback, such as reaching for your phone or not limiting your speed when driving past a school. Area managers receive aggregate reports to analyze their teams' behavior and plan actions to improve road safety, and the most responsible drivers are rewarded.



Fire Department training with the participation of over 150 firefighters taking place in Okocim Brewery.

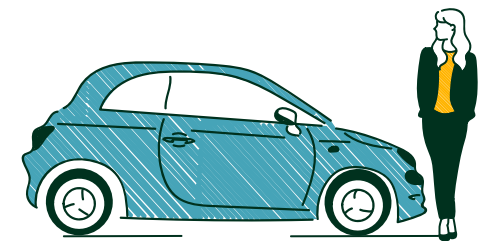
### Results achieved in 2023

**5,811**

of our employees and subcontractor employees trained in occupational safety and health



**100%** of the company cars have active AlkoStops



## PROMOTING DIVERSITY AND INCLUSION

We respect diversity on the basis of, among other things, gender, age, culture, ethnicity, physical ability, political and religious beliefs or sexual orientation. We guarantee inclusive leadership and counter all forms of discrimination. We create an atmosphere that is inclusive and ensures that everyone can be themselves, feel respected, noticed, listened to and safe. We know that our male and female employees have different needs, capabilities and experiences. We are taking steps to remove the barriers that stand in their way. Our thinking about organizational culture, leadership and equalizing opportunities is best reflected in the diversity, equity and inclusion (DE&I) policy adopted at the Carlsberg Group level.

We take a thoughtful and structured approach to the DE&I area. To this end, in 2022, together with an external partner, the Diversity Hub Foundation, we conducted a comprehensive study of organizational culture, and then based on the results, we developed an action plan for 2023-2024.

In 2023, among other things:

- we established a permanent interdisciplinary task force to coordinate activities in the DE&I area,
- we developed and implemented an educational series for employees,
- we conducted an analysis of the principles of the recruitment process and made a qualitative measurement of it,

- as an experiment, we conducted eight recruitments removing information on candidates which may influence recruiters in an unconscious way,
- we began actively recruiting employees with disabilities and trained managers on how to hire such people.

We are implementing a multi-year Women's Pathways program to support our female employees in their professional development based on mutual assistance and exchange of experiences, but also to make all employees aware of the differences in viewpoints and aspirations of the two genders. In 2023, the program featured two events.

In order to show how fruitful cooperation between people of very different ages can be, in 2023, we launched the Brewed Duets campaign. As part of it, intergenerational pairs combining Generation Z and people 50+ developed ideas for projects that, if implemented, would help make their workplace even better.

In 2023, there was not a single confirmed case of discrimination, harassment or bullying at the company.



### BUSINESS PRIORITY

Our DE&I agenda is leader-owned and part of our Leadership Expectations.



### DIVERSE REPRESENTATION

Diversity in our workforce is a prerequisite for harvesting diverse experiences and perspectives.



### EQUITY

We provide equal access to opportunity, with zero tolerance for discriminatory behaviours and harassment.



### INCLUSIVE CULTURE

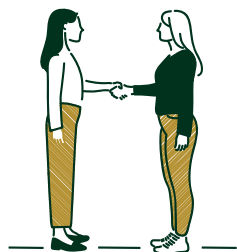
Inclusive leadership behaviours are the foundation for an inclusive culture and a global mindset.

## OUR VALUES

We have a clear vision of how to act in all situations. We nurture the Triple A Culture, which consists of Alignment, Accountability and Action. To make them easier to use in practice, each of the above values is described by three attributes.

### ALIGNMENT

- Open and constructive dialogue and feedback.
- Explicit arrangements instead of assumed agreements.
- “One team”.



We walk hand in hand with each other, so we always agree on a common course of action. We understand each other's goals and help each other achieve them. This is made possible by ensuring a high standard of cooperation, based on constructive dialogue. We are aware of our impact on everyday life. Through reconciliation, we make the best possible decisions, clarify arrangements and work together as a team.

### ACCOUNTABILITY

- Involvement in decision-making and anticipation of the unexpected.
- Being accountable for one's actions.
- Informing all interested parties of the decisions made.



We are responsible for people, our products and our impact on the environment, and open to dialogue. We are committed to our goals and think as one team.

### ACTION

- Focus on what is necessary to achieve the goals, taking consistent action and monitoring progress.
- Anticipation of consumer and customer needs.
- Seeking and sharing best practices that can increase efficiency.



We develop through action. We work in an interdepartmental team. We build on our diversity, complementing each other. We have the space to implement large and ambitious projects together. Diverse skills drive our innovation, followed by professional development opportunities.

We are socially committed. Carlsberg Poland's global strength is rooted in localism. It is an integral part of our mission to brew for a better today and tomorrow.

## SUSTAINABILITY REPORTING

A breakdown of our activities and their effects in the area of sustainability, in the form of an ESG (Environmental, Social, Governance) report for 2023, can be found [on this site](#). An analogous report for the Carlsberg Group can be found [here](#). Company and group internal regulations from the mentioned sphere can be found [here](#) and [here](#), respectively.



Carlsberg Group ESG Report 2023



Report ESG 2023

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