



OUR IMPRINT.
 People & Planet

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About This Report

Welcome to our Environmental, Social and Governance (ESG) Report 2021. This report highlights the progress we have made in 2020 against Molson Coors' most material ESG issues. It demonstrates our commitment to international frameworks, such as the Global Reporting Initiative (GRI) Standards. We also align efforts with the CEO Water Mandate, the Principles of the United Nations Global Compact (UNGC) and the UN Sustainable Development Goals (SDGs).

The scope of our 2020 reporting encompasses Molson Coors Beverage Company's (Molson Coors) direct operations across two primary business units: North America and Europe. Data and metrics included in this report cover global activities and performance in the fiscal year from January 1 to December 31, 2020. Unless otherwise noted, the 2025 goals discussed in this report have been set against a 2016 baseline that incorporates the performance of our global business.

We report annually on our sustainability progress. Our sustainability reporting has been prepared in reference to the GRI Standards. This report also serves as our Communication on Progress (CoP) for our commitment to the UNGC and CEO Water Mandate. The GRI Index, the UNGC CoP Index, the Sustainable Accounting Standards Board (SASB) index and the Task Force on Climate-related Financial Disclosures (TCFD) table can all be found at the back of this report. Our contribution to the UN SDGs can be found in our [SDGs Impact Report 2021](#). Corporate Citizenship has assured data related to our absolute water, energy and carbon, waste, health and safety, and environmental compliance metrics in accordance with ISAE 3000. Please see the [Assurance Statement](#) for details.



The Next Phase of Our Imprint

BY GAVIN HATTERSLEY, CEO

The past year has been tremendously challenging for all of us. Around the world, communities are coping with the impacts of coronavirus, and systemic racism is taking its toll. These challenges have only strengthened our commitment to our people and our communities, prioritizing the health, safety and well-being of our employees, and evolving how we lend a hand to help our neighbors when they need it the most.

More than ever, we need a robust approach to address the social and environmental challenges facing the world. This is what guided us in 2017 to set ambitious sustainability targets for 2025, and it's what inspired us to refresh our strategy in 2020. Our streamlined plan focuses on two areas, people and planet, with targets to advance diverse representation, foster an inclusive culture, reduce carbon emissions and water use, and transform our packaging. Three foundational commitments – alcohol responsibility, social and governance – ensure we uphold ethical and responsible standards as we work to achieve our goals.

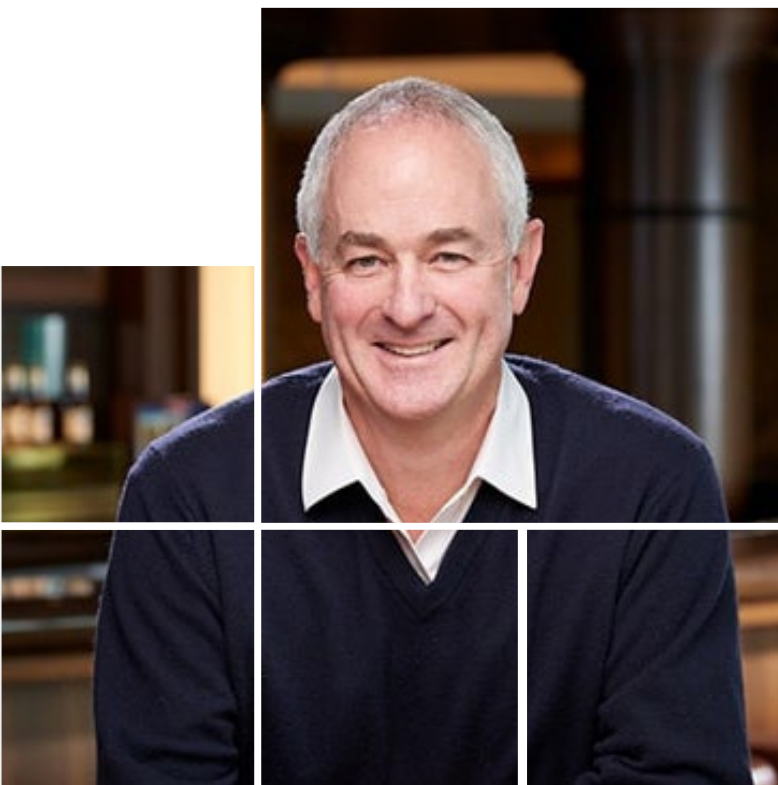
We're proud of our progress to date.

People. We're committed to making diversity, equity and inclusion (DEI) part of the fabric of our culture. Over the past year we've accelerated our efforts, including setting a goal to increase representation of people of color in our US workforce by the end of 2023. We also doubled annual investments in our hometown communities, including supporting 25 organizations committed to tackling social injustice. And to provide opportunities for emerging diverse talent in our industry, our Tenth and Blake craft beer division launched a scholarship program for people of color and LGBTQ+ students pursuing degrees in brewing and fermentation sciences.

Planet. Our environmental efforts have been consolidated into the three areas we believe we can have the greatest impact on: water, climate and packaging. In the UK, we are the first major UK brewer to transition to 100% green electricity, meeting our UK emissions reduction goal four years early. And we've transformed our packaging in the UK, replacing plastic rings with cardboard alternatives for major brands. In Golden, Colorado, we kicked off our multi-year renovation project, G150, that will significantly reduce emissions, as well as energy and water use at the iconic brewery. And to date, 98% of construction materials have been recycled or reused.

Though we've made important progress under our people and planet pillars, this is only the beginning of the next chapter in our sustainability journey. As we look to the future of Molson Coors, Our Imprint strategy will keep environmental and social considerations at the forefront of everything we do.

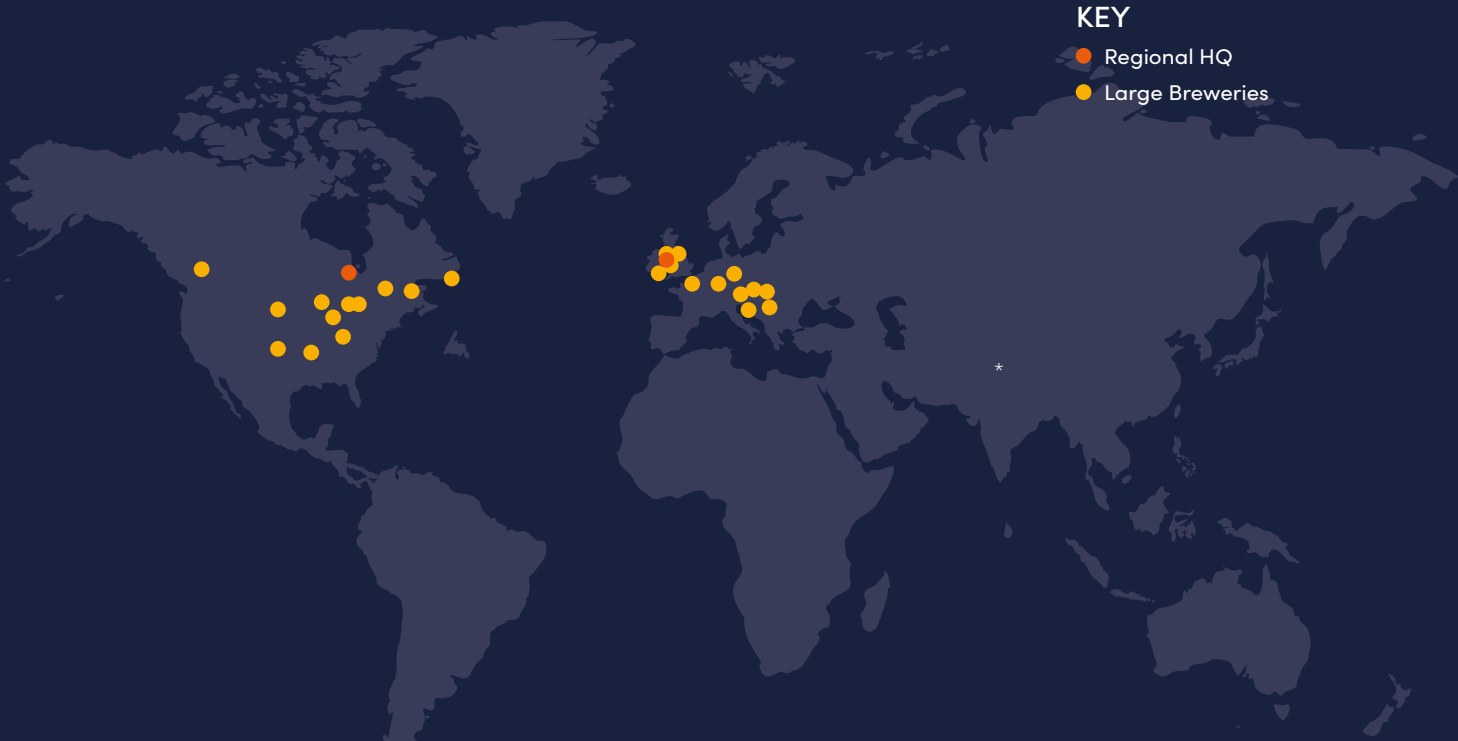
I'm inspired by how our people pulled together during 2020 to support each other, our partners and our communities, and lay the foundation for a more sustainable, responsible and resilient company. I look forward to brighter days as we build back even stronger and continue uniting people to celebrate all life's moments.



“ I’M INSPIRED BY HOW OUR PEOPLE PULLED TOGETHER DURING 2020 TO SUPPORT EACH OTHER, OUR PARTNERS AND OUR COMMUNITIES, AND LAY THE FOUNDATION FOR A MORE SUSTAINABLE, RESPONSIBLE AND RESILIENT COMPANY. ”

About Molson Coors Beverage Company

With a story that stretches back nearly 250 years, we've spent centuries perfecting our techniques and brewing beers that stand the test of time. When we became Molson Coors Beverage Company in 2020, it marked the beginning of a new chapter for our organization. Our company history is rooted in beer, but we are dedicated to expanding our portfolio, offering beverages from sparkling cocktails to energy drinks so we can be part of more of life's moments.



KEY

- Regional HQ
- Large Breweries

5th

largest beer company in the world

+17,000

employees

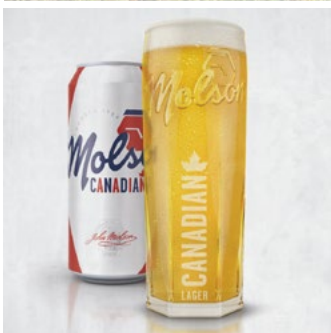
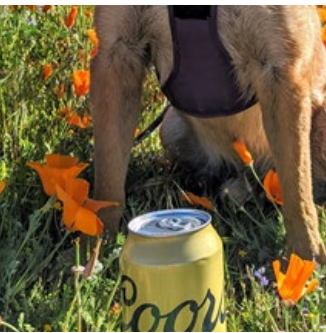
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countries where our products are sold

* Molson Coors' Indian breweries were sold in early 2021, and will no longer be included in reporting starting next year.

Living Our Values

We refocused our values to drive the culture we want to create. Our values guide everything we do, from how we show up for our employees in times of need to how we operate as a corporate citizen in our communities.



PUT PEOPLE FIRST

We value and respect differences and believe diversity with inclusion is the key to collaboration and a winning team culture.



BE BOLD AND DECISIVE

We are innovators, unafraid to be direct, move with speed and challenge the status quo.



TAKE ACCOUNTABILITY

We act with integrity and honor commitments, while owning our mistakes, using them as an opportunity to learn.



LEARN EVERY DAY

We are always looking for ways to improve and to help one another grow.



CELEBRATE TOGETHER

We are passionate ambassadors of our brands and our business; and we believe in the importance of recognizing and celebrating our accomplishments.

Supporting the Sustainable Development Goals

In 2015, two years before we set out on Our Imprint journey, the United Nations developed 17 global goals for sustainable development to make the world a better place for both people and the environment.

We have aligned our sustainability targets with the nine UN SDGs most relevant to our business and our sustainability efforts:



Goal 2
Zero Hunger



Goal 3
Good Health and Well-Being



Goal 5
Gender Equality



Goal 6
Clean Water and Sanitation



Goal 7
Affordable and Clean Energy



Goal 8
Decent Work and Economic Growth



Goal 12
Responsible Consumption and Production



Goal 13
Climate Action



Goal 17
Partnership for the Goals



Learn more about how we are contributing to the UN SDGs in our [2021 Sustainable Development Goals Impact Report](#)



Our Refreshed Strategy

ENGAGING OUR KEY STAKEHOLDERS

ESG issues impact how we operate as a business. ESG also influences the impact Molson Coors can have on our society and our planet. By maintaining a dialogue with our employees, consumers, investors, suppliers, communities and government bodies, we can gain a clearer image of what issues matter most to them and what is expected of us as a corporate citizen. Our ongoing stakeholder engagement strategy supports the evolution of Our Imprint strategy. Our open and ongoing engagement will remain important as we progress toward our more focused strategic areas and continue to identify key emerging trends.




EMPLOYEES

Our people-first culture places our employees at the heart of how we operate. Engaging our employees, through surveys during the onboarding process and throughout the employee journey, gives us valuable insight into how we can develop our company culture to ensure our people feel supported and able to thrive at Molson Coors.



CONSUMERS AND CUSTOMERS

Understanding evolving consumer tastes and trends is crucial to business success. We maintain continual dialogue with our consumers through market insight and consumer research to inform product developments and ensure we are always creating great-tasting beverages that people love. We also engage with our distributors and retailers via dedicated distributor councils and discussions. These communications give us insight into the needs of our distribution system and how we can better serve customers.




INVESTORS

We have a responsibility to transparently communicate our progress to shareholders so they can accurately assess the value of their investment. We share business and financial updates with our investors through quarterly and annual reporting, earnings calls, shareholder meetings and investor conferences, as well as maintaining a [dedicated investor webpage](#).



SUPPLIERS

Maintaining strong partnerships with our suppliers is foundational to our ability to produce high-quality beverages. For instance, our Molson Coors agronomists work directly with barley growers, visiting them regularly to develop mutually beneficial sourcing programs that increase both the sustainability and productivity of crops. Our packaging team collaborates with our top packaging suppliers to reduce greenhouse gas emissions across our global value chain.



COMMUNITIES

We have operations across the globe and want to ensure we're good neighbors to the communities where we have a presence. We have local Community Affairs ambassadors that operate in each of our key markets, helping to build relationships with key local stakeholders and nonprofit organizations. Our ongoing engagement helps us to tailor how we can best support our local communities, and uplift the people and natural spaces that surround our facilities.



GOVERNMENT BODIES

Complying with local, national and international regulations is critical to our right to operate our business. Maintaining connections with governmental organizations and regulatory bodies ensures we are always aware of changing policies. At the same time, this dialogue allows us to share our views with decision-makers and provides an opportunity to influence the direction of evolving protocols.

OUR REFRESHED FOCUS AREAS

We want to harness our capabilities to have the biggest positive impact possible. As we continue to implement our revitalization plan, we are streamlining our resources and efforts to focus on what we have identified as our four most salient ESG issues across two key pillars: People and Planet.



OUR PEOPLE IMPRINT

People are the heart of Molson Coors. We strive to create a culture where people always feel comfortable bringing their diverse perspectives and experiences to the table. As a global company, we also have a responsibility to nurture a workforce that reflects our local communities. We believe this makes us a better employer, partner and company of choice for our consumers and customers, and it's why we're committed to championing diversity, equity and inclusion (DEI) in all we do.



OUR WATER IMPRINT

We use water in every phase of our brewing process – from our agriculture supply chain to our bottling lines. We have a responsibility to lead industry water stewardship efforts, including reducing water use in our facilities and partnering to protect water-stressed sources in our brewery and farming communities. We are also working closely with our growers to promote regenerative agriculture techniques that preserve water and safeguard farms for the future.



OUR CLIMATE IMPRINT

Climate change is one of the most pressing global challenges of our lifetime and we believe our industry has a crucial role to play in mitigating the impacts of climate change. At Molson Coors, we understand that we must do our part by decarbonizing operations and building a more resilient and responsive business for the long term.



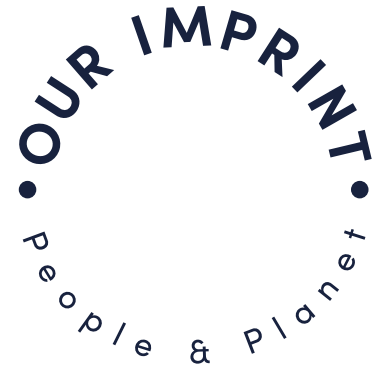
OUR PACKAGING IMPRINT

Globally, natural resources are being used up faster than ever before. To keep more material out of landfills and in the circular economy, we are developing increasingly innovative solutions with smaller environmental footprints. This means designing with circularity in mind and joining forces with others to push for more effective recycling solutions.







Our Imprint Goals

We are committed to responsible business, weaving ESG considerations into everything we do. In 2017, we set ambitious sustainability goals based on a robust materiality assessment, giving ourselves a deadline of 2025. In 2020, we consolidated these targets, narrowing our focus onto the areas where we believe we can make the greatest contribution and also added a new People target to increase diverse representation in our company by 2023 as further discussed below. Now we are going even further, targeting the areas where the scope for positive impact is greatest: People and Planet.



Four focus areas, along with a set of corresponding goals, will help us target our efforts and progress.^{1,2}

Focus Area	ESG Goals	Our Progress to Date
 <p>PEOPLE</p> <p>DIVERSITY, EQUITY AND INCLUSION</p>	<p>Making DEI part of everything we do – from how we work together to how we grow our company</p> <ul style="list-style-type: none"> By 2023, increase people of color representation in the US by 25%* By 2023, achieve \$1 billion of spend with diverse suppliers in North America By 2023, improve representation of women on an enterprise-wide level* 	<ul style="list-style-type: none"> People of color represent 26.3% of our US workforce Women represent 24.6% of our North American workforce Spent 4.9% of our addressable spend with diverse suppliers in North America Set in place three-year DEI Roadmap and action plan
 <p>WATER</p>	<p>Protecting precious water resources by doing more with less</p> <ul style="list-style-type: none"> Make our products with 22% less water hl/hl Improve water availability in our water-stressed brewery watersheds and restore 3.5 billion gallons of water Grow our barley with 10% less water 	<ul style="list-style-type: none"> Reduced water use in our breweries by 5.87% Restored 2.6 billion+ gallons of water Reduced water used to grow barley by 10.9%
 <p>CLIMATE</p>	<p>Leaving a smaller carbon footprint at every step of the value chain</p> <ul style="list-style-type: none"> Reduce carbon emissions by 50% in our direct operations Decrease carbon emissions by 20% across our value chain 	<ul style="list-style-type: none"> Reduced carbon emissions by: <ul style="list-style-type: none"> – 24.1% in our direct operations – 22.5% in our value chain
 <p>PACKAGING</p>	<p>Reducing packaging and innovating for a more circular economy</p> <ul style="list-style-type: none"> Ensure our packaging is 100% reusable, recyclable and compostable, and consumer-facing plastic packaging is made from at least 30% recycled content Achieve zero waste to landfill at 100% of our operations 	<ul style="list-style-type: none"> 99.3% of packaging is reusable, recyclable and compostable 17 facilities are zero waste to landfill 6.1% of consumer-facing plastic packaging contain at least 30% recycled content

* This goal will apply in areas where market availability shows we have room for improvement. In all cases, we will hire and promote the most qualified candidates to ensure we are setting up our employees for success.

¹ People target is set against a 2020 baseline.

² Progress for our water, climate and packaging targets is set against a 2016 baseline.

PEOPLE

Our employees are the beating heart of our business and we recognize that our success is built on their efforts. That's why we're deeply committed to putting our people first, creating a culture where they can bring their whole selves to work and helping them reach their full potential.

In addition, our value chain is driven by people from varying backgrounds and diverse perspectives. We want to help build a more equitable society that supports opportunities for all – from the producers growing the ingredients for our beverages to the consumers enjoying them, and the communities that form the backbone of our home and work lives.



Our People Imprint

Diverse thinking is key to building a future-fit business. Our workforce and our wider value chain should reflect the breadth of the communities where we operate and the consumers who enjoy our beverages. It's why we work every day to build a more inclusive culture that encourages, supports and celebrates the many voices and experiences of our people.

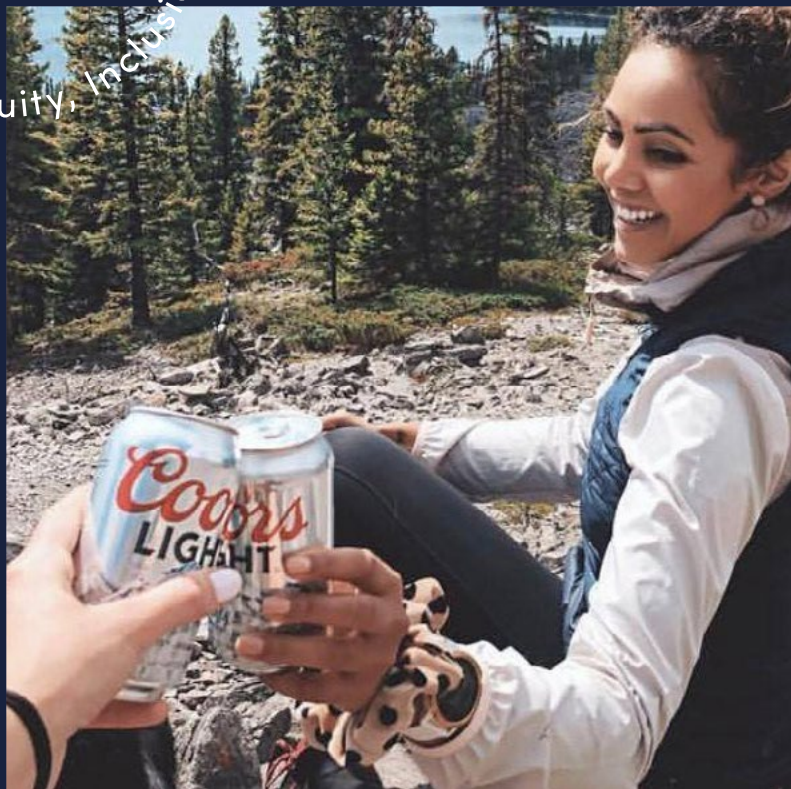


What We Did in 2020

Committed to new DEI goals in 2020, including a three-year roadmap and action plan

Established our 2020 baseline with people of color representing 26.3% of our US workforce and women representing 24.6% of our North American workforce

Invested 4.9% of our addressable spend with diverse suppliers in North America



ADVANCING DEI AT MOLSON COORS AND BEYOND

We believe DEI should be embedded deeply in our culture and how we operate, from how we work together to how we grow as a company.

In 2020, we created a 2021–2023 DEI Roadmap for our North America business unit, informed by an assessment of our existing culture, programs and talent management processes. Over 5,000 employees, 20 Molson Coors executives and senior leaders, and 21 focus groups helped us identify our strengths and opportunities for improvement.

Using this feedback, we have set a series of commitments to target our efforts toward 2023. They will help Molson Coors celebrate and support DEI in:

- Our workplaces
- Our supply chain
- Our communities

IN OUR WORKPLACES

Our 2023 commitment



We aim to increase representation of women and achieve a 25% increase in representation of people of color in the US.

We are dedicated to building a more diverse workforce. By 2023, we aim to increase representation of women to be reflective of the market and achieve a 25% increase in representation of people of color in the US.* In Western Europe, we continue to track our progress to increase gender parity through an [annual gender pay gap report](#). In 2020, we increased female representation at Western Europe Regional Executive level to 36% and at senior management level to 31%.

In 2020, we launched a Week of Inclusion bringing together our North American employees to focus on prioritizing inclusion, equity and workplace respect. Across five days, employees attended a variety of presentations, interactive sessions and fireside chats with leaders and external experts. The week centered around each of our five values and was designed to be a conversation starter, facilitating discussions of difficult topics. In 2021, we are transitioning to an entire Inclusion Awareness Month as we continue this journey.

With diverse employees come diverse ideas, and we want to ensure our people feel supported to voice their opinions in a safe and receptive environment. Our Employee Resource Groups (ERGs) are voluntary, employee-led groups that aim to foster a diverse, inclusive workplace aligned with our values and culture. They strive to help raise cultural awareness and develop empathy for our different backgrounds, experiences and perspectives. We also rely on our ERGs to help activate our DEI strategy through community building and creating a culture of allyship. The ERGs host monthly Inclusion in Action events on several topics to build knowledge, broaden perspectives and develop meaningful understanding of various viewpoints.

CASE STUDY

WOMEN'S HISTORY MONTH 2021

One of our North America ERGs, Building Relationships & Empowering Women (BREW), which is open to all our North American employees, exists to support the development of women in our workforce. We are proud to be a diverse business, and networks such as BREW are key to empowering and nurturing female career advancement.

In March 2021, BREW celebrated Women's History Month and its theme of #ChooseToChallenge, with a series of events throughout the month. They covered a range of important topics, from how to overcome one's inner critic and elevate self-worth to challenging our initial perceptions of one another and finding new ways to support diverse colleagues.

In our European business unit, we marked International Women's Day 2021 with the first meeting of the Women Network Group. Over 300 employees came together to listen, contribute to discussions and share their own success stories. This inaugural meeting marked the start of what we hope will be regular networking sessions to help women create meaningful connections, have their voices heard and gain more recognition from leadership.

For 2023, we aim to increase representation of women at Molson Coors, helping our organization break down potential barriers to career progression and elevate visibility among leadership. Programs like BREW and the Women Network Group are critical to getting us there.



* This goal will apply in areas where market availability shows we have room for improvement. In all cases, we will hire and promote the most qualified candidates to ensure we are setting up our employees for success.

IN OUR SUPPLY CHAIN



Our 2023 commitment

We aim to achieve \$1 billion of spend with diverse suppliers in North America.

We believe building a diverse supply chain is as important as developing an inclusive workforce. That’s why we actively engage with women-owned and minority-owned businesses to expand our supplier base.

Our total spend with women-owned and minority-owned small businesses is formally incorporated into our quarterly procurement scorecards, with oversight from leadership. In 2020, we spent nearly \$238.89 million with diverse suppliers, and we have spent over \$1.9 billion cumulatively since 2016.

We will continue to expand our supplier diversity program outside of the US. In a few years, we plan to broaden the program to encompass Canada and the UK. We aim to ramp up our spending with diverse suppliers in the next three years, achieving \$1 billion of spend in North America between 2021 and 2023.



CASE STUDY

TEAMING UP WITH THE LA SPARKS IN A FIRST-OF-ITS-KIND PARTNERSHIP

Molson Coors announced a first-of-its-kind partnership, teaming up with the Women’s National Basketball Association’s (WNBA) Los Angeles Sparks in an all-encompassing beverage deal starting in 2021. The sponsorship, the first of its kind for a professional women’s sports team, will see Molson Coors serve its products at the STAPLES Center, the home arena of the LA Sparks. We will also incorporate Sparks branding into marketing in southern California retail spaces.

The partnership presents an exciting opportunity for Molson Coors – not only to introduce our portfolio to a new market of young, legal drinking age, passionate sports fans but also to raise the visibility for professional women’s sports teams, setting an example for the industry.

We are proud to work with a diverse range of partners, collaborating on mutually beneficial projects. This latest deal with the LA Sparks marks the next step in our journey to promote and uphold DEI throughout our value chain.

“We’re excited that Molson Coors is stepping up to make an investment in a women’s professional sports team. It speaks volumes that one of the world’s largest brands recognizes the impact of the LA Sparks and the WNBA, and wants to partner with our organization to be a changemaker in the sports sponsorship space.”

Natalie White, Interim President and COO, LA Sparks

IN OUR COMMUNITIES

With operations across the globe, we live and work in a range of diverse communities. We want to be a good neighbor, offering support that uplifts the people around us.

Our aim is not only to celebrate the variety of voices and experiences of our employees but also to engage externally and invest in the rich diversity of the communities where we operate. We are committed to working together for a better, more inclusive future.



CASE STUDY

BUILDING A MORE EQUITABLE AND JUST SOCIETY FOR ALL

In 2020, we launched Project Justice – our initiative to donate \$1.5 million to nonprofit organizations focused on advancing equity, empowerment, justice and community building for the African American/Black community.

The funding is divided between 26 local and national organizations, in consultation with our ERGs. It is being used to establish small business grants, community revitalization projects, diverse student scholarships, support for entrepreneurs and education on the history of racial justice.

One example of a partnership that gives us great pride is with the African American Chamber of Commerce of Wisconsin (AACCW). Supported by an investment from Molson Coors, in early 2021 the AACCW announced the opening of its Legacy Center. Nestled in the heart of Milwaukee's Bronzeville neighborhood, the center will serve as a co-working space, offering local entrepreneurs an affordable space to partner for innovation and sustainability.

Seeing the impact we achieved in the first year of our partnership with these organizations, we are committing another \$1.5 million in 2021. These contributions enable us to be part of the solution to creating racial equality and building a more just society for all.



CASE STUDY

CRAFTING A MORE INCLUSIVE BEER INDUSTRY

Today, over 7,500 craft breweries are in operation across the US, employing more than 161,000 people. However, while craft beer is a booming industry, it is lagging in terms of diversity, with African American/Black people making up only 1% of craft brewery owners and less than 1% of brewers.

Identifying an opportunity to address this gap, President of Terrapin Beer Company Dustin Watts and his colleagues reached out to Middle Tennessee State University to establish a scholarship for underrepresented students in the Fermentation Science program. Similar programs have also been developed by Tenth & Blake – our craft beer division – with partnerships between Hop Valley and Oregon State University, and AC Golden and Colorado State University.

Through the Tenth & Blake Brewing Education Scholarship Fund, minority students can apply for a scholarship worth up to \$10,000 to support studies in brewing or fermentation sciences. Recipients will also be offered a full-time, paid partnership between their junior and senior years at a local Tenth & Blake brewery.

Higher education has the power to unlock doors, and we are supporting more members of underrepresented groups to access this vital resource. The opportunities offered through these scholarships are one step in our journey to crafting a more inclusive culture in our company, our industry and beyond.

PLANET

Our success as a business is closely tied to the health of our planet. We want to leave a positive legacy and know that, in order to do so, we must put environmental protection at the heart of our strategy. Addressing climate risks and identifying opportunities to reduce our environmental impact – from increasing water-use efficiency to innovating sustainable packaging – feed into how we thrive as a business, both now and in the future.

We challenge ourselves to be efficient users of resources in our own operations, but our commitment efforts do not stop at the walls of Molson Coors. By working with our suppliers and partners, we're reducing our collective footprint so we can leave a positive imprint on our planet and society, together.



Water Imprint

Water is used at nearly every stage of our operations, from watering crop fields to pasteurizing our bottles. We strive to use this resource as efficiently as possible, especially in high-stressed watersheds where water scarcity and limited access are exacerbated by the impacts of climate change. As we look to 2025 and beyond, we will continue leading efforts to take accountability and protect this precious resource – in our direct operations and across our entire value chain.

OUR APPROACH

As one of the world’s largest brewers, we believe we should leave a positive imprint on freshwater resources around the world. We have a long history of water stewardship and strive to be a part of the global solution, reducing water use in both our direct operations and throughout our supply chain.

Our strategy leverages a global network of experts who share insights on effective water stewardship methods. We operate some of our most water-efficient breweries in our North America business unit, and our teams from these facilities share insights internally to bring others up to the same standards. We also partner externally with key stakeholders to address local community needs, and engage in national and global dialogues to promote effective policies and stewardship.



What We Did in 2020

Restored nearly 530 million gallons of water in our high-stressed watersheds in California, Colorado and Texas, bringing the total restoration to date to over 2.6 billion gallons

Achieved a 5.87% reduction in water-to-beer ratio since 2016, reaching 3.37 hl/hl to date. This is equivalent to 4.24 billion gallons of water saved.

99.9% of our barley farmers and 36.8% of our global hops farmers recognize our sustainability standards

Improved water-use efficiency in our barley supply chain by 10.9% since 2016



WATER STEWARDSHIP IN OUR DIRECT OPERATIONS

OUR GOAL

Our performance is measured by the intensity of water used per unit of beer produced. We have set a 2025 target to improve water-use efficiency in our large breweries by 22% from a 2016 baseline to achieve a 2.8 hl/hl water-to-beer ratio.

OUR STRATEGY

We target water savings through training our people and improving our processes. We have implemented our World Class Supply Chain (WCSC) program in all our large breweries, enabling our people to better track performance, drive improvements and, ultimately, improve operational efficiency.

Complementing WCSC, members of our cross-functional, cross-brewery FEWER (Fuel Energy Water Emissions Reduction) team meet regularly to identify areas for water-efficiency improvements and review gaps in performance. Supported by our Supply Chain Leadership Team, FEWER team members play an important role in sharing new and best practices across the Molson Coors network. They also act as sustainability advocates, supporting employees to make more informed decisions about effective water use and encouraging each brewery member to achieve resource savings in their day-to-day activities.

We are also investing strategically in developing more efficient systems, such as tertiary water reuse systems, to help reduce water consumption in many of our US breweries. In our Fort Worth, Texas brewery, for example, we are exploring how we can preserve potable water supplies and increase circularity by reclaiming and reusing water in our brewery processes.



OUR PROGRESS

In 2020, thanks to cross-operational efforts, we reduced global water use by 3% to reach a water-to-beer ratio of 3.37 hl/hl versus 3.41 hl/hl the previous year. This progress was achieved through the development of several processes and features, including:

- **Milwaukee, WI:** Water reduction of 8.2% achieved through optimization of clean-in-place processes, including improving pipe design for easier cleaning and reduced detergent use for easier rinsing
- **Fort Worth, TX:** Optimization of the pasteurization process to use water and energy more efficiently without impacting packaging line performance. By using energy balance mode, we kept the machine full of containers, allowing cold products to help cool hot products and avoiding the need for additional energy input
- **Bocs, Hungary:** We saw our water efficiency improve by 8% in 2020 despite a 15% drop in production volume at the Borsodi brewery. We focused on improving people processes, like holding weekly meetings to address resource consumption and ensured consistent follow-ups to address specific action items. In addition, the brewery installed several incremental capital improvements, such as installing a more efficient glass bottle flash pasteurizer and can line. Lastly, a more precise measurement tracker was installed to help understand water losses and manage consumption.

Large Brewery³ Water Intensity (hl/hl)

hl of water used per hl of beer produced



To help us better understand our current water usage and where there are opportunities for improvement, we record and report on our annual water usage broken down by both region and source.

Water Usage Breakdown by Region in 2020 (khl)

	Total	North America	Western Europe	Central & Eastern Europe	India
Municipal	97,426	85,431	5,624	6,259	112
Ground	206,669	149,886	21,020	33,790	1,973
Brackish	0	0	0	0	0
Surface	9,707	0	0	9,707	0
Total water usage	314,473	235,318	26,644	50,426	2,085
Rainwater harvested	0	0	0	0	0
Water restored to source	669	0	0	669	0

WHAT'S NEXT

We are committed to continually identifying innovative ways to reduce our water footprint in our direct operations, including reusing water where possible. In pursuit of this, we plan to continue to share best practices among our breweries and invest in upgrading equipment to improve overall water-use efficiency.

³ Large breweries are: Albany, Ft. Worth, Golden, Milwaukee, Shenandoah, Trenton, Moncton, St. Johns, Montreal, Toronto, Apatin, Bocs, Burton, Haskovo, Ostravar, Ploiesti, Smichov, Tadcaster, Trebjesa, Zagreb.

WATER STEWARDSHIP IN OUR BREWERY WATERSHEDS

OUR GOAL

Achieving and maintaining a sustainable global water supply is not something we can do alone. By 2025, we aim to establish programs with local partners to protect high-water-stress watersheds and restore over 3.5 billion gallons of water in communities where our breweries are located. We define water-stressed brewery watersheds as those experiencing challenges related to water quantity.

OUR STRATEGY

We perform annual watershed risk assessments at our major breweries to ensure we concentrate our interventions in key areas. Each year, we update our assessment process to reflect insights from the World Resources Institute's (WRI) Aqueduct Water Risk Atlas and the World Wildlife Fund's (WWF) Water Risk Filter. Incorporating these details enables us to make a more precise assessment of current water challenges, as well as see what future scenarios, based on environmental and socioeconomic variables, could look like.

Addressing watershed challenges is a community effort and we engage with local government entities, nonprofits, industry partners and other stakeholders to tackle key issues. By partnering in this way, we are able to develop action plans that reflect perspectives from both the private and public sectors, and provide a comprehensive approach to addressing the unique challenges of each watershed.

To help further minimize our impact, we engage in collaborative projects and water conservation discussions, such as the CEO Water Mandate and the Beverage Industry Environmental Roundtable (BIER). Through cross-industry dialogues, we can identify risks and trends ahead of regulation and compliance requirements, share best practices and work together to help ensure the security and sustainability of shared water sources.

OUR PROGRESS

We've refreshed our watershed risk assessment, focusing on the three watersheds that are most vulnerable to water quantity challenges: Fort Worth, TX; Golden, CO; and Ploiesti, Romania. We are working to establish management and mitigation plans for each of these water-stressed brewery watersheds. This includes building in climate scenario analysis, which we intend to align with recommendations from the TCFD to help us prepare for potential water challenges in the future. [Read more about this analysis here.](#)

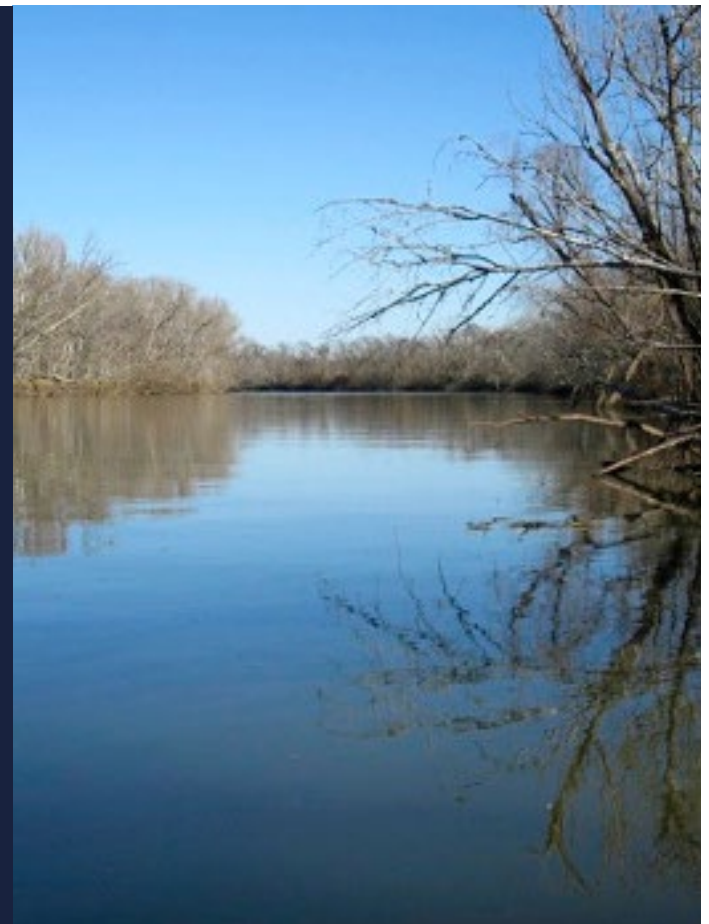
CASE STUDY

TEXAS WATER ACTION COLLABORATIVE: PARTNERING FOR WATER PROTECTION

The Trinity River Basin in Texas is a vital lifeline for approximately 13.5 million people, as well as the primary water source for our Fort Worth brewery. However, with ever-growing population numbers, this important water source is coming under increasing pressure. Nearly a decade ago, Molson Coors partnered with the Tarrant Regional Water District and the Natural Resources Conservation Service (NRCS) to begin what would become a long-term commitment to protecting the Trinity River watershed.

Since 2012, Molson Coors and the NRCS have provided close to \$9 million in collective funding assistance to Texas farmers and ranchers to improve the water supply. Through the partnership, we have restored more than 8 billion gallons of water to the watershed.

On March 22 – World Water Day – we deepened our commitment to protect the Upper Trinity River with the launch of the Texas Water Action Collaborative (TxWAC). TxWAC has a clear aim – to invest in efforts along the Upper Trinity River that yield positive returns for water quality and quantity. As a corporate partner, we will use our previous work with NRCS as a template to guide future funding opportunities. We will also create proposals for conservation organizations' projects that could be further developed to preserve the Upper Trinity River region for those whose lives depend on it.



WHAT'S NEXT

We aim to restore 3.5 billion gallons of water by 2025. To support this, we plan to continue to partner with the communities surrounding our breweries. We are working to establish management and mitigation plans for each of our water-stressed brewery watersheds, building in climate resiliency to help pre-empt potential water challenges. Through our efforts, we hope to measurably improve water quantity, quality and availability. At the same time, through our water stewardship efforts we aim to protect local biodiversity, increase climate resiliency and uplift our local communities both socially and economically.

WATER STEWARDSHIP IN OUR SUPPLY CHAIN

OUR GOAL

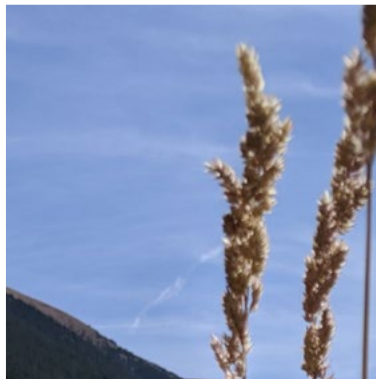
We are targeting a 10% improvement in water-use efficiency in our agricultural supply chain. In our major markets, we also aim to source 100% of our barley and hops from suppliers that grow, produce and deliver in a manner that recognizes and embraces our sustainability standards.

OUR STRATEGY

We understand that weather volatility, exacerbated by the impacts of climate change, may threaten future crops in many sourcing regions with knock-on effects for our success and viability as a business. Today, 52% of our agriculture supply chain is considered water-scarce and water-stressed, according to WRI's Aqueduct Water Risk Atlas. As such, we want to work with farmers to build resiliency through embedding water preservation and sustainability in their operations.

We want to help independent growers protect their crops and have invested approximately \$25 million since 2008 to do so. This has financed research into the latest farming techniques, provided training opportunities for growers and funded the purchase of key technologies, such as weather stations and soil moisture probes, to better determine water needs in our key growing regions. We also introduced an incentive program to reward US barley growers who adopt more sustainable practices.

In addition, we look for ways to improve water use through crop resiliency. Molson Coors continues to invest in barley variety research and development to introduce new, non-genetically modified organism (non-GMO) barley varieties that result in better yields and are more water efficient. We aim to introduce these varieties in Colorado and Idaho in the coming years to help drive further improvements in water-use efficiency while maintaining the high quality of our crops.



OUR PROGRESS

Today, 99.9% of barley farmers and 36.8% of hops farmers formally recognize our sustainability standards. To incentivize more growers to align with these standards, we have awarded approximately \$4 million to date to those who do adopt more responsible practices.

In 2020, we introduced a new Moravian barley variety to Monte Vista, Colorado. This variety, which we believe is the first new malting barley to be introduced to this water-stressed watershed in over 15 years, has been developed with greater water efficiency in mind. Through our Better Barley, Better Beer program we work with suppliers to develop more sustainable growing practices. This includes introducing novel ways of tracking and monitoring water usage and, to date, we have collaborated with approximately 740 farmers to reduce use of the equivalent of 9.8 billion gallons of water since 2016.

WHAT'S NEXT

In 2021, we plan to launch a geo-spatial tracking tool for our North American barley growers. The geographic information system technology, developed by Esri, will enable easier, more precise reporting through geolocation and yield mapping. By connecting this data to weather patterns, as well as farmers' own behaviors and inputs, we expect to be able to help growers make better-informed decisions on their farm. The Esri technology will map data onto the field in real time, highlighting variations in crops and land quality. This will allow farmers to apply water and other nutrients only as needed, reducing input costs and minimizing unnecessary chemical applications. We will be launching this tool across all our growing regions throughout 2021, working together with farmers to provide location-level reporting in the coming season.



CASE STUDY

EMBEDDING BETTER SOIL HEALTH MANAGEMENT PRACTICES

We have partnered with the Soil Health Institute to help our agronomists encourage farmers to adopt soil health practices that contribute to a more regenerative agricultural system. Regenerative agriculture leverages techniques that enhance the entire ecosystem of a farm, boosting diversity, safeguarding natural resources and reducing emissions. At the heart of this farming approach lies soil quality. Healthy soils are key to building drought resilience, enhancing nutrient recycling, improving water quality and increasing capacity for carbon sequestration.

The training program will help agronomists develop a foundational knowledge of the theory behind soil health. It will also offer hands-on experience of evaluating soil measurements and using data to formulate farmer recommendations. The program will be available to our agronomists from summer 2021. It marks the beginning of a partnership with the Soil Health Institute to explore how we can leverage our agricultural network to promote soil health practices and, ultimately, reduce our agricultural imprint.

Climate Imprint

Preventing the irreversible effects of climate change requires bold and immediate action. Globally rising temperatures will have significant impacts on our business and across our supply chain, including the farmers who grow our ingredients. However, a changing world also presents an opportunity to evolve for resiliency, adapting to thrive under new conditions. We believe Molson Coors has an important role to play, and we are ready to leverage our abilities to leave a more positive climate imprint on the planet.



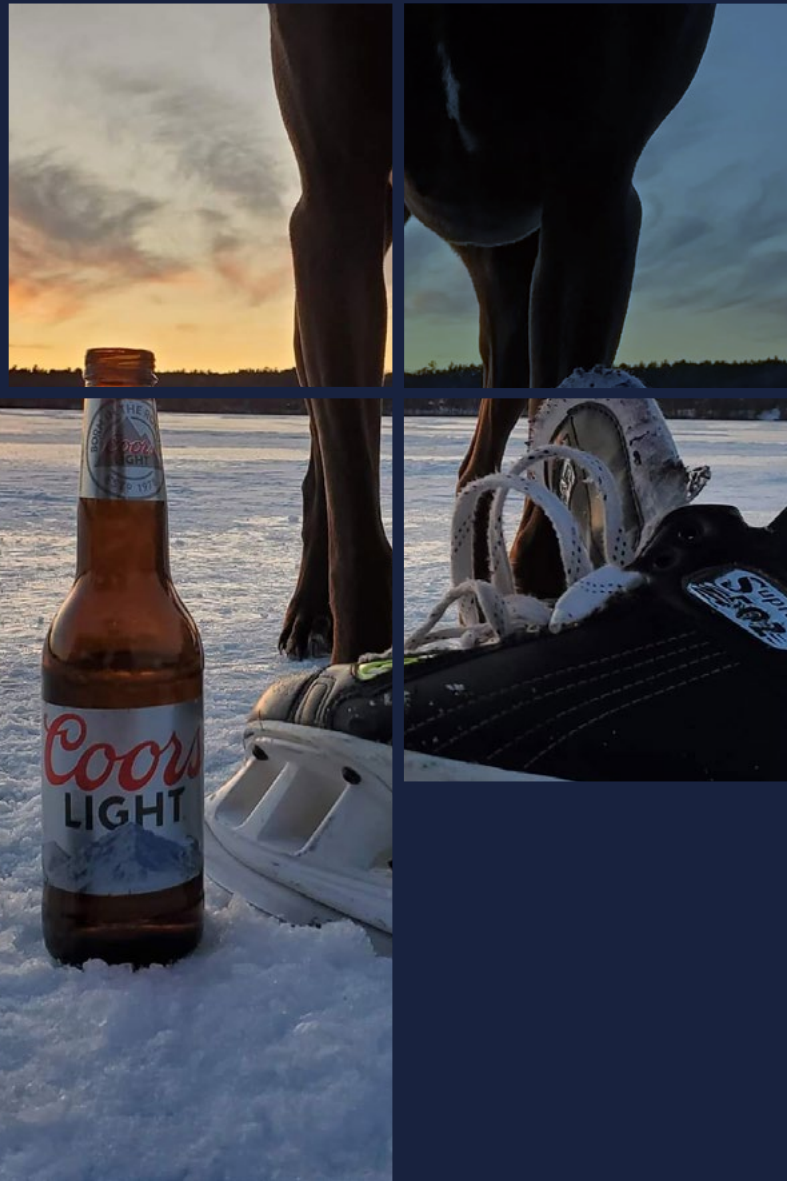
What We Did in 2020

Achieved absolute emissions reductions of 24.1% in our operations and 22.5% in our value chain since 2016

OUR APPROACH

We are taking a dual approach to tackling our climate imprint. We are addressing our greenhouse gas (GHG) emissions at source, preventing, reducing and eliminating emissions within our operations and throughout the value chain.

At the same time, we are adapting our business to help protect it against potential future climate change impacts. Through ongoing climate scenario analyses, we are consistently updating our enterprise risk management mitigation plans to remain resilient in the face of a changing climate. Not only does this mean implementing operational updates across our value chain, it also means evaluating evolving trends to unlock new business opportunities by reaching new customer and consumer bases.



DECARBONIZING TO CURB CLIMATE CHANGE

OUR GOAL

We set an ambitious 2025 goal to lower absolute emissions by 50% within our direct operations. We have also established a target to achieve a 20% reduction in carbon emissions throughout our value chain in the same time frame.

These goals have been verified by the [Science Based Targets initiative \(SBTi\)](#). This makes us one of the few leading companies to align our direct emissions-reduction goal with the 1.5°C temperature increase target recommended by the Intergovernmental Panel on Climate Change (IPCC).

OUR STRATEGY

We've identified four steps to achieve our carbon-reduction goals:

- Improve energy efficiency by 20%
- Develop our large breweries to be self-sufficient in CO₂
- Where possible, switch to cleaner fuel options
- Increase the share of renewable sources in our energy mix

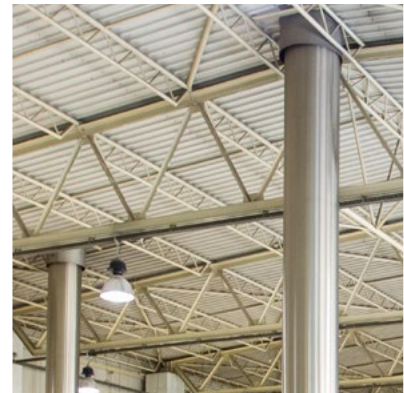
For our business to survive and thrive in the long term, we must anticipate and adapt to evolving circumstances in a way that safeguards our operations while creating opportunities for business growth. We have been working with our internal risk enterprise, legal and finance teams to develop and review various climate-related scenarios that may pose regulatory or physical risks to our business, in line with recommendations from the TCFD. This review will help us identify risks across our value chain and develop a financial analysis for scenarios identified as top priorities.

Significant climate-related risks are disclosed in our Annual Report on [Form 10-K](#) and our enterprise risk management (ERM) program addresses how we are managing our emissions to mitigate those long-term risks. Detailed reporting of our carbon footprint across the value chain is available in our Climate submission on the [CDP website](#).

OUR PROGRESS

Throughout 2020, we were faced with maintaining fixed minimum energy-consumption requirements while reacting to lower production volumes. Our breweries responded quickly to address the fixed utilities system, empowering our people to identify effective solutions. Several sites held weekly FEWER meetings to improve visibility of the issue and discuss clear actions on how to reduce local energy usage. As a result, we were able to achieve significant savings in several of our facilities:

- Our Toronto, Canada brewery achieved a 7.9% reduction in energy and an 8.6% reduction in emissions from 2019. This was primarily accomplished through enhanced utilities tracking and additional management oversight on energy usage. A more substantial daily reporting process increased managers' and directors' awareness of gaps against stated daily targets and provided real-time solutions. Through this heightened focus on continuous improvement and data-driven insights, the brewery was able to optimize pasteurizers, boilers and refrigeration systems.





CASE STUDY

INVESTING IN THE FUTURE OF MOLSON COORS

In October 2020, we broke ground on a major multi-year overhaul of our historic Golden, Colorado brewery to dramatically improve brewing sustainability, performance and flexibility. This overhaul is expected to be finalized by the end of 2024.

The overhaul will involve installing more efficient fermenting, aging and filtration systems as well as upgrading the brewery's storage cellars. This should produce significant environmental savings, including reducing waste by around 35% and water use by approximately 100 million gallons every year. At the same time, we aim to reduce energy use by 15%, contributing substantially to our 2025 commitment to reduce emissions from our direct operations.

We're invested in the future of the Molson Coors legacy, developing our iconic Golden brewery to ensure that legacy is as sustainable as possible. "We're a Colorado family through and through, and we take a lot of pride in the Golden brewery," said Peter J. Coors, director of the G150 project. By investing in upgrading the Golden brewery, we are reaffirming our commitment to the future of the company and to leaving behind a positive climate imprint on our planet and on our communities.

In 2020, we used 12.1 billion megajoule (MJ) total energy across all our operational sites, compared to 12.5 billion MJ in 2019. Additionally, we achieved a 4.1% reduction in Scope 1 and Scope 2 emissions from 2019.

Energy Use (MJ)

2019	12,583,729,843
2020	12,159,003,848
North America	10,228,595,298
Western Europe	629,877,513
Central/Eastern Europe	1,214,485,039
India*	86,045,999

Electricity Purchased (MJ)

2019	3,716,916,542
2020	3,617,135,182
North America	3,065,242,287
Western Europe	194,310,491
Central/Eastern Europe	337,902,232
India*	19,680,172

Renewable Electricity Generated by Business Unit (MJ)

2019	28,734,232
2020	33,220,803
North America	30,188,667
Western Europe	257,202
Central/Eastern Europe	2,774,934
India*	0

* Molson Coors sold its Indian breweries in early 2021, and will not be reporting against these operations starting next year.



Scope 1 Emissions (tonnes CO₂e)

2019	406,377
2020	398,026
North America	332,346
Western Europe	23,776
Central/ Eastern Europe	40,860
India	1,044

Scope 2 Emissions (tonnes CO₂e) Market Based

2019	654,938
2020	619,903
North America	545,543
Western Europe	18,809
Central/ Eastern Europe	51,441
India	4,110

2020 GHG Emissions – Breakdown by Segment

Agriculture	8%
Brewing materials	9%
Manufacturing	15%
Packaging materials	39%
Logistics	12%
Product cooling	17%
Other	0%

Scope 2 Emissions (tonnes CO₂e) Location Based

2019	634,136
2020	604,421
North America	542,567
Western Europe	12,626
Central/ Eastern Europe	45,117
India	4,110

Scope 3 Emissions (tonnes CO₂e)⁴

2019	4,572,093
2020	4,257,376
North America	3,569,401
Western Europe	229,892
Central/ Eastern Europe	436,069
India	22,013

2020 GHG Emissions – Breakdown by Scope

Scope 1	Scope 2 (market based)	Scope 3
7.5%	11.8%	80.7%

WHAT'S NEXT

Throughout 2021, we will work cross-functionally to develop long-term business continuity or risk mitigation strategies based on the findings of our TCFD climate-related scenarios analysis. We will be sharing the information with leadership and the Board of Directors who provide the proper oversight and governance.

As well as evolving business resiliency, we aim to advance our efforts to reduce emissions in our direct operations and value chain. To do so, we expect to continue to decrease energy usage and, where possible, expand the use of on-site renewable electricity. We are currently working on developing a robust portfolio of off-site purchased renewable electricity in all our regions to help us reduce our emissions.

⁴ Scope 3 emissions include those at both well to tank (WTT), and transmission and distribution of energy for powering Molson Coors facilities. They also include distribution of finished products.



CASE STUDY

GOING GREEN WITH 100% RENEWABLE ELECTRICITY IN THE UK

Bold goals can only be achieved with bold actions and our latest venture into renewable energy in the UK certainly fits that description. As of March 2021, Molson Coors is the first major brewer in the UK to operate entirely on renewable electricity. We have signed a 10-year power purchase agreement with world-leading renewable energy company RWE to supply our UK operations with electricity generated from the Tween Bridge wind farm in Yorkshire.

Through this landmark agreement, RWE will provide us with 75 gigawatt hours of green electricity every year. That is enough to operate our manufacturing operations, offices, national distribution center and get our call center in Cardiff up and running. At the same time, the deal has set us on course to achieve our carbon-emissions-reduction target four years early in the UK while significantly reducing our global emissions footprint.

Packaging Imprint

We believe in the principle that waste is a resource out of place. Today, global resources are under increasing pressure in a throwaway culture, and we want to be part of the solution, designing packaging to be more sustainable and keeping materials in use and out of landfills. By closing the loop on our packaging production, we can do what's right for our consumers and our planet.

OUR APPROACH

By consistently looking for new and existing opportunities to eliminate waste or improve recyclability in our packaging, we can close the gap between where our industry is now and realizing a more sustainable, circular economy. We have established four goals for 2025 to help us curb plastic waste, reduce our packaging imprint and close the loop on material use at Molson Coors.



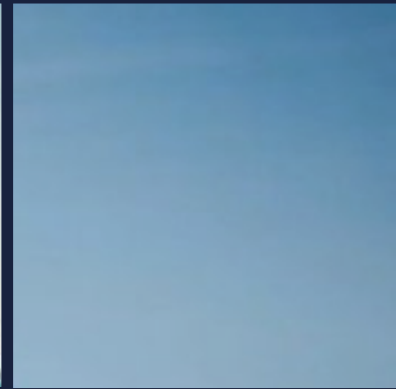
What We Did in 2020

99.3% of our packaging is now reusable, recyclable or compostable

6.1% of consumer-facing plastic packaging contain at least 30% recycled content

Achieved zero waste to landfill status in 17 major manufacturing facilities

OUR IMPRINT
Circular by Nature



DESIGNING FOR BETTER DISPOSAL

OUR GOAL

To keep more of our packaging out of landfill, we must design it with its end-of-life in mind. We have committed to making 100% of our packaging reusable, recyclable or compostable by 2025, making it easier to recover more of it after use.

OUR STRATEGY

Research and development is central to identifying solutions that keep packaging materials in use, and we continue to innovate and test new materials that enhance the reusability, recyclability and compostability of our packaging. At the same time, we are increasingly investing in more sustainable technologies and ways to harness waste materials in our packaging, such as creating product labels using spent grains.

In 2019, we joined the [New Plastics Economy Global Commitment](#), an initiative led by the Ellen MacArthur Foundation (EMF) that brings together over 450 organizations to achieve a circular economy for plastic in which it never becomes waste. Additionally, we are founding members of the US Plastics Pact, part of the EMF global Plastics Pact network. In our role, we have committed to working with other participating organizations to collectively deliver against our [shared vision](#).

OUR PROGRESS

We know consumers want to make sustainable choices, but it isn't always clear how to do this. We want to give them a helping hand, which is why, through our participation in Canadian beer delivery service The Beer Store, we are promoting the adoption of returnable bottles, which are nearly five times less carbon intensive when compared to one-way bottles.

In the UK, we have removed over 700 tons of single-use plastic from our operations since 2019. In our most recent step, we completed a full transition from single-use plastic flow wrap and plastic can rings to carton board for all major brands including our Carling and Coors brands.

Working with paper-based solutions supplier Graphic Packaging International, we developed a more sustainable solution that replaced our plastic rings with a one-piece cardboard wrap. A secure locking mechanism ensures cans are held in place with no need for adhesive. The new packaging is made from renewable wood fibers from certified sources and contains up to 17% recycled cardboard, with virgin fiber included to maintain strength and stability. By completing this transformation, we are bringing the same familiar beverages to market in new packaging that is 100% recyclable.

Thanks to our ongoing commitment to develop packaging for better disposal, by the end of 2020, 99.3% of all our packaging was reusable, recyclable or compostable.

WHAT'S NEXT

We are proud of the progress we have made to date, but there is still work to be done to achieve our packaging goals globally. We are working with local packaging and procurement teams across our business units to eliminate unnecessary plastics and increase use of recycled content where possible. At the same time, we are engaging in local collaborations to boost recycling rates and support key initiatives to engage consumers in the circular economy.



INCREASING RECYCLED CONTENT

OUR GOAL

Even as we design for recyclability, we are also looking to increase the volume of recycled content in our packaging, further supporting our commitment to a more circular economy. By 2025, we aim to ensure at least 30% recycled content in all our customer-facing plastic packaging.

OUR STRATEGY

As packaging is essential to keeping our beverages safe and fresh for consumers, we must ensure that any new developments balance environmental sustainability with product quality. We are consistently identifying and testing high-quality packaging alternatives that contain more recycled content. This applies to both our primary and secondary packaging, from PET bottles to plastic shrink wrap, to help ensure optimal sustainable protection for our products.

In our latest carbon lifecycle assessment, packaging materials made up nearly 40% of our carbon footprint. Alongside lightweighting and harnessing renewable energy, increasing the recycled content of our packaging also helps us to minimize packaging emissions.

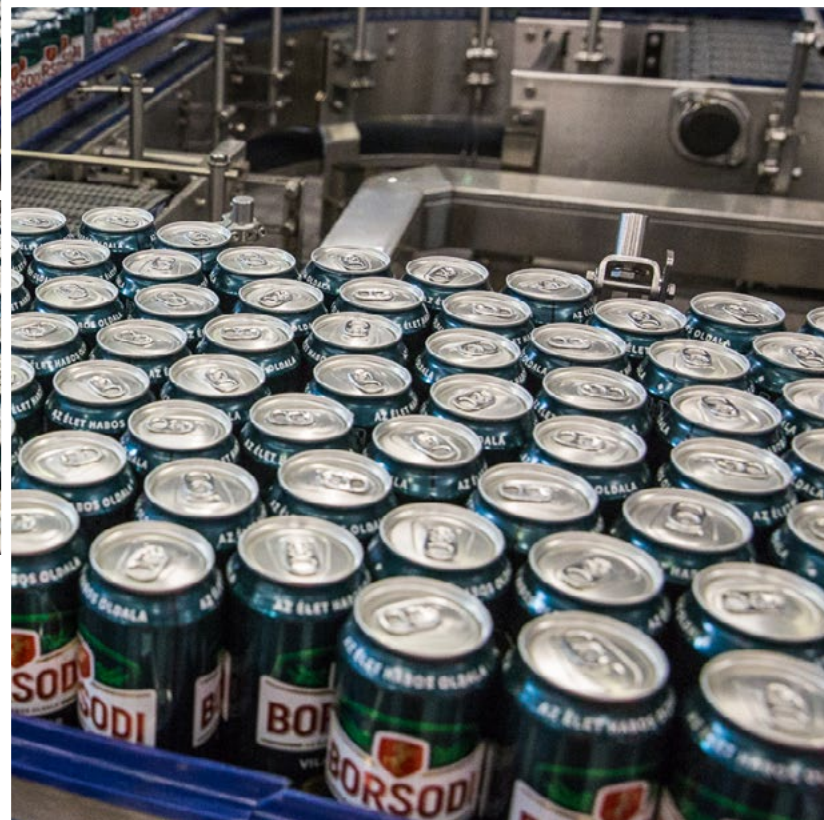
OUR PROGRESS

By the end of 2020, 6.1% of our customer-facing plastic packaging contained at least 30% recycled content. In the Czech Republic, our pre-form PET bottles have contained 30% rPET since June 2020. Additionally, we became the first business in Canada to trial packaging rings that contain over 50% recycled plastic content. We will also be testing RingCycles in the US at the end of 2021 and will start introducing them in market in 2022.

In the UK, we built on our long-standing partnership with bottling company Encirc to trial new, low-carbon bottles for our Staropramen brand. During the trial, 2 million glass bottles were created using up to 100% recycled or waste glass. Since they were produced using renewable and sustainable biofuels, the carbon footprint of each bottle was reduced by up to 90%. Following the success of the trial, our low-carbon bottles have been distributed to stores across the UK.

WHAT'S NEXT

After our removal of single-use plastic wrap and rings from major brand can packs in the UK, our next step is to minimize the use of virgin plastic across all of our packaging types. Following successful trials in late 2021, we will be transitioning the remaining single-use plastic wrap packaging we use to include a minimum of 30% recycled content. This packaging update will help us advance a circular economy, aligning with our commitment to the New Plastics Economy Global Commitment.



SAVING WASTE FROM LANDFILL

OUR GOAL

To minimize waste production, even as we develop more sustainable packaging for our consumers, we must also focus efforts internally to reduce waste in our own operations.

GIVING OUR WASTE A SECOND LIFE

Our WCSC program supports work to decrease production losses and eliminate operational waste through improved analysis. Glidepaths have been established by our Environment, Health and Safety (EHS) teams for each facility to divert waste from landfills.

We monitor waste streams to find ways to give used materials a second life. Spent grains from brewing processes are particularly valuable, with most going to local farms for use as animal feed. Spent yeast is sold and made into food spreads for human consumption as well as for pet food.

ACHIEVING ZERO WASTE STATUS

By the end of 2020, 17 of our major brewing and manufacturing facilities had achieved, or sustained, zero waste to landfill. Of these, eight were in the US, eight in Europe and one in Canada.

We are proud that despite the challenges of 2020, our Zagreb brewery in Croatia achieved zero waste to landfill status. The brewery's success can be attributed to the establishment of a culture of waste separation, stressing the importance of properly separating both packaging and municipal waste as it's generated. Having cleaner waste streams has also made it easier to source and establish new partners downstream that can process these materials for reuse.

Resource Efficiency (tonnes) by Region 2020

	Total	US	Canada	Europe	India
Landfill	869	148	354	367	0
Solid waste to energy recovery	9,325	1,537	4,916	2,872	0
Compost and soil amendment	68,238	64,047	342	2,710	1,139
Waste recycled	63,998	36,410	12,352	14,189	1,047
Reused total	807,253	460,572	45,136	296,519	5,026
Total solid waste	949,683	562,714	63,100	316,657	7,212
Percentage (Landfill/total solid waste)	0.09%	0.03%	0.56%	0.12%	0.00%



OUR FOUNDATIONAL COMMITMENTS

For Molson Coors, it's not just what we do that matters; how we do things is just as important. As we maintain our commitment to producing extraordinary beverages, we are equally dedicated to effective corporate governance, acting transparently and in ways that uplift our employees and promote responsible consumption of our products.

The building blocks of our business and sustainability strategy are our three foundational commitments: Alcohol Responsibility, Social and Governance. Being an ethical, responsible business means upholding these commitments. It's why we are building a culture where everyone at Molson Coors can take accountability for their actions, be bold and decisive in their work and celebrate accomplishments together.

Commitment	Scope
Alcohol Responsibility	Employee alcohol training, responsible marketing, responsibility programs, low- and no-alcohol beverages, alcohol policy and labeling
Social	Community investment, employee development and engagement, health, safety and well-being, human rights, and sustainable and ethical supply chain
Governance	Ethics and compliance, anti-bribery and corruption, sustainability oversight, remuneration, ERM, political contribution transparency and tax policy



Alcohol Responsibility

Promoting Responsible Consumption

We want consumers to enjoy our beverages responsibly, making informed choices that help them to celebrate all life's moments. We know we must lead by example, which is why we work closely with our employees and team members to ensure they can advocate for the responsible consumption of our products.



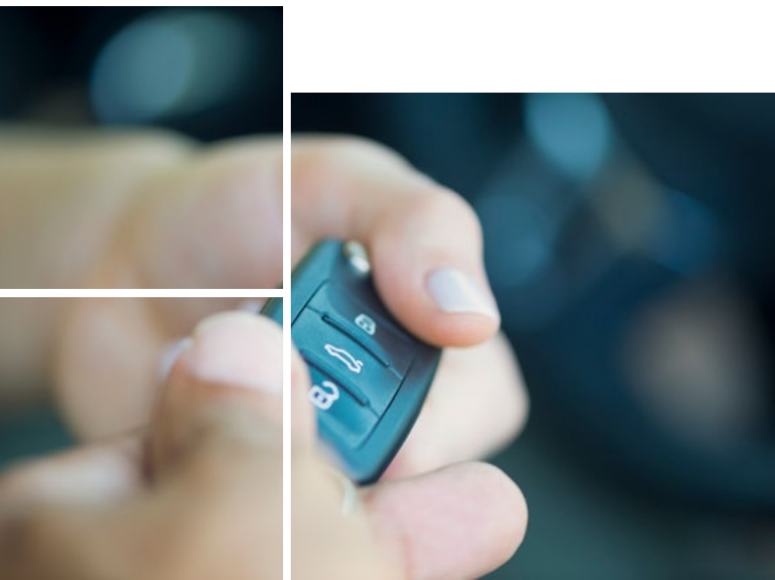
What We Did in 2020

In 2020, we had no material incidents of non-compliance with applicable industry and regulatory marketing and labeling codes resulting in a fine or penalty

SETTING THE EXAMPLE ON ALCOHOL RESPONSIBILITY

We ask every employee to complete alcohol responsibility training. This includes information on the impact of alcohol on the human body, as well as how to recognize and intervene, if necessary, when excessive drinking is observed.

The training, which was launched across our entire business in 2018, is provided to employees every year and refreshed periodically to reflect evolving guidance. All new employees are also required to review and comply with the Global Employee Alcohol Policy at the start of employment. Once equipped with this knowledge, our employees are encouraged to be champions for alcohol responsibility, not only at work but in their personal lives as well.



ENSURING RESPONSIBLE MARKETING

Our commercial employees must familiarize themselves with our Global Commercial Responsibility Policy. This provides detailed guidance on how to responsibly develop, package, market and sell our products.

As well as implementing our own robust marketing compliance standards and Global Employee Alcohol Policy, we strive to make sure 100% of our advertising and marketing adheres to applicable company, industry and government standards. We have implemented measures to help ensure compliance:



MARKETING COMPLIANCE COMMITTEE

Regional Marketing Compliance Committees work with our legal team and commercial enterprise teams to regulate our advertising and focus our alcohol marketing on the legal drinking age. Our advertising messages should always be legal, truthful, honest and consistent with prevailing cultural standards of good taste and social responsibility.



GLOBAL COMMERCIAL RESPONSIBILITY POLICY

Our commercial employees and agency partners receive training on our Global Commercial Responsibility Policy, which details our commitment to develop, package, market and sell our products in a responsible manner.



MARKETING TO THE RIGHT AUDIENCES

Our advertising and marketing are only directed at adults who are at least the legal drinking age or 18 years of age, whichever is higher. Working with our business unit legal teams, we aim to ensure communications are placed on media channels where at least 70% (71.6% in the US) of the audience is of legal drinking age. Continually tracking advertising metrics provides us with an overview of how we're doing.

We believe every marketing message we release should enhance our reputation as a lawful and responsible corporate citizen. We invite consumers to let us know, via a [third-party complaint resolution process](#), when they think we haven't fulfilled our duty to self-regulate our advertising materials. Molson Coors strives to comply with all industry and regulatory marketing and labeling codes. To the best of our knowledge, we have had no material incidents of non-compliance with applicable industry and regulatory marketing and labeling codes resulting in a fine or penalty in 2020. See more about notice of violations, legal and regulatory fines and advertising impressions in our [SASB index](#).

Alcohol Responsibility

Supporting Consumer Choices

Developing effective programs is one important way we continue to promote responsible drinking and address the harmful use of alcohol. At the same time we are creating a growing portfolio of low- and no-alcohol beverage options, offering consumers more choices to celebrate responsibly.

ADDRESSING HARMFUL DRINKING IN ALL ITS FORMS

We are committed to the responsible consumption of alcohol and have worked diligently to develop targeted programs that address harmful drinking in various forms, including underage drinking, drunk driving and heavy episodic drinking. These programs are tailored to address the most pressing and relevant issues in the communities where we operate.



CASE STUDY

ENCOURAGING SMART CHOICES ACROSS EUROPE

Our Croatian Think! campaign raises public awareness of responsible alcohol consumption and preventing harmful alcohol use, particularly in those below the legal drinking age. In 2020, the campaign had two messages: “When you drink, don’t drive” and “You need to know when to stop.” These messages were shared through a series of articles published by the news outlet Telegram.

In neighboring Serbia, we continued to activate our When I Drink, I Don’t Drive campaign. This message was shared through an out-of-home, digital and PR campaign, while 500,000 breathalyzer pieces were donated to the Ministry of Interior’s Traffic Police Directorate. Molson Coors employees also helped engage consumers during Global Beer Responsibility Day, offering prizes in exchange for completing an online quiz about drunk driving awareness.

A similar initiative is run every year in Montenegro where, in 2020, we launched a billboard campaign to remind the public not to drink and drive during the holiday and New Year period. Two thousand car air fresheners sporting the “Don’t Drink and Drive” message were distributed and we donated five breathalyzers to the Police Directorate to help them tackle the issue. By taking a dual approach to combating drunk driving – public campaigning and supporting law enforcement – we can continue to effectively raise awareness of the issue.



What We Did in 2020

Introduced or maintained programs to promote responsible drinking and address the harmful use of alcohol in 10 countries⁵

Offered consumers high-quality low- and no-alcohol beverage options in all the countries where we have production

CASE STUDY

BRINGING DRUNK DRIVING EDUCATION ONLINE

For over a decade our Alcohol Is a Bad Driver initiative has helped raise awareness in Bulgaria of the dangers of drunk driving. In 2020, amid social-distancing regulations, we had to get creative to make sure we still shared this important message. The result was that Alcohol Is a Bad Driver went entirely online for the first time since the program’s inception over 10 years ago.

At the heart of our efforts was a song specially written for the campaign by a local band. Titled “The Key is You,” the song highlighted the importance of not driving after consuming alcohol. It spent over four weeks in Bulgarian National Radio’s Top 20, while the music video received over 120,000 views, showing how effective music can be at spreading the responsible drinking message.

Although the activation of our annual program looked a little different this year, we are proud of the Bulgarian team, who had to quickly pivot in the way we shared this important message with the masses. The 2020 Alcohol Is a Bad Driver campaign garnered over 3 million impressions, with the message being as relevant as ever during the pandemic. Following the success of this digital activation, our team will continue to evolve how we reach people, looking for innovative ways to continue sharing this important message through both in-person and digital platforms.



5 Slovakia was removed from the list of relevant countries as we have no production operations there.

BEVERAGE OPTIONS TO SATISFY EVERY TASTE

We are expanding our portfolio of low- and no-alcohol options, giving consumers more choice no matter what their preference while continuing to deliver on the familiar experience of our legacy brands. This journey began in 2018 when we launched our first non-alcoholic beverage – Clearly Kombucha. In 2019, we introduced our Vyne range of non-alcoholic, hop-infused sparkling waters in Canada.

In 2020, we built on our collaborative partnership with L.A. Libations, to launch a new range of probiotic seltzers: HUZZAH! An easy drinking seltzer filled with natural flavor and probiotic for your gut health. The HUZZAH! range of seltzers offers consumers a low-calorie, low-sugar drink choice in three flavors – raspberry and lemon, strawberry and hibiscus, and juicy pear.



CASE STUDY

NATURAL ENERGY DRINKS FOR THE EVERYDAY WARRIOR

In 2021, Molson Coors entered into an exciting new partnership with a group of health-conscious leaders, including actor and former wrestler Dwayne “The Rock” Johnson, to create the next generation of energy drinks – ZOA.

ZOA represents our first foray into energy drinks and contains a well-balanced selection of superfoods, amino acids and vitamins from natural sources. With no alcohol and natural caffeine derived from green tea and unroasted coffee beans, ZOA offers consumers an energy boost that balances great taste with healthy nourishment. ZOA has been designed to satisfy every taste preference and is available in five flavors and both zero-sugar and 100-calorie versions.

ZOA fits squarely into our ambition for our non-alcoholic business, which is to bring better-for-you beverages to consumers globally. We have worked with the ZOA partners to create a drink, designed with “everyday warriors” in mind, to suit everyone, from world-class athletes to office workers.

We believe ZOA, and our partnership with Dwayne and his team, represents a unique offering in the energy drink category. “We are committed to transforming into a beverage company, and adding ZOA is another indication of the strength of our conviction,” says Pete Marino, President of Molson Coors’ emerging growth division. Introducing ZOA to our existing portfolio represents a big step toward building a sustainable non-alcoholic business at Molson Coors for today, tomorrow and the future.

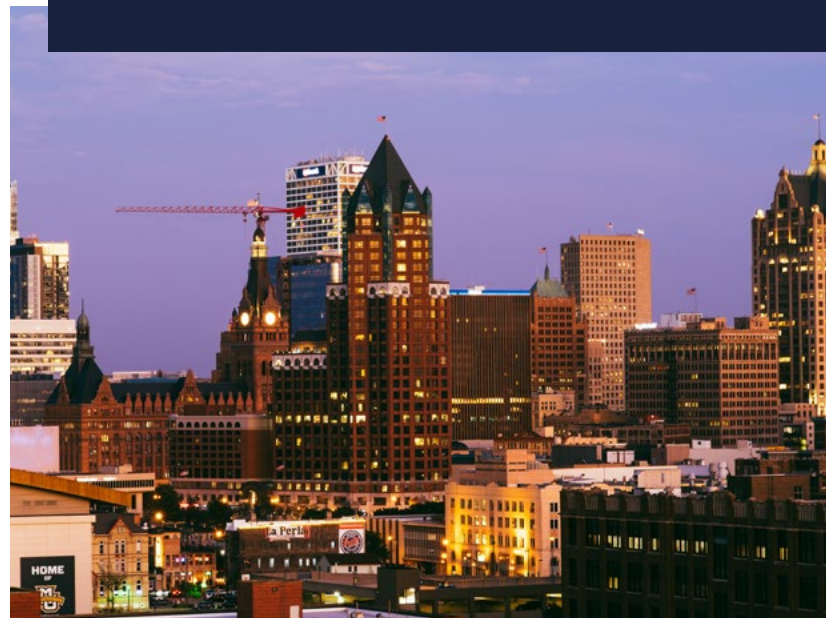
CASE STUDY

EMPOWERING BYSTANDERS TO ACT

In 2011, we launched our Great Plays College Grant program in the US to offer universities financial support to prevent harmful alcohol consumption among college students. In 2020, we provided a \$10,000 grant to Marquette University in Wisconsin to accelerate the digital transformation of its successful Red Watch Band program.

Red Watch Band is a bystander program that provides students with important training in recognizing and responding to the symptoms of acute intoxication in their classmates. Many students on college campuses witness peer pressure to participate in risky alcohol use. Through a one-hour session, students learn about the impacts of alcohol, the signs that someone needs help and how and when to intervene.

Throughout 2020, Marquette University began the process of bringing Red Watch Band entirely online to offer students 24/7 access to the information they need about harmful drinking. Additionally, provision of a mobile app will allow students, staff and alumni to test their own levels of impairment after a few drinks. As a key player in the global beverage industry, we aim to harness the resources available to us to support students and others in the college community in curbing harmful drinking behaviors at source.



Alcohol Responsibility Advocating for Societal Progress

We want people to enjoy our products responsibly – which is why we promote effective, targeted programs that address the harmful use of alcohol in all our markets. However, being responsible is also about communicating product information to enable consumers to make informed decisions about drinking. We have developed robust guidelines and cultivated effective industry partnerships to ensure we consider this in every marketing decision we make.

PARTNERING TO PREVENT HARMFUL DRINKING

We believe collaboration is key to reducing harmful alcohol use, which is why we partake in key industry-led partnerships, such as the Worldwide Brewing Alliance, to be part of the solution. We are also a founding member of the International Alliance for Responsible Drinking (IARD), a nonprofit organization that aims to promote a culture of responsibility and reduce harmful drinking. Through our participation, we support dialogue around global alcohol policies, set marketing and sales standards to safeguard minors and collaboratively deliver on initiatives that combat harmful drinking. We are proud to have worked with IARD and leading online retailers and e-commerce platforms on global standards for the online sale and delivery of alcohol. This international initiative is focused on supporting consumers' increasing demands for greater convenience with enhanced standards of responsibility that aim to prevent sale to those underage and reduce harmful drinking.



What We Did in 2020

Made nutritional information, alcohol serving facts and ingredients available for over 285 of our products

A GLOBAL ACTION PLAN

In February 2020, the WHO called for accelerated action to reduce harmful alcohol use worldwide. As a member of IARD, we actively support international goals to reduce harmful drinking and seek to contribute to the WHO's work in developing an Action Plan to reduce the harmful use of alcohol. Indeed, in December 2020, IARD member companies committed to further strengthening existing efforts to reduce harmful drinking, including action to strengthen marketing rules, as well as implementing stricter measures to reduce dangerous behaviors such as binge drinking and drunk driving.

ACCELERATING REDUCTIONS IN UNDERAGE ACCESS

While rates of underage drinking are declining in several countries, this trend is not universal. To be a responsible business, we believe that our products should only be marketed and sold to those of the legal drinking age. Through our IARD membership, we have committed to implementing age restriction messages or symbols on all our product labels, in line with local laws and regulations. This includes our alcohol-free extensions of alcohol brands.

In an increasingly digital world, we're also implementing measures to prevent minors from viewing online alcohol advertising and working with retailers to implement standards for the online sale and delivery of alcohol. In December 2020, Google announced developments to their advertising options to allow people to opt out of seeing adverts from certain categories, including alcohol and gambling. The initiative, which will first be launched on YouTube, has been developed in partnership with IARD members to give people more control over what they're viewing.



PREVENTING UNDERAGE DRINKING WITH DIGITAL ID VERIFICATION

Part of our commitment to alcohol responsibility is ensuring alcoholic products are only sold to people of legal drinking age. To support this, we recently confirmed our participation in pilot tests of new TruAge™ technology in convenience stores across the US.

Announced by the global trade association for convenience and fuel retailing, NACS, the new digital system represents a breakthrough in age verification at retail point-of-sale. The TruAge™ app is downloaded onto a consumer's phone, providing a quick, easy and cardless way to confirm their age and ID when buying age-restricted items. As well as supporting in-store purchases, the tool can be used for confirmation during online shopping, home deliveries and curbside pickup.

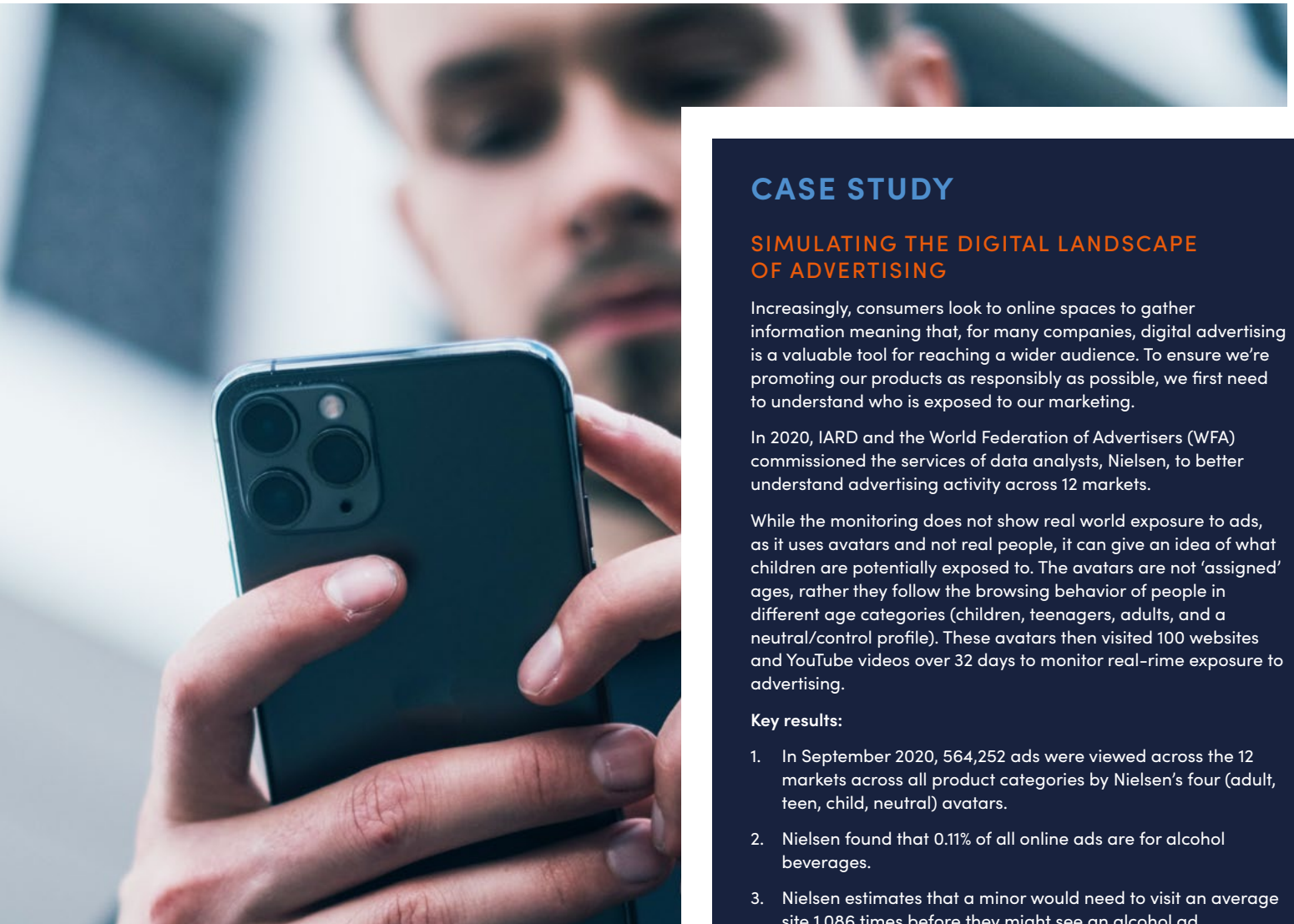
Molson Coors is the first major global beer company to support this innovative solution. By teaming up with TruAge™ we are furthering our efforts to tackle underage drinking, exploring how digital verification can help keep alcoholic beverages away from minors.

SUPPORTING INFORMED CHOICES

We understand that, more and more, our consumers want to make informed beverage decisions. We want to support these decisions with transparent information on what's in the beverages we make.

We are working toward delivering nutritional information, and alcohol serving facts and ingredients, to consumers for 100% of our products. Currently, over 285 of our products meet our labeling criteria, with details either on the packaging or on relevant brand websites. Nearly 100% of our Molson Coors brands in the US disclose ingredients on www.molsoncoors.com, and in the European Union, as part of The Brewers of Europe transparency initiative, all our products will voluntarily disclose ingredient and nutrition (calorie) information.

Additionally, through IARD, we have recently committed to include – where legally permissible – alcohol content, energy value, and symbols or a form of words on labels warning against drinking during pregnancy and driving while intoxicated. This builds upon our existing IARD commitment to include age restriction reminders that sends a clear message that minors should not consume alcohol. We will continue to provide access to online resources and work with others at both a local and national level to empower consumers with information so they can make informed decisions about whether or not to drink.



CASE STUDY

SIMULATING THE DIGITAL LANDSCAPE OF ADVERTISING

Increasingly, consumers look to online spaces to gather information meaning that, for many companies, digital advertising is a valuable tool for reaching a wider audience. To ensure we're promoting our products as responsibly as possible, we first need to understand who is exposed to our marketing.

In 2020, IARD and the World Federation of Advertisers (WFA) commissioned the services of data analysts, Nielsen, to better understand advertising activity across 12 markets.

While the monitoring does not show real world exposure to ads, as it uses avatars and not real people, it can give an idea of what children are potentially exposed to. The avatars are not 'assigned' ages, rather they follow the browsing behavior of people in different age categories (children, teenagers, adults, and a neutral/control profile). These avatars then visited 100 websites and YouTube videos over 32 days to monitor real-time exposure to advertising.

Key results:

1. In September 2020, 564,252 ads were viewed across the 12 markets across all product categories by Nielsen's four (adult, teen, child, neutral) avatars.
2. Nielsen found that 0.11% of all online ads are for alcohol beverages.
3. Nielsen estimates that a minor would need to visit an average site 1,086 times before they might see an alcohol ad.

Social

Helping Communities in a Difficult Year

We strive to be a responsible corporate citizen and a good neighbor, with an active presence in our communities. During the coronavirus pandemic, our role in the communities where we are present changed but did not diminish. The realities of lockdown and quarantine gave us a renewed opportunity to be there for our neighbors, supporting them in a time of great need.

The pandemic is still impacting communities around the world and is one of the biggest challenges many have had to overcome in their lifetimes. Businesses have a duty to support communities as they rebuild, and this is a responsibility Molson Coors is committed to upholding. We have been able to extend meaningful support to our people, communities and partners, playing our role in contributing to mitigate the pandemic's harm and set the stage for recovery.

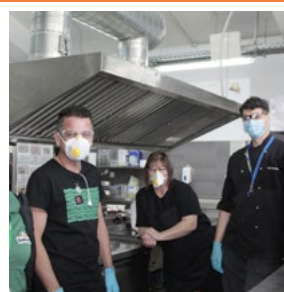


SUPPORTING EACH OTHER IN TIMES OF NEED

We are a part of our local communities and they are part of who we are. It's why we are dedicated to uplifting them in times of need. As a company, we support a range of organizations that promote civic leadership, alcohol responsibility, economic empowerment and sustainability to build more resilient and thriving communities.

This support was even more critical throughout 2020. It required us to show up in new ways and we rose to the challenge, volunteering virtually and donating to more organizations than ever before. From the health industry to the hospitality industry, we donated items from hand sanitizer to masks to meals in order to help meet the tremendous needs of our communities.

While we continue to support our local neighbors, we know there are industry peers who have been just as impacted by the pandemic. We have extended a helping hand to our partners who have been hit hardest, working together to recover and build a stronger food and beverage industry going forward.





US AND CANADA

In the US and Canada, we teamed up with food banks⁶ to donate nearly 3 million meals. The donations were divided across 10 locations, helping alleviate unprecedented pressure on food banks and bringing food to those most in need.

SERBIA

Our Apatin, Serbia brewery, donated \$70,000 to the Republic Health Insurance Fund to procure medical equipment during the pandemic. We also contributed €10,000-worth (\$12,000) of Molson Coors non-alcoholic beer packs to a food drive, supporting 10,000 households across 20 cities and municipalities.



ROMANIA

We helped purchase and distribute food packages, totaling €5,000 (\$6,000), to vulnerable and elderly people. To 220 families, we handed out packages, each with two weeks-worth of food. We also partnered with the Red Cross to donate Personal Protective Equipment (PPE), and other items like fresh fruit, to frontline healthcare professionals.

CASE STUDY

HELPING REBUILD ZAGREB

In March 2020, Zagreb, Croatia’s capital, was hit by a 5.5 magnitude earthquake which left 1,900 homes uninhabitable and caused an estimated 86 billion kuna (\$13.3 billion) in damages.

We reacted quickly, launching the “Good People” campaign to thank the heroes among us: the medical staff, firefighters and volunteers. We donated 1 million kuna (just over \$155,000) to frontline organizations, including:

- Croatian Mountain Rescue Service (HGSS): Aided construction of a training education center and purchase of essential rescue equipment.
- Blue Phone: Supported Croatia’s oldest psychological support line to remain operational, digitizing services and printing a “Words Make Miracles” book for distribution.
- Fond 5.5: Fond 5.5 provided financial support to socially vulnerable citizens following the earthquake. Molson Coors contributed funding toward vital repairs in 20 homes.
- Center for the Homeless: Together with the Croatian Homeless Network, we donated equipment to the center to help prepare for and adapt to winter conditions.

We also gathered a team of over 200 volunteers who offered their time and expertise to help Zagreb recover.

“Good People” went beyond just donations. We teamed up with a recording artist and 150 Croatian citizens to produce the song “Heroes.” We arranged an exhibition of volunteers’ portraits in Zagreb and commissioned murals of gratitude in the three largest cities in Croatia.

Croatia is home to our Ožujsko pivo brand and brewery. As such, we are proud that we were able to offer a helping hand to our neighbors, supporting local people in this time of great need.



CANADA

On International Nurses Day, we thanked 20,000 Canadian frontline healthcare workers for their tireless dedication throughout the pandemic. Teaming up with six hospitals, we donated CAD\$500,000 (\$400,000) in gift card codes for meal delivery app SkipTheDishes to offer a meal on us.

We also donated CAD\$250,000 (\$200,000) to United Way Centraide du Grand Montreal to help community members struggling to make ends meet. This amount matched a donation made by the Molson family.

MONTENEGRO

Our Montenegro team donated €15,000 (\$18,000) to the Clinical Center of Montenegro in Podgorica to support the fight against coronavirus. This included four infusion pumps, which are critical to controlling the delivery of liquids and medications to patients.

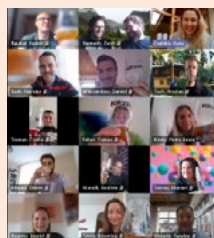


BULGARIA

Our Pivovarnitza Kamenitza brewery team partnered with the Red Cross and Plovdiv Municipality to cook at a local community kitchen during lockdown. “Pivovarnitza Charity Kitchen,” continued even after restaurants reopened, with our employees volunteering over 100 hours to help those in need. The program reached over 200 families, with over \$2,000-worth of food.

HUNGARY

Adjusting to school closures was particularly challenging for disadvantaged children with no access to a computer at home. To support the switch to digital learning, we donated several tablets, collectively valued at over \$1,000, through the Hungarian Reformed Church Aid to children across Borsod county.



⁶ <https://www.feedingamerica.org/hunger-in-america>

Social

Developing Our People

At Molson Coors, we are always looking for ways to improve and help one another grow, which is why **Learn Every Day** is one of our five core values. We see career growth and development as cornerstones of employee engagement. Whether it's on-the-job experience, our talent-development program or training resources, we want our employees to have every possible opportunity to reach their full potential.

ENABLING PERSONAL GROWTH

We encourage our employees to develop their careers and learn every day at Molson Coors because we believe that when our people grow, our company does too. Our aim is to help employees unlock their potential so they can thrive in their current job and also realize new and exciting possibilities.

With this in mind, we launched a new talent planning experience in early 2021. The process is designed to help us understand our people's ambitions and identify growth opportunities that fit their needs and Molson Coors'. We do this through quality one-on-one meetings between employees and their managers that are focused on career development, creating and following personal development plans and encouraging continuous learning.

Resources such as our First Choice Learning Center and in-person and online training programs, along with experiential learning, enable our employees to build skills and learn from others.

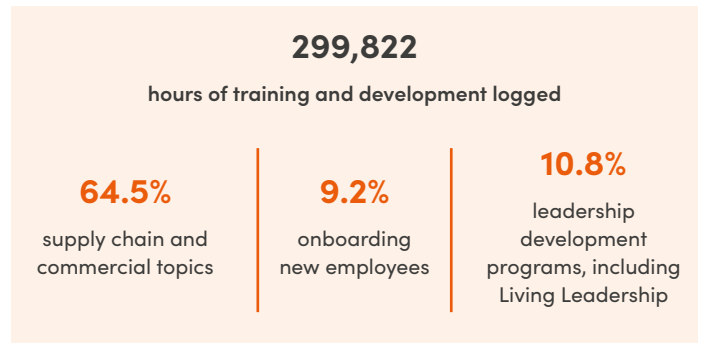
In 2020 and into 2021, we prioritized helping our leaders and managers to advance their leadership skills. One of our flagship programs, Living Leadership, trains all team leaders in the importance of authentic leadership and how to build a strong growth mindset. The course enables participants to:

- Understand leadership purpose
- Identify ways to build trust and empower self-authenticity
- Give constructive feedback to support improved team performance
- Utilize insights into their own thinking preference to better drive strong team performance



Learning and Development in 2020

- 20.2 hours of training and development per full-time employee on average
- 1,045 live sessions delivered globally with 54,771 attendees



PERFORMANCE AND PROGRESS

As we strive to strengthen our culture and create a positive employee experience, it's important our employees set meaningful goals that are aligned to our company priorities. Having the right goals ensures each employee understands what they need to do, why their work matters and how it contributes to our overall success.

Employee performance is assessed at year-end based on achievement of individual goals and the degree to which our values are modeled to achieve them. In 2020, we changed the weighting of these measures from 60% goals and 40% values to give equal weight to goals and values. By increasing the focus on our values, we can strengthen our culture and ensure Molson Coors is a great place to work while achieving our business results.

CASE STUDY

MENTORSHIP TO HELP EACH OTHER GROW

People at Molson Coors are skilled and knowledgeable in wide-ranging and diverse ways and we want to harness this expertise to help each other to grow. In Romania, we recently launched a mentoring program to pair employees who want to learn new skills with more senior colleagues who can coach them.

Matching mentors to mentees is done through a "blind" process, meaning pairings are decided regardless of job level, age, gender or role. This allows for greater cross-team collaboration, creating stronger, more diverse networks across our company. Originally developed in Romania, a similar program has now been introduced across the EMEA/APAC region, offering employees the opportunity to gain valuable insights from others, whether they work in the same facility or not.

We believe our company develops best when our employees succeed. This mentor program is just one more way we are supporting our people to grow and achieve their career goals.

Social

Engaging Our Employees

Our goal is to create a positive employee experience for all our employees by tapping into our values – in particular, Putting People First. We continue to build on the foundations we set in 2020, strengthening our culture by developing a more diverse and inclusive workplace. We welcome a growth mindset, embrace bold new ideas and will continue tracking and measuring employee experiences to drive satisfaction, stronger engagement and business performance.

UNDERSTANDING WHAT MATTERS

At Molson Coors, we use a continuous listening model to ensure we understand how our employees are feeling and what they are thinking throughout the year. This approach allows us to regularly connect with our employees and agilely address opportunities that can positively impact our people and our business.

We continue to gauge our employees’ sentiments through a quarterly Employee Experience survey in North America and bi-annual surveys in our European business unit. The survey focuses on our culture, values, DEI efforts, well-being, leadership and more.

Employee Engagement

In 2020, our number one company goal was to shift our culture. To measure our progress, we began implementing a series of quarterly surveys to help us understand how our people are feeling about the employee experience at Molson Coors, including our culture, our values, our D&I efforts and our leadership in all these areas. Specifically, to measure employee experience, we ask employees to rate the following statement on a 10-point scale: “Based on my employee experience, Molson Coors is an employer I would recommend to my friends.”

The Employee Experience score is based on how many of our people would recommend Molson Coors as an employer versus how many wouldn’t. The scale for the score ranges from -100 to +100, where anything above 0 is considered successful. This methodology is based on the formula used for determining Net Promoter Scores and is different from how we previously surveyed and tracked employee engagement. We will continue to report on our annual Employee Experience score going forward and work toward ensuring we’re making Molson Coors an organization we are all proud to be a part of.

2020	North America	Europe
Annual survey participation rate	54%	82%
Based on my employee experience, Molson Coors is an employer I would recommend to my friends	+6*	+38

* Measures likelihood of individuals to recommend Molson Coors as a place to work. The Net Promoter Score ranges from -100 to +100; the higher the score, the larger the number of advocates we have for our employee experience.



What We Did in 2020

Continued to provide a positive employee experience by building a people-first culture and living our values. In 2020, we achieved an employee experience score of +6, which means our employees are likely to recommend the company to their friends and family.

CULTIVATING A GREAT PLACE TO WORK

We want people to enjoy working for Molson Coors, which is why we are always on the lookout for ways to improve the employee experience. While this ambition is not driven by a desire for external awards, we are nonetheless proud to receive recognition.

TOP EMPLOYER CANADA

Forbes



TOP EMPLOYER UK

(Achieved 8 times)

Top Employers Institute



BEST PLACE TO WORK US

(18th consecutive award)

Human Rights Campaign’s Corporate Equality Index



FAMILY FRIENDLY ENTERPRISE CERTIFICATE SERBIA

TMS



TOP EMPLOYER CROATIA

Certificate Employer Partner (CEP)



GOLD – ACHIEVING EXCELLENCE AWARD FOR WORKPLACE WELLBEING CROATIA & UK

Mind



Social

Promoting Employee Well-Being

Well-being is about more than just physical well-being – it includes emotional, mental and financial health, as well as social well-being, which is about connections with others. And we understand if one of these areas is a struggle, it can impact the other areas. We provide several resources and support programs to help our people improve their wellness so they can thrive at work and in their personal lives.

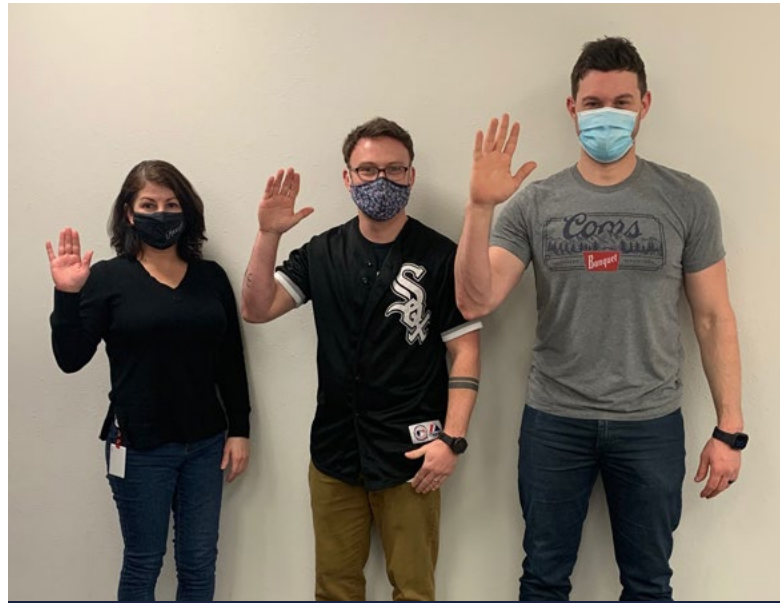
PROMOTING HEALTHY LIVING

We promote healthy lifestyles across our global enterprise by offering health benefits, wellness and work/life balance programs that are tailored to employees’ needs and culture by work location. In North America, employees can participate in our wellness program via a new in-app experience that was relaunched in 2021 and incentivizes healthy habits and lifestyles. All of Molson Coors’ business units comply with applicable minimum required maternity leave laws and, in many countries, we go further to provide flexible work schedules and extended leave for new parents.

PRIORITIZING MENTAL HEALTH

The need for remote work and social distancing has changed the dynamics of the workplace and people may be feeling a range of emotions. That’s why we provide resources, such as connections to virtual healthcare, remote fitness and wellness support, and a free 24/7 employee assistance program (EAP) for coping with stress, isolation and anxiety, ensuring we support not only the physical health of our global employees, but also their mental health and well-being.

Across our European business unit, we maintain a collection of resources to promote employee well-being. Quarterly newsletters are distributed in multiple languages, covering a range of topics, including managing stress, maintaining a healthy work/life balance and the importance of good sleep. Webinars are provided through our EAP provider to support these publications. A designated website, housing a compilation of useful resources for employees, is maintained by our EAP provider. On-site, 70 accredited mental health first aiders form a key part of our Mental Health Champion network and are on hand to guide colleagues through issues.



CASE STUDY

KEEPING SAFE IN TIMES OF PANDEMIC

Throughout 2020, everyone has struggled with the impact of the coronavirus pandemic. At Molson Coors, we have worked hard to ensure everyone feels safe and supported, introducing measures to keep people healthy, both physically and mentally.

Remote working was offered globally to most office-based employees and contractors. We also implemented strict measures in our brewing and distribution facilities to help ensure the safety and health of our employees who must work on-site. These included deep-cleanings, increased availability of PPE, social distancing, temperature checks and additional protocols to ensure everyone’s safety.

In our European business unit, we developed a series of actions to show our brewery workers and off-site teams how much we appreciate their ongoing dedication throughout the pandemic. Employees who had been furloughed were offered retraining in key protocols, including information on how to prioritize their well-being. We implemented lateral flow testing for our brewery teams to quickly identify anyone who may be an asymptomatic carrier and keep everyone safe at work.

We are grateful to the people in our breweries and in our distribution network who kept our business running during an unusual and difficult year.



Social

Ensuring Workplace Health and Safety

We believe the health and wellness of our people is fundamental to their performance. We aim to provide safe and healthy working conditions for the prevention of work-related injury and promote a sense of ownership for the health of our employees, our society and the environment.

A CULTURE OF SAFETY OWNERSHIP

Our EHS Policy guides our approach to managing health and safety. Based on the Policy, we develop our safety programs to promote a sense of ownership for personal safety and that of colleagues at all levels of the business. We proactively identify and control EHS risks and are committed to continually improving our performance to prevent workplace injuries and illnesses. We use Lost Time Rate (LTR), which includes our employees and contracted employees, as a measure of our EHS performance and are driving to lower the LTR. In 2020 the coronavirus pandemic caused us to create new ways of working and, in some cases, made work more difficult, potentially leading to increased accidents. Additional work-related lost time illnesses and a 15% reduction in the number of hours worked due to “stay at home” orders in many countries contributed to the elevated overall LTR.⁸

Molson Coors will continue to put people first, taking measures to protect all our employees and contractors from injury and illness. Our World Class Supply Chain initiative supports this goal, helping to drive efficiencies and reduce losses in areas including health and safety. Each brewery is accountable for delivering improvement against our Total Incident Rate (TIR) metric. We will continue to evaluate our performance and identify where we have opportunities for safety improvements going forward.

	2018	2019	2020
Lost Time Rate ⁷	0.38	0.40	0.83



What We Did in 2020

Experienced an 80% increase in the Lost Time Rate since 2016. The increased LTR highlights our need to continue the focus and energy on our journey to keep everyone safe.

Safeguarding Human Rights

We are committed to fostering open workplaces that respect human rights, where employees are valued, engaged and inspired to be the best they can be.

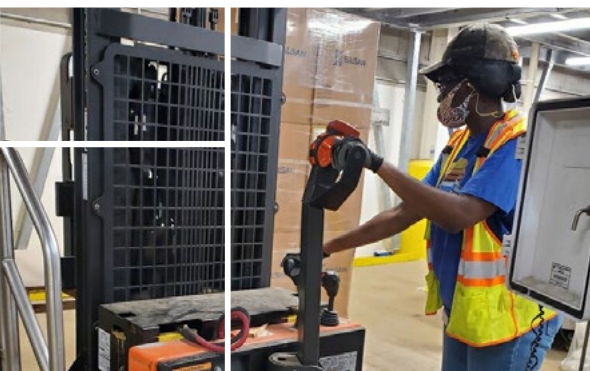
Our [Employment Principles](#), which operate across all our operations and entities in which we hold a majority interest, are informed and guided by recognized international standards on human rights, including the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work and the UN Global Compact (UNGC). Our Modern Slavery Statement published in accordance with the UK Modern Slavery Act 2015 which sets out certain actions taken by Molson Coors and its UK subsidiary, Molson Coors Brewing Company (UK) Limited, can be found at molsoncoors.com.

We also expect our suppliers to meet certain human rights expectations. These are set out in [Our Standards for Business and Supply Partners](#) and are included in applicable contracts.

We want to create workplaces where people are engaged, free to respectfully challenge the expected and perform at their very best every day. It goes without saying that we are also committed to designing safe and comfortable workplaces in which everyone is treated with respect, differences are valued and employee actions are consistent with our standards and values.

We aim always to provide workplaces that are free from discrimination or physical or verbal harassment based on race, sex, color, national or social origin, religion, age, disability, sexual orientation or any other status protected by applicable law.

All Molson Coors employees are required to comply with our Code of Business Conduct Ethics and have access to our Compliance helpline, where any concerns, including those related to human rights, can be reported.



⁷ LTR is calculated by taking the number of lost time injuries and illnesses multiplied by 200,000 and divided by the number of hours worked.

Social

Maintaining an Ethical Supply Chain

Our suppliers are an integral part of our sustainability journey. We continually work with them to ensure they are embedding respect for human rights in their work, while safeguarding our values.

SETTING THE STANDARD FOR RESPONSIBILITY

We expect each supplier we partner with to reach minimum compliance standards, as set out in our [Standards for Suppliers Policy](#). These requirements include our expectations on environmental sustainability, fair employment, community responsibility, ethical business practices, human rights and sound commercial standards. We believe these are foundational elements for an ethical supply chain.

PROACTIVELY IDENTIFYING RISKS

As one of the world’s largest brewers, with an extensive global sourcing network, we aim to ensure every supplier we work with commits to ethical and sustainable work. That’s why we have developed a four-stage process to screen, identify and monitor potential issues, such as workers’ rights, the environment, health and safety, and business ethics.

We track supplier performance through the [Supplier Ethical Data Exchange \(Sedex\)](#) monitoring service. As part of our due diligence process, we screen our supply base annually to identify key suppliers, who are then asked to complete a Sedex Self-Assessment Questionnaire (SAQ) to assess their potential risks.

If any risks or issues of concern emerge, we work with the supplier to address them and develop remediation plans.

SUSTAINABLE PROCUREMENT PRACTICES

We believe sustainable procurement is an integral part of doing business the right way. We adopt best practice standards that enable us to balance economic development, social development and environmental protection with our commercial needs for quality, reliability, innovation and value.

We actively monitor regulations regarding genetically modified organism (GMO) ingredients in all our markets and are committed to complying with health, food, safety, labeling and ingredients regulations. Additionally, we aim to work with suppliers that share our ambitions, which allows us to jointly:

- Meet and exceed our customers’ growing expectations that we procure ethically and responsibly
- Implement better risk management by protecting our interests throughout the supply chain
- Drive efficiency and continuous innovation through our supply chains

In 2019, we updated our [Our Standards for Business and Supply Partners](#) document, which sets out our minimum compliance requirements for suppliers, which we expect all Molson Coors suppliers to adopt.



What We Did in 2020

Involved 75% of key suppliers in third-party risk assessment screening

Our Four-Step Supplier Monitoring Process



STAGE 1 SCREENING

We annually identify key suppliers in our supply chain. This focuses on several factors, including product category, production location, criticality and annual spend.



STAGE 2 IDENTIFICATION

Key suppliers are asked to complete a Sedex SAQ to gather further information on any potential risks in areas of employment standards and human rights, ethical business practices and regulatory compliance, business continuity preparedness and key environmental indicators. Additionally, during the tendering process, suppliers are requested to provide data and responses to questionnaires on areas of concern within each category.



STAGE 3 SUPPLIER DEVELOPMENT

We work with our suppliers to address any concerns and provide guidance to enable continuous improvement against our standards. We do this by having active discussions with our suppliers, creating and managing remediation plans, when necessary, and conducting regular business reviews with key suppliers.



STAGE 4 AUDIT

Suppliers identified as representing the highest potential risk during the SAQ process are required to undergo a third-party audit. After an audit is conducted and all findings are recorded, a corrective action plan is established, which aims to ensure that minimum expectations are being met and that risks are being addressed. If an agreement with the supplier cannot be reached, we will consider terminating the contract.

Governance

Upholding Ethics and Integrity

It is important to us to act with integrity in everything we do.

OUR CODE OF BUSINESS CONDUCT

At the heart of our ethical culture sits our [Code of Business Conduct](#). The Code underpins our ethics and compliance program which includes policies, training, communication, monitoring and auditing procedures on a range of topics, such as:

- Accurate books and records
- Alcohol responsibility
- Anti-bribery and corruption
- Anti-discrimination and harassment
- Competition
- Conflicts of interest
- Data privacy
- Gifts and entertainment
- Insider trading
- Social media
- Speaking up

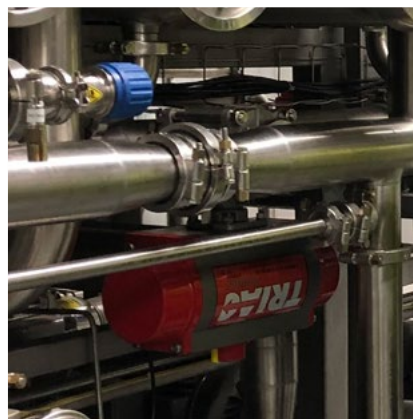
All our employees are required to uphold the Code, which is available in 12 languages.⁸ Training in the Code is mandatory, with new employees required to complete this as part of their onboarding. In addition, refresher training for existing employees is provided every two years. We also require employees to affirm that they have read and will comply with the Code. Any potential conflicts of interest must be disclosed via an online Conflict of Interest Disclosure Form for approval and to ensure a record of each disclosure. We also expect employees who have any concerns about possible violations of the Code to raise such concerns through the appropriate channels.

ANTI-BRIBERY AND CORRUPTION

Molson Coors does not approve of bribery and corruption by employees or anyone acting on the company's behalf. We require all our employees and business partners to adhere at all times to ethical, transparent business practices. Through our anti-bribery and corruption program, employees receive training in our policy and its operation. This is supported by online tools to help employees report potential bribery and corruption. Gifts and entertainment can be recorded and receive pre-approval via an online Gifts and Entertainment Register, in accordance with local policies. We help our business partners understand our approach to doing business the right way through compliance with due diligence procedures and standard contract clauses. We also conduct audits – both internally and externally – to monitor compliance.

ETHICS AND COMPLIANCE HELPLINE

Access to our 24-hour Ethics and Compliance helpline is provided to all employees. It is administered by a third-party provider, and enables employees, business partners and other stakeholders to ask questions or raise concerns in confidence and/or anonymity. Users can contact the helpline by phone or internet, and in their native language. All such applicable questions and issues raised are addressed by the Molson Coors Ethics and Compliance Office, and both the law and company policy prohibit any retaliation against anyone who raises a concern in good faith.



⁸ The Code is published in the following languages: Bulgarian, Croatian, Czech, English, French, Hungarian, Italian, Japanese, Montenegrin, Romanian, Serbian and Spanish.

Governance

Overseeing Our Sustainability Efforts

Our Imprint is at the heart of our company culture and the values we strive to uphold. A strong governance structure ensures we are making progress against our goals and doing so responsibly and transparently.

Oversight of our sustainability efforts and disclosure, including Our Imprint performance, is the responsibility of Molson Coors' Board of Directors. As outlined in the Charter of the Board's Audit Committee, the Audit Committee assists the Board in overseeing our corporate responsibility, alcohol policy and sustainability efforts, and related performance. As part of the oversight of sustainability topics, the Board and Audit Committee regularly review performance against our 2025 goals, sustainability trends and stakeholder views. Our Board is responsible for overseeing our ERM program, including risks and opportunities associated with climate change.

We launched a Sustainability Leadership Council in 2018, bringing together leaders from both business units in multiple functions to provide comprehensive oversight of sustainability topics across our global organization. We have since evolved the group into subcommittees to focus on several emerging ESG issues. We currently operate separate sustainability subcommittees, such as the Packaging Risk Council, Corporate Affairs Council and Carbon/Water Council, which meet more frequently to address trending topics and challenges.

Matters related to climate change, including extreme weather events, changing weather conditions and other events that could be caused or exacerbated by climate change, are an essential component of our sustainability strategy. A cross-functional team, formed of our Enterprise Risk Management, Legal and Finance teams, is responsible for developing various climate-related scenarios which pose risks to Molson Coors in line with TCFD recommendations. The development of governance and comprehensive risk mitigation efforts in response to TCFD-related analyses is overseen by the Board and the Audit Committee, led by the Sustainability & Enterprise Risk Management team and managed by several parts of our organization.



Aligning Remuneration With ESG

To build a culture of accountability, we must act with integrity, honoring our commitments and working responsibility into everything we do. Included in this is our dedication to delivering on Our Imprint 2025 goals for our people and our planet.

Our CEO's 2021 performance goals include ESG oversight, with several Leadership Team members responsible for achieving different aspects of Our Imprint 2025 goals, including our Chief Supply Chain Officer, Chief Legal & Government Affairs Officer and Chief People & Diversity Officer, together with their functional teams.

Our Imprint performance is reinforced by our WCSC, which helps drive efficiencies and reduce losses in areas like health and safety, and environmental sustainability.

Each brewery that is involved in WCSC is accountable for delivering improvements against the following metrics:

- Energy Usage Ratio (MJ/hl)
- Water Usage Ratio (hl/hl)
- Total Incident Rate (TIR)

Governance

Managing Enterprise Risks

Enterprise risk management (ERM) is the culture, capabilities and processes used by Molson Coors to mitigate risks, and create and preserve value.

INTEGRATED APPROACH

We manage enterprise risk within Molson Coors through a structured framework that guides assessments of our exposure to risks. The assessment process is overseen by the Vice President of Legal Operations, who consolidates ERM evaluations from individuals responsible for risk management oversight at executive and regional levels. An analysis using the ERM process is performed every six months to identify emerging risks for which we can develop mitigation plans, with the results reported to our Leadership Team, our Audit Committee and our Board of Directors.

ASSESSING AND ANALYZING RISK

Molson Coors uses a combination of interviews, benchmarking and external analysis to conduct initial qualitative assessments. Risk interactions are evaluated for the highest risks, and assessments are refined with the CEO, Chief Financial Officer (CFO) and Chief Legal & Government Affairs Officer (CLO). Our ERM system, which is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk Management – Integrating with Strategy and Performance framework, drives a collaborative and holistic approach involving ERM, strategy, business continuity and internal audit.

Molson Coors has established scales for rating enterprise risks in terms of impact, likelihood, velocity and control:

- **Impact:** the extent to which a risk event might affect the enterprise
- **Likelihood:** the prospect that a given risk will occur
- **Velocity:** the speed at which the risk could deteriorate
- **Control:** the degree of control the organization has over the risk occurring

Risks are ranked according to their combined scores for likelihood and impact, and categorized as Tier 1, Tier 2, Tier 3 and Watch List. Those in the "Very High" risk levels are designated as Tier 1 risks, meaning they will be reported and monitored by the Leadership Team, Audit Committee and Board of Directors. Risks on the Watch List are either new, trending higher than previous reporting periods or have increased uncertainty. Each enterprise risk has one principal Leadership Team Owner, who coordinates the mitigation efforts and reports progress.

DISCLOSURES

Molson Coors discloses our various business risks on our Form 10-K. They include ESG-related risks, such as concerns over climate change, availability of quality water, the coronavirus pandemic and people- or culture-related risks.

To read more about our risks, visit our Form 10-K [here](#).



Governance

Ensuring Responsible Public Policy

Molson Coors actively engages in the political environment to inform public policymakers on issues and practices that relate to our company and industry. We also promote the responsible promotion and consumption of our products. The Governance Committee of our Board of Directors oversees corporate and political action, including committee political contributions, and receives annual reports on political giving.

In February 2021, our Board of Directors adopted an enhanced Political Contribution Policy, outlining Molson Coors' policies, procedures and philosophy regarding political contributions and activities. The updated Policy reaffirms broad criteria that drive decisions regarding political contributions by employee-funded entities, corporate contributions where allowed by law, and other lobbying and advocacy efforts. The updated Policy also reiterates that political spending will not be influenced by the political preferences of any individual director, officer or employee.

In performing these activities, Molson Coors conducts its business ethically and in compliance with applicable law. Our business rules state that only designated company employees may engage in public policy work on behalf of Molson Coors, and they must adhere to specific registration, ethics and disclosure requirements in their respective jurisdictions. In addition, our Code of Business Conduct provides guidance on political contributions for employees.

In the US, political contributions support candidates, political parties and committees at both federal and state levels, aligned to a set of giving criteria that is focused on a pro-company agenda. In 2020, our contributions to candidates for state office, state political entities and ballot initiatives totaled approximately \$371,875. We follow rigorous internal protocols, legal policies and external controls to ensure all political contributions are made and reported in strict compliance with appropriate federal, state and local laws and regulations. The amounts of contributions made to candidates or parties at state level are generally publicly available on the respective state's website as disclosures on the campaign finance reports required by that jurisdiction.

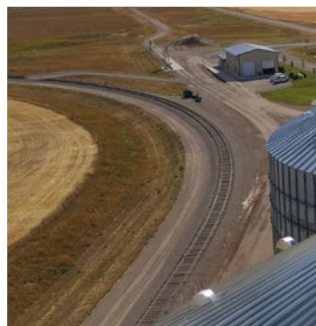
Molson Coors also operates the Molson Coors Political Action Committee (Molson Coors PAC), which made contributions to candidates totaling approximately \$63,500 in 2020, through voluntary contributions from a restricted class of eligible employees. The Molson Coors PAC is registered with the Federal Election Commission (FEC) and files monthly reports with the FEC or as otherwise prescribed by federal law. These reports are publicly available at www.fec.gov and provide an itemization of the Molson Coors PAC receipts and disbursements, including contributions to candidates, party committees and any other organizations.

Our total political donation in Canada was approximately CAD\$2,000 in 2020. For further details, please see the relevant provincial websites.

Developing a Transparent Tax Strategy

The taxes we pay as a responsible business can be a significant part of our economic contribution to the jurisdictions all over the world in which we operate. The management of our tax affairs is governed on principles aligned with our global commercial, sustainability and corporate governance practices, including a commitment to tax compliance and transparency.

We consider tax efficiencies when undertaking commercial activity, with the aim of enhancing shareholder value and meeting the expectations of our consumers and employees. We proactively manage tax risk and develop relationships with tax authorities based on transparency, cooperation and respect. Beyond the taxes we pay, we support governments and communities around the globe through the employment of our talented workforce in our businesses and across our wider value chains. We also support governments, other businesses and civil society through investment in people skills and the advancement of new technologies to manufacture and promote our products.



INDICES

GRI, SASB, TCFD



GRI Content Index

This report has been prepared in reference to the Global Reporting Initiative's (GRI) Sustainability Reporting Standards. For a detailed explanation of the indicators, visit the GRI website <https://www.globalreporting.org/standards/>.

GENERAL DISCLOSURES

INDICATOR DESCRIPTION		LOCATION AND NOTES
ORGANIZATIONAL PROFILE		
102-1	Name of the organization	Environmental, Social and Governance (ESG) Report (pg. 3)
102-2	Primary brands, products, and/or services	ESG Report (pg. 5); 2020 Annual Report on Form 10-K
102-3	Location of organization's headquarters	2020 Annual Report on Form 10-K
102-4	Number of countries where the organization operates, and countries with major operations or relevant to sustainability issues	ESG Report (pg. 5); 2020 Annual Report on Form 10-K
102-5	Nature of ownership and legal form	2020 Annual Report on Form 10-K
102-6	Markets served	2020 Annual Report on Form 10-K
102-7	Scale of the reporting organization	2020 Annual Report on Form 10-K
102-8	Employees by employment contract and gender	ESG Report (pg. 13)
102-9	Description of supply chain	Our supply chain starts in the barley and hops fields where our farmers supply our agricultural brewing ingredients. Our packaging, such as bottles and cans, also makes up a large portion of our carbon footprint, which is why we work closely with our packaging suppliers to reduce their carbon emissions. We also work with transportation suppliers to drive efficiencies in our transportation and logistics network.
102-10	Significant changes to size, structure, or ownership	2020 Annual Report on Form 10-K
102-11	Whether and how the precautionary approach or principle is addressed	ESG Report (pg. 16-30)
102-12	External initiatives	ESG Report (pg. 3)
102-13	Membership of associations	ESG Report (pg. 3); SDG Impact Report (pg. 11)
STRATEGY		
102-14	CEO statement	ESG Report (pg. 4)
ETHICS AND INTEGRITY		
102-16	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	ESG Report (pg. 43); Code of Business Conduct
GOVERNANCE		
102-18	Governance structure	ESG Report (pg. 44); Molson Coors corporate website
102-20	Executive-level responsibility for economic, environmental, and social topics	ESG Report (pg. 44); Molson Coors corporate website
102-21	Consulting stakeholders on economic, environmental, and social topics	ESG Report (pg. 8); Molson Coors corporate website
G4 - 37	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	ESG Report (pg. 46)
STAKEHOLDER ENGAGEMENT		
102-40	Stakeholder groups engaged by the organization	ESG Report (pg. 8); Molson Coors corporate website
102-41	Percentage of employees covered by collective bargaining agreements	ESG Report (pg. 38)
102-42	How stakeholders are identified and selected	ESG Report (pg. 8); Molson Coors corporate website
102-43	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	ESG Report (pg. 8); Molson Coors corporate website
102-44	Key concerns raised through stakeholder engagement, and how the organization responded	Molson Coors corporate website

INDICATOR DESCRIPTION		LOCATION AND NOTES
REPORTING PRACTICE		
102-45	Entities included in consolidated financial statements and if any are not in report	ESG Report (pg. 3); 2018 Annual Report on Form 10-K
102-47	Material aspects identified	Molson Coors corporate website
102-48	Effect of restatements	n/a
102-49	Significant changes from previous reporting period	Our Imprint Report (pg. 2); ESG Report (pg. 3)
REPORT PROFILE		
102-50	Reporting period	ESG Report (pg. 3)
102-51	Most recent report	ESG Report (pg. 3)
102-52	Reporting cycle	ESG Report (pg. 3)
102-53	Contact for sustainability report	For questions and comments, please email corporate.responsibility@molsoncoors.com
102-54	Claims for reporting in accordance with the GRI Standards	ESG Report (pg. 3)
102-55	GRI Content Index	ESG Report (pg. 48); Molson Coors corporate website
102-56	External assurance	Independent assurance of environmental, health and safety performance data

MATERIAL TOPICS

INDICATOR DESCRIPTION		LOCATION AND NOTES
ECONOMIC		
Economic Performance		
201-1	Direct economic value generated and distributed	2020 Annual Report on Form 10-K
201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	2018 CDP submission
ANTI-CORRUPTION		
205-2	Communication and training on anti-corruption policies and procedures	ESG Report (pg. 43)
ENVIRONMENTAL		
Energy		
302-1	Energy consumption within the organization	ESG Report (pg. 24)
302-3	Energy intensity	ESG Report (pg. 24)
302-4	Reduction of energy consumption	ESG Report (pg. 24)
Water		
303-1	Total water withdrawal by source	ESG Report (pg. 18)
Emissions		
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	ESG Report (pg. 25)
305-2	Energy indirect GHG emissions (Scope 2)	ESG Report (pg. 25)
305-3	Other indirect GHG emissions (Scope 3)	ESG Report (pg. 25)
305-4	GHG emissions intensity	ESG Report (pg. 25)
305-5	Reduction of GHG emissions	ESG Report (pg. 25)
Effluents and Waste		
306-2	Total weight of waste by type and disposal method	ESG Report (pg. 29)
Environmental Compliance		
307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Our definition of a violation, i.e., a violation occurs when an authorized body (e.g., a governmental body, independent commercial or non-commercial regulator) determines that a law, regulation, code, etc., related to environmental or ecological issues has been breached and the fine or penalty is over \$10,000. In 2020, we received one fine exceeding \$10,000 related to a 2019 technical breach of the US Accidental Release Prevention program requirements. Although we did not experience any Critical Environmental Incidents in 2020, the historical number of incidents in 2019 has been changed from one to two.

INDICATOR DESCRIPTION		LOCATION AND NOTES
SOCIAL		
Employment		
401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Total turnover in ESG Report (pg. 39)
Occupational Health and Safety		
403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Lost Time Rate (LTR) reported in ESG Report (pg. 41) We tragically lost six employees at the Milwaukee, Wisconsin brewery and one contractor at the Golden, Colorado brewery. The COVID-19 pandemic also caused an increase in work-related lost time illnesses, leading to an elevated Lost Time Rate.
Training and Education		
404-1	Average hours of training per year per employee by gender, and by employee category	Average training hours in ESG Report (pg. 38)
404-2	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	ESG Report (pg. 38)
Diversity and Equal Opportunity		
405-1	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	ESG Report (pg. 13)
Local Communities		
413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	100% of our large breweries and offices implemented local community engagement. ESG Report (pg. 36).
Public Policy		
415-1	Total value of political contributions by country	ESG Report (pg. 46)
Customer Health and Safety		
416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	All of our products address alcohol responsibility and drunk driving issues with audiences above the legal drinking age. More information can be found in our ESG Report (pg. 31–35).
Product and Service Labeling		
417-1	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant products and service categories subject to such information requirements	Our Imprint Report (pg. 32)

Communication on Progress

UN GLOBAL COMPACT

The UN Global Compact (UNGC) and CEO Water Mandate are consistent with our global commitment to sustainability. We continue to support the Ten Principles of the UNGC and the six core elements of the CEO Water Mandate, and are committed to making them part of our corporate strategy, culture and day-to-day operations.

The table below indicates where descriptions of the practical actions we have taken to implement the UNGC and CEO Water Mandate can be found in our public reporting.

INDICATOR DESCRIPTION		LOCATION AND NOTES
UN GLOBAL COMPACT		
Issue Area	Principle	Further Information
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	ESG Report (pg. 41); Employment Principles ; UK Modern Slavery Act Statement
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses	
	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	
Labor	Principle 4: The elimination of all forms of forced and compulsory labor	ESG Report (pg. 41); Employment Principles ; UK Modern Slavery Act Statement
	Principle 5: The effective abolition of child labor	
	Principle 6: The elimination of discrimination in respect of employment and occupation	
	Principle 7: Businesses should support a precautionary approach to environmental challenges	
Environment	Principle 8: Undertake initiatives to promote greater environmental responsibility	ESG Report (pg. 16–29); Environment, Health and Safety Policy ; Agricultural Brewing Ingredients Policy ; Packaging Policy
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	ESG Report (pg. 43); Code of Business Conduct
CEO WATER MANDATE		
Commitments	Further Information	
Direct Operations	ESG Report (pg. 17); SDG Impact Report (pg. 7)	
Supply Chain and Watershed Management	ESG Report (pg. 19); SDG Impact Report (pg. 7)	
Collective Action	ESG Report (pg. 19); SDG Impact Report (pg. 7)	
Community Engagement	SDG Impact Report (pg. 7)	
Public Policy	ESG Report (pg. 46); SDG Impact Report (pg. 7)	
Transparency	Our ESG Report discusses our water stewardship targets, practices and current performance. Our water data is <u>assured</u> according to ISAE 3000 by a third party, Corporate Citizenship. We report on water and climate risk in our 2020 Annual Report on Form 10-K .	

SASB Disclosures 2021

ACCOUNTING METRIC	UNIT OF MEASURE	LOCATION
ENERGY MANAGEMENT		
Total energy consumed, percentage grid electricity, percentage renewable	Gigajoules (GJ), Percentage (%)	ESG Report (pg. 24)
WATER MANAGEMENT		
(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Cubic meters (m ³), Percentage (%)	ESG Report (pg. 18)
Discussion of water management risks and description of management strategies and practices to mitigate those risks	n/a	ESG Report (pg. 17–21)
RESPONSIBLE DRINKING & MARKETING		
Number of advertising impressions, percentage made on individuals above the legal drinking age	Number, Percentage (%)	ESG Report (pg. 31)
Notices of violations received for non-conformance with industry and regulatory marketing and/or labeling codes	Number	ESG Report (pg. 31)
Amount of legal and regulatory fines and settlements associated with labeling and/or marketing practices	US dollars (\$)	ESG Report (pg. 31)
Description of efforts to promote responsible consumption of alcohol	n/a	ESG Report (pg. 31–35)
PACKAGING LIFECYCLE MANAGEMENT		
(1) Total weight of packaging, (2) percentage made from recycled or renewable materials and (3) percentage that is recyclable or compostable	Metric tons (t), Percentage (%)	ESG Report (pg. 27)
Description of strategies to reduce the environmental impact of packaging throughout its lifecycle	n/a	ESG Report (pg. 26–27)
ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAINS		
Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	Percentage (%) by spend	ESG Report (pg. 18)
Suppliers' social and environmental responsibility audit conformance: (1) major non-conformance rate and associated corrective action rate and (2) minor non-conformance rate and associated corrective action rate	Rate	ESG Report (pg. 42)
List of priority beverage ingredients and discussion of sourcing risks due to environmental and social considerations	n/a	ESG Report (pg. 42)

TCFD Disclosures 2021

TOPIC AND DISCLOSURE	LOCATION
GOVERNANCE:	
A. Describe the board's oversight of climate-related risks and opportunities.	ESG Report (pg. 44)
B. Describe management's role in assessing and managing risks and opportunities.	ESG Report (pg. 44)
STRATEGY:	
A. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	CDP Report – Risks and Opportunities
B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	CDP Report – Risks and Opportunities
C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP Report – Risks and Opportunities
RISK MANAGEMENT	
A. Describe the organization's processes for identifying and assessing climate-related risks.	ESG Report – Enterprise Risk Management section (pg. 45)
B. Describe the organization's processes for managing climate-related risks.	ESG Report – Enterprise Risk Management section (pg. 45); CDP Report
C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	ESG Report – Enterprise Risk Management section (pg. 45); CDP Report
METRICS AND TARGETS	
A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	ESG Report (pg. 23-25, pg. 44)
B. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	ESG Report (pg. 25)
C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	ESG Report (pg. 9-15)



This report contains "forward-looking statements" within the meaning of the US federal securities laws. Generally, the words "believe," "expect," "intend," "anticipate," "project," "working," "striving," "will," "aim" and similar expressions identify forward-looking statements, which generally are not historic in nature. Forward-looking statements include those relating to the company's investments in socioeconomic programs; water management and other environmental efforts; reuse and recycling measures; and sourcing of raw materials. Although the company believes that the assumptions upon which its forward-looking statements are based are reasonable, it can give no assurance that these assumptions will prove to be correct. Important factors that could cause actual results to differ materially from the company's present projections and expectations are disclosed in the company's filings with the Securities and Exchange Commission ("SEC"). These factors include, among others, the impact of the coronavirus pandemic, the health of the beer and beverage industry and our brands in our markets; economic conditions in our markets; stock market and commodities performance; crop yields; consumer demand; global economic conditions; changes in laws and regulations; development of new technology; cost and availability of resources, raw materials, commodities and packaging materials; force majeure events; or the loss or closure of a major brewery or other key facility; changes in our supply chain system; our ability to implement our strategic initiatives; success of our joint ventures; risks relating to operations in developing and emerging markets; the impact of climate change and the availability and quality of water; the ability to attract, hire and retain qualified personnel; future financial and operating performance within and related to the industry; our ability to maintain brand image, reputation and product quality; and other risks discussed in our filings with the SEC. All forward-looking statements in this report are expressly qualified by such cautionary statements and by reference to the underlying assumptions. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake to update forward-looking statements, whether as a result of new information, future events or otherwise.