

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2022

OUR IMPRINT.  
People & Planet.



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# About this Report

We're proud to present this 2022 Environmental, Social and Governance (ESG) Report, which summarizes progress through 2021 against Our Imprint goals and our People & Planet commitments.

This report covers global Molson Coors Beverage Company's (Molson Coors) activities and performance across our Americas, and Europe, Middle East, & Africa and Asia-Pacific (EMEA&APAC) business units for the fiscal year January 1 to December 31, 2021. It explains the steps we're taking to implement our strategy, deliver on our goals and do business responsibly.

We have aligned with the requirements of several internationally recognized standards. These include the Task Force on Climate-Related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and Communication on Progress. Disclosures against each of these standards can be found in the [Appendix](#). We also annually report our efforts to support the UN Sustainable Development Goals (SDGs), which can also be found in the [Appendix](#).

Data related to water, energy and carbon, waste, health and safety, and environmental compliance metrics have been assured by Corporate Citizenship in accordance with ISAE 3000. Please see the [Assurance Statement](#) for details.

### CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

*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, but are not limited to, 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, 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, except as required by applicable law.*

# The Urgency of Our Imprint

If 2020 was a time of reckoning – where our understanding of the world was upended amid an unthinkable pandemic, social and political upheaval, and environmental devastation – 2021 was a period of recalibration.



At Molson Coors, it's meant making good on commitments we set out last year, when we put a renewed focus on our two critical ESG pillars: People & Planet.

As a company, we believe we must be good stewards of both. It makes us more resilient and competitive in the consumer marketplace, as well as in the labor market. We aim to lead by example, which is why, five years ago, we laid out ambitious sustainability goals for 2025, and in 2020 we added DEI goals to be achieved by 2023.

## PEOPLE

We continue to support communities in our hometowns and beyond. Our *Project Justice* initiative supports dozens of black, indigenous and people of color (BIPOC) organizations dedicated to social justice. Our scholarship programs in the US and Canada encourage diversity in brewing. Our investment in TRU Colors Brewery is helping stem gang violence through economic opportunity.

Throughout 2021, Miller Lite, Vizzy and Three Fold led efforts to be allies to the LGBTQ+ community, while Molson Coors again earned a perfect 100 score on the Human Rights Campaign's Corporate Equality Index. In Canada, we introduced gender-affirming treatment as part of our healthcare coverage, and in the UK, Carling teamed up with the Campaign Against Living Miserably to launch *More Than A Game* – a program that helps to tackle everyday mental health struggles through the power of grassroots football.

Internally, we're working to increase representation of people of color in our US operations and women globally. We encourage our colleagues to build their understanding of other cultural points of view through regular events and an innovative program called the *Empathy Experience*.

## PLANET

Without earth's natural resources we can't create our beverages, so we continue to invest in sustainability measures that make us better guardians of the environment.

Most notably, in early 2022, we pledged to eliminate plastic six-pack rings in North America by 2025. The drive is being led by Coors Light, which has already set plans in motion to introduce recyclable cardboard packaging.

In Canada, Coors Seltzer is doubling its water restoration efforts. In the US, Coors Banquet's work with the Wildland Firefighter Foundation has added significance in an era of increased and more ferocious fires. And last year, our UK operations became fully powered by renewable electricity.

We continue to invest in our facilities across the globe. No example is more emblematic of this than the colossal overhaul of our brewery in Golden, CO, which will significantly improve its efficiency once completed in 2024.

As we work to achieve these goals, our ethical standards regarding alcohol responsibility and governance guide how we do business.

I'm immensely proud of the progress we've made. At every level of the business, our employees live our values and are making the world a better place. Still, there is more to be done. And we'll never stop working to be a champion of people and planet.

**Gavin Hattersley**  
President and CEO  
Molson Coors Beverage Company



# About Molson Coors Beverage Company

We're building a legacy with iconic brands that have long been loved, and new innovations that bring something different to consumers. We're investing in innovation to deliver more choices to consumers and investing in our people and business to support long-term, sustainable success.

**16,000+**  
employees

**130+**  
brands

**~100**  
countries where our products are sold

**40**  
beverage production facilities

**80+ million hl**  
brand volume sold

**\$10.3 billion**  
net sales



**KEY**

- Regional HQ
- Large Breweries\*

\* Large breweries: Albany, Fort Worth, Golden, Milwaukee, Shenandoah, Trenton (United States), Fraser Valley, Moncton, Montreal, St. John's, Toronto (Canada), Burton, Tadcaster (UK), Apatin (Serbia), Borsodi (Hungary), Haskovo (Bulgaria), Ostravar, Staropramen (Czech Republic), Ploiești (Romania), Trebjesa (Montenegro) and Zagreb (Croatia). We also have small breweries in the US, Canada, UK, Bulgaria, Croatia, Czech Republic, Ireland, Italy and Spain.

# Living Our Values

Our five core values create a common language for how people at Molson Coors operate together to realize our purpose of **Uniting People to Celebrate All Life's Moments** and our ambition to become the **First Choice for Our People, Our Consumers and Our Customers.**

Our values encourage us to put people first – supporting everyone to feel passionate and valued so they can build meaningful careers with us. They enable the culture we want to create: where we bring creativity into our decision-making and where mistakes are okay as long as we learn from them; where people stand behind the work they do and take every day as a new opportunity to learn and grow; and where, together, we recognize achievements – whether large or small, personal or professional.



## 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're 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're always looking for ways to improve and to help one another grow.



## Celebrate Together

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








# Our Strategy and Our Imprint Goals

Our Imprint goals guide our efforts to advance social justice, drive global attitudes toward alcohol responsibility and minimize the impact we have on the planet.



## Goals & Progress

People	Planet			Alcohol Responsibility
 <b>DIVERSITY, EQUITY AND INCLUSION (DEI)</b>	 <b>WATER</b>	 <b>CLIMATE</b>	 <b>PACKAGING</b>	 <b>OUR ALCOHOL RESPONSIBILITY COMMITMENT</b>
<p><b>Making DEI part of everything we do – from how we work together to how we grow our company.</b></p> <p><b>By 2023:</b></p> <p><b>Increase people of color workforce representation in the US by 25%</b></p> <ul style="list-style-type: none"> <li>• Baseline: 26.3% (2020)</li> <li>• 2021: 28.4%</li> </ul> <p><b>Improve women workforce representation globally</b></p> <ul style="list-style-type: none"> <li>• Baseline: 26.1% (2020)</li> <li>• 2021: 26.7%</li> </ul> <p><b>Achieve \$1 billion spend with diverse suppliers in the Americas between 2021 and 2023</b></p> <ul style="list-style-type: none"> <li>• 2021: \$360.3 million</li> </ul>	<p><b>Protecting precious water resources by doing more with less.</b></p> <p><b>By 2025:</b></p> <p><b>Make our products with 22% less water (hl/hl) in our large breweries*</b></p> <ul style="list-style-type: none"> <li>• Baseline: 3.58 hl/hl water-to-product ratio (2016)</li> <li>• 2021: 3.38 hl/hl (5.59% reduction since 2016)</li> </ul> <p><b>Improve water availability in our water-stressed brewery watersheds and restore 3.5 billion gallons of water 2014–2025</b></p> <ul style="list-style-type: none"> <li>• 2021: 205 million gallons for a total of 2.8 billion gallons restored since 2014</li> </ul> <p><b>Grow our barley with 10% less water</b></p> <ul style="list-style-type: none"> <li>• Baseline: 485 m<sup>3</sup> water/mt barley produced (2016)</li> <li>• 2021: 555 m<sup>3</sup> water/mt barley produced (watering requirements increased due to prolonged droughts)</li> </ul>	<p><b>Leaving a smaller carbon footprint at every step of the value chain.</b></p> <p><b>By 2025:</b></p> <p><b>Reduce carbon emissions by 50% in our direct operations (Scope 1 and 2)**</b></p> <ul style="list-style-type: none"> <li>• Baseline: 1,345,653 tCO<sub>2</sub>e (2016)</li> <li>• 2021: 27.9% reduction since 2016</li> </ul> <p><b>Decrease carbon emissions by 20% across our value chain (Scope 1, 2 and 3)</b></p> <ul style="list-style-type: none"> <li>• Baseline: 6,804,957 tCO<sub>2</sub>e (2016)</li> <li>• 2021: 27.5% reduction since 2016</li> </ul>	<p><b>Reducing packaging and innovating for a more circular economy.</b></p> <p><b>By 2025:</b></p> <p><b>100% reusable, recyclable or compostable packaging, and at least 30% recycled content in consumer-facing plastic packaging</b></p> <ul style="list-style-type: none"> <li>• 2021: 99.5% of our packaging was reusable, recyclable or compostable</li> <li>• 2021: Only 4.4% of our packaging is plastic and 15.2% of our consumer-facing plastic packaging contained at least 30% recycled content</li> </ul> <p><b>Achieve zero waste to landfill status at our major brewing and manufacturing facilities***</b></p> <ul style="list-style-type: none"> <li>• 2021: 17 facilities; 0.2% waste to landfill overall</li> </ul>	<p><b>We're using our reach and influence as a global beverage company with a large brand portfolio to promote responsible drinking habits and provide consumer choice across our markets.</b></p> <hr/> <p><b>Governance</b></p> <p><b>OUR OVERSIGHT STRUCTURE</b></p> <p><b>We're further improving our robust governance structure, policies and procedures to guide our ESG efforts, to monitor our progress against our goals, and to advance our strategy beyond 2025.</b></p>

\* See list of large breweries on page 4  
 \*\* Large (see page 4) and directly managed small breweries, container plants, malting, yeast and hops plants, distribution centers and offices  
 \*\*\* Major brewing and manufacturing facilities (75 or more employees): Albany, Chippewa Falls, Fort Worth, Golden, Milwaukee, Shenandoah, Trenton, RMBC, RMMC, RMMC ends (United States), Fraser Valley, Montreal, St. John's, Toronto (Canada), Burton, Sharp's, Tadcaster (UK), Apatin (Serbia), Borsodi (Hungary), Haskovo (Bulgaria), Ostravar, Staropramen (Czech Republic), Ploiești (Romania), Trebjesa (Montenegro) and Zagreb (Croatia)



# People

**Putting People First is our most important value and we're committed to uplifting and supporting the people of Molson Coors and supporting our communities.**

We want to create an inclusive workforce that reflects the diversity of our consumers and communities. And, to do so, we must show our employees that their health, safety, wellbeing and development – both personally and professionally – matter.

In addition, we're investing in our local communities to uplift and empower those we call our neighbors, and working to help promote diversity, equity and inclusion throughout our supply chain and communities.

# Our People Imprint

Our beverages are enjoyed by people the world over. To satisfy global tastes we must nurture a diverse workforce that brings a wealth of different ideas, experiences and perspectives to the table.

By considering our activities through a lens of DEI, we look to build a business where each voice is welcomed, heard and celebrated. We look to create spaces where our people know their welfare is prioritized, and to extend this culture of care out into our communities.

## What We Did in 2021

**2.3% increase**

in **women** workforce representation globally since 2020

**8.0% increase**

in **people of color** US workforce representation since 2020

**51% increase**

in spend with diverse suppliers over 2020 (\$360.3 million spent in 2021)

**\$2.26 billion**

spent with diverse suppliers cumulatively since 2016

**\$10.5 million**

donated to organizations in our communities that support civic leadership, alcohol responsibility, economic empowerment, sustainability and social justice





# Advancing DEI at Molson Coors and Beyond

Our commitment is clear: embed DEI deep within our culture – from how we work together to how we grow our company. It’s a vision that we’re driving across our enterprise globally.

Our efforts are led by a 2021–2023 DEI Roadmap, which outlines how we aim to deliver progress across our workplaces, supply chain and local communities by strengthening our culture, and increasing our diversity.

## IN OUR WORKPLACES

Promoting DEI starts from within, which is why we’ve set workforce goals to increase representation of women enterprise-wide and people of color (POC) in the US by 2023. In the UK, we track progress toward gender parity through an annual gender pay gap report and, in 2021, we reduced our median gender pay gap from 9.37% to 4.13%.

We want to enhance diversity in the next generation of innovators too. That’s why in the US, we have a goal of at least 50% POC and 50% women representation in our *Early Talent* Program. In Canada, we have a goal of 20% BIPOC and at least 50% women representation in our 2022 *Summer Rep* Program.

## Representation of Women (Global) and US People of Color (%)

	2020	2021
<b>Women</b>		
Full-time employees	26.1	26.7
Salaried	35.9	37.2
Hourly	12.1	12.0
Sr Management and above	32.9	34.1
MC Leadership Team*	23.9	25.0
Board of Directors	14.3	21.4
<b>People of Color</b>		
Full-time employees	26.3	28.4
Salaried	21.2	22.2
Hourly	32.1	33.6
Sr Management and above	20.0	19.7
MC Leadership Team*	12.2	14.3
Board of Directors	7.1	14.3

\* Molson Coors Leadership Team: Approximately the top 100 senior leaders in the Company

To ensure everyone at Molson Coors feels equipped to champion DEI, in 2021, we launched *We All Own DEI* training across our Americas business unit and, in 2022, we plan to launch a second course, *Steps to DEI*.

In early 2021, we started the mobilization of the *Empathy Experience* program, an immersive learning experience to raise awareness for diversity, equity and inclusion. We started with the Black Experience and Women Experience in the US breweries, followed by the Asian Pacific, Latino and LGBTQ+ experiences. The program will continue in 2022 and will also be developed in Canada.

For the EMEA&APAC business unit, we work with the Employers Network for Equality & Inclusion to benchmark and track internal

practices, we hold a leadership position in *The Brewers of Europe* diversity group, we’re in the process of updating relevant policies, and we’ve introduced blind CV screening to recruitment processes. And in the UK, we also expanded our *Inclusive Leadership* training plan to incorporate DEI awareness for ~390 leaders. We also work with Black Young Professionals and Women in Engineering to attract more diverse candidates (achieved 43% external diverse hires in 2021). In Canada, we’re offering gender affirmation coverage to employees and their dependents.

## OUR EMPLOYEE RESOURCE GROUPS

At Molson Coors we believe everyone should feel safe and able to bring their true self to work and we actively support the growth of Employee Resource Groups' (ERGs) membership and chapters. During 2021, we laid the foundation for a new ERG focused on people with disabilities and their caregivers, creating space for sharing experiences and ideas. We continued to offer employees across the Americas more ways to engage virtually with ERGs – such as monthly Inclusion in Action sessions – ensuring COVID-19 restrictions didn’t impact connections. These are our ERGs in the Americas:

- AAPI (Asian American and Pacific Islanders)
- BEV (Black Employee Voices)
- BREW (Building Relationships & Empowering Women)
- Disabilities United (supporting people with disabilities)
- EMERGE (bridging gaps between generations)
- LAGER (creating a safe and supporting space for LGBTQ+ employees and allies)
- MCVG (Molson Coors Veterans Group)
- Modern Family (supporting employees in their roles as parents, caregivers or family members)
- NAC (Native American Council)
- ¡SALUD! (Supporting All Latinos in Unity & Development)
- Silent (supporting people with hearing loss)
- weCAN (diversity and inclusion allyship group based in Canada)



**“I was inspired by Molson Coors’ diversity, equity and inclusion objectives and I wanted to support in my own way. I also wanted to help myself and other people in minority groups like me find a sense of community. As a new immigrant to Canada, it is also another way to contribute to building my new home.”**

**Aurora Monyei**  
Marketing Manager  
Member of weCAN

**CASE STUDY**

**FOSTERING AN INCLUSIVE CULTURE**

Achieving our goals will be a joint effort and one we encourage everyone at Molson Coors to contribute to. In 2021, we expanded our existing *Week of Inclusion* into a *Month of Inclusion* to drive awareness and engagement. Each Wednesday throughout October, employees were invited to join sessions on the power of inclusivity and how they can support our DEI strategy.

Interactive sessions and panels offered opportunities for exploring topics, including accountability and microaggressions, acknowledging your mistakes and moving on and addressing unconscious biases. So everyone at Molson Coors could benefit from the resources, we produced a series of videos that manufacturing employees could watch during breaks and pre-shift meetings.

**“Over the past two years we have taken steps forward to strengthen and improve our culture, and this month is a defining time for us all to learn how we can continue to raise awareness of diversity, equity and inclusion. It’s also a great time for you to look inwards and reflect on how you can be a better ally, teammate and friend.”**

**Steven Brown**  
Vice President of Diversity,  
Equity and Inclusion

**“It’s nice to have multiple avenues within the Milwaukee Brewery to tap into the DEI information when I have time throughout the day. Having the recordings available was a great idea as people stop by and check out the material when they have time. Also, it gives the newer people a real sense of what type of strong culture we’re trying to build.”**

**Willie McClain**  
Brewery Worker, Milwaukee Brewery

**“We all bring different experiences and understanding to what we do, but radio personality Charlamagne tha God said it best that it’s our shared responsibility to try and help others see our similarities while respecting and embracing our differences.”**

**Lance Edwards**  
Senior Distributor Sales Executive

**“The conversation about microaggressions is worth having and should be continued. No matter how awkward or tough you may perceive the conversation to be, it’s necessary. Doing nothing is not an option.”**

**Stephanie Banks**  
Finance Manager

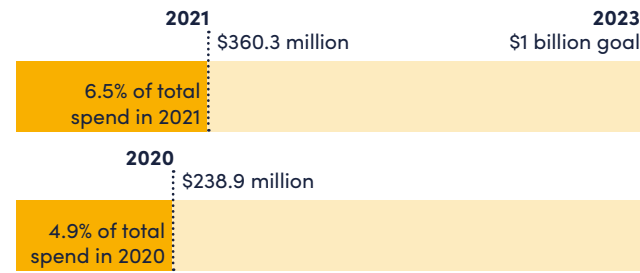


**IN OUR SUPPLY CHAIN**

We believe diverse supply chains are as important as an inclusive workforce. Molson Coors is dedicated to working with suppliers who are as diverse as our consumers, providing enterprises owned by people of color, women, LGBTQ+, veterans/service-disabled people and people with disabilities an opportunity to compete. Our total spend with diverse businesses is formally incorporated into quarterly procurement scorecards and is overseen by leadership. In 2021, we spent more than \$360 million with diverse suppliers, and over \$2.26 billion cumulatively since 2016.

Moving forward, we look to continue expanding our supplier diversity program outside the US, with plans underway to cover Canada.

**Spend with Diverse Business Enterprises in Americas**



**IN OUR COMMUNITIES**

Molson Coors supports the communities where its people live and work. In 2021, we supported numerous organizations in initiatives to promote alcohol responsibility, champion diversity, equity and inclusion, and increase sustainability in our hometown communities, with more than \$10.5 million in investments.

When we launched our *Project Justice* program in 2020, we committed to donating \$1.5 million during the year to social change nonprofits. The goal: to build a better, more equitable future while enabling action against the effects of systemic racism and discrimination. We pledged an additional \$1.5 million throughout 2021 to 33 North American organizations dedicated to empowerment, equity, community building and justice.

We're focused on supporting organizations that work with communities across the BIPOC population, particularly as hate crimes against Asian-Americans have risen and the COVID-19 pandemic continues to disproportionately affect Black and Latino communities.

In 2021, Molson Coors initiated a *Project Justice* partnership with The Lonely Entrepreneur to give 200 Black entrepreneurs access to the *Black Entrepreneur Initiative*. Through the initiative, we're making The Lonely Entrepreneur Learning Community available to those working with select organizations across Chicago, Denver and Milwaukee. The Community offers Black business owners access to hundreds of educational resources. It also connects participants to funding and vendors, and a network of 18,000 small business owners to engage with and learn from.

**CASE STUDY**

**A BEER FOR A BETTER WORLD**

Founded in 2019, the TRU Colors Brewery is committed to combatting gang violence through economic opportunity. Today, TRU Colors employs more than 70 active gang members from different groups.

The first beer from TRU Colors, TRULight, is now available in nearly 800 locations across North Carolina. As a minority stakeholder in the brewery, Molson Coors has supported distribution by offering access to our distribution network, giving TRU Colors a better chance to succeed and make an impact.



**CASE STUDY**

**ALLIES FOR THE LGBTQ+ COMMUNITY**

We're dedicated allies to the LGBTQ+ community and, throughout 2021, took various steps to translate our passion into action. In May, our Vizzy Hard Seltzer brand teamed up with drag star Priyanka to create the #Vizybility Project – a campaign to support Canada's LGBTQ+ art community. Through it, Vizzy awarded four artists grants valued at \$35,000, which included cash support, weekly one-on-one mentorship with Queen Priyanka, paid media amplification, educational support, and more.

To celebrate Pride Month in the US, the brand launched limited-edition packaging for its papaya passionfruit hard seltzer. Created in partnership with the Human Rights Campaign, the colorful packaging sported an important message to "Love Your Identity, Live Past Labels." The brand also established the [Vizzy Live Proudly Registry](#) – a digital registry for trans and non-binary people that allows them to curate gift lists of items from trans- and queer-owned businesses.

Beyond Vizzy, Miller Lite has supported the Equality Federation with a donation of \$250,000 to help create *Open & Proud* – an initiative to make bars safer, more inclusive environments for LGBTQ+ individuals. Through the collaboration, we will develop and distribute training materials to more than 55,000 US establishments that sell Miller Lite. We will also host town hall events in bars, offering members of the LGBTQ+ community an opportunity to share their experiences and ideas for making bars more inclusive spaces.

Three Fold, our first hard seltzer brand in the UK, launched with the lively campaign *Flow Your Own Way*, aimed at adults who don't want to be categorized but "flow their own way."

Miller Lite partnered with historian Eric Cervini for the release of the book *Beers and Queer History*, a brief history of how bars have played a crucial role in empowering the LGBTQ+ community to live authentically and freely.



**Diversity in the Brewery Community**

According to the Brewers' Association, just 7.5% of craft brewers are women. During 2021, three US Molson Coors craft breweries stepped up to support the Pink Boots Society, an organization established to inspire women and non-binary individuals to advance careers in the brewing industry. Each brewery created special International Women's Day beers using a Pink Boots hops blend developed for the occasion.

As well as making space for diverse players already in the industry, we seek to support emerging and future talent. In 2021, Molson Coors – and more specifically our Canadian craft beer arm Six Pints Collective – awarded nine BIPOC and female students financial support of \$2,500 to put toward their studies. Delivered through the Molson Coors BIPOC Brewing Award and the Six Pints Women in Brewing Award, the opportunity was available to students enrolled in one of three brewing programs:

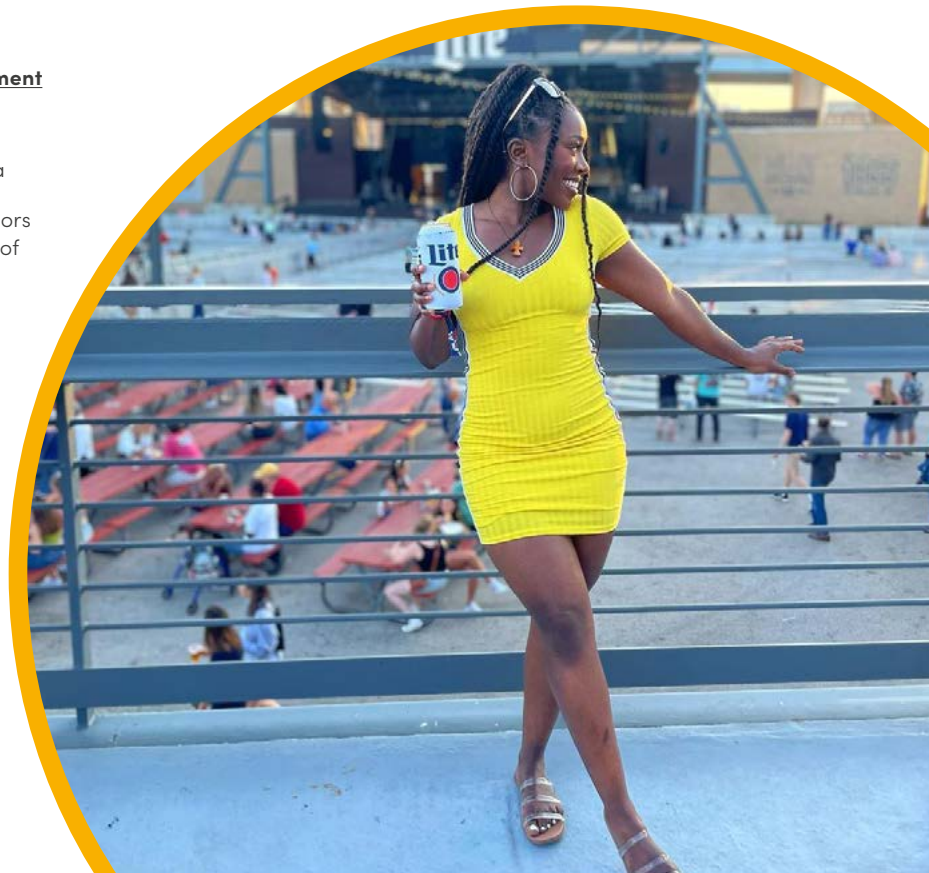
- **Graduate Certificate in Brewing Science**  
Bishop's University, Quebec
- **Brewmaster and Brewery Operations Management**  
Niagara College, Ontario
- **Brewing and Brewery Operations**  
Kwantlen Polytechnic University, British Columbia

Tenth and Blake, the US craft division of Molson Coors Beverage Company, partnered with the University of Wisconsin–Madison and Texas A&M University (through Jacob Leinenkugel Brewing Company and Revolver Brewing, respectively) to provide scholarships for students who identify as Latino, Black/African American, American Indian, Asian, Pacific Islander and/or LGBTQ+, and who want to pursue a career in the fermentation and brewing sciences. Molson Coors donated \$50,000 to endow the scholarships at each university.

**Ensuring Access to Higher Education**

Also in 2021, Miller Lite partnered with the Hispanic Association of Colleges and Universities (HACU) to award 63 scholarships to undergraduate students enrolled at HACU-member institutions. 55 scholarships of \$2,500 were awarded across California, Colorado, Florida, Illinois, New York, Texas, Wisconsin and Puerto Rico, while eight worth \$5,000 were awarded in Houston, Texas. Additionally, 72 scholarships were offered to students to attend HACU's ¡Adelante! Leadership Institute.

As a founding partner of the Thurgood Marshall College Fund (TMCf), we continue to sponsor students through TMCf's scholarship program and to provide work experience and employment opportunities through its talent-sourcing program in the US. To fund leadership development and education programs, we've pledged a donation of \$1 million to TMCf over the next three years (2022–2024).



# Developing Our People

Learn Every Day is one of our core values. It's about having a growth mindset – taking each challenge as an opportunity to develop. And it's about being there for each other, supporting colleagues and employees to reach their full potential through ongoing talent development.



## Enabling Personal Growth

When our people grow, our company does too. Our aim is to help employees unlock their potential so they can thrive in the job they have while realizing new and exciting possibilities. Our *Talent Planning* experience – launched in early 2021 – helps identify personal growth opportunities, based on employee ambitions as well as their needs and those of Molson Coors. One-to-one manager meetings and Personal Development Plans support this process and enable continuous learning.

During 2021, we also expanded career and development discussions to employees in the Professional pay grade level, ensuring all salaried employees that want to explore their next steps have the support to do so. Resources such as our First Choice Learning Center and training programs, along with experiential learning, enable employees to build skills and learn from others.

In 2020 and into 2021, we prioritized helping leaders and managers advance their management skills. One of our flagship programs, *Living Leadership*, trains team leaders in the importance of authenticity and how to build a strong growth mindset. During 2021, 659 leaders globally completed the *Living Leadership* program. 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

Two other programs that continued in 2021 were *PACE*, a program focused on accelerating the potential of women at Molson Coors, and *TAP2LEAD*, a program focused on developing diverse employees. The first one includes leadership training and work leading projects that address areas of opportunity within our business. The second one includes a combination of virtual and in-person sessions to build knowledge, connections and skills.

## What We Did in 2021

### GLOBAL LEARNING AND DEVELOPMENT

**333,148 learning hours** logged (22.1 hours per full-time employee on average)

**185,563** hours on supply chain and commercial topics

**36,313** hours on onboarding new employees

**35,314** hours on leadership development programs

**1,356** instructor-led sessions delivered

**13,632** attendees (instructor-led and virtual sessions)

## Performance and Progress

We want to create a high-performance culture where everyone can thrive. Employees set personal goals that align with our company priorities, define their responsibilities and create purpose in helping themselves, their teams and the company succeed. Regular one-to-one meetings between employees and managers support progress, clarify expectations and create personal connections. Performance is evaluated at year-end, against the goals (the "What") and Molson Coors' cultural values (the "How") – with equal weighting afforded to each factor. Employees are recognized and rewarded for successful performance.

## CASE STUDY

### RESOURCES TO DEVELOP PEOPLE

During 2021, we advanced several initiatives across EMEA&APAC to develop talent throughout Molson Coors. A new offering, *Quest*, will deliver three six-month programs to manager-level employees, aimed at increasing authenticity, learning agility and capabilities related to managing complex situations. Developed in 2021, it will launch in 2022. Alongside this, we continued to run our *Accelerated Leadership Development Program*, offering 18 senior leaders immersive development experiences that prepared them for roles on leadership teams.

We're now launching a mentoring platform that will allow interested employees to search for internal mentors to support them in a range of personal development and business understanding areas. And, beyond EMEA&APAC, throughout the year, we expanded our executive coaching offering by 60%, with plans to provide external executive coaching to select employees and support their career progression.



# Engaging Our Employees

Our goal is to build positive experiences by Putting People First. Engaging our employees is part of how we can achieve this, drawing on their opinions to continue developing inclusive, nurturing workplaces where each win – little or big – is Celebrated Together.



## Understanding What Matters

To grow as a business, we must monitor what does and doesn't work. Our continuous listening model gathers feedback on how employees are feeling and what they're thinking. This way, we can proactively address issues and harness opportunities that benefit our people and our business. Quarterly Employee Experience surveys in the Americas and bi-annual EMEA&APAC surveys collect insights on our culture, values, DEI efforts, leadership and more.

Across the Americas, we measure progress to strengthen company culture in several ways. In 2021, our primary metric was employee experience improvement, aiming to achieve an average score of +10 across the four Employee Experience surveys. In a year of ongoing challenges, we fell short on our goal – something we responded to with improvements including:

- Introducing a new *Talent Planning* program
- Posting open roles internally for employee visibility
- Changing college degree requirements for most roles
- Introducing trainings around DEI, reporting concerns, effective communication and actioning our values
- Investing in incremental supply chain roles to reduce strain on teams

### YOU SAID, WE DID...

Our surveys let us know how employees feel about Molson Coors. To show people their voices matter, we publish a *You Said, We Did...* document in EMEA&APAC.

For example, following the Autumn 2021 survey, we received an 87% favorable response rate for “confidence in the business.” While an excellent result, we are constantly looking for ways to improve. After each survey we dive into more detailed feedback with teams across our business to identify where we can be better. We then share a *You Said, We Did* update with our people, highlighting where we have made changes in response to employee feedback and areas we’re continuing to work on.

## Employee Experience

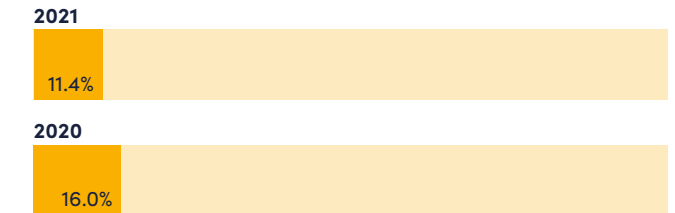
	2020		2021	
	Americas	EMEA&APAC	Americas	EMEA&APAC
Survey participation rate	54%	82%	55%	83%
Based on my employee experience, Molson Coors is an employer I would recommend to my friends*	+6	+38	-1	+31

\* 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.

In the Americas, we performed 180° assessments, focused on commercial capabilities. We also introduced new measures to maintain and enhance the effectiveness of our management team, including a 360° questionnaire to gather feedback on leaders' strengths and areas for improvement. We also launched divisional *Living Leadership* programs.

One sign that we're creating a welcoming, supportive and inclusive company that employees enjoy is an increased retention rate year-on-year. We're proud to have reduced our turnover rate by 4.6 percentage points versus 2020.

### Employee turnover rate



### CULTIVATING A GREAT PLACE TO WORK

We're continuously looking to improve employee experiences. While this ambition is not externally driven, we're proud to receive recognition as a great place to work.



**Top Employer (UK)**  
(Achieved 9 times)  
Top Employers Institute



**Gold – Achieving Excellence (UK)**  
(Achieved twice)  
Workplace Wellbeing Index Mind



**Best Place to Work (US)**  
(18th consecutive award)  
Human Rights Campaign's  
Corporate Equality Index

## Engaging people in giving back

We know our people care about their communities; we want to encourage them to engage more with company efforts to support local causes. To enhance participation, in the US we match employee donations – up to \$500 – through our Employee Giving and Volunteer Program when employees contribute to nonprofit organizations of their choice. And, to promote further involvement, we also provide a \$2 to one-hour volunteer match, with funds going to support local United Ways initiatives.

# Promoting Employee Wellbeing

People work best when they feel their best. The different facets of wellbeing – physical, emotional, mental, financial and social – aren’t siloed so support shouldn’t be either. We approach wellbeing holistically, with resources to help our people thrive.



## Promoting Healthy Living

Key to reaching individual potential is maintaining a healthy lifestyle, where work duties are balanced with personal responsibilities. We promote balance with benefits and programs tailored to employees’ needs.

In the Americas, our wellness program, accessible via a phone app and website platform, incentivizes healthy habits. In EMEA&APAC, to provide more comprehensive support, we’ve expanded our support to cover a wider range of women’s health topics. And, in Canada, employees now have access to telemedicine services. Available to employees and their dependents 24/7, the service provides video calls with doctors covering general medicine, specialties and topics like stress and mental health.

All business units comply with required parental leave laws. In many countries we go further, providing flexible work schedules and extended leave for new parents. In the US, we offer maternity, parental and adoption benefits.

## Prioritizing Mental Health

During 2021, expanded mental health services were provided through our employee wellbeing benefits platform, focusing on stress management, mental wellbeing reviews, mindfulness and financial fitness. Access to certified lifestyle/health coaches is also provided. A free 24/7 Employee Assistance Program (EAP) service is available, with resources for stress, isolation and anxiety – including expert video chats and on-demand mental health tools through the Sanvello mobile app.

Across our Montreal and Toronto workforce, we trialed MindBeacon, a 12-week cognitive-based therapy program. Delivered online, employees complete initial mental health screenings with follow-ups to monitor progress. Weekly assignments and digital coaching support progress. The service will be further rolled out to Milwaukee employees in 2022.

When preparing for offices to reopen, we delivered training to managers to help them support returning employees.

Guidelines were provided on optimizing work practices and maintaining value-based leadership practices as teams adapted to hybrid working environments. Orientation sessions in Chicago, Milwaukee and Toronto helped introduce newcomers to their offices.

We’ve introduced mental health support across EMEA&APAC through a confidential 24/7 EAP service, and we also have over 100 qualified Mental Health First Aiders who are available to provide support to colleagues and help to signpost to additional services. Line managers hold monthly one-to-one meetings to check in on employee wellbeing and how they can support it.



### CASE STUDY

#### A MISSION FOR MENTAL HEALTH

We offer wellbeing resources across EMEA&APAC, including quarterly newsletters in multiple languages, which cover topics like financial wellbeing, work/life balance and mental health. Our EAP provider delivers supporting webinars and maintains a designated resource website.

On World Mental Health Day 2021, we challenged EMEA&APAC employees to get active with a collective competition that recognized the connection between physical and mental wellbeing. Using the My Virtual Mission app, 407 team members swam, cycled, ran and walked the distance from Ireland to Japan and back – collectively covering 20,484 miles over 24 days. At landmark points in our virtual journey, participants received notifications about the Molson Coors brewery we’d reached, including pictures and key facts about the location and its brands.

To share the value of the challenge, upon completing it we donated to two mental health charities – CALM in the UK and Happy Minds in Romania.



# Ensuring Workplace Health & Safety

We work to create conditions that safeguard against work-related injury and promote a sense of shared ownership for safety and health.



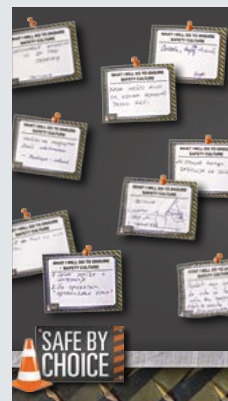
## A Culture of Safety Ownership

When it comes to workplace health and safety, we're committed to continuous improvements to reduce workplace injuries and illnesses. For 2021, we had an enterprise Lost Time Rate (LTR) of 0.71, which is less than the LTR of 0.83 in 2020. However, unfortunately, we did experience a contractor fatality at one of our facilities.

Our Environmental, Health & Safety (EHS) Commitment supports proactive identification and control of EHS risks. The Commitment is being brought to life in our World Class Supply Chain (WCSC) operating system through the EHS Pillar.

In 2021, our Fraser Valley brewery in Chilliwack, BC, was recognized, receiving the Manufacturing Safety Alliance of British Columbia's Safety Innovator Award.

We currently have eight facilities certified under OSHA's *Voluntary Protection Program (VPP)*: the Shenandoah Brewery, Rocky Mountain Metal Container and six barley elevator sites. Four of them achieved recertification over the past two years.



### SAFE BY CHOICE

Our team in Central & Eastern Europe launched a *Safe by Choice™* program focused on behavior change to promote zero tolerance for unsafe actions. The team partnered with In Your Hands, a Bulgarian organization, to host 10 sessions for leaders across eight breweries on enhancing safety mindsets and building hazard awareness.

# Safeguarding Human Rights

We foster respect for human rights, offering workspaces where employees feel valued, engaged and inspired to be the best they can be.

Our Employment Principles, which apply across all operations and entities in which we hold a majority interest, are informed by recognized international standards on human rights, including:

- Universal Declaration of Human Rights
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- UN Global Compact (UNGC)

Our Modern Slavery Statement 2021, published in accordance with the UK Modern Slavery Act 2015, sets out certain actions taken by Molson Coors and its UK subsidiary, Molson Coors Brewing Company (UK) Limited, to identify, prevent and eliminate instances of modern slavery throughout our business and supply chain. We also expect our suppliers to meet certain human rights expectations; these are set out in Our Standards for Business and Supply Partners and included in contracts.

## A Culture of Respect

One of our core values is to Put People First – we value and respect differences and believe diversity with inclusion is the key to collaboration and a winning team culture. We strive to nurture environments where people feel confident being themselves. We're designing safe and comfortable workplaces where everyone is treated with respect, differences are valued and employee actions are consistent with our standards and values.

Molson Coors stands against discrimination; or physical or verbal harassment based on race, sex, color, national or social origin, religion, age, disability, sexual orientation; gender identity or any other status protected by applicable law. All Molson Coors employees are required to comply with our Code of Business Conduct and have access to our Ethics and Compliance helpline, where any concerns, including those related to human rights, can be reported.





# Driving Positive Social Impact

We're dedicated to being a responsible corporate citizen, supporting local organizations and uplifting our neighbors. This means contributing meaningfully to causes that promote civic leadership, social justice, economic empowerment and environmental sustainability.



## CASE STUDY

### GREEN CAMPAIGN OF THE YEAR

In Croatia, where illegal landfills are a significant issue, our Ožujsko brand launched *Čuvaj, pazi ne bacaj!* (*Take care and don't throw it away!*) – a campaign to raise awareness of environmental care through proper waste management.

As well as promoting public engagement, we partnered with local environmental associations to engage over 300 people, and among them, volunteers from Molson Coors, in cleanup activities, collectively clearing over 15 tons of waste from forests, fields, rivers and seas across Croatia. As a result, the campaign was recognized as the Green Campaign of the Year at the Greencite Sustainability Festival.

To further promote shared environmental protection, Ožujsko created a second campaign in Bosnia and Herzegovina: *Take care of your country, because if you don't do it, who will?* Sharing beautiful images of national landscapes, the campaign encouraged people to take responsibility for protecting nature.

## CASE STUDY

### BEING THERE FOR FAMILIES

Globally, poverty has only been exacerbated in recent years. At Molson Coors, we want to bring a little joy to families when they need it most. During the holiday season, our teams in Canada donated to food banks in each community where we have brewing operations. In Montenegro, food vouchers were delivered to 11 families living in extreme poverty, while 148 employees donated part of their November salary to buy presents for children in foster care. Employees at our Borsodi brewery in Hungary teamed up with the Santa Claus Factory to donate gifts, spreading some Christmas cheer among disadvantaged children and families.

## CASE STUDY

### DELIVERING HEALTHCARE SUPPORT

Throughout COVID-19, healthcare systems have come under increasing pressure. In response, several of our teams have rallied to deliver support to keep medical facilities running. In Serbia, we aided a local hospital by donating a burner to heat the boiler system, as well as 10 storage lockers.

In Montenegro, we donated lab equipment to one hospital and a defibrillator to another. Employees also organized two blood donation drives. And in Hungary, 35 employees donated blood through the Hungarian Red Cross and 1,500 face masks were donated by the Bócs Brewery to the municipality of Bócs, the hospital in Miskolc and families in need, with the help of the Hungarian Food Bank.

## CASE STUDY

### DELIVERING DISASTER RELIEF

Being there for our neighbors means helping them through difficult times. Throughout 2021, we delivered timely relief following various natural disasters.

During one of history's worst wildfire seasons and the hottest summer ever recorded, Coors Banquet collaborated with band Cold War Kids and apparel company Brixton on a benefit concert to raise funds and awareness for the [Wildland Firefighter Foundation](#) (WFF). Additionally, for each Coors Banquet sold throughout November, a portion of proceeds went to the WFF, totaling \$250,000 and bringing Coors Banquet donations to the WFF to \$1.75 million since 2014.

When British Columbia was hit by flooding and mudslides, we helped fund relief efforts by the Canadian Red Cross

and the Salvation Army's Chilliwack, BC, chapter. We also supported the Canadian Red Cross Disaster Relief Fund when British Columbia faced wildfires and unprecedented heat waves in the summer of 2021. Additionally, 100,000 kilos of spent grain went to help feed displaced livestock. During the severe winter storms that hit Texas in February 2021, we delivered 100,000 cans of water that were distributed by local first responders to communities in need.

Our team responded quickly when South Moravia, Czech Republic, was hit by a tornado in June, making a donation to the local Red Cross, contributing a truckload of non-alcoholic drinks and helping prepare 1,000 portions of food. These efforts were recognized with a certificate of appreciation and a commemorative coin from the President of the Senate and the President of the Czech Red Cross during World Red Cross Day.



## Our Imprint Month 2021

September marks Our Imprint Month, a time dedicated to caring for people and planet. During the month, employees across our global operations volunteer time, resources and expertise in local community projects that matter to them.

### BULGARIA

Our team donated a sign for a renovated city park in Plovdiv, hometown of Kamenitza, and the park was named Park Kamenitza.



### CZECH REPUBLIC

In the Czech Republic, we supported the 20th anniversary of long-term partner Helpes, the country's only nonprofit to train dogs for people with disabilities to the standard required for Assistant Dog International membership.



### HUNGARY

Employees volunteered with the Hungarian Food Bank Association to tackle food waste and hunger, cooking almost 500 portions of food and helping distribute 2,500 grocery packages for people in need.

54 volunteers supported renovation of sports grounds in Bócs, including weeding, removing old fencing and installing new bins.



### MONTENEGRO

Our Montenegro team collected approximately 18,000 plastic cups at Lake Fest as part of the *Rock & Recycle* campaign.

Over 700 tree seedlings were planted on Trebjesa hill in a joint activity between 10 employees, local NGOs and Red Cross volunteers.



### ROMANIA

The Bergenbier *Refresh and Reforest* campaign took place during 2018-2020. In 2021, we celebrated the ongoing work our team does to maintain and care for the approximately 100,000 fir trees that were planted.



Around 50 employees volunteered to clean litter from around Ploiești brewery and our Bucharest headquarters.



### SERBIA

The brewery team participated in sports tournaments organized by BELhospice, working with other sponsors to raise funds to improve free palliative care services for cancer patients and their families.



Apatin Brewery invested 150,000 EUR in the project *Management of glass packaging in the Western Balkans* and provided selected local municipalities with specially designed bell-shaped containers for glass recycling. Six hundred containers were distributed to four cities in Serbia, in cooperation with partners GIZ, NALED, Sekopak and local authorities.



### US AND CANADA

237 employees across the US and Canada participated in activities to clean up waterways, rivers and local communities, contributing 704 hours of service collectively.





# Planet

**Molson Coors has a global business footprint – we want to ensure it’s a positive one.**

Whether it’s adapting operations for greater efficiency, setting science-based climate targets or reimagining our packaging for a circular economy, we’re leveraging our capabilities to achieve ambitious environmental goals. And by supporting partners and suppliers to find better ways to do things, together, we’re working to leave a more sustainable legacy.

# Our Water Imprint

Wherever we use water, be it in our direct operations or wider value chain, we need to do so responsibly. This is particularly important in high-stress watersheds, where scarcity and quality issues are compounded by the effects of climate change.

Responsible water stewardship is a commitment that stretches far back into our history. We take a three-pronged approach to protecting it:

- Direct operations
- Local watersheds
- Agricultural supply chain

## What We Did in 2021

**205 million** gallons of water restored in high-stress watersheds in 2021

**2.8 billion** gallons of water restored cumulatively since 2014

**5.6% reduction** in water-to-product ratio since 2016 (3.38 hl/hl in 2021)

**All our barley farmers and 42% of our hops suppliers** currently recognize our sustainability standards



# Water Stewardship in Our Direct Operations

## OUR GOAL

We measure performance by intensity of water used per unit of product. We've set a 2025 target to make our products with 22% less water against a 2016 baseline, to achieve a 2.8 hl/hl water-to-product ratio.

## OUR STRATEGY

Our strategy involves integrating water stewardship into our WCSC manufacturing program to ensure long-term sustainable progress. WCSC is designed to drive world-class manufacturing performance through improving efficiency, preventing waste, managing costs and standardizing work. It also seeks to align efforts throughout our supply chain by creating a single, global approach to working. A key program differentiator is its focus on people as well as business performance, including better water stewardship.

We're also investing strategically in more efficient infrastructure, such as tertiary water reuse systems, to reduce consumption in many of our breweries. Our cross-functional, cross-brewery FEWER (Fuel, Energy, Water, Emissions Reduction) team identifies areas for development and shares new and best practices across our global business.

## OUR PROGRESS

Water is a scarce resource and we want to ensure we use it as efficiently as possible.

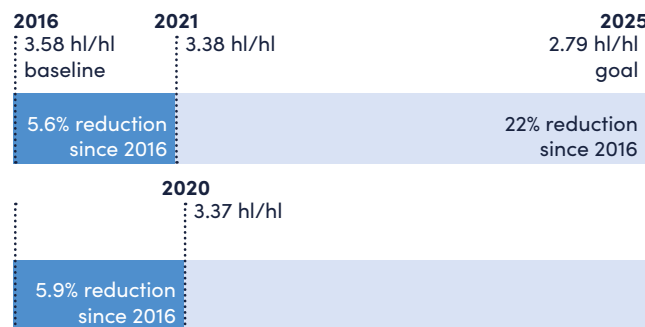
In our Americas breweries, we're optimizing clean-in-place (CIP) operations and performing detailed process analyses to ensure efficient cleaning while minimizing water use. Today, water used in the final rinse of product containers is recycled for non-contact applications in utilities equipment (for example, supplying cooling towers). Daily monitoring helps us see what we use and where we could improve, while bi-weekly reviews of conservation efforts help us monitor the effectiveness of those initiatives.

One of the projects to optimize water use is being implemented in Fort Worth, TX, an area where water stress is increasing. The Fort Worth water reclaim project, implemented in late 2021 and still in commissioning and qualifications during 2022, is part of our strategy to close the loop on water usage. Through it, we're recapturing water that would otherwise go down the drain, to be used, after intense treatment, in product contact applications such as final rinses of tanks and containers. By the end of 2022, this project is predicted to realize water savings of 0.36 hl/hl.

### Large Brewery\* Water Intensity (hl/hl)

Hectoliter (hl) of water used per hl of product

During 2021, we experienced a minor increase in water intensity. In response, we are working to enhance how we monitor brewery water use and finding ways to do more with less by keeping water in use for longer.



## Water Usage by Source (000 hl)\*\*

	2020	2021			
	Total	Total	Americas	Western Europe	Central and Eastern Europe
Municipal	97,426	90,082	77,231	6,229	6,622
Ground	206,669	207,371	149,711	22,985	34,675
Surface	9,707	9,854	0	0	9,854
Water returned to source	669	317	0	0	317
Total water supply	314,473	307,623	226,942	29,214	51,467

\*\* Facilities included: Large (see page 4) and directly managed small breweries, container plants, malting, yeast and hops plants, distribution centers and offices

## WHAT'S NEXT

Water stewardship is a journey and we're continually investing in equipment upgrades and identifying new ways to reduce our water footprint. We're continuing to develop our reclamation efforts throughout 2022, expanding the reverse osmosis (RO) system at our Albany, GA, facility and finalizing qualifications of the Fort Worth project. Where we unlock effective solutions, we will share best practices among our breweries.

### WORLD CLASS SUPPLY CHAIN

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

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

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

## CASE STUDY

### REUSING WATER TO SAVE WATER

At our Albany, GA, brewery, we've installed an RO filtration system to collect water from our wastewater treatment plant for reuse on-site.

When first installed in 2018, recovered water was used only in certain cooling towers and boilers. In 2020, we expanded this to include pasteurizers and packaging cooling towers. Throughout 2021, the RO system treated approximately 4.5 million hl of water, equating to 20% of the brewery's total use. Now we're exploring the potential to add a UV disinfection process to enhance the quality and safety of recycled water. This way, we can unlock even more opportunities for incorporating recycled water, including applications like conveyor belt lubrication.

\* Large breweries: Albany, Fort Worth, Golden, Milwaukee, Shenandoah, Trenton (United States), Fraser Valley, Moncton, Montreal, St. John's, Toronto (Canada), Burton, Tadcaster (UK), Apatin (Serbia), Borsodi (Hungary), Haskovo (Bulgaria), Ostravar, Staropramen (Czech Republic), Ploiești (Romania), Trebjesa (Montenegro) and Zagreb (Croatia)

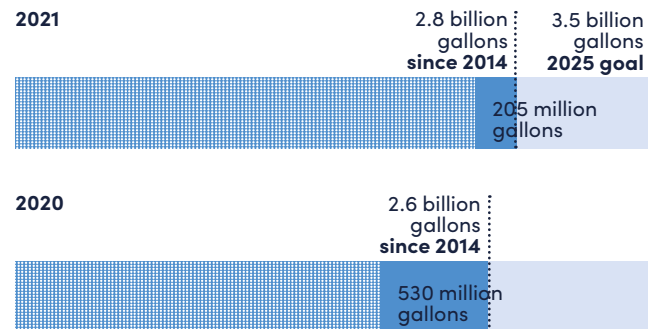
# Water Stewardship in Our Brewery Watersheds

## OUR GOAL

By 2025, we aim to establish programs with local partners to protect high water-stressed watersheds and restore over 3.5 billion gallons of water in communities where our breweries are located.

### Gallons of Water Restored

Between 2014 and 2025



## OUR STRATEGY

Annual watershed risk assessments at our major breweries ensure we concentrate interventions appropriately. We update our process annually to reflect insights from the World Resources Institute’s (WRI) Aqueduct Water Risk Atlas and the World Wildlife Fund’s (WWF) Water Risk Filter. This enables more precise assessment of current challenges, as well as what future scenarios based on environmental and socioeconomic variables could look like.

We engage with key local stakeholders to develop comprehensive action plans that reflect private and public sector perspectives and address unique local challenges. We also contribute to collaborative projects and discussions, such as the CEO Water Mandate and the Beverage Industry Environmental Roundtable (BIER). These cross-industry dialogues help us identify risks and trends ahead of regulation and compliance requirements, share best practices and collaborate on preserving and protecting shared water sources.

## OUR PROGRESS

We currently focus on two of our most vulnerable to water quantity challenges: Fort Worth, TX, and Golden, CO. We’re establishing 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 future water challenges.

For example, in Texas, our Fort Worth brewery relies on a clean water supply from the Trinity River Basin – a watershed that meets over 45% of the state’s water use requirements. To safeguard this vital resource, we’re supporting the Chambers Creek Water Quality Initiative, a multi-partner project that engages landowners and conservation groups to protect and restore watersheds on private land. In particular, the project restores water to the watershed by assisting landowners to implement voluntary conservation practices that increase water infiltration and reduce sediment-filled runoff from their agricultural lands. In Denver, CO, we’re working with The Nature Conservancy (TNC) to advance forest management and restoration projects in the Upper South Platte watershed – the principal water source for the Denver metro area. The aim of

the project is to reduce the area’s risk of wildfire – a common threat to nature, people and water resources – through forest management and restoration. The forest treatment also increases stream flows.

## WHAT’S NEXT

As we progress on our watershed goal, we will look to partner with communities surrounding our breweries on locally relevant solutions. We’re establishing management and mitigation plans for water-stressed brewery watersheds, embedding climate resiliency to address potential challenges.

Issues of water stress and scarcity will only grow as the impacts of climate change become more prevalent. By continually enhancing our approach, we hope to measurably improve water quantity, quality and availability, while protecting biodiversity, increasing climate resiliency and uplifting local communities both socially and economically.



## CASE STUDY

### PROTECTING WATERWAYS WITH COORS SELTZER

Canada’s more than 8,500 rivers and 2 million lakes are the source of 20% of all freshwater on earth per the WWF. At the same time, the country’s climate is warming at double the global average, making water preservation a vital and pressing challenge. In 2021, we launched Coors Seltzer across Canada – with each 12-pack helping to restore 1,000 liters of Canada’s water.

Partnering with nonprofit Change the Course, we’ve contributed funding to seven ongoing conservation and restoration projects across five Canadian provinces:

- **Reforestation** following the Hanceville Fire to protect Fraser River, British Columbia
- **Habitat restoration** by Mimico Creek, Ontario
- **Wetland restoration** by Annapolis River, Nova Scotia; the Champlain and Saint-Maurice rivers, Quebec; and the Ottawa River, Quebec
- **Acid rain mitigation** to protect the West River, Nova Scotia
- **Water quality improvement** of the North Saskatchewan River, Alberta

Additionally, through the partnership, we aim to provide assistance to an indigenous community impacted by water-quality risks.

Since its launch in Canada, Coors Seltzer has committed to support the restoration of 6.5 billion liters of Canada’s water.

# Water Stewardship in Our Agricultural Supply Chain

## OUR GOAL

In our US agricultural supply chain, we're targeting a 10% improvement in water-use efficiency.



## OUR STRATEGY

We know volatile weather patterns, exacerbated by climate change, threaten future crops in many sourcing regions with knock-on effects for our business success and viability. Today, 52% of our agriculture supply chain is considered water-scarce and water-stressed, according to WRI's Aqueduct Water Risk Atlas. We're helping farmers build long-term operational resiliency through water preservation and sustainability.

Since 2008, we've invested approximately \$27.5 million to support crop protection and business resiliency among independent growers. This has funded research into novel farming techniques, provided training opportunities for growers and enabled procurement of technologies to better determine exact water needs in key growing regions. An additional incentive program rewards US barley growers who adopt more sustainable practices.

Molson Coors invests in barley research and development to introduce new, non-GMO cultivars that are more water efficient and result in better yields. We aim to introduce these cultivars in Colorado and Idaho in the coming years to help drive further improvements in water-use efficiency, while maintaining high-quality crops.

## OUR PROGRESS

Today, 100% of barley farmers and 42% of hops suppliers formally recognize our sustainability standards. We've awarded approximately \$5 million to date to those who adopt more responsible practices. Through our *Better Barley, Better Beer* program we work with suppliers to develop more sustainable growing practices, including introducing water-use tracking and monitoring.

Since 2016, we've collaborated with our barley grower network, currently more than 675 farms. Throughout 2021, our support for farmers was even more important as areas of Western North America were hit by prolonged droughts and heat that devastated barley crops. In response, farmers had to increase watering requirements to ensure remaining crops survived. While this affected our 2021 agricultural water use, the business resiliency tools and drought-resistant barley varieties we've developed ensured our partners were better equipped to mitigate severe impacts.

## CASE STUDY

### THE BETTER BARLEY, BETTER BEER PROGRAM

In 1946, we established our *Better Barley, Better Beer* program, creating a space for partnering with growers and securing a reliable supply of good-quality, high-yield barley. In 2021, we celebrated 75 years of the initiative.

Today, a designated Molson Coors research team and our in-house barley breeders work hand-in-hand with farmers to create cultivars ideal for growing conditions in various US barley-growing regions. Successful strains are ones that require less water, resources and financial input to grow – protecting the planet, farmer livelihoods and an ongoing supply of barley for our beer. At the same time, we're investing in technologies and education to better understand what the land needs to remain fertile and productive in the long term.



**CASE STUDY**

**PRESERVING THE PLANET TO PRESERVE HOPS**

We look to work with suppliers that share our values and ambitions. One of our largest hop suppliers – Yakima Chief Hops – meets this expectation.

The 100% grower-owned company recognizes that, to grow healthy hops, they need to incorporate environmentalism into their business approach. As such, among other commitments, Yakima Chief Hops invests in watershed protection and restoration programs in hops-producing regions to preserve precious local water resources.

Through their ongoing dedication, the hops supplier has reclaimed just under 1.9 million gallons of water for restoration to nature. Additionally, they encourage growers to adopt more water-efficient processes, such as drip irrigation – something 99% of their farmers had installed as of 2021.



In the UK, our Molson Coors Growers Group was established in 2008 and currently has more than 140 members, many of whom have been members since its inception. All members have Red Tractor Certification and undertake Water Stewardship and Soil Health training. We have an annual *Sustainable Grower of the Year* award to encourage sustainable farming practices. In the UK we only use British barley and UK maltsters.

**WHAT'S NEXT**

We recognize the droughts of 2021 were not an isolated event but an indication of increasingly difficult growing conditions to come. As such, we're committed to enhancing resiliency among our barley and hops farmers. We continue to research and develop effective solutions to reduce water use, monitor progress and grow hardier crops that are protected against future water scarcity.

In 2021, we began adopting 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 with geolocation and yield mapping. By connecting this data to weather patterns, as well as farmers' own management processes and inputs, we will 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 crop results and land characteristics. This will allow farmers to apply water and nutrients only as needed, reducing input costs and minimizing unnecessary chemical applications. We aim to launch this tool across our growing regions throughout 2022, working together with farmers to provide location-level reporting in the future.

Also in 2022, we will look to expand use of our latest barley cultivar release, Moravian 179, a variety with improved resiliency to drought and heat stressors. We anticipate Moravian 179 constituting 25% of our total 2022 barley contract volume and 80% of our contracted production on farms in Idaho.





# Our Climate Imprint

Climate change is one of our most pressing global issues, and rising temperatures may significantly impact our business. We plan to adapt to mitigate these effects and also evolve for resiliency, developing Molson Coors to thrive under new conditions.

Climate change is a complex issue with no simple solutions. We take a dual approach to address our climate imprint:

- Address greenhouse gas (GHG) emissions within our operations and across the value chain by preventing, reducing, eliminating or mitigating emissions
- Adapt our business through ongoing evaluation of risk mitigation plans to harness opportunities and improve our climate resiliency

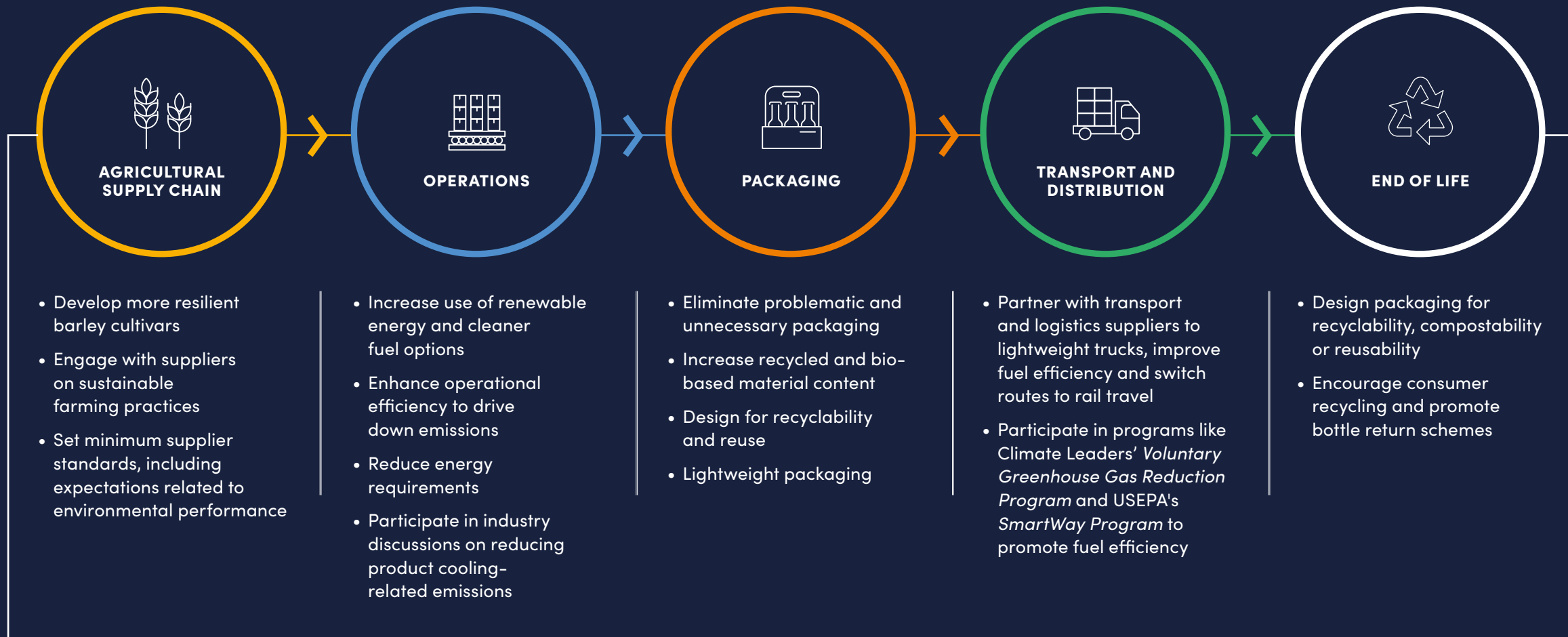
## What We Did in 2021

**27.9% reduction** achieved in absolute emissions from our direct operations (Scope 1 and 2) since 2016

**27.5% reduction** achieved in absolute emissions from our value chain (Scope 1, 2 and 3) since 2016



## Climate Action Throughout the Value Chain



# Decarbonizing to Curb Climate Change

## OUR GOAL

We aim to lower absolute emissions by 50% within direct operations (Scope 1 and 2) by 2025 against a 2016 baseline. We're also targeting a 20% reduction in carbon emissions throughout our entire value chain (Scope 1, 2 and 3) in the same time frame.

These goals have been verified by the [Science Based Targets initiative \(SBTi\)](#), aligning our direct emission reduction goal with the 1.5°C temperature increase target recommended by the Intergovernmental Panel on Climate Change (IPCC).

## OUR STRATEGY

To achieve our carbon reduction goals we've integrated energy efficiency efforts into our WCSC program and are focused on:

- Improving energy efficiency
- Becoming self-sufficient in our CO<sub>2</sub> usage at our breweries by optimizing CO<sub>2</sub> use from fermentation to eliminate external purchases
- Switching to cleaner energy options where feasible
- Increasing the share of renewable sources in our energy mix

## OUR PROGRESS

Throughout 2021, we maintained our focus on mitigating climate change impacts through enhanced operational efficiency. For example, our Rocky Mountain Bottle Company in Colorado has, for the first time, received ENERGY STAR certification from the US Environmental Protection Agency (EPA). A mark of superior energy efficiency that places the facility in the top 25% of similar sites nationwide, this recognition was awarded for ongoing efforts to reduce on-site energy consumption.

During the year, we implemented a heat recovery project at our Milwaukee brewery and started the definition engineering study for a similar project at our Golden brewery. Heat produced in steam generation systems is now used to pre-heat water or condensates, reducing the amount of energy needed.

We also look for innovative ways to reduce emissions. One way is to capture CO<sub>2</sub> created as a brewing byproduct. The collected CO<sub>2</sub> is purified and compressed into a liquid for storage. It can then be converted back to a gas for reuse in our beer production processes. The gas is also injected into cans and bottles to displace any oxygen that could impact beer quality. Today, most Molson Coors breweries produce up to 80% of the CO<sub>2</sub> they require – reusing around 250,000 tonnes of it every year. The Burton CO<sub>2</sub> recovery plant is capable of recovering up to 47 CO<sub>2</sub> tonnes/day.

## UNDERSTANDING AND DISCLOSING CLIMATE-RELATED OPPORTUNITIES AND RISKS

Climate change represents both a risk and an opportunity for businesses. We have a responsibility to address both if Molson Coors and our surrounding communities are to remain resilient for the future. In line with TCFD recommendations, we're conducting a review of climate-related scenarios that may pose regulatory, transition or physical risks and opportunities to our business. This review helps us identify key issues and develop a financial analysis and mitigation plans for each scenario.

Risks identified include:

- **Acute Physical Risks:** Extreme weather or natural disasters causing short-term business impacts, supply chain disruptions and recovery or adaptation costs
- **Chronic Physical Risks:** Prolonged impacts from slow-onset climate shifts (e.g., persistent drought) causing reduced output, stranded assets and/or shortages of key commodities

- **Regulatory Transition Risks:** New or more stringent climate-related regulations, requirements (e.g., mandated GHG reporting), and/or carbon-related pricing, taxes and trading systems
- **Market Transition Risks:** Change in market and brand value due to perceptions of company being a higher investment risk and/or having a reputation as not transitioning to lower carbon economy

Our Enterprise Risk Management (ERM) process ranks risks using a matrix of severity and likelihood. These risks are incorporated into wider ERM exposure assessments – discussed in further detail on [page 42](#). They are reported in our [Annual Report on Form 10-K](#).

Further details of our climate action are available in our [CDP Climate Change submission](#).



**CASE STUDY**

**POWERING UK OPERATIONS RENEWABLY – YEAR ONE**

Early in 2021, we signed a 10-year Power Purchase Agreement (PPA) with renewable energy company RWE to supply our UK operations with electricity generated from Molson Coors Beverage Company at Tween Bridge, operated by RWE in South Yorkshire, UK. It made us the first major brewer in the UK to produce its beers and ciders using 100% renewable electricity. Today, the switch has prevented over 61 gigawatt hours (or 61 million kilowatt hours) of fossil fuel-based electricity use.

In an average year, our UK operations consume the same electricity as around 25,000 households. Tween Bridge’s 22 wind turbines provide enough electricity to power all our UK sites. Wind power available to produce electricity varies depending on weather conditions. When the facility under-generates electricity versus our demand, we’re guaranteed Renewable Electricity Guarantee of Origin certificates (REGOs) from Tween Bridge (derived from their periods of overgeneration), thus covering 100% of our consumption.

For this achievement, we won the Energy Efficiency Award from Footprint. We also won the Gold Medal for Green Supplier of the Year at The Federation of Wholesale Distributors (FWD) for our demonstration of commitment to sustainability through Our Imprint goals, our move to 100% renewable electricity, the removal of plastic packaging from core brands, and the work with our suppliers to promote sustainability practices across the supply chain.



**CASE STUDY**

**MAKING HISTORY IN LONGUEUIL, QUEBEC**

Back in 2018, we broke ground on what would become the biggest facility investment in our history – a \$450 million project to create a new brewery and distribution center in Longueuil, Quebec, Canada.

Finalized in 2021, the new brewery features several advanced technologies designed to lower energy consumption and GHG emissions, including a state-of-the-art CO<sub>2</sub> recovery system. An optimized equipment layout is designed to minimize loss and wastage of beer during production.

To commemorate the production transfer from the nearby 235-year-old Notre-Dame brewery, in September 2021, part of the malt used for the last brew at the iconic Notre-Dame site was saved and subsequently injected into the first brew at Longueuil. To further mark the occasion, a ceremonial key was created and given to Notre-Dame’s new owners.



**ENERGY USE AND GHG EMISSIONS**

In 2021, we used approximately 13.7 billion MJ total energy across our operational sites, compared to approximately 12.1 billion MJ in 2020. We achieved a reduction of 4.7% in Scope 1 and Scope 2 emissions from 2020. In 2020, the combined heat and power (CHP) generation operation in Golden was purchased by Molson Coors from ENGIE.

This change was reflected in the 2021 GHG emissions model and it resulted in an increase of Scope 1 emissions and a decrease of Scope 2 emissions.

The data for the charts on this page include the large (see page 4) and directly managed small breweries, container plants, malting, yeast and hops plants, distribution centers and offices.

Energy Use (MJ)*	2020	2021			
	Total	Total	Americas	Western Europe	Central and Eastern Europe
Total energy	12,084,898,054	13,731,031,218	11,823,978,849	679,713,978	1,227,338,390
Electricity purchased	3,617,135,182	3,059,584,126	2,507,909,391	208,271,214	343,403,520
Renewable electricity generated on-site	33,220,803	24,044,055	21,018,269	247,860	2,777,926
Natural gas	5,838,653,648	10,141,343,655	9,031,801,376	429,042,942	680,499,338
Renewable biogas	196,374,661	186,981,970	151,719,007	4,928,334	30,334,629

GHG Emissions (tCO <sub>2</sub> e)**	2020	2021			
	Total	Total	Americas	Western Europe	Central and Eastern Europe
Scope 1	398,026	606,319	531,498	26,193	48,627
Scope 2* (Market-based method)	619,903	363,751	311,529	2,118	50,104
Scope 2 (Location-based method)	604,421	342,069	284,411	45,357	12,301
Scope 3	4,257,376	3,961,062	3,261,723	237,210	462,129

\* Renewable electricity purchased from off-site generators, such as the Tween Bridge wind farm, is accounted for as purchased electricity. The associated emissions reduction is reflected in the market-based emissions calculations

\*\* Shift from Scope 2 to Scope 1 due to reacquiring ownership of the brewery power support facility in Golden

**GHG Emissions by GHG Protocol Scope (%)\*\***



**GHG Emissions by Segment (%)**



**WHAT'S NEXT**

We will continue advancing efforts to reduce emissions in our direct operations and value chain – decreasing energy usage and, where possible, expanding the use of renewable energy. For example, we plan to update compressed air systems in the Milwaukee and Albany breweries. We have a renewable energy working team developing opportunities for renewable electricity across the US. We're also exploring steps to put us on a path to net zero, leveraging our comprehensive analysis of our Scope 1, 2 and 3 data. And, with respect to climate resiliency, we're working cross-functionally to develop long-term business continuity and risk mitigation strategies based on our climate change scenario analysis.

# Our Packaging Imprint

Over 60 years ago, Bill Coors revolutionized beverage packaging with the introduction of a two-piece recyclable aluminum can. Today, we're just as passionate about innovating sustainable packaging solutions and targeting continuous waste reduction.

We believe a closed loop is the only way forward for packaging – a circular economy where materials are kept in use for as long as possible. In pursuit of this vision, we've established goals for 2025 to reduce our packaging imprint, close the loop on material use and help curb plastic waste.

## What We Did in 2021

**99.5% of our packaging**  
is reusable, recyclable or compostable

**4.4% of our packaging**  
is plastic

**15.2% of our consumer-facing plastic**  
contains ≥30% recycled content

OUR IMPRINT  
Circular Economy



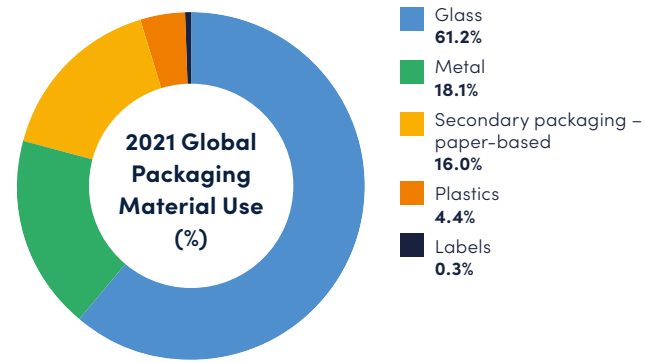
# A More Circular Economy

## OUR GOAL

We have committed to making 100% of packaging reusable, recyclable or compostable by 2025.

## OUR STRATEGY

The first step toward better packaging is to design with end-of-life impacts in mind. We continually innovate and test pioneering materials that enhance packaging reusability, recyclability or compostability. In 2021, out of all our packaging material types in our portfolio, only 4.4% was plastics:



### THE ELLEN MACARTHUR FOUNDATION: BETTER TOGETHER

We've been a member of the [Ellen MacArthur Foundation](#) (EMF) New Plastics Economy Global Commitment since 2019.

The Pact brings together global stakeholders to deliver on a common vision of a circular economy for plastics. The [Roadmap to 2025](#) sets out the steps participating organizations will take to collectively realize this vision.

## OUR PROGRESS

Through our ongoing commitment to develop for greater circularity, by the end of 2021, 99.5% of our packaging was reusable, recyclable or compostable. Now we're transitioning away from single-use plastic for rings and exploring alternatives to other plastics used in our operations. We're also researching the feasibility of using different resins to ensure acceptance in recycling streams where plastic is maintained, and increasing post-consumer recycled content.

In the UK, we've made a concerted effort to remove all single-use plastic from major brand packaging – something we achieved as of April 2021. This translates to removing over 700 tonnes of single-use plastic since 2019. Key to reaching this milestone was replacing all plastic rings with recyclable cardboard sleeves for major brand can multipacks. The sleeves are made with renewable wood fibers from certified sources and contain up to 17% recycled cardboard. In 2021, we achieved a 26% weight reduction in stretch material used to wrap pallets in the US.

In Bulgaria, Kamenitza changed the design of the PET bottles of three of its main brands – Kamenitza, Burgasko and Astika. The neck plastic labels of Burgasko and Astika were removed as well. The change avoided the use of 41 tonnes of plastic per year.

## WHAT'S NEXT

Our achievements to date demonstrate our passion for better packaging. As we continue to evolve our packaging portfolio to stay ahead of the curve, we will work with key partners to boost local recycling rates and support key initiatives to engage consumers in the circular economy.



## CASE STUDY

### PACKAGING TRANSFORMATION WITH COORS LIGHT

**Following a robust period of preparation throughout 2021, in March 2022, we announced the start of a major, industry-leading transition away from single-use plastic rings in North America.**

With Coors Light leading the way, by 2025, we aim to have removed plastic rings from all brands across North America – replacing them with recyclable, cardboard alternatives. We're investing \$85 million in new packaging equipment to make this change, with an estimated saving of 400,000 pounds of single-use plastics every year for Coors Light. And to make sure the new packaging is just as effective as the old, we've put it under rigorous testing to ensure it's durable, stable, stackable and will keep its structure during distribution.

To celebrate and raise public awareness of our significant packaging step, we opened a sustainable pop-up concept store in New York City. Across five days in March, people aged 21 and over could visit the "Plastic-Free Future Mart by Coors Light," an interactive installation that showed our vision for a world without plastic. Everything – from Coors Light-branded grocery items to the store itself – was made from sustainable materials, including brewery scraps. A [specially created video](#) helped to share our message and details of this packaging milestone with people globally.

The landmark Coors Light announcement represents just one step in a wider push to transition the entire Molson Coors North American portfolio to cardboard wrap carriers by the end of 2025. The change should save 1.7 million pounds of plastic waste annually.

# Increasing Recycled Content

## OUR GOAL

By 2025, we aim to ensure at least 30% recycled content in all customer-facing plastic packaging.



## OUR STRATEGY

Of all plastic ever created, only around 9% has been recycled (according to the [UN Environment Programme](#)). By incorporating more recycled materials into our packaging, we can help drive a circular economy for materials, keeping them out of landfills and in use longer.

Across our packaging portfolio, we're uncovering opportunities to harness larger volumes of materials from recycled sources without compromising the safety or quality of our beverages. As well as reducing pressure on finite raw materials, increasing recycled content also reduces packaging-related emissions – contributing to our wider climate action efforts.

## OUR PROGRESS

By the end of 2021, 15.2% of our consumer-facing plastic packaging contained at least 30% recycled content. In the Czech Republic, PET bottles are made using 30% rPET, while in Canada plastic rings contain at least 50% recycled content – something we achieved in partnership with manufacturer Hi-Cone. Throughout 2022, we will be transitioning to higher recycled content rings as an interim improvement measure as we invest in equipment across the network to replace plastic rings with paperboard wrap by 2025.

In the UK, we've trialed low-carbon, recycled glass bottles for our Staropramen brand. Leveraging the expertise of nonprofit Glass Futures and an existing partnership with bottling experts Encirc, we rolled out two million glass bottles made from up to 100% cullet (recycled or waste glass) and produced using biofuels. This is roughly 25% more recycled content than standard green bottles and it results in a carbon footprint reduction of up to 90%. Following the success of the trial, the low-carbon bottles were rolled out in stores across the UK and Ireland.

## WHAT'S NEXT

There will always be areas where we can do more to reduce our packaging imprint. As we look beyond 2021, we're setting plans in motion to incorporate more recycled content into plastic packaging, particularly our shrink film across UK and US production. In 2022, we aim to test and trial plastic materials that contain recycled content, including in PET bottles, in our Americas operations.





# Achieving Zero Waste to Landfill Status

## OUR GOAL

We're working to achieve zero waste to landfill status at our 25 major brewing and manufacturing facilities.



## What We Did in 2021

**0.2% waste to landfill** from our 25 major brewing and manufacturing facilities

**17 of 25 facilities** sustained zero waste to landfill status

Driving demand for recycled materials is one way we can support a circular economy; reducing the amount of waste we produce in our own operations, diverting valuable resources from landfill, is another.

### GIVING OUR WASTE A SECOND LIFE

Supported by our WCSC program, we focus on decreasing production losses and eliminating operational waste through improved analysis. Glidepaths, established by our EHS teams for each facility, identify possible actions to redirect materials back into use.

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 to be made into pet food or food spreads for human consumption. Most packaging that we recycle is reincorporated back into similar materials while waste biomass materials and filtering agents are used in compost.

### ACHIEVING ZERO WASTE TO LANDFILL STATUS

By the end of 2021, 17 of our 25 major brewing and manufacturing facilities (those with 75 or more employees) sustained zero waste to landfill status. Of these, seven were in the US, nine in Europe and one in Canada. Notably, our brewery in Albany, GA, celebrated a significant milestone – 10 years of maintaining zero waste to landfill status – while all major production locations in the UK are zero waste.

## CASE STUDY

### BRING IT BACK, BRO'!

During 2021, our Borsodi brewery in Hungary signed up to *Bring it Back, Bro'!* – an initiative designed by the Jane Goodall Institute to tackle the environmental and wildlife impacts of mining coltan for electronics. Throughout the year, the brewery sent 125 tablets and 274 mobile phones – equivalent to 70kg of electronic waste – for recycling through the initiative so the tantalum metal, which is extracted from coltan ore, could be collected for reuse.

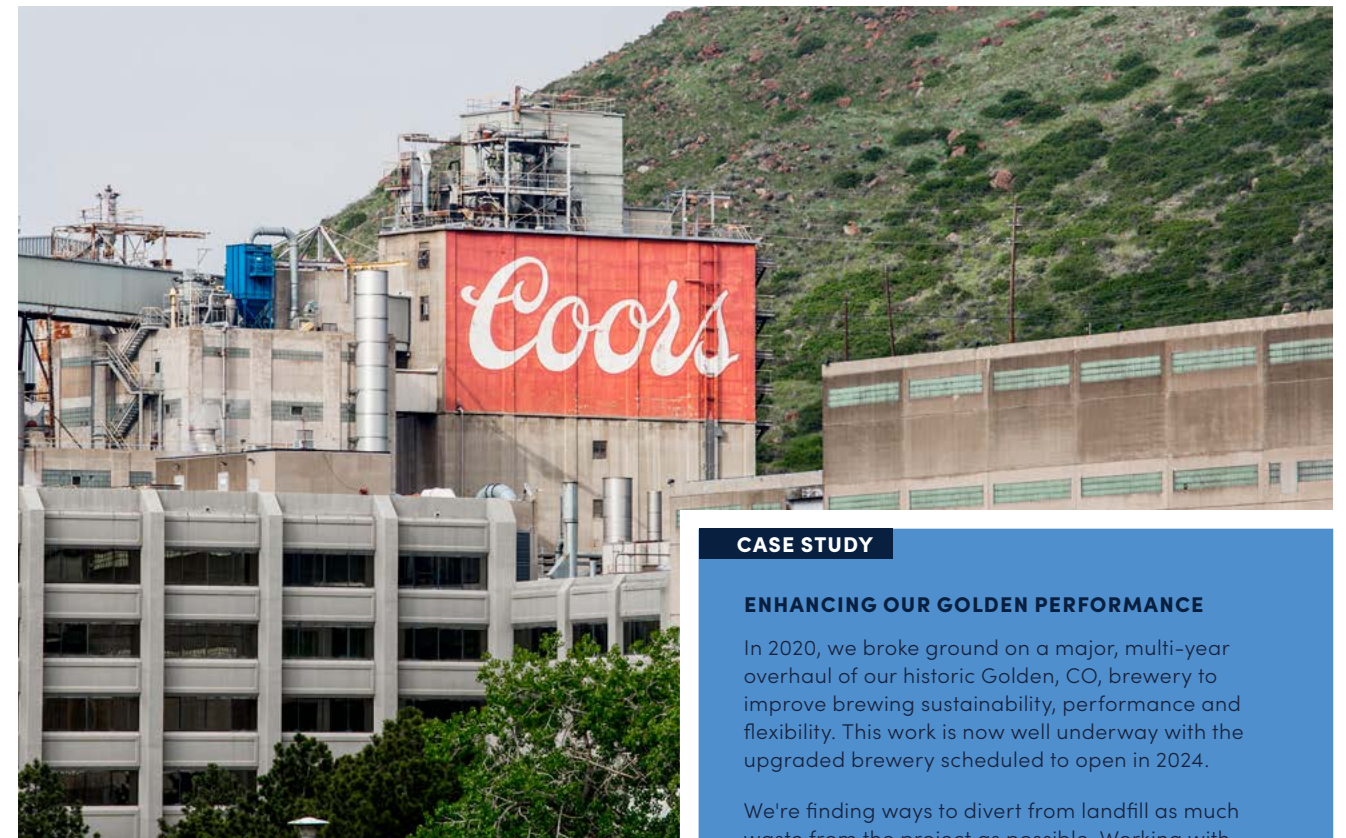


Resource Efficiency (mt)\*

	2020	2021			
	Total	Total	US	Canada	EMEA&APAC
Solid waste to landfill	869	1,765	1,033	373	359
Solid waste to incineration	0	18	0	0	18
Solid waste to energy	9,325	3,156	1,344	1,247	565
Compost and soil amendment	68,238	40,087	36,404	273	3,410
Waste recycled	63,998	55,446	29,805	10,671	14,970
Waste reused	807,253	722,870	394,674	58,943	269,253
Other waste**	0	291	27	0	264
Total solid waste	949,683	823,633	463,287	71,508	288,838
Percentage landfill/total solid waste	0.1%	0.2%	0.2%	0.5%	0.1%

\* Major brewing and manufacturing facilities: Albany, Chippewa Falls, Fort Worth, Golden, Milwaukee, Shenandoah, Trenton, RMBC, RMMC, RMMC ends (United States), Fraser Valley, Montreal, St. John's, Toronto (Canada), Burton, Sharp's, Tadcaster (UK), Apatin (Serbia), Borsodi (Hungary), Haskovo (Bulgaria), Ostravar, Staropramen (Czech Republic), Ploiești (Romania), Trebjesa (Montenegro) and Zagreb (Croatia)

\*\* Regulated waste, one-time project waste, etc.



CASE STUDY

ENHANCING OUR GOLDEN PERFORMANCE

In 2020, we broke ground on a major, multi-year overhaul of our historic Golden, CO, brewery to improve brewing sustainability, performance and flexibility. This work is now well underway with the upgraded brewery scheduled to open in 2024.

We're finding ways to divert from landfill as much waste from the project as possible. Working with a general contractor, selected for its sustainable construction program which covers recycling and trash management, we've been able to recycle 98% of materials from demolished buildings. 100% of metal collected has been transported to recycling facilities, while concrete was used to backfill old cooling ponds.

As well as tackling waste produced during construction, the brewery is predicted to achieve further waste reductions of 35% - plus, energy and water reductions of 15% - once operational.



# Alcohol Responsibility

We believe in the value of our beverages to bring people together to celebrate all life's moments.

At the same time, we realize the key role we, as a global business, can play in helping consumers enjoy them responsibly.

Whether it's developing a broad portfolio with beverages to suit different preferences or delivering educational resources that support informed choices, we're committed to helping people celebrate responsibly.

# Promoting Responsible Consumption

As a global company, we want our consumers to enjoy our beverages safely and sensibly. It’s an endeavor that starts from within by ensuring our employees have the resources they need to make informed choices. It continues in our communities, where we're committed to creating locally relevant programs that address the issues of harmful alcohol use.

## Developing Employee Understanding

We encourage employees to be champions for alcohol responsibility, not only at work but in their personal lives as well. Every employee completes training that covers the impact of alcohol on the human body, as well as how to recognize – and when to intervene with – excessive drinking. The training is provided to all employees annually and refreshed periodically to reflect evolving guidance. New employees are also required to review and comply with the Molson Coors Alcohol Responsibility Policy.

## Ensuring Responsible Marketing

Marketing is a valuable tool for sharing information with consumers and we maintain robust standards for ensuring our materials are responsible and transparent. Several measures confirm compliance with company, industry and government standards.

Our marketing messages are intended to enhance our reputation as a lawful and responsible corporate citizen. Molson Coors strives to comply with all industry and regulatory marketing and labeling codes. To the best of our knowledge, we had no material incidents of non-compliance with industry and regulatory marketing and labeling codes resulting in a fine or penalty in 2021.

Consumers can also provide feedback on our self-regulation performance via a third-party [complaint resolution process](#).



### REGIONAL MARKETING COMPLIANCE COMMITTEES

- Work with legal and commercial enterprise teams to regulate advertising and restrict alcohol marketing to legal drinking age consumers
- Ensure advertising messages are legal, truthful, honest and consistent with prevailing cultural standards of good taste and social responsibility



### GLOBAL COMMERCIAL RESPONSIBILITY POLICY

- Provides detailed guidance on responsibly developing, packaging, marketing and selling our products
- Commercial employees and agency partners receive training on the policy



### MARKETING TO THE RIGHT AUDIENCES

- Materials are only directed at adults of at least the legal drinking age or 18 years old, whichever is higher
- Working with legal teams, we ensure communications are placed on media channels where at least 70% (71.6% in the US) of the audience is of legal drinking age
- Continuous metrics tracking offers an overview of progress



**CELEBRATE RESPONSIBLY®**

## Addressing Harmful Drinking

We develop and participate in programs that address harmful drinking in various forms, including underage drinking, drunk driving and heavy episodic drinking. These programs are tailored to focus on the most pressing issues in the communities where we operate.

We have active programs in all of the 13 countries where we have production operations, with the exception of Italy, where we have a small craft brewery.

### BULGARIA

We celebrated 13 years of our *Alcohol is a Bad Driver* campaign. Our team created three social media videos on responsible drinking and sent over 50 PR boxes to influencers, containing resources to help share the message with their audiences. Employees also supported *Safety Days*, an initiative developed by ROADPOL – the European Road Police Network – by making responsible driving pledges.



### CANADA

We continued to support *Arrive Alive*, delivering financial support to aid the organization in creating a responsible drinking pamphlet for school, college and university distribution.



### CROATIA

Our team again hosted our *Think* campaign to educate on the impacts of excessive alcohol consumption and drunk driving. In 2021, online content – including social media content, blogs, articles and affiliated influencer posts – collectively received nearly 1.8 million views.



### CZECH REPUBLIC

As part of the *When I Drive, I Drink Non-Alcoholic Beer* project, we supported the police in testing motor vehicle drivers and cyclists and, in the summer, in promoting water safety. Collectively, 11,600 people were checked and rewarded for responsible alcohol practices. Through a *Stay Cool, Identify Yourself* initiative, we helped deliver virtual training to retailers on preventing minors from purchasing alcohol.



### HUNGARY

Our Borsodi team supported Miskolc Police Department during *Road Safety Day*, delivering fun activities that taught people about the impacts of drunk driving, let them test their knowledge on alcohol's effects and introduced them to our non-alcoholic Borsodi Friss products.

### MONTENEGRO

As part of our *Don't Drink and Drive* campaign, our team provided discounted bus tickets to Lake Fest attendees. We also donated four breathalysers to the police and distributed 2,000 car air fresheners sporting the "don't drink and drive" message. During Christmas and New Year, we installed billboards to promote responsible drinking.

### REPUBLIC OF IRELAND

We are a member of Drinkaware Ireland. The alcohol education charity recently included a program to protect young people from underage drinking. The program engaged parents and school staff as well to ensure a holistic approach to alcohol awareness.

### ROMANIA

Bergenbier teamed up with Virgin Radio to launch a contest for listeners to put their attention skills to the test – connecting the challenge to the level of focus drivers should maintain when in their car. Successful contestants were rewarded with 12 bottles of non-alcoholic Bergenbier.



### SERBIA

Celebrating 15 years of our Serbian *Don't Drink and Drive* campaign, our team organized two events – one with the Minister of Interior of the Republic of Serbia and another with journalists and the Directorate for Traffic Safety – to promote the campaign message.

### SPAIN

As an Associate Brewer of the Spanish Brewers Association, we support Autocontrol's efforts for responsible advertising that is truthful, legal and honest, including about harmful drinking.

### UNITED KINGDOM



We are a member of Drinkaware in the UK, whose recent initiatives included the *Home and Dry* initiative to support hospitality venues in providing safe, enjoyable environments for customers by encouraging designated drivers to go alcohol-free.

### UNITED STATES

Our *Free Rides* program was relaunched on New Year's Eve 2021, providing those celebrating with a safe, free way to travel in Milwaukee, Chicago, Minneapolis/St. Paul, Denver, Dallas and Phoenix. Nearly 150,000 people used the service. We will scale the program in 2022 and provide even more opportunities for our consumers to take a safe ride home.



## CELEBRATE RESPONSIBLY®

## Partnering to Reduce Harmful Drinking

We're a founding member of the International Alliance for Responsible Drinking (IARD), a nonprofit organization created to promote understanding of responsible drinking. As an active participant, we support dialogue on global alcohol policies, set marketing standards to safeguard minors and collaboratively deliver on initiatives that combat harmful drinking.

### AN ACTION PLAN FOR RESPONSIBLE ALCOHOL USE

Through our IARD membership, in 2021 we joined other members in establishing common standards for responsible alcohol marketing by social media influencers. A set of formalized safeguards will ensure influencers working with leading alcohol producers understand and follow responsible marketing practices. Additionally, through the initiative participants pledge to conduct due diligence on the influencers they choose to partner with, to use age-affirmation technologies on platforms where possible and to promote wider understanding of responsible alcohol consumption.

### ACCELERATING REDUCTIONS IN UNDERAGE ACCESS

We strive for our products to only be promoted to audiences of the legal drinking age. We've committed to implementing age restriction symbols on all our products – including alcohol-free extensions of alcohol brands – in line with local laws and regulations.

In May 2021, IARD members teamed up with 13 online retailers and e-commerce and delivery platforms to create global standards for preventing online alcohol sale to underage, or intoxicated, people. This includes improving security measures to prevent minors from being able to buy alcohol and introducing measures to prevent delivery of beer, wine and spirits to minors, those showing signs of intoxication or in instances where delivery is prohibited by law. The coalition also aimed to enhance consumer information and support national codes and practices for the online sale and delivery of alcohol that build on existing regulations.



## Supporting Consumer Choices

There is no single way to promote responsible consumer choices. As well as developing community programs, we're rapidly growing our portfolio of low- and no-alcohol beverages, offering consumers more choices to celebrate responsibly. And, to ensure we're communicating the right information, in the right way, to the right people, we maintain robust industry partnerships that guide our marketing decisions.

### What We Did in 2021

#### Over 300 of our products

have alcohol serving, nutritional and ingredients information available

#### 100% of the countries

where we have production operations offer high-quality low- and no-alcohol beverage options to consumers

### Beverage Options to Satisfy Every Taste

When we made the transition from being a brewing company to being a beverage company, we did so with an ambition to expand into new market segments. In 2021, we continued to roll out our portfolio of low- and no-alcohol options to new markets, giving more consumers more choice. Our ZOA range of energy drinks – launched with Dwayne "The Rock" Johnson – has experienced significant growth in its first year and is now available across tens of thousands of retail outlets.

Our Henry Weinhard's Soda – a gourmet, no-alcohol beverage that has held a place in our portfolio for years – also experienced significant growth throughout 2021. As more consumers looked for premium options, the soda experienced 20% growth versus 2020 and we're now looking to expand distribution of Henry Weinhard's Soda to new markets, starting in 2022.

We partnered up with La Colombe Premium Coffee Roasters in 2019 on a limited distribution of their ready-to-go coffee products. Two years later, we're proud to have gained the rights to distribute La Colombe's canned coffee drinks to approximately 15,000 retailers across the US. With this 10-year distribution deal, this partnership marks another step in our efforts to expand our portfolio of non-alcoholic beverages.

While delivering more no-alcohol options, we're also expanding low-alcohol choices with the launch of Coors Pure light lager. The American-style canned beer has been certified organic by the US Department of Agriculture and, at just 3.8% alcohol, is a better choice for consumers looking to enjoy a beverage with lower alcohol content.

### Supporting Informed Choices

We understand consumers want to make informed beverage decisions and we want to support these decisions with transparent information.

We're working toward delivering nutritional information, alcohol serving facts and ingredients to consumers for 100% of our products. Currently, this information is available for more than 300 Molson Coors products, with details either on-pack or on relevant brand websites. Nearly 100% of brands in the US disclose ingredients on [www.molsoncoors.com](http://www.molsoncoors.com).

Additionally, through IARD, we have recently committed to including on our labels symbols or written age restriction reminders, warnings against drinking during pregnancy and cautions about driving while intoxicated. We will continue to provide access to online resources, working with local and national partners to develop information that empowers consumers to make informed decisions about their drinking choices.





# Governance

**We've set robust goals; achieving them will require equally robust oversight.**

Guiding Our Imprint strategy are an effective governance structure, clear standards and a commitment to acting ethically and transparently. Comprehensive policies detail the sustainability expectations we maintain, not only for people at Molson Coors but for everyone we partner with throughout our supply chain.



# Overseeing Our ESG Efforts

ESG is a priority for Molson Coors and is embedded throughout our business. A strong governance structure ensures we're continuously progressing our ESG strategy and doing so responsibly and transparently.



Our Board of Directors is responsible for overseeing our ESG strategy and initiatives, and has tasked its committees with certain ESG and sustainability responsibilities as outlined below. The Board regularly reviews performance against our ESG goals, sustainability trends and stakeholder views. The Board also oversees our enterprise risk management (ERM) program, including climate change risks and opportunities. The Board's committees are responsible for the following ESG initiatives, as further detailed in the Board of Directors Charter, Corporate Governance Guidelines and the charters of each committee:

- Audit Committee: ESG efforts and performance, and ESG report, data assurance and disclosure matters
- Compensation and Human Resources Committee: Human resources and other human capital management matters
- Finance Committee: Renewable energy procurement and supplier diversity matters
- Governance Committee: Corporate governance practices and policies, Board composition and political contribution matters

ESG performance is regularly reported to our Leadership Team and at least annually to the Board of Directors. In 2022 we're introducing an ESG Leadership Steering Committee, headed by the VP of Sustainability and EHS (a new role), that includes the Chief Officers for Communications and Corporate Affairs, Legal and Government Affairs, Supply Chain, Strategy, Financial, People and Diversity, and Marketing, along with the EMEA&APAC CEO. The Committee will oversee goal achievement and progress against our ESG strategy, help ensure necessary support for initiatives, and monitor global social and environmental trends and topics, providing business-relevant guidance to address these matters.

Leaders from across the business participate in subcommittees focused on ESG issues. Separate sustainability subcommittees, such as the Packaging Council, Corporate Affairs Council and Carbon/Water Council, meet more frequently to address trending topics and challenges.

Matters related to climate change – including extreme weather events, changing weather conditions and other factors that could be caused or exacerbated by climate change – are an essential component of our strategy. A cross-functional team, formed of our internal risk enterprise, legal and finance teams, is responsible for developing climate-related scenarios that pose risks to Molson Coors, in line with TCFD recommendations. Development of governance and risk mitigation efforts in response to these analyses is overseen by the Board, led by the Sustainability & Enterprise Risk Management team, and managed by several parts of our organization.



# Managing Enterprise Risks

ERM is the culture, capabilities and processes we use to identify and mitigate risks and to create and preserve value.



## Integrated Approach

We maintain a structured ERM framework that guides risk exposure assessments. The process is overseen by our VP of Risk Management and Litigation. An analysis is performed twice per year to evaluate current risks and identify emerging ones for which we can develop mitigation plans. Results are reported to our Leadership Team and Board of Directors.

## Assessing and Analyzing Risk

Molson Coors combines 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, CFO and CLO. Our ERM system aligns with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk Management Framework – Integrating with Strategy and Performance, and drives a collaborative and holistic approach involving ERM, strategy, business continuity and internal audit.

Molson Coors established scales for rating enterprise risks, including those related to climate change, with respect to four factors:

- **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 influence the organization has over the risk occurring

Enterprise risks are ranked according to their likelihood and impact, and categorized as Tier 1 (very high risk), Tier 2, Tier 3 and Watch List. Tier 1 risks are defined as risks very likely to cause a material financial or strategic impact on our business. Those on the Watch List have a material impact or are new, trending higher than previous reporting periods, or have increased uncertainty. Each enterprise risk has one principal Leadership Team owner who coordinates mitigation efforts and reports progress. Tier 1 and Watch List risks are also monitored by the Board of Directors.

## DISCLOSURES

Molson Coors discloses business risks in its filings with the SEC. They include those related to, among other things, ESG, such as concerns over climate change, availability of quality water, the COVID-19 pandemic and people or culture-related risks.

## Understanding Stakeholder Expectations

We maintain open channels for engagement with different stakeholder groups, enabling communication of ongoing efforts and providing forums for ideas exchange.



### EMPLOYEES

- Quarterly Employee Experience survey in the Americas and bi-annual surveys in EMEA&APAC
- Quarterly Townhall meetings
- Monthly open Q&A session with CEO
- Ethics and Compliance helpline



### CONSUMERS AND CUSTOMERS

- Market insight and consumer research
- Distributor councils and discussions



### INVESTORS

- Annual report, and other reports filed with the SEC, including frequent updates on our [investor webpage](#)
- Quarterly earning calls
- Direct investor outreach meetings
- Investor Days



### SUPPLIERS

- Strong supplier partnerships
- Regular agronomist on-site visits
- Sourcing programs
- Supplier Monitoring Process through SEDEX



### COMMUNITIES

- Community Affairs ambassadors for key markets
- Partnerships with key stakeholders and nonprofit organizations on community support programs



### OTHER

- Communication with governmental organizations, regulators and other decision-makers
- Interactions with industry groups, trade associations and nongovernmental organizations (NGOs)

# Aligning ESG with Compensation

We believe ESG-linked remuneration is key to embedding awareness across the company. In 2021, our CEO's performance goals included ESG oversight.

Several Leadership Team members are responsible for achieving different aspects of our goals, including our Global Chief Supply Chain Officer, Chief Legal & Government Affairs Officer, and Chief People & Diversity Officer, together with their functional teams.

In 2021, to further reinforce our company commitment to sustainable, responsible business, our Compensation & Human Resources Committee decided to link certain compensation elements to ESG performance. Starting in 2022, ESG metrics will be incorporated into the short-term incentive plans for the Molson Coors Leadership Team, which represents approximately the top 100 senior leaders in our organization. By linking ESG metrics to compensation elements, we believe we can drive leadership accountability for progress against Our Imprint strategy.

Since launching our revitalization plan in 2019, we've followed a process of setting five annual enterprise-wide goals. For the first time in 2022, ESG is embedded within these targets. Employees are also expected to set personal targets that support achieving these company priorities for the year.

### ESG METRICS INCLUDED IN THE MOLSON COORS INCENTIVE PLAN FOR 2022

- Gender diversity (%)
- Racial diversity (%) (US only)
- Total Recordable Incident Rate
- Emissions from direct operations (% reduction against an established baseline)
- Water-to-product ratio (hl/hl)



# Upholding Ethics and Integrity

At the heart of our ESG strategy is an understanding that, if we're to achieve our goals and meet evolving stakeholder expectations, we must work ethically and with integrity.



## Our Code of Business Conduct

Business decisions are guided by our [Code of Business Conduct](#), a company-wide document available in 11 languages (Bulgarian, Croatian, Czech, English, French, Hungarian, Italian, Montenegrin, Romanian, Serbian and Spanish).

It underpins our ethics and compliance program and informs policies, training, communication, monitoring and auditing procedures on 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

Employees are required to read and confirm compliance with the Code, with mandatory training incorporated into the onboarding process for new employees. Refresher training is provided every two years. Any potential conflicts of interest must be disclosed via an online form for approval and recording. We also expect employees to raise any concerns about possible Code violations through the appropriate channels.

## Anti-Bribery and Corruption

Molson Coors has zero tolerance toward bribery and corruption by employees or anyone acting on the company's behalf. All employees and business partners must adhere to ethical, transparent business practices. Employees receive training in our global Anti-Bribery and Corruption Policy through a dedicated program. Compliance due diligence procedures and standard contract clauses explain our process to business partners. We also conduct audits – both internally and externally – to monitor compliance.

Gifts and entertainments are recorded and receive pre-approval via an online Gifts and Entertainment Register in accordance with local policies. Online tools help employees report potential instances of bribery and corruption.

## Ethics and Compliance Helpline

Employees should feel empowered to report their concerns which is why we offer them access to a 24-hour Ethics and Compliance helpline. Administered by a third-party provider, the helpline 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 concerns raised are reviewed by our Ethics and Compliance Office, and both the law and company policy prohibit any retaliation against anyone who raises a concern in good faith.



# Maintaining an Ethical Supply Chain

Our suppliers are integral to our sustainability journey. We maintain open channels of engagement with them to ensure they are operating in ways that align with our values and expectations.



**What We Did in 2021**  
**41% of our key suppliers**  
 screened in third-party risk assessment

## Sustainable Procurement Practices

When making procurement decisions, we adopt best practice standards that balance economic development, social development and environmental protection with our commercial needs for quality, reliability, innovation and value.

We monitor global regulations regarding GMO ingredients and are committed to complying with health, food, safety, labeling and ingredients regulations. Additionally, we aim to work with suppliers who share our ambitions to:

- Meet and exceed customers’ growing expectations of ethical, responsible procurement
- Implement better risk management by protecting our interests throughout the supply chain
- Drive efficiency and continuous supply chain innovation

### SETTING THE STANDARD FOR RESPONSIBILITY

Our [Standards for Business and Supply Partners](#) document sets minimum compliance requirements we expect Molson Coors suppliers to adhere to. They include our expectations on environmental sustainability, fair employment, community responsibility, ethical business practices, human rights and sound commercial standards.

## Proactively Identifying Risks

We want the suppliers in our global sourcing network to commit to ethical and sustainable practices. A four-stage process helps screen, identify and monitor potential issues related to workers’ rights (including modern slavery), the environment, health & safety, and business ethics. We track supplier performance through the [Supplier Ethical Data Exchange \(Sedex\)](#) monitoring service platform.

### OUR FOUR-STEP SUPPLIER MONITORING PROCESS



#### STAGE 1 – SCREENING

We annually identify key suppliers, focusing on factors such as product category, production location, criticality and annual spend.



#### STAGE 2 – IDENTIFICATION

Key suppliers are asked to complete a Sedex Self-Assessment Questionnaire (SAQ) to gather further information on any potential risks related to 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 comments to questionnaires on areas of concern within each category.



#### STAGE 3 – SUPPLIER DEVELOPMENT

We work with suppliers to address any concerns and provide guidance to enable continuous improvement against our standards. We do this through active discussions with our suppliers, creating and managing remediation plans, and 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 findings are recorded, corrective action plans are established to ensure minimum expectations are being applied and risks are addressed. If an agreement cannot be reached, we will consider terminating the contract.

## Ensuring Responsible Political Contributions

We actively participate in political engagements to inform public policymakers of developments that relate to our company and industry.

The Governance Committee of the Board of Directors oversees all corporate political activities and receives annual reports on political giving.

Our Political Contribution Policy outlines Molson Coors' policies, procedures and philosophy regarding political contributions and activities. Updated in February 2021, it reaffirms broad criteria that drive decisions regarding political contributions (as permitted by law) by employee-funded entities, corporate contributions, as well as other lobbying and advocacy efforts. It affirms that any political engagement, including contributions, will not be influenced by the political preferences of any individual director, officer or employee.

We commit to conducting these activities ethically and in compliance with the law. Our business rules state that only designated employees may engage in public policy work on our behalf. In doing so, they must adhere to specific registration, ethics and disclosure requirements in their respective jurisdiction. Our Code of Business Conduct provides employees with additional guidance.

In the US, political contributions support candidates, political parties and committees at both federal and state levels, aligned with criteria that focus on a pro-company agenda. In 2021, our contributions to candidates for state office, state political entities and ballot initiatives totaled approximately \$214,150. We follow rigorous internal protocols, legal policies and external controls to ensure political contributions are made and reported in compliance with appropriate federal, state and local laws and regulations. The value of contributions at the state level are generally publicly available on the respective state's website as disclosures on the campaign finance reports required by that jurisdiction.

We also operate the Molson Coors Political Action Committee (Molson Coors PAC). 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](http://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.

In Canada, our total 2021 corporate political contribution was approximately CAD\$8,000 in select provinces where permitted by law.

## Operating under a Responsible Tax Strategy

The taxes we pay as a responsible business can be a significant part of our economic contribution to the global jurisdictions where we operate. Management of tax affairs is guided by principles aligned with our global commercial, sustainability and corporate governance practices, including a commitment to 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 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 employment opportunities in our businesses and across our wider value chain. We also assist governments, other businesses and civil society by investing in people skills and the advancement of new technologies to manufacture and promote our products.





# Appendix

We've aligned our ESG reporting with the requirements of several internationally recognized standards, as further detailed in this Appendix.

## Contents

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# TCFD Disclosures

TOPIC	DISCLOSURE	LOCATION
<b>GOVERNANCE</b>	A. Describe the board’s oversight of climate-related risks and opportunities.	<a href="#">ESG Report (pg. 41)</a> <a href="#">CDP Climate Change – Governance</a>
	B. Describe management’s role in assessing and managing climate-related risks and opportunities.	<a href="#">ESG Report (pg. 41–43)</a> <a href="#">CDP Climate Change – Governance</a>
<b>STRATEGY</b>	A. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">CDP Climate Change – Risks and Opportunities</a>
	B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	<a href="#">CDP Climate Change – Risks and Opportunities</a>
	C. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<a href="#">CDP Climate Change – Business Strategy</a>
<b>RISK MANAGEMENT</b>	A. Describe the organization’s processes for identifying and assessing climate-related risks.	<a href="#">ESG Report (pg. 41–42)</a> <a href="#">CDP Climate Change – Risks and Opportunities</a>
	B. Describe the organization’s processes for managing climate-related risks.	<a href="#">ESG Report (pg. 41–42)</a> <a href="#">CDP Climate Change – Risks and Opportunities</a>
	C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	<a href="#">ESG Report (pg. 41–42)</a> <a href="#">CDP Climate Change – Risks and Opportunities</a>
<b>METRICS AND TARGETS</b>	A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">ESG Report (pg. 25–29)</a> <a href="#">CDP Climate Change – Targets and Performance</a>
	B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<a href="#">ESG Report (pg. 25–29)</a> <a href="#">CDP Climate Change – Emissions Data</a>
	C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	<a href="#">ESG Report (pg. 25–29)</a> <a href="#">CDP Climate Change – Targets and Performance</a>



# SASB Disclosures

	ACCOUNTING METRIC	UNIT OF MEASURE	LOCATION
<b>ENERGY MANAGEMENT</b>	Total energy consumed, percentage grid electricity, percentage renewable	Gigajoules (GJ), Percentage (%)	<a href="#">ESG Report (pg. 29)</a>
<b>WATER MANAGEMENT</b>	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Cubic meters (m <sup>3</sup> ), Percentage (%)	(1) <a href="#">ESG Report (pg. 21)</a> (2) <a href="#">CDP Water Security</a>
	Description of water management risks and discussion of strategies and practices to mitigate those risks	n/a	<a href="#">CDP Water Security</a>
<b>RESPONSIBLE DRINKING &amp; MARKETING</b>	Percentage of total advertising impressions made on individuals at or above the legal drinking age	Number, Percentage (%)	<a href="#">ESG Report (pg. 36)</a>
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Number, Percentage (%)	<a href="#">ESG Report (pg. 36)</a>
	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	US dollars (\$)	<a href="#">ESG Report (pg. 36)</a>
	Description of efforts to promote responsible consumption of alcohol	n/a	<a href="#">ESG Report (pg. 35–39)</a>
<b>PACKAGING LIFECYCLE MANAGEMENT</b>	(3) percentage of packaging that is recyclable, reusable, and/or compostable	Metric tons (t), Percentage (%)	<a href="#">ESG Report (pg. 30)</a>
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	n/a	<a href="#">ESG Report (pg. 30–33)</a>
<b>ENVIRONMENTAL &amp; SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAINS</b>	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	<a href="#">ESG Report (pg. 45)</a>
<b>INGREDIENT SOURCING</b>	Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	Percentage (%) by cost	<a href="#">ESG Report (pg. 23)</a> <a href="#">CDP Water Security</a>
	List of priority beverage ingredients and description of sourcing risks due to environmental and social considerations	n/a	<a href="#">ESG Report (pg. 45)</a> <a href="#">CDP Water Security</a>

# 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](#).

## General Disclosures

	INDICATOR	DESCRIPTION	LOCATION AND NOTES
<b>ORGANIZATIONAL PROFILE</b>	102-1	Name of the organization	Molson Coors Beverage Company
	102-2	Primary brands, products, and/or services	<a href="#">ESG Report (pg. 4)</a> ; <a href="#">Annual Report on Form 10-K</a>
	102-3	Location of organization's headquarters	<a href="#">ESG Report (pg. 4)</a> ; <a href="#">Annual Report on Form 10-K</a>
	102-4	Number of countries where the organization operates, and countries with major operations or relevant to sustainability issues	<a href="#">ESG Report (pg. 4)</a> ; <a href="#">Annual Report on Form 10-K</a>
	102-5	Nature of ownership and legal form	<a href="#">Annual Report on Form 10-K</a>
	102-6	Markets served	<a href="#">Annual Report on Form 10-K</a>
	102-7	Scale of the reporting organization	<a href="#">Annual Report on Form 10-K</a>
	102-8	Employees by employment contract and gender	<a href="#">ESG Report (pg. 9)</a>
	102-9	Description of the organization's supply chain	The main elements of our supply chain are agricultural brewing ingredients (barley, hops, other grains), packaging (cans, bottles, kegs), and the transport and distribution of our products to customers and consumers.
	102-10	Significant changes to size, structure, or ownership	<a href="#">Annual Report on Form 10-K</a>
	102-11	Whether and how the Precautionary Principle is addressed	<a href="#">ESG Report (pg. 19-34, 42)</a> ; <a href="#">Annual Report on Form 10-K</a>
	102-12	External initiatives	<a href="#">ESG Report (pg. 2)</a> ; <a href="#">UN SDG Impact Summary (pg. 54)</a>
	102-13	Membership of associations	<a href="#">UN SDG Impact Summary (pg. 54)</a>
<b>STRATEGY</b>	102-14	CEO statement	<a href="#">ESG Report (pg. 3)</a>
<b>ETHICS AND INTEGRITY</b>	102-16	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	<a href="#">ESG Report (pg. 5)</a> ; <a href="#">Code of Business Conduct</a>
	102-17	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	<a href="#">ESG Report (pg. 44)</a> ; <a href="#">Code of Business Conduct</a>
<b>GOVERNANCE</b>	102-18	Governance structure	<a href="#">ESG Report (pg. 41)</a> ; <a href="#">Molson Coors corporate website</a>
	102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">ESG Report (pg. 41)</a> ; <a href="#">Molson Coors corporate website</a>
	102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">ESG Report (pg. 42)</a> ; <a href="#">Molson Coors corporate website</a>
<b>STAKEHOLDER ENGAGEMENT</b>	102-40	Stakeholder groups engaged by the organization	<a href="#">ESG Report (pg. 42)</a> ; <a href="#">Molson Coors corporate website</a>
	102-41	Percentage of employees covered by collective bargaining agreements	<a href="#">Annual Report on Form 10-K</a>

**General Disclosures**

	INDICATOR	DESCRIPTION	LOCATION AND NOTES
	102-42	How stakeholders are identified and selected	<a href="#">ESG Report (pg. 42)</a> ; <a href="#">Molson Coors corporate website</a>
	102-43	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	<a href="#">ESG Report (pg. 42)</a> ; <a href="#">Molson Coors corporate website</a>
	102-44	Key concerns raised through stakeholder engagement, and how the organization responded	<a href="#">Molson Coors corporate website</a>
<b>REPORTING PRACTICE</b>	102-45	Entities included in consolidated financial statements and if any are not in report	<a href="#">Annual Report on Form 10-K</a>
	102-47	Material aspects identified	<a href="#">Molson Coors corporate website</a>
	102-48	Effect of restatements	n/a
	102-49	Significant changes from previous reporting periods	<a href="#">ESG Report (pg. 2)</a>
	102-50	Reporting period	<a href="#">ESG Report (pg. 2)</a>
	102-51	Most recent report	June 2021
	102-52	Reporting cycle	<a href="#">ESG Report (pg. 2)</a>
	102-53	Contact for sustainability report	For questions and comments, please email <a href="mailto:ESG-Sustainability@molsoncoors.com">ESG-Sustainability@molsoncoors.com</a>
	102-54	Claims of reporting in accordance with the GRI Standards	<a href="#">ESG Report (pg. 2, 50)</a>
	102-55	GRI content Index	<a href="#">ESG Report (pg. 50)</a>
	102-56	External assurance	<a href="#">ESG Report (pg. 59)</a>

**Material Topics**

	INDICATOR	DESCRIPTION	LOCATION AND NOTES
<b>ECONOMIC</b>	<b>Economic Performance</b>		
	201-1	Direct economic value generated and distributed	<a href="#">Annual Report on Form 10-K</a>
	201-2	Financial implications and other risks and opportunities for the organization's activities due to climate change	<a href="#">CDP Climate Change</a>
<b>ANTI-CORRUPTION</b>	205-2	Communication and training on anti-corruption policies and procedures	<a href="#">ESG Report (pg. 44)</a>
<b>ENVIRONMENTAL</b>	<b>Energy</b>		
	302-1	Energy consumption within the organization	<a href="#">ESG Report (pg. 29)</a>
	302-3	Energy intensity	47.56 kWh/hl
	302-4	Reduction of energy consumption	<a href="#">ESG Report (pg. 29)</a>
	<b>Water</b>		
	303-3	Total water withdrawal by source	<a href="#">ESG Report (pg. 21)</a>

**Material Topics**

	INDICATOR	DESCRIPTION	LOCATION AND NOTES
	<b>Emissions</b>		
	305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	<a href="#">ESG Report (pg. 29)</a>
	305-2	Energy indirect GHG emissions (Scope 2)	<a href="#">ESG Report (pg. 29)</a>
	305-3	Other indirect GHG emissions (Scope 3)	<a href="#">ESG Report (pg. 29)</a>
	305-4	GHG emissions intensity	61.48 kgCO <sub>2</sub> e/hl
	305-5	Reduction of GHG emissions	<a href="#">ESG Report (pg. 25)</a>
	<b>Waste</b>		
	306-3	Total weight of waste generated	<a href="#">ESG Report (pg. 34)</a>
	306-4	Total weight of waste diverted from disposal	<a href="#">ESG Report (pg. 34)</a>
	306-5	Total weight of waste directed to disposal	<a href="#">ESG Report (pg. 34)</a>
	<b>Environmental Compliance</b>		
	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 critical environmental incident occurs when an authorized body (e.g., a governmental body, independent commercial or noncommercial 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 2021, we had no critical environmental incidents.
<b>SOCIAL</b>	<b>Employment</b>		
	401-1	New employee hires and employee turnover	<a href="#">ESG Report (pg. 14)</a>
	<b>Occupational Health and Safety</b>		
	403-9	Work-related injuries	<a href="#">ESG Report (pg. 16)</a>
	<b>Training and Education</b>		
	404-1	Average hours of training per year per employee	<a href="#">ESG Report (pg. 13)</a>
	404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">ESG Report (pg. 13)</a>
	<b>Diversity and Equal Opportunity</b>		
	405-1	Diversity of governance bodies and employees	<a href="#">ESG Report (pg. 9)</a>
	<b>Local Communities</b>		
	413-1	Operations with local community engagement, impact assessments, and development programs	100% of our large breweries and offices implemented local community engagement. <a href="#">ESG Report (pg. 11, 17-18)</a>
	<b>Public Policy</b>		
	415-1	Total value of political contributions by country	<a href="#">ESG Report (pg. 46)</a>
	<b>Customer Health and Safety</b>		
	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. <a href="#">ESG Report (pg. 35-39)</a>
	<b>Product and Service Labeling</b>		
	417-1	Requirements for product and service information and labeling	<a href="#">ESG Report (pg. 39)</a>
	417-2	Incidents of non-compliance concerning product and service information and labeling	<a href="#">ESG Report (pg. 36)</a>

# UNGC 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.

### UN Global Compact



ISSUE AREA	PRINCIPLE	FURTHER INFORMATION
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	<a href="#">ESG Report (pg. 16)</a> ; <a href="#">Employment Principles</a> ; <a href="#">UK Modern Slavery Statement</a>
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.	<a href="#">ESG Report (pg. 16, 44)</a> ; <a href="#">Employment Principles</a> ; <a href="#">UK Modern Slavery Statement</a>
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.	<a href="#">ESG Report (pg. 19–34, 42)</a> ; <a href="#">Environment, Health and Safety Policy</a> ; <a href="#">Agricultural Brewing Ingredients Policy</a> ; <a href="#">Packaging Policy</a>
Anticorruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<a href="#">ESG Report (pg. 44)</a> ; <a href="#">Employment Principles</a> ; <a href="#">Code of Business Conduct</a>



### CEO Water Mandate



COMMITMENT AREA	FURTHER INFORMATION
Direct Operations	<a href="#">ESG Report (pg. 21)</a> ; <a href="#">CDP Water Security</a>
Supply Chain and Watershed Management	<a href="#">ESG Report (pg. 22–24)</a> ; <a href="#">CDP Water Security</a>
Collective Action	<a href="#">ESG Report (pg. 22–24)</a> ; <a href="#">CDP Water Security</a>
Public Policy	<a href="#">ESG Report (pg. 46)</a> ; <a href="#">CDP Water Security</a>
Community Engagement	<a href="#">ESG Report (pg. 22–24)</a> ; <a href="#">CDP Water Security</a>
Transparency	Our ESG Report discusses our water stewardship targets, practices and current performance. Our water data is assured according to ISAE 3000 by a third party, Corporate Citizenship. We report on water and climate risk in our <a href="#">Annual Report on Form 10-K</a> .

# UN Sustainable Development Goals Impact Summary



In 2015, the United Nations launched a set of 17 Sustainable Development Goals (UN SDGs), with target actions by goal required to tackle poverty, inequality, climate change, and other significant issues impacting the world, by 2030. Given the nature of our business, we identified the following UN SDGs and targets as the areas where we can make the biggest contribution. This Impact Summary provides an update on our progress through 2021.

UN SUSTAINABLE DEVELOPMENT GOALS	RELEVANT TARGETS	MOLSON COORS COMMITMENTS & TARGETS	2021 PROGRESS
 <p><b>GOAL 2</b> <b>Zero hunger:</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>	<p><b>Target 2.4</b> Sustainable food production systems and implement <b>resilient agricultural practices</b> that increase productivity and production, that help maintain ecosystems, that <b>strengthen capacity for adaptation</b> to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>	Source 100% of barley and hops from sustainable suppliers in key growing regions	100% of our direct barley farmers and 42% of our hops growers recognized our sustainability standards with 675 US farms reporting information on sustainability initiatives through the Grower Direct Portal, and more than 140 barley farmers in the UK Molson Coors Growers Group participating in the Red Tractor Certification standard.
		Improve water-use efficiency of our agricultural supply chain	Over \$27.5 million invested since 2008 in barley variety research, sustainability incentives and research partnerships to help farmers mitigate the impacts of climate change and grow a more successful crop. Moravian 179, the new cultivar of malt barley that will constitute 25% of our US barley contract volume in 2022, has ~5% higher yield than Moravian 69 and improved resiliency to drought and heat stressors.
			Due to prolonged droughts and heat along the West Coast of North America, watering requirements increased in 2021. The support offered to farmers through our barley program was vital to save the crops during this year.
 <p><b>GOAL 3</b> <b>Good health &amp; well-being:</b> Ensure healthy lives and promote well-being for all at all ages</p>	<p><b>Target 3.5</b> <b>Strengthen the prevention</b> and treatment of substance abuse, including narcotic drug abuse and <b>harmful use of alcohol</b>, which also supports:</p>	Implement programs that promote responsible drinking and reduce the harmful use of alcohol in all our countries	12 of the 13 countries with production operations had impactful programs to prevent alcohol-related harm (all but Italy, where we have a small craft brewery). Also, 100% of employees must review and comply with our Alcohol Responsibility Policy at the start of their employment.
		Partner with other global alcohol producers to achieve global reduction in harmful alcohol use	Partnership with 12 other global alcohol producers in the International Alliance of Responsible Drinking (IARD) to prevent alcohol misuse and reduce harmful drinking. Other partnerships tackling harmful alcohol use include (but are not limited to): Worldwide Brewing Alliance, Beer Institute, TEAM Coalition, the Responsible Retailing Forum, Beer Canada and The Brewers of Europe.
	<b>Target 3.4</b> Reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	Responsible marketing and advertising of all our products	No material incidents of non-compliance with industry and regulatory and labeling codes resulting in a fine or penalty in 2021.
	<b>Target 3.6</b> By 2030, halve the number of global deaths and injuries from road traffic accidents	Low- and no-alcohol choices in all our countries	100% of our countries with production operations offer low- and no-alcohol beverage options.
	Deliver alcohol serving facts, nutritional and ingredients information for all our products in the countries where we have production operations	Over 300 of our products have alcohol serving facts, nutritional and ingredients information available on-pack or on brand websites.	

UN SUSTAINABLE DEVELOPMENT GOALS	RELEVANT TARGETS	MOLSON COORS COMMITMENTS & TARGETS	2021 PROGRESS
 <p><b>GOAL 5</b>  <b>Gender equality:</b> Achieve gender equality and empower all women and girls</p>	<p><b>Target 5.1</b>  <b>End all forms of discrimination against all women and girls</b> everywhere</p> <p><b>Target 5.5</b>                      Ensure women's <b>full and effective participation and equal opportunities for leadership</b> at all levels of decision-making in political, economic and public life</p>	<p>Provide a workplace where all employees are treated with respect, differences are valued and the inclusion of people across diverse backgrounds is championed at all levels of the company</p> <p>Improve representation of women</p> <p>Promote supplier diversity across the business</p>	<p>Reduced median gender pay gap in the UK from 9.37% in 2020 to 4.13% in 2021.</p> <p>Supported the Employee Resource Group BREW (Building Relationships &amp; Empowering Women).</p> <p>Launched <i>We All Own DEI</i> training across our Americas business unit.</p> <p>As of the end of 2021, 26.7% of our global full-time workforce were women and 34.1% of Sr Manager and above employees were women. 21.4% of the Molson Coors Board of Directors were women (as of the end of 2021).</p> <p>\$360.3 million spent with diverse suppliers in the Americas in 2021, a 51% increase over 2020. 2021-2023 cumulative target is \$1 billion (&gt;\$2.26 billion spent with diverse suppliers 2016-2021).</p>
 <p><b>GOAL 6</b>  <b>Clean water and sanitation:</b> Ensure availability and sustainable management of water and sanitation for all</p>	<p><b>Target 6.4</b>                      Substantially <b>increase water-use efficiency</b> across all sectors and <b>ensure sustainable withdrawals and supply of freshwater</b> to address water scarcity and substantially reduce the number of people suffering from water scarcity, which also supports:</p> <p><b>Target 6.3</b>                      Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p><b>Target 6.6</b>                      Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p> <p><b>Target 6.b</b>                      Support and strengthen the participation of local communities in improving water and sanitation management</p>	<p>Improve water-use efficiency in our large breweries</p> <p>Protect high water-stressed watersheds in partnership with others</p> <p>Achieve a 10% improvement in water-use efficiency in our agricultural supply chain</p>	<p>5.59% reduction in water-to-product ratio compared to 2016 baseline (3.38 hl/hl in 2021).</p> <p>21 large breweries have undergone Watershed Risk Assessments and two of the three identified as at-risk have Water Risk Initiatives put in place.</p> <p>205 million gallons of water restored in our high-stress watersheds in Colorado and Texas in 2021, for a total of 2.8 billion gallons restored since 2014.</p> <p>Over \$27.5 million invested since 2008 in barley variety research, sustainability incentives and research partnerships to help farmers mitigate the impacts of climate change and grow a more successful crop.</p> <p>Moravian 179, the new cultivar of malt barley that will constitute 25% of our US barley contract volume in 2022, has ~5% higher yield than Moravian 69 and improved resiliency to drought and heat stressors.</p> <p>Due to prolonged droughts and heat along the West Coast of North America, watering requirements increased in 2021. The support offered to farmers through our barley program was vital to save the crops during this year.</p>

UN SUSTAINABLE DEVELOPMENT GOALS	RELEVANT TARGETS	MOLSON COORS COMMITMENTS & TARGETS	2021 PROGRESS
 <p><b>GOAL 7</b> <b>Affordable and clean energy:</b> Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<p><b>Target 7.2</b> <b>Increase</b> substantially the share of <b>renewable energy</b> in the global energy mix</p> <p><b>Target 7.3</b> Double the global rate of <b>improvement in energy efficiency</b></p>	<p>Increase renewable electricity use</p> <p>Reduce carbon emissions across our operations, and throughout our value chain, including from our packaging, and align our carbon reduction goals with the established standards for science-based targets verified by the SBTi</p>	<p>100% renewable electricity for our UK operations as of March 2021, with &gt;61 million kilowatt hours generated from the Tween Bridge wind farm in the first of a 10-year Power Purchase Agreement.</p> <p>27.9% reduction in absolute GHG emissions from direct operations since 2016, and 27.5% reduction in absolute GHG emissions in our value chain since 2016.</p> <p>Our new brewery and distribution center opened in Longueuil (Quebec, Canada) in 2021 features advanced technologies to achieve low energy consumption and CO<sub>2</sub> emissions. The multi-year improvement project at our Golden, CO, brewery is projected to yield 15% energy reduction once completed in 2024.</p> <p>1 of 1,082 companies with emissions reduction targets approved by the SBTi in line with the Paris Climate Agreement.</p> <p>Scored B on 2021 CDP Climate Change, which is in the Management band. This is higher than the North America regional average of C, and higher than the food and beverage processing sector average of B-. 41% companies of the sector are at Management level.</p>
 <p><b>GOAL 8</b> <b>Decent work and economic growth:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p><b>Target 8.5</b> Achieve <b>full and productive employment and decent work</b> for all women and men, including for young people and persons with disabilities, and <b>equal pay for work of equal value</b></p> <p><b>Target 8.7</b> Effective measures to <b>eradicate forced labour, end modern slavery and human trafficking</b> and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and <b>end child labour in all its forms</b></p> <p><b>Target 8.8</b> <b>Protect labour rights and promote safe and secure working environments for all workers,</b> including migrant workers, in particular women migrants, and those in precarious employment</p>	<p>Investment aiming to improve livelihoods, foster empowerment and build resilient communities</p> <p>Maintain ethical and sustainable supply chain practices</p> <p>Greater health and safety in the workplace with a reduction in the Lost Time Rate (LTR)</p>	<p>18 years being recognized by the Human Rights Campaign Foundation as one of the "Best Places to Work for LGBTQ Equality" and 9 years recognized as a top employer in the UK by Top Employers Institute. In the UK, we reduced the median gender pay gap from 9.37% in 2020 to 4.13% in 2021. See also Goal 10.</p> <p>Suppliers are expected to comply with our Standards for Business and Supply Partners, which include fair employment and human rights requirements, and 100% alignment with the UK Modern Slavery Act 2015.</p> <p>We track supplier performance through the Supplier Ethical Data Exchange (Sedex) monitoring service platform to identify and monitor potential issues related to workers' rights, health and safety, and business ethics. In 2021, 41% of key suppliers were involved in Sedex risk assessment screening.</p> <p>Enterprise Lost Time Rate (LTR) of 0.71 in 2021, which is less than 0.83 in 2020. The Central &amp; Eastern Europe team launched a <i>Safe by Choice</i><sup>TM</sup> program focused on behavior change to promote zero tolerance for unsafe actions.</p> <p>Expanded mental health services were provided through our employee wellbeing benefits platform, focusing on stress management, mental wellbeing reviews, mindfulness and financial wellbeing.</p>



UN SUSTAINABLE DEVELOPMENT GOALS	RELEVANT TARGETS	MOLSON COORS COMMITMENTS & TARGETS	2021 PROGRESS
 <p><b>GOAL 10</b> <b>Reduced inequalities:</b> Reduce inequality within and among countries</p>	<p><b>Target 10.2</b> <b>Empower and promote the social, economic and political inclusion of all</b>, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>By 2023, improve representation of women in the Americas</p> <hr/> <p>By 2023, increase people of color representation in the US by 25%</p> <hr/> <p>Investment aiming to improve livelihoods, foster empowerment and build resilient communities</p>	<p>As of the end of 2021, 26.7% of our global full-time workforce were women and 34.1% of Sr Manager and above employees were women. 21.4% of the Molson Coors Board of Directors were women (as of the end of 2021).</p> <hr/> <p>28.4% of US people of color workforce representation as of the end of 2021 (up from 2020 baseline of 26.3%).</p> <hr/> <p>18 years being recognized by the Human Rights Campaign Foundation as one of the "Best Places to Work for LGBTQ Equality" and 9 years recognized as a top employer in the UK by Top Employers Institute.</p> <hr/> <p>\$1.5 million invested through <i>Project Justice</i> in 33 organizations focused on social justice, equality and empowerment, for a total of \$3 million since 2020.</p> <hr/> <p>Over \$10.5 million invested in local nonprofit partnerships that support civic leadership, alcohol responsibility, economic empowerment, sustainability and social justice.</p> <hr/> <p>63 scholarships offered to undergraduate students at participating Hispanic Association of Colleges and Universities (HACU) institutions.</p> <hr/> <p>\$250,000 donated to Equality Federation to support the <i>Open &amp; Proud</i> initiative - helping make bars safer, more inclusive environments for LGBTQ+ individuals.</p>
 <p><b>GOAL 12</b> <b>Responsible consumption and production:</b> Ensure sustainable consumption and production patterns</p>	<p><b>Target 12.5</b> Substantially <b>reduce waste generation through prevention, reduction, recycling and reuse</b>, which also supports:</p> <p><b>Target 12.2</b> Achieve the sustainable management and efficient use of natural resources</p>	<p>Make 100% of our packaging reusable, recyclable or compostable</p> <hr/> <p>Ensure at least 30% recycled content is in all consumer-facing plastic packaging</p> <hr/> <p>Participate in recycling solutions to increase recycling rates in priority markets</p> <hr/> <p>Achieve and sustain zero waste to landfill status at all our major brewing and manufacturing facilities</p>	<p>99.5% of current packaging materials are recyclable, reusable or compostable.</p> <p>Coors Light replaced plastic six-pack rings with fully recyclable cardboard-wrap carriers. This saves 400,000 pounds of single-use plastic from becoming waste every year.</p> <hr/> <p>4.4% of our packaging is plastic and 15.2% of our consumer-facing plastic packaging contains at least 30% recycled content.</p> <hr/> <p>Worldwide, 9.2% of our net volume sold in 2021 was in returnable kegs. In Canada, 1.0% of net volume sold was in standard returnable bottles. In the US, bottles are labeled for consumer awareness about applicable deposit cost for CA, CT, HI, IA, ME, MA, MI, NY, OR and VT. Through our participation in Beer Institute, Consumer Brands Association, Glass Packaging Institute, Recycling Partnership and Recycle Colorado, among others, we encourage increased recycling rates and stronger recycling programs.</p> <hr/> <p>0.2% of total solid waste from our major breweries and manufacturing facilities was sent to landfills with 17 out of 25 of those facilities maintaining zero waste to landfill status.</p> <hr/> <p>700,000+ tonnes of spent grain and yeast sent to farmers and other businesses for beneficial reuse.</p>

UN SUSTAINABLE DEVELOPMENT GOALS



**GOAL 13**

**Climate action:** Take urgent action to combat climate change and its impacts

RELEVANT TARGETS

**Target 13.1**  
**Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters** in all countries, which also supports:

**Target 13.3**  
Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

MOLSON COORS COMMITMENTS & TARGETS

Reduce carbon emissions across our operations, and throughout our value chain

Protect high water-stressed watersheds in partnership with others

Improve water-use efficiency of our agricultural supply chain and malting operations

Source 100% of barley and hops from sustainable suppliers in key growing regions

2021 PROGRESS

27.9% reduction in absolute GHG emissions from direct operations and 27.5% reduction in absolute GHG emissions in our value chain since 2016.

21 large breweries have undergone Watershed Risk Assessments and two of the three identified as at-risk have Water Risk Initiatives put in place.

2.8+ billion gallons of water restored in our at-risk brewery watersheds in the US since 2014.

Scored A on 2021 CDP Supplier Engagement Rating, which recognizes the engagement with suppliers on climate-related issues. This score is above the B- average of food & beverage processing companies.

100% of our direct barley farmers and 42% of our hops suppliers recognized our sustainability standards.

Scored A on 2020 CDP Supplier Engagement Rating, which recognizes the engagement with suppliers on climate-related issues. This score is above the B- average of food & beverage processing companies.



**GOAL 17**

**Partnerships for the goals:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

**Target 17.16**  
Enhance the Global Partnership for Sustainable Development, complemented by **multi-stakeholder partnerships** that mobilize and share knowledge, expertise, technology and financial resources, **to support the achievement** of the SDGs in all countries, in particular developing countries

**Target 17.17**  
Encourage and promote **effective public, public-private and civil society partnerships**, building on the experience and resourcing strategies of partnerships

Partner with other global alcohol producers to achieve reduction globally in harmful alcohol use

Protect local water resources in partnership with others

Source 100% of barley and hops from sustainable suppliers in key growing regions

Improve water-use efficiency of our agricultural supply chain and malting operations

Participate in recycling solutions to increase recycling rates in priority markets

Reduce carbon emissions across our operations and throughout our value chain

Partnership with 12 other global alcohol producers in the International Alliance of Responsible Drinking (IARD) to prevent alcohol misuse and reduce harmful drinking.

Regular collaboration with NGOs and nonprofits globally across markets where we have large breweries or significant selling operations.

Partnerships with the Chambers Creek Water Quality Initiative in Texas and The Nature Conservancy (TNC) in Colorado, supporting projects aimed at protecting and restoring water in high-stress watersheds.

Signatory of the UN Global Compact and the CEO Water Mandate, and partnerships with the Beverage Industry Environmental Roundtable (BIER) and the Ellen MacArthur Foundation, among others.

Partnering with nonprofit Change the Course to fund seven conservation and restoration projects across five Canadian provinces.

100% of our direct barley farmers and 42% of our hops suppliers recognized our sustainability standards.

See Goal 1

Tier 1 packaging suppliers engaged to discuss alignment on emissions reduction goals and sustainability innovation initiatives.

See Goals 7 and 13

# Independent Assurance of Molson Coors Beverage Company's 2021 Environmental, Health and Safety Data

## ISAE 3000 (2020) STATEMENT

August 2022

### The nature of the assurance

This is a report by Corporate Citizenship for the Management of Molson Coors Beverage Company.

Corporate Citizenship has undertaken **limited** assurance of selected Environmental, Health and Safety data against the GHG Protocol Corporate Accounting and Reporting Standard (2015) for the relevant environmental data and overall with the GRI Principles of Accuracy, Clarity, Comparability, Completeness, Timeliness and Verifiability.

KPI	Unit	Quantity
Total energy use	MJ	13,731,031,218
Scope 1 greenhouse gas emissions	tCO <sub>2</sub> e	606,319
Scope 2 greenhouse gas emissions (location based)	tCO <sub>2</sub> e	342,069
Scope 2 greenhouse gas emissions (market based)	tCO <sub>2</sub> e	363,751
Scope 3 greenhouse gas emissions from the downstream transportation and distribution, fuel and energy-related activities	tCO <sub>2</sub> e	775,069
Total water usage	hl	307,623
Total waste disposals from major manufacturing facilities	tonnes	823,633
Waste to landfill from major manufacturing facilities	tonnes	1,765
Total number of environmental releases	#	0
Lost Time Rate	#	0.71

Molson Coors Beverage Company is entirely and solely responsible for the production and publication of the data assured, Corporate Citizenship for its assurance.

This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (*Assurance Engagements other than Audits or Reviews of Historical Financial Information*) and the relevant subject-matter specific ISAE for GHG data (ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*).

GHG quantification is subject to inherent uncertainty due to factors such as incomplete scientific knowledge about the global warming potential of different GHGs and uncertainty around the models and parameters used in estimating GHG emissions.

Corporate Citizenship has complied with the requirements for independence, professional ethics and quality control as stipulated by ISAE 3000 (2020) Requirements 3a and 3b.

### Assurance work performed

The assurance work was commissioned in February 2022 and was completed on August 10, 2022. Detailed records were kept of meetings, assurance visit and correspondence relating to the assurance. A team of three, led by a Director, undertook the assurance and commentary process. An assurance expert acted as adviser to the group.

The assurance engagement was undertaken to a **limited** level, and involved the following activities:

- A review of underlying data sources and substantiating evidence to support this year's reporting, to assess robustness of monitoring and reporting systems;
- A review of the activity data for energy (process, warehouses, offices and company vehicles, distribution of finished product), water and waste;
- A review of year-on-year performance trends to identify any significant changes in operational eco-efficiency and investigate the reasons behind these trends;
- A review of GHG calculations for accuracy and consistency with best practice guidelines;

- A review of the data collation tools and processes for waste;
- A review of data consolidation and aggregation;
- A review of group reporting to check for errors or omissions in data analysis, consistency with underlying data sets and reasonableness of reporting;
- Interviews with key group, regional and selected-site personnel;
- A site visit to the Burton manufacturing facility in the UK.

### Independence

We have worked with the Molson Coors Beverage Company since 2011 and this is the fifth year we have provided assurance. During the 2021 reporting period our work with the company focused exclusively on assurance.

### Conclusion

Based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that the data assured is not prepared, in all material respects, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (2015) for the relevant environmental data and overall with the GRI Principles of Accuracy, Clarity, Comparability, Completeness, Timeliness and Verifiability.

Corporate Citizenship Limited, London  
August 10, 2022



