






ENGAGED WITH SOCIETY

CSR REPORT 2014/15



ENGAGED WITH SOCIETY 2014/15

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“At Carlsberg UK our commitment to doing business responsibly influences each and every decision we make.”

James Lousada,
Chief Executive Officer

WELCOME

Within the UK we focus our energy on working to create a positive impact on local communities and society, to act responsibly within the marketplace, to mitigate our environmental impact and ensure the welfare of our people each day they come to work with us.

‘Engaged with Society’ is our way of communicating what we’ve achieved, what we’re working towards, and our aspirations in the longer-term. It’s our way of focusing our efforts to make a positive contribution to society, whether that is minimising water use in the brewing process, operating greener vehicles, or introducing alcohol-free beers to the marketplace.

However being engaged with society is bigger than the sum of our individual business efforts.

We are proud to be a part of a UK drinks industry that is committed to evaluating the impact of our products and processes, tackling the difficult issues head on, and working collaboratively with industry bodies to make a positive contribution.

Collectively we are taking great strides in tackling the public health and sustainability challenges common to us all. It’s in everyone’s interests that our industry continues to thrive and grow responsibly. The UK beer and pubs industry employs over 900,000 in the UK and contributes £22bn annually to the national economy.

The next phase of our journey will see us taking every opportunity to talk about our responsibilities and to share our efforts and achievements when meeting the challenges that face us. This approach will help us to embed and integrate sustainable and responsible practices across our business and enable us to lead and influence best practice every step of the way.

A handwritten signature in black ink that reads "James Lousada".

James Lousada,
Chief Executive Officer



Andrew Roache,
Head of External Affairs

WELCOME TO OUR 2014/15 CORPORATE SOCIAL RESPONSIBILITY REPORT, THE FOURTH SINCE WE STARTED THE ENGAGED WITH SOCIETY PROGRAMME WITHIN CARLSBERG UK.

Throughout this report you'll find stories from across our organisation and beyond, highlighting our efforts to be a responsible business.

We are in a period of investment and innovation at Carlsberg UK and the awareness of our sustainability and public health responsibilities continues to grow and be embedded in the decisions we take and the work we do. This report highlights some of our achievements in these areas.

In recent months we've introduced new, greener vehicles across our logistics fleet, each fitted with state-of-the-art safety features to protect our people and the general public.

We're continuing to meet the needs of consumers and encouraging consumption within government recommended guidelines, with the launch of two alcohol-free beers, San Miguel 0.0% and San Miguel Limon 0.0%.

We're working more closely than ever before with UK farmers, sourcing all of the barley used in Carlsberg beer from their farms and ensuring a fair price and long-term, sustainable relationships.

Our people continue to raise valuable funds for very worthy causes, nationally for Prostate Cancer UK and locally for charities to which they have a personal connection.

Internationally, work is continuing on the Carlsberg Circular Community, a global collaboration with some of our major suppliers, seeking to develop packaging solutions that have a net positive benefit in their local market.

Engaged with Society continues to grow from strength to strength inside and outside Carlsberg UK and this report is now just one of the ways that we're sharing our story.

Alongside our dedicated website, engagedwithsociety.co.uk, we're also taking our journey to social media, where you can join the conversation.

Andrew Roache
Head of External Affairs

MARKETPLACE: WE RECOGNISE THE IMPORTANCE OF BEING A RESPONSIBLE SUPPLIER

We understand the harm that results from irresponsible alcohol consumption. We therefore work in partnership with the UK government, Drinkaware, the Portman Group and wider industry to improve public health by supporting targeted initiatives to tackle alcohol related harm.

Yet equally we recognise that alcohol can be enjoyed as part of a healthy lifestyle.

We're committed to using the influence of our existing brands to promote a responsible drinking culture; and we're innovating in no and low alcohol products to help shape new consumer behaviour.

Ultimately, it's our view that government and industry can work collaboratively to protect public health and secure a bright future for beer and pubs in the UK.



SUPPORTING SPORT, RESPONSIBLY

We're serious about responsible drinking. We know from the latest government figures on alcohol consumption that awareness campaigns and the active promotion of a more moderate drinking culture are starting to show results.

At Carlsberg UK and across the wider Group, we are committed to taking every opportunity to continue to drive this important message... and opportunities don't come much bigger than pitch-side advertising in the Barclays Premier League.

The Barclays Premier League has an accumulative audience of 4.2 billion people worldwide, spread across 212

territories, making it the perfect platform to engage consumers through the power of our brand and encourage responsible consumption.

As part of our status as the Official Beer of the Barclays Premier League, our responsible messaging has been present on all of our LED perimeter boards, broadcast all across the globe,



"The first time I remember seeing a sponsor's name on a shirt was that Carlsberg logo across the famous Liverpool red shirts. For most football fans it's an iconic vision, Carlsberg is a brand that's trusted within football and it's absolutely right that they should promote the 'celebrate responsibly' message, of course in the famous Carlsberg colours, as official beer of the Barclays Premier League."

Jeff Stelling,
Carlsberg Fan Squad Ambassador

"British sport receives about £300 million a year in sponsorship from the beer industry, £50million of which goes directly to grass roots projects. For Carlsberg UK to dedicate such valuable sponsorship space to promote a responsible drinking message shows just how serious we are about promoting a change in behaviour and getting the responsible drinking message out there in a way that consumers will want to engage with."

Paul Morris,
Brand and Sponsorship Manager.

Football is part of our heritage at Carlsberg UK, here are just a few of our favourite facts and figures:

- We are the Official Beer of the England national team and Official Beer Partner of the Barclays Premier League.
- Our relationship with Liverpool Football Club is still the longest running association in UK top flight football, now entering its 23rd year.
- We have Official Beer status with ten of the twenty teams in the Barclays Premier League.
- Carlsberg has been a sponsor of the European Championships since 1988.



OFFICIAL
BEER

INNOVATING IN ALCOHOL-FREE BEER

This year we've added two new products to our portfolio, San Miguel 0.0% and San Miguel 0.0% Limon. These two truly alcohol-free beers, a first for Spanish lagers, were launched to the off-trade initially and will be available to the on-trade from June 2015.

The addition of alcohol-free variants within one of our core brands is an important step and is set to help us make a significant contribution to the industry-wide billion unit pledge to take alcohol units out of the marketplace. It also delivers on our primary purpose, to delight consumers with the great tasting products they want.

David Scott, Director of Brand and Insight at Carlsberg UK explains: "We constantly monitor consumer demand and respond to current trends with innovations in our portfolio," he said. "The insight is showing there is consumer desire for great-tasting 0.0% beers, providing that same refreshing lager taste, for occasions when alcohol may not be a suitable choice.



"Research suggests that alcohol-free beers will play an important role in attracting different demographics into the beer category in the future. Therefore our customers can expect further innovation in the alcohol-free market from Carlsberg UK during 2015."

San Miguel 0.0% is the first Spanish lager with 0.0% alcohol. Available in a 330ml bottle, it maintains all the flavour, freshness and quality of alcoholic beer. Malty notes of barley provide a subtle roasted flavour, with balanced bitterness to deliver great beer refreshment.

San Miguel 0.0% Limon, available in a 330ml slim-line can, is an alcohol-free lager with real lemon juice, containing subtle malt and hop notes with the great lemon aroma and taste.

2014 also saw the launch of Carlsberg Blackcurrant, offering consumers a low alcohol choice with its ABV of 2.8%.

BRITAIN'S BREWERS ON-TRACK TO DELIVER LOWER ALCOHOL PLEDGE

An interim government report, released in May 2014, shows that the UK alcohol industry is in a good position to deliver on its pledge to remove one billion units of alcohol from UK consumption by the end of 2015.

The billion unit pledge is one way that the alcohol industry is showing its commitment to the UK government's Public Health Responsibility Deal.

Working together with the government and industry bodies, Carlsberg UK played a leading role in the development of the deal, which aims to encourage more consumers to drink within the government's recommended daily guidelines.

Brigid Simmonds, British Beer and Pub Association Chief Executive, said:

"Our brewers are making great progress in delivering the pledge in two ways - they have adjusted the strengths of certain products, and are also being hugely innovative in bringing new, lower-strength products to market and giving consumers greater choice."

Following the introduction of low and no alcohol products and the reduction of ABV on a number of our existing products, Carlsberg UK's contribution to the pledge is set to total around 30 million units.

TARGETING THE CAUSES OF ALCOHOL RELATED HARM

As part of the Portman Group and the Public Health Responsibility Deal Alcohol Network (RDAN), Carlsberg UK has long been committed to promoting responsible attitudes to alcohol and seeking to reduce alcohol related harm.

This year our Corporate Affairs Director, Bruce Ray, has played a leading role in establishing a new charity LEAF, the Lifeskills, Education and Alcohol Foundation, which aims to provide education around problem attitudes and behaviours towards alcohol.

LEAF helps children and young people to navigate safely in a world of mixed messages about alcohol and other risks, by funding evidence-based lifeskills and alcohol education programmes in schools, particularly in areas that are disproportionately affected by alcohol harm.

The charity grew out of work by RDAN, a group which includes representatives from across health, education and the alcohol industry.

Setting up the charity has been a collaborative effort between RDAN members and the Departments for Education and Health, with the process overseen by Alcohol Concern. RDAN members are set to fund the lifeskills programme but recognise that it's important for the charity to be wholly independent and run without any influence from group members.

Learn more at: leafskills.org.uk



“Our work throughout 2014 to help establish LEAF is a measure of how seriously we take our responsibilities, particularly when it comes to promoting a healthier attitude to alcohol and reducing harm to people and communities.

LEAF’s innovative lifeskills programme is about intervening early to target the causes of alcohol related harm and educating young people to understand and make healthy choices. We strongly believe that LEAF is set to have a significant impact in areas of greatest need and we’re very pleased to be able to lend our support.”

Bruce Ray,
Corporate Affairs Director



CELEBRATING THE BEST IN RESPONSIBLE VENUES



BEST BAR NONE AWARDS SCHEME

We are proud to continue our support for two Best Bar None schemes, one in our home town of Northampton, the other in Birmingham, home to our Gravelly Park regional distribution centre.

The Best Bar None scheme exists to recognise and promote the best standards in safety, training and operations across the late night economy. Best Bar None accreditation is awarded to venues with strong management, that take pride in their surroundings, operate responsibly and demonstrate a commitment to reducing alcohol related harm.

In Northampton, where many of our customers participate, the scheme is co-ordinated by Martin O'Connell, Licensing and Nightsafe Sergeant for Northamptonshire Police:

"We are very grateful for the continued sponsorship and support that Carlsberg UK provides to the Northampton Best Bar None scheme as it allows for training of assessors to ensure the integrity of the scheme is maintained and the publicity to ensure the accredited venues, winners and runners-up receive the recognition they deserve.

"Ultimately the scheme and the sponsorship help to create a safer environment for customers to socialise and staff to work."

Birmingham has one of the largest and longest running of the Best Bar None programmes in the country. Its organisers say the city has embraced the scheme's spirit of improvement through collaboration.



Jacqui Kennedy OBE,
Director of Regulation and
Enforcement,
Birmingham City Council

"Best Bar None continues to have a really positive impact on the night time trade of this great city. The scheme takes a truly collaborative approach with West Midlands Police and Fire Service, environmental health, trading standards, licensing, the alcohol industry and the venues themselves working together to share best practice and raise standards."

"Best Bar None is something that the venues themselves want to be part of and it's a true measure of the scheme's success that we now see previous winners running workshops for other local bars to help drive up standards across the city."

INDUSTRY SUCCESSES

As part of our continuing efforts to be a responsible supplier to the marketplace we continue to fund and support the work of Drinkaware, the leading national charity working to reduce alcohol related harm, and to work with industry bodies including the British Beer and Pub Association and the Portman Group.

We're pleased to be able to share some successes from the year.

Helping parents talk about responsible drinking

In July 2014, Drinkaware released a video aimed at parents, explaining the importance of talking to children about the risks of alcohol before they pick up inaccurate myths about alcohol from friends or peers.

The film builds on a successful campaign by the charity to engage parents, as research shows that family has an important role to play in shaping children's attitudes to alcohol and it can be a moderating influence throughout adolescence and young adulthood.

Carlsberg UK is represented on the Drinkaware leadership group by both our CEO, James Lousada and our Corporate Affairs Director, Bruce Ray.

Bruce comments: "Only 17% of parents have a plan to talk with their children about alcohol. This new campaign by Drinkaware helps parents, like me, have appropriate – and sometimes difficult –

conversations with their children to help them take a sensible approach to alcohol."

drinkaware



Clear information for consumers

Close to 90% of all beer products sold in the UK now carry clear information on the units of alcohol they contain, as well as Chief Medical Officer guidance on lower risk consumption.

Underage drinking falls to record low

In an annual survey into alcohol trends among young people released in 2014 (2013 Smoking, Drinking and Drug Use Among Young People in England), the Health and Social Care Information Centre has confirmed a significant fall in

alcohol use over the past ten years with 39% of 11-15 year olds stating that they had drunk alcohol at least once, compared with 61% in 2003.

The British Beer and Pub Association has welcomed the fall in underage drinking and pointed to education and awareness programmes, alongside initiatives like Challenge 25, as important factors in this encouraging trend.

Telling beer's story

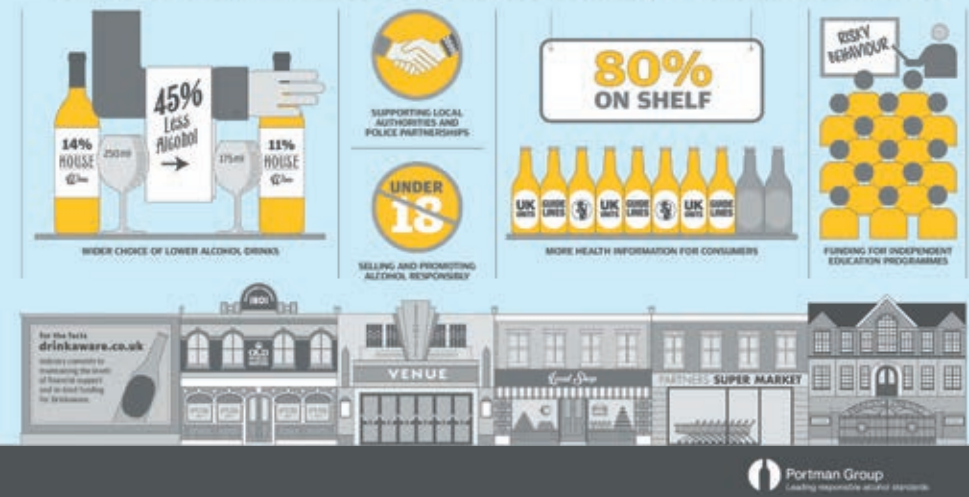
The British Beer and Pub Association has released its 'Beer Story' for 2015, a compilation of the key facts and figures from across our industry, demonstrating the role of our industry plays in issues from promoting responsible drinking to our contribution to UK PLC.

Beer story headlines

- Beer and pubs contribute £22bn to UK GDP and generate £13bn in tax revenue.
- UK alcohol consumption has decreased by 18% since 2004.
- Harmful and underage drinking have also fallen sharply.
- In total, the beer and pub sector supports almost 900,000 jobs. 46% of those employed in the sector are 16-24 year olds.
- 82% of beer sold in Britain is made in Britain (compared to 0.2% of wine).

To find out more visit:
beerandpub.com/thebeerstory

How business promotes responsible drinking in local communities



CELEBRATING A NATIONAL TREASURE: BEER!

From ales, ambers, bitters, blondes, lagers, porters, pilsners, stouts and many more...

In 2013, Carlsberg UK and the wider British beer industry united to celebrate beer and brewing by launching Let There Be Beer. November 2014 saw the movement evolve into There's a Beer For That, a £10m integrated campaign aiming to get people thinking differently about beer.

There's a Beer For That continues to reignite Britain's love of beer and is backed by the newly-formed Britain's Beer Alliance, comprising some of the world's biggest brewers, alongside national and regional brewers, publicans and industry organisations such as the British Beer and Pub Association (BBPA), Society of Independent Brewers (SIBA) and Cask Marque, collectively working for the benefit of beer and brewing.

The campaign focuses on conveying three core messages – the quality, diversity and versatility of beer – and

driving awareness and understanding of the wide range of styles and flavours of beers available in the UK today. It shows that there is a style of beer that perfectly suits a wide variety of people and occasions, encouraging consumers to discover their perfect beer.

At launch the campaign focused on TV, PR, social and digital activity to drive awareness and engagement. In 2015, the campaign is being activated with pubs and retailers by encouraging trial of new beers and consumption on new occasions, such as with food.

You can follow the campaign and join the conversation across digital and social channels:

Twitter: @BeerForThat
Facebook: Facebook.com/BeerForThat
Hashtag on all platforms: #BeerForThat
Website: www.beerforthat.com



ENVIRONMENT: WE'RE PROUD TO BE AMONG THE 'GREENEST' BREWERS IN THE UK

That's in our use of water and other natural resources and in the emissions and waste that we create as by-products of our processes.

With ever-increasing pressure on natural resources and with the impact that greenhouse gasses, including carbon dioxide emissions, are having on our global climate, we know that improving our environmental performance and striving for sustainability in every area of our business is essential, now and for the future.

We meticulously measure and manage our impact and work across our value chain, from field to glass and beyond, to improve environmental performance throughout the lifecycle of our products.



OUR CO₂ PERFORMANCE

Lots of different types of emissions contribute to global warming, we commonly refer to them as greenhouse gasses or GHGs. There are a number of different types of GHG, some of them occurring naturally. Carbon dioxide, or CO₂, is the GHG most commonly generated by human activity.

To make things simple, we report all our emissions as carbon dioxide equivalent, or CO₂e. That means that for any quantity and type of GHG, we work out and report the amount of CO₂ which would have the equivalent global warming impact.

We measure our use in both absolute terms, the total kilograms of CO₂e produced, and in relative terms, in other words, the volume of CO₂e produced in making each hectolitre of beer (kgCO₂e/hl).

Total carbon emissions, since 2010.

22.7%

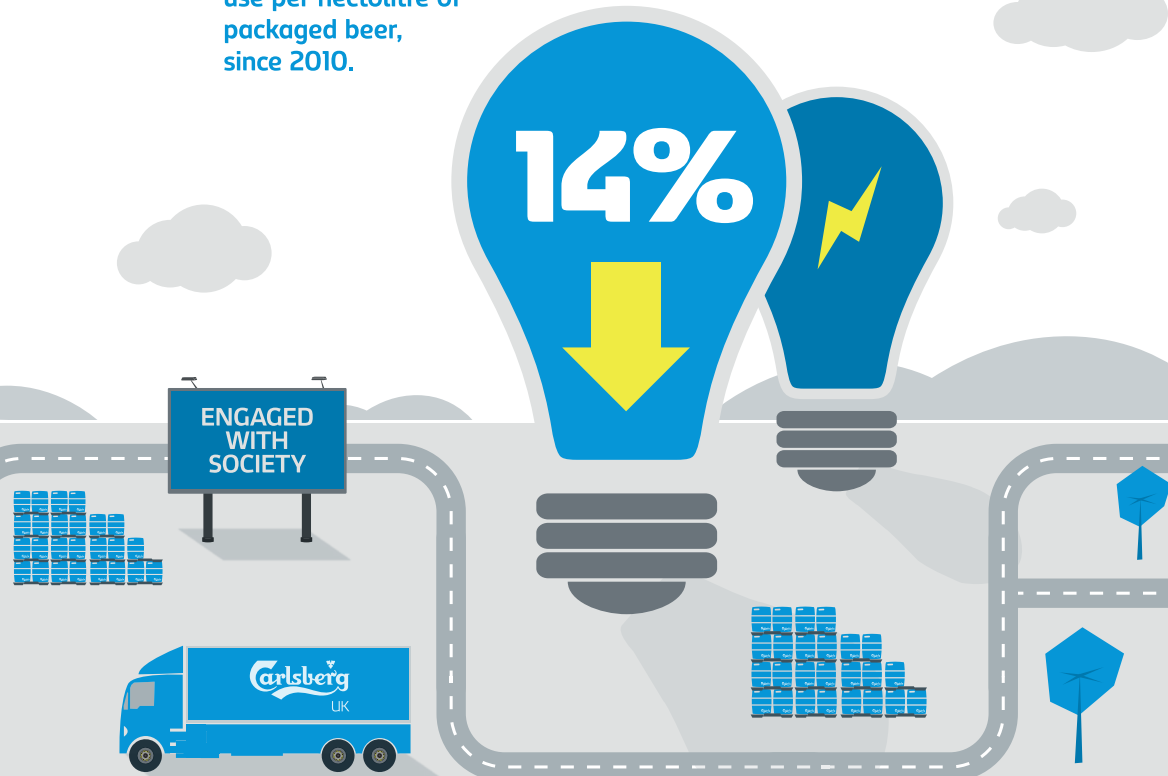


Total carbon emissions from electricity, gas, gas oil and fleet fuel.

While we're still showing a significant overall reduction in our absolute CO₂e emissions since our baseline measurement in 2010 (down 22.7% from 65,434 tonnes CO₂e to 50,591 tonnes) this figure is up 2.1% compared with 2013. Similarly, our CO₂e emissions per hectolitre of packaged beer are also down since our 2010 baseline (by 5.5% from 9.04kgCO₂e/hl to 8.54kgCO₂e/hl) but are showing an increase of 6.5% on 2013. This will be a continued focus area for improvement throughout 2015.

CO₂e from production energy use per hectolitre of packaged beer, since 2010.

14%



Carbon emissions from energy use

In 2014 we used less natural gas and electricity at the brewery, but we also produced slightly less beer than in 2013 which affected our relative improvement figures. Additionally, like all large businesses, we use the UK Government's Greenhouse Gas conversion factors, and applying the 2014 rates meant more emissions per kWh of electricity and natural gas used in 2014 compared to previous years. So, while our figures for 2014 show that relative energy use at our brewery is down 14.1% since our 2010 baseline, this represents a 7.9% increase on 2013. Overall relative CO₂e from energy use across our business is down 12.5% since 2010.

HOPS, BARLEY, YEAST... AND WATER

Beer typically contains just four ingredients: hops, malted barley, water and yeast. Of these, water is by far the biggest contributor, making up around 95% of every pint.

Until recent times, in the western world at least, water has been treated as a low value resource; it's relatively cheap, plentiful, literally 'on tap'. But in the face of a changing climate and increasingly unpredictable weather events, in recent years we've started to see water in a different light and, as an industry, we scrutinise our water use and look for ways to improve our water-to-beer-ratio.

Even at Carlsberg UK, where our water use is among the lowest in the industry, we constantly and precisely measure and look for ways to continue to improve our use of this increasingly precious resource.

This year our brewery team have been working hard on water minimisation and we are pleased to have maintained a strong water-to-beer ratio of 2.89 hectolitres of water for every hectolitre of packaged product.

Industry Target
2020
4.0HL/HL



Carlsberg UK
2014
2.89HL/HL



STRIVING FOR ZERO WASTE

By the end of 2014, across Carlsberg UK we achieved a 99.9% recycling rate, with nine of our 13 sites reaching their 100% target.

Since 2010, we've transformed waste management at our Northampton brewery and regional depots. Not only is this great news for the environment, but recycling our waste also helps us to generate revenue - over £115,000 last year alone.

Our achievements were recognised by our industry when, together with our waste partner Cory Environmental Services, we took silver at the 2014 Zero Waste Awards.



CARLSBERG UK AND WRAP

Carlsberg UK is a long term supporter of WRAP. We work together with them as signatories of the Courtauld Commitment - a voluntary agreement supporting businesses to improve their overall environmental performance.

By 2012, under phase two of the commitment we had achieved a reduction of 19% CO₂e in absolute terms and we were among the first to sign up for Courtauld 3.

In January 2015, WRAP released interim phase three results, which included a 4.5% reduction of the carbon impacts of packaging in its first year.



Project Shandy

In 2014, we were pleased to participate in a collaborative project proposed by WRAP, working with Britvic, their industry body, the British Soft Drinks Association (BSDA) and ours, the British Beer and Pub Association (BBPA).

The project focussed on two waste streams, waste to sewer and waste to land, with the aim of identifying the root causes of waste in these areas and putting measures in place to tackle them. Both companies trialled a stepped-process to identify and implement

opportunities for waste reduction, resulting in successful projects for both organisations including additional opportunities, for example, in packaging reduction.

WRAP is set to publish guidance documents based on the findings of Project Shandy, including case studies from both Carlsberg UK and Britvic, on its website. Learnings will also be shared with other companies across the brewing and soft drinks industries with the support of the BBPA and BSDA.



“Project Shandy is a great example of the way organisations are coming together to find innovative ways to maximise waste prevention. This type of open collaboration, alongside a willingness to develop and share best practice, has an important role to play as we work towards delivering the targets under phase three of the Courtauld Commitment.”

Richard Swannell
Director, WRAP

“At Carlsberg UK we take our responsibility on waste very seriously and we will keep evolving and finding new ways to impact our performance.”

Sian Hughes-Jones,
Safety Health and Environment Manager,
Northampton Brewery.



TRAVELLING FOUR MILLION MILES WITH CLEANER AND GREENER VEHICLES

During 2014 we introduced 98 new vehicles into our fleet. The new DAF vehicles, which began roll out in September 2014, comply with the new Euro 6 standard, meaning they meet the very latest, stringent European regulations on harmful emissions.

Clever processing within the new vehicles' engines means that they emit a fraction of the particle matter (PM) and nitrogen oxide emissions (NOx) of older vehicles.

Carlsberg UK National Fleet Engineer, Andrew Davis, has led a team working closely with DAF on adapting the vehicles to suit our operation. These included a number of additional safety features, from our bespoke bungee load restraint system, to anti-slip flooring and alarms to protect vulnerable road users.

He said: "The new DAF trucks will help our delivery fleet be greener and more efficient by delivering more with some of the cleanest, safest and best trucks on the road."

The new vehicles will collectively clock up over four million miles annually, meaning they're set to have a significant impact on our environmental performance.



DELIVERING MORE, USING LESS

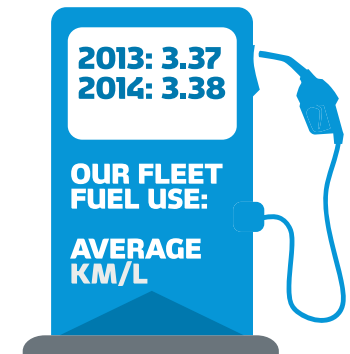
In 2014, our fleet travelled over 14,000,000km (that's almost 350 times round the earth) and we did it using fewer litres of fuel per kilometre than ever before.

Even though the gain may seem tiny – up just 0.3% or 0.01 of a kilometer on 2013 – when you factor in every kilometer travelled it turns into a major saving. Enough, in fact, to power one of our vehicles on another tour of the globe!

overall emissions savings delivered by the new DAF vehicles will also help us along the road towards our 2020 commitment of a 40% reduction in CO₂ by 2020.

Maintaining the gains and driving improvement

This year all our drivers are undergoing dedicated fuel efficiency training as part of their annual Driver Certificate of Professional Competence (DCPC) training programme, so we're anticipating a further improvement in our kilometres per litre figure in 2015. In addition, the



CARLSBERG CIRCULAR COMMUNITY

Rethinking packaging for a sustainable future

Over the past 50 years the population of Earth has doubled and by 2050 it's predicted to reach a staggering 10 billion. With so many people sharing one small planet, it's clear that demand for natural resources will become unsustainable unless we take steps to rethink the way that they are used. At Carlsberg we want to be part of the solution by developing products which use natural resources in a sustainable manner, and we're starting by optimising our packaging for reuse and recycling.

In 2014, the Carlsberg Group officially launched the Carlsberg Circular Community (CCC), currently comprising

eight partners, with the goal of this increasing to fifteen partners by 2016. The ambition of the CCC is to pursue a circular, zero-waste economy by using the Cradle to Cradle® (C2C) framework when developing and marketing new products.

The concept of a circular economy is to design a product in such a way, that it can remain in use for as long as possible, retaining the use of raw materials used in its original production. For beverage packaging, this may mean designing our products to be 'upcycled', so the original value of the packaging can be retained or increased in its next use.



Carlsberg has received the first C2C certification for a beverage can, having achieved Bronze accreditation for Carlsberg and Somersby Original packaging produced by aluminium can manufacturer Rexam for the UK market.

Simon Hoffmeyer Boas, CSR Director for Carlsberg Group, said: "Obtaining the C2C certification for the cans in the UK is an important step in optimising the aluminium value chain further, and we will continue this journey together with Rexam in order to consolidate our position as companies that are developing concrete solutions for the circular economy".

THE GREEN FIBER BOTTLE

Carlsberg Group has initiated a ground-breaking three-year project to develop a biodegradable and bio-based bottle made from sustainably sourced wood-fiber, to be known as the "Green Fiber Bottle", alongside packaging company ecoXpac, with the collaboration of Innovation Fund Denmark and the Technical University of Denmark.

All materials used in the bottle, including the cap, will be developed using bio-based and biodegradable materials – primarily, sustainably sourced wood-fibers – allowing the bottle to be responsibly degraded.

Andraea Dawson-Shepherd, Senior Vice President for Corporate Affairs, Carlsberg Group, said: "At Carlsberg we are firm

Why packaging?

The C2C model could apply to anything, but with packaging responsible for 45% of our carbon footprint it seems like a good place to start. Our goal is not simply to lessen the negative impact of our packaging. By considering every aspect of the life cycle, we aim to create packaging with a net positive impact – in other words products that in themselves do good.



believers in the importance of a circular economy in ensuring sustainable future growth and development on our planet.

"If the project comes to fruition, as we think it will, it will mark a sea-change in our options for packaging liquids, and will be another important step on our journey towards a circular, zero-waste economy."

MAKING SURE EVERY CAN COUNTS

Our intrepid team of eco warriors hit the festival circuit again this summer, hosting interactive recycling zones at Latitude, Leeds and Reading festivals and giving consumers a push to recycle 'on the go'.

For the second year, Carlsberg UK supplied funding and volunteers to help Every Can Counts, a partnership between drinks manufacturers and the Aluminium Packaging Recycling Organisation (Alupro). Festival zones were created to draw revellers in and encourage them to recycle. At the zones festival goers exchanged empty drinks cans for rewards including t-shirts and the chance to win tickets to next year's festival.

The zones featured music and games and included the CANdid Camera – a photo booth complete with fun props made out of recycled Carlsberg cans.

The live photo feeds from the booths were posted on social networks and viewed by over a quarter of a million users.



For us, Every Can Counts is a great cause to support because we know that out of home recycling rates, particularly among younger people, is an area where there's work to be done.

"To some people recycling is what the older, responsible generation do but for Carlsberg UK, it's an exciting message that we think can shape younger drinkers' attitude for years to come."

Andrew Roache,
Head of External Affairs

To find our more visit:
www.everycancounts.co.uk



LEADING THE WAY TO A MORE SUSTAINABLE FUTURE

In recent years our Engaged with Society programme has helped us both to improve our environmental impact and to promote and share our values. We are very proud that our efforts to lead and influence the industry towards a more sustainable future have been recognised, both by a prestigious award from the Green Organisation and an invitation to contribute to the UK Parliamentary Review.

The Parliamentary Review is widely regarded as the guide to industry best practice, helping to shape the future of key sectors and read by over 100,000 leading business executives, ministers and policy makers in the UK.

The Review, which in 2014 included a foreword from David Cameron, has several editions, each focusing on an individual policy area, all with the strategic aim of raising standards by highlighting best practice. Carlsberg UK was featured in the Sustainability Edition in recognition of our drive to continuously improve not only our own environmental impact but, through

collaboration, the impact of our suppliers, customers, consumers and the wider industry.

Parliamentary Review Director Daniel Yossman said: "The key idea of the Review is to demonstrate how determined leadership and innovative thinking can really turn around organisations or to highlight best practice of outstanding leaders in their field – the contributors thus act as a template for reform.

"We don't just pluck businesses out of the air for the Review. Experienced research staff work tirelessly to source the outstanding practitioners in each sector whose work and good practice set them apart as key influencers and leaders in their field.

"When the UK's ministers and executives read The Parliamentary Review they will have access to a unique blend of in-depth political analysis from leading commentators, combined with detailed business best practice accounts from their peers."

WITH ONE AIM
TO IMPROVE OUR
ENVIRONMENTAL
IMPACT

Carlsberg UK was named Green World Ambassador at the 2014 Green Apple Awards in recognition of our continuing work to bring suppliers, service providers, customers and consumers together with one aim – to improve our environmental impact.

COMMUNITY: A POSITIVE FORCE LOCALLY

Beyond being a responsible employer, our founder J.C. Jacobsen understood the power of business to be a force for good in the community. In fact, for him, this was a founding principle on which he based his organisation.

Today in the UK we're committed to keeping that important heritage alive in our support for community projects and organisations, local businesses and charities, including our 2014/15 charity partner Prostate Cancer UK.

From major initiatives like our ongoing support of The Tetley, our legacy project for the people of Leeds, to volunteer days so our people can give their time to a cause of their choice, doing the right thing for our local communities remains a large part of who we are.



THE TETLEY ONE YEAR ON

Since opening its doors to the public in 2013, our former Tetley brewery in Leeds, has gone from strength to strength as a public art space for the people of the city, while also helping keep alive the memory of the world-famous brewery that began life as Joshua Tetley & Son in 1822.

Within 12 months of opening its doors, the landmark building over 90,000 visitors - double the number predicted prior to its opening. The team has worked with over 50 artists and staged six major projects. Now with regular events, exhibitions and workshops, The Tetley is fast establishing itself at the heart of Leeds life.

After our work in the original restoration and refurbishment of the iconic building, we've continued to work closely with our partners who run the gallery, Project Space Leeds (PSL) and we're pleased to report that the links with Tetley's beer and its heritage remain an important focus.

“Our aim is to create an inspiring creative and social space where people come together to take part and learn about contemporary art. The Tetley and Carlsberg UK have a supportive and mutually beneficial relationship, and a genuine partnership, one that's pretty unique in the arts in the UK.”

Kerry Harker
Co-Founder & Development
Director, The Tetley



THE 2015 TETLEY'S COLLECTION

Tetley's beer has joined forces with the gallery to support up-and-coming artists through a new creative commission, 'The 2015 Tetley's Collection'.

Ten artists are being invited to put forward proposals on how they would interpret and shape Tetley's beer in 2015. The limited-edition design will adorn some of Tetley's most prominent branded materials including drip mats, beer runners and pump clips.

Concepts and proposals from the selected artists will be displayed at The Tetley from March to May 2015.

The winning design will be selected by a panel of judges comprising experts from the distinctly different worlds of art and brewing. The chosen artist will see their work rolled out in pubs across the UK.

The Tetley is the custodian of the Tetley Collection, a vast un-catalogued archive of objects and artworks spanning the building's brewing history. A selection of the collection is on permanent display as an 'Open Archive' and it is this rich history to which contemporary artists are invited to respond.

Pippa Hale, Co-founder and Artistic Director of The Tetley said:

“Carlsberg UK is quite rightly very protective of its award-winning Tetley's brand therefore it is to their credit that they are open to this collaboration and allowing artists to be creative with it. Now that The Tetley is a year old, I'm really excited that we are working with Carlsberg UK in this creative new way. What began as a partnership to transform the building into a cultural destination for Leeds has developed into a commissioning opportunity for contemporary artists, which is what The Tetley is all about.”

Follow the exhibition via The Tetley social media channels at:

@the_tetley
facebook.com/thetetleyleeds

Learn more at: thetetley.org



PROUDLY BREWING WITH BRITISH BARLEY

Today all the barley used in our Carlsberg lager is grown here in the UK. We use only a special variety called Null-Lox which was developed in our own Carlsberg Laboratories in Denmark, in the same scientific workspace set up by our founder J.C. Jacobsen in 1875.

The barley variety, which has been steadily introduced since 2010, helps our beer stay fresher for longer because of the removal of Lox, an enzyme which accelerates the staling process.

Far from being a genetically modified product however, Null-Lox has been bred using traditional methods as Birgitte Skadhauge, Research Director for Raw Materials, Carlsberg Group explains: "We created it with the same hands-on cross-pollination principles used by the monk Gregor Mendel, if you remember him from your school biology lessons. There's no scary science involved in Null-Lox at all. It's a natural product."

Our merchant partner Gleadell, say that demand for Null-Lox is growing steadily as more brewers and farmers realise the benefits of this great grain. Stuart Shand, Gleadell's Sales Director, says that the new varieties of barley are exciting

brewers around the world by improving the taste and foam head of lagers. He said, "Beer is no different from any other manufactured food product or drink, it tastes best fresh. Research has shown that you get a more uniform quality beer by minimising negative beer staling components."

Using Null-Lox means that our consumers will be able to store their beer longer, even in less than optimal conditions, and still enjoy the fresh taste of a Carlsberg. Meanwhile for our growers it's a great new crop, with a high level of disease resistance which reduces the need for pesticides, helping them save money and protect the environment.

2015 will see Carlsberg UK work even more closely with our farmers to build stronger relationships across our value chain.

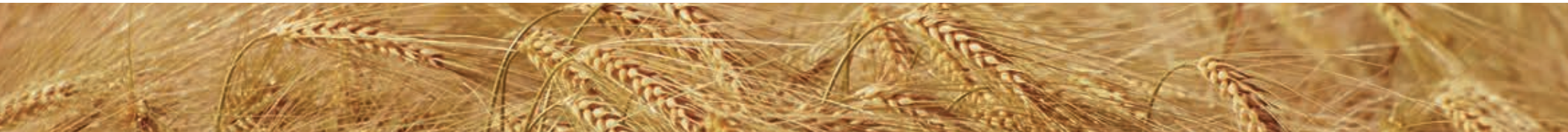


Did you know?

Without barley, there would be no beer. And barley, like beer, is an ancient product. Archaeologists recently found barley seeds in Israel that were determined to be 23,000 years old. But that doesn't mean the grain has remained unchanged for all those years.

For centuries, farmers and plant breeders have been creating new forms of barley, cross-breeding different varieties to improve yield, quality, drought and cold tolerance, as well as resistance against diseases and insects.

For more on Null-Lox visit: null-lox.co.uk



TALKING BEER WITH MPS AND FARMERS

Throughout 2014 we invited a number of members of UK Parliament on a tour of Carlsberg UK sites close to their constituencies, from our large regional distribution centres to the farms growing our special variety Null-Lox barley.

Our visitors included the Rt Honourable Ed Balls, Shadow Chancellor of the Exchequer; the Rt Honourable Andy Burnham, Shadow Health Secretary and a number of other local MPs.

“Carlsberg UK has always been a good neighbour and a good citizen in the local community. It’s good to see a company in the brewing industry that is still in touch with its roots and the values connected to that. I think this does set Carlsberg UK apart.”

Andy Burnham MP,
Shadow Health Secretary

“The meetings were a great opportunity to inform MPs about the issues facing our industry and to raise awareness of our own efforts in rising to meet the challenges. Many people, politicians included, are unaware of the extent and diversity of activity within our supply chain in the UK, our commitment to British suppliers and our approach in treating them fairly so that they can prosper.”

Bruce Ray,
Corporate Affairs Director

Nigel Adams MP and Vice Chair of the All-Party Parliamentary Beer Group said: “The beer industry plays a vital part in the local economy across North Yorkshire and it’s good to see the work Carlsberg UK is carrying out in supporting local farmers.”



William Hartley, JE Hartley Ltd; Stuart Shand, Gleadell; Nigel Adams MP, Member of Parliament for Selby & Ainsty; Laurence May, Carlsberg UK and Andrew Roache, Carlsberg UK



Bruce Ray, Carlsberg UK with Andy Burnham, MP

SUPPORTING LOCAL BREWING

A stone's throw from Carlsberg UK's Northampton brewery, we've been helping to breathe life into a piece of brewing history. In January 2015, the town's Albion brewery began brewing again for the first time since 1919.

Phipps Managing Director, Alaric Neville, has been working over a number of years to bring the names and beers of Phipps and the Northampton Brewery Company back to the town, since the last Phipps products were brewed here some 40 years ago. Neville began his revival plans in nearby Oakham using traditional brewing methods to rediscover a number of Phipps ales.

In 2014, he was able to move into part of the old Albion brewery and develop the ales' true taste thanks to the local water and a bit of help from brewers here at Carlsberg UK, as Laurence May, our Systems Manager explains:

"Initially when they moved to the Albion, Phipps was having one or two problems getting the results they wanted.

"They had some ideas of what the problems were but it's always useful to talk to fellow professionals. We made some suggestions and did some laboratory measurements and the results that we got confirmed their ideas were correct. The problem's now solved and we were really happy to help with that.

"The brewing industry is very social and full of people who are passionate about beer! We often help each other out and, particularly at Carlsberg UK, we have a history of providing advice and help wherever we can. Personally, I'm really interested in brewing history, solving technical problems and in traditional beers, so I was very pleased to get involved and to be able to offer some support."



NORTHAMPTON'S 800 YEAR BREWING HERITAGE

We've always known that Northampton has a history of brewing that extends back beyond our 40 year association with the town. The banks of the River Nene housed the famous Phipps' brewery for some 200 years.



However, we had no idea just how far back the town's brewing tradition went, until last year when archaeologists uncovered two mediaeval malt ovens and other evidence of Northampton's earliest known commercial brewery, dating back to the 13th century.

The remains were found at a dig on a former car park as archaeologists from the Museum of London Archaeology prepared the site, ready to build new Northamptonshire County Council offices.

"There is a continuity of brewing here that goes back hundreds and hundreds of years and Carlsberg UK are part of the story, just as Phipps are. This discovery of the malt oven, the hearths, large pottery shards and the wells, within sight of both our breweries shows you that we're doing something that has a deep root in the area."

Alaric Neville, former Archaeologist, now Managing Director, Phipps Northampton Brewery Company

OPENING THE WAY FOR A GREENER LEEDS

Leeds City Council has big plans for the South Bank area of Leeds, which includes the site of the former Tetley brewery and is home to our Leeds office.

Following the successful launch of The Tetley art space in 2013, last year we were pleased to continue our support for the city's plans by opening up an important access route through the site, paving the way for an exciting new green space within the development project. In allowing public access through our site for the first time in the building's history, we've helped to create a car-free link joining Leeds Bridge with the new Leeds City College campus.

The access route paves the way for the development of a substantial area of green space and supports the council's plans for broader regeneration of the South Bank.

Leeds City Council Executive Member for Transport and the Economy, Councillor Richard Lewis said:

"The redevelopment of the South Bank area of Leeds will be the biggest change the city centre has seen in more than 100 years. It is absolutely vital we shape it in the right way. The area of green space is particularly welcome in the city centre.

"Confidence in the Leeds South Bank is ever-growing as we continue to see the transformation of this vast development area into a dynamic and key location, attracting and sustaining business, investment and employment."



NORTHAMPTON IS BLOOMING

In our ongoing efforts to improve the environment around the banks of the River Nene in Northampton, we were pleased to take part in Northampton in Bloom in 2014.

Carlsberg UK's on-site landscaper, Andy Tyrell, designed a new floral display to the front of our St Peters Way site. In line with last year's theme of remembrance and celebration, Andy created a design to represent a spitfire roundel. He said:

Other works to improve the river bank and surrounding area have included a litter pick, a review of the internal and external views of the site from the public foot path and the creation of new seating, litter bins and rest stops.

"It is great to be involved in Northampton in Bloom, and help maintain the landscaping outside of the site to improve the local environment for our employees and the wider town."

OUR 2014/15 CHARITY PARTNER: PROSTATE CANCER UK

Prostate Cancer UK is the nation's largest men's health charity, aiming to help more men survive and ensuring that the 250,000 men living with the disease have the best quality, care and support possible.

Since 1996, Prostate Cancer UK has worked to support the men and families affected by the disease, funded research into tests and treatments, and led change through raising awareness amongst MPs and government.

During 2014, our fundraising activities for Prostate Cancer UK included competitions, collection pots, a coast-to-coast walk and the three-peak challenge. Since the start of our relationship in 2013, Carlsberg UK has raised nearly £30,000 for this great cause.

In June 2014, Carlsberg UK hosted a family fun day, dedicated to its charity partner, as part of wider celebrations to mark the 40 year anniversary of the Northampton brewery.

November

This year once again, lots of our people got involved in the annual 'tache challenge that is Movember, raising vital funds and awareness for men's health

issues. Collectively our employees raised over £5,000 for the charity, which included pound-for-pound match funding by the company.

Daniel McNerney, Shift Operations Manager, captained "The Brewing Crew" representing our Brewing and Processing team:

"This is a fantastic charity and one that means a lot to me personally. 2014 was my fifth Movember challenge and I wanted to get as many people involved as possible to spread the word and join me in the fight against Prostate Cancer. I ended up recruiting 18 members; everyone really got behind it and we worked hard to get the message out that every donation makes a difference – no matter what the amount. Together we ended up smashing our £1K target and getting the message on men's health and prostate cancer out to a lot of people."



OUR PEOPLE CARE

From wearing pink and growing facial hair, to throwing themselves out of planes and undertaking marathon cycle challenges – it seems there’s no lengths our people won’t go to for the causes they care about.

Decembeard

For the second year, colleagues at our Gravelly Park depot in Birmingham backed Decembeard, a national campaign in support of Beating Bowel Cancer whereby participants grow a beard throughout December.

Carlsberg UK employees Lawson Baker, Phil Roberts, Jason Perrins, Gregg Richardson and Ian Oakley were part of the ‘Bearded Love Warriors’ team, inspired by close friends and family who have suffered with the disease. The team raised just under £9,000, making them the highest fundraising team in the UK.

Going the extra mile for Action Medical Research

Saying that Packaging Engineer Mark Robinson has gone the extra mile for his chosen charity this year is something of an understatement.

As well as completing the London Marathon and London to Paris Cycle Ride, he’s sold merchandise, held raffles and organised a black tie charity ball for 120 people.

Mark’s inspiration is the charity Action Medical Research, which works to fund the development of life changing medical treatment for babies and children. During 2014 Mark raised over £5,000 for this worthy cause.

“I first did the London to Paris bike ride in 2009 on behalf of Action Medical Research. My wife and I had just had our first healthy little girl and I wanted to do something for children and families who were not so lucky.

“On that ride I met people who had lost a child or been affected directly by the work of the charity and their stories just drew me in. In five year’s supporting the charity, I’ve taken on challenges I’d never



have imagined – like cycling the length of America from Canada to Mexico and running in this year’s London Marathon. I’ve met amazing people and together we’ve raised a lot of money for a great cause.”

Taking the leap for St Rocco’s Hospice

Some of our more daredevil colleagues from Stonecross RDC took part in two charity parachute jumps to raise money for a local Warrington hospice. Part of the team opted for a tandem skydive from 7,500ft, with others taking a British Parachute Association course in order to attempt a solo jump from 2,500ft.

Carlsberg UK Driver, Richard Temple explained, “A few of us at Stonecross were keen to attempt a parachute jump and saw it as a great opportunity to raise money for a local cause. St Rocco’s provides care and support for patients with cancer and other progressive

illnesses, including people close to some of our team, so it seemed like the natural choice. We funded the jumps ourselves so every penny raised went straight to the cause – over £1000 in total - with an extra £300 coming from Carlsberg UK.”

We’re pleased to report that the team all made it safely down to earth and called it a great experience.

St Rocco’s were also the beneficiaries when employees from Stonecross, led by warehouse man Craig Kinsey, took on an all-star team in a Charity football match in May 2014. Craig, who has previously arranged friendly matches against coaching staff from Manchester United and Everton, sent a hopeful letter to ITV Granada... and got a yes! Andrew Whyment, Corrie’s Kirk Sutherland, first contacted Craig to get the wheels in motion. The match raised over £2,000 for St Rocco’s and despite finishing 3-1 down, Craig and his team loved every minute.





The Allstars team was managed by Granada's Tony Steenson and included Ralf Little, Emmerdale's Chris Bisson and former Hollyoaks star Chris Fountain. Legendary Aston Villa goalkeeper Nigel Spink was in goal for the Carlsberg UK team.

Mencap House

In Northampton, we're continuing our work in support of a local house for adults with learning disabilities run by Mencap. For the second year running Nigel Masters, Technical Support for Packaging Production, and Chris Dowdy, Supply Chain Administrator, have organised groups of volunteers to work on landscaping and maintaining the gardens to make them a safer and more inviting space for the residents.

The teams have raised funds to buy paint, plants and furniture, from cake sales to serious sporting challenges.



A Carlsberg UK team landscapes the garden of the Mencap house.

Stonecross to Nash Mead

Employees from our Stonecross depot got on their bikes for Prostate Cancer UK again this year, to cycle a challenging route between the Warrington regional distribution centre and Nashmead depot. Calling themselves the 'Stonecross Pelican' because they claim to be "far too shambolic to be called a peloton", the team overcame burst tyres, falls and some serious hills to cover over 150 miles in two days. In addition to the sponsorship money raised, members of the public generously donated cash along the way.



The Stonecross Pelican: Neil Forrest, Howard Murphy, Phil Daintith, Gary Milburn, Tommy Morrison, Stuart Brown, Paul Atcheson, Mark Evans, Dave Connah, Darren Barton, Simon Ogden, Mike Costello, Karl Moses, Paul Melling, Mike Gleave, Stephen Smith, Nathan Roberts and Paul Humphreys.

Supporting WW2 Veterans

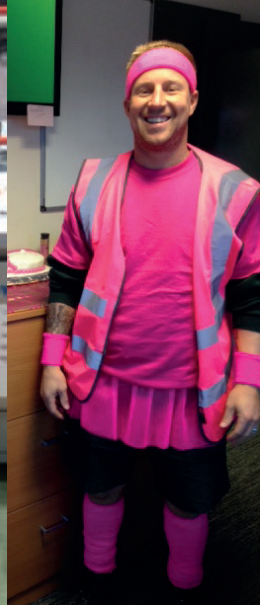
To play their part in the 70th Anniversary of D-Day, colleagues at Bourne Depot raised funds to help send World War Two veterans to Normandy to take part in memorial ceremonies and events.



Bourne Depot's Dave Warnes meets WW2 veterans as part of the memorial preparations.




In April 2014 Carlsberg Rocks Gig Night raised over £3800 for St Rocco's Hospice.



wear it pink

for Breast Cancer Campaign

 breast cancer campaign
Research that saves lives

24th October
wearitpink.org



PEOPLE: SAFE, HEALTHY AND ALWAYS LEARNING

As a responsible employer we believe in creating an environment in which people are safe, their health and well-being is supported and they have the opportunity to develop and thrive.

That's why we have an uncompromising vision of zero accidents and an on-going campaign to help us achieve it: Everyone Goes Home Safe.

We aim to ensure our people remain healthy through initiatives including targeting musculoskeletal health and of course, responsible drinking. We also invest in development and training to enable all our people to achieve their potential, whatever their role.

We regularly engage with our employees to make sure they have their say. That way, we know that we're keeping our people and their ambitions at the heart of everything we do.



THE ROAD TO ZERO ACCIDENTS

In 2010 we set ourselves an ambitious safety challenge: zero accidents by 2020. Since then we've been working hard towards our goal and this has meant challenges, changes and some great results.

A new system for safety

In recent years we've been able to report improvements in the way we measure health and safety and how we use this data to improve our safety performance. In 2014 we were able to take the next step, actively using our safety data and measurement system to inform and engage everyone in their site's safety efforts.

Our monthly safety score system encourages and incentivises our sites and people to implement proactive local safety measures to help prevent accidents before they happen. Sites earn points towards their monthly safety score by achieving targets against a range of safety indicators from lost time accidents, to workplace inspections which identify improvements.

Each site's monthly and cumulative year-to-date safety score is reported to them each month, alongside a league table of site safety scores to encourage

healthy competition between sites. Use of the safety score alongside other proactive safety measures, such as interactive training apps, is to continue through 2015, as we work towards our vision of zero accidents by 2020.

Together we are safer

We're proud to report that 2014 saw both our secondary logistics operation and our Northampton brewery receive prestigious RoSPA Gold Awards for Occupational Health and Safety.

"This award is significant for us as it's the first time we've entered our secondary logistics sites together. We see the award as clear proof of one of our key values in action: 'Together We Are Stronger'."

Nigel Jones,
Safety Health and Environment Manager,
North



The achievement brought congratulations from across Carlsberg Group with Peter Nilsson, VP Europe Customer Supply Chain saying: "Congratulations to all of you for a safer workplace, definitely a strong achievement and recognition on our journey to zero accidents."

A safety milestone for Northampton brewery

On Boxing Day last year we hit our record run of days without a lost time accident at our Northampton brewery, achieving 250 consecutive days.

"Over the past year or more, as a safety team we've worked really hard to focus on understanding the causes of accidents, listening to people's concerns and involving them in safety improvements. Hitting this milestone, a new safety record for the brewery, shows the success of this collaborative approach. It's a great achievement for everyone working at the brewery."

Sian Hughes-Jones,
Safety, Health and Environment Manager,
Northampton Brewery

EVERYONE GOES HOME SAFE

Carlsberg UK is a global leader on behavioural safety and safety leadership across our group.

This year, while we haven't matched our outstanding safety achievements of 2013 in some areas, there is still a strong and promising trend since 2010, as well as a number of positive indicators for continuing improvement in the future. One of these indicators is a significant improvement in our near miss to accident ratio.

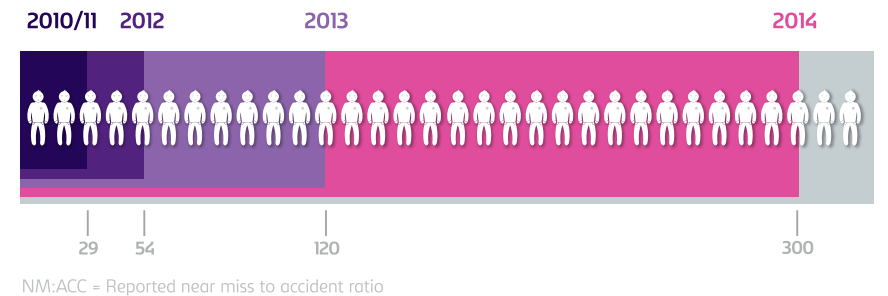
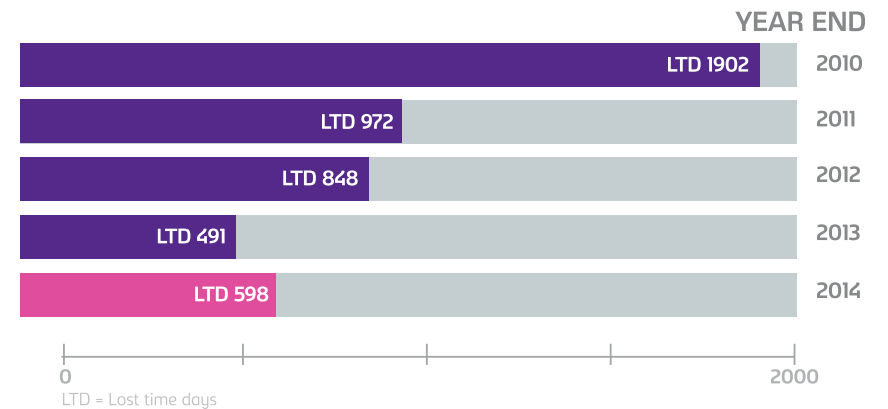
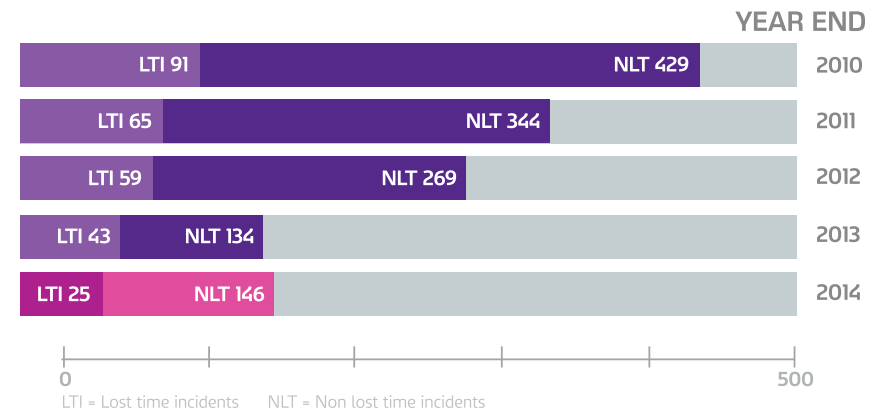
What is a near miss?

A near miss can be anything from an unattended spill to pot holes in the floor or a poorly parked fork lift – basically anything with the potential to cause harm. As a business we want to know about every near miss, so it can be investigated and action taken to remove the hazard or reduce the risk. We call this 'closing' a near miss and we have key performance indicators in place both to measure the 'near miss to accident ratio' - the number of near misses raised versus every actual accident that occurs - and to record the percentage of 'open'

near misses at the end of each month. This helps us make sure we're making every effort to prevent accidents before they happen.

This year the average near miss to accident ratio across our sites is up 150% and that's fantastic news. Not simply because it means for every accident caused, 300 potential accidents were avoided. But because each reported near miss gave us the opportunity to investigate the cause, look for trends and take action to prevent those accidents from ever happening, both at the site where they were reported and, where relevant, right across our business.

And the best part of all? Near misses can be identified and reported by anyone. So, a greater number of reported near misses means greater numbers of people able and willing to spot hazards and do something about it. In short, it's the sign of a growing, proactive safety culture.



A PIONEERING NEW SAFETY SYSTEM

We're working continuously to improve the safety of our fleet and drive up safety standards within our industry.

According to the Health and Safety Executive, our crews do one of the most dangerous jobs in the UK. Therefore, doing what we can to keep them safe and protect the general public has to be our priority.

A fully loaded vehicle leaving one of our depots can weigh up to 26 tonnes, therefore making that load safe is down to the skill of the loading crew and the safety system in place on the vehicle. Throughout 2013 and 2014, a working party from within Carlsberg UK worked on developing and testing a new and improved load safety system which is set to improve load safety on our vehicles over and above standards set by the regulator, the Driver and Vehicle Standards Agency (DVSA).

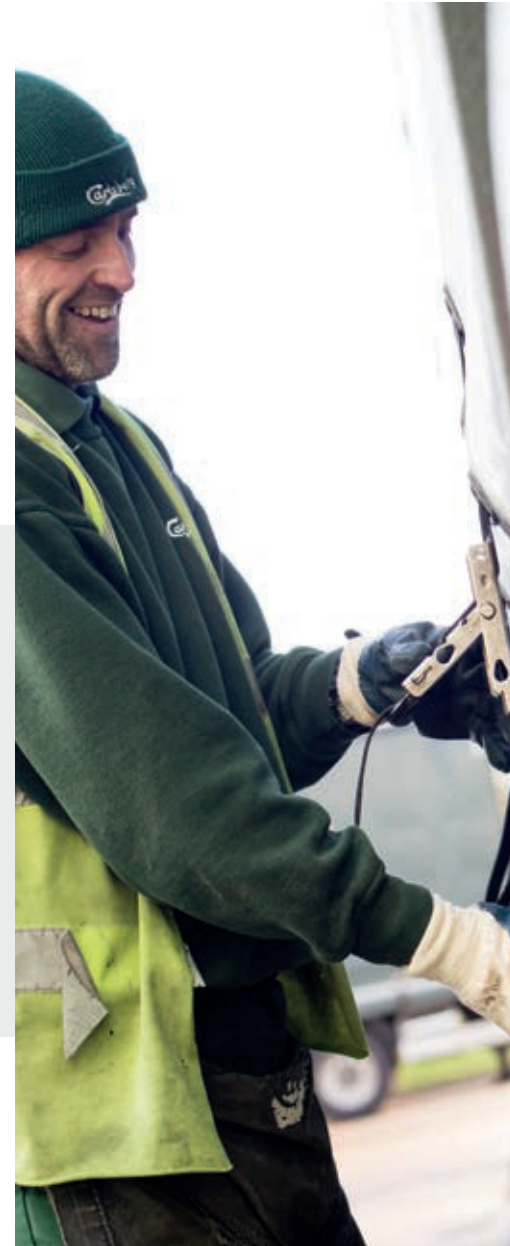
Our vehicles carry heavy, awkward loads and, because our crews have to access them repeatedly throughout the day, we use curtain-sided vehicles. According to the DVSA, both these factors increase the risk when it comes to securing loads safely; the new system, which restrains the load using nets and bungee cords,

helps to make sure that we are doing everything possible to protect our people and the public. The 'bungee' system securely anchors the load to the vehicle bed preventing sideways or forward movement.

“The bungee load securing system is the most important change to our secondary logistics delivery equipment since the introduction of side curtains nine years ago.

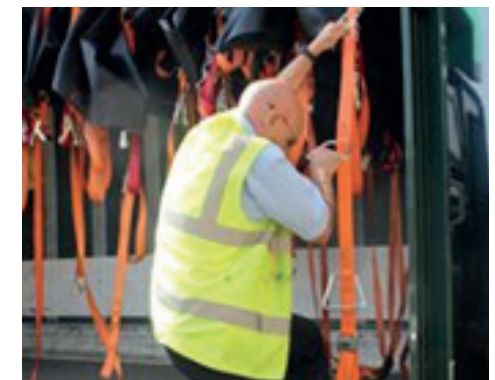
“It has been put through many test and trials over the past 18 months and the positive feedback from all the depots has allowed us to fine-tune the system to make an industry-leading load securing system.”

Andrew Davis,
National Fleet Engineer



“As a driver I was astonished at the level of input that has come from all depots into making this system the best in the world. It demonstrates that my LGV licence and my livelihood are paramount in my employer's eyes.”

Kevin Grimer,
Driver/Trainer, Carlsberg UK



PROTECTING VULNERABLE ROAD USERS

Last summer, following the popularity and success of the Tour de France, increasing numbers of cyclists took to the roads, many of them for the first time.

While we support increased participation in sport and exercise, for our drivers more inexperienced cyclists on the roads can be a cause for concern. An innovative training programme at Carlsberg UK is focussing on helping our drivers go the extra mile to protect this vulnerable group of road users.

For Logistics Trainer Phil Daintith, himself a keen cyclist, co-creating the new digital toolkit was a good opportunity to address an increasingly concerning issue for drivers. He said, "The numbers of fatalities and serious accidents involving cyclists and HGVs every year is deeply worrying and the consequences are obviously devastating for everyone involved. At Carlsberg UK we want to be part of the solution to help keep cyclists safe and to protect our employees from involvement in this type of incident."

The toolkit has now been shared within the wider haulage industry. It includes interactive exercises and videos showing

a Carlsberg UK driver and a first-time London cyclist as they travel a delivery route from our Croydon Depot to a customer's business in Soho, central London. For the featured driver, Darren Hossack, it was a welcome opportunity to help make a difference on an issue that he's seen grow over his 20 years as an HGV driver.

"As an HGV driver I believe it's your duty to know what's going on around you and to keep people safe. Driving in a big city like London tests all your skills; you've got to be aware and when it comes to cyclists you need to give them all the space they need. It's better to hold back, take those few extra minutes and know that you're not going to be causing anyone a problem, making sure that everyone goes home safe."

To view a short film from the toolkit visit engagedwithsociety.co.uk



"Featuring our own people in the training is really important. These are the people who do the job every day; they are the experts and we can learn a lot from each other. It gives everyone a boost to see that recognised within our training."

Jason Perrins,
Logistics Trainer



TRAINING A SAFER, GREENER FLEET

It's been a busy year for our logistics training team. As well as supporting the professional development of our drivers and warehouse employees at every depot, the team is increasingly involved in co-creating new multi-media training materials for use within the business and beyond. And to cap it off they've been celebrating the completion of their first five year cycle of accredited Driver Certificate of Professional Competence (CPC) training.

By the 8th September 2014, all of our drivers - that's over 350 colleagues - had completed 35 hours of compulsory training in order to obtain their Driver Certificate of Professional Competence (or Driver CPC card).

Carlsberg UK's secondary logistics secured accreditation to become an in-house training centre for Driver CPC back in 2009. Since then, our four dedicated logistics support trainers have helped to transform the way we train drivers and depot staff; co-creating and delivering compelling learning that's practical, interactive and led by our people and our processes.

National Fleet Engineer, Andrew Davis said, "When we started the bespoke Carlsberg UK Driver CPC training five years ago, we knew that it would be a difficult task. The feedback from our drivers has been excellent and they have appreciated the focus and enthusiasm

that our logistics support trainers have delivered – over 12,300 hours of training!"

"To restructure our training and commit to deliver to the high standards expected by the Driving Standards Agency has been a challenge met by Carlsberg UK distribution drivers, depot teams and training staff alike – as one team! It is a great feeling to know we have delivered on that promise."

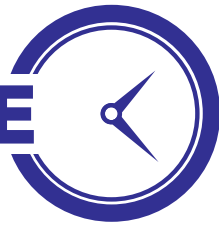
Phil Thompson,
National Fleet Compliance Manager.

Supporting improvement within our supply chain

2014 saw the release of our new wheel security training. Defects with wheels and tyres on the road can have serious consequences. We created an interactive toolkit using videos and digital activities to clearly explain Carlsberg UK's standards and processes. This is used to support contract tyre fitters and anyone working on the wheels of our vehicles.

Chris Townend, from the Fleet Support Team at Bandvulc said, "The new wheel security digital training from Carlsberg UK is a really useful tool for our team. The videos clearly lay out Carlsberg's standards, leaving no room for if, but or maybe. Carlsberg UK's 'Just Take 10' approach is an important reminder, even for the most experienced tyre fitters, that you always need to put safety first."

MAKING TIME FOR SAFETY



As part of our on-going commitment to creating accident-free workplaces, 2014 saw the launch of our Time for Safety Days, designed for safety leaders from every area of our business.

The first day in Northampton included a number of interactive workshops as well as talks from industry specialist and motivational speaker Ken Woodward OBE, whose traumatic workplace accident in 1990 caused him to lose his sense of taste and smell, as well as his eyesight.

Ken's eyes, which had to be surgically removed, could have been saved had he been wearing his personal protective equipment (PPE). The attendees who included safety health and environment facilitators from our network of workplace champions, alongside managers and members of our executive team, reported that they found the day powerful and inspiring.

Debbie Stiles, Safety Health and Environment Manager, South described the day as "an opportunity to empower our safety leaders so they can continue to be a proactive force in building a strong safety culture throughout our business."

"Ken's speech really touched home and got me thinking about the importance of thinking safely; about not taking short cuts and wearing PPE clothing and equipment every time."

Ian Swann,
Shift Operations Manager



Ken Woodward with Carlsberg UK's Sian Hughes-Jones and Debbie Stiles



BREWING A SAFER WORKPLACE

Our Northampton brewery has performed exceptionally well on safety this year with significant reductions in both the frequency and severity of lost time accidents. Production Safety Health and Environment Manager, Sian Hughes-Jones put the improvements down to a focus on better safety management and a great team effort.

"This year we've worked hard to build on previous safety initiatives focusing on safety communication, knowledge building and actively involving more people in safety systems on a daily

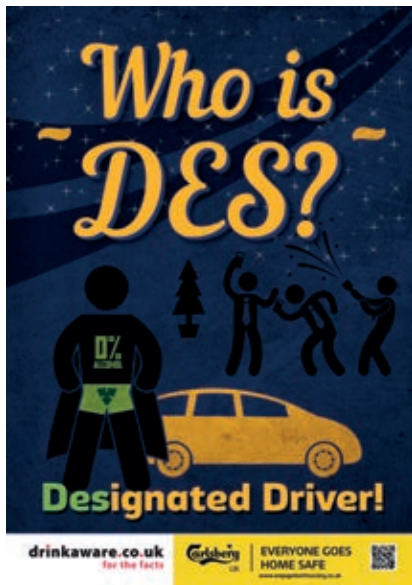
basis. We have improved communication on accidents, serious near misses and changes to controls, which has helped to raise awareness and encourage more people to engage. We've continued to develop and empower our safety leaders across site through training and coaching. All of this is having a positive impact on our safety journey and, importantly, everyone is part of this success.

"I am really proud of these results and of the people on the site that are now choosing to work and go home safely."

Sian Hughes-Jones,
Safety, Health and Environment Manager,
Northampton Brewery

SPREADING THE WORD ON RESPONSIBLE DRINKING

We're always looking to inform and engage our employees on responsible drinking and last Christmas was no exception. Our light hearted poster campaign (albeit with a serious message) was on view at all our sites across the UK.



GLOBAL HIGHLIGHTS: ACROSS OUR GROUP, PEOPLE ARE WORKING TO MAKE A DIFFERENCE AND BE ENGAGED WITH SOCIETY.

Here's a showcase of some recent projects and achievements from around the world.

Carlsberg
Group



Carlsberg Danmark - Tuborg drink with respect

At the 2014 Roskilde Festival, Tuborg volunteers from Carlsberg Danmark asked consumers to take a moment and reflect on how much they intended to drink during the festival by asking them to finish the sentence "Drink with respect for _____?";

Some of the more popular choices were "your fellowman", "the day after" or "the law", but some got a lot more innovative. The creative consumers had their photos taken holding their messages and the best were displayed on the back of the festival newspaper, Orange Press, and on big screens next to the largest stage, Orange Scene.

Drink with Respect has been running for two years, aiming to encourage respect in any given situation involving alcohol consumption.



Carlsberg Polska gives trash a chance

For the fifth consecutive summer, Carlsberg Polska ran its waste collection initiative, "Give Trash a Chance", at three Polish festivals with the aim of promoting ecological attitudes towards the environment.

Through a combination of competitions and eco-education, people were encouraged to segregate litter and take care of the festival premises in Bolków, Wolin and Ostróda.

52 Carlsberg Polska volunteers inspired consumers to bring their used packaging to special 'ECO zones', where they were rewarded with prizes. The campaign succeeded in collecting four tonnes of used cups and cans.

Promoting responsibility at GreenFest in China

In China, Tuborg ran its Chinese 2014 GreenFest tour in Kunming, Yinchuan and Chongqing. Tuborg GreenFest worked together with the Nature Conservation Association, a leading public welfare organisation, and performers, to spread the message of the importance of protecting our environment. They also provided recycling facilities so that consumers could recycle at the festival.

Responsible drinking was widely promoted at Tuborg GreenFest festivals throughout 2014, through prominent moderate drinking messaging targeted at consumers.



Baltika Breweries 'Seven Rivers' initiative named one of Russia's best CSR initiatives

Seven Rivers is an all-Russian initiative led by Baltika Breweries, with the support of the Sochi 2014 Organising Committee, aiming to promote waste segregation and the recycling and reuse of materials in order to lower CO₂ emissions.

The project which began in the summer of 2012 consists of cleaning Russia's largest rivers from waste; the Yenisei, the Volga, the Don, the Neva, the Amur, the Ob, the Miass, and the Kuban. Plastic bottles and cans were sent for recycling, while glass bottles were cleaned and reused. In 2013 alone 800 participants collected six tonnes of waste, 80% of which was recycled.

Baltika has also placed separate waste collection containers in several cities and installed benches made of recycled plastic bottles on the bank of the Neva River – to remind the public that materials can have a "second life". During 2014, this initiative was named

one of Russia's finest CSR initiatives, at the '2013 Best CSR Projects of Russia' awards.

Higher glass bottle return rates helps to minimise environmental impact in China

Throw-away single-use glass bottles can be a very inefficient way of using resources. At the Carlsberg Group-owned Ningxia Xixia Jianiang Brewery in China, the return rate on refillable glass bottles has increased to an impressive 85%. The industry average is less than 60%.

The benefits of refillable bottles include zero waste, minimal environmental impact and savings of raw materials. The brewery has worked closely with its local communities to develop an efficient system for collecting bottles, which can be seen in its impressive return figures. Once returned, refillable bottles are cleaned, filled and returned to the consumer.

To find out more visit:
carlsberggroup.com/csr

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2014/15

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