



# Additional Non-Material ESG Information 2024

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## Introduction

Royal Unibrew has policies and ambitious targets concerning our customers and consumers, including local communities, our products and our employees. Employees are at the core of our business and are also a vital pillar in our strategy 'THE PREFERRED CHOICE'. Hence, we have added non-material information concerning our people as a supplement to our disclosures in the Annual Report for 2024.

In Royal Unibrew's strategy and ambitions "Our people" is mentioned as one of the major stakeholders underpinned by our overall goals where three out of nine are focusing on our employee's safety, sustainability and ambassador willingness. Our commitments towards our employees are governed by our policies on Business Ethics, D, E and I, as well as General Data Protection and Data ethics and Remuneration Policy.

We are committed to maintaining and continuously improving our employees' safety and keeping a harassment free working environment, aiming for a 100% safety culture across the company by 2030. With an overall score of 46% on our KPI depicting a 100% safety culture, we acknowledge that we must improve further. Please find more information on page 128–129 in the Annual Report 2024.

Furthermore, we are striving for a 100% sustainability culture by 2030. This includes aiming for more than 80% of the employees feeling proud, included and having a perception of Royal Unibrew being a sustainable company. On our overall KPI on a 100% sustainability culture, 74% of the target has been met, signalling that we still have some way to go.

We aspire to cultivate the proudest employees in the industry by fostering a sustainable and winning culture, with a goal of 80% of our employees becoming Royal Unibrew ambassadors by 2027. By 2024, the employee ambassador willingness score was 69%.

Below we are reviewing targets and performance on

- Collective bargaining agreements
- Diversity, Equity and Inclusion
- Adequate Wages
- Social Protection
- Training and skills development
- Work-life balance
- Remuneration

## Collective Bargaining Agreements

100% of employees eligible for collective bargaining agreements are covered by collective bargaining agreements, while the remaining employees are covered by national legislation.

All employees may be part of a collective bargaining agreement if they choose to. Most white-collar employees at Royal Unibrew are covered by legal requirements stipulating employee rights such as wages, parental leave, terms of notice, etc., rather than directly through a collective bargaining agreement. Furthermore, all employees at Royal Unibrew have contracts stipulating rights (work hours, vacation, benefits, etc.) and responsibilities.

Royal Unibrew is represented in 14 countries, where 11 are in the European Economic Area (EEA). Sites outside EEA are in Canada, UK and USA. In Denmark, the employees eligible for and part taking in the collective bargaining is 40–59% (blue-collar), whereas Belgium, France, Luxembourg, The Netherlands, Italy and Norway have a coverage of 80–100%.

Collective Bargaining Coverage			Social Dialogue
Coverage rate	Employees – EEA (Countries with > 50 empl. Representing > 10% total empl.)	Employees – non-EEA (estimate for regions with > 50 empl. Representing > 10% total empl.)	Workplace representation (EEA only) (For countries with > 50 empl. Representing > 10% total empl.)
0–19%	Estonia, Latvia, Lithuania, Sweden	Canada, United Kingdom, United States	
20–39%			
40–59%	Denmark		
60–79%	Finland		
80–100%	Belgium, France, Luxembourg, Netherlands, Italy, Norway		All countries; Belgium, Canada, Denmark, Estonia, Finland, France, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Sweden, United Kingdom, United States

## Diversity, Equity & Inclusion

### Gender

A total of 153 leaders takes up a leadership role as part of the international management team. Royal Unibrew maintains a gender composition of 61% male and 39% female (2023: 68% male, 32% female) in the international management teams and a 50/50 composition in the Board of Directors (2023: 67% male, 33% female). We aim to achieve a minimum of 40% representation of the underrepresented gender within its Board of Directors and international management teams by 2025.

For the Leadership team, as defined under section 139c of the Danish Companies Act, Royal Unibrew is targeting 30% representation for the underrepresented gender by 2027.

Recruitment processes emphasize inclusivity by actively seeking candidates of all genders, with a focus on encouraging the underrepresented gender to pursue leadership roles.

In 2024, we achieved the targets for the Board of Directors and the Leadership team and we are very close to reaching our target for the International Management Team, aiming for accomplishing it in 2025.

#### Underrepresented gender (%)

	2024		2023	
Board of directors	50%	(3/6)	33%	(2/6)
Leadership team	38%	(5/13)	27%	(3/11)
International management team	39%	(60/153)	32%	(53/164)
Employees	29%	(1244/3105)	27%	(1076/2908)

The Board of Directors currently includes six members elected by the Annual General Meeting (AGM) and three members elected by employees based in Denmark. Of the AGM-elected members, three are Danish, and three represent other nationalities, with an equal distribution of genders (50% female representation). We are committed in the future to suggest processes that can help facilitate a minimum of 40% representation for the underrepresented gender among the employee elected members.

Royal Unibrew's approach to the composition of the Board of Directors prioritizes complementary skills across education, experience, age, background, nationality, and gender to foster a well-rounded and competent Board. The Nomination and Remuneration Committee considers these factors when identifying new board candidates, ensuring both male and female candidates are included. Candidate recommendations focus on the individual's qualifications and their potential contribution to the Board's overall performance and effectiveness.

Our sector is generally characterized by having a higher man to woman ratio. The gender distribution among employees comprises 71% men and 29% women per 2024, maintaining almost the same composition as in 2023 with 73% men and 27% women.

### *Age*

When it comes to age distribution among our employees, we have a broad and even distribution. The age group below 30 accounts for 16%, the age group 30–50 accounts for 48% and the age group above 50 accounts for 36%. There has been a noticeable increase in employees under 35 compared to last year, indicating successful recruitment of younger candidates for both white-collar and blue-collar jobs. Most leaders fall within the 40–49 age range group which is satisfactory.

#### **Distribution of employees by age**

	2024	2023	2024	2023
< 30 years old	16%	12%	699	462
30–50 years old	49%	51%	2122	1962
> 50 years old	35%	37%	1509	1573

### *Seniority*

Royal Unibrew's company seniority shows two distinct groups: many employees with low seniority and another with high seniority. The low seniority can be due to the M&A strategy and recent organic growth, with many employees having 0–3 years of tenure, indicating active onboarding of new hires.

Among blue-collar employees, 31% have been with the company for over 15 years, reflecting high seniority within this group. In contrast, 44% of white-collar employees have been with the company for less than 3 years, highlighting ongoing onboarding and training activities needed.

There is a noticeable gap in employees with 6–19 years of seniority. This group is key as they are the practical culture bearers of the organization, and their underrepresentation suggests a need for focused efforts on onboarding, leadership development, and ingraining the company's cultural DNA.

### *Perceived inclusion, harassment and pride*

The goal is that more than 90% of our employees, measured in the employee engagement survey, do not experience any form of harassment (Bullying, harassment or discrimination). The same applies to the perceived safety. In 2024, 88% of the employees rated perceived safety more favourable, increased from 80% in 2023. Likewise, the perceived harassment decreased significantly from 15% to 7.6% in 2024.

The number of employees feeling proud remains almost the same, with a score of 79% in 2024 and 82% in 2023, where inclusion was rated favourably by 81% of employees in 2024. Inclusion was not measured in 2023. Lastly, our focus on sustainability was recognized by 68% of the employees, although having decreased from 82% in 2023. Some of the changes may be explained in a change in the employee engagement survey methodology, where the historic data are not directly comparable for all parameters.

Going forward, we will carry out employee engagement surveys once a year to measure engagement both for short-term developments and changes and long-term trends compared to past years.

### **Adequate Wages**

All employees are paid adequate wages in accordance with national law in all our locations i.e. in the EU, Norway, Canada, the US and United Kingdom.

### **Social Protection**

All our sites are in countries with social security and benefits. There are variations within the individual markets, such as the length of maternity/parental leave and retirement age. The company typically offers benefits such as private health insurance, the opportunity for supplementing your own pension, coverage of fitness subscriptions etc.

### **Training and Skills Development**

Measurement of progress and feedback are essential for achieving ongoing advances in our employee's development. Therefore, we have established well defined and digitalized people management processes in all our business units, including regular and constructive performance reviews and development planning. The digitalized performance management process provides our leaders with a common support tool for supporting the employees' performance, individual development, and talent deployment across the organization. We aim to create sustainable careers across functions and countries. Furthermore, the digitalization of performance management, employee master data and recruitment processes improve human capital development and tracking. As the external and internal expectations for tracking and reporting will increase in the coming years, digitalization of all our people processes becomes even more central.

We believe in individual, tailor-made development based on performance dialogues, feedback, aspirations, and motivation of each employee. Hence, training and skills development are based on the individual needs in which a tailor-made plan for development activities is being handled. We think that experience-based development, where employees can apply their training in delivering their job, is the most value-adding way of doing training.

All employees are entitled to at least annual performance development interviews. The supporting procedures and tools recommend in-depth interviews twice per year.

## Work-life Balance

All our employees work in or are contracted under the EU, Norwegian, the US, United Kingdom or Canadian rules and are therefore entitled to family-related leave.

## Remuneration

### *Gender pay-gap and CEO pay-ratio*

Royal Unibrew welcomes the ongoing initiatives from Danish and EU governments to encourage progression of women and their careers in our workplace through gender pay gap initiatives.

There is still a higher proportion of men at higher career levels, and this drives up the average salary for men. At the same time, just below half the workforce is blue-collar workers, where 85% of the blue-collar employees are men. This brings two tails of male employees with high salaries, and a large population of male employees with a relatively lower salary.

On the other hand, a higher percentage of white-collar females compared to blue-collar females evens out the average salary for females. The higher proportion of women at the mid- and lower career levels of the organization drives down the average salary of women. In 2024, the observed gender pay gap within our organization was 0.9%, whereas the CEO pay-ratio was 1:43.

### Remuneration

	2024
Gender pay-gap	0.9 %
CEO pay-ratio*	1:43

\* Total CEO remuneration divided with average remuneration of employees

## Appendix

The above-mentioned topics are based on the following ESRS S1 disclosure requirements:

1. Disclosure Requirement S1-8 – Collective bargaining coverage and social dialogue
2. Disclosure Requirement S1-9 – Diversity metrics
3. Disclosure Requirement S1-10 – Adequate wages
4. Disclosure Requirement S1-11 – Social protection
5. Disclosure Requirement S1-13 – Training and skills development metrics
6. Disclosure Requirement S1-15 – Work-life balance metrics
7. Disclosure Requirement S1-16 – Remuneration metrics (pay gap and total remuneration)