



BY APPOINTMENT TO  
THE ROYAL DANISH COURT

*Harboe*

HARBOE BREWERIES

# BREWING PEOPLE TOGETHER

SUSTAINABILITY REPORT 2021–2022

## SUSTAINABILITY REPORT 2021–2022

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New generic trays in 100%  
recyclable material

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### Link to our other reports



[Annual report  
2021/2022](#)



[Corporate Governance  
Statement 2021/2022](#)



[Remuneration  
Report 2021/2022](#)

# SUSTAINABILITY AT THE CORE OF OUR BUSINESS

The 2021/22 financial year was a challenging year in many ways. As best as possible, we have sought to navigate the continued development of the COVID-19 pandemic, which gave rise to significant bottlenecks in supply chains as well as significant increases in prices for energy, raw materials and transport. In addition, the war in Ukraine further exacerbated market challenges. But despite the many challenges, we have maintained our focus on strengthening the sustainability of our business and have taken further steps to implement and measure efforts.

We are a Danish brewery with production in both Denmark and Germany. We have been around for more than 135 years, and we are an active and responsible actor in the communities of which we are a part. Sustainability is at the heart of everything we do. Our products play a role in

the circular economy, both locally and globally. Therefore, ensuring optimal utilisation of all products and by-flows in production is an important focus area, ensuring that as little as possible ends up as waste. We are also convinced that our work with sustainability will only succeed if, as a company, we stand together with our customers, suppliers and the surrounding community. We think long-term, and sustainability is an integral part of every investment we make.

Our company is based on strong values, which are also the starting point for our strategy. Our



sustainability strategy is centred around four focus areas based on our value chain analysis as well as input from customers and employees. The strategy is evaluated annually, and our efforts within the four focus areas are organised in such a way that we achieve the greatest possible effect economically, environmentally and socially.

- **Environment and climate**
- **People**
- **Consumer**
- **Business ethics**

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“  
Our purpose of brewing to bring people together has never been more relevant than now.”

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We are delighted that sustainability is constantly becoming an increasingly active part of our everyday life.

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At COP26 in Glasgow in November 2021, the UN countries concluded an agreement to maintain the goal that the global temperature rise must not exceed 1.5°C by the end of this century.

Harboe wants to take an active part in the realisation of this goal, and at both breweries we are continuing our work with energy management to continuously reduce energy consumption and emissions of CO<sub>2</sub>.

At the same time, we are focused on the green transition, continuously establishing cooperation with external partners to ensure investments in the right technological solutions for the future. We have also started work on setting targets according to Science Based Targets' guidelines to reduce global warming.

The primary climate footprint in our value chain lies outside Harboe's own breweries (scope 3 emissions GHG). That is why we work purposefully to launch initiatives where, together with our suppliers, we find solutions that can reduce the overall footprint throughout the value chain.

In 2021, we launched a sustainable procurement programme where, in collaboration with an external partner, we focus on strengthening and streamlining our procurement. One of the objectives of the programme is that all suppliers must be evaluated in relation to their sustainability performance within a three-year period. All suppliers have also received, and most have already committed to compliance with, Harboe's code of conduct for suppliers. This anchors our ethical guidelines and helps us navigate in everyday life.

Harboe is a member of the UN Global Compact, and we are thus committed to following their principles for securing human rights, labour rights, environmental protection and preventing corruption.

Our work with sustainability is anchored in Harboe's board of directors and is led by the executive board in close collaboration with the person responsible for Harboe's sustainability and the group's sustainability steering group. Sustainability is an active part of our everyday life, just as it is integrated into the group's financial, strategic and operational goals. In the coming year, we will work to integrate

additional systems for managing and measuring our performance. This is intended to help bring our efforts to strengthen the sustainability of our company to the next level with concrete and ambitious goals for how we continue to contribute positively to our surroundings and appear as a responsible company.

We hope you enjoy reading the report.

Søren Malling  
CEO

Bernd Griese  
Chairman of the board



# SUSTAINABILITY AT HARBOE

## Sustainable social responsibility

This year's sustainability report covers the 2021/22 financial year, from 1 May 2021 to 30 April 2022, and is an account of sustainable social responsibility and diversity. In Harboe's 2021/22 annual report, the sustainability report is provided as a summary. This report has been prepared in accordance with sections 99a and 99b of the Danish Financial Statements Act.

The purpose of the report is to provide an overview of positive and negative impacts from our breweries, as well as our work with these.

## The framework for the report

The sustainability report covers the activities of the breweries Darguner Brauerei GmbH, Dargun, Germany and Harboes Bryggeri A/S, Skælskør, Denmark.

In the report, "Skælskør" refers to Harboes Bryggeri A/S in Skælskør, while "Dargun" refers to Darguner Brauerei GmbH in Dargun. In the report, "Harboe" refers to the group's overall activities

## Reporting principles

The topics included in the sustainability report have been selected and prioritised with Harboe's board and management and are anchored in the sustainability steering group on the basis of their relevance to our breweries and stakeholders.

Our customers, employees, shareholders, regulatory authorities and the local community are our most important stakeholders in relation to our sustainability work.

During the financial year, Harboe has continued to work on developing well-defined and transparent documentation.

## UNs Sustainable Development Goals

Results and initiatives in connection with the work with the UN's Sustainable Development Goals are also described in the report as part of the focus areas' initiatives and action plans.



## UN Global Compact

This report is used to communicate our progress within the 10 principles from the UN Global Compact, which are an integral part of our objectives and sustainability efforts.

For more information about the UN Global Compact, refer to [unglobalcompact.org](https://unglobalcompact.org)



## Reporting according to the EU taxonomy

Beverage manufacturers are not currently covered by the EU taxonomy, as the economic activities in connection with the production of

beverages are not considered to be able to contribute significantly to countering or adapting to climate change.

Therefore, this sustainability report does not include reporting according to the EU taxonomy. When new criteria under the taxonomy are published in 2022, Harboe will assess whether the group is covered and, if so, report accordingly. Harboe also continuously monitors regulatory development and supports the continued transition to an increasingly sustainable economy.

# OUR BUSINESS

## Harboe in brief

Harboes Bryggeri A/S is Denmark's 3rd largest brewery and, together with our subsidiary in Germany – Darguner Brauerei GmbH, we produce and market our beverages and malt-based ingredients in a wide range of markets worldwide.

Harboes Bryggeri A/S is listed on Nasdaq Copenhagen, and the Harboe family has co-owned and managed the company since 1883.

Today, the family's fifth and sixth generations are part of the top management and have a decisive influence among the company's nearly 5,000 shareholders.

Our breweries are based on strong values, which are the starting point for everything we do.

We have local roots and are active in the local communities we are a part of.

The local anchoring has secured the basis for being able to recruit skilled and highly motivated employees who help to ensure a good and stable workplace.



## Business model



# POLICIES AND SYSTEMS

Harboe complies with national and international legislation as well as international guidelines, conventions and standards for CSR and sustainability.

Harboe's breweries are certified according to international quality standards, which support our systematic work with the environment and food safety.

The ethical guidelines for Harboe are described in the codes of conduct for employees and suppliers respectively, and they provide

employees, external partners and suppliers with guidance on our requirements in relation to anti-corruption, the environment, human rights, labour rights, GDPR and marketing.

Our basic requirements are based on acting in accordance with applicable law and good ethical conduct.

A whistleblower scheme was established for Harboe's employees last year. This should help ensure control and reporting of any potential irregularities.

All employees are trained in how the ethical guidelines are to be understood and complied with. This training is adapted to the individual employee's role and depends on whether the function is of an internal or external nature.



Acts in accordance with applicable legislation and good ethical behaviour.

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**Sustainability policy**

Harboe's policy on sustainability includes the focus areas environment and climate, people, consumers and business ethics and is based on an efficient use of resources in all parts of the value chain and minimisation of risks from our activities.

The sustainability policy was revised in the spring of 2022 and has been approved by the board and the executive board. The policy can be read in its entirety at [www.harboe.com/CSR](http://www.harboe.com/CSR)

	 <b>Environment and climate</b>	 <b>People</b>	 <b>Consumer</b>	 <b>Business ethics</b>
<b>UN Global Compact</b>	Principles 7, 8 and 9	Principles 3 and 6		Principles 1, 2, 3, 4 and 10
<b>Policies</b>	Environmental policy Energy policy Packaging policy	People and diversity policy Working environment policy	Quality- and food safety policy Responsible marketing policy	Whistleblower policy Bullying and harassment policy
<b>Systems, procedures and guidelines</b>	Energy management based on the ISO 50001 principles	Working environment management at group level Code of conduct – employees	Global Food Safety Initiative (GFSI) International Featured Standards (IFS)	GDPR Compliance with tax and transfer pricing Code of conduct for employees and suppliers



# SUSTAINABILITY MANAGEMENT

The person responsible for Harboe's day-to-day sustainability work is the sustainability officer, who takes care of implementation, maintenance and reporting of the strategy for sustainability and derived activities.

Through the work of our sustainability steering group, strategy and objectives are transformed into activities. The group is made up of key competences from across the organisation.

The daily implementation of the sustainability strategy and the underlying activities and policies is to ensure that sustainable development is handled by the relevant functions.

These initiatives and policies are followed up on by top management, including Harboe's board of directors. Overall strategic issues are discussed and agreed with the company's top management and board of directors.




# OUR FOUR FOCUS AREAS

In our sustainability work, we focus on the areas that are of greatest interest and value to our business and stakeholders. Based on our value chain analysis and information from customers and employees, we have targeted our efforts within four focus areas so that we achieve the greatest effect economically, environmentally and socially.

Based on our value chain analysis, we have also identified the sustainable development goals where Harboe can make the biggest difference, with a focus on minimising the negative impacts and supporting the positive impacts, in order to create the greatest societal value.

By joining the UN Global Compact, we have committed ourselves to their principles, which also form the basis for our work in securing human rights, labour rights, environmental protection and corruption prevention.



**ENVIRONMENT AND CLIMATE**

Main areas:

- CO<sub>2</sub> emissions
- Water and wastewater
- Circular economy



**PEOPLE**

Main areas:

- Job creation and social inclusion
- Health and safety
- Job satisfaction



**CONSUMER**

Main areas:

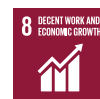
- Food safety and quality
- Health
- Food waste



**BUSINESS ETHICS**

Main areas:

- Culture and business
- Sustainable procurement
- Local anchoring



# SUSTAINABILITY IN THE VALUE CHAIN



## Raw materials and suppliers

### Value creation

#### Ensure responsible purchasing by:

- selecting suppliers carefully
- encouraging and motivating our suppliers to comply with our ethical guidelines
- strengthening our procurement procedures
- evaluating our suppliers in collaboration with an external partner in relation to sustainability
- collaborating with our suppliers to ensure continuous development in the field of sustainability

### Challenges and risks

- It is a challenge to manage suppliers who are several links away from us in the value chain
- For the few goods that are produced outside the EU, there may be a risk of human rights violations, corruption and bribery, as well as food fraud
- A significant part of the CO<sub>2</sub> footprint for our finished goods comes from previous links in the value chain



## Breweries

### Value creation

#### Reduce energy consumption and emissions by:

- setting targets for CO<sub>2</sub> emissions
- optimising the use of raw materials, water and energy
- having energy management at group level

#### Reduce waste by:

- optimising our consumption of raw materials and other materials
- exploring options for reducing wastewater
- reducing our water consumption in production
- optimising our utilisation of by-products from production through recycling

#### Ongoing optimisation of working conditions by:

- having working environment management at the group level
- maintaining job satisfaction
- increasing the competences of our employees

### Challenges and risks

- Production of beer and soft drinks as well as malt extracts require large amounts of water and energy
- Increased environmental impact due to changed product portfolio
- Requirements for more packaging patterns entail manual work processes
- Lack of skilled labour

Every year, we assess the most important aspects of sustainability in our value chain, and we use the results to prioritise our future efforts and the focus areas in the sustainability report. In the past year, we have chosen to increase our focus on the CO<sub>2</sub> footprint in our supply chain.



The result of the value chain analysis is used to prioritise future initiatives within the focus areas.



Customers

#### Value creation

##### Ensure food safety by:

- systematically preventing problems with food safety
- complying with applicable food safety and labelling legislation

##### Reduce food waste by:

- having a lean production that can deliver just in time
- developing new sustainable ingredients that extend the shelf life of the products they are used in

#### Challenges and risks

- There is a risk of contamination of malt-based ingredients during transport
- Packaging is an important part of our products, and here changes and adaptations happen very quickly



Consumers

#### Value creation

##### Ensure healthier beverages by:

- choosing packaging solutions that ensure good quality and safety for our products but at the same time do not contain unwanted substances
- ensuring that the products are labelled with the necessary information, which enables consumers to make a choice about the content of calories and alcohol
- working with sustainable packaging that is included in return systems in the markets where the product is sold and contains the required amount of recycled plastic

#### Challenges and risks

- Through social media, there is increased focus on suppliers, and supplier management is important to avoid food scandals
- Changes in consumer trends

# THE UN'S 17 SUSTAINABLE DEVELOPMENT GOALS

The UN's 17 Sustainable Development Goals are a vision for a new and better world for many millions of people. A sustainable world. The goals are values that express what such a world should look like.

Harboe particularly works with four of the 17 goals.



## Clean water and sanitation

To reduce water consumption and optimise the use of water in production

To reduce the amount of produced wastewater and discharged wastewater



## Decent work and economic growth

To maintain a fair, safe and diverse workplace

To pay salary, tax and other obligations



## Responsible consumption and production

To reduce our footprint and improve our use of resources

To optimise our use of raw materials and focus on sustainable packaging (circular economy)



## Climate action

To reduce CO<sub>2</sub> emissions and energy consumption and to optimise our use of raw materials, packaging materials and energy in our own production and in the supply chain

# GOALS FOR SUSTAINABILITY

The sustainability strategy describes how, based on prioritised focus areas, we can ensure that we achieve our objectives.

In the 2021/22 financial year, we have decided to maintain the objectives that were drawn up

in the 2019/20 financial year. The aim is that, through concrete plans and actions with targets and operational KPIs, we must ensure a sustainable transition and responsible business behaviour.

## Objectives

## Link to the UN Sustainable Development Goals

 <p><b>Environment and climate</b></p> <hr/> <p>Reduction of CO<sub>2</sub> emissions, energy consumption and water consumption</p> <p>Optimise our use of raw materials, water and energy</p> <p>Reduce the amount of wastewater, both produced and discharged</p> <p>Optimise our utilisation of by-products from production through circular initiatives</p> <p>Focus on sustainable packaging</p> <hr/>   	 <p><b>People</b></p> <hr/> <p>Maintain job satisfaction</p> <p>Increase employees' skills</p> <p>Reduce absence due to illness and work-related injuries</p> <p>Ensure qualified labour and diversity</p> <hr/> 	 <p><b>Consumer</b></p> <hr/> <p>Increase the level of information in the labelling of beer and soft drinks in relation to health and sustainability</p> <hr/> 	 <p><b>Business ethics</b></p> <hr/> <p>Comply with applicable legislation and requirements</p> <p>Work actively with the code of conduct for employees and suppliers</p> <p>Support a well-functioning and inspiring local community and be a visible and active partner</p> <p>Support the local community through sponsorships for sports, culture and education in the local area</p> <hr/>  
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# Environment and climate



# ENVIRONMENT AND CLIMATE



We focus on minimising our negative impact on both the global climate and our local environment. This must be done through targeted efforts in energy conservation and responsible consumption of the resources used.

Production of beer and soft drinks as well as malt-based ingredients requires large amounts

of water and energy. Control of supply chain and purchasing procedures has a major impact on the environment, climate and society. Through a responsible supply chain, we must reduce the negative impact. Going forward, there will be a focus on reducing our environmental footprint throughout the value chain (scope 1, 2 and 3 GHG Protocol).

We carry out continuous analysis of our value chain with a focus on reducing CO<sub>2</sub> emissions, energy consumption and water consumption. We work systematically to reduce our use of resources in production and introduce sustainable solutions for our packaging.

## We will achieve our goals by:

- working to identify and reduce risks to the environment on an ongoing basis
- continuously improving our environmental standards
- implementing guidelines for standardised energy management across Harboe
- communicating our zero tolerance towards unnecessary exploitation of the environment and resources

**Our efforts can be divided into three main areas:**





## Reduction of CO<sub>2</sub> emissions

### Energy consumption and CO<sub>2</sub> emissions in production

At Harboe, we continuously work to reduce our CO<sub>2</sub> emissions. Our total CO<sub>2</sub> footprint is decreasing, and this proves that our approach to LEAN production and our operational model is working as intended. Since the 2019/20 financial year, our total CO<sub>2</sub> emissions have decreased by 12%.

Our brewery in Dargun is already ISO 50001 certified. In Skælskør, work has been done in the 2021/22 financial year to launch several activities related to energy management. An energy management team has been set up, which must work to continuously identify and implement activities that will reduce energy consumption. In addition, meters have been installed in production, which through real-time monitoring will make it possible to optimise the use of gas and electricity.

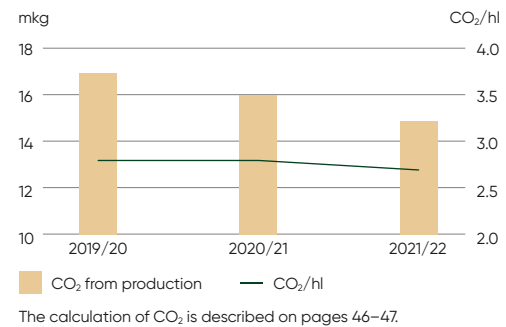
CO<sub>2</sub> emissions per produced hectolitre of product have been reduced by 4% and now stand at 2.7 kg CO<sub>2</sub> per hectolitre of product, among other things due to ongoing changes in our product mix of soft drinks, beer and malt-based ingredients.

### CO<sub>2</sub> emissions in the value chain

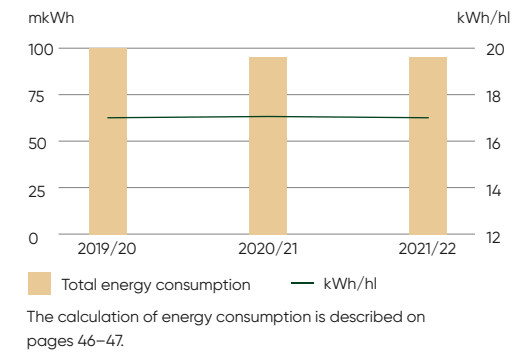
CO<sub>2</sub> emissions from production originate primarily from processes and transport in the form of cold, heat, steam and electricity and fuel. During fermentation, CO<sub>2</sub> is produced, which we reuse at both breweries when brewing beer.

We continuously work to improve our reporting of CO<sub>2</sub> emissions. In addition, we will use the net-zero standard from Science Based Targets as guidance for how, in the 2022/23 financial year, we can set targets and define a timeframe for becoming CO<sub>2</sub> neutral. In the 2022/23 financial year, we must also work on reporting scope 3 emissions according to the GHG Protocol for our primary raw materials and packaging.

### CO<sub>2</sub> emissions



### Energy consumption



**Responsible value chain**

We work continuously to reduce our environmental footprint and improve our resource utilisation. Procurement of raw materials and materials is always done with a focus on quality, economy and sustainable solutions.

In the 2021/22 financial year, work has been structured with several optimisation projects, where focus has been on reducing overall resource consumption, including minimising loss of yield during production and changing process methods and materials so that fewer resources and less material per produced unit are used.

Work on optimisation projects will continue in the 2022/23 financial year. This is expected to enable the introduction of more sustainable solutions, where focus will be on using local suppliers and raw materials as well as raw materials that are produced according to sustainable principles, wherever possible.

When developing new products, focus is on the impact of the raw materials on food safety as well as their impact on the environment.

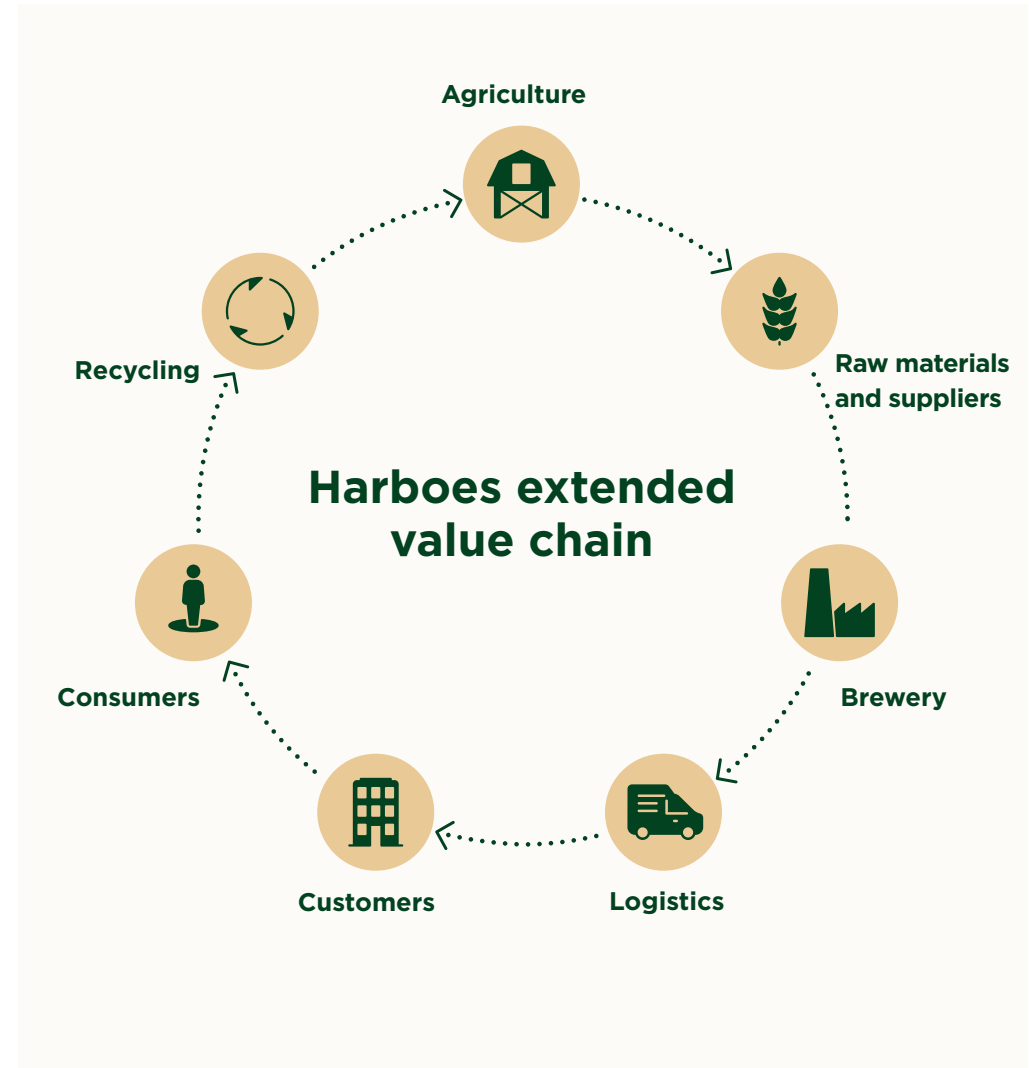
We focus on waste throughout our entire value

chain, and a large amount of our residual products are either processed and refined by the company or sold to external companies, where they are included in other processes.

Analyses have been made from similar industries, and based on these we know that the biggest footprint does not come from our own production but from the rest of our value chain (scope 3 GHG Protocol). And this year, it has been decided to launch the Sustainable Procurement project, where the total environmental footprint in our value chain must be calculated with a focus on our primary raw materials and other materials as well as transport. We will do this in collaboration with our suppliers.



We deliver good and honest products to consumers



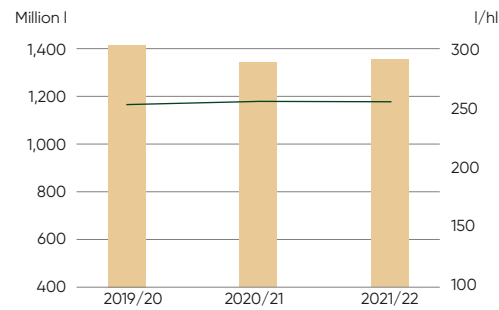


## Water and Wastewater

Production of beer and soft drinks as well as malt extract requires large amounts of water. Harboe continuously works to reduce the amount of water used to produce one hectolitre of finished product. In the 2021/22 financial year, the water consumption for the production of one hectolitre of product remained largely unchanged from the 2019/20 financial year, which is our baseline. Our goal to reduce consumption has not been successful, but with the new water plant in Skælskør and a future measuring concept, a reduction in the total amount of water is expected, as quality and water use will be optimised.

The supply of water comes both from our own water resources and from the municipal waterworks for both of our breweries. None of our production sites are located in water-stressed areas, but with an increased focus on pesticides and other substances that seep into the groundwater, there is a constant focus on water resources and on investments that ensure efficient use, including recycling of water in production.

### Water consumption



■ Total water consumption — water consumption l/hl  
The calculation of water consumption is described on pages 46–47.

During the pandemic, our product mix has changed, and the proportion of beer relative to soft drinks has increased. This has had an impact on the development in water consumption. In the production of beer, considerably more water is used per produced hectolitre than for soft drink production. Nevertheless, there has been no increase in the proportion of water used per produced hectolitre of product in the 2021/22 financial year.

We are working towards reducing the amount of wastewater we produce. This reduction must

come through optimal utilisation of our water consumption and optimal utilisation of our raw materials. This must also be done through a focus on cleaning in production, production planning and technological solutions.

The brewery in Skælskør has its own wastewater treatment plant with a large capacity, while the brewery in Dargun discharges to a municipal sewage treatment plant. At both locations, we have collection reservoirs so that the discharge can be adapted to capacity at any given time.





All residual materials from production are sorted and, if possible, recycled in other processes. In the brewing process, yeast slurry and mash are produced as residual streams, and these are used for animal feed and biogas production, respectively. We focus on ensuring that all residual streams are either reused, recycled or used for the production of energy.

Analyses have been carried out for similar industries, which show that the production of packaging contributes the largest environmental footprint in a similar value chain. When new products are launched, it is constantly examined whether it is possible to increase the proportion of recycled materials that meet our packaging policy.

We want to ensure that our packaging complies with the requirements and expectations our stakeholders have in regards of food safety, quality, and sustainability and complies with applicable legislation.



## Circular Economy / Packaging

All the products we consume impact the climate and the environment when they are produced and subsequently destroyed. In a linear economy, we extract resources from the earth, produce, distribute, consume and throw away. In a circular economy, the resources stay in a cycle – there is no waste. Our goal is to recycle all fractions such as cardboard, plastic, glass and metal from production.

### We will achieve this by:

- following customer needs and trends
- making optimal use of our packaging materials (reducing waste)
- increasing the proportion of recycled material in packaging materials
- supporting an effective return system and improving the quality for recycling returnable packaging such as glass bottles



In Denmark, Eunomia has just named Dansk Retursystem as Europe's best for plastic bottle depositing. In Denmark, 96% of all plastic bottles sold with a deposit are returned, and this is the highest plastic return percentage in Europe.

New rules on extended producer responsibility for packaging and clean-up responsibility for single-use plastics are to enter into force by 2025 at the latest. The increased focus on packaging and its impact on the environment means that there are ongoing dialogues with customers about how we can solve this problem together.

Our products are produced and sold in different types of packaging such as glass- and plastic bottles, aluminium cans, kegs (plastic), plastic containers, plastic bottles, metal drums, foils and cartons.

Aluminium cans are the primary form of packaging and are distributed worldwide, while plastic bottles are predominantly sold in countries with well-established deposit and return systems. In countries where there are no return systems for single-use packaging, as a manufacturer we depend on the individual countries' willingness to establish an infrastructure that enables responsible collection and recycling.

In Denmark, Eunomia has just named Dansk Retursystem as Europe's best for plastic bottle depositing. In Denmark, 96% of all plastic bottles sold with a deposit are returned, and this is Europe's highest plastic return percentage.

In 2022, the original trays for products under the Harboe brand will be replaced with trays made of 100% recycled material with black, water-based print.

**New trays in 100% recycled material**

In addition, the foil used for the 6 pack will be replaced with foil containing 50% recycled material.





## Environment and climate

### Results for 2021/2022

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- An energymanagement team was established in Skælskør with the primary purpose of creating systems and processes that will continuously reduce resource and energy consumption
- Installation of measuring equipment for measuring consumption of water, electricity and gas in Skælskør
- Establishing a new water supply in Skælskør in order to ensure the quality of the water supply
- Installment of a new air conditioning system in the brewery in Dargun to reduce overall energy consumption
- Modernisation of lighting in Dargun to reduce overall energy consumption
- Introduce solution with recycled material in both cardboard trays and foils

### Planned activities for 2022/2023

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#### Reduction of CO<sub>2</sub> emissions and energy consumption

- Establish a framework for analysis of water consumption in Skælskør (step 1)
- Replacement of oil heating boiler in Dargun with more environmentally friendly heating source
- System for calculating scope 3 emissions, cf. GHG Protocol
- Launch of a process for determining targets to become CO<sub>2</sub> neutral, cf. the Net-Zero Standard from Science Based Targets

#### Sustainable packaging

- Continuously increase the proportion of recycled or recyclable materials in packaging



# People



# PEOPLE



We must be a good and attractive workplace and pass on the values that have been part of our company for six generations.

We want to be a company with diversity in professional groups, nationalities and age distribution, and we want to create an environment where we benefit from developing employees' competences.

We want to create a working environment that ensures the health and safety of our employees. That is why we work purposefully to develop and maintain a safe and physically and psychologically good working environment.

## We will achieve our goals by:

- value-oriented management
- employing trainees and employees with special needs in internships and job training schemes
- prioritising creating a diverse workplace with equal conditions and opportunities for all employees regardless of gender, nationality, religion and age as an extra dimension to professional and personal qualifications
- ensuring timely, correct and versatile training of both current and new employees with a focus on both professional and social skills
- preventing occupational accidents and work-related illnesses
- prioritising the working environment and well-being as highly as productivity and efficiency
- motivating our employees to seek co-influence and take co-responsibility for their own and colleagues' working environment

## Our efforts can be divided into three main areas:





## Job creation and social inclusion

With two regionally based breweries that want to act responsibly and with strong roots in the local communities, we are also aware of our contribution to job creation and social inclusion from a social point of view.

Despite COVID-19 and the resulting economic slowdown, we have been able to retain our employees and hire new employees in new functions.

Harboe has a goal of having a board where at least 1/3 of the members are women. At the general meeting in 2021, there was a 50% share corresponding to three female members. It is Harboe's goal to have a balanced gender distribution at all management levels. In the first half of 2022, 29% of the executive board and the management team were women. To monitor the development, we have included an overview of the gender distribution at Harboe.



### Number of employees

**2020/21 517**

**2021/22 504**

Our total workforce is predominantly composed of men, as a large proportion of our employees are employed in production, which is traditionally a male-dominated profession. In specialist roles and in the management group, the distribution between men and women is more equal.

### Gender distribution



Executive board and management group	5	11
Managers	0	12
Specialists	8	23
Other	81	365

### Share of employees

Executive board and management group	3%
Managers	2%
Specialists	6%
Employees	88%

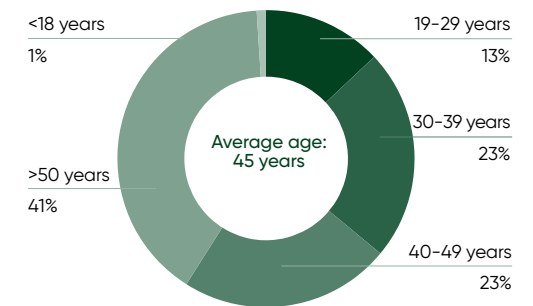
## Many cultures

We have a broad representation of different nationalities. Despite linguistic and cultural differences, a lot of people experience a positive benefit from this, both professionally and on a personal level.

## Seniority

At both of our breweries, we have employees with many years of seniority and experience. Along with loyalty, these constitute the building blocks for future development. The average length of service for employees employed at Harboe is 10 years.

## Age distribution



Calculation of key figures for employees is described on page 48.

## Competent employees

We work with our employees' performance by offering employees training and education based on the person and their function. It is a prerequisite for the company's development that all employees are equipped with the skills to handle the tasks that fall within their area of responsibility.

We are continuing to work with the model we implemented in Dargun in 2021, where we offer targeted training to our production employees through evaluation of competences and motivation.

The purpose of this model is to motivate and engage both managers and employees through learning and competence development. It is important for us to be able to retain employees and thus the knowledge and experience that employees gain over time.

We work with online training, as the restrictions during the pandemic have made it difficult to carry out in-person training. We can see that it is easy to reach many employees with broad and general training but that there are several types of training that are best carried out in person. Therefore, reintroduction of this is planned to take place as soon as possible.

We apply fair and equal treatment when recruiting all new employees. We focus on hiring people with the right professional and personal qualifications, and at the same time, it is a priority to create a diverse workplace with equal conditions and opportunities for all employees regardless of gender, nationality, religion and age.

This creates a dynamic environment with discussions supported by expertise and exchange of experience in all areas of the group. At both breweries, there is a desire to contribute to

educating the next generation of qualified employees. Therefore, there is a focus on hiring trainees across the entire organisation. In the past year, we have had 16 trainees across the two breweries



It is important for us to be able to retain employees and thus the knowledge and experience that employees build over time.





## Health and Safety

All our employees have a right to a safe and healthy workplace with room for new ideas and a shared ambition to create the best results. We focus on ensuring that our employees have the necessary experience and skills to ensure a safe working environment.

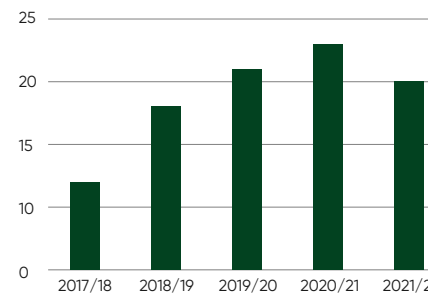
Our employees constitute a key element in ensuring our working environment system functions optimally. The work with a formalised approach across our companies continues. A uniform registration of both near-miss incidents (NMIs) and work-related accidents is important for identifying and eliminating our risks.

We encourage all employees to take responsibility and be active actors in the process of increasing general safety.

Harboe measures and reports the total number of work-related accidents and near misses (NMIs).

Through monthly reporting to the working environment and sustainability group as well as management, we create focus, visibility, communication and results.

### All registered work-related accidents



Calculation of key figures for employees is described on page 48.

The number of work-related accidents at Harboe has been increasing in recent years, but in the 2021/22 financial year, we succeeded in reducing the number of work-related accidents to 20. We have set a target to reduce the number of work-related accidents by 10% annually, effective from the 2022/23 financial year. To achieve this, thorough work must be done with "best practice sharing" across Harboe.

### Our objectives

- Reduce occupational accidents annually by 10%
- No work-related accidents in 2030
- Increase the level of psychological security from medium to high at Harboe

Health and safety as well as psychological security are important parameters for employees' well-being, and in this year's job satisfaction survey, these were included as two additional themes. The results from the survey show that for both areas, on a scale from 0 to 100 points, we are at an average level at Harboe.



## Target: 0

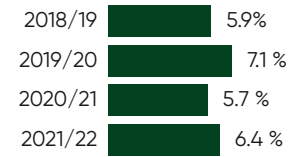
**We aim to not have work-related accidents at Harboe.**

**Absence due to illness**

Absence due to illness has been increasing in recent years at Harboe. The increased absence due to illness comes during a period with many restrictions and demands for longer absences due to symptoms of, or infection with, COVID-19.

The increased absence is primarily in Dargun, but there is also an increasing trend for sickness absence in Skælskør. It is expected that the implementation of the Harboe 6.0 strategy and the completed job satisfaction survey (see section on job satisfaction) will contribute to reducing absence in the long term.

**Registered absence due to illness at Harboe:**



**We want to reduce absence due to illness from year to year.**





## Job satisfaction

We emphasise employees' general health and well-being, as these are contributing factors when creating a good environment around individual employees.

Once again, we conducted a job satisfaction survey in 2021, and for the first time this survey was carried out at both breweries. Again this year, it was done with the help of the external, independent company Ennova. By using Ennova's benchmark GELx, we can compare our results

with other companies in Denmark and Germany as well as with the food industry in Denmark.

75% of surveyed employees at Harboe participated in the survey. The result of the job satisfaction survey shows that job satisfaction is slightly below par compared to a weighted GELx benchmark for Denmark and Germany. The result for loyalty shows that the level of loyalty and dedication is on par with a weighted GELx benchmark for Denmark and Germany.

Based on the results from the job satisfaction survey, work will be carried out with dialogues and action plans across Harboe, and "buddy" groups have been set up, which will be used for discussion and evaluation of the process, with follow-up on the results and actions that are implemented.

In the job satisfaction survey, there were two additional themes included: health and safety and psychological safety. The results of this survey are reviewed under health and safety.

At the brewery in Dargun, a health programme was introduced in 2021 for all employees, where focus is on a healthier lifestyle and exercise, as well as how to avoid back disorders and back pain. The health programme continues to run in 2022 as well. A similar programme will be introduced in Skælskør in the 2022/23 financial year.



## More water for employees

At Harboe, we work with large and small projects to reduce our CO<sub>2</sub> footprint. Water bottled in plastic bottles is considered to be the product with the lowest CO<sub>2</sub> footprint of all bottled beverages due to ongoing optimisations to reduce energy and new technological solutions used in production.

Harboe has chosen to set up water systems in several places at the companies and purchase drinking bottles for all employees. This is to reduce material consumption and transport of materials and to make drinking water even more accessible to employees.



## 1½ to 2 litres of water

In accordance with the dietary advice from the Danish Food Agency, all employees are encouraged to drink 1½ to 2 litres of water per day.



## People

### Results for 2021/2022

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#### Maintain job satisfaction

- Job satisfaction survey carried out in both Skælskør and Dargun
- Two-year health programme initiated in Dargun with a focus on diet and exercise
- Workshops every quarter for team leaders in Dargun

### Planned activities for 2022/2023

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#### Increasing our employees' skills

- Further training of employees in collaboration with local educational institutions in Skælskør and Dargun
- Personal development
- Programme for leadership development

#### Reduction of absence due to illness and work-related injuries

- Set up an interdisciplinary safety group that works with "best practice sharing"
- Continued focus on reducing, and maintaining low levels of, absence due to illness and care interviews for longer absences
- Increase the level of psychological security from medium to high at Harboe
- Reduce work-related accidents by 10% annually and achieve zero work-related accidents by 2030

#### Skilled workforce and diversity

- Continued focus on optimising the onboarding process with a focus on structure and distribution of responsibilities



# Consumer



# CONSUMER



Harboe wants to be a preferred partner for its customers by being able to deliver sustainable and good products to consumers and customers while also providing good variety in the product range to suits every occasion.

Our products must provide energy, taste good, be refreshing and quench thirst. As part of a healthy

lifestyle, Harboe supports sporting and cultural events through sponsorships – especially in the local area.

## We will achieve our goals by:

- ensuring high food safety and product quality.
- helping the consumer make a conscious choice about the product in relation to health, nutritional content and sustainability through

clear information.

- ensuring that our marketing is targeted at relevant consumer groups.
- developing healthier alternatives in the product categories.

**Our efforts can be divided into three main areas:**



## Our policy for food safety and quality

At Harboe, we want to ensure that quality meets the demands and expectations of all our stakeholders through our food safety and quality policy. The company's culture is based on collaboration throughout the entire value chain. This means that we will:

- 1 secure the business through good customer relations
- 2 promote food safety and quality across our breweries
- 3 ensure the right level of competence and exchange of experience among employees throughout the organisation



## Food safety and quality

It is our general policy that the quality of our products must meet the expectations and requirements for food safety and quality from all stakeholders.

Both of our breweries are certified according to IFS Food Standard version 7, both with the result Higher Level. Through our quality management systems, we influence our value chain through the

requirements we set for our suppliers to maintain food safety and comply with guidelines and legislation in the EU, just as we reduce the risk of food fraud.

We also influence our value chain through the procedures and instructions we have in all stages of our production. This ensures that we maintain a supply of good and honest products to other food producers as well as our customers and consumers.

Ensuring that we comply with the requirements of authorities, quality standards and customers requires constant effort. That is why we have our own laboratories in both our breweries, which carry out process and product control.



Both our companies are certified according to the IFS Food Standard version 7, both with the result Higher Level.



Our brewery in Dargun



## Health

We are very aware of the global challenges related to health. The WHO describes the challenges surrounding obesity and related diseases such as cardiovascular disease, cancer and diabetes as well as alcohol abuse as a consequence of an overconsumption of food and drink.

In Denmark, partnerships are being worked on to solve problems such as obesity. Harboes Bryggeri A/S has become a partner in the Food Partnership for Health and Climate. The aim of this partnership is to become part of a national network where, together, we find solutions to the barriers and opportunities that exist in legislation. This is so that we can improve and develop healthier foods.

We continuously focus on reducing the calorie content of our drinks. We therefore work to develop and launch new products with fewer calories or less alcohol while maintaining the good taste and high quality. Through the reformulation of our soft drinks under the Harboe brand, we have saved our consumers 309 tonnes of sugar in a 12-month period.

In the 2021/22 financial year, we formalised a policy for responsible marketing. We are proud of all our products sold under several brands. They are made to be enjoyed in moderation, for any occasion and by consumers all over the world. We are committed to ensuring that our products are consumed responsibly and as intended. As a brewery, we are responsible for ensuring all consumers receive the right information.



## Declaration of intent

**We want to reduce the calorie content of our own soft drinks, calculated per 100 ml.**



**Our policy applies to all our brands.**

Our policy for responsible marketing must show the way and not set limitations. Work must be done according to the following four principles:

- 1 We must always comply with the applicable legislation in the country where our products are sold
- 2 "Drink in moderation" must be clearly communicated to the consumer
- 3 We must ensure that our information is ethically correct and clear
- 4 We must ensure that our communication is never directed at children or young people



**New favourite on the Danish market**

In 2021, we introduced a new sugar-free soft drink variant in the Harboe range. The new variant with blueberry flavour and a blue colour has quickly become a new favourite on the Danish market. The increased focus on low-calorie products means that there is an increased demand for more varieties in this category.

**0.0% alcohol**

The sale of beer with no or little alcohol is increasing, and we are therefore working to be able to offer beer with 0.0% alcohol under different beer brands. We will introduce the first product under our German "Darguner" brand in the spring of 2022.

**Organics**

The EU's Ministers of Agriculture have adopted a new regulation on organic production that establishes the framework for how organic products must be produced, processed, imported, controlled and marketed in the EU's 27 member states. The rules in the new regulation on organics entered into force on 1 January 2022.

All our organic products are produced according to the rules in the new organics regulation.

Our organic products are labelled so that consumers have the opportunity to choose the organic alternatives. At the same time, they are

given assurance that these are products that meet the authorities' requirements – they are labelled with both the European logo and the Danish logo.

The new rules have led to the adaptation of our products in the EGO series, and we have developed a new variant with taste of rhubarb and apricot.

We have produced organic soft drinks under the EGO brand since 2016, and all products in this series also have a reduced sugar content.





## Food waste

### A small difference also has an impact on the environment

We are constantly working to optimise our packaging solutions. Efforts are being made to reduce material consumption or increase the proportion of recycled and recyclable material. In an optimisation project for plastic bottles, we will reduce material consumption per bottle.

It is estimated that 10% of all food waste is being created due to confusion about date labelling. More than half of us do not understand the difference between "use by" and "best before". A lot of people think that the two have the same meaning, and a lot of food ends up in the bin unnecessarily.

As part of a larger food waste campaign, we are introducing the extended information in our shelf life description on our beer under the Harboe brand: "best before, often good after".



It is estimated that 10% of all food waste is created due to confusion about date labelling.

**CONSUMER****Results for 2021/2022**

- Introduced new soft drink variant without sugar in the Harboe range with blueberry flavour
- Increased level of information, including information for pregnant women, instructions to not drink and drive, as well as information about correct handling of packaging
- Stop food waste – label suitable products with "Best before, often good after"

**Planned activities for 2022/2023**

- Reduce material consumption in packaging
- Continued focus on the development of soft drinks with reduced sugar/calorie content and alcohol-free beer
- Reduction of calories in soft drinks, cf. the Food Partnership, of which Harboe is a partner
- Introduce more products in the water range



# Business ethics



# BUSINESS ETHICS



The financial and social impacts from our production are reflected through the operational environment, in the employment of employees, payment of tax, our social responsibility and local presence. As a company, we have many suppliers, more than 500 employees and customers in more than 90 countries.

We respect and work according to international guidelines and legislation. A large part of our responsibility to all these people is to ensure that our relationship with them is based on fairness, honesty and high ethical standards. We have drawn up a code of conduct for our employees. Business ethics is an integral and important part of our value base.

As part of a long value chain, our responsibility as a manufacturer depends to a large extent on how our suppliers and their sub-suppliers act. We are thus responsible for conditions over which we do not have complete control. But we must do what we can to ensure accountability throughout our supply chain. We do this through our code of

conduct for suppliers. Here, we want to oblige all of our suppliers to respect human and labour rights and to act responsibly in relation to the climate and the environment – and finally to work actively to fight corruption.

Read more about our efforts regarding responsible supplier management in the section on Sustainable Procurement.

It is important that we work closely with the municipal authorities and create dynamic local

environments through good dialogue. In both companies, we try to be strongly rooted in the local area, as it is important for us and our employees' well-being. We want to be a visible and active partner and create local communities that benefit both our employees and their families.

## Our efforts can be divided into three main areas:

### We will achieve our goals by:

- respecting human rights and demanding the same from our partners
- focusing on secure processing of personal data in accordance with GDPR.
- communicating zero tolerance towards any form of corruption, bribery and anti-competitive behaviour
- implementing, maintaining and disseminating Harboe Group's code of conduct for both employees and suppliers



## Culture and business

Sustainability is at the heart of everything we do every day. Our products play a major role in the circular economy, both locally and globally. Therefore, it is part of our core values to ensure high ethical standards in general throughout our value chain. We can only succeed in achieving sustainability if, as a company, we stand together as a team with our customers, suppliers and the surrounding community.

In order to ensure high ethical standards throughout our value chain in general, in 2020 we drew up a "code of conduct" – an internal code of conduct to guide us all through big and small choices in our daily work life. This covers guidelines regarding human rights, bribery and corruption, child labour, good working environment and environmental responsibility.

### Code of conduct for employees

We believe it is important that our commitment to the UN Global Compact is not just a declaration of intent. Our strong foundation must continue to be reflected in real-life actions. Therefore, as part of this code of conduct, we

have described how our guidelines translate into concrete rules and expectations for all of our employees. Our code of conduct for employees is based on the ten principles of the UN Global Compact and thereby supports our compliance with these. The purpose is to help all of us behave properly in our relationships with customers, suppliers, colleagues and society at large.

In the 2021/22 financial year, we have completed training for the entire management group and key functions at Harboe. Other employees have completed online training and a test based on an extract from our guidelines. This was done to examine whether further training was needed. In the future, all employees will have to complete online training and a mandatory test annually.

Our goal is 100% participation in the online training and for 95% to answer the subsequent multiple choice test correctly. The test is based on the individual employee's function so that we ensure relevant knowledge and further training in the right areas. The guidelines will be evaluated annually and communicated via our intranet.

### Statement of data ethics

Pursuant to section 99d of the Danish Financial Statements Act, Harboe has drawn up a policy for data ethics, which describes the framework for the company's data collection and use, in order to ensure good ethical behaviour, accountability and transparency in the processes. At the same time, the policy is intended to ensure that Harboe complies with current legislation and

follows developments in good data ethics. Harboe's data ethics policy is based on the group's code of conduct and includes a data ethics compass, designed in accordance with the recommendations of the Data Ethics Council. The values form the starting point for the daily handling of data and the use of the group's IT systems.

Harboe collects and uses data about customers, suppliers and other partners relevant to the operation and development of the group's activities. All Harboe's customers and suppliers are registered companies, so the amount of personal data from external parties is very limited. Internally, data related to the business is registered, including personal data about employees.

Harboe primarily uses data for operation and development of the group's activities as well as for analysis, statistics, case processing and customer service. There are internal procedures for processing data. Collected data is treated confidentially and is not communicated to external parties. As part of maintaining the group's code of conduct, Harboe carries out recurring information and training activities for employees, which also include confidentiality, handling and protection of data and IT security.





## Sustainable Procurement

### Supplier evaluation and management

Supplier management has been part of our quality management for several years, and the processes are well established in both of our breweries. The process includes our suppliers being evaluated using supplier questionnaires in order to eliminate the risk of food fraud and food scandals and ensure our food safety.

In 2021, Harboe's code of conduct for suppliers was distributed to all suppliers of raw materials and packaging materials. Suppliers who sign this code of conduct confirm that they comply with the 10 principles of the UN Global Compact for the following areas: human rights, labour rights, environment and anti-corruption. Furthermore, they confirm that sustainability is included in their own supplier management.

Our goals for Harboe's code of conduct for suppliers:

- 80% of all suppliers of raw materials and packaging materials must have signed

Harboe's code of conduct for suppliers by the end of 2022, and all must have signed by the end of 2023. Alternatively, they must present and comply with their own code of conduct, which must be deemed to at least meet the same high level as Harboe's code of conduct.

During first half of 2022, 82% of all suppliers had either signed the code of conduct or submitted their own code of conduct already.

All our primary suppliers are established within the EU and are therefore basically subject to the same obligations as Harboe in relation to legislation and ethical behaviour.



## Target for 2023

All suppliers must have signed the code of conduct.



Sustainable Procurement is a centralised function and anchored in our company in Skælskør, where the main responsibility for purchasing Harboe's raw materials and packaging materials is located. In 2022, together with an external partner, a major study of the sustainability level of Harboe's suppliers has been initiated. All suppliers will receive an online questionnaire that they must answer.

This results in an evaluation and provides a result for their level of sustainability as well as a proposal for how we can improve this level together.

Within a three-year period, 100% of our suppliers of raw materials and packaging materials, energy and logistics suppliers as well as a significant number of technical/machinery suppliers will be evaluated.

## The sustainability evaluation

The sustainability evaluation assesses the suppliers' performance in the following four areas:

- 1 Environmental impact
- 2 Human rights
- 3 Sustainable procurement
- 4 Fair business practices (ethics)

## Sustainability themes

Harboe will cooperate with the suppliers based on a thorough evaluation of the individual supplier's performance in relation to food safety and legislation, sustainability level, compliance with quality, delivery security and commercial/competitive conditions.

An assessment of the supplier's risk profile within sustainability is carried out on the basis of the raw material's country of origin (production) and where the raw material was grown, i.e. a risk

profile at country level, as well as for packaging materials which are a focus area due to the raw material and process used in the industry to manufacture the products, i.e. a risk profile at the industry level.

On the basis of the individual supplier's sustainability assessment, we will jointly prepare plans for how we can improve the current level together.

Risk analysis	Evaluation	Review of action points from previous meeting	Results
High risk	Harboe's code of conduct – supplier	Dialogue and action plans	Approval
Medium risk	Sustainability evaluation	New sustainability evaluation	Ultimately termination of cooperation
Low risk		Visit/audit	



## OUR HISTORY

Skælskør is home to Denmark's largest local brewery. The Harboe family has brewed beer and soft drink products here since 1883. First for Southwest Zealand, then for all of Denmark. Today, however, Harboe delivers its products to 90 other countries around the world.



## Local anchoring

Local anchoring is in our DNA – we want to be visible in the local areas around our production and our local brands and products. We support local sporting activities, cultural events and charitable causes, which help to make our local communities attractive to live and work in.

## Focus on education, knowledge sharing and culture

We still want our visitorcenter to provide the setting for events. We have adapted our guidelines to focus on visits from local clubs, organisations and associations as well as schools. The pandemic continues to impact our events, but we are happy with the ones we have managed to host.

We look forward to being able to welcome guests to our visitorcenter again. Through this, we hope to be able to provide a better insight into Harboe's history and the values that underlie all our activities as well as demonstrate the many opportunities working at a brewery offers.

We have partnered with our local higher education centre, ZBC. The aim of the collaboration is to ensure greater insight into the opportunities available in the business world and to offer our employees further training.

Every year, we want to take interns into our breweries – primary school children and students in higher education – for shorter or longer periods.

At Skælskør, we have resumed cooperation with several educational institutions and students on several exciting projects.

At Dargun, we are working determinedly to strengthen our ability to attract skilled and passionate young people for training in the company. In the 2021/22 financial year, we therefore prepared brochures which detail all the opportunities we offer, including the possibility to specialize within many different professional areas in the company. This effort resulted in an increased interest in our brewery in Dargun. We look forward to continuing to welcome new students and trainees.





### Sponsorships and local collaborations

As part of our local anchoring, we have a tradition of supporting local clubs, associations and initiators who help create a good base for leisure activities and a cultural life in our local community

We prioritise providing our support locally, and again this year, we have supported a number of sporting activities, where the pandemic has not prevented this. Cultural events that support the business create positive publicity for both our company and the local community and make a difference for our employees and their families.



All initiatives focus on making a difference for the residents of the local area, our employees and their families.

In the 2022/23 financial year, Harboe will participate in several local events. Harboe wants to strengthen cooperation with the local business community and will therefore initiate local events, where there will be a focus on presence and visibility as well as development of products with input from relevant stakeholders.

All initiatives focus on making a difference for the residents of the local community, our employees and their families.



## Business ethics

### Results for 2021/2022

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- All employees in Dargun and Skælskør have received training in relation to Harboe's code of conduct for employees
- All suppliers have received Harboe's code of conduct for suppliers
- First round of questionnaires sent to suppliers to evaluate their level of sustainability
- Establishment of a whistleblower scheme
- Adapted guidelines for visitors for better utilisation of the Harboes Visitor Centre
- COP report to UN Global Compact

### Planned activities for 2022/2023

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- Development of procurement policy
- Development of anti-corruption guidelines
- Work actively to increase the level of sustainability of the suppliers that have been evaluated
- Send out second round of questionnaires to suppliers to evaluate their level of sustainability
- Participate in local events
- Identify local clubs or initiatives to support together with employees

# KEY SUSTAINABILITY FIGURES



## ENVIRONMENT AND CLIMATE

	2021/22	2020/21	2019/20
<b>SALES FIGURES</b>			
Production volume, million hl	5.63	5.64	6.00
<b>ENVIRONMENT AND CLIMATE DATA</b>			
Purchased electricity, GWh	30.8	31.1	33.1
Natural gas, GWh	64.0	64.0	67.3
Oil, GWh	0.5	0.3	0.8
<b>ENERGY CONSUMPTION, GWh</b>			
CO <sub>2</sub> emissions, million kg CO <sub>2</sub>	14.9	16.0	17.0
Water consumption, million l	1,428	1,421	1,500
Total wastewater discharge, million hl	7.6	7.5	7.6
<b>RELATIVE PRODUCTION FIGURES</b>			
Energy, kWh/hl	16.9	16.9	16.9
CO <sub>2</sub> emissions, kg CO <sub>2</sub> /hl	2.7	2.8	2.8
Water consumption, l/hl	253	253	250



## PEOPLE

	2021/22	2020/21	2019/20
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
Work-related accidents – total	20	23	21
<b>EMPLOYEE ENGAGEMENT</b>			
Absence due to illness	6.4	5.7	7.1
Total number of employees*	504	517	560
<b>DIVERSITY</b>			
<b>Employee gender distribution as recorded on 30 April</b>			
Women	19%	17%	19%
Men	81%	83%	81%
<b>Employee gender distribution at the management level as recorded on 30 April</b>			
Women	29	19	27
Men	71	81	73

\*Number of employees according to Harboe's Annual Report 2021/22

# NOTES

## Note 1: Preparation

Harboe has prepared a sustainability reporting overview containing information on roles and responsibilities, objectives, activities, reporting and documentation requirements, as well as requirements for the preparation of a KPI with detailed information.

## Note 2: Environmental and climate data

In 2019/20, Harboe reported environmental performance for the first time. 2019/20 will be used as Harboe's baseline going forward. Data has been prepared and presented as described in note 1.

The total energy consumption and the total CO<sub>2</sub> emissions decreased for the period 2019/20 to 2021/22. The calculations for CO<sub>2</sub> emissions, energy and water consumption have been made in accordance with the recommendations from the guide ESG main and key figures in the annual report, which has been prepared in a collaboration between FSR – Danish auditors, the CFA Society Denmark and Nasdaq. It should be noted that this calculation is for scope 1 and 2 GHG Protocol, while the CO<sub>2</sub> emissions from fuel for company cars and electricity consumption for tied accommodations are not included. The total CO<sub>2</sub> emissions have been reduced by 12% compared to 2019/20.

During the review of data in the 2021/22 financial year, adjustments for the following conditions have been made: Conversion of m<sup>3</sup> gas to kWh has been adjusted according to the general factor, registration of oil consumption for heating administration buildings in Dargun is included. This correction only affects the level and not the trends and therefore changes are implemented retroactively to the baseline 2019/20.

The relative production figures are calculated in relation to the total production volume. The unchanged water consumption is due to the product mix.

## Note 3: People

For several years, Harboe has collected data on work-related accidents and absence due to illness. According to note 1, data is shown for the period 2019/20–2021/22. Absence due to illness is increasing at Harboe.

In order to ensure a more equal distribution of men and women among Harboe's top management, Harboe's board of directors has set a target for the proportion of women on the board to be 1/3 in connection with the company's annual general meeting in 2021. The goal, which was first met at the general meeting in 2020 with 2 female members, continues to be met with 3 female members after the 2021 general meeting.

In the statements for employees, both the total physical number of people and the number of FTEs are used.

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BY APPOINTMENT TO  
THE ROYAL DANISH COURT

*Harboe*

HARBOE BREWERIES