



BRAND PROMOTER MANUAL

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INTRODUCTION

At the heart of the Carlsberg Group are the people who make it all possible. Across the world, the Group's brand promoters play a vital role in promoting our brand portfolio to customers and consumers in the on-trade and off-trade, including at market activations. We are proud of our brand promoters and recognise the important role they play.

This manual¹⁾ builds on the Carlsberg Group's commitment to provide a safe workplace for both men and women in which brand promoters can fulfil their potential in an open and inspirational working environment. The Group is committed to providing high standards that deliver a fair and respectable workplace where all brand promoters can feel proud and have confidence and pride in the beer profession and our brands.

SCOPE

This manual applies globally and sets out the principles and standards for brand promoters for all entities in the Carlsberg Group, wherever they are deployed. Where the Group participates in existing joint ventures as a non-controlling shareholder, the other shareholder(s) must specifically be made aware of the significance to the Group of the manual and must be encouraged to apply the same manual or a similar standard for the joint venture. When considering new associates and non-controlling joint ventures, the Group must strive to commit the other shareholder(s) to adopting the manual or a similar standard for the associate or joint venture.

Third-party suppliers engaged by the Carlsberg Group to provide brand promoters must specifically be made aware of the importance of the manual and must be encouraged to apply the same manual or a similar standard in addition to the standards required by the Carlsberg Supplier & Licensee Code of Conduct.

All outlets where brand promoters are deployed will be informed of the standards required by the Carlsberg Group in respect of providing a safe and harassment-free working environment.

Violation of this manual may result in legal, contractual or employment sanctions.

¹⁾ "Manual" is an internal terminology and equals what in many other companies is referred to as a "Policy".

REQUIREMENTS

1. SAFETY

The Carlsberg Group strives to provide a healthy and safe working environment for all brand promoters. The Group is committed to promoting a zero-accident culture and takes all reasonable measures to assess and control any potential risks to which brand promoters may be exposed in fulfilling their role.

1.1. The Carlsberg Group will not make use of brand promoters at a particular venue or on a particular occasion if safe working conditions cannot be satisfied.

1.2. All brand promoters are empowered to:

- leave a venue if they judge that the working conditions are not safe, until such time as a competent person takes appropriate risk control measures
- communicate unsafe conditions in the working environment to management
- challenge any unsafe acts that they observe.

1.3. All relevant health & safety incidents, including harassment and occupational injuries and illnesses, must be recorded, analysed and communicated as required by local legislation and the Carlsberg Group's standards and procedures.

2. BEHAVIOUR

2.1. The Carlsberg Group does not tolerate any acts of physical, verbal, sexual or psychological harassment, bullying, abuse or threats in the workplace.

2.2. Harassment includes, but is not limited to: deliberate unsolicited, unwanted sexual flirtations or advances; offensive sexual remarks, discussion, illustrations, jokes or gossip; requests for sexual acts and/or favours; leering; and whistling.

2.3. Harassment should be immediately reported to the supervisor or through local support lines. Harassment may result in disciplinary actions, including termination of employment.

3. RESPONSIBLE DRINKING

3.1. The Carlsberg Group has strict standards relating to the consumption of alcohol in relation to work. The Responsible Drinking Policy sets out those standards and defines the responsibilities of the Group and our employees in respect of alcohol consumption.

3.2. The Group's brand promoters must always promote the enjoyment of beer in moderation and only serve individuals who are of legal drinking age.

3.3. Brand promoters must not sit or drink alcohol with customers or consumers during working hours and must not be encouraged to drink alcohol to entertain customers or consumers, or to support sales.

3.4. Brand promoters must never drink drive. If a brand promoter is in a position where they are unsure whether or not they have exceeded the legal limit, under no circumstances should they drive a vehicle.

4. EMPLOYMENT CONTRACT AND REMUNERATION

The Carlsberg Group has strict standards relating to labour rights. The Labour and Human Rights Policy sets out those standards and defines the Group's responsibilities.

4.1. Brand promoters, irrespective of whether they are casual workers or full-time/part-time employees, must have a transparent written contract. Brand promoters must be given a copy of their contract.

4.2. Brand promoters must be above 18 years of age or of the legal drinking age of the country of employment, whichever is higher. Official documents testifying to age must be provided prior to employment.

4.3. Brand promoters will receive a fixed base salary, and their remuneration will always meet the statutory minimum wage of the country of employment. In markets where no statutory minimum wage exists, the Carlsberg Group strives to pay a salary that constitutes a reasonable wage, taking into consideration the cost of living in the country of employment.

4.4. Incentive plans may be put in place in addition to the base salary and may make up a reasonable proportion of the overall remuneration. Incentive plans must always be fair, transparent, communicated to and understood by the brand promoters. They must always be set up in such a way that they do not result in unhealthy or unsafe situations.

5. BRAND PROMOTERS UNIFORM

5.1. Brand promoters must be provided with branded uniforms that make them clearly visible and identifiable as brand promoters. When on duty, brand promoters must wear their uniform. When off duty, they must not wear their uniform.

5.2. Uniforms must always be functional and decent, taking into account input from the brand promoters themselves. Uniforms must not reveal cleavage or thigh.

5.3. Specific uniform design rules will be made available, taking into consideration the above principles, in the Brand Promoter Engagement Toolkit.

6. SAFE TRANSPORT

6.1. In those markets where transport to and from venues takes place late at night, in remote areas or is otherwise deemed unsafe, a risk assessment must be conducted to ensure that brand promoters are not exposed to risk when transporting themselves to/from venues.

6.2. Brand promoters must be ensured a safe transport option, either through the provision of financial support for their own transport or the provision of another form of safe transport in those instances where the assessment leads to the conclusion that precautions are required.

7. TRAINING

7.1. Brand promoters must complete a standard and comprehensive training package as part of their orientation training. Training must include: an introduction to the company; health & safety; beer knowledge, including knowledge of different beer styles and brands; how to sell on different occasions; how to deal with difficult customers; responsible alcohol consumption; how to deal with workplace harassment; undesired behaviour; and grievance mechanisms. Specific details of training requirements can be found in the Brand Promoter Engagement Toolkit.

7.2. Refresher training must be conducted every six months.

8. CARE

8.1. Brand promoters must be clearly informed who their supervisor is, and that a procedure is in place for them to express any grievances or concerns. Brand promoters can always rely on support from their supervisor should a situation so require.

8.2. There must always be a supervisor on duty when brand promoters are working, and local support lines must be in place in all markets.

8.3. Brand promoters are responsible for asking questions, seeking guidance, reporting suspected violations and expressing concerns about compliance if they become aware of any clear or suspected violation of this manual. All complaints must be filed, tracked and reported on. All reported cases must be registered.

8.4. In addition, brand promoters may file a report (anonymously if preferred) via the Carlsberg Group's Speak Up system.

ROLES AND RESPONSIBILITIES

Body/function/ individuals	Roles and responsibilities
EVP, Regional	Owns, endorses and ensures implementation of the manual across the Carlsberg Group.
Group HR / Group Corporate Affairs	Ensures relevant and correct internal communication of the Manual to local HR team. Advises local HR directors on manual content. Ensures relevant and correct communication of manual efforts to external stakeholders.
Managing Director in local Carlsberg Group company that uses brand promoters	Responsible for ensuring that this manual and related standards are implemented and adhered to.
Commercial Director in local Carlsberg Group company that uses brand promoters	Responsible for ensuring that third-party suppliers engaged by the local Carlsberg Group company to provide brand promoters must specifically be made aware of the importance of the manual and must be encouraged to apply the same manual. Responsible for ensuring that outlets where brand promoters are deployed are informed of the standards required by the Group in respect of providing a safe and harassment-free working environment.
Local HR	Supports local implementation of the manual's requirements and is responsible for ensuring that local initiatives are developed in line with this manual.

DEVIATIONS

No exemptions from this manual can be granted unless there are exceptional circumstances. All requests for exemptions must be made in writing to the manual owner. The manual owner must assess and decide on each request individually. Exemptions must be duly logged and documented.

MANUAL REVISION

This manual will be revised when needed, but as a minimum every two years. In the event of any discrepancies between the English version of this manual and a translated version, the English version will be binding.

ASSOCIATED POLICIES AND MANUALS

- Code of Ethics & Conduct
- Carlsberg Supplier & Licensee Code of Conduct
- Labour & Human Rights Policy
- Human Resources Policy
- Responsible Drinking Policy

CONTACT

For more information, please contact Group HR or Group Corporate Affairs.



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