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Diversity, Equity and Inclusion in the Forefront of Carlsberg Malaysia's innovation, collaboration and performance

It's not about following the DE&I trend, but it's about celebrating the best culture and practices

SHAH ALAM, 22 December 2021 – Embracing diversity is creating an inclusivity in the workplace that enables employees to celebrate each other's differences in culture, habits, lifestyle, and opinions.

The clock has begun ticking for companies to start advocating equality and ensuring that diversity, equity and inclusion (DE&I) become an organisational priority. In fact, companies are paying much greater attention to equity and inclusion, even when they are relatively diverse.

Here at Carlsberg Malaysia, we believe in championing DE&I to better take care of tomorrow and ensure a healthy and thriving organisation.

“Operating with a diverse workforce has proven to be more crucial for Carlsberg Malaysia's success today, especially in the depths of the pandemic. Our broad range of ages, backgrounds, cultures, and views allow us to think differently, offer fresh insights and ideate problem-solving in creative new ways,” said Carlsberg Malaysia's Managing Director Stefano Cini.

“DE&I is one of the strategic priorities that we aim to bring to life. We believe in the need for collective ownership at all levels in attracting and engaging a diverse workforce for higher innovation, collaboration and performance,” he shared.

This ties back to the brewer's founder J.C. Jacobsen's vision of brewing for a better today and tomorrow, striving to brew better beers with quality, innovation and pride that stand at the heart of moments that bring people together.

“All our people have unrestricted and equal access to learning, development and progression irrespective of seniority. Moreover, we encourage the practice of a flat hierarchy, honest feedback, and open dialogue,” Cini added.

The Company ensures ongoing communication, awareness and training to embody DE&I at the top of our employees' mind. For instance, the brewer has organised a good mixture of activities and further emphasises the importance of DE&I with the leadership team sharing their very own perspectives.

In line with the Group's global DE&I initiative, Carlsberg Malaysia's Human Resources Director Pauline Lim shared that the Company has outlined and successfully conducted several awareness campaigns and learnings, including unconscious bias awareness and women leadership forums.

“In a traditionally masculine industry, to-date, 63% of the management team are female at Carlsberg Malaysia, from 25% in 2016, which showcases the brewer's commitment to promote inclusive leadership with diverse representation at all levels right from the top,” Lim noted.



Carlsberg Malaysia is also proud to be a member of the 30% Club Malaysia, a local chapter of the global business-led campaign focused on building an ecosystem of organisations that promote DE&I with emphasis on gender balance within boards and C-suites.

In an effort to balance gender diversity at Carlsberg Malaysia, the Company has introduced a DE&I referral program to further incentivize employees who referred a successfully hired female candidate, on top of the existing referral incentive. YTD, 36% of all employees recruited through referrals are female, versus 20% last year.

Lim also highlighted that the Company has looked into enhancing the Company's Inclusive Policies and Practices to enable employees to feel valued, accepted, and respected in a high performance-based culture such as at Carlsberg Malaysia.

For instance, on top of enabling a working parent-friendly environment through the introduction of family care leave as well as increase in maternity and paternity leaves, Lim noted that the Company has this year implemented enhancements to the existing Flexi Working Arrangements (FWA) including Work-from-home, Flexi Working Hours and also Time Off arrangements.

“This FWA policy aims to support the needs of the employees as they go through different phases in their lives. The Company believes that a flexible workplace will lead to increased levels of employee engagement, health & wellbeing of employees; and ultimately create a high performing workforce who feels empowered and valued,” Lim added.

To make new joiners feel welcomed, valued and part of the Carlsberg family, the Company has started a buddying system to guide and facilitate inclusion of new staff.

In a nutshell, DE&I is like beer brewing: beer recipes comprise of diverse ingredients such as water, malt, hops and yeast. Together, these quality ingredients will produce the best brews. As such, the Group values and embraces a diverse representation throughout the entire organisation, up to the management team.

Out of the eight directors, between the ages of 36 and 55 years, there are three male directors versus five who are female. To enable an inside-out and also outside-in perspective, five out of the eight directors are Malaysians, while the three other directors are from Italy, France and Germany. Two out of the five Malaysian directors are local university graduates, showing that Carlsberg Malaysia promotes equal opportunity for all, independently from their educational background.

Carlsberg Malaysia advocates internal movements to retain its own pool of talents, and to provide opportunities for employees of different ethnicity, race, age group for an internal career move or performance-based promotion. YTD, internal movement versus external hire stood at 68:32.

The Company is also giving job placements externally to young talents via Carlsberg Apprenticeship, Internship and Management Trainees Programmes, which in turn also ensure a constant good inflow of young talents.

Furthermore, our DE&I initiatives and ambition are clearly in line with the United Nations' Sustainable Development Goal (UNSDG) 5 of achieving gender equality. This is coupled with the UNSDG 10 of reducing inequalities, by way of empowering and promoting social economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status; and to ensure equal opportunity for all by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions.

Come 2022, Carlsberg Malaysia is looking to do more and not only making DE&I a conscious choice, but also an intrinsic value for its People.



“We will continue to reiterate the importance of DE&I and look into giving equal opportunities and priorities to everyone. We are here to celebrate diversity, celebrate all cultures, going beyond just giving out incentives to attract and retain a diverse workforce,” said Lim.

“Taking a step at a time, we will extend the unconscious bias training for all people managers in the upcoming year and subsequently for non-people managers in 2023,” said Lim.

The Company is in the midst of gathering inputs and feedback on its current flexi work arrangement policy for any further enhancement or fine-tuning. “We are looking to explore other flexi benefits to appeal to a more diverse groups of people with different needs at different life cycle because we believe in ‘Leading with Care’,” Lim concluded.

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About Carlsberg Malaysia

Carlsberg Brewery Malaysia Berhad was incorporated in December 1969. We are a dynamic brewer with operations in Malaysia and Singapore, with stakes in a brewery in Sri Lanka. We also have a regional presence via exports to Thailand, Taiwan, Hong Kong and Laos.

Our international portfolio of brands features Probably the Best Beer In The World – Carlsberg Danish Pilsner, Carlsberg Smooth Draught and Carlsberg Special Brew. This Carlsberg trio is complemented by international premium brews including France’s premium wheat beer 1664 Blanc, Japan’s No.1 premium beer Asahi Super Dry, European cider Somersby, British-inspired Connor’s Stout Porter draught, US award-winning craft beer Brooklyn Brewery as well as Corona Extra, the imported premium Mexican beer brand. Our local brands include SKOL, Royal Stout, Jolly Shandy and Nutrimalt.

Our approximately 600-strong workforce sell our products in a responsible manner within our sustainability-driven business. Our products are for non-Muslim consumers aged 21 and above. Please #CelebrateResponsibly – if you drink, don’t drive!

Find out more at www.carlsbergmalaysia.com.my

马来西亚 Carlsberg 集团以多元、平等和包容为创新、合作和表现的核心

重点不在于赶上多元包容的趋势，而是表扬最佳文化和实践

（**莎亚南 22 日讯**）拥抱多元打造职场包容性，使员工能更加珍重彼此在文化、习惯、生活方式和看法上的不同。

企业需赶紧开始提倡平等，并确保多元、平等和包容（diversity, equity and inclusion 简称 DE&I）成为组织优先重点。更何况，各行企业，尽管相对多元，也开始越来越注重平等包容。

在马来西亚 Carlsberg 集团，我们坚信提倡多元和包容以迎接更美好的明天，同时确保组织健康繁荣。

马来西亚 Carlsberg 集团董事经理葛利尼（Stefano Clini）董事经理表示：“随着疫情肆虐，以多元员工队伍运营，对马来西亚 Carlsberg 集团今天所取得的成就更为重要。拥有广泛年龄、背景、文化和看法，让我们能够从不同角度构思，提供新鲜观点，以及创新解决方案。”

他说道：“我们致力于实现多元、平等和包容作为主要战略之一，我们坚信各层集体拥有权的必要性，以吸引接洽多元员工队伍，让创新、合作和表现迈上新台阶。”

这与 Carlsberg 创办人雅各布森（J.C. Jacobsen）“酿造更美好的今天和明天”的远景息息相关，旨在通过品质、创新和光荣，致力于酿造更好的啤酒、更美好的欢聚时刻。

葛利尼补充说：“无论资历如何，我们所有员工都可以不受限制地平等获得学习、发展和进步的机会。此外，我们鼓励实践扁平化等级制度、诚实反馈和公开对话。”

该公司通过不断沟通、推广和培训，促进员工把多元、平等和包容作为焦点。例如，该酒商办了多种良好活动，进一步强调多元、平等和包容的重要性，而领导团队也分享了他们各自的看法。

与该集团全球多元、平等和包容倡议一致，马来西亚 Carlsberg 集团人力资源总监林芸乡（Pauline Lim）表示，公司概述并成功开展了多项宣传活动和学习平台，包括无意识偏见和女性领导力论坛。

林芸乡表示：“在一个传统上以男性占多数的行业，马来西亚 Carlsberg 集团管理团队中的女性，从2016年的25%，迄今占了63%，彰显了本酒商致力于促进包容性领导，从最高层起在各层实现多元代表。”

马来西亚 Carlsberg 集团也很荣幸成为马来西亚30%俱乐部的会员，即一项由企业引导的全球运动，专注于建立一个促进多元、平等和包容组织生态系统，并注重董事会和最高管理层内的性别平衡。

为了打造职场性别多元平衡，除了现有的推荐奖励，马来西亚 Carlsberg 集团也推出了多元、平等和包容推荐计划，进一步奖励成功招聘女性人选的员工。今年以来，通过推荐招聘的所有员工中有36%是女性，而去年则是20%。

林芸乡也强调，该公司也探讨加强其包容性政策和实践，让员工在马来西亚 Carlsberg 集团，即一个以高表现文化为基础的职场，能感到被重视、接受和尊重。

例如，除了推介家庭护理假、增加产假和陪产假天数以营造一个对父母友善的工作环境，林芸卿表示，该公司今年在现有的弹性工作安排上作了改进，其中包括居家工作、弹性工时及工休安排。

林芸卿补充说：“这弹性工作安排政策旨在协助员工不同需求，助力他们经历人生不同阶段。本公司坚信，职场灵活性将提高员工敬业度、健康和福祉，并打造一支感到赋权、被重视的高表现员工队伍。”

为了让新员工在成为Carlsberg大家庭的一份子时感到受欢迎、被重视，该公司启动了一个伙伴机制，以指导协助新员工融入工作场所。

总的来说，多元、平等和包容就像酿造啤酒一样：啤酒由多元成分组成，其中包括水、麦芽、啤酒花和酵母，而把这些优质原料配在一起，即可酿造出最好的啤酒。与这例子一样，该集团整体组织，从基层到管理层，都重视拥抱多元。

该集团的8位董事，年龄介于36至55岁，其中3名是男性，而5位是女性。为了促进从内到外、从外到内的观点，8位董事中，有5位是马来西亚人，而另外3位董事分别来自意大利、法国和德国；5位大马籍董事中，有2位是本地大学毕业生，彰显马来西亚Carlsberg集团不分教育背景，推广平等机会。

马来西亚Carlsberg集团倡导内部调动，以保留其人才库，并为不同族群、种族和年龄的员工提供内部职业调动的机会，或表现为基的升职机会。年初至今，内部调动与外部招聘的比例为 68:32。

该公司也通过Carlsberg学徒计划、实习生计划、管理培训计划，向外部青年人才提供就业机会，从而确保青年人才不断涌入公司。

除此之外，本集团多元、平等和包容的倡议及雄心，显然与联合国可持续发展目标 5（实现性别平等）、目标 10（减少不平等）一致，后者旨在不论年龄、性别、残疾与否、种族、族群、出身、宗教信仰、经济或其他地位，通过赋权和促进所有人的社会经济和政治包容，并通过消除歧视性的法律、政策和实践，促进适当的法律、政策和行动，以确保为所有人带来平等机会。

在来临的2022年，马来西亚Carlsberg集团将做出更多努力，不仅让多元、平等和包容成为有意识的选择，而且成为其员工的内在价值。

林芸卿也指出：“我们将继续强调多元、平等和包容的重要性，并探讨为所有人提供平等优先机会。我们在这里珍重赞美多元和所有文化，除了提供奖励，也引用其他模式来吸引和保留多元的员工队伍。”

她补充：“我们也将开展无意识偏见培训，并一步一步来，在来年先为所有人事经理进行，随后在 2023 年为非人事经理进行。”

该公司正在收集其当前弹性工作安排政策的意见和反馈，以作出进一步改进或调整。林芸卿透露：“我们正在探索其他弹性福利方案，以吸引更多元的人群，尤其是在不同人生阶段有不同需求的人士，因为我们坚信‘用心引领’。”

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