



BEYOND A BREW: THE ADVENTURE CONTINUES

LION BREWERY (CEYLON) PLC

Sustainability Report 2023/24



CONTENTS

2

About this Report

3

Chief Executive's Message

4

Business Model

6

Stakeholder Engagement

8

Material Topics

9

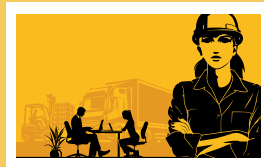
Approach to ESG

▼ Delivering on Our Commitments



13

Consumer



16

People



32

Safety



38

Supplier



40

Community



43

Environment

47

GRI Content Index



Beyond A Brew: The Adventure Continues

Embodies our commitment to creating enduring value through sustainable practices. We are expanding our focus beyond exceptional products to nurture an integrated ecosystem that addresses the diverse needs of all our stakeholders, as we journey confidently into the future.

ABOUT THIS REPORT

Report Profile

This is the first stand-alone sustainability report prepared by Lion Brewery (Ceylon) PLC. Through this report, we aim to demonstrate our efforts to ensure environmental stewardship and good corporate citizenship go hand in hand with the growth and success of our business.

Scope and Boundary

The report, which covers the time frame from 1 April 2023 to 31 March 2024, focuses on the most significant Environmental, Social and Governance (ESG) aspects associated with our operations and the measures taken to address them.

In this regard, we have used the guidance provided by the Global Reporting Initiative (GRI) Standards as much as possible, for the purpose of defining the context of sustainability. We are currently in the process of working to further improve our alignment with the GRI performance metrics and hope to introduce both qualitative and quantitative indicators in future publication.

Assurance

Preparation of this report has been an in-house effort with responses from the various departments considered as part of the content development process. The integrity of qualitative and quantitative information contained in this report has been further verified by the Lion Brewery Sustainability Team prior to submission to the ESG Committee for final approval.

The ESG Committee remains satisfied that the content of this Sustainability Report presents a true and fair view of Lion Brewery's ESG efforts.

Liability Disclaimer

While due care has been exercised to ensure completeness, transparency, and accuracy of this Sustainability Report, the ESG Committee acknowledges that certain topics that may be deemed relevant by our stakeholders may not be fully captured in the current report.

In our endeavour to ensure such matters are captured in future publications, we urge readers to provide their feedback and suggestions on areas for improvement. We kindly request that such responses be directed to;

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CHIEF EXECUTIVE'S MESSAGE

Lion Brewery (Ceylon) PLC, with a brewing heritage dating back to 1881, has always prided itself in striving not only to brew a quality beverage but to do it in the best way possible. It is this focus that has over the years, built in aspects of sustainability, which we now report on through an ESG framework.

The year in review is in the backdrop of economic constraints and significant increase in taxation in the local context, along with the challenges brought on by climate related pressures and the ever evolving consumer demands for affordable, yet new and innovative product offerings.

The thrust for operational efficiencies towards optimising resource utilisation has remained a main focus of the business, but it has also been a year where we have initiated significant investments towards development of capacity as well as capability for product innovation be it in plant and machinery, technology, digitisation, and human capital.

We remain committed to upholding the highest standards not only in manufacturing, but also in our responsibility towards the environment, the community we operate within, as well as our standards of governance as a corporate entity in Sri Lanka, and beyond.

Rajiv Meewakkala
Director/Chief Executive Officer



BUSINESS MODEL

1 Raw and packaging material

We aim to work with quality system certified supplier towards ensuring quality and consistency is maintained in our input materials



2

Brewing and processing

We invest in equipment which optimises resource utilisation while minimising emissions

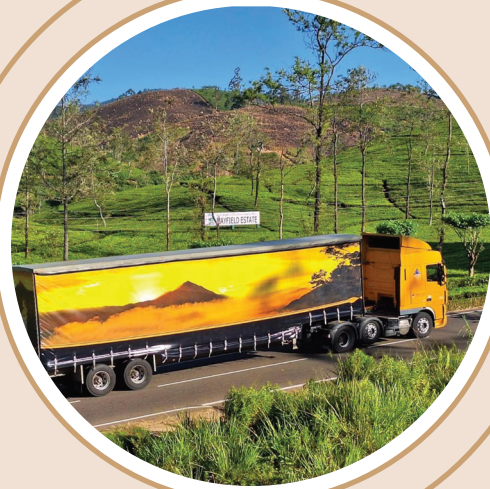


BUSINESS MODEL



5 Retail universe

We have built a wide product portfolio that caters to the evolving needs of our customers and consumers



4

Warehousing and distribution

We have an agile distribution model which ensures an effective route to market






3

Packaging



We utilise technologically advanced high speed lines which support the use of our recyclable packaging material



STAKEHOLDER ENGAGEMENT

Stakeholder group	Medium of engagement	Key concerns raised	Our response
 Shareholders	<ul style="list-style-type: none"> • Annual General Meeting • Annual report • Quarterly results via CSE • Response to queries • Website and digital communication 	<p>Business stability and continuity in the face of the prevailing economic situation</p>	<p>Maintain strong business fundamentals supported by prudent risk management and strong governance towards value creation</p>
 Business Partners	<ul style="list-style-type: none"> • Annual report • Quarterly results via CSE • Business discussions • Website and digital communication 	<p>Business stability and growth opportunities in the context of current economic situation</p>	<p>Work jointly with business partners to strengthen the business model towards business continuity and value creation</p>
 Regulators	<ul style="list-style-type: none"> • Regulatory reporting • Consultation and meetings • Participation in industry forums • Annual report • Quarterly results via CSE • Website and digital communication 	<ul style="list-style-type: none"> • Regulatory compliance • Taxes paid • Effectiveness of governance frameworks 	<p>Maintain compliance and support process optimisation initiatives</p>
 Employees	<ul style="list-style-type: none"> • Annual performance appraisal • Annual GPTW survey • Periodic surveys • Lion people connect • CEO connect • Coffee with CEO • Training and development activities/ change management initiatives • Wellness, sports and recreation, cultural activities, staff recognition events and family day • Formal internal comms groups which operate via Email and WhatsApp • Website and digital communications 	<ul style="list-style-type: none"> • Fair employment terms including equitable pay and benefits and opportunities for training and development • Remuneration and benefits in the face of prevailing cost of living • Safe working environment • Long-term career prospects 	<ul style="list-style-type: none"> • Create a dynamic workplace where all employees are inspired and encouraged to aim for continuous personal and professional growth • Refer "People" section on page 16
 Vendors and Service Providers	<ul style="list-style-type: none"> • Annual supplier audits • Service provider summit • Onboarding trainings (As needed) • EHS training (As needed) 	<ul style="list-style-type: none"> • Demand consistency in the face of current economic situation • Price elasticity of materials and services • On-time payments • Opportunities for business expansion 	<ul style="list-style-type: none"> • Build strong, sustainable relationships with vendors • Knowledge share on improving efficiency, cost and aspects of recycling and reuse • Refer "Supplier" section on page 38

STAKEHOLDER ENGAGEMENT

Stakeholder group	Medium of engagement	Key concerns raised	Our response
 <p>Customers and Consumers</p>	<ul style="list-style-type: none"> • Market feed back • Website and digital communications • Consumer feedback and complaints mechanism • Product labels 	<ul style="list-style-type: none"> • Technical information, including product safety • Terms and conditions of sale • Price affordability • Greater choice and value propositions 	<ul style="list-style-type: none"> • New product development to meet emerging needs • Ensure consistent quality and product standards • Refer “Consumer” section on page 13
 <p>Community</p>	<ul style="list-style-type: none"> • Engagement in local community activities • Partnerships with technical facilities involved with skill development 	<ul style="list-style-type: none"> • Greater support requested given the impacts of environmental disasters • Assistance to improve community infrastructure • Vocational training, internships and apprenticeship opportunities • Technical training and industrial exposure towards fulfilment of university curriculum requirements 	<ul style="list-style-type: none"> • Community capacity building initiatives • Refer “Community” section on page 40

At Lion Brewery, we recognise that robust and transparent communication with our stakeholders is not just essential – it is fundamental towards understanding and addressing materialities which must be addressed in driving our long-term strategic goals. We view stakeholder engagement as a dynamic, two-way process

that fosters mutual understanding, builds trust, and drives shared value. Therefore, in an effort to ensure that these relationships remain progressive and impactful, we conducted a stakeholder mapping exercise in 2023 which included stakeholder identification and methods of communication towards providing inputs to our materiality assessments going forward.



MATERIAL TOPICS

The Principle of Materiality guides our efforts to focus on the most significant Environmental, Social and Governance (ESG) issues that impact our business and stakeholders, ensuring that we allocate resources effectively and prioritise initiatives that drive sustainable growth and long-term value creation.

We have adopted a broad based approach towards determining Material Topics which involves assessing the performance and progress of our business against the complex landscape within which we operate encompassing economic, regulatory, competitive, technological, social and environmental factors. This process is further enriched by feedback and insights received from both internal and external stakeholders. Beyond this, we also look at emerging global trends, the UN Sustainable Development Goals (SDG's) and

other global best practices to identify any aspects that may be deemed important for our business, as well as its stakeholders.

Material Topics identified in this manner are rated on the basis of likelihood and severity on a scale of 1 to 10 with 10 being most significant. These are then transferred into a heat map on the basis of its impact from an internal and external perspective, which in effect helps in the prioritisation of topics for the purpose of strategic integration. As a practice, all Material Topics are reviewed every two years, and updated as needed, should a significant shift be noted.

The results of this year's materiality assessment was largely consistent with previous year. Accordingly, the 13 Material ESG Topics detailed below continue to underpin Lion Brewery's ESG framework.

Environment

- Energy use and Green house gas emission
- Water stewardship
- Waste management and circularity
- Sustainable packaging



Social

- Responsible sourcing of material and services
- Occupational health and safety
- Human Capital Management
- Product quality safety and transparency
- Community and economic development
- Responsible consumption
- Data Security and Privacy



Governance

- Compliant business conduct and ethical behaviour
- Economic impact and taxation



APPROACH TO ESG

Lion Brewery (Ceylon) PLC has ensured that its growth trajectory over the years is reflective of both commercial success and a deep sense of responsibility toward the environment and the wider community. Central to this approach is our commitment to sustainability, which is intertwined across all aspects of our business model.

In a continued effort to strengthen our commitment to sustainability, we introduced a comprehensive ESG framework in March 2023. Built around four pillars – Lead, Innovate, Optimise, Nurture – the ESG framework will serve as a key catalyst in achieving our sustainability ambitions as outlined by the 2030 long-term plan.

To that end, sustainability risks and opportunities are mapped considering both direct operational aspects and broader, long-term challenges and plans. Operational risks and opportunities are addressed through established procedures and closely monitored using risk assessments, impact, and risk registers to ensure immediate risks are identified, mitigated, or managed effectively. Our risk register is maintained as a working document which is updated regularly and reviewed by the Audit Committee, while also being presented to the Board during annual and quarterly reviews.

Meanwhile, long-term, overarching risks are identified through various sources, including insights from external forums, emerging industry trends, stakeholder inputs, and global developments. Notable externalities include risks related to climate change impacts on the sector and supply chain, evolving stakeholder needs and expectations, and shifts in governance and regulatory requirements.

Our ESG framework is structured to effectively manage both short-term and long-term risks across our operation. In this regard, we have sought to integrate sector-specific best practices along with globally recognised management standards such as ISO 22000:2018 (Food Safety) ISO 14001:2015 (Environmental), ISO 45001:2018 (Occupational Health and Safety) and ISO 27001:2013 (Information Security). Through these approaches, we aim to ensure that our sustainability risks are well managed based on robust, internationally benchmarked systems that drive continuous improvement across all facets of our operations.



Periodic internal audits together with independent external audits provide assurance that sustainability risks are effectively managed throughout the year.



APPROACH TO ESG

Governance and Oversight

The responsibility for our ESG framework rests with the ESG Committee which comprises Board membership as well as the Executive Committee leadership – that includes all C-suite functional heads. The Terms of Reference for the ESG Committee is governed by an ESG Charter.

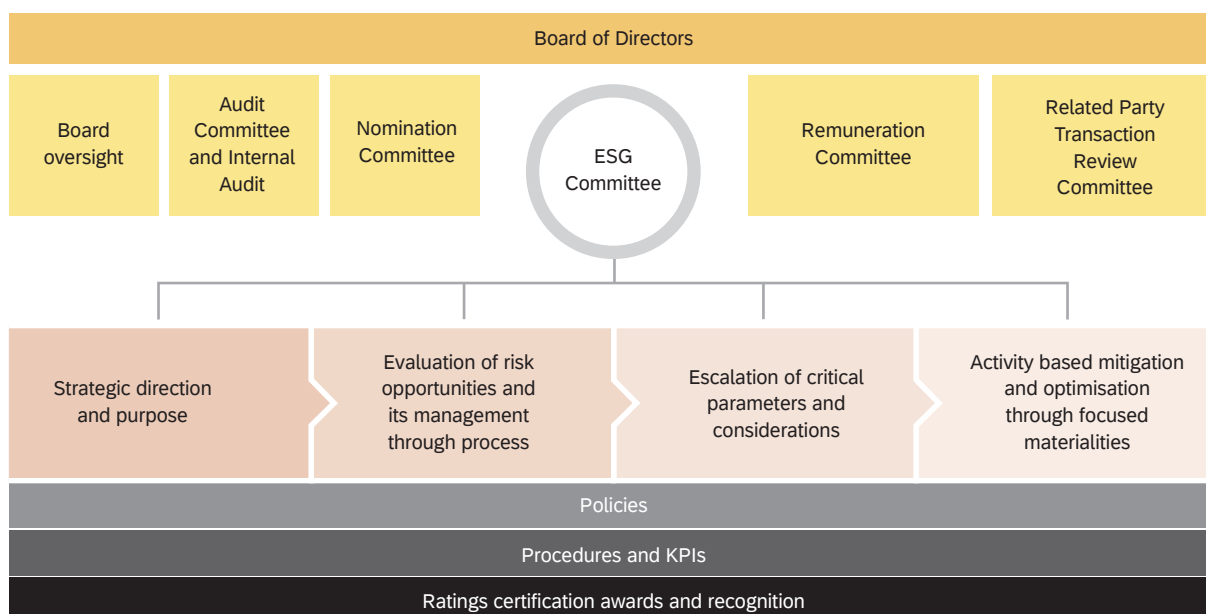
To ensure alignment with our long-term strategy, the ESG Committee reports quarterly to the Board on sustainability risks and opportunities, while the Audit Committee is apprised of key developments every six months, ensuring rigorous oversight.

The Chief Sustainability Officer is tasked with operationalising the ESG framework in the day-to-day activities of the Company. Working closely with operational Heads of Department, and teams, the Chief Sustainability Officer drives the sustainability

agenda across the Organisation, ensuring that strategic objectives are effectively cascaded down to all levels and sustainability KPIs are monitored as per stipulated frequencies and reported at the relevant decision making forums.

For instance, water consumption is monitored on a shift basis by operational teams, reviewed the following day in daily assessments, then discussed in weekly forums such as the Supply Chain Operational Meeting, and finally escalated to the monthly Supply Chain Review Meeting and thereafter taken up at the monthly Executive Committee (EXCO) forum. Similarly, human resource matters, such as employee attrition and training hours, are reviewed at the departmental level and subsequently evaluated during the Monthly Management Review by EXCO. This multi-tiered review system ensures that sustainability metrics are continuously tracked, managed, and aligned with our overarching business goals.

ESG Organisational Structure



Conduct and Ethics

The Board sets a strong example by upholding the highest standards of conduct and ethics, establishing a culture of integrity that permeates to every level of the Organisation. These principles are embedded through a formal conduct framework, consisting of comprehensive policies and protocols within the Organisation, designed to guide behaviour across all operations. This framework includes Policies, Code of Conduct, and Standard Operating Procedures for compliance with both operational processes and legal obligations

All employees are required to embrace this framework from the outset. During onboarding, they participate in an extensive induction programme that covers these critical elements, reflective of the Company's commitment to ethical conduct, legal compliance, and responsible business practices. At the same time we continue to invest in our ESG knowledge base with 93.3% personnel now trained in the concept of ESG.

In recent years, we have also allocated a significant portion of our ethics training towards building awareness on anti-bribery and anti-corruption. Through our ethics training initiatives conducted we were able to cover approximately 90% of the Lion Brewery team.

Further underscoring its commitment to embed social compliance as part of the mainstream operations, Lion Brewery recently undertook the SEDEX Audit – a key component of the SMETA 6.0 Best Practice Guidance structure. To date, we have successfully completed two annual cycles of this social compliance framework.

Tax compliance is another important topic that falls under our broader ethics framework. At Lion Brewery, we see tax compliance as not merely a statutory obligation but also a testament to our responsibility as a good corporate citizen. Inspired by this ethos, we continue to contribute significantly to the national fiscal balance, with direct tax payments amounting to Rs. 80.8 Bn. for the year in review and a collective contribution of Rs. 304.9 Bn. over a span of six years.

We continue to uphold a policy of transparency and integrity in our dealings with the appropriate regulatory and tax institutions, ensuring compliance with regulatory requirements.

Our holistic approach to ethics has also prompted us to make sure sensitive information is protected and managed responsibly in compliance with global standards, thereby safeguarding both the Company and our stakeholders from potential risks. We commenced the migration to the ISO/IEC 27001:2022 Information Security Management Standard during the period in review. The move has added a significant boost to our security posture, with our Azure Identity Secure Score improving from 77% in FY 2022/23 to 84.5% for the review period. Steps were also taken to further enhance information system governance with the roll-out of several policies including the data classification and mobile device management policies aimed at strengthening the data protection mechanism within the organisation.

Next Steps

Going forward, we will continue to be guided by the comprehensive long-term 2030 plan that incorporates key ESG targets integrated into annual business objectives and KPIs under the four pillars: Lead, Innovate, Optimise, and Nurture.

Within this context, several key areas will be prioritised, key among them is to reduce Lion Brewery's carbon footprint and drive environmental responsibility. Another focus area would be cultivating a sustainability mindset across all levels of the organisation with a view to developing sustainability ambassadors who can advocate for sustainability both within the Company and beyond.

As always, we will remain committed to lead by example in our support for national-level programmes, particularly in the environmental space. Leveraging our position on sustainability, we aim to contribute towards building national human capital by sharing knowledge and best practices that will assist in advancing sustainability across the wider industry as well as the country as a whole in the year ahead.



13

CONSUMER



32

SAFETY



16

PEOPLE



38

SUPPLIER



40

COMMUNITY



43

ENVIRONMENT



DELIVERING ON
OUR COMMITMENTS

CONSUMER



Management Approach

Our approach to meeting consumer expectations is centred on delivering high-quality products. We strive to stay attuned to customer needs through consumer feedback, emerging trends, and detailed analysis of customer complaints. Similarly, our commitment to innovation drives us to continuously review and update our product lineup with the introduction of new products that resonate with shifting consumer tastes and the preferences of various generational consumers. Today, Lion beer, which is known for its high quality and distinct taste, remains the preferred choice among Sri Lankan consumers. Meanwhile, our range of global brands, including Carlsberg, Guinness, and Somersby, provide local consumers the opportunity to experience international flavours and premium beverages right here in Sri Lanka.

We also cater to the global consumer through an extensive portfolio of beers manufactured specifically for the international market. Some of our product offerings which have been recognised at the international Monde Selection awards, are distributed across 18 focused markets (amongst others) worldwide, thereby positioning Lion Brewery as Sri Lanka's largest exporter of Alcoholic beverages.

360° Product Stewardship

GRI 416-1, 416-2

Quality is at the heart of Lion Brewery's product stewardship framework. We prioritise quality at every stage of the production process to ensure the safety and consistency of our offerings.

Our quality control and assurance system is built on best in class procedures which incorporates amongst others the Carlsberg Sampling plan. Additionally, our production processes are certified under the ISO 22000 Food Safety Management Standard, ensuring that every stage of our operations adhere to the highest international food safety protocols, minimising risks, and guaranteeing the consistent quality and safety of our products for consumers. Through these stringent protocols, we have consistently recorded the "first time right" quality index at 99.45%, while successfully limiting customer complaints on average to 3.53 defects per million units sold.



CONSUMER

The accuracy of our testing mechanism is assured through the globally recognised Brewing Analytes Proficiency Scheme (BAPS), while product tasting – a critical element of our quality control process – is conducted by expert tasters who are qualified through a robust industry benchmark scheme, guaranteeing consistency and expertise.

To further enhance the sensorial integrity of our offerings, we regularly submit our products to a renowned global Sensory Analysis Panel, a practice that has contributed immensely towards aligning with international standards for taste, aroma, and overall product experience.

Further underscoring our commitment to quality, over 90% of source materials are procured from vendors aligned with food safety and/or quality standards which have been independently verified. Our teams regularly conduct due diligence activities to verify vendor compliance and also engage with vendors to share best practice for continuous improvement of quality systems across the supply chain.

Education and Awareness

Lion Brewery expresses its commitment to consumers by investing in education and awareness initiatives to enable consumers to make informed choices. Our labelling contains transparent product information to ensure consumers are well-informed about the beverages they are consuming.



Currently, 47% of all local Stock Keeping Unit (SKU) (excluding draught beer) also carry voluntary notification of a combination of “legal age for consumption”, “don’t drink when pregnant”, “don’t drink and drive” as well as “don’t litter” and “recycle” signage.

Moreover, we in the process of bringing in responsible consumption messaging to our point of sales material which depict pack shots and pricing.

Meanwhile, keen to further reinforce the importance of responsible consumption, we rolled out a “don’t drink and drive” campaign in March 2023, which was a joint effort in partnership with the *Machan* chain of pubs who tied up with PickMe as the ride provider.



In the alcoholic beverage industry, where the consumer demand is dominated by high alcohol product offerings, Lion Brewery remains committed towards innovating in the low alcohol segment as well as driving moderation. As part of this commitment, four product variants namely Somersby Apple, Somersby Blackberry, Lion Ice and Carlsberg Smooth, all of which are below 5% ABV, were introduced into the market in 2022, with the aim of increasing consumer choice in the mild beer space. These brands continued gaining traction in the current year indicative of their portfolio placement.



Way Forward

With quality and innovation deemed to be core focus areas in all future endeavours, we have invested in setting up a dedicated innovation centre to explore new possibilities and enhance our offerings. This state-of-the-art facility, which includes an on-site mini brewery, will be a key catalyst in driving in-house research and development.

One of the primary objectives of the innovation centre is to support local value addition by incorporating indigenous materials and flavours, enabling us to create unique products that resonate with the local market while also creating a unique selling proposition that could have a strong appeal in international markets. At the same time, leveraging the on-site mini brewery we expect to produce small volumes of products, which will be instrumental in exploring international markets and driving global reach and expansion without sacrificing the efficiency of the main brewery which is geared for high speed large volume manufacturing.

Beyond product development, the innovation centre will also serve as a hub for technical training and development, providing opportunities for skill enhancement and upgrading for our team. This focus on continuous learning will ensure that our workforce remains at the forefront of brewing technology and practices, reinforcing our position as an industry leader in Sri Lanka and across key overseas markets.

PEOPLE



Management Approach

At Lion Brewery, our approach to managing people is based on creating exceptional employee journeys for each member of our team. We maintain a holistic approach to deliver the best-in-class employee value proposition coupled with an unparalleled employee experience to ensure our employees remain motivated and invested in aligning their personal growth aspirations with the Company's strategic objectives.

To support our people management endeavours, we have established a comprehensive HR Policy framework which is fundamentally anchored to 100% compliance with all applicable labour laws and regulations, and also reflects our broader commitment that extends beyond compliance to embed global best practices for labour and human rights through our Code of Conduct. Our dedication to global best practices also involves investments in cutting-edge HR technologies and data-driven approaches to empower our teams to thrive and grow with the Organisation.

Regulatory Compliance and Best Practices

LABOUR REGULATIONS

Shop and Office Employees Act. of 1954
EPF Act.
ETF Act.
Payment of Gratuity Act. of Sri Lanka

GRI 2-27

BEST PRACTICES

UNGC Principle 3: freedom of association and the effective recognition of the right to collective bargaining;
UNGC Principle 4: elimination of all forms of forced and compulsory labour;
UNGC Principle 5: effective abolition of child labour;
UNGC Principle 6: elimination of discrimination in respect of employment and occupation

FY 2023/24 SCORECARD

ZERO – Incidents of non-compliance of labour laws

ZERO – Incidents of discrimination

GRI 406 – 1

ZERO – Incidents of violation of employee right to freedom of association and collective bargaining

GRI 407 – 1

ZERO – Incidents of child labour

GRI 408 – 1

ZERO – Incidents of forced or compulsory labour

GRI 409 – 1

CONTRIBUTION TO THE UN SDG'S



Human Resource Policies



New Policies introduced in FY 2023/24

Policy on Prevention of Harassment and Discrimination – Sexual Harassment and Complaint Handling Procedure

This policy was implemented to protect the staff against inappropriate actions that are unwanted, unwelcome, and/or which create an intimidating, offensive, or hostile work environment. The key objective of the policy is to support the creation of an inclusive and progressive workplace free from all forms of harassment, including discrimination, sexual harassment, and sexual misconduct. Based on a zero-tolerance for any form of sexual harassment in the workplace, the compliant handling procedure aims to treat all incidents seriously, and ensure prompt and thorough investigation of all allegations of sexual harassment. Accordingly, any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment. All complaints of sexual harassment will be treated with respect and confidence, and no one will be victimised for making such a complaint.



PEOPLE

Key Challenges with regard to People for FY 2023/24

Against the backdrop of grave economic uncertainty in Sri Lanka during the current year, one of the key HR challenges faced was the migration of the skilled workforce, particularly in technical job roles. This issue was exacerbated by the limited availability of professionals in the job market who possess both the industry-specific experience and the right skill set required for these positions. As a result, retaining and attracting qualified talent became a significant concern, impacting the ability to maintain operational efficiency and meet business objectives.

Mitigation Strategies

- Strengthened the candidate pool through regular interviews.
- Expanded recruitment outreach by partnering with Universities, Academic, and Professional Institutions via career development units.
- Implemented salary adjustments, additional allowances, and special reward schemes to recognise employee contributions and loyalty.
- Focus on capacity building for management teams through targeted networking and knowledge-sharing forums.

Employee Value Proposition (EVP)

Fair and Transparent Recruitment

GRI 2-8, 202-2

The Company's recruitment is highly structured and grounded in fairness, transparency, and full adherence to employment-related regulations. All recruitment, across all hierarchical levels, is conducted in strict compliance with these principles.

Recruitment is based on the annual cadre plan and budget. Cadre planning for a particular year is undertaken well ahead in line with our strategic business objectives, thus ensuring our workforce is adequately equipped to meet the demands of the business. The cadre planning process begins with department heads scrutinising their staffing to identify gaps, followed by preparation of the consolidated cadre budget for the Company.

All recruitments are carried out based on the approved cadre budget. In situations where unforeseen business requirements arise, additional allocations are approved by the CEO and the Executive Committee subject to appropriate justifications. This structured yet adaptable approach ensures the Company benefits from being able to recruit the right people for the right role at the right time.

The recruitment and selection process is designed to be both fair and transparent, with clear communication and consistent procedures that provide all candidates with a clear understanding of the expectations and recruitment criteria. Furthermore, we take pride in offering equal opportunities for both internal and external candidates, ensuring that everyone has the chance to apply for available positions without discrimination. This non-discriminatory approach also extends to our selection process, where all candidates are evaluated based purely on their merits, qualifications, and potential.

Lion Brewery employs individuals who are 21 years or above employees of the Company, including 95% of the senior management cadre are recruited locally from Sri Lanka.

All new hires are required to participate in our comprehensive onboarding programme, which starts with a formal induction wherein new recruits are informed of Company policies and expected behaviours, and granted the opportunity to meet key personnel, before being assigned to their designated job roles.





PEOPLE

All new recruits are placed on a mandatory six months probationary period from the date of commencement of employment, during which time their performance is strictly monitored by their immediate supervisors. Subject to the successful completion of the post-probationary review, employees become eligible to be absorbed into the permanent cadre.

The Company also hires contract resources for a specific period or to fulfil a specific purpose such as consulting on special projects. At any given time, we also have a group of trainees who function as interns across various operations within the Company.



New recruits by age, gender, and region

GRI 401-1

Financial year	Total new recruits	Age			Gender	
		18-30 years	30-50 years	>50 years	 M	 F
LION – Location Sri Lanka						
FY 2020/21	9	4	5	–	8	1
FY 2021/22	38	23	13	2	33	5
FY 2022/23	67	28	38	1	55	12
FY 2023/24	71	35	36	–	56	15

Resignations by age, gender, and region

GRI 401-1

Financial year	Total resignations	Age			Gender	
		18-30 years	30-50 years	>50 years	 M	 F
LION – Location Sri Lanka						
FY 2020/21	18	8	6	4	14	4
FY 2021/22	37	9	22	6	31	6
FY 2022/23	43	10	26	7	39	4
FY 2023/24	51	16	28	7	43	8



PEOPLE

Competitive Remuneration

GRI 2-19, 2-20, 202-1

At Lion Brewery, we believe that our employees are our greatest asset and hence our remuneration and benefits policy is designed to attract, retain, and motivate the best talent. We aim to offer a base salary that is not only fair but also reflective of the skills, experience, and contributions of each employee. In this regard, our remuneration structures are aligned with industry standards and benchmarked against market trends to ensure that we remain competitive. In keeping with our equal opportunity and non-discriminatory approach, we do not discriminate between the pay structures for men and women performing similar roles, starting from entry level and all the way up the hierarchy.

In the case of non-executive (floor level) employees who are subject to the national minimum wage rules, the salaries offered by Lion Brewery are significantly higher than the stipulated minimum wage.

Moreover, the Company remains committed to ensure all applicable statutory payments, including EPF, ETF and gratuity are fulfilled as mandated by law. Additionally, all permanent employees of Lion Brewery benefit from performance-based bonuses and other incentives that reward excellence and drive a high-performance culture within the Organisation. These incentives are directly tied to both individual and Company performance, ensuring that our employees are recognised and rewarded for their hard work and dedication.

Beyond the basic salary and performance-based incentives, we have in place a robust benefit structure to recognise and appreciate, significant individual and team contributions, special achievements for those who excel at National or International Level, Long Service awards, Quick Wins celebrating small achievements, Living Lion Values awards appreciating people who display and promote Lion Values are some of the recognition schemes which are in place.

As part of our holistic approach, we also offer a range of financial and non-financial benefits to safeguard the physical, mental and emotional well-being of our employees which we believe is vital for creating an empowered workforce.

Benefits Offered to Permanent Employees of Lion Brewery

GRI 401-2, 403-6

Financial benefits

- Annual performance-based bonus benefits
- Vehicle/travelling allowance based on job grades
- Budgetary relief allowance (for applicable staff)
- Fuel allowances based on job grades
- Spectacle allowance to employee and family





Non-financial benefits

- Staff meal (Lunch and Dinner)
- Hospitalisation cover
- Critical Illness, life and personal accident cover
- Staff transport
- School books and stationary packs for children of staff members
- Welfare benefits (Death benefits for staff family members)
- Special scholarship supporting children education
- Annual medical checkup and wellness initiatives

Parental Leave

GRI 401-3

In compliance with the Shop and Office Employees Act of 1954, female employees are entitled to 84 days paid maternity leave, post-delivery as well as one hour nursing time till the baby reaches one year of age.

	FY 2023/24		FY 2022/23	
	 M	 F	 M	 F
Total number of employees that were entitled to parental leave		1		2
Total number of employees that took parental leave		1		2
Total number of employees that returned to work in the reporting period after parental leave ended		1		2
Total number of employees that returned to work after parental leave ended and were still employed 12 months after their return to work		0*		2
Return to work and retention rates of employees that took parental leave	100%		100%	

* At the end of the FY 2023/24 the employee who was on maternity leave had not completed 12 months since her return to work.



Commitment to Diversity, Equality, and Inclusivity (DEI)

At Lion Brewery, we are deeply committed to fostering DEI within our Organisation. We uphold zero discrimination practices, particularly regarding gender, and make concerted efforts to ensure that our workplace is inclusive and equitable for all employees.

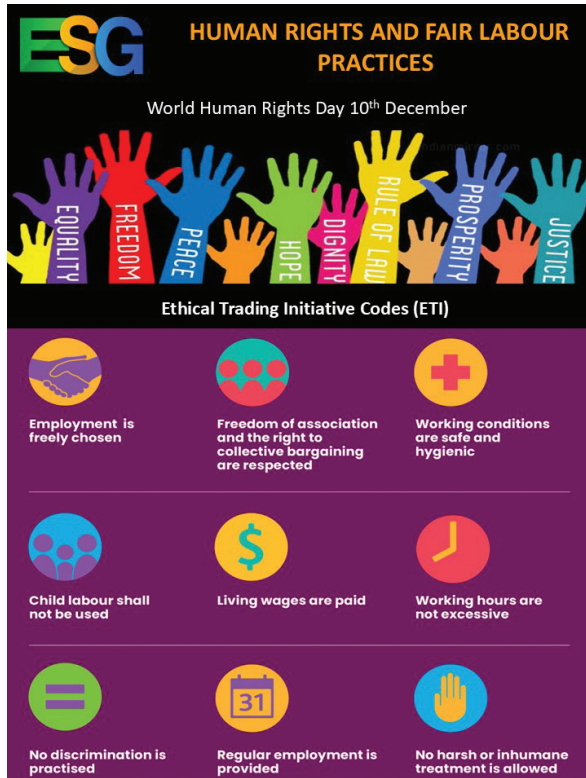
When it comes to promotions and career advancement, for leadership roles, we are committed to a merit-based approach. Gender is not a factor in our selection criteria; instead, we focus on the required level of knowledge, skills, attitude, and leadership traits, that all employees have an equal opportunity to progress in their careers based on their abilities and contributions.

In addition, we have implemented targeted initiatives to further promote female employment within the Organisation. These include, our “*Tharanaya*” Management Trainee programme, and special emphasis on career guidance for female employees. We also offer internship and in-plant trainee programme to support female talent development and provide them with the experience and exposure needed to excel in their careers.



Campaign (one poster of many to recognise the voice of women in the workplace in keeping with International Women’s Day)

PEOPLE



Internal communications used to commemorate World Human Rights Day

Performance Management

A robust performance management system built on principles of transparency and fairness, is an integral component of our Employee Value Proposition (EVP). Designed to encourage our employees to be performance-driven and continuously improve their performance, our performance management system begins with a pre-planned target setting exercise, wherein the Company's strategic objectives are translated into departmental targets and further drilled down into individual Key Performance Indicators (KPI's) through the balanced scorecard. This approach ensures that everyone understands their goals and how they align with the Company's strategic priorities. By setting these KPI's at the beginning of the review period, we seek to establish a transparent framework for performance expectations across all job roles.

Midway through the review period, we conduct a "progress-review" discussion as part of our biannual review. This session serves as a check-in point, allowing employees to discuss their progress with their respective supervisors, identify any challenges, and adjust ensure continued alignment with the set objectives.

The formal year-end review conducted at the conclusion of the financial year, which involves discussion between the reporting supervisor and the employee, forms the basis for the performance rating which is subjected to a rigorous calibration process consistent with the balanced scorecard approach.

At all levels, performance ratings undergo divisional calibration, where the Head of Department (HOD) collaborates with functional heads to ensure consistency and fairness in the ratings. For the Executive and above grades, ratings are subjected to Company level calibration which is approved by the Talent Council to ensure alignment across the Organisation, ultimately deciding the final rating for each employee.

Once the final performance ratings are determined, we communicate the results to the staff through a formal letter, which also details any applicable salary increments. This transparent communication ensures that employees are fully aware of their performance outcomes and the rewards associated with their efforts, underscoring our commitment to recognising and rewarding excellence within our Organisation.

Number of employees receiving the annual performance review

GRI 404-3

	FY 2023/24		FY 2022/23	
	M	F	M	F
Senior Management	33	10	34	8
Middle Management	63	12	42	5
Executive	68	16	71	11
Non-Executive	99	1	101	1

In FY 2023/24, we began laying the groundwork to upgrade the existing performance evaluation process through the introduction of the SAP SuccessFactors Human Resource Information System (HRIS) to track and manage employee performance.

One of the key enhancements due to be introduced with SuccessFactors will be the ability for users to create milestones, which allows for better tracking of deliverables and helps avoid any deviations from set goals. This feature ensures that both employees and supervisors can monitor progress more effectively throughout the review period, enabling timely adjustments and interventions as needed.

The new system, which is set to go live for the forthcoming performance evaluation cycle will also empower supervisors to assign “Development Goals” to their subordinates. These goals are designed to foster continuous improvement by providing clear, actionable objectives that employees can work towards. The system will allow supervisors to regularly review progress on these development goals, ensuring that employees are consistently moving in the right direction and developing the skills and competencies needed for their roles.

Additionally, the adoption of Success Factors is expected to significantly reduce the risk of human errors in the performance evaluation process. The system’s automated features will streamline many of the administrative tasks associated with performance management, in turn enhancing the accuracy, reliability and quality of our performance evaluation process, resulting in improved employee satisfaction and morale.

Training and Development

At Lion Brewery, we understand that a well-trained workforce is essential not only for individual performance but also for the overall growth and sustainability of the Company. As such we invest in training and development

as a means to bridge any gaps in knowledge and skills, enabling our staff to perform their responsibilities effectively and efficiently.

On the technical side, we focus on enhancing the essential knowledge and competencies required for specific job functions, ensuring that our employees are equipped with the expertise needed to excel in their roles. Equally important are the soft skills we emphasise, such as communication, leadership, and teamwork, which are crucial for developing the behaviours, attitudes, and characteristics that drive performance and foster a positive work environment.

The process of identifying training needs is a comprehensive effort driven by divisional heads to identify knowledge gaps among their respective teams, ensuring training initiatives are directly aligned with the unique needs of each division and are responsive to the dynamic demands of our business. The annual performance appraisal is another key tool for identifying training needs.

Training needs derived through these various sources are compiled into the annual training plan and the training budget is then developed to serve as the basis for all training programmes. To optimise the benefits of training, a combination of internal and external resources as well as various blended learning methodologies are used.

Grade-wise analysis of training hours for FY 2023/24

GRI 404-3

	Training hours
Senior Management	2,134
Middle Management	3,665
Executive	4,964
Non-Executive	4,872
Total	15,635



PEOPLE

Training type	Training hours
Awareness	3,203
Behavioural	1,318
Compliance	1,165
Familiarisation	2,424
Health and safety	796
Technical	6,729
Total	15,635

Career Progression

Career progression is undertaken in a structured manner in line with our succession plan. Current succession planning is done for manager and above grades, where high performers are screened, based on their level of skill and competency shown in their current job role as well as their potential for the future. On this basis, individuals who are deemed “Ready now” are deployed on special projects/job rotation assignments etc. to assess their capacity to take on greater responsibilities with successful candidates given the opportunity for further development via individual development plans mapping out their career development journey over the next 1 to 3 years.

During the FY 2023/24, a total of 57 personnel benefitted from career advancement opportunities. These included 25 promotions, 26 progression opportunities, 5 lateral transfers, and 1 overseas placement.

Number of Promotions and Progressions	FY 2023/24		FY 2022/23	
	M	F	M	F
Senior Management	5	1	3	–
Middle Management	21	1	12	4
Executive	21	2	–	–

Employee Experience

Employee relations

GRI 402-1

At Lion Brewery, we believe that the foundation of a thriving organisation lies in the strength of the relationships we build with our employees. We also understand that strong employee relations contribute to higher levels of job satisfaction and retention. By creating a supportive and inclusive workplace, we ensure that our employees are not only motivated to perform at their best but also feel a deep sense of loyalty to the Company.

Employee relations form an integral part of our Company culture, reflecting our commitment to creating an environment where employees feel comfortable voicing their opinions, sharing ideas, and providing feedback. Since the inception, we have always taken great pride in maintaining an open-door policy to foster two-way dialogue and build trust between management and staff.



Staying Connected to Our Employees

→ Lion People Connect

A quarterly forum open to all employees where the CEO and the Executive Committee give an update of the organisations progress and answer any question which the employees may have.

→ CEO Connect

Provides an opportunity for our employees to directly interact with the Company's Chief Executive Officer and the Chief People Officer, thereby serving as a key platform to gauge the pulse of our workforce.

→ Coffee with CEO

An initiative aimed at nurturing a culture of openness and accessibility to top leadership, by allowing participants to freely express themselves, share their perspectives, and challenge conventional norms, thus creating an environment where innovation flourishes, and voices resonate.

→ Chief Supply Chain Officer Connect

A special forum that brings together the supply chain staff with the CSO for an informal chat session. This meeting is designed to foster communication, collaboration, and alignment within the supply chain department and between the CSCO and the team.

→ Staff well-being Committee Meeting

An event that brings together representatives from each department to discuss and plan initiatives aimed at enhancing employee well-being.

→ GPTW Survey and Focused Group Discussions

The GTPW survey is carried out annually This is followed by focused group discussions with various employee categories towards further understanding employee view points as to how the organisation could support their needs and expectations.

→ Mid-Year and Annual Appraisal

Part of the performance management system, where employees have the opportunity to have one-on-one discussions with their supervisor regarding their performance and progress.

We have created platforms to encourage employees to be part of the decision-making process of the Organisation. Over the years, we have systematically introduced a range of formal and informal channels to communicate with employees. All permanent employees are issued with an official email address which serves as the main channel for communicating formal matters, including operational changes. In recent years, we have introduced a dedicated WhatsApp to inform employees of new developments across the Company.

As a responsible employer, Lion Brewery is committed to providing all employees with timely and sufficient notice prior to implementing any operational changes. This is accompanied by structured change management initiatives to improve employee readiness to embrace change.

Handling Grievances

GRI 2-25, 2-26

We have established a comprehensive grievance handling process designed to address employee concerns promptly and fairly. Our approach includes both informal and formal procedures to ensure that all grievances are effectively managed, depending on the nature and severity of the issue.

The first is the "Two-step grievance handling procedure," which primarily focuses on providing verbal feedback. In this process, an employee with a grievance presents their concerns directly to their immediate supervisor. The supervisor is then responsible for resolving the issue with the involvement of the Head of Department (HOD) if necessary and providing appropriate feedback to the employee. This approach is designed for swift resolution of minor concerns, allowing for open communication and quick feedback.

For more serious or complex issues, a formal grievance handling procedure is in place, wherein employees can submit their grievance to their supervisor in writing and expect a formal response. If the grievance cannot be resolved at the supervisor level, the supervisor will forward the grievance, along with preliminary investigation feedback, to the respective HOD. Should the issue remain unresolved at this level, the HOD will conduct further investigation and provide comments before forwarding the document to the Chief People Officer for final review.



PEOPLE



MEASURING EMPLOYEE SATISFACTION

In FY 2023/24, the Company participated in the **GREAT PLACE TO WORK** (GPTW) survey carried out by GPTW – Sri Lanka.

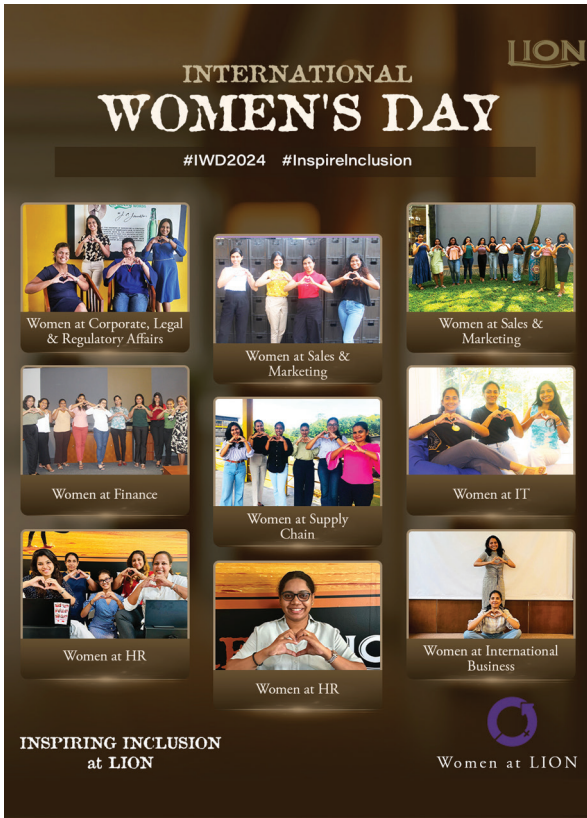


Employee Engagement and Work-life Balance



The Chief People Officer plays a crucial role in the formal grievance process. Depending on the nature of the grievance, the Chief People Officer may seek the assistance of a legal counsellor to ensure that all aspects of the issue are thoroughly examined and that the resolution aligns with legal and organisational standards.

The Grievance Handling Policy and Procedure was further strengthened during the financial year with the introduction of a structured approach for handling any reports of discontent or feeling of unfairness in the workplace in a systematic and transparent manner.



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Join us in celebrating academic excellence and investing in the future of our employees' children with the launch of the Athwela Shishyadhara program.

As a testament to our belief in the power of education we are proud to announce the awarding of two scholarships worth 500,000/- each and a special award of Rs. 50,000 to two children of our employees (Anuradha Peiris & Dilruk Neunhella) who achieved the highest results in the Commerce and Bioscience streams in their Advanced Level examinations, to aid in their pursuit of University education.

Furthermore, the fund has bestowed Rs. 50,000 each to four children of our employees (Augustus Jansz, Sanath Jayasooriya, Nandana Weerasinghe, Tilak Gunawardena) who attained the highest O/L results for the year 2023 across the organization, as a token of encouragement and support for their educational pursuits.



Deepawali festival celebrations

PEOPLE



Sinhala and Tamil New Year Celebrations

Objectives	Milestones
Talent acquisition (100% retention of high potentials/critical positions)	<ul style="list-style-type: none"> – Driving Lion EVP for brand-building – Retention Strategies with Long-term Incentives (LTI) and Short-term Incentives (STI)
Succession planning (Leadership at 100% bench strength)	<ul style="list-style-type: none"> – Right talent to fill succession gaps – fast tracking high potentials within and acquisition from external – Senior Management development programme
Organisation culture (GPTW score – 90+)	<ul style="list-style-type: none"> – “<i>Abhimana</i>” Driving Diversity, Equity, and Inclusion Policies – Driving Lion Behaviours and Lion Shared Value System



Breakdown of Permanent Employees by Gender and Region

GRI 2-7, 405-1

Financial year	M				F				M	F	Total	%F
	Senior Management	Middle Manager	Executive	Non-Executive	Senior Management	Middle Manager	Executive	Non-Executive				
LION – Location Sri Lanka												
FY 2020/21	15	40	67	76	4	7	10	–	198	20	218	9
FY 2021/22	17	46	72	99	1	9	13	–	234	23	257	9
FY 2022/23	21	67	87	102	2	19	14	–	277	35	312	11
FY 2023/24	33	65	84	100	11	13	20	1	282	45	327	14



PEOPLE

Employee Statistics FY 2023/24

Breakdown of contract employees by gender and region

GRI 2-7

Financial year	M				F				Total	%F		
	Senior Management	Middle Manager	Executive	Non-Executive	Senior Management	Middle Manager	Executive	Non-Executive				
LION – Location Sri Lanka												
FY 2020/21	1	2	–	17	1	–	–	–	20	1	21	5
FY 2021/22	2	3	–	–	–	–	–	1	5	1	6	17
FY 2022/23	1	2	–	–	–	–	4	1	3	5	8	63
FY 2023/24	2	1	1	4	–	–	2	–	7	2	–	29

Breakdown of trainees by gender

GRI 2-7

Financial year	Trainees non-supply chain		Trainees supply chain		Total	%F	
	M	F	M	F			
LION – Location Sri Lanka							
FY 2020/21		1	3	–	–	4	74
FY 2021/22		1	4	2	1	8	50
FY 2022/23		3	9	23	4	39	33
FY 2023/24		2	5	6	5	18	56

Breakdown of permanent employees by age

GRI 405-1

	FY 2023/24				FY 2022/23			
	Senior Management	Middle Manager	Executive	Non-Executive	Senior Management	Middle Manager	Executive	Non-Executive
LION – Location Sri Lanka								
18-30 years	1	6	47	34	1	7	33	31
30-50 years	33	67	50	51	32	49	59	57
>50 years	10	5	7	16	12	5	7	15

Way Forward

Going forward, the Company will look to establish and enhance its brand image as an “Employer of Choice.” To achieve this, we have outlined several key objectives and related strategic approaches as detailed below:

Employee Engagement Activities

your VOICE was heard

- Lion People Connect
- Coffee with CEO
- Birthday Celebrations
- Sinhala & Tamil New Year Celebration
- Wesak Celebration
- Annual Staff Trip/ Management Trip
- Lion Day
- Christmas Program
- New Year Celebration
- Thaipongal Celebration
- Valentine's Day
- Women's Day
- Ramadan Celebration
- Mother's Day
- Father's Day
- Deepavali Celebration

Great Place To Work Certified

LION

SAFETY



Management Approach

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

We recognise that there are potential injury risks in our manufacturing processes and as such the safety and well-being of our employees is considered a top priority. To that end we strictly comply with all mandatory health and safety regulations, including the Factories Ordinance of 1942, and maintain a workman's compensation insurance in line with the Workmen's Compensation Ordinance of 1935, to support workers who may face injuries on the job.

In addition, we have implemented a comprehensive Environment Health and Safety (EHS) function where environment and safety aspects are managed ensuring a thorough and consistent approach across all operations. The framework applies to all employees, including contract and service provider personnel deployed at our premises as well as any other third parties on-site at any given time.

Employees and visitors alike also have access to the on-site ambulance services, if needed, while the Company provides all permanent employees with a range of medical benefits, including routine doctor

visits, OPD surgical and hospitalisation insurance, permanent disability cover, annual medical checkups and wellness programmes.

Occupational Health and Safety (OH&S) Management System

The Lion Brewery OH&S Management System is accredited to the ISO 45001:2018 standard, underscoring our commitment to the highest level of occupational health and safety excellence.

Key components of our OH&S Management System include comprehensive hazard identification and risk assessments, effective control of significant risks, and the establishment of measurable OH&S KPIs which are continuously monitored as part of the overall approach to continuous improvement.

Internal audits are carried out in rotation at least once a year to assess system efficacy, while compliance with the ISO 45001 standard is verified annually via third-party audits. The ISO 45001 verification audit conducted in the current financial year revealed zero major and minor non-conformities, a track record that we have successfully maintained for the past two consecutive years.





In recognition of the strides made towards benchmarking world-class safety standards across its operations, Lion Brewery PLC received the National Award for Occupational Safety & Health (Silver) in the local category awarded by National Institute of Occupational Safety and Health (NIOSH).

A robust Contractor Safety Management System forms an integral component of our OH&S framework and aims to ensure all third-party contractors are fully equipped to operate safely within our premises. This system encompasses the onboarding processes, comprehensive safety inductions, and continuous job safety assessments carried out through a Service Provider Personnel Safety Card system, which tracks compliance and safety performance data. Data gathered in this manner is compiled into a Service Provider Evaluation Matrix, where outstanding safety performance is recognised and rewarded at our annual Service Provider Summit.

Employees Covered by the OH&S Management System in FY 2023/24

	Percentage of total employees
Permanent employees	100
Contract employees	100
Outsourced employees	100

Safety Governance

A comprehensive and well-defined safety governance structure goes hand in hand with our OH&S Management System. Key components of the safety governance structure include;

- ➔ **The Core Environmental Health and Safety (EHS) Team:** the main body responsible for overseeing all OH&S functions across the Organisation. The six-member Core EHS Team is headed by the Vice President – EHS who reports to the Chief Supply Chain Officer who is part of the Executive Committee. Other members of the core EHS team include an Assistant Manager, two Executives, two Shift Assistants and a Project Safety Officer. Together, they handle the day-to-day management of safety protocols, ensuring compliance with safety regulations and addressing any immediate risks or hazards that may arise.
- ➔ This includes conducting due diligence activities, including site inspections, and performing routine internal audits. The team is also charged with incident investigations and root cause analysis. All incidents are reported in accident form and investigated using “five why” principles or fishbone method to determine the root causes with appropriate corrective action taken to prevent the recurrence.

SAFETY

→ **The Operational EHS Team:** a larger team comprising 36 personnel (approximately 10% of our permanent cadre) including two C Suite personnel as well as senior managers and functional executives, the Operational EHS Team contributes towards risk identification by conducting monthly safety walks across the plant to identify any potential safety lapses, logs their findings, and follow up on corrective actions to ensure continuous improvement. In the past year, the team carried out 10 safety walks and held 10 meetings where 470 safety improvement

opportunities were identified. A further 1,075 improvements were identified by other staff members which accounted for over 50% of all staff members having contributed at least one improvement opportunity.

→ 93% of the combined findings were successfully rectified within the reporting period, while for concerns reported during the final month or those requiring significant CAPEX, temporary corrective measures were implemented with permanent solutions in progress.

Safety Measures Implemented during the FY Period

Identified Risk Activity	Safety Measures Adopted
Ammonia (NH ₃) gas leakage	<ul style="list-style-type: none"> – NH₃ gas detection system and sensor based automated exhaust system – Providing Property, Plant and Equipment (PPE) including gas tight kits and SCBA for emergency responders – Periodic fitness tests of gas receivers and safety valves
Electrical works	<ul style="list-style-type: none"> – Providing PPE, including 18KV insulated shoes for the electrical engineering team – Laying of 30KV insulated carpets under the 430V electrical panels – Insulated rescue hooks provided for emergency escape of a shocked person – Relevant RCBS and MCCBS equipped throughout the circuit – LOTO implemented for electrical works
Work at heights	<ul style="list-style-type: none"> – Monitoring in line with Permit to Work (PTW) guidelines – Most critical work at points are covered by vertical life lines/overhead lifelines and roof lifelines or safe working platforms – Providing PPE, including SRLs and double lanyard with full body harness – Articulated aerial platform available for height work – Dead ends covered by safety fences
Hot works	<ul style="list-style-type: none"> – Inspection and tagging of power tools before use – Monitoring through “Hot work” work permit – Providing PPE – Cover by welding carpets – Allowing only competent workmen
Line breaking and valve repair activities	<ul style="list-style-type: none"> – Monitoring in line with PTW (Permit to Work) guidelines – Providing PPE – Isolation and implementing LOTO – Allowing only competent workmen
Deep cuts for broken glass particles	<ul style="list-style-type: none"> – Area wise machine fencing – Bottle conveyor cover by safety guards – Using of essential PPEs

Identified Risk Activity	Safety Measures Adopted
Preventive Action to Minimise Ill Health Associated with Lion Brewery Operations	
Hearing issues due to excessive sound of machinery	<ul style="list-style-type: none"> – Construction of infrastructure as per globally recommended standards to minimise noise levels – Regular monitoring of sound exposure – Annual audiometry tests for relevant employees
Exposure to hazardous chemicals	<ul style="list-style-type: none"> – Construction of infrastructure and storage systems as per globally recommended standards to minimise manual handling – Providing PPE, work instructions including appropriate signage

Financial Year	Safety Improvements (Individual reporting)		Safety Improvements (Operational EHS team reporting)		Total	
	Reported	Rectified	Reported	Rectified	Reported	Rectified
FY 2023/24	1,075	1,029	470	396	1,545	1,425

Lion Brewery Injury/Ill Health Record

	2023/24	2022/23	2021/22	2020/21
Number of minor injuries (Medical cases)	3	1	3	5
Number of major injuries (LTI)	–	–	1	–
Number of fatalities	–	–	–	–
Number of lost work days due to injury	3	1	4	6
Number of cases of ill health	–	–	–	–
Number of fatalities due to ill health	–	–	–	–
Number of lost work days due to ill health caused by dust/noise	–	–	–	–

Safety Awareness Culture

We believe fostering a strong safety culture is vital for the success of our OH&S Management System. Accordingly, all employees and service providers undergo a comprehensive safety induction aimed at equipping them with the necessary knowledge of our OH&S protocols from day one. This is accompanied by regular safety training sessions to reinforce the importance of adherence to safety protocols and promote greater safety vigilance among employees.

FY 2023/24	Number of training man-hours
Lion staff	796
Service provider	1,800
Total	2,596

Selected members of the Core EHS team were trained by Asia Pacific Alliance for Disaster Management (APAD) on the topic of Swift Water Rescue Training which in turn allowed the respective team members to be mobilised towards safety and crisis management efforts around the country as and when required.



SAFETY



APAD training internal E-flyer



Annual Maintenance shut down pre work safety brief

ESG MATERIALITY
Occupational Health & Safety

Monthly Safety walk FY 2023/24

No of walks 10	Total Man/h 130	Improvement Opportunities 470
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"This is a physically safe place to work." GPTW score 94

Internal E-flyer on the work carried out by the cross functional safety team

Our approach to safety goes beyond physical safety, encompassing the overall well-being of our employees. As part of our commitment to employee health, we offered free annual medical screenings, with 314 employees, or 93% of our permanent workforce, participating. All Lion Brewery employees are also entitled to comprehensive insurance coverage, including OPD, hospitalisation and surgical care, critical illness, personal accident, and life insurance.

Moreover, in line with our vision of building the healthiest workforce in Sri Lanka by 2025, we launched the "Lion We Care" employee wellness programme, which included a range of activities including mental health initiatives and physical activities such as virtual step challenges, where participants collectively recorded 8.4 million steps. Several Lion Brewery employees also participated in the Colombo Sugar Run 2024 aimed at promoting active lifestyles as part of the daily routine.



Team Lion and Colombo Sugar Run 2024

Way Forward

The priority for the immediate future would be to invest in software-based EHS applications to streamline our safety reporting and corrective action follow-up processes. Continuous improvement of fire safety also remains a priority in the near term, with ongoing efforts to strengthen fire prevention and response measures already underway. To support these efforts, we plan to integrate industrial

best practice training as part of our internship training programme to enable new graduates to benefit from the latest cutting-edge safety best practices.

Over the medium term, we will seek to further reinforce global safety standards across our value chain, where we will target to obtain the ISO 39001 certification to enhance our road traffic safety management systems across our distributor networks.



SUPPLIER



Management Approach

GRI 2-6

At Lion Brewery, our supply chain forms the backbone of our operations. Our network comprises both local and overseas suppliers who provide the materials and services essential for producing, packaging and distributing our products.

We seek to build partnerships with suppliers who align with our values, long-term vision and disciplined approach to business. This means working with progressive and forward-thinking entities that prioritise sustainable growth over time over the pursuit of short-term gain.

We endeavour to cultivate long-term relationships that will help to enhance the resilience of our supply chain, mitigate risks, and ensure consistent quality in our products, by enhancing our capability to innovate and provide the flexibility to adapt more effectively to evolving market conditions.

Moreover, we believe reliable supplier networks also help to promote responsible business practices across a wider audience to support the achievement of our broader sustainability ambitions.

Responsible Sourcing

GRI 204-1

We expect our suppliers to adhere to the same high standards maintained by Lion Brewery and to that end have set out clear guidelines for new suppliers.

We are currently in the process of developing a formal supplier Code of Conduct, and until such time it is implemented, all new suppliers are onboarded via a streamlined registration process that includes comprehensive due diligence to verify suppliers' credentials.

At present, 90% of our raw material suppliers and packaging material vendors are third-party certified. Keen to further embed sustainability within the supply chain, we have commenced awareness workshops during the Annual Service Provider Summit.



Furthermore, Lion Brewery is audited by Supplier Ethical Data Exchange (SEDEX), through its SMETA 6.0 (SEDEX Members Ethical Trade Audit) four pillar audit covering Labour Standards, Health and Safety, Extended Environmental Assessment, and business ethics. This audit covers on all aspects of our business, including service provider personnel deployed at our site. We have now successfully completed two annual cycles.

Meanwhile, for over seas vendors for key materials, we leverage the Carlsberg network towards supporting our verification requirements.

Supplier Relations

Given that suppliers are a key stakeholder in our value chain, we believe it is vital to build strong ties with all our suppliers. To support our efforts, we have implemented a range of initiatives, including the annual supplier summit, regular site visits, comprehensive annual supplier premises audits and service personnel on the job training. These engagements offer an excellent platform for open communication, allowing the free exchange of ideas and feedback between both parties. This collaborative approach also drives innovation, enabling suppliers to refine their operational processes to enhance efficiency and sustainability while improving quality and reliability across the supply chain.



Service provider best practice training

Recognising service providers for their role in driving Occupational Health & Safety and the sharing of knowledge on best practice and ETI compliance

Way Forward

Looking ahead, we will focus on addressing potential supply chain risks through the implementation of a formal Sourcing Policy together with guidelines for vendor evaluation procedures to assess suppliers more rigorously on sustainability and ethics. Additionally, we also plan to expedite the development of the vendor Code of Conduct to ensure our suppliers are continuously aligned with Lion Brewery's standards for quality and operational efficiency as well as environmental and social responsibility that represent our broader corporate values. To further propagate these principles among our suppliers, we expect to develop a supplier evaluation framework including environmental and social criteria to effectively measure and monitor adherence. This framework will also enable us to identify areas for improvement and foster a culture of continuous enhancement within our supply chain, thereby paving the way towards building stronger, more resilient partnerships that not only mitigate risks but also promote shared growth and sustainable practices across the value chain.

COMMUNITY



Management Approach

GRI 203-1, 203-2, 413-1

We believe strong communities are at the heart of national progress and remain committed to equipping communities with the necessary tools and resources to address and overcome the challenges they face. Our initiatives are designed to empower communities to take ownership of their development, thereby fostering resilience, self-sufficiency, and sustainable growth, ultimately contributing to sustained advancement of society.

Direct regular contact with community stakeholders helps us to understand their urgent needs and channel resources to address these critical concerns. Accordingly, our efforts revolve around aspects of knowledge transfer, and environmental stewardship amongst others.

The Environmental, Social, and Governance (ESG) Committee undertakes to evaluate all potential projects to determine their alignment with Company's sustainability objectives, while the Sustainability Function is tasked with the execution of activities in line with approved budgets.

To add value to certain projects we also partner with third-party organisations. These collaborations help us to leverage external expertise and optimise on ground deployment through shared resources and costs.



In addition to our targeted community empowerment initiatives, Lion Brewery takes a proactive approach in providing support during times of crisis, particularly during natural disasters. We mobilise resources swiftly, including deploying our trained personnel to assist with search and rescue efforts in collaboration with APAD teams, ensuring timely and effective response when communities need it most.

Knowledge Sharing

- ➔ Providing technical knowledge to those engaged in professional and higher education by means of field visits to the Brewery in order to fulfil their course requirements
- ➔ Support for safety and crisis management professionals through a special programme on flood management facilitated in partnership with APAD
- ➔ In the year under review, we facilitated 32 visits covering 1,161 personnel and delivering 3,951hrs of training
- ➔ A total of 22 internships and 24 industrial training opportunities were offered in FY 2023/24 to support undergraduates at local universities and students of vocational training institutes to fulfil their practical experience requirements
- ➔ Special workshop on dengue prevention and best practice for service provider personnel



Technical training sessions as part of supporting University Curriculum



Dengue awareness for service provider personnel



Disaster Management technical session facilitated by APAD and Lion Brewery

Environmental Stewardship

- ➔ Through the Melting Point Initiative, supported “Wana Arana”, an entity that organises beach clean ups along the stretch of beach from Mount Lavinia to Wellawatte
- ➔ Partnered with the Clean Ocean Force to conduct beach clean-up in the Negombo area
- ➔ Partnered with the Negombo Hoteliers Association to carry out a beach clean-up project in the area
- ➔ Partnered with the Machan Restaurant Pub Chain to undertake a tree planting campaign in commemoration of World Environment Day 2023
- ➔ Supported Janamanasa team in their waste segregation and tree planting programmes in the Maskeliya and Hatton areas.



Supporting waste segregation

COMMUNITY



Supporting fruit tree planting initiative in Hatton to mark Thai Pongal



Facilitation of waste segregation in Maskeliya

Way Forward

In the coming years, we plan to increase our investment to support universities to expand their curriculum with the inclusion of key areas such as Production, Sustainability, and Health and Safety. By doing so, our goal is to foster the next generation of professionals equipped with the technical knowledge to drive industry-wide improvements.

We are also aiming to further strengthen our collaborations with conservation partners specifically to contribute towards mitigating the impact of CO₂ emissions and combat deforestation.

Another key initiative is the creation of a structured mechanism to encourage greater employee volunteerism in community outreach efforts. Through this initiative we want to empower staff to play a more active role in the Company's social responsibility initiatives.

ENVIRONMENT



Management Approach

Our principle approach to managing the environmental impact of our operations is based on our Environmental Policy, which espouses twin commitments to operate in full compliance with all applicable regulations as well as work in alignment with global best practices for managing the corporate environmental footprint.

As a manufacturer, our factory operations are governed by the Environment Protection License (EPL) issued by the Central Environmental Authority. Beyond compliance, we have adopted the ISO 14001 Environmental Management Standard which serves as the basis of embedding environmental considerations across our operations via a comprehensive Environment, Health and Safety (EHS) System.

The EHS is designed to address the four material environmental concerns associated with our core business operations – Energy use, and Greenhouse Gas Emission, Water Stewardship, Waste Management and Circularity, and Sustainable Packaging.

The EHS is managed under the purview of a dedicated EHS team. The team is involved in setting operational KPIs as well for monitoring progress as the basis of driving ongoing improvement. To that end, EHS related

KPIs have been defined in the 2030 long-term plan which has been formally approved by the ESG Committee. These KPI's are factored into annual plans, functional KPIs and individual KPI's to guide teams and individuals to work towards achieving the 2030 long range plan. These efforts are further supported by the EHS team's programme of spot checks coupled with scheduled audits of which findings are reported at the management review meetings. The EHS team is also responsible for monitoring environmental compliance.

Lion Brewery further demonstrates its commitment to environmental stewardship by undertaking various high impact projects, jointly with like-minded organisations and the wider community.

Energy

As an energy intensive business, Lion Brewery depends on two main sources of energy – electricity and fuel (diesel and furnace oil). Electricity is the main source of energy used by Lion Brewery. Given the high dependency on electricity across our operations, separate meters have been installed across all key areas. The SCADA controlled energy management systems along with proactive detection and rectification of any anomalies as well as analytics driven decision-making also play a vital role in keeping the cost and GHG emission driver in check.



ENVIRONMENT

Further underscoring its commitment to energy efficient operations, Lion Brewery took steps to implement the ISO 50001 Energy Management System certification with Stage 1 audits completed by end-March 2024.

Furnace fuel for powering the boiler and diesel for generators are the other main energy sources used by Lion Brewery in its daily operations. In the current financial year we took a major step towards reducing fuel consumption for the boiler, as we embarked on a Rs. 300 Mn. biogas conversion project, which once completed, is set to generate approximately 15%-17% reduction in fuel consumption annually from FY 2024/25 onwards.

Investment in energy efficient equipment, effective energy management systems, coupled with robust production planning have been able to deliver 18% and 29% efficiency improvement in the utilisation of electricity and furnace fuel respectively, compared to the 2017/18 baseline parameters.

As part of our continuous improvement initiatives, a utility audit was carried out by Krones using the Brownomic tool kit which identified several efficiency optimisation initiatives. The findings from the study was the subject of a feature article in the November 2023 issue of the global reach Krones magazine.

Internal system improvements implemented in FY 2023/24 Milestones

EquiTherm Light upgrade for Brew Houses 1 and 2	CIP (Cleaning-in-Place) Optimisation	Condenser 5 and 6 Replacement Project	Glycol Back Pressure Regulation in Fermenting Cellars
<p>The EquiTherm Light system was identified as an opportunity to reduce both the energy and water footprints of the existing brewing processes</p> <p>The main benefits of the EquiTherm Light upgrade include a reduction in the thermal energy demand of the brew houses, as well as electrical energy savings from reduced cooling requirements at the refrigeration plant. Additionally, water consumption is reduced due to the lower surplus of hot water. Overall, the upgrade achieves 4% water savings, 10% thermal energy savings, and 2% electrical energy savings, making it a highly efficient solution for improving sustainability in brewing operations.</p>	<p>The initiative was identified as an effective solution to minimise the use of hot water in cleaning processes, as the cost of hot water is significantly higher – about 10 times more – than cold water. The Brew House CIP processes were predominantly conducted with hot water, and the objective was to reduce this to a minimum. Similarly, 50% of the Cellar line CIP processes used hot water, with the same goal of minimising its use. The optimisation also targeted water savings during the rinsing steps in CIP regimes, replacing hot water with cold water in these stages.</p>	<p>The project involved installing new evaporative condensers that utilise parallel flow technology, which is more efficient than the older cross-flow systems where air and water move in different directions. This upgrade has improved the Coefficient of Performance (COP), making the newer condensers significantly more energy-efficient.</p> <p>By adopting energy and water-efficient sourcing methods, the project resulted in reduced electrical energy and water consumption, all while maintaining the original output of the condensers.</p> <p>The project achieved electrical energy savings of 0.09 kWhr/hl, which translates to a 1% reduction in the electricity index. Additionally, the new technology has resulted in reduced water consumption for condenser makeup.</p>	<p>The issue of insufficient Glycol flow to Unitanks resulted in, longer cooling times, and increased equipment occupancy time. To address this, a modification was proposed to enhance the system.</p> <p>The proposed changes have significantly improved heat transfer efficiency, ensuring that the Glycol reaches all parts of the Unitanks as intended. Additionally, the improved flow has resulted in reduced Glycol pumping power, leading to lower energy consumption. The modification has generated electrical energy savings of 0.04 kWhr/hl, equating to a 0.5% reduction in the electricity index, while also improving overall operational efficiency.</p>



Greenhouse Gas Emissions

Lion Brewery manages Greenhouse Gas Emissions across Scope 1, Scope 2, and Scope 3 categories, each representing different sources of carbon output. Scope 1 emissions are direct emissions, primarily generated from the use of furnace fuel for boilers and diesel for backup power through generators. Scope 2 emissions are indirect, coming from the consumption of electricity sourced from the grid. Scope 3 emissions are linked to external activities, including the carbon footprint of raw and packaging materials from their origin to our facility along with the ensuing production and distribution of finished goods to both the domestic and export markets.

At the heart of our emission management approach, is the conscious focus on reducing resource consumption and maximising operational efficiency. This includes integrated planning for resource optimisation, driving efficient production processes through operational excellence, and investing in energy-efficient equipment. We are also dedicated to converting waste streams such as biogas, into energy and promoting reuse of products in other industries whenever possible and practical. For instance excess CO₂ generated during fermentation is channelled towards industrial use to enable other manufacturers to adopt clearer production principles. We believe these efforts will culminate in reducing the reliance on fossil fuels for CO₂ production across Sri Lanka's industrial sector.

Meanwhile, a formal process is in place for monitoring and emissions. The monitoring process primarily covers Scope 1 and Scope 2 emissions, with significant coverage of Scope 3 emissions as well.

Using this data, the annual GHG inventory report is prepared by an independent third party. The GHG inventory which was initially prepared using 2018/19 data as the baseline, was reviewed considering both 2022/23 and 2023/24 data, resulting in the latter being confirmed as the new baseline.

Water Stewardship

GRI 301-1, 303-2

At Lion Brewery, water is essential to various processes, including production, bottle washing, Cleaning-In-Place (CIP), and general site use. To meet our water requirements, we have invested in on-site ground wells. The water withdrawal process is regulated through annual pump tests conducted by the Water Board, and all wells are equipped with meters installed by the regulator.

At the same time, we work with a clear understanding that water is a precious resource and that its use should be managed responsibly. To that end, we continue to invest in water-saving equipment alongside efforts to systematically improve operational efficiencies which has translated to a 33% reduction in annual water consumption from the baseline 2017/18 year. We have also established long-term reduction targets aligned with our LTP 2030 strategy and set annual KPIs for water conservation, which are cascaded down to drive continuous improvement over time.

Meanwhile, in line with our EPL we ensure that all wastewater is channelled to the on-site wastewater treatment facility to ensure it is properly treated in adherence to regulatory standards. Quality of treated water is strictly monitored in line with CEA guidelines by our in-house teams, along with random sampling by the Water Board and frequency based testing by ITI and the CEA providing independent assurance regarding compliance with regulatory water quality parameters.

Waste Management and Circularity, and Sustainable Packaging

As a brewery, we generate over 50 waste products as part of our operations. Of this, on average 10% is recycled and 89% reused, while 0.1% is up cycled. In the year under review, waste material amounting to approximately 23,000Mt was managed in this way.

Given the diverse waste categories associated with our operations, we have put in place detailed Standard Operating Procedures (SOPs) for handling each waste stream, encompassing guidelines for waste segregation, disposal, and recycling, or repurposing



ENVIRONMENT

As per these procedures, filter aid material, a by product of the brewing process, is repurposed as a substitute for quarry dust in the production of concrete bricks. Additionally, damaged bottles and plastic crates used for finished goods are returned to original suppliers to be recycled for subsequent reuse. In the past year, we succeeded in incorporating approximately 32% recycled material in new bottles and 56% of recycled material in new crates.

Lion Brewery has over the years also continued to pursue collaborations to further its advocacy of waste circularity. To this end we are currently collaborating with the Sri Lanka Institute of Biotechnology and the Sri Lanka Institute of Nanotechnology as well as the Western Province Waste Management Authority and several other private sector manufacturers, as part of a joint effort to develop commercially viable value added products generated using waste materials.

We continue to have a return logistics operation for our bottles and kegs.

An efficient return logistics system is in place for the collection of bottles and kegs from the local market, which subject to stringent washing and quality checks are reused. In this way we have succeeded in ensuring 90%+ of bottles used in our bottling processes are returned bottles. Similarly, plastic crates used for distribution are returnable with a 96% reuse.

Special Projects

Melting Point Initiative

Lion Brewery has remained a long-standing champion of the Melting Point Initiative which focuses on upcycling aluminium scrap to be used as a base material for crafting of souvenirs, trophies and gift items. Our support for this venture is in the form of providing technical expertise through the University of Peradeniya as well as linking them with premium retail outlets as a means of route to market. In 2023, the Melting Point Initiative was awarded the contract to craft the 2023 edition LPL Trophy, toss coin and player awards, all major milestones for the initiative. Lion Brewery too has championed the upcycling initiative by having a number of its internal awards crafted using this venture.



LPL Trophy produced using repurposed waste aluminium cans



Trophies produced for Lion Brewery by the Melting Point Initiative

Way Forward

Looking ahead, long-term KPI's set out under our LTP 2030 strategy will continue to underpin Lion Brewery's efforts to systematically reduce its environmental impact across all material environmental concerns.

GRI CONTENT INDEX

Statement of use	Lion Brewery (Ceylon) PLC has reported the information cited in this GRI content index for the period 1 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Back Cover
	2-2 Entities included in the organisation's sustainability reporting	About this Report
	2-3 Reporting period, frequency and contact point	About this Report
	2-4 Restatements of information	Not Reported
	2-5 External assurance	Not Obtained
	2-6 Activities, value chain and other business relationships	Supplier Section and page 5 and 6
	2-7 Employees	Employee Section
	2-8 Workers who are not employees	Employee Section
	2-9 Governance structure and composition	Approach to ESG
	2-10 Nomination and selection of the highest governance body	Not Reported
	2-11 Chair of the highest governance body	Not Reported
	2-12 Role of the highest governance body in overseeing the management of impacts	Approach to ESG
	2-13 Delegation of responsibility for managing impacts	Approach to ESG
	2-14 Role of the highest governance body in sustainability reporting	Approach to ESG
	2-15 Conflicts of interest	Not Reported
	2-16 Communication of critical concerns	Approach to ESG
	2-17 Collective knowledge of the highest governance body	Not Reported
	2-18 Evaluation of the performance of the highest governance body	Not Reported
	2-19 Remuneration policies	Not Reported
	2-20 Process to determine remuneration	Not Reported
	2-21 Annual total compensation ratio	Not Reported
	2-22 Statement on sustainable development strategy	CEO's Message
	2-23 Policy commitments	Approach to ESG
	2-24 Embedding policy commitments	Approach to ESG
	2-25 Processes to remediate negative impacts	Employee Section
	2-26 Mechanisms for seeking advice and raising concerns	Employee Section
	2-27 Compliance with laws and regulations	Employee Section/ Environment Section
	2-28 Membership associations	Not Reported
	2-29 Approach to stakeholder engagement	Stakeholder Engagement Section
	2-30 Collective bargaining agreements	Not Reported
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics
	3-2 List of material topics	Material Topics
	3-3 Management of material topics	Material Topics
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Employee Section
	202-2 Proportion of senior management hired from the local community	Employee Section



GRI CONTENT INDEX

GRI standard	Disclosure	Location
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Section
	203-2 Significant indirect economic impacts	Community Section
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not Reported
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Approach to ESG
GRI 207: Tax 2019	207-1 Approach to tax	Approach to ESG
	207-2 Tax governance, control, and risk management	Approach to ESG
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment Section
	303-2 Management of water discharge-related impacts	Environment Section
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Section
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Section
	401-3 Parental leave	Employee Section
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Employee Section
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Section
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Section
	403-3 Occupational health services	Employee Section
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Section
	403-5 Worker training on occupational health and safety	Employee Section
	403-6 Promotion of worker health	Employee Section
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Section
	403-8 Workers covered by an occupational health and safety management system	Employee Section
	403-9 Work-related injuries	Employee Section
	403-10 Work-related ill health	Employee Section
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Section
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Employee Section
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Section
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employee Section
	405-2 Ratio of basic salary and remuneration of women to men	Not Reported
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Employee Section
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employee Section
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Employee Section
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Employee Section
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Community Section
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Consumer Section
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Consumer Section





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LION

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