

Employment Principles

These Principles form the basis for specific policies in each of the Molson Coors business units. The responsibility for these Principles rests with the Molson Coors Global Chief People Officer; the Chief People Officer in each division is responsible for their implementation. These Principles will be made available on the Molson Coors external website as well as posted on the employee Portal.

The Molson Coors vision is to be a top performing brewer winning through inspired employees and great brands. The success of our business depends on every employee in our enterprise. We are committed to fostering open and inclusive workplaces that are based on recognized workplace human rights, where all employees are valued, engaged and inspired to be the best they can be.

The Molson Coors Employment Principles are guided by international human rights standards, including the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact. They are also consistent with our shared values and the Molson Coors Code of Business Conduct, *Living Our Values*.

These Principles apply to Molson Coors and all of our business units and other entities in which we hold a majority interest. The Company encourages our business partners to uphold these Principles and to adopt similar approaches within their businesses.

The Principles address the following components:

- * Freedom of Association and Collective Bargaining
- * Forced Labor
- * Child Labor
- * Discrimination
- * Work Hours and Wages
- * Safe and Healthy Workplace
- * Workplace Security
- * Community and Stakeholder Engagement
- * Guidance and Reporting for Employees

Freedom of Association and Collective Bargaining

Molson Coors respects our employees' right to join, form or not to join a labor union. Where employees are represented by a legally recognized union, we are committed to establishing a constructive dialogue and bargaining in good faith with their freely chosen representatives.

Forced Labor

Molson Coors prohibits the use of all forms of forced labor, including prison labor, indentured labor, bonded labor, military labor or slave labor.

Child Labor

Molson Coors adheres to minimum age provisions of applicable laws and regulations, including those that apply specifically to the alcohol beverage industry. The Company prohibits the hiring of individuals that are under 18 years of age for positions in which hazardous work is required. The Company's prohibition of child labor is consistent with International Labor Organization standards.

Discrimination

Molson Coors is committed to providing a workplace where all are treated with respect, differences are valued, and employees' actions are consistent with the Company's standards and values. We are dedicated to maintaining workplaces that are free from discrimination or physical or verbal harassment on the basis of race, sex, color, national or social origin, religion, age, disability, sexual orientation or any other status protected by applicable law. Our basis for recruitment, hiring, placement, training, compensation and advancement is qualifications, performance, skills and experience and behavior.

Differences that are protected by law cannot be a factor in recruitment, dismissal, or promotion decisions. They also cannot be a factor in terms or conditions of employment such as work assignments, employee development opportunities, holiday, or overtime.

Work Hours and Wages

Molson Coors compensates employees competitively relative to the industry and local labor market. We operate in full compliance with applicable wage, work hours, overtime and benefits laws. We offer employees opportunities to develop their skills and capabilities and provide advancement opportunities where possible.

Safe and Healthy Workplace

Molson Coors provides a safe and healthy workplace. We are dedicated to maintaining a productive workplace by promoting a safety culture that minimizes the risk of accidents, injury and exposure to health risks.

Workplace Security

Molson Coors is committed to maintaining a workplace that is free from violence, harassment, intimidation and other unsafe or disruptive conditions due to internal and external threats. Security safeguards for employees are provided as needed and will be maintained with respect for employee privacy and dignity.

Community and Stakeholder Engagement

Molson Coors respects the communities in which we operate. We are committed to engaging with stakeholders in those communities to ensure that we are listening to, learning from and taking into account their views as we conduct our business. Where appropriate, we are committed to engaging in dialogue with stakeholders on employment issues related to our business and within our sphere of influence. We believe that local issues are most appropriately addressed at the local level. We are also committed to creating economic opportunity and fostering goodwill in the communities in which we operate through locally relevant investments of our time and other resources.

Guidance and Reporting for Employees

Molson Coors creates workplaces in which open and honest communications among all employees are valued and respected. We are committed to following all applicable labor and employment laws wherever we operate.

If any employee believes that a conflict arises between the language of these Principles and the laws, customs and practices of the place where he or she works, or has questions about these Principles, or would like to report a potential violation of these Principles, the employee should raise those questions and concerns through existing processes, which make every effort to maintain confidentiality. Employees also may ask questions or report potential violations to local Management, Human Resources, Security, Legal Department or your local Business Conduct Manager.

Employees can also report suspected violations through the EthicsPoint Reporting System secured internet website at www.ethicspoint.com or by calling the appropriate toll-free number for your location, which can be found in the contacts section of *Living Our Values*. The EthicsPoint avenue provides for anonymity, if the employee so chooses. The Company is committed to investigating, addressing and responding to the concerns of employees and to taking appropriate corrective action in response to any violation. Molson Coors reserves the right to amend our guidance and reporting policy at any time.

