



Molson Coors Brewing Company Stakeholder Engagement: External Commentary

Introduction

Molson Coors Brewing Company (MCBC) commissioned Corporate Citizenship to conduct a formal stakeholder engagement program with key external and internal stakeholders during 2010. The objectives of the stakeholder engagement program were to better understand how the company's corporate responsibility priorities and approach align with external and internal views, and to provide direction on future corporate responsibility strategy and performance.

Scope of our work

Through this program, we engaged with a broad range of MCBC's key stakeholder groups including corporate responsibility opinion formers, investor analysts, retail customers, community and environmental NGOs, media, industry associations and government-related bodies. Stakeholders were identified in each of MCBC's principal operating regions, the UK, US and Canada, so as to provide global and regional perspectives on corporate responsibility issues.

Our approach

Our process for engaging MCBC's stakeholders involved the following elements:

- Working with MCBC to identify relevant stakeholders to interview.
- Conducting 41 telephone interviews with key external stakeholders across the US, UK and Canada, between October and December 2010.
- Facilitating six employee focus group sessions involving a sample of office and brewery staff in the UK and Canada.
- Interviewing seven brand managers across the UK, Canada and US, to understand existing consumer research, and opportunities and risks for using corporate responsibility to support the brand.
- Conducting telephone interviews with MCBC's Corporate Responsibility Steering Committee members.
- Analyzing results and presenting findings and implications for MCBC's corporate responsibility program.



Commentary

The following commentary highlights key findings and opportunities for improvement identified through the stakeholder engagement program.

Overall, we found MCBC is generally well perceived and has a long-standing reputation for being a good corporate citizen amongst the stakeholder groups interviewed. The company's current corporate responsibility priorities are aligned to external stakeholders' views and thought to address the company's material issues. Some stakeholders noted an opportunity for MCBC to provide a simpler and clearer articulation of its corporate responsibility priorities and how these help to achieve business objectives.

Addressing alcohol responsibility

There was a strong consensus across all stakeholder groups that addressing alcohol responsibility must remain a central part of MCBC's strategy. Many stakeholders, particularly opinion formers and NGOs related to alcohol responsibility, highlighted the importance of demonstrating a consistent approach to the issue. They noted alcohol beverage companies should address alcohol responsibility across all areas of their business including product portfolio and training employees, as well as the issue of responsible advertising.

Improving corporate responsibility performance in specific areas

Some external stakeholders identified specific areas for MCBC to take action to improve its corporate responsibility performance. These included setting comprehensive targets across all key environmental impact areas and considering longer-term targets. Greater disclosure on water-related risks, a stronger position on climate change, and building a more comprehensive approach to addressing environmental and social risks in the supply chain were also highlighted as areas where MCBC could go further.

Engaging employees

Employee focus groups showed generally high levels of engagement with MCBC's corporate responsibility program and good awareness of local activities. Going forward, MCBC should focus on providing more clarity and direction to employees so they understand how corporate responsibility fits with overall business objectives and the role they can play. Employees felt adopting more targeted and focused internal communications could help drive greater engagement on corporate responsibility.

Communicating with stakeholders

Broadly speaking, external stakeholders felt that MCBC could communicate its corporate responsibility strategy and achievements with more impact. As mentioned earlier, providing a clearer articulation of the company's priorities and its relevance to the business would help to address this. Developing a compelling corporate responsibility narrative, with messages relevant to key stakeholder groups, would help to demonstrate the impact MCBC's resources and efforts are having.



In conclusion, this structured stakeholder engagement demonstrates MCBC's commitment to seeking and understanding the views of key stakeholder groups interested in the performance of the company. We would encourage MCBC to continue to engage its key stakeholders through a regular process and we look forward to seeing how MCBC responds to the key findings.

About Corporate Citizenship and our role

Corporate Citizenship is a specialist management consulting company advising corporations that seek to improve their economic, social and environmental performance. We provide assurance services to verify MCBC's environmental data. Our assurance statement is available on the company website.

The opinions expressed in this external commentary are intended to extend understanding of the stakeholder engagement program undertaken on behalf of MCBC and should not be used or relied upon to form any judgments, or take any decisions, of a financial nature.

Corporate Citizenship
London and New York
July 20, 2011