



Heineken N.V.

World Economic Forum core metrics and disclosures 2024



Measuring stakeholder capitalism

We continuously monitor and respond to developments in reporting standards and regulations to improve our reporting. HEINEKEN was one of the initial endorsing companies of the World Economic Forum (WEF) Stakeholder Capitalism Metrics. The metrics are a set of universal, comparable disclosures focused on people, planet, prosperity and governance that companies can report on, regardless of industry or region. We provide an overview of our disclosures based on the Stakeholder Capitalism Metrics in the following pages.



Find out more about the World Economic Forum

Principles of Governance	Core metrics	Disclosures
Governing purpose	Setting purpose The Company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Our Purpose and Values are presented in our strategy, EverGreen .
Quality of governing body	Governance body composition Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	See the 'Corporate Governance statement' and 'Report of the Supervisory Board' in our 2024 Annual Report for the composition and description of HEINEKEN's governance bodies.
Stakeholder engagement	Material issues impacting stakeholders A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	See the section 'ESRS 2 - General information' in our 2024 Annual Report, which describes how we engage with stakeholders and how we analyse and identify material issues.
Ethical behaviour	Anti-corruption <ol style="list-style-type: none"> Total percentage of governance body members, employees and business partners who have received training on the organisation's anti-corruption policies and procedures, broken down by region. <ol style="list-style-type: none"> Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and Total number and nature of incidents of corruption confirmed during the current year, related to this year. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. Protected ethics advice and reporting mechanisms A description of internal and external mechanisms for: <ol style="list-style-type: none"> Seeking advice about ethical and lawful behaviour and organisational integrity; and Reporting concerns about unethical or unlawful behaviour and lack of organisational integrity. 	<ol style="list-style-type: none"> See the section "Responsible business conduct" in our 2024 Annual Report for information about Code of Business Conduct and anti-corruption training. For more details on our anti-bribery and corruption framework, see our website. See the section "Responsible business conduct" in our 2024 Annual and our website for information about the mechanisms for obtaining advice and reporting concerns.

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Planet	Core metrics	Disclosures
Climate change	Greenhouse gas (GHG) emissions For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases, etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol scope 1 and scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol scope 3) emissions where appropriate.	Net zero carbon emissions is one of the key pillars of the HEINEKEN Brew a Better World 2030 strategy, and our ambition is to reach net zero by 2040. For details of the programme and current results, see the section ' E1 - Climate change ' in our 2024 Annual Report. Refer to HEINEKEN CDP Climate 2024 report for further details on our carbon performance. See the section ' Climate-related risks assessment (TCFD analysis) ' in our 2023 annual report on the website for disclosures related to TCFD recommendations.
	TCFD implementation Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Climate Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net zero emissions before 2050.	
	Nature loss	
Land use and ecological sensitivity Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	At the end of 2023, we started work to gain deeper insights into the biodiversity impacts, dependencies, risks and opportunities across our value chain. To support us in our journey, we have joined the Science Based Targets Network (SBTN) Corporate Engagement programme and the Taskforce for Nature-Related Financial Disclosures (TNFD) forum, which will help guide our assessment of, and enhance disclosure for nature across the value chain. In 2024, we have used the Integrated Biodiversity Assessment Tool (IBAT) to help identify sites that are in or near biodiversity-sensitive areas. At the end of 2024, we identified that 27 sites (13% of sites) are within 1km of a Key Biodiversity Area (KBA). Further analysis will be conducted to understand the local contexts of these sites, the potential risks to biodiversity and mitigating actions to address. See the section ' Biodiversity ' in our 2024 Annual Report for details of how we are building our biodiversity approach.	
Freshwater availability	Water usage and withdrawal in water-stressed areas Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Water is essential to our business; it constitutes 95% of our beer and is vital for growing our crops. Our 2030 water strategy, Towards Healthy Watersheds, is based on three pillars focusing on improving water management in our operations, in local communities and across the value chain. In 2024, we finalised the assessment of our agricultural suppliers using the SBTN Steps 1 and 2. This allowed us to determine our pressures and local state of nature, to identify our priority sourcing areas. Using this information, we started a pilot in one of the priority sourcing areas. We will use the insights gained as part of our regenerative agriculture programme. Refer to HEINEKEN CDP Water 2024 report for further details on our water strategy and actions. And, see the section ' E3 - Water ' in our 2024 Annual Report for current results of our water stewardship strategy.
Principles of Governance	Core metrics	Disclosures
Risk and opportunity oversight	Integrating risk and opportunity into business process Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	See a description of our risk management process, key company-specific risks and opportunities and risk response in our 2024 Annual report under the section ' Risk management '. Our key risks integrate material economic, environmental and social issues, including impacts of climate change, information security and data privacy.

People

Dignity and equality

Core metrics

Diversity and inclusion (%)

Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).

Pay equality (%)

Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.

Wage level (%)

Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.

Disclosures

As a part of our Diversity, Equity and Inclusion strategy, we monitor the composition of our workforce by gender and nationalities, both at senior management level and for the total workforce. Gender and age are focus areas within our Brew a Better World 2030 strategy. See the section 'S1 - Own workforce' in our 2024 Annual report for more details.

Percentage of employees by gender:

Women	26% of total workforce and 30% of senior management
Men	74% of total workforce and 70% of senior management
Other	0% of total workforce and 0% of senior management

Percentage of employees by age:

Under 30 years old	19% of total workforce and 0% of senior management
30 to 50 years old	66% of total workforce and 65% of senior management
Above 50 years old	15% of total workforce and 35% of senior management

Equal pay is an important social topic and we promote this ambition both within and beyond our Company. Our goal is to ensure equal pay for equal work (or work of equal value) between female and male colleagues. We also recognise the importance of equality in our rewards processes; a fair and neutral decision must be assured at every moment in the employee lifecycle where relevant decisions are made.

By the end of 2024, 100% of operating companies had been assessed and 100% had action plans in place. See the section 'S1 - own workforce' in our 2024 Annual Report for further equal pay strategy information.

Our goal is to ensure all our employees worldwide earn at least a fair wage by assessing and closing any wage gaps. We assess wages across all operating companies against the Fair Wage Network annually. Assessments started in 2021 with our operating companies in developing countries where the challenges are the greatest and were rolled out to all other countries in 2022.

In 2024, we assessed 99.2% of our direct employees and found that 99.7% of those assessed earned at least a fair wage, according to the Fair Wage Network.

Ensuring fair wages is a dynamic and ongoing process, as changes in the cost of living and other economic factors can impact compensation. We will continue to focus on fair wages through regular assessments and adjustments, and we will disclose the percentage of employees who are paid at least a fair wage.

See the sections 'Remuneration report' and 'S1 - own workforce' in our 2024 Annual Report, for more information on fair wages and the ratio of total annual compensation of CEO to median annual total compensation.

People	Core metrics	Disclosures
<p>Health and well-being</p>	<p>Risk for incidents of child, forced or compulsory labour</p> <p>An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to:</p> <p>a. type of operation (such as manufacturing plant) and type of supplier; and b. countries or geographic areas with operations and suppliers considered at risk.</p> <p>The number and rate of fatalities as a result of work-related injury</p> <p>The number and rate of fatalities as a result of work-related injury; permanent disabilities; recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>Access to non-occupational medical and healthcare services</p> <p>An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p>	<p>Risks of forced or compulsory labour can arise in areas where socio-economic vulnerabilities increase the likelihood of exploitation, which for HEINEKEN is more likely to occur in the upstream part of our value chain.</p> <p>Operating companies are required to ensure that all work is voluntary, return employees' documents after verification, and prohibit recruitment fees. Operating companies are also required to ensure workers' freedom of movement, and that employment terms are documented in compliance with local laws and provided in a language understood by employees. These measures, alongside regular payment of wages and full settlement upon termination, are enforced to uphold HEINEKEN's commitment to ethical labour practices made in our Human Rights policy. See the section 'Risk for incidents of child, forced or compulsory labour' under 'S1 - own workforce' in our 2024 Annual Report for more information.</p> <p>We also expect our suppliers to adhere to all applicable laws and regulations where they operate. They should also implement the minimum standards defined in HEINEKEN's Supplier Code, including Children's rights and Freedom of movement and no forced labour, and communicate them to all individuals employed by the supplier, regardless of the type of contract or location of their work. HEINEKEN also expects suppliers to take appropriate steps to ensure that their own suppliers comply with the minimum standards of the Supplier Code. See Supplier Code under section 'S2 - Workers in the value chain' in our 2024 Annual Report for further details.</p> <p>One of the key goals of our Brew a Better World 2030 strategy is to create leadership capacity to drive zero fatal accidents and permanent disabilities at work shifting our focus from an accident-based approach to building capacity for identifying and mitigating potential risks. See the section 'Safety culture' in our 2024 Annual Report for 2024 data and details of our strategy.</p> <p>We have more than 400 health professionals worldwide, based on more than 100 on-site HEINEKEN clinics in 25 different countries, to ensure our employees can access a wide and extensive health network. They provide care, early diagnosis, treatment and recovery at all levels: primordial, primary, secondary, tertiary and quaternary (including remote areas within Africa & Middle East).</p> <p>Our employees and dependants have access to broad medical services, such as screening and lab tests, medicines and pharmacy, health benefits, disease prevention and health promotion projects (such as HIV, malaria, COVID-19), health trainings and educations. They also have access to a vast and extensive health services network, available through our local partnerships and insured by qualified private health insurance companies.</p> <p>HEINEKEN also provides world class international evacuating and treatment to expats, business travellers, local employees and dependants when the medical condition of a person cannot be safely and effectively treated in the country of employment or travel.</p>
<p>Skills for the future</p>	<p>Training provided</p> <p>Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	<p>We embrace the learning and growth of our employees, teams and organisation. Investing in the training and development of our people is a core priority. We follow the 70-20-10 approach recognising that around 70% of what people learn comes through the experience and practice of doing their jobs, 20% through engagement, networking and dialogue, and 10% through formal learning and training.</p> <p>In 2024 we had over 90k active learners, who consumed a total of 521,000 hours of Global mandatory learning, development and training. Our direct spend on the formal training was €38.3 million.</p>

Prosperity

Employment and
wealth generation

Core metrics

Absolute number and rate of employment

1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.
2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.

Economic contribution

1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations, ideally split out by:
 - Revenues
 - Operating costs
 - Employee wages and benefits
 - Payments to providers of capital
 - Payments to government
 - Community investment

Financial investment contribution

1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the Company's investment strategy.
2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.

Disclosures

In 2024, over 20,500 new employees joined HEINEKEN operating companies across the globe (23.46% of the total workforce). The total number of employee turnover was also just over 20,300 employees (24.09% to the total workforce).

1. Direct economic value generated and distributed in 2024, € million:

Revenues	35,955	Consolidated Income Statement, Note 6.1
Operating costs: Raw materials, consumables and services	(19,313)	Consolidated Income Statement, Note 6.3
Operating costs: Amortisation, depreciation and impairments	(2,605)	Consolidated Income Statement, Note 6.6
Employee wages and benefits	(4,466)	Consolidated Income Statement, Note 6.4
Payments to capital providers: interest expenses	(680)	Consolidated Income Statement, Note 11.1
Payments to capital providers: dividend payments ¹	(969)	Note 11.4 Capital and Reserves
Payments to government: CIT expenses	(846)	Consolidated Income Statement, Note 12.1
Excise tax expense	(6,134)	Consolidated Income Statement, Note 6.1
Community investment (CSI)	6	Section 'Positive impact in our communities'

1. Total capital expenditures (CapEx) minus depreciation in 2024, € million:

CapEx related to Property, Plant and Equipment (PP&E)	(2,184)	Consolidated Statement of Cash Flows
Depreciation on PP&E	(1,493)	Note 8.2 Property, Plant & Equipment
CapEx minus Depreciation	691	

Our EverGreen strategy has been built on our value creation model, which we call the Green Diamond. This value creation model puts growth, profit and capital on equal footing with sustainability and responsibility. Refer to the section '[Our EverGreen strategy](#)' in our 2024 Annual Report for further details.

2. Share buybacks plus dividend payments in 2024, € million:

Share buybacks	(5)	Consolidated Statement of Cash Flows
Dividend payments	(969)	Note 11.4 Capital and Reserves ¹

1. Dividend payments are reported on a cash basis and relate to dividend payments to HEINEKEN N.V. shareholders. Dividend payments to minority shareholders of subsidiaries are excluded.

For a description of the Company Strategy for returns of capital to shareholders, see the section '[Shareholder Information](#)'/'[Dividend Policy](#)' in our 2024 Annual Report.

Prosperity

Innovation of better
products and servicesCommunity and
social vitality

Core metrics

Total R&D expenses

Total costs related to research and development.

Total tax paid

The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.

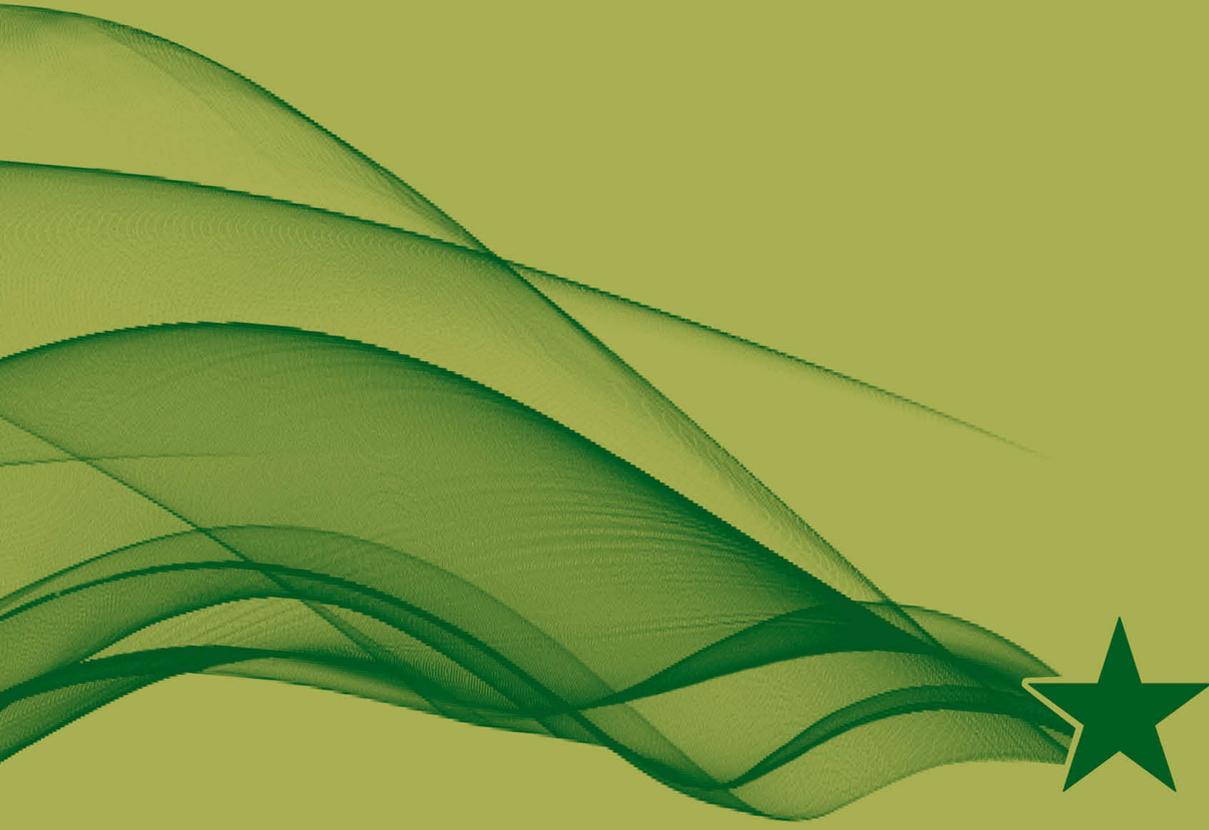
Disclosures

Expenses related to Research and Development in 2024, € million:

Consumer research, Brand development and Business innovation	67.3
R&D in Digital & Technology	280

Refer to the sections '[Shape the future of beer and beyond](#)' and '[Become the best-connected brewer](#)' in our 2024 Annual Report for more details on our commerce and technology innovation strategy.

For details of the total tax paid, see our company [website](#).



 **HEINEKEN**