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# Our sustainability journey

Whether it's the consumer enjoying our beer, a farmer growing our ingredients, or nature providing the water – everything we do is connected. Our business depends on people, nature, and communities, just as they depend on us. That's why sustainability is not just an ambition; it's an integral part of EverGreen 2030, our strategy for long-term, organic growth.

Over the past five years, we've raised the bar with Brew a Better World by turning complex sustainability challenges into practical actions that are now embedded in how we operate. I'm proud of what we've achieved together – from cutting carbon emissions across our value chain, to increasing the number of women in senior leadership, and offering

consumers more choice with our 0.0 beers.

Yet, we have also learned that progress is never linear. Some initiatives advance faster than expected, while others face technical, logistical, or market challenges. And as the world becomes more uncertain – with inflation, supply chain disruptions, geopolitical tensions, and the climate crisis – we must continue to adapt, together with our partners.

As we enter the next half of this decade, we're sharpening our agenda across all three Brew a Better World pillars to focus on where we can make the greatest impact while creating value for our business and the communities



we serve. This is about making smart choices, using resources wisely, and balancing sustainability with growth and productivity to stay Future Fit.

We cannot deliver our goals on our own. Achieving them requires collaboration with our colleagues, suppliers, peers, and

communities. As the world's pioneering beer company, we will continue to brew a better world – together.

**Dolf van den Brink**  
CEO and Chairman of  
the Executive Board



# Brew a Better World from Bar to Barley

HEINEKEN is the world's pioneering beer company. We craft legendary drinks, brands & experiences to delight more consumers globally, the right way. Led by the Heineken® brand, our portfolio includes more than 340 international, regional, local, and specialty beers and ciders. With over 85,000 employees, we brew the joy of true togetherness, operating breweries, malteries, cider plants, and other facilities in more than 70 countries.

Through 'Brew a Better World', sustainability is embedded across our business – from the consumer enjoying our beer to the farmer growing our barley.



## Consumers

Consumers purchase our beverages in bars and restaurants, and via retailers or e-commerce. We offer more choice with our 0.0 portfolio, provide clear product information, and promote moderation and responsible consumption. Non-alcoholic products play an increasingly important role in supporting more responsible choices.

## Packaging

Our beverages are primarily packaged in glass bottles, aluminium cans, and steel kegs, with secondary packaging including paper and plastic. We continuously explore innovations to enhance reuse and recycling. Our circularity strategy focuses on reuse, recycled content, and recyclable design, driving a closed-loop approach and reducing environmental impact.



## Customers

We sell through on-trade channels (bars, restaurants, hotels) and off-trade retailers of all sizes. To serve a cool drink, we work with fridge suppliers to improve energy efficiency, support fridge circularity, and help local pubs and bars access renewable electricity where possible.

## Brewing

Brewing beer and cider is a craft. With over 170 breweries, malteries, cider plants, and production facilities worldwide, we brew, ferment, and process our beverages efficiently. Through our Net Zero Programme, we improve energy efficiency and transition to renewable sources. Our water strategy focuses on efficient use, effective wastewater management, and supporting water security – particularly in water-stressed areas.



## Logistics

We manage the global movement of products through road, rail, ocean freight, and inland barges, using our own fleet and third-party distributors. By optimising routes and reducing travel distances, we improve efficiency across our distribution network.

## Agriculture

We source a wide range of agricultural raw materials, including barley, hops, rice, maize, apples, grapes, and various fruits. These materials are grown by farmers in diverse regions, sourced both locally and globally. We aim to use more and more sustainably sourced raw materials over time reducing our impact on nature and supporting farmers and their communities socially and economically.



# A strategy that fits on a coaster

When we raised the bar with *Brew a Better World* in 2021, we created a strategy simple enough to fit on a coaster. Today, it continues to guide us.

Our strategy rests on **three pillars**, providing a steady foundation for everything we do – responsible, social and environmental.

Building on that foundation are our **ambitions and goals**, which show our focus on key sustainability initiatives. We also have **fundamentals** that represent the everyday practices we apply to run the business the right way. Together, our ambitions, goals and fundamentals act as a compass to direct our activities to Brew a Better World.

To sharpen our focus, we have simplified our ambition areas from nine to seven, and our goals from 24 to 16. Each goal is concrete, measurable, and designed to drive real impact, while many of the retired goals have been integrated into our fundamentals. We continuously review and update our sustainability strategy to ensure it remains relevant and aligned with evolving priorities.

**Brew a Better World** remains our guiding principle, shaping how we act individually and collaborate with others.

Our new motto, **“Together We Can”**, reflects the belief that while progress can be made alone, true change happens when we work together.



The iconic circle is the footprint of our Heineken® bottle. It reminds us every day to leave our mark by limiting our potential negative impacts and

strengthening our positive contribution. It also reminds us of the path to a more circular business and our (imperfect) journey to a better world.



**RESPONSIBLE**

**SOCIAL**

**ENVIRONMENTAL**

Our pillars

Our ambitions

Our goals

Our fundamentals

All goals are for 2030 unless stated otherwise.

**Always a choice**

- Increase growth of our Lo/No portfolio by at least 25% by volume (vs. 2024)
- Invest 15% of Heineken® media spend in Heineken® 0.0, reaching over 1 billion consumers every year to make moderation cool
- Normalise 0.0 beer, targeting 50% brand visibility dedicated to Heineken® 0.0 at major global sponsorship events every year

**Address harmful use**

- A partnership to address alcohol-related harm in 100% of markets every year

**Fundamentals**

- Clear and transparent consumer information on our products

**Foster fairness & inclusion**

- Continue to confirm 100% of our employees earn at least a living wage
- Reach 40% representation of women in leadership roles

**Positive impact in our communities**

- Support more than 300,000 people in our communities and value chain to improve economic opportunity, resilience and social cohesion

**Fundamentals**

- Respecting human rights through due diligence and action
- Equal pay for equal work
- Decent and safe living and working standards for our employees and outsourced workers
- Champion a culture of belonging

**Towards healthy watersheds & nature**

- Reduce average water usage to 2.4 hl/hl in water-stressed areas (WSAs), and 2.6 hl/hl worldwide
- Fully balance water used in our products in WSAs
- 100% sustainable sourced ingredients (hops, barley)

**Maximise circularity**

- 43% volumes sold in reusable format
- 50% recycled content in bottles and cans
- 99% of all packaging is recyclable by design

**Reach net zero carbon**

- Reach net zero across our value chain by 2040
- Reach net zero in Scope 1 and 2
- Reduce Scope 3 by 26% across FLAG and non-FLAG emissions

**Fundamentals**

- Treat wastewater from our operations
- Zero waste to landfill

ALWAYS A CHOICE • ADDRESS HARMFUL USE  
**RESPONSIBLE**

## RESPONSIBLE

As a responsible brewer, we lead by example. We use the strength of our brands to make moderation cool, forge partnerships to address harmful use, empower our consumers with clear and transparent information, and expand our range of low- and no alcohol drinks – ensuring there is always a choice.

**HEINEKEN**

**BREW A  
P**

FAIR &



## Always a choice

At HEINEKEN, we brew the joy of true togetherness. We believe moderation is the best way to experience that joy – and that sometimes, the right choice is not to drink at all.

Our ambition is simple: to give consumers the right choice for every occasion – anywhere, anytime. Beer is already a low-ABV drink, but we are going further and aim to always have a 0.0 option available. Since launching Heineken® 0.0 in 2017, it's now available in over 115 markets. By the end of 2024, we also achieved – one year ahead of schedule – our goal of having a zero-alcohol option for at least one strategic brand in the majority of our markets, covering 90% of our business by volume.

Building on this foundation, we're setting two new goals for 2030, while raising our ambition on an existing one.

We aim to **grow our low- and no-alcohol portfolio by at least 25% (by volume) compared to 2024**. We want more people, in more places, to enjoy the great taste of our low- and no-alcohol beers. This growth will also make it easier for consumers to switch from regular-strength beers – or even from stronger alcoholic drinks – to lower or no-alcohol options.

Another new goal is to **normalise 0.0 beer, targeting 50% brand visibility dedicated to Heineken® 0.0** at major global sponsorship events every year. We are using the global stage to make



responsible choices visible and exciting. By tapping into the global influence of Formula 1™, the UEFA Champions League, and ambassadors like four-time

world champion Max Verstappen, we are creating a platform that encourages moderation for millions of fans – without judgment or compromise.

We have a long history of using our brands to make moderation and responsible consumption aspirational and cool. We leverage the strength of our global Heineken® brand to ensure this message resonates through campaigns that lead the conversation around moderation. That's why we're increasing our investment – dedicating **15% of Heineken® media spend to Heineken® 0.0, reaching over 1 billion consumers every year**. Our campaigns are designed to connect with the right audiences and reflect local contexts through digital media, advertising assets, and activations that drive awareness and relevance at scale.

These efforts are resonating. A recent behavioural study\*, conducted by HEINEKEN and Professor Charles Spence at the University of Oxford among 11,842 adults across five countries, shows that the acceptability of low- and no-alcohol drinks is significantly higher than it was five years ago. Around 68% of participants had tried low- or no-alcohol alternatives, and many reported receiving positive reactions from friends and family. This reinforces that our approach is working – and that we have a powerful opportunity to make impact through our products and brands.



\* [Study published January 2025](#) by Prof. Charles Spence, Professor of Experimental Psychology at the University of Oxford.

## Address harmful use

Beer is a naturally fermented beverage that people have enjoyed for centuries. When consumed responsibly, it can be part of social occasions that bring people together. However, alcohol can pose health and behavioural risks when not consumed responsibly. For some people and on some occasions, it is better not to drink at all.

Harmful drinking is a complex societal issue which is damaging to the people involved and their communities, as well as to our industry. There is no simple solution or one-size-fits-all approach. Cultural attitudes towards alcohol differ widely, and challenges vary across countries and markets.

Because of this, addressing harmful drinking requires a collective effort. Governments, NGOs, consumer groups, law enforcement, legislators, retailers, hospitality venues, community organisations, and schools all have a role to play. For our operating companies community engagement is key as local stakeholders know the issues in their community and how best to address them.

When we launched our renewed Brew a Better World strategy in 2021, we set a goal that **100% of our markets would have partnerships in place every year to address alcohol-related harm.**

These local partnerships focus on issues such as drink driving and underage drinking. We're proud to have achieved

this goal for four consecutive years, and we will continue to strengthen and develop our partnerships.



We also play an active role in the International Alliance for Responsible Drinking (IARD) – a not-for-profit organisation committed to reducing harmful drinking worldwide and advancing understanding of responsible consumption. Together with other leading global beer, wine, and spirits producers, we share a common purpose: to be part of the solution in combating harmful drinking. This includes joint efforts to improve standards for online alcohol sales and digital marketing. Through IARD, we work alongside public sector, civil society, and private stakeholders to drive progress collectively.

Reducing harmful drinking and providing choice also means giving consumers

access to clear, transparent information. Whether or not to drink alcohol is a personal decision, and we believe adults should have the freedom to make informed choices. As part of our fundamentals, we **provide clear and transparent consumer information on our products**. Guided by our Global Labelling Policy, our labels display:

- Ingredients, nutrition, calories, and alcohol by volume (ABV)
- Allergen details and recycling guidance
- Responsible drinking pictograms (not to drink and drive, not to drink underage, and not to drink during pregnancy)
- A QR code linking to additional information on alcohol, health, and responsible consumption.



For more information on alcohol and health, visit our [Moderation Matters website](#).



## SOCIAL

We are committed to being a great place to work, ensuring our people can thrive in an inclusive and fair environment. At the same time, we create opportunities that drive positive change across our communities and value chain.

DE  
WORK  
TOGETHER WITH  
2030  
FAIR & INCLUSIVE • SOCIAL  
COMMUNITY IMPACT

## Foster fairness & inclusion

Since our founding in Amsterdam in 1864, HEINEKEN has strived to take care of our people – from fair wages and affordable housing to pensions and healthcare. Fairness, human connection, and the joy of bringing people together have always been at the heart of who we are.

That remains true today for our global family of over 85,000 colleagues. We live in a world still marked by income inequality and injustice, and we believe paying a living wage is a practical first step to break the cycle of poverty and support economic inclusion. In 2023 we achieved for the first time our goal of ensuring that **100% of our employees earn at least a living wage**, with a focus on the most vulnerable

communities. A living wage goes beyond legal minimums, covering basic needs – including food, housing, education, healthcare, transport, and discretionary income – without being dependant on overtime or variable pay. Our goal is to continue to ensure all employees worldwide earn at least a living wage.

As the world's most international brewer, we also aim to reflect global diversity. A diverse and inclusive workforce brings broader perspectives, better decisions, deeper consumer understanding, greater innovation, and stronger performance. Our 2025 milestone of 30% women in senior management roles was reached a year early – up from 11% in 2011. Our next milestone is **40% women in senior leadership by 2030**. We continue to



strengthen our female talent pipeline and ensure equal, performance-based opportunities for all.

These goals are complemented by our fundamentals, the business practices we aim to uphold. One of these fundamentals is **equal pay for equal work** (or work of equal value). By 2024, 100% of our operating companies had completed pay equity assessments and

implemented action plans to close gaps. These plans target pay, representation, promotion opportunities, and gender balance in management teams.

As a result, the global pay gap was reduced to 2.3% in 2024 – well below the 5% threshold of the EU Pay Transparency Directive. We will continue to monitor and take action to sustain equal pay for equal work.

Also embedded in our fundamentals is **championing a culture of belonging**. We strive to create a workplace where everyone feels they belong – where diverse perspectives are not only welcomed but celebrated. Inclusion allows people to bring their authentic selves to work, driving both fairness and business success.

To advance this, we have built a global community of over 100 ambassadors who drive our strategy together with the local management teams. This network fosters positive change on inclusion, in areas including gender balance, race and ethnicity, LGBTQI+, disability or generational diversity, adapting to the local reality. Key programmes include the Women Interactive Network (WIN)



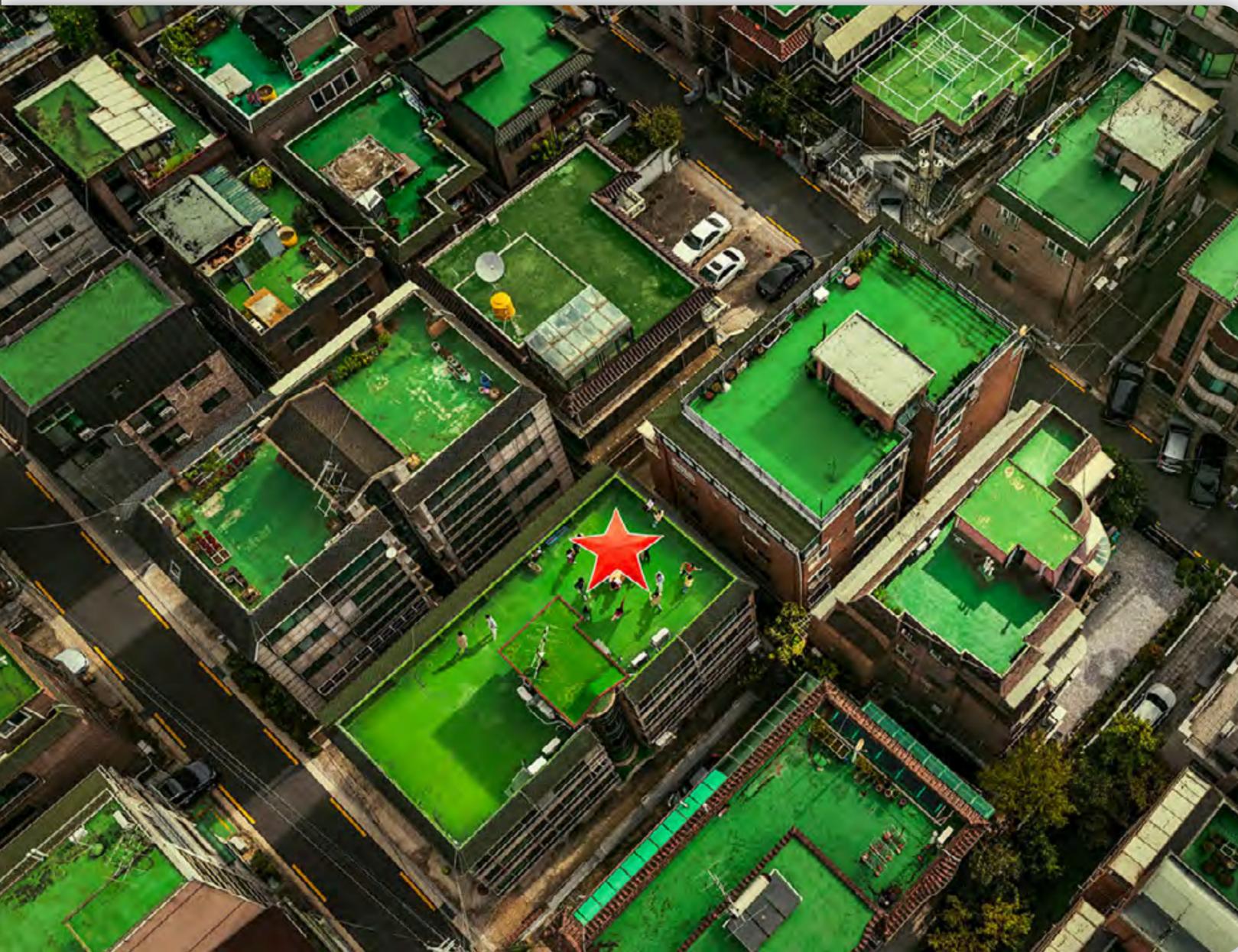
which develops top female talent, and Employee Resource Groups such as Heineken Open & Proud (HOP) supporting LGBTQI+ colleagues. Progress is tracked via our global dashboard, people plans, and employee climate surveys.

We also work to ensure **decent and safe living and working standards for our employees and outsourced workers**.

Third-party employees – including canteen and security staff, drivers, and brand ambassadors – are a vital part of our business. We collaborate with service

providers and experts to ensure safe, healthy, and fair working conditions, reasonable hours, and progress towards living wages.

## Positive impact in our communities



With operations spanning the globe, our local presence in countries creates meaningful social impact. As a major employer and purchaser of raw materials, our biggest contribution comes through our core business – the jobs we create, the businesses we support, and the taxes we pay. In 2024 alone, we contributed over €15.5 billion in taxes globally, including excise duties. Many Brew a Better World goals, such as ensuring a living wage and protecting local watersheds, directly benefit communities. Beyond these goals, our efforts to increase local sourcing in Africa have also created jobs, strengthened the agricultural sector, and improved rural livelihoods. In 2024, over 60% of our agricultural ingredients in Africa were purchased locally, worth more than €300 million.

For the past four years, we have achieved our goal of implementing a social impact initiative in 100% of our markets in scope each year.

Moving forward, we have launched a new goal focused on measuring outcomes. By 2030, we aim to **support more than 300,000 people in our communities and value chain to improve economic opportunity, resilience, and social cohesion.**

We will prioritise groups connected to our business, such as smallholder farmers, HORECA and hospitality staff, communities around our breweries, and underserved adults facing social or economic disadvantage.

Our initiatives take many forms, aiming to bring real benefits to people in our communities and value chain. They can, for example, help people learn new skills, find jobs, access to water or financial support, and bounce back from economic challenges. These programmes are delivered through partnerships with NGOs, governments, and social enterprises, and are run either by our operating companies or by independent foundations fully funded by HEINEKEN – for example, the HEINEKEN Africa Foundation, which works with small-scale farmers to build climate resilience.

Social impact is not only about creating positive outcomes but also about mitigating potential risks. As part of

our fundamentals, we conduct our business by **respecting human rights through due diligence and action**, guided by the UN Guiding Principles on Business and Human Rights. Our Human Rights Policy, Supplier Code, and due diligence process help us identify and mitigate human rights risks across our operations and value chain. We have also developed guidance for operating in volatile regions and strengthened land rights due diligence for new breweries.

As a global company operating in over 70 countries, we recognise that we may not always get everything right. When challenges arise, we are committed to acknowledging them, learning from them, and taking corrective action with transparency and openness.

Our goal is not perfection – but continuous progress, fairness, and respect for people, everywhere we operate.



## ENVIRONMENTAL

As a company that relies on natural resources, we act to use it responsibly. Brewing togetherness for generations to come means caring for water and nature, maximising circularity and minimising carbon emissions.

TOGETHER WE CAN  
2030  
ORDER

ENVIRONMENTAL

WATER & NATURE

• MAXIMISE CIRCULARITY • NET ZERO



## Towards healthy watersheds & nature

Water is essential to our products: without water, there is no beer. Factors such as climate change and population growth are reducing its availability, and this is affecting society in different ways, with developing countries among the worst impacted. Therefore, it is key to build resilience through an integrated and inclusive approach.

We recognise that water is a shared resource, and we understand the importance of taking action in both our operations and targeted communities where we operate. Our water strategy is built on three key pillars: water in our production, water in our communities where we operate and water in our agricultural supply chain.

As part of our ambition to use water more efficiently, we have strengthened our 2030 goal: to **reduce average water usage to 2.6 hectolitre per hectolitre of beer we produce globally, and to 2.4 hl/hl in water-stressed areas**. We aim to achieve this through water-saving practices, circular solutions (reuse and recycling), advanced technologies, and strong implementation of best practice.

Beyond our brewery operations, we run programmes in our communities to replenish local watersheds and improve access to safely managed water where it is most needed. Our goal is to **fully balance the water used in our products in water-stressed**



**areas by 2030** – returning 1.5 litres of water for every litre of beer sold in these identified areas. Projects include wetland restoration, reforestation, irrigation infrastructure repair, and supporting farmers to use water more efficiently. Since 2010, we have assessed water risks across our breweries and identified 40 sites in water-stressed areas that are part of our 2030 water goals. By the end of 2025, 38 of the 40 sites had active water-balancing programmes. As water stress grows, so do the challenges – driving us to innovate and partner with diverse stakeholders to scale collective action.

The largest part of our water use is in our agricultural supply chain. Barley, our primary crop, is highly water-efficient and relatively drought-tolerant. In most countries, barley is rainfed, requiring no irrigation. In certain sourcing areas, however, structural irrigation is needed to maintain optimal soil moisture. We have prioritised commodities in specific countries for further action and are engaging suppliers in these areas to address water quantity and quality risks over the coming years.

These actions are part of our wider goal to **source 100% of our barley and hops sustainably by 2030**. Sustainable sourcing helps protect water resources, supports soil health and biodiversity, and contributes to our carbon reduction goals. In 2024, 75% of our hops and barley came from sustainable sources.

We are also scaling up regenerative agriculture projects that aim to improve soil health, biodiversity, climate resilience, and water quality, while supporting farmers' livelihoods. A first large-scale programme – *Project TRANSITIONS* in France – was launched in 2024 with the VIVESCIA cooperative and Malteurop. This programme helps farmers adopt regenerative practices that enhance soil health and carbon

sequestration, improve water retention, and reduce water pollution, while maintaining yields and profitability. In 2025, it reached more than 400 farmers covering 70,000 hectares, with a goal of 100,000 hectares by 2026.

Finally, the **treatment of wastewater** is equally vital. Today, 100% of our breweries have facilities that treat wastewater before it returns to the local water cycle — a fundamental part of our processes and a mandatory internal standard.



## Maximise circularity

Global demand for raw materials continues to grow, while resource efficiency remains a challenge. Today, more than 90% of the global economy still follows a ‘take-make-waste’ model, putting pressure on ecosystems. Transitioning to a circular economy is an important way to reduce waste and emissions, while also lowering our dependence on finite materials.

HEINEKEN’s ambition is to maximise circularity and give a second life to our materials. Our circularity strategy focuses on three key areas in packaging: reuse, recycled content, and recyclable by design - supported by measurable goals to track our progress.

Our first goal is to have **43% of volumes sold in reusable format by 2030**. This means we will decrease the amount of new packaging material we need to source, saving both carbon and costs to the business. By end of 2024, 39% of all the volumes were already in a reusable format. But achieving the goal will require significant effort and collaboration with multiple stakeholders. We will need to co-create complex reuse infrastructure and make reusable formats convenient and appealing to consumers.

Our second goal is to aim for **50% recycled content in bottles and cans by 2030**. We will work with others to improve recycling rates in priority markets and regions and collaborate



with suppliers to increase the availability of high-quality recycled content.

Our third circularity goal is that **99% of all packaging will be recyclable by design, by 2030**. This means that our primary and secondary packaging is technically designed to fit into a recycling stream which has been proven to work at scale in a representative market for the company.

Part of our Fundamentals is making our production facilities **“zero waste”** – meaning production waste is reused, recycled, or recovered, with no more than 2% of residual waste going to landfill. Examples include reusing spent grains for feed, recovering biogas and fertiliser through wastewater, and providing yeast and alcohol for other products. By the end of 2024, more than 99% of production waste by volume was diverted from landfill.

## Reach net zero

Climate change is shaping the world we operate in, from shifting weather patterns and resource pressures to changing conditions in local communities.

We are seeing these effects firsthand through hotter summers, more variable rainfall, and more frequent storms.

While climate change is a global challenge, HEINEKEN is taking steps to reduce our emissions and strengthen resilience across our operations and value chain. Guided by international frameworks, we have set clear goals and concrete actions to contribute to a low-carbon future.

One of the goals of our Brew a Better World strategy is to **reach net zero carbon by 2040 across our value chain (Scope 1, 2 and 3)**.

The Science Based Targets initiative (SBTi) approved our Scope 1, 2, and 3 targets in 2023.

Our net zero carbon roadmap is all about the four R's: Reduce, Replace, Remove and Report. In each category, we *reduce* our energy demand as much as possible through actions like energy efficient equipment at our breweries, lightweighting of our packaging, and optimising our transport. We then *replace* fossil fuels with renewable energy. Following the SBTi guidance, we aim to neutralise a maximum of 10% of our unabated emissions by investing



in high-integrity carbon removal credits. We regularly report on our progress and benchmark against industry standards

and continuously review our approach in line with evolving priorities and operational realities.

Our goal is to **reach net zero carbon in our operations (Scope 1 and 2) by 2030**. We continue to reduce emissions under our direct control by improving energy efficiency and accelerating the shift to renewable electricity (solar, wind, hydropower) and renewable thermal energy (heat pumps, sustainable biomass, renewable biogas and biomethane, and concentrated solar thermal).

These efforts not only reduce our environmental impact but also enhance operational efficiency, lower energy costs, and strengthen resilience against energy price fluctuations. By the end of 2024, we reduced absolute emissions by 34% versus 2022. 84% of electricity and 30% of thermal energy came from renewable sources.

Progress, however, is not always linear. While some initiatives move ahead faster than anticipated, others encounter technical, logistical, or market hurdles. For example, implementing renewable thermal energy remains capital-intensive and will need a phased approach.

Achieving our goals will rely on emerging technologies and innovations, some of which are not yet available, scalable, or economically viable. Even with these uncertainties, we remain committed to learning, adapting, and making progress towards long-term impact.

The majority of our carbon footprint lies beyond our breweries. Scope 3 emissions – those outside our direct control – account for 92% of our total footprint,



driven by agriculture, packaging, logistics, and cooling.

Our interim goal is to **reduce Scope 3 emissions by 26% by 2030**, across both FLAG (Forest, Land, and Agriculture) and non-FLAG categories. This includes cutting emissions from land use and agriculture, working with farmers to pilot low-carbon projects and regenerative agricultural programmes, and transitioning from one-way bottles

to returnable packaging while increasing recycled content.

We know we can't do this alone. That's why we collaborate with suppliers, peers, and partners to drive systemic change and co-develop scalable solutions. We also use our voice to influence public policy and support the global transition to a low-carbon economy across multiple platforms.



# Business Conduct

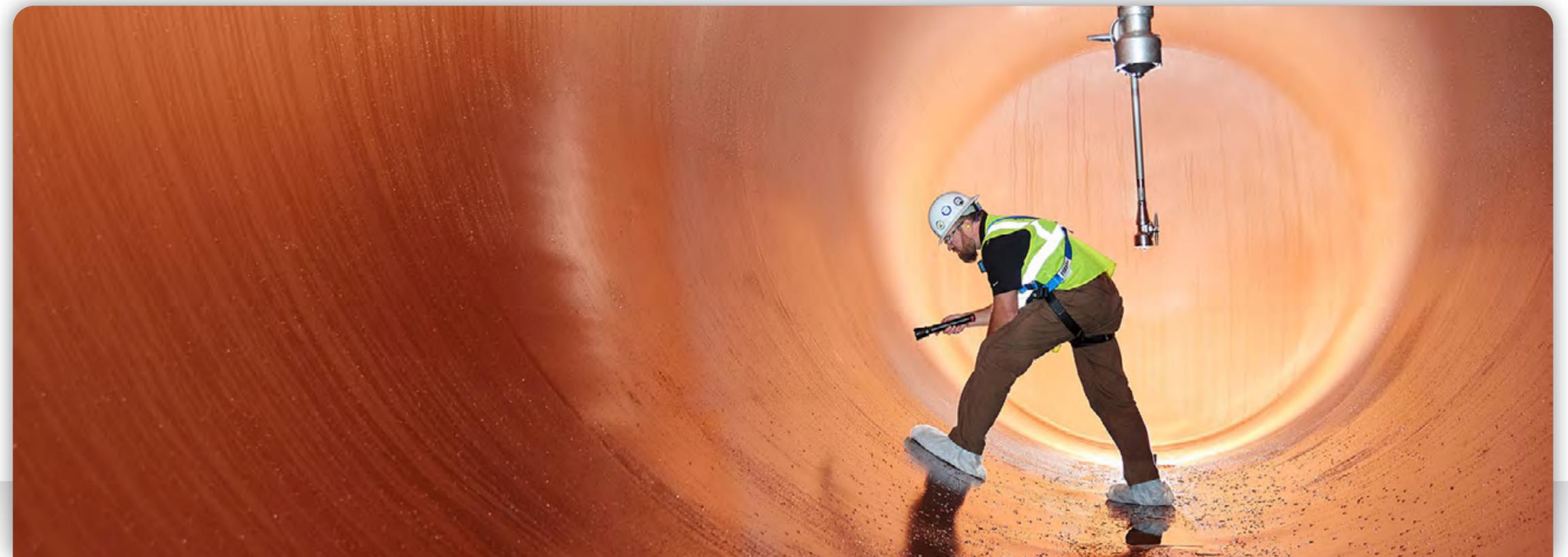
At HEINEKEN, integrity, fairness, and respect for people and the law guide how we operate. These principles are embedded in our **Responsible Business Conduct** Framework, which supports responsible decision-making, transparent governance, and ethical engagement across our operations. By doing business the right way, we safeguard the company and uphold the trust of our stakeholders.

As a multinational operating in over 70 countries, including some with high levels of corruption, we pay close attention to bribery and corruption risks. We apply a zero-tolerance policy towards bribery and corruption, recognizing its harmful impact on fair business practices, stakeholder trust, and sustainable development.

**Our principle is simple: never engage in bribery, anywhere, at any time.**

Our anti-bribery and corruption framework helps prevent, detect, investigate and respond to risks and incidents across our operations. It includes training for employees and third parties, and risk-based third-party due diligence.

**Transparency and trust** are central to our culture. We encourage everyone to **Speak Up** if they have concerns about misconduct. Multiple channels are available, including Trusted Representatives and an independent Speak Up service, accessible 24/7, 365 days a year, ensuring confidentiality and protection against retaliation.



# Governance

Our sustainability journey is an integral part of **EverGreen 2030**, our updated business strategy designed to deliver superior and balanced growth in a fast-changing world. This journey combines continuity with change – building on what has made us strong while addressing what is needed next.

EverGreen 2030 rebalances our strategic priorities, focusing on three key areas:

**Accelerate Growth, Step Up Productivity**, and **Focus Future Fit**.

Growth remains our number one priority, but none of our three priorities can be achieved without the others.

Sustainability is embedded within Future Fit, alongside our Digital and People agendas.

Active engagement with sustainability occurs at every level of leadership:

- **Executive Board:** defines the sustainability strategy and sets sustainability-related ambitions and goals.
- **Executive Team:** ensures effective implementation of the key priorities and strategies across the organisation, including in sustainability.
- **Sustainability and Responsibility Steering Committee:** chaired by the CEO, it oversees the implementation of the Company's sustainability strategy, covering environmental, social, and responsible consumption initiatives.
- **Supervisory Board:** supervises the management of the Executive Board and the general affairs of the



Company and its affiliated enterprises, as well as assisting the Executive Board by providing advice, including on the sustainability strategy.

- **Supervisory Board's Sustainability and Responsibility Committee:** supervises the Executive Board's activities regarding environmental, social, and responsible consumption matters.

Sustainability-related performance measures are included in the long-term incentive plan for both the Executive Board and senior managers.

For 2024-2026, these measures account for 25% of the total plan and focus on achieving key goals related to reducing carbon emissions, improving water efficiency, and increasing female representation in senior leadership.

HEINEKEN continues to strengthen the governance, reporting procedures, and control framework of the Brew a Better World programme. We follow recognised non-financial reporting frameworks, including the Corporate Sustainability Reporting Directive (CSRD).



# Supporting the UN Global Goals

HEINEKEN has been a member of the UN Global Compact since 2008, and our Brew a Better World strategy aligns with its principles and the 'Forward Faster' platform. We focus on areas where we can have the most meaningful impact, while creating value for our business and stakeholders.

## Path to moderation and no harmful use



## Path to an inclusive, fair and equitable world



## Path to zero impact



# Definitions

## Low and No portfolio

An adult beverage proposition which has alcohol associations either through brand or taste and has 3.5% alcohol by volume (ABV) or less.

## Partnership addressing alcohol-related harm

Partnerships addressing drink driving, underage drinking, excessive consumption, or drinking during pregnancy.

## Heineken® media spend

Expenses incurred for placing and broadcasting Heineken® 0.0 campaigns on TV, out-of-home, cinema, digital, radio, and print. Media spend includes costs for broadcasting.

*This list is not exhaustive. For a complete and detailed overview, please consult the Annual Report, which serves as the official source of reference.*

## Number of consumers reached

Estimated unique consumers reached across multiple markets and digital platforms using the Sainsbury formula. Combines data from TV, digital platforms, and API feeds from media vendors, adjusted for people reached on multiple channels.

## Major global sponsorship events

Events related to global sponsorship agreements, funded by the Heineken brand to be determined yearly based on contractual execution. For 2026: Formula 1® and UEFA Champions League.

**Consumer information on labels** Includes ABV, ingredients, allergens, energy values, full nutritional values, responsible consumption symbols, recycling symbols, and QR codes linking to online alcohol and health messages. If full nutritional values do not fit on the label, they may alternatively be provided online. Energy values (kcal) must always appear on-pack.

## Living wage

A wage that supports a decent standard of living for an employee and their family, sufficient to meet basic needs and some discretionary income.

## Women in leadership roles

This refers to employees at 'senior manager level,' subject to the Senior Management Reward Policy.

## Economic opportunity

Providing access to resources, conditions, and opportunities to improve livelihoods, such as employment, education, training, entrepreneurship, financial access, and fresh water.

## Economic resilience

The ability to withstand, adapt to, and recover from economic challenges, sustaining livelihoods over time.

## Social cohesion

Building inclusive communities where people feel they belong, fostering trust, reducing inequality, and encouraging collaboration.

## Social impact programmes

Programmes in the community or value chain, including initiatives run by independent foundations fully funded by HEINEKEN, such as the Heineken Africa Foundation.

## Equal pay for equal work

Comparing pay between women and men on the same salary grade and in similar roles within an operating company.

## Decent and safe living and working standards

Legal entitlements (salaries, pensions, holiday allowance, overtime pay, etc., as required by local law) and basic employment conditions, including safe and healthy working conditions with reasonable hours.

## Outsourced workers

Workers globally who are not directly employed by HEINEKEN but work on-site (e.g., canteen or security personnel) or deliver services on behalf of HEINEKEN (e.g., brand ambassadors, drivers).

### **Water balancing**

Replenishing the amount of water sourced from the watershed that is not returned because it is used in products or lost through evaporation. Fully water balanced means 1.5 litres of water replenished for every 1 litre used in products.

### **Water-stressed area**

A region where the freshwater needs of people and the environment are not fully met. It considers water availability, water quality, and water access. HEINEKEN identifies water-stressed areas using a three-step approach:

- 1 water security self-assessment,
- 2 global water risk screening, and
- 3 local source water vulnerability assessment.

### **Average water usage**

Actual water withdrawal divided by actual beverage volumes produced. Production sites may use groundwater, well water, purchased water, surface water, or collected rainwater.

### **Wastewater treatment**

Systematic treatment of all water-based effluents from breweries and production sites- either onsite or via authorised third-party treatment- so that they meet regulatory and company discharge standards and are safely returned to nature or reused.

### **Sustainably sourced**

Ingredients such as barley and hops sourced from farms or supply chains aligned with the SAI Platform's Sustainable Agriculture Principles & Practices and assessed via the Farm Sustainability Assessment (FSA) tool, covering environmental, social, and economic sustainability dimensions.

### **Reusable packaging**

Packaging, like glass or kegs, used for its original purpose more than once. HEINEKEN defines packaging as reusable when it is returned by the customer and intended for reuse.

### **Recyclable by design**

Packaging designed to be recycled efficiently at scale. Packaging is considered recyclable when it can be collected and processed in practice (at least 30% recycled in a representative market) and does not interfere with other recycling streams. For multi-material packaging, at least 90% of the weight must be recyclable. Local recycling systems still determine actual recycling rates.

### **Zero waste to landfill**

Production waste is reused, recycled, or recovered, with no more than 2% residual waste sent to landfill. Examples include reusing spent grains for feed, recovering biogas and fertiliser through wastewater, and providing yeast and alcohol for other products.

### **Net Zero**

According to the Science Based Targets initiative (SBTi), reducing greenhouse gas emissions across Scopes 1, 2, and 3 in line with a 1.5 °C trajectory. Companies must reduce emissions by at least 90% across all scopes and may neutralise up to 10% of residual emissions through carbon removals.

### **Scope 1 emissions**

Direct emissions from activities under company control, such as production facilities.

### **Scope 2 emissions**

Indirect emissions from purchased electricity, steam, heating, and cooling.

### **Scope 3 emissions**

Indirect emissions across the company value chain, including upstream and downstream activities.

### **Forest, land, and agriculture (FLAG)**

SBTi term for projects, sectors, methodologies, and targets for land-based emission reductions and removals.

# Disclaimer

In the event of any discrepancies between this Brew a Better World Strategy Booklet and Heineken N.V.'s latest Annual Report, the text of the Annual Report shall prevail.

This booklet contains forward-looking statements based on current expectations and assumptions regarding the HEINEKEN's Brew a Better World strategy which sets out ambitions relating to certain environmental matters, social matters and responsible consumption.

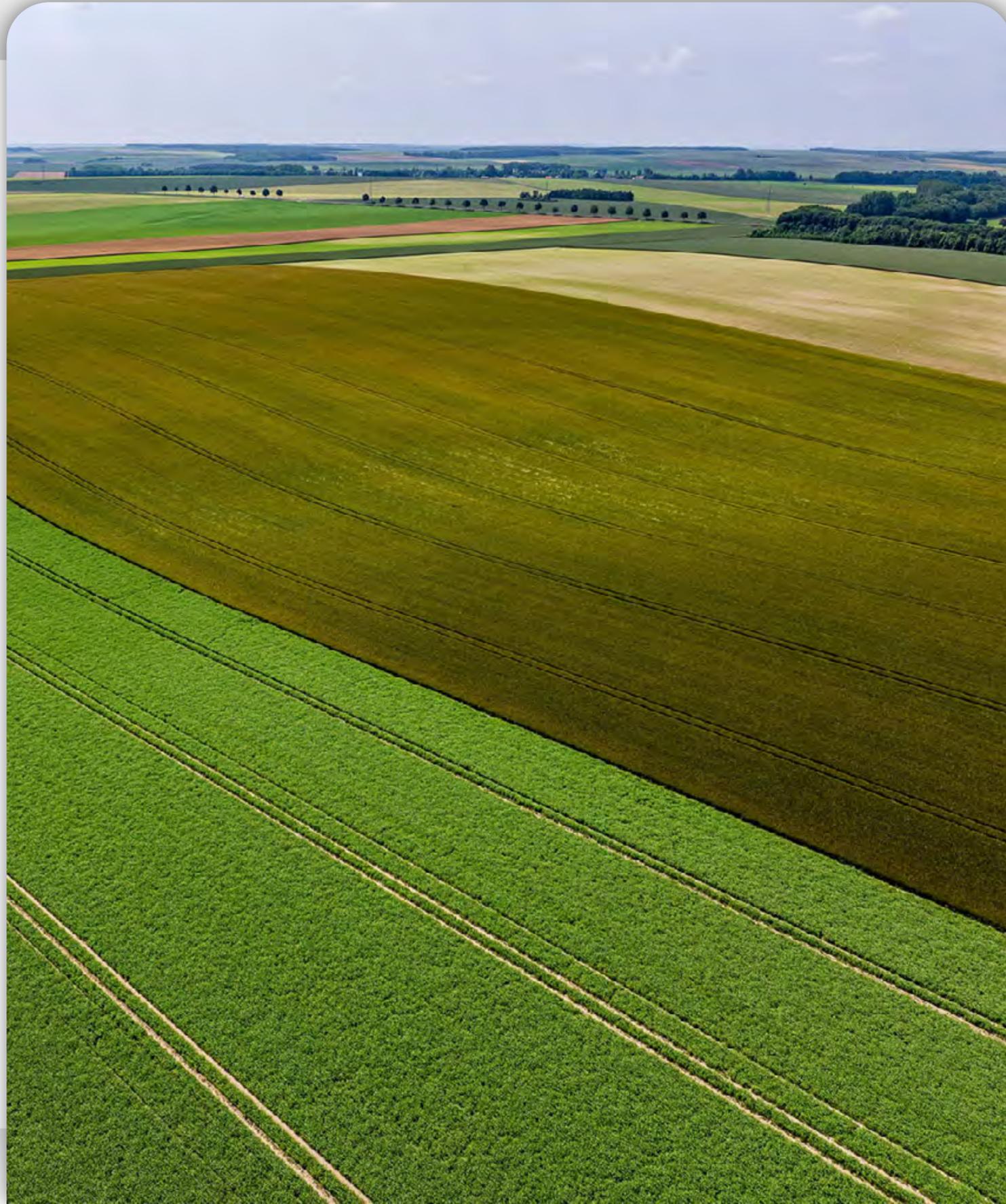
All forward-looking statements are subject to numerous assumptions, known and unknown risks and uncertainties, and limits in data quality and integrity which may change over time, that could cause actual results to differ from those expressed or implied in the forward-looking statements. Therefore one should not place undue reliance on these forward looking statements as many of these risks and uncertainties relate to factors that are beyond HEINEKEN's ability to control or estimate precisely such as, but not limited to, future (global) market and economic conditions, the behaviour of other market participants and

business partners, the ability to make acquisitions and/or divest businesses, execution and effectiveness of business transformation projects, consequences of integrating acquired businesses and/or divestment of divisions, climate change, sustainability-related factors, solutions and methodologies, political and social risks, and legal and regulatory developments.

Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future.

Any forward-looking statements made in this communication are qualified in their entirety by these cautionary statements, and there can be no assurance that the actual results, targets, ambitions, goals, commitments, or developments anticipated by HEINEKEN will be realised or, even if substantially realised, that they will have the expected consequences to, or effects on, HEINEKEN or its business or operations. Except as required by law, HEINEKEN undertakes no obligation to publicly update or revise any forward-looking statements.





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