

Global Reporting Initiative (GRI) table 4.0

Contents overview

Introduction

The 2014 Sustainability Report has been constructed in accordance with G4– Core, however we have listed the complete (Comprehensive) set of indicators in this G4 Reference Table.

In this table you will find all references to the specific sections in both our Annual Report (AR) and Sustainability Report (SR), and we included additional information and website links where relevant.

KPMG has assured both Sustainability Report and Annual Report. We clearly indicated in the table which sections are in scope of external assurance.

More information on external assurance can be found in the HEINEKEN Sustainability Report 2014, Appendix 1: KPMG Assurance Report.

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General Standard Disclosures

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Strategy and analysis			
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	Annual Report (AR) 2014, Chief Executive's Statement (P3-4)	✓
		Sustainability Report (SR) 2014, THE BIG PICTURE > CEO Foreword (P3)	✓
		SR 2014, THE BIG PICTURE > Brewing a Better World (P3-4)	✓
G4-2	Description of key impacts, risks, and opportunities	AR 2014, Chief Executive's Statement (P3)	✓
		AR 2014, Risk Management (P22-27)	✓
		SR 2014, THE BIG PICTURE (P3-7)	✓
		Sustainability – Defining our priorities	
Organisational profile			
G4-3	Name of the organization	AR 2014, Notes to the Consolidated Financial Statements > Note 1 "Reporting entity" (P65)	✓
G4-4	Primary brands, products, and/or services	AR 2014, Report of the Executive Board > Operational Review (P9-15)	✓
		AR 2014, Report of the Executive Board > Regional Review (P16-21)	✓
G4-5	Location of organization's headquarters	AR 2014, Notes to the Consolidated Financial Statements > Note 1 "Reporting entity" (P65)	✓
G4-6	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	SR 2014, APPENDIX 4 > List of Operating Companies (P55-56)	✓
G4-7	Nature of ownership and legal form	AR 2014, Other Information > Shareholder Information (P143-146)	✓
		Ownership structure	
G4-8	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	AR 2014, Report of the Executive Board > Regional Review (P16-21)	✓
		SR 2014, APPENDIX 4 > List of Operating Companies (P55-56)	✓
		In addition we divide our route-to markets in the on-trade channel (i.e. bars, restaurants, hotels) and off-trade channel (i.e. supermarkets and other retail outlets). The split between on-trade and off-trade differs per market.	
G4-9	Scale of the reporting organization	AR 2014, Overview > Performance highlights (P1)	✓
		AR 2014, Overview > Key figures (P2)	✓
		AR 2014, Financial Statements > Note 5 "Operating segments" (P83-85)	✓
G4-10	Total workforce by employment type, gender, employment contract and region	See Appendix table G4-10.	

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-11	Percentage of employees covered by collective bargaining agreements	47 Operating Companies have at least one collective bargaining agreement, covering 43,981 employees in total, meaning 61.7% of our employees.	
G4-12	Description of the organization's supply chain (incl. product or service providers, engaged suppliers in total number, type, and location, payments made to suppliers)	SR 2014, THE BIG PICTURE > Our value chain (P8-9)	✓
		SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	✓
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	AR 2014, Outlook 2015 (P5)	✓
		AR 2014, Notes to the Consolidated Financial Statements > note 6 and note 7 (P86-87)	✓
		AR 2014, Notes to the Consolidated Financial Statements > note 16 (P94-95)	✓
		AR 2014, Notes to the Consolidated Financial Statements > note 36 (P128-129)	✓
		SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31)	✓
		SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	✓
		SR 2014, APPENDIX 2 > Reporting basis (P49-52)	✓
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization	AR 2014, Regional Review > Risk Management (P22-27)	✓
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	SR 2014, THE BIG PICTURE > Benchmarks and achievements (P10)	✓
		SR 2014, PROTECTING WATER RESOURCES > Water balancing (P18)	✓
		SR 2014, SOURCING SUSTAINABLY > Sustainable sourcing of agricultural materials (P29-30)	✓
		SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31)	✓
		Working with Partners	
	HEINEKEN endorses the principles enshrined within the Universal Declaration of Human Rights and the Core or Fundamental Conventions of the International Labour Organization (ILO) based on respect for the dignity of the individual without distinction of any kind.		
	HEINEKEN has been a signatory to the UN Global Compact (UNG)		

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-16	Memberships in associations (such as industry associations)	SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14)	✓
		SR 2014, PROTECTING WATER RESOURCES > Water balancing (P18)	✓
		SR 2014, SOURCING SUSTAINABLY > Sustainable sourcing of agricultural materials (P29-30)	✓
		SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31)	✓
		SR 2014, ADVOCATING RESPONSIBLE CONSUMPTION > Progress on global industry commitments (P35)	✓
		SR 2014, ADVOCATING RESPONSIBLE CONSUMPTION > Working in partnership with the industry (P36)	✓
		<u>Working with Partners</u>	
Identified material aspects and boundaries			
G4-17	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures (List all entities in the consolidated financial statements)	AR 2014, <u>Notes to the Consolidated Financial Statements > note 6 (P86)</u>	✓
		AR 2014, <u>Notes to the Consolidated Financial Statements > note 16 (P94-95)</u>	✓
		AR 2014, <u>Notes to the Consolidated Financial Statements > note 36 (P128-129)</u>	✓
		SR 2014, APPENDIX 4 > List of Operating Companies (P55-56)	✓
		<u>Ownership Structure</u>	

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-18	Process for defining report content and the Aspect Boundaries and explain how the Reporting Principles has been implemented	SR 2014, BIG PICTURE > Brewing a Better World (P4-5)	✓
		SR 2014, APPENDIX 2 > Reporting basis (P49-52)	✓
		<u>Defining our Priorities</u>	
		<ul style="list-style-type: none"> – We evaluated our approach and content of the Sustainability Report 2014 (what was good, what should be improved, a materiality assessment and media check). We discussed the outcome with our internal and external auditor in order to improve; – We defined the total list of KPIs with all Global HEINEKEN experts, in line with our Brewing a Better World strategy; – We set up a systematic comparison with data from last year and checked specific promises we made in the SR 2014. We integrated a section on the progress on these promises and on the commitments we made in our Brewing a Better World programme; – We identified stakeholders important to HEINEKEN and our CSR Strategy, organisation and to sustainability and checked specific stakeholder input through our Reputation Research and individual discussions and meetings, and included the material issues; – We included a review of the balance of the content in positive and negative contributions; – The content is reviewed by our Chief of Functions and approved by the Corporate Affairs Committee – The content is validated by our internal and external auditors – After publication the content will be discussed with stakeholders. 	
G4-19	List all the material Aspects identified	SR 2014, THE BIG PICTURE > Brewing a Better World (P4-5)	✓
G4-20	The Aspect Boundary within the organization: Whether the Aspect is material within the organization; The list of entities included in G4-17 for which the Aspect is or is not material; Specific limitation regarding the Aspect Boundary within the organization	SR 2014, APPENDIX 2 > Reporting basis (P49-52)	✓
		SR 2014, APPENDIX 4 > List of Operating Companies (P55-56)	✓
		SR 2014, THE BIG PICTURE > Brewing a Better World (P4-5)	✓
G4-21	The Aspect Boundary outside the organization: Whether the Aspect is material outside the organization; The list of entities for which the Aspect is material, relate to geographical location; Specific limitation regarding the Aspect Boundary outside the organization	SR 2014, APPENDIX 2 > Reporting basis (P49-52)	✓
		SR 2014, APPENDIX 4 > List of Operating Companies (P55-56)	✓
		SR 2014, THE BIG PICTURE > Brewing a Better World (P4-5)	✓
		<u>Sustainability Governance</u>	

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-22	Explanation of the effect of any restatements	SR 2014, APPENDIX 2 > Reporting basis (P49-52)	✓
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	SR 2014, APPENDIX 2 > Reporting basis (P49-52)	✓
Stakeholder engagement			
G4-24	List of stakeholder groups engaged by the organization	SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14) <u>Stakeholders</u> <u>Stakeholder Groups</u>	✓
G4-25	Basis for identification and selection of stakeholders with whom to engage	SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14) We identify and select the stakeholder with whom we engage on global level based on: – Sustainability issues that impact our business and society in general, and the extent of the impact – Focus area and geographical scope of potential stakeholders. We define our stakeholder groups through a cross-functional process using the governance model of Brewing a Better World. Our decision whether or not to engage with a stakeholder group is based on the influence of that stakeholder group and the impact of that particular issue on society and on the business.	✓
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14) All engagements are not done specifically for the reporting process but as part of the ongoing engagement process <u>Stakeholders</u> <u>Stakeholder Groups</u> <u>Working with Partners</u>	✓
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting; Report the stakeholder groups that raised each of the key topics and concerns	SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14)	✓
Report profile			
G4-28	Reporting period	AR 2014, Notes to the Consolidated Financial Statements > Note 1 “Reporting entity” (P65)	✓
G4-29	Date of most recent previous report	SR 2014 published on 8 April, 2015	✓

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-30	Reporting cycle	Both our Annual and our Sustainability Report are published on an annual basis. In addition to the consolidated global report, HEINEKEN regularly publishes local sustainability reports or fact sheets. All local reports can be viewed in our company's reporting section.	✓
G4-31	Contact point for questions regarding the report or its contents	SR 2014, Reference information (P57)	✓
G4-32	a. Report the 'in accordance' option the organization has chosen b. Report the GRI Content Index for the chosen option	SR 2014, APPENDIX 1 > KPMG Assurance Report (P48) Report 'in accordance' with G4 – Core, where possible we have extended the amount of aspects on which we report.	✓
Governance			
G4-33	Policy and current practice with regard to seeking external assurance for the report	SR 2014, About this report (P2) SR 2014, APPENDIX 2 > Reporting basis (P49-52) SR 2014, APPENDIX 1 > KPMG Assurance Report (P48)	✓ ✓ ✓
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	AR 2014, Report of the Executive Board > Executive Committee (P6-7) AR 2014, Corporate Governance Statement (P34-44) AR 2014, Report of the Supervisory Board > To the Shareholders (P45-49) Corporate Governance Code Sustainability Governance In 2014 HEINEKEN had six Steering Committees: – Corporate Affairs Committee – Innovation Committee – People Committee – Business Systems and Services Committee – Governance, Risk and Compliance Committee – Procurement Committee. Each Committee was chaired by a member of the Executive Board and empowered to make decisions.	✓ ✓ ✓
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	AR 2014, Report of the Executive Board > Executive Committee (P6-7) AR 2014, Corporate Governance Statement (P34-44) Sustainability Governance	✓ ✓
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	AR 2014, Report of the Executive Board > Executive Committee (P6-7) AR 2014, Corporate Governance Statement (P34-44) Sustainability Governance	✓ ✓

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics (to whom, any feedback)	AR 2014, Corporate Governance Statement (P34-44)	✓
		SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14)	✓
		Articles of Association	
		Speak Up Policy	
G4-38	The composition of the highest governance body and its committees	AR 2014, Report of the Executive Board > Executive Committee (P6-7)	✓
		AR 2014, Corporate Governance Statement (P34-44)	✓
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	AR 2014, Report of the Executive Board > Executive Committee (P6-7)	✓
		AR 2014, Corporate Governance Statement (P34-44)	✓
G4-40	Process for determining the qualifications and expertise of the members of the highest governance body	Regulations Supervisory Board, article 3 (P6)	
G4-41	Processes in place for the highest governance body to ensure, that conflicts of interest are avoided	Regulations Supervisory Board, article 2.3 (P4)	
		Speak Up Policy	
		HEINEKEN Code of Business Conduct	
G4-42	Roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals	AR 2014, Report of the Executive Board > Executive Committee (P6-7)	✓
		AR 2014, Corporate Governance Statement (P34-44)	✓
		AR 2014, Report of the Supervisory Board (P45-48)	✓
		Sustainability Governance	
G4-43	The measures taken to develop and enhance the highest governance body's collective knowledge	AR 2014, Corporate Governance Statement (P34-44)	✓
		AR 2014, Report of the Supervisory Board (P45-48)	✓
		Sustainability Governance	
G4-44	Processes for evaluating the highest governance body's own performance	AR 2014, Report of the Supervisory Board (P45-48)	✓
		Corporate Governance Code	
		Regulations Supervisory Board, article 2.3 (P4)	
G4-45	Procedures of the highest governance body for overseeing the organization's identification and management of performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	AR 2014, Risk Management (P22-27)	✓
		SR 2014, THE BIG PICTURE > Brewing a Better World (P4-5)	✓
		Sustainability Governance	
		HEINEKEN Code of Business Conduct	
G4-46	The highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	AR 2014, Risk Management (P22-27)	✓
		Sustainability Governance	

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-47	The frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	AR 2014, Risk Management (P22-27)	✓
		SR 2014, THE BIG PICTURE > Brewing a Better World (P4-5)	✓
		Sustainability Governance	
G4-48	The highest committee or position that formally reviews and approves the organization's Sustainability Report and ensures that all material Aspects are covered	Sustainability Governance	
G4-49	The process for communicating critical concerns to the highest governance body	SR 2014, THE BIG PICTURE > Stakeholder Dialogue (P12-14)	✓
		Articles of Association	
		Speak Up Policy	
G4-50	The nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
		Speak Up Policy	
G4-51	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	AR 2014, Report of the Supervisory Board > Remuneration Report (P49-57)	✓
G4-52	The process for determining remuneration; Whether remuneration consultants are involved	AR 2014, Corporate Governance Statement > remuneration (P36)	✓
G4-53	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	AR 2014, Corporate Governance Statement (P34-44)	✓
		SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14)	✓
		Articles of Association	
		Speak Up Policy	
		Annual General Meeting of Shareholders	

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General Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-54	The ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	No information available.	
G4-55	The ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	No information available.	
Ethics and integrity			
G4-56	Describe the organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	SR 2014, THE BIG PICTURE > Brewing a Better World (P4-5)	✓
		SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
		SR 2014, VALUES AND BEHAVIOURS > Employees' and Human Rights (P46-47)	✓
		<u>Values and Behaviours</u>	
		<u>Business Conduct</u>	
G4-57	The internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
		<u>Business Conduct</u>	
		<u>Speak Up Policy</u>	
G4-58	The internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
		<u>Business Conduct</u>	
		<u>Speak Up Policy</u>	

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Specific Standard Disclosures

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Economic			
Economic performance			
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee wages and benefits, payments to providers of capital, payments to government (by country) and community investments; EVG&D separately at country, regional or market level	<p>AR 2014, Report of the Executive Board > Financial Review (P28-33)</p> <p>AR 2014, Financial Statements (P58)</p> <p>SR 2014, GROWING WITH COMMUNITIES (P41-43), including economic and social impact.</p>	<p>✓</p> <p>✓</p> <p>✓</p>
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Seventeen Operating Companies indicate being at risk due to climate change (e.g. water scarcity, and impact of weather change on raw materials). Eight Operating Companies foresee business opportunities relating to climate change in the country. Thirty Operating Companies indicate they are aware of the financial implications of climate change for their Operating Companies (e.g. business continuity risks, cost of carbon credits, insurance costs, additional costs due to sourcing raw materials outside the country, utilising business opportunities).	
G4-EC3	Coverage of the organization's defined-benefit plan obligations	AR 2014, Notes to the Consolidated Financial Statements > note 28 and 29 (P106-111)	✓
G4-EC4	Significant financial assistance received from government	No significant assistance received.	
Market presence			
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of Operating Companies	In 14 Operating Companies the standard entry level wage is equal to the minimum legal wage. In four Operating Companies there is no legal minimum wage or the information is not available. In all other Operating Companies the standard entry-level wage is higher than the legal minimum wage. All our Operating Companies make no distinction between male and female pay for equal roles and for entry level wages.	
G4-EC6	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of Operating Companies	<p>In 65 of our Operating Companies, procedures for local hiring of employees are in place. In 2014, 58% of Senior Managers in our Operating Companies were local hires (from same country).</p> <p>We increased our percentage of local management team members in Africa and Middle East through the support of our regional and global development programmes from 36% in 2012 and 48% in 2013 to 54% in 2014.</p>	

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Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Indirect economic impacts			
G4-EC7	Development and impact of infrastructure investments and services supported	SR 2014, GROWING WITH COMMUNITIES > Direct contributions (P42)	✓
		SR 2014, GROWING WITH COMMUNITIES > Creating economics and social impact (P43)	✓
		SR 2014, VALUES AND BEHAVIOURS > Employees' and human rights > Myanmar (P46)	✓
		SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31)	✓
G4-EC8	Significant indirect economic impacts, including the extent of impacts	SR 2014, GROWING WITH COMMUNITIES > Shared-value projects (P43)	✓
		SR 2014, GROWING WITH COMMUNITIES > Creating economics and social impact (P43)	✓
		SR 2014, VALUES AND BEHAVIOURS > Employees' and human rights > Myanmar (P46)	✓
		SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31)	✓
		Economic impact assessment	✓
Procurement practices			
G4-EC9	Proportion of spending on local suppliers at significant locations of Operating Companies	SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31) See our case studies	✓
Environmental			
Materials			
G4-EN1	Materials used by weight or volume	No information available.	
G4-EN2	Percentage of materials used that are recycled input materials	No information available.	
Energy			
G4-EN3	Energy consumption within the organization	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN4	Energy consumption outside of the organization	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN5	Energy intensity	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓

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Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-EN6	Reduction of energy consumption	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
G4-EN7	Reductions in energy requirements of products and services	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
Water			
G4-EN8	Total water withdrawal by source	See Appendix table G4-EN8. We use our internal HEINEKEN Environmental Standard: HMESC 01.40.04.203 – Registration of water consumption and related reporting for our water consumption reporting.	
G4-EN9	Water sources significantly affected by withdrawal of water	SR 2014, PROTECTING WATER RESOURCES > Protecting water resources in water-stressed areas (P17) None of our Operating Company sites have a significant effect on the water sources by withdrawal of water. Our Water Stewardship programme is focused on 23 sites in the areas where we expect future water stress, based on internally accepted models. We are taking a proactive approach to mitigate the risk and working on collaborative actions with stakeholders of the water sources.	✓
G4-EN10	Percentage and total volume of water recycled and reused	SR 2014, PROTECTING WATER RESOURCES > Wastewater treatment (P19) No significant volume of water is recycled and reused within the breweries.	✓
Biodiversity			
G4-EN11	Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	HEINEKEN does not monitor this at Group level, however Operating Companies can take action on local level if relevant. For example, our brewery in Zoeterwoude, the biggest in Europe, has a partnership called 'Green Circles' together with the Province of South-Holland and research institute Alterra (Wageningen University). Green Circles aspires to realise a climate neutral brewery, a sustainable regional economy and a pleasant living environment in the Zoeterwoude region. 'Biodiversity at the Brewery' is one of the projects, in which the brewery terrain was transformed to promote biodiversity, without disrupting the industrial character of the site. Bee motels were installed and stiff patches of grass became fields of flowers, providing nutrition for bees and birds, and a colourful new lunch walk for the employees. More information can be found here	

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Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	There are no significant impacts reported, however 'biodiversity' is part of the actions we take in both our water stewardship and sustainable sourcing programmes.	
		SR 2014, PROTECTING WATER RESOURCES > Actions and results (P16-19)	✓
		SR 2014, SOURCING SUSTAINABLY > Actions and results (P29-32)	✓
		See our case studies	
G4-EN13	Habitats protected or restored	To protect water resources in water-scarce and water-distressed areas, we work to redress the water balance by financing and supporting local projects that aim to: Conserve or restore water quantity, quality or biodiversity in the local watershed; and/or Improve access to clean water for the local communities.	✓
		SR 2014, PROTECTING WATER RESOURCES > Actions and results (P18)	✓
		See our case studies	
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by Operating Companies, by level of extinction risk	<p>HEINEKEN does not monitor this at Group level, however Operating Companies can take action on local level if relevant. For example, in the Netherlands, we are a co-founder and active member of the Skylark Foundation. Through the foundation we help farmers to develop good practice in sustainable agriculture, which heavily depends on soil biodiversity. In 2013, the Foundation celebrated its 10th anniversary, and now has more than 400 participating farmers.</p> <p>In Spain, in 2012, HEINEKEN signed a five-year agreement with the Andalusian Government and the leading supplier of malt, aimed at protecting biodiversity, particularly rare steppe birds that live around barley crops. These include great buzzards, marsh harriers and sand grouse, which are increasingly at risk due to habitat destruction. During 2013 and 2014, several farmers were supported with activities to preserve and improve the habitat of the great buzzard. HEINEKEN Spain also signed, together with 11 other major Spanish businesses, the Biodiversity Pact. This project, in cooperation with the State Administration, aims to combine economic development with the protection of biodiversity. See case study.</p>	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Emissions			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN18	Greenhouse gas (GHG) emissions intensity	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN19	Reduction of greenhouse gas (GHG) emissions	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
		See our case studies	
G4-EN20	Emissions of ozone-depleting substances by weight	SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
G4-EN21	NO _x , SO _x , and other significant air emissions	SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
Effluents and waste			
G4-EN22	Total water discharge by quality and destination	SR 2014, PROTECTING WATER RESOURCES > Wastewater treatment (P19)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
		The largest part of the wastewater is treated either in our own plants or in municipal plants. The treated and untreated wastewater are discharged into surface waters. In our beverage sites in 2014, 29.3 million m ³ was discharged into surface waters and 25 million m ³ was discharged to third-party wastewater treatment systems.	
		For reporting, methodologies and assumption, we follow our internal standard, HEINEKEN Environment Standard: HMESC 01.40.04.702 and Heineken Environment Standard Effluent limits. HMESC 01.40.04.705 – Heineken Environment Standard Effluent emissions.	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-EN23	Total weight of waste by type and disposal method	SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54) (identified as being recycled or non-recycled, being hazardous or non-hazardous).	✓
G4-EN24	Total number and volume of significant spills	SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54) No spills.	✓
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention ² Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Information not available.	
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	No significant impact known.	
Products and services			
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	SR 2014, PROTECTING WATER RESOURCES > Actions and results (P16-19)	✓
		SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		See our case studies	
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	SR 2014, REDUCING CO ₂ EMISSIONS > Reducing CO ₂ emissions from packaging (P26) In total approximately 45% of our products are sold in returnable packaging (returnable glass bottles, returnable PET bottles and returnable kegs). See Appendix table G4-EN28. This number is based on the 2011 data from the Carbon Footprint study covering 90% of our volume. See our Carbon Footprint model in HEINEKEN's carbon footprint (P25) > Packaging (P31-32). The next update on the carbon footprint study is planned in 2015.	✓


Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	SR 2014, REDUCING CO ₂ EMISSIONS > Environmental compliance (P27) We found one significant fine related to discharge of wastewater effluent at our Madrid site. The fine was EUR411, 754.	✓
Transport			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's Operating Companies, and transporting members of the workforce	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results in our commitment areas (P21) SR 2014, REDUCING CO ₂ EMISSIONS > Reducing CO ₂ emissions in distribution (P25)	✓ ✓
Overall			
G4-EN31	Total environmental protection expenditures and investments by type	No information available.	
Supplier environmental assessment			
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	SR 2014, SOURCING SUSTAINABLY > Sustainable sourcing of agricultural materials (P29-30) SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32) All new suppliers receive a Supplier Code containing environmental criteria. Refusing to sign or failure to comply with our Supplier Code can lead to a termination of commercial relationship.	✓ ✓
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	
Environmental grievance mechanisms			
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	SR 2014, REDUCING CO ₂ EMISSIONS > Environmental compliance (P27)	✓
Social			
Labour practices and decent work			
Employment			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	See Appendix table G4-LA1	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of Operating Company	See Appendix table G4-LA2	
G4-LA3	Return to work and retention rates after parental leave, by gender	Actual rates are managed and monitored at a local level. Given the huge scope and diversity of HEINEKEN's operations and workforce, the company considers a globally aggregated or consolidated figure unusable and not relevant.	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Labour / Management relations			
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	The minimum number of weeks notice is determined on local level and varies per Operating Company. The number of weeks therefore ranges from 0 in some Operating Companies to up to 26 weeks in other Operating Companies. Many Operating Companies (32) have a four to six weeks' notice period. All company notice periods are in line with or exceed the statutory requirement.	
Occupational health and safety			
G4-LA5	Percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programmes	In 51 (76.1%) of our Operating Companies we have one or more formal Health and Safety Committees.	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	SR 2014, PROMOTING HEALTH AND SAFETY (P37-40)	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	See Appendix table G4-LA7. We offer training, counselling or prevention programmes to employees, their immediate family and/or other community members on health-related issues which can lead to serious diseases. We also offer counselling and treatment regarding serious diseases. We take a proactive approach to address the industry-related risk of, harmful alcohol use. We have a risk mitigation programme, Cool@Work, that has been designed as HEINEKEN's alcohol information, intervention and support programme for all employees worldwide. The implementation of this programme is mandatory in every Operating Company.	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	In 36 Operating Companies we have one or more formal agreements with trade unions that cover Health and Safety. Personal protective equipment: 34 Operating Companies. Joint management-employee health and safety committees: 29 Operating Companies. Participation of worker representatives in health and safety inspections, audits, and accident investigations: 30 Operating Companies. Training and education: 33 Operating Companies. Complaints mechanism: 33 Operating Companies. Right to refuse unsafe work: 32 Operating Companies. Periodic inspections: 32 Operating Companies.	


Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Training and education			
G4-LA9	Average hours of training per year per employee by gender, and by employee category	See Appendix table G4-LA9.	
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	AR 2014, Report of the Executive Board > Drive personal leadership (P14) Developing our People	✓
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	53.4% of the employees received a formal performance appraisal and review in 2014. 51.2% of male employees and 61.9% of female employees received a formal performance appraisal and review in 2014.	
Diversity and equal opportunity			
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	See Appendix table G4-LA12.	
Equal remuneration for women and men			
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of Operating Company	Our policy is to remunerate woman and men equally in all categories regardless of geographic location.	
Supplier assessment and labour practices			
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria.	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32) All new suppliers receive a Supplier Code containing labour practice criteria. Refusing to sign or failure to comply with our Supplier Code can lead to a termination of commercial relationship.	✓
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32) SR 2014, VALUES AND BEHAVIOURS > Employees' and human rights (P46-47) SR 2014, PROMOTING HEALTH AND SAFETY (P38-40)	✓ ✓ ✓
Labour practices grievance mechanisms			
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Human rights			
Investment			
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	HEINEKEN is committed to making a positive contribution to society through its global operations. Our Supplier Code applies to all suppliers from whom Heineken purchases. Click here for more details of our Supplier Code.	
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to Operating Companies, including the percentage of employees trained	We have an e-learning module on our Employees' and Human Rights Policy accessible for our employees through our intranet site (Heiport).	
Non-discrimination			
G4-HR3	Total number of incidents of discrimination and actions taken	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	
Freedom of association and collective bargaining			
G4-HR4	Operating Companies and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	One Operating Company reported their employees do not have the freedom to join the union of their choice but only trade unions organised by the workers of the particular breweries in their Operating Company. One Operating Company reported that joining a union is compulsory and is determined by the category of the industry. One Operating Company reported no freedom of association and collective bargaining in the country and mentioned there is no trade union. In all other Operating Companies we have freedom of association and collective bargaining. This is part of our Employees' and Human Rights Policy.	
Child labour			
G4-HR5	Operating Companies and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	In 66 Operating Companies there is a legal minimum working age. In 23 of these Operating Companies the minimum working age in the company is equal to the overall minimum working age of the country. In 44 Operating Companies the minimum working age in the company is higher than the overall minimum working age in the country. Lowest legal minimum working age applicable to our Operating Companies is 15 years of age (in HCEE Export, Brau Union Österreich and HEINEKEN Switzerland). 67 Operating Companies verify the age of any employee before they begin work. 91.4% verify the age of contracted employees as well. Child labour is part of our Employees and Human Rights Policy and part of our Supplier Code.	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-HR5	Operating Companies and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	HEINEKEN follows the ILO definition of the minimum age for admission to employment or work. This age shall not be less than the age of completion of compulsory schooling and in any case not be less than 15 years of age, except in some developing countries where it is 14 years of age. In case local laws set a higher age to define what is considered a child, HEINEKEN will abide by the local law.	
Forced or compulsory labour			
G4-HR6	Operating Companies and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	HEINEKEN does not tolerate forced or compulsory labour. This is supported by our <u>Code of Business Conduct</u> <u>Employees' and Human Rights Policy</u> <u>Supplier Code</u> SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	✔
Security practices			
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to Operating Companies	In 38 Operating Companies we hire security personnel, of which 53.4% have received formal training in 2014 in the organisation's policies or procedures concerning human rights issues and their application to security.	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Indigenous rights			
G4-HR8	Total number of incidents of violations involving rights of indigenous people and actions taken.	There is no reported incident of violation involving rights of indigenous people.	
		SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
		SR 2014, VALUES AND BEHAVIOURS > Employees' and human rights (P46-47)	✓
Assessment			
G4-HR9	Total number and percentage of Operating Companies that have been subject to human rights reviews or impact assessments	24 Operating Companies performed a gap analysis between the content of the new policy and local practices in 2014.	
Supplier human rights assessment			
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	✓
		All new suppliers receive a Supplier Code containing human rights criteria. Refusing to sign or failure to comply with our Supplier Code can lead to a termination of commercial relationship. Human rights is part of the Supplier Code. Our significant suppliers are assessed/audited on compliance with the Supplier Code on human rights by Ecovadis.	
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken.	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	✓
		SR 2014, VALUES AND BEHAVIOURS > Employees' and human rights (P46-47)	
Human rights grievance mechanisms			
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
		Eight incidents or complaints/grievances have been reported by internal stakeholders in 2014. One incident or complaint/grievance has been reported by external parties or stakeholders in 2014.	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Local communities			
G4-S01	Percentage of Operating Companies with implemented local community engagement, impact assessments, and development programmes	SR 2014, SOURCING SUSTAINABLY > Local sourcing (P31)	✓
		SR 2014, GROWING WITH COMMUNITIES (P41-43)	✓
		36 Operating Companies published their own 2013 sustainability report in 2014; these reports provide a strong basis for discussions with local stakeholders on Brewing a Better World.	
G4-S02	Operating Companies with significant actual or potential negative impacts on local communities	No significant potential or negative impacts reported.	
Anti-corruption			
G4-S03	Total number and percentage of Operating Companies assessed for risks related to corruption and the significant risks identified	Our risk assessment includes bribery and fraud and it is conducted via our internal audit process. AR 2014, Risk Management (P22-27)	✓
G4-S04	Communication and training on anti-corruption policies and procedures	SR 2014, SUSTAINABLE SOURCING > Compliance with our Supplier Code (P32)	✓
		In 2014, 12,889 employees have been trained by means of completion of an e-learning training on Business Code of Conduct. Anti-corruption policy and procedures are part of this training.	
		Our anti-corruption policy and related policies have been communicated to all our employees worldwide. These policies are available in 34 languages.	✓
G4-S05	Confirmed incidents of corruption and actions taken	SR 2014, THE BIG PICTURE > Stakeholder dialogue (P12-14)	✓
		SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
Public policy			
G4-S06	Total value of political contributions by country and recipient/beneficiary	It is part of our Code of Business Conduct that our Company does not make contributions to politicians or political parties. In the USA it is customary for employees to give money to a political action committee (PAC) which is administrated by their employer. In our case this PAC is called the Heineken Good Government Fund which acts fully in line with our Code and the rules issued by the Federal Election Committee. Click here for more information	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Anti-competitive behaviour			
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	AR 2014, Financial Statements > Note 34 – Contingencies (P124)	✓
Compliance			
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	AR 2014, Financial Statements > Note 34 – Contingencies (P124)	✓
Supplier assessment for impacts on society			
G4-S09	Percentage impacts of new suppliers that were screened using criteria for impacts on society	All new suppliers receive a Supplier Code containing impact on society criteria. Refusing to sign or failure to comply with our Supplier Code can lead to a termination of commercial relationship.	
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken.	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	
Grievance mechanism for impacts on society			
G4-S011	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	SR 2014, VALUES AND BEHAVIOURS > Code of Business Conduct (P45)	✓
Product responsibility			
Customer health and safety			
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Procedures and testing in place for R&D, innovation, renovation in packaging and systems. More than 90% of all Stock Keeping Units (SKUs) are covered by these procedures. Measured in global system, split in Hazard Analysis and Critical Control Points (HACCP) and non-HACCP related items.	
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	This is managed at local level. Consolidated information is not available.	

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
Product and service labelling			
G4-PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	SR 2014, ADVOCATING RESPONSIBLE CONSUMPTION > Making responsible consumption aspirational (P34) We follow local voluntary and mandatory labelling requirements. We also provide disposal instructions on the packaging. The Enjoy Heineken Responsibly logo is on more than 95% of packaging where local regulation allows. Responsible consumption logos or text is available on 100% of the packaging.	✓
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Information not available.	
G4-PR5	Results of surveys measuring customer satisfaction.	We have a global contract to measure customer satisfaction on modern trade (off-premise/retail) on a regular basis. Frequency of customer satisfaction measurement is determined per Operating Company based on commercial relevance. In 2014, 33 operating companies have a dedicated Customer Relationship Management (CRM) programme related to sales and marketing, 27 Operating Companies track customer satisfaction for Off-trade, 22 Operating Companies track customer satisfaction for On-trade, and 17 Operating Companies track consumer satisfaction.	
Marketing communications			
G4-PR6	Sale of banned or disputed products	SR 2014, ADVOCATING RESPONSIBLE CONSUMPTION > Actions and results (P34-36) See our case studies All organisations have to work within the local laws and regulations. In addition all organisations have to adhere to our Rules on Responsible Commercial Communication .	✓

Global Reporting Initiative (GRI) table 4.0

Specific Standard Disclosures (cont.)

Profile Disclosure	Description	Cross-Reference / Direct Answer	Externally Assured
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	SR 2014, ADVOCATING RESPONSIBLE CONSUMPTION > Reported complaints (P34)	✓
Customer privacy			
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None reported.	
Compliance			
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	None reported.	

Global Reporting Initiative (GRI) table 4.0

Disclosure of management approach

Material Aspects	DMA and Indicators	Omissions	External Assurance
SR 2014, THE BIG PICTURE (P5-14)	SR 2014, THE BIG PICTURE (P5-14) Global Reporting Initiative (GRI) table 4.0 – Specific Standard Disclosures	Global Reporting Initiative (GRI) table 4.0 – “Cross-Reference / Direct Answer”	SR 2014, APPENDIX 1 > KPMG Assurance Report (P48)
Focus Areas	Key Material Aspect	DMA	External Assurance
Protecting water resources	<ul style="list-style-type: none"> – Reducing water consumption in our breweries – Protecting water resources in water-stressed areas – Water Balancing – Reducing water consumption in the rest of our supply chain – Wastewater treatment 	SR 2014, PROTECTING WATER RESOURCES (P16-19)	✓
		SR 2014, APPENDIX 2 > Reporting Basis (P49-52)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
		SR 2014, THE BIG PICTURE > Stakeholder Dialogue (P12-14)	✓
Reducing CO₂ emission	Reducing CO ₂ emissions in our supply chain	SR 2014, REDUCING CO ₂ EMISSIONS > Actions and results (P21-27)	✓
		SR 2014, APPENDIX 2 > Reporting Basis (P49-52)	✓
		SR 2014, APPENDIX 3 > Overview of environmental performance (P53-54)	✓
		See our case studies	
Sourcing Sustainably	<ul style="list-style-type: none"> – Sustainable sourcing of agricultural materials – Local Sourcing – Compliance with our Supplier Code 	SR 2014, SOURCING SUSTAINABLY > Compliance with our Supplier Code (P32)	✓
		See our case studies	
		Supplier Code	
Advocating responsible consumption	<ul style="list-style-type: none"> – Making responsible consumption aspirational – Building partnerships to address alcohol-related harm – Progress on global industry commitments – Working with partnership with the industry – Create a taste for no-alcohol and low-alcohol brands 	SR 2014, ADVOCATING RESPONSIBLE CONSUMPTION (P33-36)	✓
		Rules on Responsible Commercial Communication	
		HEINEKEN Code of Business Conduct	

Global Reporting Initiative (GRI) table 4.0

Disclosure of management approach (cont.)

Material Aspects	DMA and Indicators	DMA	External Assurance
Promoting health and safety	<ul style="list-style-type: none"> – Well-being – Accidents and safety performance – Improving safety – Healthcare and well-being 	SR 2014, DMA > Reporting Basis (P49-52)	✓
		SR 2014, PROMOTING HEALTH AND SAFETY > 2015 Safety Targets (P38)	✓
		See our case studies	
		HEINEKEN Global Occupational Health and Safety Policy	
		HEINEKEN Alcohol Policy	
Growing with communities	<ul style="list-style-type: none"> – Investing in our communities – Creating economic and social impact 	SR 2014, GROWING WITH COMMUNITIES (P41-43)	✓
Values and behaviours	<ul style="list-style-type: none"> – Code of Business Conduct – Employees' and human rights 	SR 2014, VALUES AND BEHAVIOURS (P43-46)	✓
		HEINEKEN Code of Business Conduct	
		HEINEKEN Speak Up Policy	
		HEINEKEN Supplier Code	

G4-10

Employees by contract type, employment type, gender and region

Contract type	Number of male employees	Number of female employees	Total number
Permanent	51,827	12,441	64,268
Temporary	5,048	1,916	6,964
Total number	56,875	14,357	71,232

Employment type	Number of male employees	Number of female employees	Total number
Full-time	56,482	13,290	69,772
Part-time	393	1,067	1,460
Total number	56,875	14,357	71,232

Region	Number of male employees	Number of female employees	Total
Africa and Middle East	10,407	1,315	11,722
Americas	17,851	2,450	20,301
Asia Pacific	5,737	2,161	7,898
Central and Eastern Europe	9,979	3,973	13,952
Western Europe	12,901	4,458	17,359
Total	56,875	14,357	71,232

This refers to the total number of employees from the OPCOs in scope for the report and not for the whole of HEINEKEN. See the Appendix "List of Operating Companies"

LA1

New employee hires and employee turnover by age group, gender and region

Employees new to the Company – Breakdown by gender and region %	Male	Female
Africa and the Middle East	82.1	17.9
Americas	86.7	13.3
Asia Pacific	76.8	23.2
Central and Eastern Europe	68.7	31.3
Western Europe	65.4	34.6
HEINEKEN Group	76.5	23.5

Employees leaving the Company – Breakdown by gender and region %	Male	Female
Africa and the Middle East	81.5	18.5
Americas	86.7	13.3
Asia Pacific	73.9	26.1
Central and Eastern Europe	68.2	31.8
Western Europe	71.4	28.6
HEINEKEN Group	77.0	23.0

Employees new to the Company – Breakdown by age group and region %	below 30	30-50	over 50
Africa and the Middle East	55.3	43.3	1.4
Americas	70.0	29.7	0.4
Asia Pacific	61.0	37.6	1.4
Central and Eastern Europe	54.5	41.4	4.1
Western Europe	45.2	49.0	5.8

Employees leaving the Company – Breakdown by age group and region %	below 30	30-50	over 50
Africa and the Middle East	12.6	70.6	16.8
Americas	49.6	44.1	6.4
Asia Pacific	44.4	49.4	6.2
Central and Eastern Europe	31.2	53.7	15.0
Western Europe	23.6	51.3	25.0

This refers to the total number of employees from the OPCOs in scope for the report and not for the whole of HEINEKEN. See the Appendix "List of Operating Companies"

LA1

New employee hires and employee turnover by age group, gender and region (cont.)

Region	Number of new male employees	Number of new female employees	Number of male employees leaving	Number of female employees leaving
Africa and the Middle East	1,044	227	1,637	372
Americas	3,524	542	3,682	567
Asia Pacific	1,181	356	1,064	376
Central and Eastern Europe	1,572	716	2,308	1,075
Western Europe	1,865	985	1,992	799
HEINEKEN Group	9,186	2,826	10,683	3,189

TOTAL New employees HEINEKEN Group	% new male employees	% new female employees	TOTAL employees leaving HEINEKEN Group	% leaving male employees	% leaving female employees
12,012	76.5	23.5	13,872	77.0	23.0

Region	Number of new employees <30	Number of new employees 30-50	Number of new employees >50	Number of employees leaving <30	Number of employees leaving 30-50	Number of employees leaving >50
Africa and the Middle East	703	550	18	253	1,419	337
Americas	2,845	1,206	15	2,106	1,873	270
Asia Pacific	937	578	22	639	712	89
Central and Eastern Europe	1,246	948	94	1,057	1,818	508
Western Europe	1,289	1,396	165	659	1,433	699
HEINEKEN Group	7,020	4,678	314	4,714	7,255	1,903

TOTAL New employees HEINEKEN Group	% of new employees <30	% of new employees 30-50	% of new employees >50	Total employees leaving HEINEKEN Group	% of employees leaving <30	% of employees leaving 30-50	% of employees leaving >50
12,012	58.4	38.9	2.6	13,872	34.0	52.3	13.7

This refers to the total number of employees from the OPCOs in scope for the report and not for the whole of HEINEKEN. See the Appendix "List of Operating Companies"

LA2

Employee benefits

Life insurance	No. of Operating Companies providing benefit
Full-time employees	50
Part-time employees	29
Temporary employees	21

Healthcare	No. of Operating Companies providing benefit
Full-time employees	62
Part-time employees	31
Temporary employees	34

Disability/invalidity coverage	No. of Operating Companies providing benefit
Full-time employees	61
Part-time employees	32
Temporary employees	35

Parental leave	No. of Operating Companies providing benefit
Full-time employees	65
Part-time employees	35
Temporary employees	31

Retirement provision	No. of Operating Companies providing benefit
Full-time employees	53
Part-time employees	27
Temporary employees	21

Stock ownership	No. of Operating Companies providing benefit
Full-time employees	17
Part-time employees	6
Temporary employees	2

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For more information, see:
theheinekencompany.com/sustainability

LA7

Training, Counselling, Treatment or Prevention programmes

Number of Operating Companies offering training, counselling or prevention programmes to employees, their immediate family or other community members on the following issues which can lead to serious disease?

Counselling	Exercise	Smoking	Nutrition/Diet	Stress
Employee Only	40 (59.7%)	35 (52.2%)	40 (59.7%)	41 (61.2%)
Employee and Immediate family	11 (16.4%)	10 (14.9%)	13 (19.4%)	14 (20.9%)
Employee, Immediate family and Community members	1 (1.5%)	1 (1.5%)	1 (1.5%)	1 (1.5%)

Education/training programme(s)	Exercise	Smoking	Nutrition/Diet	Stress
Employee Only	44 (65.7%)	32 (47.8%)	39 (58.2%)	38 (46.7%)
Employee and Immediate family	10 (14.9%)	8 (11.9%)	10 (14.9%)	8 (11.9%)
Employee, Immediate family and Community members	2 (3%)	1 (1.5%)	1 (1.5%)	1 (1.5%)

Prevention/ risk control on serious diseases	
Employee Only	50 (74.6%)
Employee and Immediate family	14 (20.9%)
Employee, Immediate family and Community members	1 (1.5%)

Number of Operating Companies that offer assistance to employees, their immediate family or other community members regarding serious diseases.

	Counselling	Treatment
Employee Only	44 (65.7%)	39 (58.2%)
Employee and Immediate family	17 (25.4%)	18 (29.6%)
Employee, Immediate family and Community members	1 (1.5%)	1 (1.5%)

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LA9

Training hours

Category	Total hours of male employees	Total hours of female employees
Senior management	14,279	3,161
Middle management	118,977	47,237
Production employees	672,020	87,298
Other employees	620,266	177,628

Category	Average training hours per category
Senior management	24
Middle management	31
Production employees	42
Other employees	17

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LA12

Employee breakdown

Breakdown by gender and category %	Male	Female
Senior management	82.2	17.8
Middle management	74.2	25.8
Production employees	86.3	13.7
Other employees	77.9	22.1

Breakdown by age group and category %	under 30	30-50	over 50
Senior management	1.1	70.8	28.2
Middle management	3.6	79.5	16.9
Production employees	16.3	60.5	23.1
Other employees	27.1	60.1	12.8

Breakdown by origin and category %	Home country	Outside of home country
Senior management	58.0	42.0
Middle management	90.7	9.3
Production employees	98.5	1.5
Other employees	98.4	1.6

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EN8

Water used per source

	Sustainability Report data	
Water from absolute data (m³)	81,623,681	100%
Ground water	41,268,572	50.6%
Surface water, including water from wetlands, rivers, lakes, and oceans	12,805,811	15.7%
Municipal water supplies or other water utilities	27,549,298	33.8%

EN28

Packaging

Packaging type	Packaging mix %
One-way	
Glass bottle	17.50
PET bottle	11.26
Aluminium bottle	0.03
Steel can	1.96
Aluminium can	23.98
Other	0.58
Returnable	
Returnable glass bottle	31.40
Returnable PET bottle	0.13
Returnable kegs	12.64
Tankered beer	0.51
Total	100