



Sustainability Report 2015

Brewing a Better World



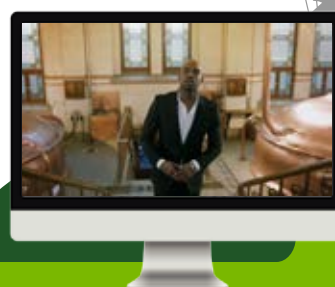
Our Sustainability Report 2015

About this report

This report summarises HEINEKEN's progress on Brewing a Better World (BaBW) in 2015. We continue to focus on the topics of the greatest material importance to our stakeholders and our business. Following stakeholder feedback and the formal inclusion of BaBW as a dedicated pillar within our Company strategy, we are taking the first steps towards an Integrated Reporting <IR> approach, communicating the value we create from the resources we use.

We produce our report in accordance with version 4.0 of the Global Reporting Initiative Guidelines (G4) – Core. We believe it is important to provide independent confirmation that the information in this report is reliable and accurate. This year, in line with the change in our financial auditors, we have asked Deloitte to provide us with limited assurance on the entire report. Deloitte summarises its procedures and conclusions in Appendix 1.

We invited Kevin 'Blaxtar' de Randamie to transform this Sustainability Report into his own artistic expression. Click [here](#) to see the result.



Contents

The big picture

CEO foreword	3
Brewing a Better World	4
What we said and what we've done	6
From Barley to Bar	8
Benchmarks and achievements	9
Stakeholder dialogue	10
Important themes and our position	11

Our focus areas

Protecting water resources	12
Reducing CO ₂ emissions	17
Sourcing sustainably	25
Advocating responsible consumption	30
Promoting health and safety	35
Growing with communities	38

Values and behaviours

Employee engagement	42
Diversity	42
Code of Business Conduct	42
Employees' and Human Rights	43

Appendices

1: Deloitte Assurance Report	44
2: Reporting basis	45
3: List of operating companies in scope	48
Reference information	50

GRI 4 Reference Table

The GRI 4 Reference Table is a separate PDF on the Company website, and outside the scope of external assurance.

Further information online:

We have again made a clear separation between information about our actions and progress, and more in-depth contextual information that can be found in the sustainability section of our Company website. This section includes the following information:

- The G4 Reference Table
- More detailed information about our Environmental Performance
- Governance and measurement of Brewing a Better World
- 32 case studies
- 43 local sustainability reports and fact sheets
- Videos and infographics.



For more information see:
theheinekencompany.com/sustainability

CEO foreword



Jean-François van Boxmeer, CEO and Chairman of the Executive Board.

Welcome to our 2015 Sustainability Report

2015 was a pivotal year for the world's sustainability agenda. In December, negotiators from nearly 200 countries reached significant agreement to address climate change since the issue first emerged as a major political priority decades ago. Two months earlier, the United Nations introduced the Sustainable Development Goals designed to end poverty and address a broad set of additional Corporate Social Responsibility topics.

These events provide additional input for our approach to creating a sustainable business, "Brewing a Better World", and several working groups within HEINEKEN are currently considering new and different opportunities in the areas of energy, water and responsible consumption.

Performance

We are now half way through our Brewing a Better World commitments for 2020 and we have made good progress.

- We have fully met the milestones for 2015 in five areas. In particular, we delivered on energy and water reduction. Green fridges are replacing conventional cooling systems as expected. We have also increased the percentage of barley, hops and apples which are sourced sustainably. Finally, we continued to develop partnerships to combat alcohol abuse
- In four additional commitment areas, we are close to achieving our goals. These include water stewardship initiatives, compliance with our Supplier Code, local sourcing and media spend on 'Enjoy Heineken® Responsibly' campaigns

- As to improvement areas, we have faced the expected challenges on reducing CO₂ emissions from distribution in the Americas region.

As always, where we have not met our objectives, we explain why in the report. After introducing a new, annual target for our health and safety pillar (in 2015), we are not yet in the position we would like to be.

Although the number of accidents continued to decrease, it is of huge regret that we saw a rise in fatalities. We grieve with the families, friends and colleagues of those we lost. Whilst many of the fatalities are the result of violence in Mexico or road traffic accidents in emerging markets, it remains unacceptable. Along with procedural changes and training, safety requires a mind-set shift. This will take more time. However, putting safety first is the number one behaviour at HEINEKEN, so we are determined to improve in this area.

For a detailed performance overview, please visit the section "What we said and what we've done" on page 6 as well as for the health and safety targets on page 36.

Sustainable Brands & Partnership

In the course of last year, we significantly expanded the number of brands which include sustainability elements in their consumer communication. Our most global campaign is with the Heineken® brand and the newly launched "Moderate Drinkers Wanted", the latest in our campaign to make moderate consumption aspirational. Alongside that, an increasing number of our local brands such as Tiger, Birra Moretti and Nyongera are including renewable energy or local sourcing messaging and imagery in their brand communications.

During 2015 we have also embarked on various new partnerships.

- We entered into a major partnership with the United Nations Industrial Development Organization (UNIDO). Together we have organised two community workshops in Ethiopia and Nigeria on the future of the local watersheds. We are also preparing a feasibility study in relation to renewable energy in Sierra Leone and other African markets
- We are working with the World Wide Fund for Nature International (WWF) on a global water risk assessment update. And, together with Shift, we are making progress on topics related to the Human Rights agenda
- We have established partnerships to promote responsible consumption with global retail chains such as Casino in France and Dia in Spain. We are keen to expand further our partnership activities in the off-trade.

For a detailed description of our partnership approach, see [Spotlight on partnerships](#).

Integrated Reporting

Following direct stakeholder feedback, we have made a first step towards Integrated Reporting by disclosing non-financial KPIs in our Annual Report. This follows our decision to gradually merge our Sustainability Report into the Annual Report, reflecting the business imperative of Brewing a Better World. During this publication exercise, it became obvious though, that we need to further improve our non-financial reporting systems to generate robust data faster than in previous years.

Thank you

To conclude, we are confident with the progress we have made in 2015, though we are aware of the challenges ahead. We can only achieve our ambition through the ongoing efforts of our colleagues in the markets as well as by continuing to listen carefully to our stakeholders. I would like to thank everyone who has supported us on accelerating our Brewing a Better World journey.

Jean-François van Boxmeer

CEO and Chairman of the Executive Board
Amsterdam, 6 April 2016

Brewing a Better World

Sustainability at HEINEKEN is a business imperative and one of our six key business priorities. Our Brewing a Better World approach is designed to create genuine economic opportunities for both our business and our stakeholders.



Global governance

Sustainability is embedded throughout our business, for example in Supply Chain (Water & CO₂), Procurement (Sustainable Sourcing), HR (Health & Safety) and Marketing & Sales (Responsible Consumption).

In 2015 the Executive Team, chaired by the CEO, became the highest governing sustainability body, replacing the Corporate Affairs Committee. Progress on sustainability was also shared with the Supervisory Board.

Building sustainability into performance plans

Selected senior managers within each function at a global, regional and local level had sustainability objectives linked to their function to support the delivery of our sustainability agenda. Bonus targets were set for relevant senior managers in the area of energy, water and procurement. For specific markets, sustainability objectives were set in areas such as Supply Chain, Procurement and Corporate Relations where relevant.

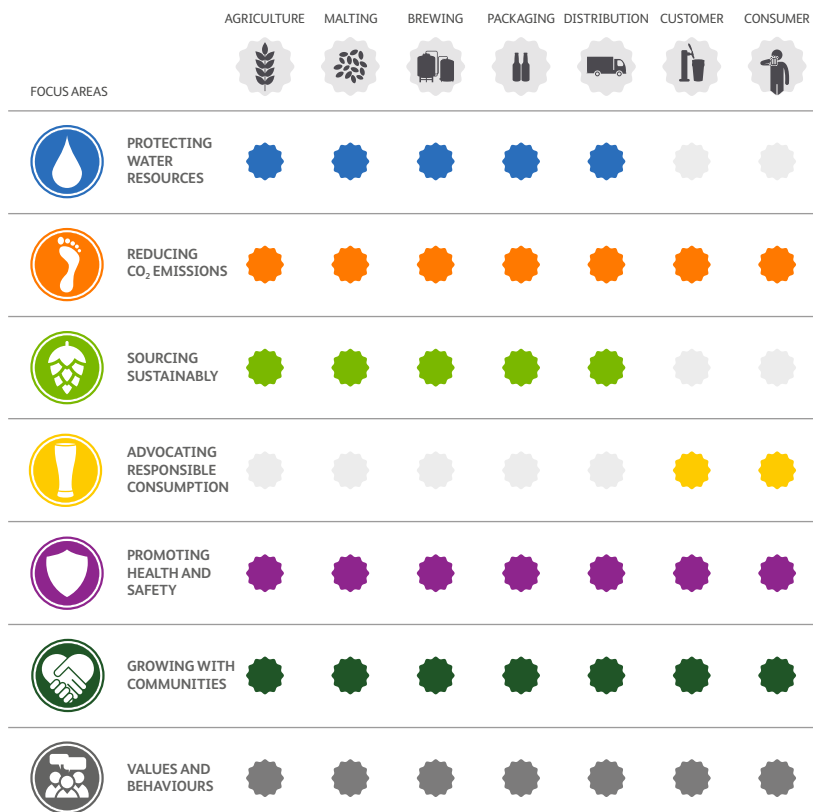
The way forward: 2016-2018 and beyond

In this report we document our progress against the three-year milestones we communicated for 2015. In order to meet our 2020 commitments, we have created concrete [new milestones for 2018](#). We will report our progress towards these milestones each year in our Sustainability Report. We have also started to review our sustainability strategy beyond 2020, based on our stakeholder dialogue and materiality analysis. We will share the outcomes in the course of 2016.



See [our Company website](#) for more information about how we define our priorities, the governance of Brewing a Better World, how we measure progress on each commitment, and the 2018 milestones.

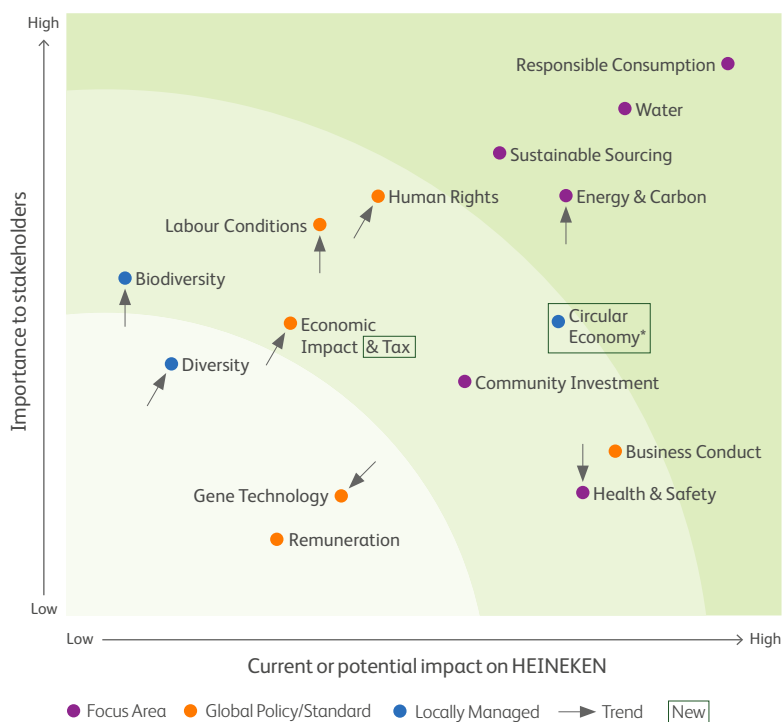
Brewing a Better World



Our value chain

We focus on six areas where we and our stakeholders believe we can make the biggest difference. These are underpinned by our values and behaviours.

Our approach to sustainability covers the entire value chain 'From Barley to Bar'.



Materiality

We have updated our materiality matrix based on an ongoing dialogue with our stakeholders, reputation research, benchmark results and internal risk analysis.

In our annual reputation research we asked more than 2,400 stakeholders in 30 markets what topics they see as most material for HEINEKEN. The top three clusters mentioned were:

1. **Environment** (climate change, environmental protection, water, waste, energy)
2. **Public health** (responsible consumption, obesity)
3. **Economic conditions** (growth, competitiveness, unemployment, income)

*Waste and Packaging have been integrated in this overarching theme

What we said and what we've done

Focus Area	2015 milestone	2015 result	Indicator	2018 milestone	2020 commitment
	Reduce specific water consumption in our breweries to 3.9 hl/hl ¹	Achieved Water consumption decreased to 3.7 hl/hl (-26% compared with 2008)		Reduce specific water consumption in our breweries to 3.6 hl/hl ¹	In 2014 we raised our ambition for 2020 to 3.5 hl/hl ¹ overall, and 3.3 hl/hl on average for breweries in water-scarce and water-distressed areas
	100% of our production units ² in water-scarce and water-distressed areas will have a Source Water Protection Plan	Partly achieved Twenty of 23 production units in scope have a Source Water Protection Plan (representing 99% of total production volume of units in scope)		18 production units ² in water-scarce and water-distressed areas have started to implement their action plan for Water Balancing	Aim for significant water compensation/balancing by our production units in water-scarce and water-distressed areas
	Reduce CO ₂ emissions in production by 27% ¹ (resulting in 7.6 kg CO ₂ -eq/hl)	Achieved 36% reduction compared with 2008, resulting in 6.7 kg CO ₂ -eq/hl in 2015		Reduce CO ₂ emissions in production by 37% ¹ (resulting in 6.5 kg CO ₂ -eq/hl)	Reduce CO ₂ emissions in production by 40% ¹
	Reduce the CO ₂ emissions from distribution by 10% ³ in Europe and the Americas	Not achieved Our overall emissions increased by 1.7%. Main cause is the production footprint challenge we face in Mexico, our biggest market. When we focus on Europe only, we actually decreased emissions by 9.8%		Reduce the CO ₂ emissions from distribution by 16% ³ in Europe and 0% in the Americas	Reduce the CO ₂ emissions from distribution by 20% in Europe and the Americas
	Reduce the CO ₂ emissions of our fridges by 42% ⁴	Achieved 100% of the more than 115,000 fridges that HEINEKEN purchased in 2015 were 'green'. The CO ₂ emissions of these fridges are 45% lower compared with the fridges from baseline year 2010		100% green fridges purchased. Reduce the CO ₂ emissions of our fridges by 47% ⁴	Reduce the CO ₂ emissions of our fridges by 50% ⁴

 Achieved  On track  Partly achieved  Not achieved

¹ Baseline 2008. ² Twenty-three production units. ³ Baseline 2010/2011, scope is Europe and Americas, 24 of our largest operations: Belgium, Bulgaria, France, Ireland, Italy, Netherlands, Portugal, Spain, Switzerland, UK, Austria, Belarus, Croatia, Czech Republic, Greece, Hungary, Poland, Romania, Russia, Serbia, Slovakia, Brazil, Mexico, USA. Scope represents 80% of volumes traded for total scope in Appendix 3. HEINEKEN Asia Pacific is not in scope of the 2015 commitment as the business was not consolidated at the time the commitment was made. ⁴ Baseline 2010.

What we said and what we've done

Focus Area	2015 milestone	2015 result	Indicator	2018 milestone	2020 commitment
	Aim for sustainable sourcing of raw materials for crop year 2015: 20% (barley), 40% (hops), 60% (bittersweet apples for cider) ¹	Achieved In 2015 we sourced sustainably: ▪ barley: 21% ▪ hops: 53% ▪ apples: 71%		Aim for at least 25% of our main raw materials from sustainable sources	Aim for at least 50% of our main raw materials ² from sustainable sources
	50% ³ of agricultural raw materials used in Africa to be locally sourced ⁴ within the continent	Partly achieved We increased our local sourcing from 48% in 2014 to an estimated 49% in 2015		56% ¹ of agricultural raw materials used in Africa to be locally sourced ⁵ within the continent	Deliver 60% of agricultural raw materials in Africa via local sourcing within the continent
	Four-step Supplier Code Procedure operational within all operating companies ⁶	Partly achieved Four-step Supplier Code Procedure operational in 46 out of 50 operating companies in scope (representing 99% of sales volume in scope)		95% compliance with four-step Supplier Code Procedure	Ongoing compliance with our Supplier Code Procedure
	We commit to invest a minimum of 10% of our media spend ⁷ for Heineken® in supporting our dedicated responsible consumption campaign in at least 50% of our market volume ⁸	Partly achieved 9.7% of total media spend in our main markets, representing 51% of the Heineken® global volume		We commit to invest a minimum of 10% of our media spend ⁷ for Heineken® in supporting our dedicated responsible consumption campaign in at least 50% of our market volume ⁸	Make responsible consumption aspirational through Heineken®
	Every market in scope ⁹ has a partnership to address alcohol-related harm	Achieved Fifty operating companies, across 48 markets, have a partnership in place to address alcohol-related harm		Operating companies representing 90% of sales volume have and report publicly on a measurable partnership aimed at addressing alcohol abuse	Every market in scope has and reports publicly on a measurable partnership aimed at addressing alcohol abuse
	All partnerships meet HEINEKEN's seven-point partnership criteria	Partly achieved 56% have met all our partnership criteria representing 72% of the beer volume in scope			
	Contribute to the five industry commitments and related KPI's, as defined through the International Alliance for Responsible Drinking (IARD)	On track September 2015, the signatory companies published a second Commitments Progress Report outlining our actions to date		Deliver global industry commitments by end of 2017 and report in 2018	n/a

 Achieved  On track  Partly achieved  Not achieved

¹ Based on volume. ² In scope are barley, hops, cider apples, fruit concentrates, sugar, rice, sorghum, wheat, maize. ³ Based upon tonnage. ⁴ With local sourcing we refer to sourcing within the region of Africa & Middle East. ⁵ With local sourcing we refer to sourcing within the region of Africa & Middle East. ⁶ HEINEKEN Asia Pacific is not in scope of the 2015 commitment as the business was not consolidated at the time the commitment was made. They are in the process of becoming compliant in the coming years. ⁷ Investments dedicated to responsible consumption messaging with regards to Heineken® brand communication. This includes the 'Dance More Drink Slow' and 'Sunrise' campaign, UEFA® Champions League-specific responsible consumption boarding and other specific activations at festivals and events. ⁸ Market scope, covering in total at least 50% of Heineken® global volume. We focus our efforts on the larger markets where we can make the biggest impact; out of scope are those markets where we are unable to run our responsible consumption campaign due to local (legal and religious) restrictions on alcohol advertising. ⁹ The 50 operating companies, which cover 48 markets, include all HEINEKEN markets except Islamic countries, markets where we have a Joint Venture and three minimal-volume markets for who allocating resource is unrealistic (Laos, Solomon Islands and Sri Lanka).

From Barley to Bar

We pursue an increasingly holistic approach to sustainability. Our strategy focuses on the entire value chain 'From Barley to Bar'. This value chain includes many forms of capital, from the vital natural resources needed to make our products, through to financial capital from the sale of our products. We continuously consider the sustainability of each step with respect to our key focus areas.

HEINEKEN Inputs

Financial

Shareholders' equity, Capex, assets and borrowing

Natural

Land, water, energy, biodiversity and ecosystem

Human

Employees, training and benefits, safety and Code of Conduct

Manufactured

Buildings, breweries, packaging materials, transport, equipment and supply chain

Social

Communities, NGOs, customers, suppliers and trade groups

Intellectual

Brands, R&D, innovation, processes and corporate reputation

EMPLOYEES

HEINEKEN employs more than 81,000 people. They enjoy the benefits and rewards – pay, training, healthcare, career opportunities – their hard work deserves. The HEINEKEN Employees' and Human Rights Policy supports and guides us all to act according to our core values. And our global Code of Conduct provides guidance so that every employee knows what is expected of them. The annual employee 'Climate' survey tracks engagement levels and action is required on dimensions that fall short.

BREWING

Brewing beer and making cider is a craft. We own 11 malteries across the world and buy malted barley from business partners who have all signed our Supplier Code. We also operate 156 breweries, cider plants and other production facilities. Strict safety standards are adhered to. We invest in capacity expansion and build greenfield breweries, respecting all land rights. We are committed to improving energy and water efficiency and switching to more environmentally friendly energy sources where feasible.

PACKAGING

The majority of our beer and cider is served in bottles, cans and kegs. We are constantly looking to innovate, finding ways to optimise the production of our packaging materials, such as light-weighting and increasing the recycling and re-use rate.

DISTRIBUTION

The movement of our products around the globe is carefully managed. Several modes of transport are used, including road, rail and ocean freight as well as inland barges. Health and safety policies are in place to reduce the incidence of accidents. We optimise the distribution by changing the form of transport, training drivers on road safety, using more efficient engines, improved vehicle design and reassessment of distribution networks.

CUSTOMERS

Millions of retailers, bars, restaurants and clubs serve a selection of our brands. New fridges purchased by HEINEKEN meet green standards and we continue to develop greener draught brewing equipment. We work in partnership to ensure our products are only sold to consumers of legal drinking age.

COMMUNITY

Growing with communities underlines our ambition to have a positive impact in the communities where we live, work and sell our products. Our support is based on three building blocks: direct contributions made locally, shared-value projects, and on the African continent the Heineken Africa Foundation. The biggest contribution we make to communities is through the positive impact of our business itself: creating jobs, providing business to suppliers and paying taxes that support local and national development.

AGRICULTURE

We work with farmers worldwide to sustainably grow raw materials, like barley and hops, needed to brew our beers. In addition, we use bittersweet apples for cider making. Local sourcing is a priority because of the shared value it creates for the local communities, the country and for HEINEKEN.

HEINEKEN Outputs

Financial

€20.5 billion revenue
€822 million income tax expense (beia)
27.8% effective income tax rate (beia)
 Total dividend of **€1.30** per share (to be approved at 2016 AGM)

Natural

Sustainably sourced raw materials:
21% barley, **53%** hops and **71%** bittersweet apples
21% renewable electricity under green certificates
2% own-generated renewable electricity
3.8% renewable thermal energy used

Human

Over 1.5 million training hours completed by employees
50,000 employees completed HeiCode e-learning training
2,000+ employees completed Road safety training
6,000+ employees completed Anti-bribery e-learning module
53 nationalities represented in senior management
77% employee 'Climate' engagement score

Manufactured

167 breweries, malteries, cider plants and other production facilities
26% water reduction since 2008
24% energy reduction since 2008
115,000+ green fridges purchased in 2015 with
45% average energy saving compared with 2010

Social

€23.6 million donations
€10 million increase in endowment fund Heineken Africa Foundation to **€30 million** in total in 2016
9.7% media spend on Enjoy Heineken® Responsibly
50 operating companies have a partnership to address alcohol-related harm
 ▪ Participation in Global Commitment to reduce alcohol-related harm
 ▪ Direct and indirect job creation
 ▪ Healthcare support

Intellectual

4.15 (out of 5) reputation rating across 30 countries and **3,000** external stakeholders
250+ brands
€1.9bn revenue from innovations

CONSUMERS

Every day, millions of consumers in 179 countries choose to enjoy one of our more than 250 brands. We provide choice through our premium portfolio approach. Innovations, especially in the low- and no-alcohol categories, are meeting changing consumer tastes. Across the world we engage consumers on responsible drinking, most notably with the Heineken® brand campaigns.

This overview was first published in the 2015 Annual Report. It has been updated to include final, assured non-financial data.

Benchmarks and achievements

To help evaluate our progress on Brewing a Better World in a more objective way, we track our performance against a number of recognised external benchmarks.

GLOBAL BENCHMARKS

Dow Jones Sustainability Index



We achieved our highest ever score in 2015 and made it once again in the 2016 Sustainability Yearbook. We received the RobecoSAM Bronze Class distinction and also the Industry Mover award for the greatest improvement in sustainability performance compared with the previous year.

Highest ever score of

82/100

Carbon Disclosure Project (CDP) – Climate Change



We achieved our highest ever score in disclosure: 100 out of 100 (from 99 in 2014 and 96 in 2013). Our performance was rated B¹ (2014: A, 2013: B). Overall, we were awarded a position on the Benelux Climate Disclosure Leadership Index and lead the Consumer Staples category.

Highest ever score of

100/100

FTSE4Good



For the 12th consecutive year, we maintained our inclusion in the Index.

Our Environmental, Social and Governance (ESG) rating was the same as in 2014: an absolute score of 4.2 out of 5, and a relative Supersector score of 98 out of 100.

Supersector score

98/100



We maintained our position in the Euronext Vigeo – Benelux top 20. This Index distinguishes companies achieving the most advanced ESG performance.



We ranked as Industry Leader, with an overall ESG score of 76 and a relative industry position of 11/200.

Bloomberg

Our Bloomberg ESG disclosure score rose from 64.46 end 2013 to 69.83 end 2014.²

DUTCH BENCHMARKS

Transparency Benchmark



For the fourth year running, we were ranked as a 'frontrunner' in transparent reporting. We retained a position in the top 20, while the number of companies in scope increased significantly.

Position

13/485

VBDO Tax Transparency and Circular Business Practices



The Dutch Association of Investors for Sustainable Development (VBDO) created a new benchmark for the transparency of Dutch multinational companies regarding tax policy and implementation. We ranked 6th of 64 companies, placing us among those considered to have satisfactory tax disclosures. VBDO also initiated a benchmark study on circular business practices. We ranked 13th of the 52 Dutch listed companies assessed.

Position

6/64, 13/52

Water transparency

UNIVERSITY OF TWENTE.

We came top out of 75 Dutch listed companies in a new water transparency ranking, with a score of 43%. The ranking was created by the University of Twente with support from the Water Footprint Network and WWF. With many companies scoring 0%, the report demonstrated a need for greater transparency around water consumption. The ranking was published in the [scientific journal Sustainability](#).

Position

1/75

Across our operations, we are proud to have received a number of sustainability awards in 2015. See our [website](#) for details.

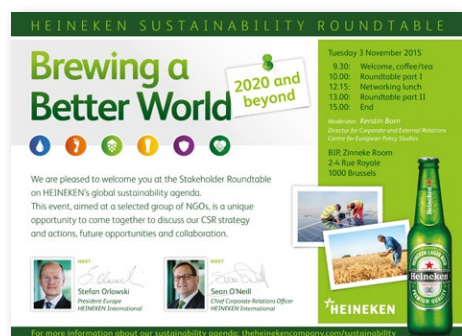
¹ CDP performance brands reach from A (highest) to E (lowest). ² Bloomberg figures for 2015 are published mid-2016, after publication date of this report

Stakeholder dialogue

Our stakeholders are vital to our business. We maintain a constant dialogue with them about our sustainability strategy and actions. This keeps us focused and lets us know where they see an opportunity for us to do more.

Reputation research

We completed one of our largest ever reputation research cycles, talking to more than 2,400 external stakeholders across 30 markets. The study is a combination of personal interviews by phone and an online survey, and covers customers, governmental stakeholders, NGOs, media, suppliers and trade associations. Outcomes are used for assessing materiality, analysing gaps and related action planning, at a global and local level.



Key meetings in 2015

- In November, we organised a special NGO roundtable to gather views on our Brewing a Better World strategy and the road ahead. The roundtable, which took place in Brussels, was attended by 15 NGOs plus members of our Executive Team. Amongst the participants were CARE, Oxfam, Forum for the Future, WaterAid, World Resources Institute and WWF International
- Throughout the year we had meetings with organisations like Greenpeace, WWF International, VBDO, Human Rights Watch, peace organisation PAX, IUCN and ActionAid. Topics included CO₂ emissions reduction, responsible tax, sustainable sourcing and the use of fertilisers and pesticides, water stewardship, human rights and transparency in reporting
- Our CEO, CFO and other members of the Executive Team actively participated in senior-level stakeholder meetings with relevant external stakeholders, including the World Economic Forum, Dutch Sustainable Growth Coalition and ministers and heads of state
- As a member of the European Roundtable of Industrialists (ERT) our CEO met with President Juncker, Vice-President Andrus Ansip, Commissioner Gunther Oettinger, Commissioner Carlos Moedas, Chancellor Merkel and President Hollande to discuss the digital economy
- We held several meetings with European Commissioners and Members of the European Parliament, to discuss topics like labelling, self-regulation, responsible consumption and our sustainability strategy. We participated in the European Commission's stakeholder meeting on the review of the Audiovisual Media Services Directive (AVMSD) and the study on the exposure of minors to alcohol advertising
- We continued discussions with global retailers around developing joint responses to sustainability issues. In Spain, together with DIA, we launched our first ever responsible consumption retailer partnership to inform consumers and employees about drink-driving risks
- We maintained an intensive dialogue with (institutional) investors and shareholder groups and analysts like Triodos, ASN Bank, VBDO, Eumedion and Guilé Foundation. We continue to see a growing number of investors and analysts include sustainability considerations within their decision-making process.

Roundtables and conferences

Throughout 2015, HEINEKEN took an active part in numerous roundtables, panels and conferences around sustainability matters. A small selection includes:

- The 4th United Nations Forum on Business and Human Rights, Geneva
- Clinton Global Initiative meetings in New York and Marrakech
- World Water Week, Stockholm
- Sustainable Brands '15, San Diego
- European Commission Multi-Stakeholder Forum on CSR, Brussels
- International Water Week, Amsterdam
- Vienna Energy Forum
- World Resources Forum, Davos.

Local stakeholder dialogue

In addition to its consolidated global report, HEINEKEN published 43 local sustainability reports or fact sheets in 2015. These reports

provide us with a strong basis for discussions with local stakeholders. Some markets, such as France, Poland and the UK actively involved stakeholders in structured roundtable sessions.



For more on our stakeholder dialogue approach, see [our website](#).

Important themes and our position

During our stakeholder meetings, a number of relevant and pressing themes were highlighted. Here is what we heard and did in response:

Theme	Our Response
 Integrated Reporting <IR> “HEINEKEN needs to embed sustainability in the business, moving towards integrated reporting.”	▪ We are gradually moving towards an ‘IR’ approach, clearly showing how our resources create value ▪ Our Annual Report and this report describes the inputs and outputs across our value chain for the first time.
 Science-based targets “HEINEKEN should move towards using science-based targets.”	▪ We will use the science-based approach to review our 2020 targets and any commitments beyond 2020.
 Longer-term approach “HEINEKEN needs a 2030 view for both commitments and the materiality matrix.”	▪ We will define our strategy, materiality and commitments beyond 2020 in the course of 2016.
 Land rights and food security “HEINEKEN should consider long-term challenges around increased competition for land, land rights and its use for food security.”	▪ In Africa we work with existing farmers rather than seeking to own land ourselves. Land rights has not come up – so far – as an issue in any of our local sourcing projects ▪ We have added an extra paragraph in this report that addresses the topic of ‘food security’.
 Human rights reporting “HEINEKEN needs to be clearer on certain human rights topics – specifically anti-corruption, labour norms and child labour.”	▪ We have more clearly stated our position on a number of human rights issues in our 2015 report and on our website ▪ We started working with Shift, the leading centre of expertise on the UN Guiding Principles on Business and Human Rights. Shift is helping us understand expectations and implications of the due diligence process ▪ We launched a three-year anti-bribery e-learning training programme for key groups of employees across a range of functions.
 Tax transparency “HEINEKEN should increase tax transparency.”	▪ In this year’s report we further clarify our tax strategy and governance ▪ We have added corporate income tax per region.
 Circular Economy “HEINEKEN is doing a lot with Circular Economy – make this clearer.”	▪ We have created a new reporting section on Circular Economy that outlines our approach, plus current activities that are part of a circular business model.
 Improve communication on BaBW “HEINEKEN should use all its brands to communicate its sustainability story.”	▪ Alongside our flagship Heineken® brand, we are increasing the number of global and local brands linked to our Brewing a Better World strategy. See Spotlight on brands for some examples.



For more on stakeholder dialogue, see [our website](#).

Spotlight on partnerships

We focus on partnerships that support our CSR strategy and create benefits that the partners would not achieve pursuing their work without the partnership. As our contribution, we actively share our knowledge, know-how and network. These are a small selection of some key partnerships.



UNIDO



Partnership goal

Promote inclusive growth in developing countries with a focus on water conservation.

Actions

In February 2015, we announced a three-year partnership. We co-hosted our first multi-stakeholder water stewardship workshops in Ethiopia and Nigeria. More countries will follow in 2016. We will conduct a feasibility study on renewable energy in Africa in 2016.



WWF International



Collaboration goal

Assess HEINEKEN's water stewardship performance and global exposure to water risks in production and our barley supply.

Actions

Assessment results identified additional sites to engage in water stewardship initiatives. We will define follow-up actions in 2016.



The Dutch Ministry of Foreign Affairs



Ministry of Foreign Affairs of the Netherlands

Partnership goal

Develop local sourcing initiatives in Africa through Public-Private Partnerships (PPP) with the Dutch government and other international organisations, such as NGO the European Cooperative for Rural Development (EUCORD).

Actions

Five PPPs are currently running.



Shift



Expert support goal

Support HEINEKEN in developing a Human Rights Due Diligence process, in line with the UN Guiding Principles on Business and Human Rights.

Actions

Agreement signed in 2015. Local workshops and a global gap analysis will be conducted in 2016 as part of guideline development.

Humane Society



Partnership goal

Improve animal welfare knowledge within HEINEKEN.

Actions

We have been in close contact since 2012. Our global Responsible Marketing Code now contains specific guidance on the use of animals in advertising. In November 2015, we received their first Corporate Consciousness award in recognition of our efforts to drive positive change.



Spotlight on associations and platforms for good

We participate in a significant number of organisations that help us reach our business and sustainability goals. Some notable ones include:



The Consumer Goods Forum (CGF)



Their mission

Bring together consumer goods manufacturers and retailers around the world to create business practices for positive change.

Latest actions

In 2015, HEINEKEN joined a CGF resolution to eradicate forced labour in the value chain.

The Dutch Sustainable Growth Coalition (DSGC)



Their mission

As a coalition of the eight biggest multinationals in the Netherlands, drive sustainable growth business models and act as industry catalysts.

Latest actions

In 2015, DSGC companies launched a [report on Circular Economy](#), sharing their journeys and best practice on the journey to implementing circular business models.

Clinton Global Initiative (CGI)



Their mission

Bring together global leaders to create and implement innovative solutions to the world's most pressing challenges.

Latest actions

HEINEKEN participated at the CGI 2015 annual meeting in New York and the winter meeting in Morocco.

Sustainable Agriculture Initiative (SAI)



Their mission

Protect the earth's resources by encouraging members to adopt sustainable agricultural practices that deliver value.

Latest actions

HEINEKEN conducts annual audits on suppliers of sustainable materials to ensure they are growing in line with the SAI platform definition of sustainable agriculture.

Business Europe



Their mission

Advocate for companies across Europe, ensuring the voice of business is heard in European policy-making.

Latest actions

HEINEKEN was partner of the European Business Summit 2015, sharing the (sustainable) contribution we make in our EU markets and our views on making Europe more competitive.

World Economic Forum (WEF)



Their mission

Engage the foremost political, business and other leaders of society to shape global, regional and industry agendas.

Latest actions

Our CEO and CFO participated at the 2015 World Economic Forum in Davos, e.g. on building responsible supply chains.

Protecting water resources

Actions and results



Our 2020 commitments

Reduce specific water consumption in our breweries by 25%

Protect our water resources in water-scarce and water-distressed areas

Aim for significant water balancing in these areas

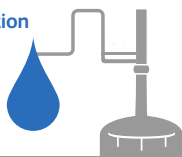


For more on water priorities and why this is important, see [our website](#) and [case studies](#).



Decrease in water consumption
compared with 2008

26%



3.6 hl/hl

average water consumption in our
breweries in water-stressed areas

Reducing water consumption in our breweries

We achieved our 2015 target and decreased average water consumption in our breweries worldwide to 3.7 hl/hl, a reduction of 26% compared with baseline year 2008.

This is the first year we also report on average water consumption in our breweries in water-stressed areas. In 2015, this figure was 3.6 hl/hl (2014: 3.8 hl/hl).

More than 56% of our total production volume in 2015, is already below the 2020 target of 3.5 hl/hl. There remain a number of individual sites where water consumption is too high. Thirty-six sites, representing 11% of our volume, are operating

above 5 hl/hl. Additionally, at 21 sites representing 10% of our volume, water consumption per hl increased by more than 5% in 2015.

Our approach is to make detailed action plans for reduction of water use in our breweries, embedded within the Total Productive Management (TPM) framework. We prioritise improvement projects based on impact and improvement potential. For example, we reduced water consumption at our brewery in Ijebu-Ode (Nigeria) by nearly 0.8 hl/hl in just six months by reducing the losses in the pasteuriser and by solving leakages.

Commitment and milestone

2020 commitment:

Reduce specific water consumption in our breweries to 3.5 hl/hl

Reduce specific water consumption in our breweries to 3.3hl/hl in water-scarce and water-distressed areas

2015 milestone:

Reduce specific water consumption in our breweries to 3.9 hl/hl

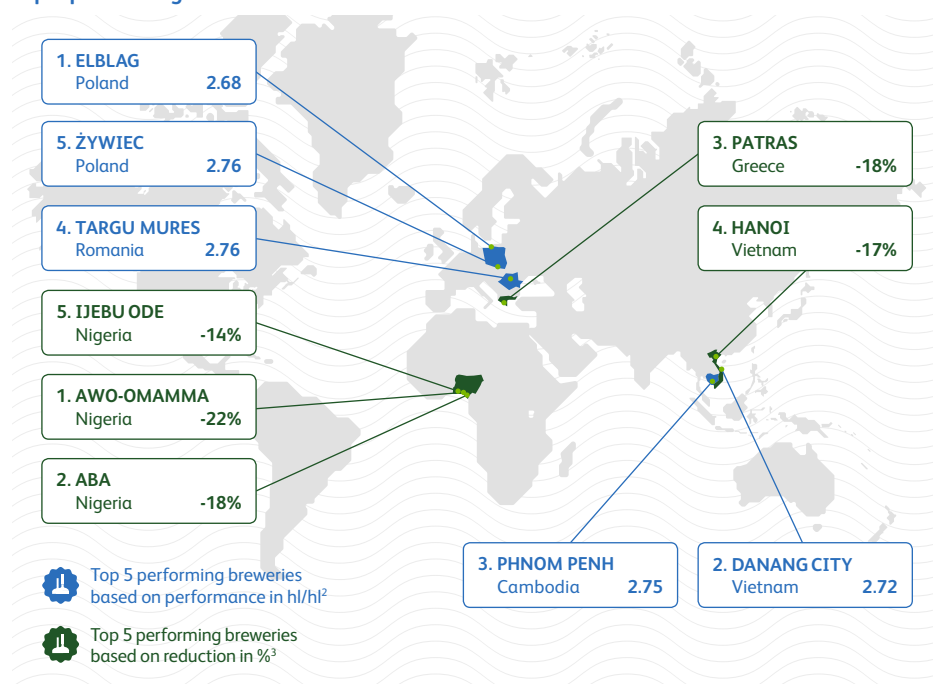
Result vs 2015 milestone:

Achieved



Our breweries includes all our beer, cider, soft drinks and water plants worldwide.¹

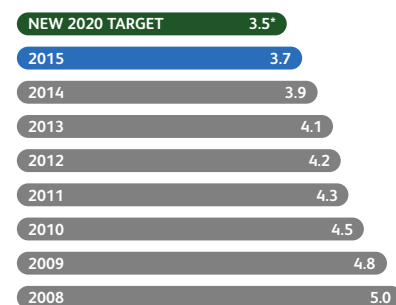
Top 5 performing breweries



Specific water consumption

hl/hl beer + cider + soft drinks + water

3.7 hl/hl



€m saved through water efficiency

€m	Water
2009	2.4
2010	2.2
2011	1.9
2012	1.0
2013	1.0
2014	2.4
2015	1.5
Total	12.4

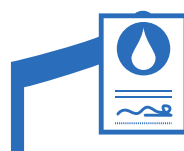
In 2014, the savings to date were calculated based on prior year's total consumption multiplied by the annual efficiency increase and 2013 average tariff. For 2015 value, the calculation method changed from world average tariff to 2014 weighted average tariff per unit and used the 2015 volume.

¹ We allow a grace period of one year for new sites, i.e. acquired or commissioned new breweries in 2015 will first report on their water consumption at the end of 2016. ² All breweries with more than 500,000 hl are included. ³ Previous 2020 target 3.7 hl/hl.



WWF International

performed a water-risk assessment
for our complete beverage and
malting operations



87% of breweries

in water-stressed areas completed
a Source Water Protection Plan
(representing 99% of total volume in scope)

Protecting water resources in water-stressed areas

We have been assessing water-related risks since 2010 and focus our immediate efforts on the 23 breweries in water-stressed areas. By the end of 2015, 20 of these sites had completed a Source Water Protection Plan. The three outstanding sites are in Tunisia. Due to the economic downturn in Tunisia, our operations needed to put activities on hold and focus on turning the business around.

Every five years, we assess current and future risks arising from the watersheds in which our breweries are located. For that purpose, we undertook a water risk assessment with World Wide Fund for Nature International (WWF) across our total operational footprint – fully consolidated as well as Joint Ventures – and on our barley-sourcing areas.

Some of the key outcomes are:

- Along with the current 23 Priority One water risk sites, WWF has identified additional sites to engage in water stewardship initiatives
- WWF suggests specific risk mitigation strategies per site in line with the existing Source Water Protection Plans as well as through collective action, e.g. local partnerships
- In markets affected by climate change and flooding, or with difficult access to clean and sanitised drinking water, WWF recommends to explore future water risks.

Our next step is to review fully the findings and define follow-up actions against the main conclusions. We will make clear the way forward later in 2016.

Commitment area and result

2020 commitment:

Aim for significant water balancing by our production units in water-scarce and water-distressed areas

2015 milestone:

100% of our production units in water-scarce and water-distressed areas will have a Source Water Protection Plan

Result vs 2015 milestone:

Partly achieved / 99% of total production volume of units in scope

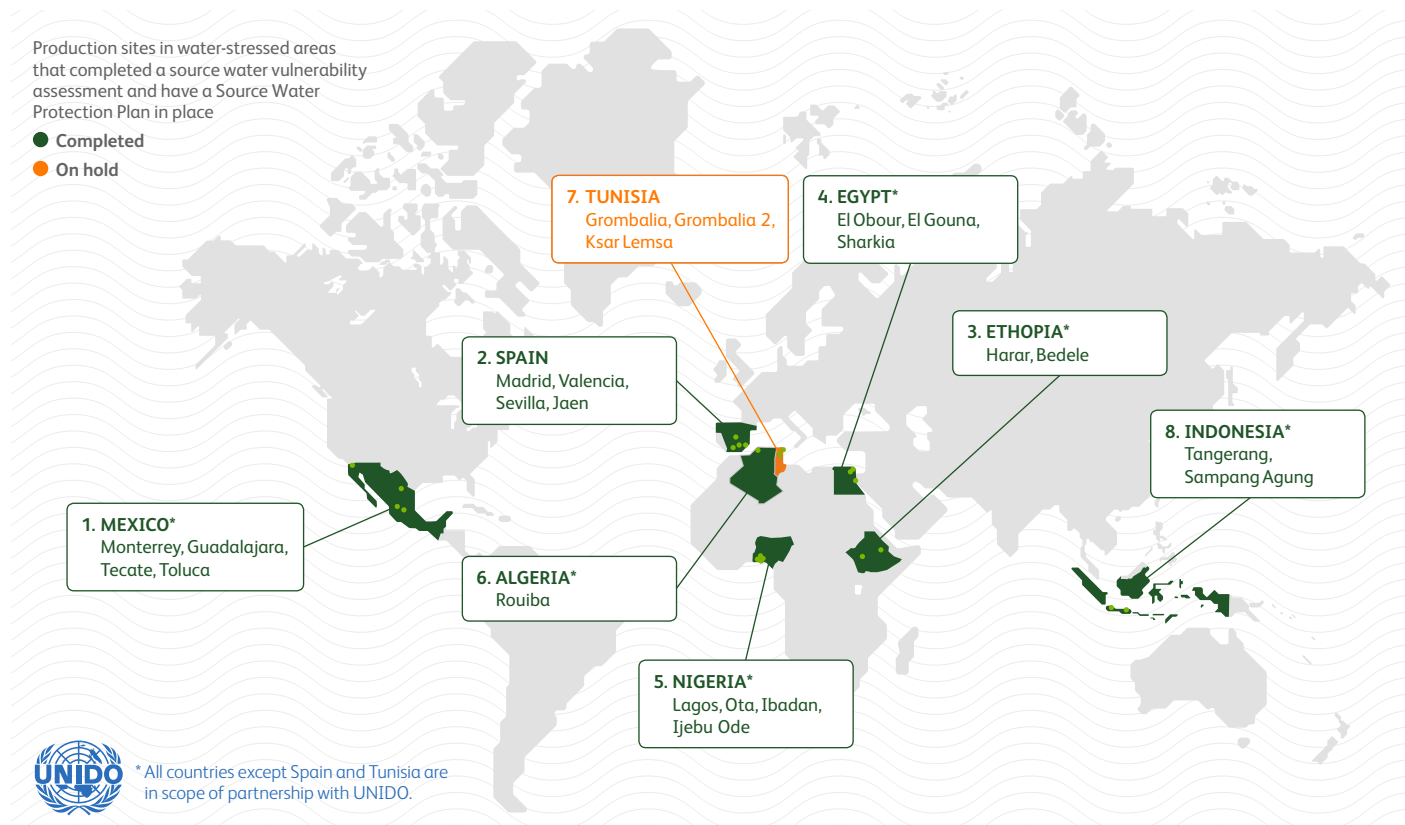


We have identified 23 production units as being in water-scarce and water-distressed areas.¹

Production sites in water-stressed areas

Production sites in water-stressed areas that completed a source water vulnerability assessment and have a Source Water Protection Plan in place

- Completed
- On hold



* All countries except Spain and Tunisia are in scope of partnership with UNIDO.

¹ Based on a 2012 Company-wide water risk screening.



For more on water priorities and why this is important, see [our website](#) and [case studies](#).



Partnership with UNIDO to mobilise stakeholders on shared water issues



133,000 small trees
replanted, preserving the
San Juan River watershed
in Monterrey, Mexico



Water balancing

To protect water resources in water-stressed areas, we are also aiming for significant water-balancing. This means redressing the balance between the amount of water we remove from the watershed and the amount that isn't returned¹.

One of the challenges is mobilising stakeholders, particularly at a government level. To help us, in February 2015, we entered into a partnership with the United Nations Industrial Development Organization (UNIDO). UNIDO will act as an independent broker, bringing together key stakeholders and helping us develop Public-Private Partnerships where relevant. HEINEKEN and UNIDO are jointly organising three-day stakeholder engagement workshops to develop a shared vision on the most important water issues and on collective efforts needed to redress them.

Two workshops have already been conducted. One in Ethiopia for the Dabena river catchment area, and one in Nigeria to create a shared stakeholder vision for the Ogun-Oshun region (see [case study](#)). More workshops are planned for 2016.

Other local initiatives:

- HEINEKEN Spain has entered into a partnership with landscape restoration NGO Commonland to help set up water-balancing projects at their four at-risk brewery sites.



Women Together for Conservation: this group is hired by FAMM to grow and provide the seedlings that are planted in the park.

Key projects have been identified in Seville and Jaen, with projects for Valencia and Madrid to be developed in 2016

- In Mexico, following the establishment of the Monterrey Metropolitan Water Fund in 2013, reforestation continued of severely degraded land at the Cumbres de Monterrey National Park. By the end of 2015, HEINEKEN Mexico had reforested 133 hectares using a density of 1,000 seedlings per hectare (see [case study](#))
- In Ethiopia, we continued our contribution to a [Public-Private Partnership](#) along with

the government of Harar Regional State, Vitens Evides International B.V. and other partners, which aims to ensure long-term water availability for the Harar Region. An assessment of future (20 years' time) water needs of the region was completed, as well as an assessment on current water resources and water resources use for rural water supply. A platform of local stakeholders was established for joint decision-making on water resources allocation. Preparation for the construction of pilot sand dams started for sustainable groundwater storage.



Case study: Multi-stakeholder workshop creates shared vision for water



One of the pilot water workshops organised by HEINEKEN and UNIDO, for the Ibadan region in Nigeria, gathered 30 key stakeholders. Participants discussed 12 priority measures and agreed a shared vision for water conservation (see [case study](#)).



For this and other case studies on water stewardship see [our website](#).

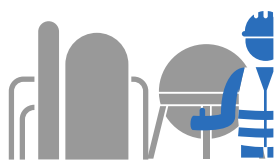


UNIDO – HEINEKEN stakeholder engagement workshop in Jimma, Ethiopia.

¹ Either because it's used in our products, or through unavoidable losses in the production process.



Two new wastewater treatment plants in Nigeria and Surinam



Barley has a relatively low water footprint compared with other crops



Wastewater management

It is our policy to ensure all of our wastewater volumes are treated – by us or by a third party – before being discharged into surface water.

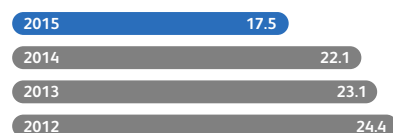
In 2015, across all beverage production units in scope, we discharged 17.5 kton COD¹ of effluent organic load into surface water. This was a significant decrease on the 22.1 kton COD discharged in 2014², which is mainly a result of more accurate measurement of data.

In 2015, two new wastewater treatment plants became operational in Aba (Nigeria) and Paramaribo (Surinam). Construction of another has begun in Nizhny Novgorod (Russia), which we hope will be certified and fully operational in the course of 2016. In 2016, we also plan to build treatment plants at all our newly constructed breweries.

By the end of 2015, we had 15 sites (14 beverage plants and 1 malting plant) without a treatment plant, representing 3.6% of Heineken N.V. beverage production. For these sites we will build wastewater treatment plants, to be in operation in 2020.

Effluent organic load discharged to surface water

Measured in kton COD discharged by our beverage production units.¹



Case study:

Fresh recognition for water reduction efforts in Portugal



An advanced water treatment system at the Vialonga Brewery in Portugal, created in partnership with GE, has been commended at the Global Water Summit 2015. The system saves an average 30 litres of water for every 100 litres beer brewed (see [case study](#)).



For this and other case studies on water stewardship see [our website](#).

Reducing water consumption in agriculture



Family owned hop farm Johann Brenner near Munich, Germany.

Water usage in growing our crops (mainly barley) represents approximately 90% of our total water footprint along the value chain. In 2015, WWF International performed a water-risk assessment on our brewing and other beverage operations (see [Protecting water resources](#)). We have also included our barley-sourcing areas in order to get a clearer picture of the related water risk in agriculture.

The WWF assessment confirms the results from a 2014 study by AidEnvironment and shows that barley has a relatively low water footprint. In addition, barley grows mostly through rainfall and is less dependent on irrigation. However, there are still opportunities for improvements, particularly in the face of climate change.

WWF makes the following recommendations:

- We should do in-depth evaluation of the water risk on barley production in specific key markets
- Along with stimulating our suppliers to adhere to the SAI Platform's Farm Sustainability Assessment standard (FSA 2.0) or equivalent standards³, WWF recommends establishing certain extra requirements, e.g. related to biodiversity
- WWF also suggests water efficiency targets on the supplier side and water stewardship initiatives of barley suppliers in high water-risk areas.

HEINEKEN will further investigate the outcomes and monitor the latest developments in 2016.

Global average water footprint per product⁴

Product					
Water footprint (global average)	298 litres of water per litre of beer	870 litres of water per litre of wine	1,020 litres of water per litre of milk	1,056 litres of water per litre of coffee	108 litres of water per litre of tea
% footprint via rainfall	85%	70%	85%	96%	82%

¹ Chemical Oxygen Demand (COD) is an analysis of wastewater that gives that total sum of all organic compounds represented.

² We have developed and used more accurate measurements to calculate our 2014 and 2015 COD discharge in 2015. In 2014, we initially overestimated our discharge to be 25.9 kton COD. ³ Currently there are no crop-specific sustainability standards for barley. ⁴ Water Footprint Network, Product Gallery.

Reducing CO₂ emissions

Actions and results



Final checks on new solar installations at eight HEINEKEN distribution centres in the Netherlands.

Our 2020 commitments

Reduce CO₂ emissions in production by 40%

Reduce the CO₂ emissions of distribution by 20% in Europe and the Americas

Reduce the CO₂ emissions of our fridges by 50%



For more on our CO₂ priorities and why this is important, see [our website](#) and [case studies](#).



6.3%
reduction
of total carbon
footprint

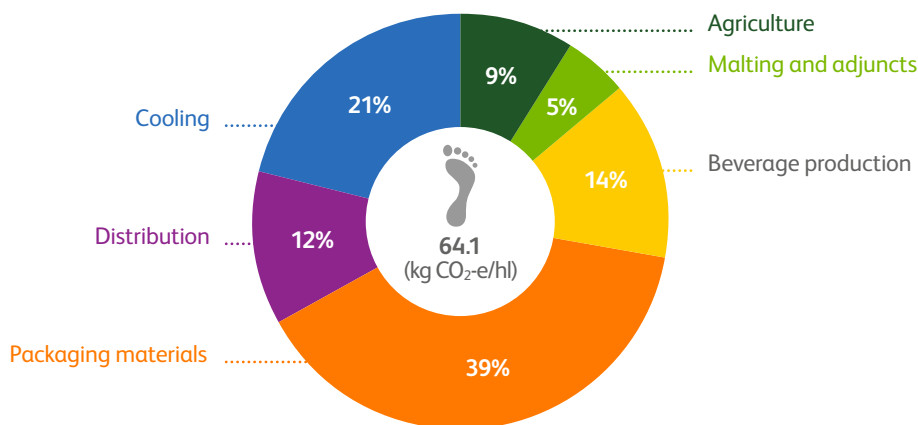


Signed the BIER
2015 Joint Commitment on
Climate Change



Our carbon footprint

In 2015, we updated the HEINEKEN carbon footprint^{1,2} previously published in 2012. The updated figures were calculated across our global operations and our complete value chain, From Barley to Bar.³ Results show our estimated total carbon footprint has decreased from 68.4 kg CO₂-e/hl in 2012 to 64.1 kg CO₂-e/hl – a reduction of 6.3%. This is mainly because emissions from cooling have had a substantial decrease of 5.8 kg CO₂-e/hl. This is due to the use of more energy-efficient fridges as a result of the Green Fridges programme. Emissions from brewing and beverage production have also shown a substantial decrease of 2.6 kg CO₂-e/hl. This is due to continuous improvements in our breweries to reduce energy consumption and using more renewables in the consumption mix. Emissions from packaging have increased by 3.8 kg CO₂-e/hl. This is due to an increase of aluminium cans in the packaging mix and a change in our reporting to more explicitly include the materials for crown caps and labels in our emissions calculations.



Area	2012 Baseline (kg CO ₂ -e/hl)	2015 (kg CO ₂ -e/hl)	Change (kg CO ₂ -e/hl)
 Agriculture	5.6	5.8	+0.2
 Malting & adjuncts	4.1	3.3	-0.8
 Beverage production	11.3	8.7	-2.6
 Packaging material production	20.9	24.7	+3.8
 Distribution	7.1	7.9	+0.8
 Cooling	19.4	13.6	-5.8
Total	68.4	64.1	-4.3

Product Environmental Footprint

In 2015, as a member of the Brewers of Europe, we continued to participate in a pilot process to develop the Product Environmental Footprint (PEF) of beer. The initiative, driven by the European Union, aims to extend product lifecycle thinking beyond just carbon footprint – for beer and other industries – into a wider range of environmental impacts. The goal is to develop a common tool for measuring environmental performance, providing a reliable and comparable resource for all stakeholders.

The draft rules for the PEF of beer have been developed and have been approved. In 2016, these rules are planned to be tested in a supporting study and where necessary amended prior to finalisation.

BIER Climate Change Commitment

As a member of the Beverage Industry Environmental Roundtable (BIER), we collectively recognise climate change as one of the greatest challenges facing the prosperity of society. In response, we have signed the BIER 2015 Joint Commitment on Climate Change, committing to:

- Continue to reduce energy consumption and source cleaner fuels within our operations in order to reduce our CO₂ footprint
- Work together as BIER members to share tools and knowledge to help manage water risk
- Collaborate on research and partnerships in the agricultural sector to create a more climate-resilient food chain
- Continue to reduce our water footprint as an industry and support other sectors to minimise their footprint.

¹ Data based on 80% of the HEINEKEN volume in 2014. ² The HEINEKEN product carbon footprint is based on a life cycle approach including GHG scope 1, 2 and 3 emissions from agriculture, malting, brewing, packaging materials, distribution and cooling. HEINEKEN participates in the EU Product Environmental Footprint Pilot (PEF) for the Beverage Industry and will update its carbon footprint calculation methodologies accordingly. See also [The Brewers of Europe presentation to ELC](#).

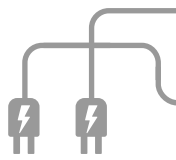
³ Figures calculated from January-December 2014 data.



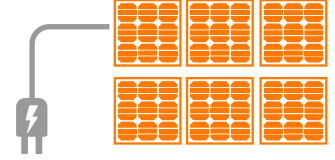
For a more detailed breakdown of our carbon footprint, see [our website](#).



36%
reduction
in carbon emissions since 2008



12,000 solar panels
on all eight distribution
centres in the Netherlands



Mounting rotorblades on one of four new wind turbines at our brewery in Zoeterwoude.

Reducing CO₂ emissions in production

In 2015, we achieved a 36% reduction in our CO₂ emissions in production compared with the baseline year of 2008, to 6.7 CO₂-e/hl.

Our emissions are decreasing in absolute as well as relative terms. Even though our production volumes in 2015 were 43% higher than in 2008, our emissions were 8% less.

This reduction is achieved primarily through work in two areas:

1. Energy-saving initiatives.
2. An increased use of renewable energy and lower-emission sources.

Reducing energy consumption

Our energy consumption includes both thermal and electrical energy sources. In 2015, we used, on average, 93 MJ of energy¹ to produce one hectolitre of beer, cider, soft drinks and water.

In 2015, our thermal energy consumption in production was 64.8 MJ/hl, a reduction of 4.2% compared with 2014. Our electricity consumption in production in 2015 was 7.9 kWh/hl, a reduction of 2.2% compared with 2014.

Renewables in the energy mix

Introducing more renewable energy sources into our production energy mix can generate significant reductions in our CO₂ emissions:

- In 2015, our Göss Brewery (Austria) achieved the last milestone in its long-running vision of 100% carbon-neutral production with the opening of a new spent-grain fermentation plant. In 2016, energy supply at the brewery will be based wholly on renewable energy sources (see [case study](#))
- Asia Pacific Breweries Singapore has built a solar installation on the brewery's rooftop. It is currently the largest solar initiative on a single location in HEINEKEN globally,



Solar installation on the rooftop of Tuas Brewery, Singapore.

Commitment area and result

2020 commitment:

Reduce CO₂ emissions in production by 40%

2015 milestone:

Reduce CO₂ emissions in production by 27%

Result vs 2015 milestone:

Achieved



Production includes all our beer, cider, soft drinks and water plants worldwide.¹

and is expected to generate 2.3 million kWh per year (see [case study](#))

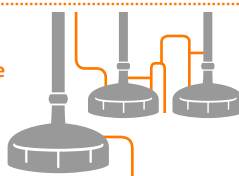
- In the Netherlands a total of 12,000 solar panels were installed on all eight HEINEKEN distribution centres across the country (see [case study](#))
- At our brewery in Zoeterwoude, the Netherlands, four windmills are currently under construction. Each has a planned capacity of 3 MW. The windmills are planned to be operational from 2016
- Our Hanoi brewery in Vietnam constructed a biomass boiler, switching from diesel to using rice husks as the biomass boiler fuel. We also completed a biomass boiler in Tien Giang. A similar boiler was introduced in our Da Nang brewery in 2014.

¹ Scope 1 and 2, GHG Protocol. ² There are two exclusions from this calculation. To encourage increased use of biogas (1.2 MJ/hl) as a valuable and effective alternative to fossil fuels, we do not include it in our calculations. Additionally, a small proportion of the energy consumption related to beverage consumption (2.1 MJ/hl) comes from logistics on-site. For reasons of clarity, we exclude this from our calculations of energy consumption related to beverage production.



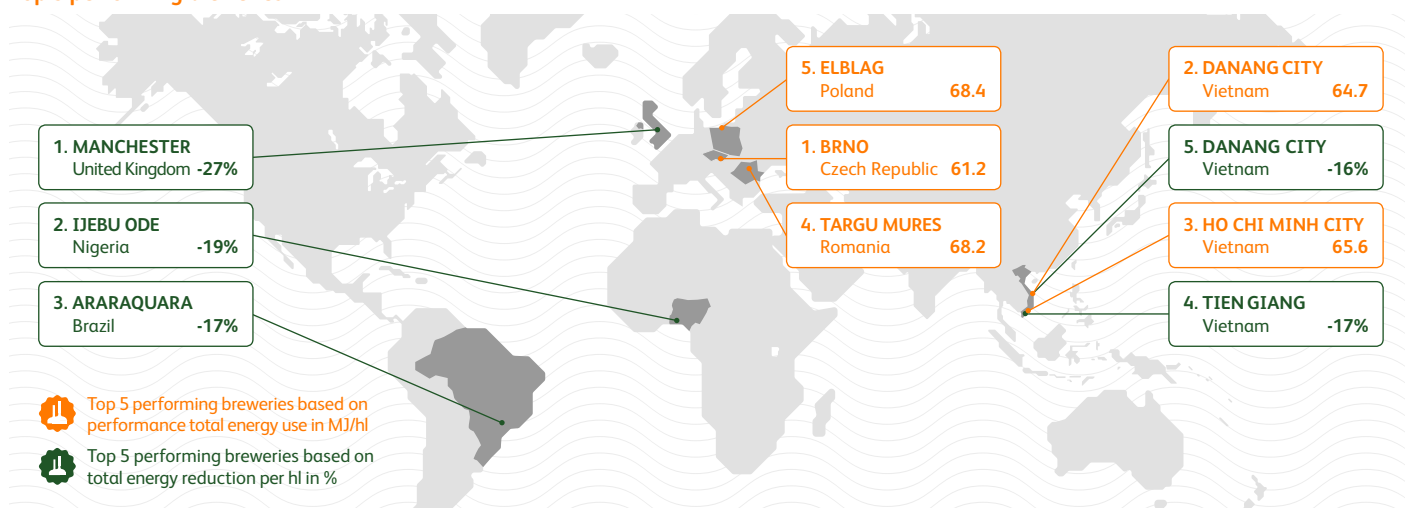
Production volumes in 2015 were 43% higher than in 2008, but our absolute emissions were

8% less



€71.1m
Total saved since 2009

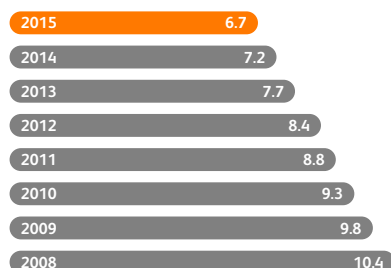
Top 5 performing breweries



CO₂ emissions in production

kg CO₂-e/hl beer + cider + soft drinks + water

6.7 kg CO₂-e/hl



€m saved through energy efficiency

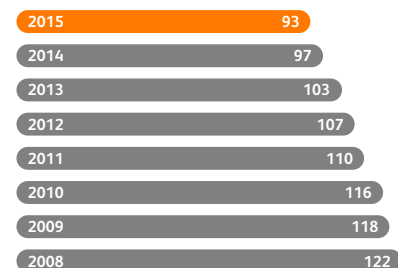
€m	Thermal	Electricity
2009	5.2	2.5
2010	2.8	3.5
2011	11.2	3.0
2012	5.1	1.5
2013	9.5	0.0
2014	12.4	6.8
2015	6.2	1.4
Total	52.4	18.7

In 2014, the savings to date were calculated based on prior year's total consumption multiplied by the annual efficiency increase and 2013 average tariff. For 2015 value, the calculation method changed from world average tariff to 2014 weighted average tariff per unit and used the 2015 volume.

Total specific energy consumption in production

MJ/hl beer + cider + soft drinks + water

93 MJ/hl



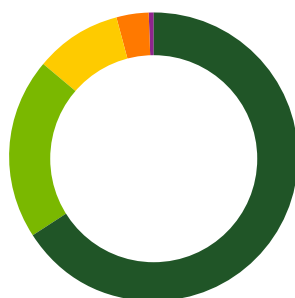
Specific thermal energy consumption

MJ/hl beer + cider + soft drinks + water

64.8 MJ/hl

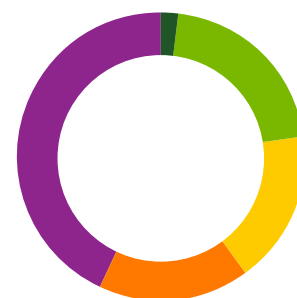


Thermal fuel mix 2015¹



Electricity mix 2015

for Beverage production



Specific electricity consumption

kWh/hl beer + cider + soft drinks + water

7.9 kWh/hl



¹ Total percentage may not add up to 100% due to rounding.



Emissions in distribution compared with baseline year



+6.6%
in Americas



-9.8%
in Europe



Reducing CO₂ emissions in distribution



One of the new EURO6-trucks in the Netherlands designed as Heineken® can.

To reduce our emissions in distribution, we focus on developing initiatives in three key areas: transport efficiency, to reduce total distance driven; fuel efficiency, to reduce fuel consumption and modal efficiency; to select the most efficient mode of transport or fuel type.

In Europe and the Americas, we recorded a combined increase of 1.7% on our emissions in distribution compared with our baseline year. While this is progress from the increase of 3.6% reported in 2014, we missed the 2015 target, which means a significant level of improvement is needed to reach our 2020 commitment.

In Americas, the emissions for transport have increased 6.6% compared with the baseline year. The main cause of the shortfall against target is the production footprint challenge we face in Mexico, our biggest market. Rapid growth in demand for our Mexican beers in northern Mexico and the USA has meant our breweries in the north have reached full capacity. We have needed to use our breweries in the south for additional supply, leading to a continuous increase in overland transportation of finished products over very large distances. We have taken significant steps to improve the situation, mostly through modal shift. We are beginning to see a reversal of the negative emissions trend with a 4.2% reduction of the emissions for Mexico in 2015 compared with

2014. In addition, we have plans to open a new brewery in Chihuahua, northern Mexico, due to be operational in late 2017, which will make a contribution to the further emission reduction.

In addition, Heineken Brazil emissions have increased, as they have taken over the deliveries to several customers who used to collect the products themselves. Excluding the effect of this shift, Brazil has actually significantly improved its carbon efficiency, thanks to modal shift from road to rail and inland, collaboration initiatives with other companies to reduce empty kilometres, driver training and network optimisation. This means more emissions within HEINEKEN's scope, less emissions for the planet.

When we focus on Europe only, we actually decreased emissions in distribution by 9.8% compared with our baseline year, putting us on track against our commitment in this region.

In 2015, we also stepped up our involvement with Green Freight Asia. They are the leading organisation supporting sustainable road freight in the Asia Pacific region, aiming to improve fuel efficiency, reduce CO₂ emissions and lower logistics costs. For more information about our engagement in other external initiatives such as Clean Cargo working group and Lean & Green see [the sustainability section of our Company website](#).

Commitment area and result

2020 commitment:

Reduce the CO₂ emissions from distribution by 20% in Europe and the Americas¹

2015 milestone:

Reduce the CO₂ emissions from distribution by 10% in Europe and the Americas

Result vs 2015 milestone:

Not achieved



The outbound distribution of finished goods and returns of empty packaging material. Includes domestic and export transport by road, rail and sea.²



Case study:

Mexican beers set sail for the United States



To reduce the carbon footprint of Mexican beers exported to the USA, HEINEKEN is shifting a number of distribution routes from road to sea through a collaborative project between markets (see [case study](#)).



For this and other case studies on reducing the carbon footprint see [our website](#).

¹ Scope 3, GHG protocol. ² Does not include inbound transport. Baseline 2010/2011, scope is the top 24 operating companies in Europe (including Russia and Belarus) and the Americas (USA, Brazil, Mexico). Transportation (owned and outsourced) figures are calculated up until change of ownership of the goods. Scope represents 80% of volumes traded for total scope in Appendix 3. HEINEKEN Asia Pacific is not in scope of the 2015 commitment as the business was not consolidated at the time the commitment was made.



94%
of our residual products
have been recycled

40,000
green draught systems
in 65 markets



-45%
average energy use of
newly purchased fridges
compared with baseline
year 2010

Reducing CO₂ emissions from fridges

HEINEKEN buys and supplies fridges used to store and display our beer products in supermarkets, bars and restaurants. This allows us to control the quality of the beer by setting the correct temperature, as well as the appearance of the fridge and our brands within it. To reduce our emissions in this area, we focus on installing more energy-efficient fridges. We therefore ask our suppliers to test new fridges we purchase against our HEINEKEN Energy Efficiency Index (HEEI)². Along with their HEEI performance, we also judge our fridges as 'green' if they have up to four 'green' characteristics³.

In total, 100% of the more than 115,000 fridges that HEINEKEN bought in 2015 had one or more green characteristics and 58% had all four. The average energy use of these newly purchased

fridges was 45% less compared with baseline year 2010, putting us on track towards 2020.

Saving energy doesn't just reduce our emissions, it also means our customers incur less costs in their businesses. We estimate that through these 115,000 fridges alone our customers will save EUR15 million on their electricity bills in 2016.

In 2015, we started working on a test protocol for our draft beer installations to measure their cooling performance. We expect to start working with suppliers on this in 2016.

We also continued installing one of the world's greenest draught systems David Classic Green (since 2011) and David XL Green (since 2013). More than 40,000 David Green systems have been installed in more than 65 HEINEKEN markets.

Commitment area and result

2020 commitment:

Reduce the CO₂ emissions of our fridges by 50%

2015 milestone:

Reduce the CO₂ emissions of our fridges by 42%

Result vs 2015 milestone:

Achieved



The average energy efficiency across all standard beverage fridges (branded and non-branded) delivered to HEINEKEN warehouses in the reporting year.¹

Waste and compliance

Waste recycling in production

We measure and monitor our waste recycling rates during the production of our beverages, aiming to improve our total recycled volumes.

Zero waste

We aim to fully recycle all residual products. In 2015, 71 out of 159 of our production units sent virtually⁴ zero waste to landfill. We plan to further roll out zero waste to landfill to other production units in next years.

The main residual products from the brewing process are brewer's spent grains (73%), surplus yeast (10%) and materials like glass (4%), cardboard, aluminium, plastic and paper.

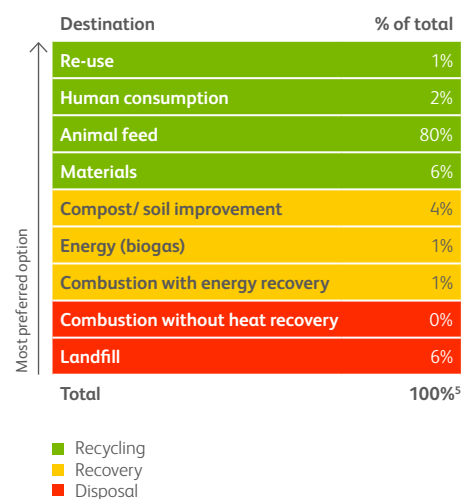
Currently, 94% of our residual products are recycled into feed, material loops, compost or energy. Brewer's grains and yeast, for example, have a high nutrition value and are recycled for animal or human consumption.

The 6% of our residual products that are not recycled, are incinerated or sent to landfill. This is a total of 210-ktonne waste, which we will reduce in the coming years.

Environmental accidents and complaints

We received 27 complaints related to these. Most of the complaints are related to noise and wastewater effluent not meeting legal requirements. Compared to 2014, the complaints over odour decreased to only one in 2015.

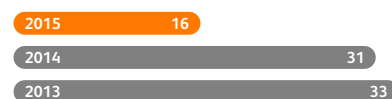
Waste Hierarchy



Colours in graph refer to the 'Waste Hierarchy'. The Waste Hierarchy gives top priority to preventing the creation of waste in the first place. When waste is created, it gives priority to preparing it for re-use, recycling, other recovery (such as energy recovery) and disposal (landfill) in descending order of environmental preference.

Environmental and industrial safety accidents

16



Environmental and industrial safety complaints registered

27



¹ Scope 3, GHG protocol. ² HEINEKEN Energy Efficiency Index is the energy consumption of the fridge divided by the average energy consumption of similar HEINEKEN fridges on the market in 2010, multiplied by 100. ³ Depending on size and local regulations. The four characteristics of green fridges are: 1. Use of hydrocarbon refrigerant, 2. LED illumination, 3. An energy management system, 4. Energy-efficient fans. ⁴ Virtually zero waste to landfill is defined as diverting at least 98% of waste from landfill. ⁵ Total percentage may not add up to 100% due to rounding.



Green Circles partnership connects energy, water, raw materials, mobility and the living environment



Most of our brewers' grain reused

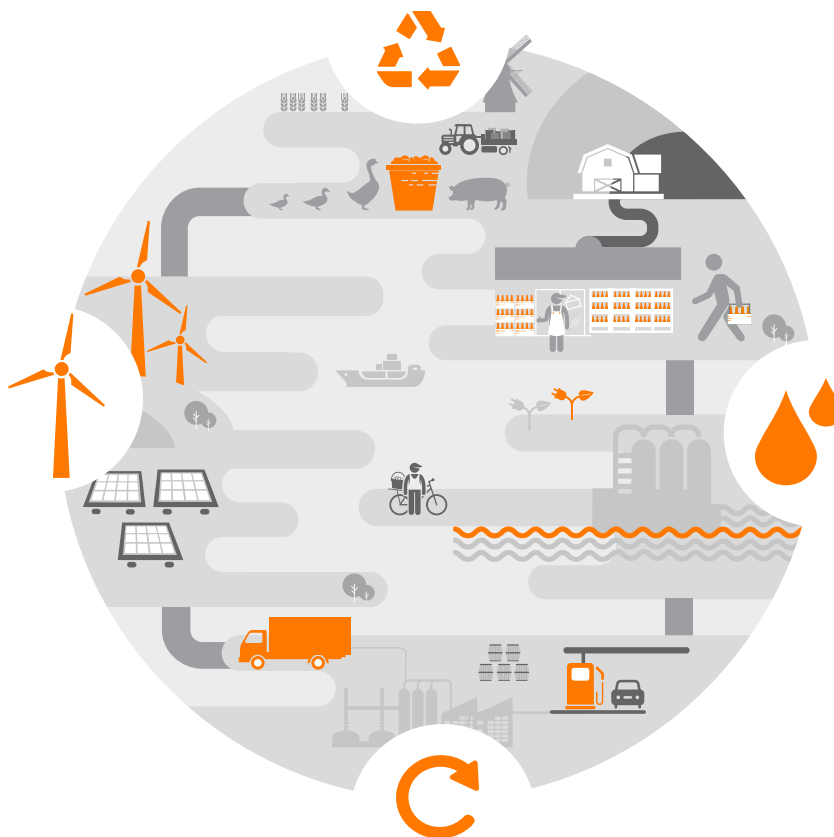
as animal feed
Click [here](#) to watch the video



Circular Economy

There is increasing focus on how businesses can move from a linear value chain model towards a Circular Economy in which products and resources are reused or refurbished as part of new product life-cycles. This wider philosophy delivers more efficient use of resources and has significant environmental and commercial benefits.

For HEINEKEN, at the start of a product's life-cycle, implementing circular business models means using raw materials in the most efficient and responsible manner plus optimising the processes via which beer is brewed. Our approach consists of four key activities:



1. Recycle

- We recycle 94% of our residual products, including brewers' grains, surplus yeast, packaging materials¹ and wastewater residue
- Brewers' grain is recycled as animal feed. Click [here](#) to watch a video
- In the Netherlands, almost 97% of HEINEKEN beer bottles are returned to retailers by consumers.



2. Reduce

- We have reduced our water consumption in production by 26% and energy use by 24% since 2008.



3. Renew

- We have a number of initiatives in place to install solar panels and wind turbines at brewery locations. In 2015, these included major new solar installations in Singapore and in the Netherlands
- We have increased our volume of renewable electricity to 23% (own generated and purchased green certificates), compared with 19.5% green certificates in 2014
- 3.8% of our thermal energy is from a renewable source
- We generate biogas from our wastewater.



4. Reuse

- The majority of wastewater from our breweries (more than 93%) is treated and returned to surface water
- DB Breweries in New Zealand developed DB Export Brewtroleum. Made using surplus yeast residue combined with high-grade petrol, it is the world's first commercially available biofuel made from a by-product of beer

Our Zoeterwoude brewery in the Netherlands – Europe's largest brewery – is playing a leading role in circular economy thinking through its Green Circles initiative. The ambition is to become climate-neutral and short- and long-term programmes are in place connected to energy, water, raw materials, mobility and the living environment, from bees to biodiversity (see [case study](#)).

¹ This refers to packaging materials on site, e.g. damaged bottles and cans.



We rolled out a lighter bottle

for the Heineken® brand



158 million

pieces of secondary packaging were FSC certified



Circular Economy

Packaging materials

The manufacturing of our packaging materials by our suppliers continues to be the greatest source of our CO₂ emissions and is of growing interest to a wide range of stakeholders.

In 2015, we joined a number of roundtables on Circular Economy, within which reuse and recycling of packaging is a key subject (see [Overall carbon footprint](#)). As a member of the European Organization for Packaging and the Environment (EUROPEN), we welcome the European Commission's [Circular Economy Package](#), adopted by the Commission in December 2015. We consider it an important step towards a more competitive and resource efficient Circular Economy in Europe.

For any new packaging initiative HEINEKEN uses a specific methodology, the Ecodesign Packaging Procedure (EPP). This framework is integrated within our global innovation process. It provides a structured methodology for ecodesign, including tools and recommendations for teams to use to make design decisions.

Our life-cycle assessment tool, which calculates the impact of our packaging on the environment, was used 103 times in 2015 to help find opportunities for more eco-friendly design.

Some key initiatives in 2015 to reduce our packaging footprint were:

- In November 2015, we rolled out a lighter 330ml Heineken® brand bottle in the Netherlands, made using less glass. Created together with Ardagh Glass Moerdijk, it reduces CO₂ emissions in production by about 5,000 tonnes per year. See [case study](#).

- For the Heineken® brand, we started elaborating on a new concept of the returnable bottle to further reduce the carbon footprint of packaging. It will be introduced in selected markets in 2016
- In the Netherlands, all 158 million pieces of secondary and tertiary packaging (boxes, and trays) produced for all HEINEKEN brands,

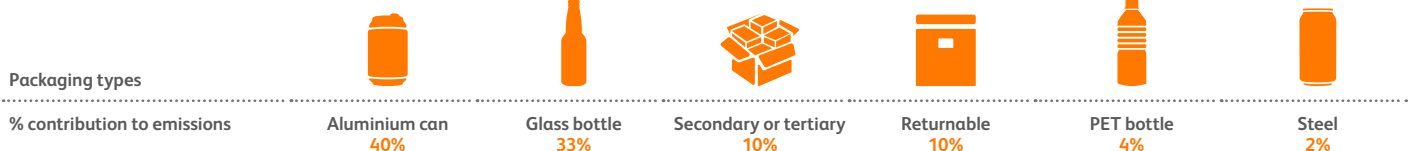
including for global export, were sourced from FSC certified suppliers

- In the USA, HEINEKEN became the first alcohol producer to join the U.S. Recycling Partnership. The mission of the organisation is to increase recycled volumes across America. See [case study](#).



Producing lighter 330ml Heineken® bottles at Ardagh Glass Moerdijk.

Our packaging types and contribution to emissions^{1,2}



¹ Based on estimated Carbon Footprint 2014 packaging emissions. ² Total percentage may not add up to 100% due to rounding.



For more on our Ecodesign Packaging Procedure, see [our website](#).

Sourcing sustainably

Actions and results



Work at Loftus Ranches, a family-run hop farm in the Yakima Valley, Washington State, USA.

Our 2020 commitments

50% of our main raw materials to be supplied from sustainable sources

60% of agricultural raw materials in Africa to be locally sourced within the continent

Ongoing compliance with our Supplier Code Procedure



For more on our sustainable sourcing priorities and why this is important, see [our website](#) and [case studies](#).



9,745

farmers adhering to approved sustainability standards of SAI



64

compliance audits conducted by SGS



Barley field in France.

Commitment area and result

2020 commitment:

Aim for at least 50% of our main raw materials from sustainable sources

2015 milestone:

Aim for sustainable sourcing of raw materials for crop year 2015:

- Barley: 20%
- Hops: 40%
- Bittersweet apples for cider: 60%

Result vs 2015 milestone:

Achieved



Malting barley, hops and bittersweet apples for cider used in the production of our beverages across our global operations.

Sustainable sourcing of agricultural materials

In 2015, we reached sustainable volumes of 21% of barley, 53% hops and 71% bittersweet apples for cider.

We follow the [Sustainable Agriculture Initiative Platform \(SAI\)](#) definition of sustainable agriculture. In 2015, the number of farmers adhering to approved sustainability standards was 9,745.

We carry out risk assessments on our suppliers claiming sustainably sourced volumes, and, since 2014, have used SGS (an external audit company) where audits are necessary. SGS conducted 64 compliance audits of our suppliers in 2015, which confirmed the sustainable volumes reported by these suppliers.

We have developed a supplier risk analysis tool. From 2016, this will be used to decide which suppliers to audit. Looking to 2020, we will work together with suppliers to reach our goal of 50% from sustainably cultivated volumes. We will be looking at all of our main raw materials – including fruit concentrates, sugar, rice, sorghum, wheat and maize.

For full details on our sustainable agriculture approach, see [our website](#).

Water, fertiliser and pesticides

In 2015, we launched the malt portal, a geographical information tool that provides us with detailed data on the specific areas where the

barley is cultivated for our malt-based products. The system permits us to use this real-time information for the evaluation of location-based risks, such as water and environmental impact. We aim to have information for our full supply in 2016.

In 2015, WWF performed a water-risk assessment on our complete beverage operations, including our barley-sourcing areas, to get a clearer picture of our water risk in agriculture. See section [Reducing water consumption in agriculture](#) for more information.

Progress against targets

Barley



Hops



Bittersweet apples for cider



■ Actual 2015
■ Target 2015



Case study:

Audits verify sustainable hop volumes in Germany

German hop farmers supplying HEINEKEN have been working to demonstrate sustainably grown hop volumes. In 2015, internal and external audits of selected farmers tested compliance with the defined sustainable agricultural code (see [case study](#)).



For this and other case studies on sourcing sustainably see [our website](#).



49%

of our African agricultural raw materials were sourced locally



120,000 farmers involved

840,000

families benefited



Local sourcing

In 2015, an estimated 49% of our agricultural raw materials used in Africa and the Middle East were sourced locally. Although the absolute quantity increased by 5.4%, the reported performance increased by only 1 percentage point (from 48% in 2014), which puts us just short of our 2015 milestone. A number of factors influenced this:

- Exceptional volume growth in Ethiopia led to a significant increase in demand for malt barley. Current malting capacity in Ethiopia is insufficient to meet this demand, resulting in a higher quantity of malt being imported
- Lower than expected sales volume in countries affected by economic and political instability resulted in slower depletion of opening stocks, which negatively impacted local purchases in 2015.

We source locally in 11 operating companies across Africa, through 24 different sourcing initiatives.

To make sure our local sourcing initiatives are effective and to help us achieve more, faster, we work together with a large number of external partners. We have five Public-Private Partnerships (PPP) active, in co-operation with the Dutch Ministry of Foreign Affairs. We also have partnerships with the European Cooperative for Rural Development (EUCORD), United Nations Industrial Development Organization (UNIDO), International Finance Corporation (IFC) and International Fertilizer Development Center (IFDC), among others. These projects involve around 120,000 farmers, creating benefit and greater economic empowerment for 840,000 family members.²

Commitment area and result

2020 commitment:

Deliver 60% of agricultural raw materials in Africa via local sourcing within the continent

2015 milestone:

50% of agricultural raw materials used in Africa to be locally sourced within the continent

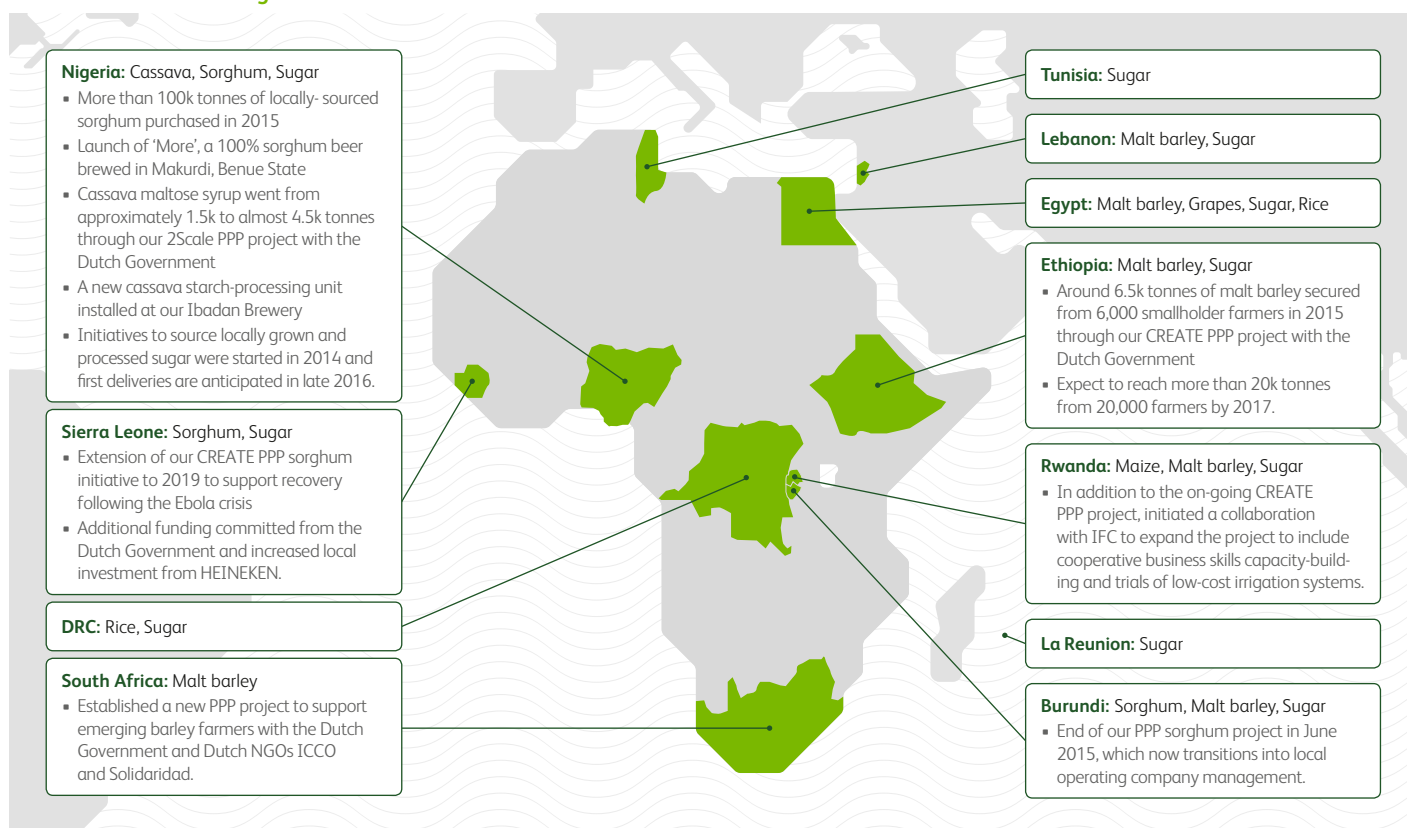
Result vs 2015 milestone:

Partly achieved



Agricultural raw materials cultivated in a country in the AME Region measured as a percentage of the total agricultural raw materials used in HEINEKEN's production processes in AME operating companies.¹

Overview of local sourcing initiatives



¹ (1) The definition distinguishes between raw materials that are (i) cultivated in the domestic market, (ii) grown in other countries in the AME Region and, (iii) imported from outside the AME Region. (2) Production of beer, malt drinks, soft drinks, cider, wine and spirits are included in the definition – water is excluded. (3) The definition includes all 'extract-producing' raw materials (e.g. barley, rice, maize, sorghum, sugar, cassava, etc.) and hops. ² Based on an average household figures for Africa of seven people.



We started to explore new initiatives
in **Myanmar**
and **Papua**
New Guinea

Farmers in Africa supported with training to
improve productivity
and **protect the soil**



Local sourcing projects in other regions

- In Papua New Guinea we signed a Memorandum of Understanding with the Department of Agriculture and Livestock, to test the possibility of sourcing cassava starch as an adjunct for our local beers
- We continued our work with the Smallholders Alliance for Sorghum in Haiti (SMASH), in partnership with USAID and the International Development Bank. By the end of 2015, SMASH was active in six out of ten of the administrative departments of Haiti with around 3,100 farmers directly trained. SMASH aims to alleviate poverty among farmers, by providing them with quality seeds, equipment and a guaranteed market for their crops
- In Myanmar, we started co-operating with the Livelihoods and Food Security Trust Fund (LIFT), and NGO Radanar Ayar, to introduce contract farming to smallholder farmers and increase their livelihoods through training.

Environmental impacts of local sourcing

Use of fertilisers and pesticides in Africa is, on average, significantly lower than that of larger

commercial farms in mature markets, which partly explains why average crop yield in Africa lags so far behind Europe, Asia and North America. We are working to educate farmers to use the right quantities of the right inputs at the right time, along with giving advice on crop rotation and soil management, to improve productivity.

In terms of water use, the majority of our local sourcing projects rely on rainfall. With increasingly unpredictable rainfall patterns in sub-Saharan Africa, we have partnered with the IFC in Rwanda to test low-cost irrigation systems, such as foot or solar pumps (see [Water use in agriculture](#)).

Child labour

The UN's International Labour Organization (ILO) considers child labour to include work that is dangerous to children and interferes with their schooling.

We are working together with our NGO partners in order to reinforce local government policy on child labour in the markets in which we have PPP projects. Our intention is to use our classroom training sessions to explain to farmers the benefits of following the local legal requirements.



Case study:

Flourishing farmland for top-grade barley production in Ethiopia

Through a Public-Private Partnership project, we are stimulating a sustainable local barley supply chain in Ethiopia. The project aims to reach 20,000 smallholder farmers in the country by 2017 (see [case study](#)).



For this and other case studies on sourcing sustainably see [our website](#).

Food security

Feeding a growing global population – expected to pass nine billion by 2040 – is an increasingly pressing challenge. At a roundtable for NGOs, held by HEINEKEN in November 2015, we were asked:

1. Isn't it better to grow crops for food, instead of for alcohol?
2. Are there any other sources you could use – such as waste products?
3. How to ensure long-term productivity of land?

- Our local sourcing projects can create a benefit for the farming communities by providing a reliable market for specific quantities of a crop
- Farmers have the freedom to keep as much as they want and sell to other markets
- We support farmers with training on best practice methods to improve their productivity (yield/ha) and to protect the soil, such as planting, weeding and crop rotation
- Most farmers grow multiple crops on their land. These include food crops grown for their own use or sale in the market, and other cash crops, e.g. coffee, cocoa and cotton
- The income generated from selling crops allows farmers to purchase other food stuffs and essential non-food items, like homes, transport and education, improving their quality of living
- We have some opportunities to use crops that would otherwise go to waste. With rice, we can buy the badly broken grains for use in brewing that would be rejected by the food market.



A. Kabato Bentu, a barley farmer from Beriti, Ethiopia.



60,000+
of our suppliers have signed
the Supplier Code



we stopped working with
67 suppliers



Compliance with our Supplier Code Procedure

Our suppliers are key to achieving our sustainability commitments, as much of our impact lies indirectly with them. For a full explanation of our Supplier Code Procedure and our four-step approach, see the corresponding section of [our website](#).

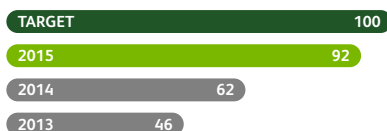
At the end of 2015, our Supplier Code Procedure was fully operational within 46 out of 50 operating companies in scope and partly in four. The four operating companies in question (Brasseries du Congo (Congo), Sierra Leone Brewery (Sierra Leone), Tango (Algeria) and Commonwealth Brewery (Bahamas)) had not yet started inviting their potentially high risk-suppliers for assessment by EcoVadis – the final element in making the Code fully operational. The Ebola outbreak had a major impact in Sierra Leone (and knock on impact to other African businesses), infrastructure (network) in Congo frustrated access to systems, Commonwealth Brewery did not sufficiently operationalise due to the lack of a functioning purchasing department until mid-2015, and for Tango the complexity of doing business as an alcoholic beverage company in a predominantly Muslim country has meant that progress was slower than expected.

Our operating companies in Asia Pacific started to roll out the Supplier Code programme in 2014, even though they are outside the scope of the 2015 commitment. More than 6,600 suppliers in the region had signed the Supplier Code and been through the Supplier Risk Analysis by the end of 2015 – an increase of more than 3,000 from 2014. These suppliers can now be invited for EcoVadis assessment, an important step to operationalise our Supplier Code Procedure.

Our operating companies in Asia Pacific are part of the 2020 commitment and we will continue to work on onboarding as well as focusing on ongoing adherence of all operating companies in scope.

**Supplier Code Procedure Operational
(representing 99% volume in scope)**

92%



At global hop supplier Yakima Chief-Hopunion, USA.



Step one: signing

At the end of 2015, more than 60,000 of our suppliers have signed the Supplier Code, an increase of 9,000 over the previous year.



Step two: risk analysis

In 2015, we conducted a risk analysis on an additional 12,500 suppliers, bringing the total number to more than 60,000. This step determines whether or not they are in scope for further monitoring in step three.



Step three: monitoring

Since the start of the rollout in 2011, more than 2,000 suppliers have been invited to join the EcoVadis sustainability-monitoring platform – an increase from 1,500 in 2014. Of the 500 suppliers invited in 2015, 298 completed the EcoVadis assessment. The remaining suppliers are still being followed up.

An additional 92 suppliers indicated how they plan to improve their sustainability performance, even though they did not score below the high-risk threshold. The action

Commitment area and result

2020 commitment:

Ongoing compliance with our Supplier Code Procedure

2015 milestone:

Four-step Supplier Code Procedure operational within all operating companies

Result vs 2015 milestone:

Partly achieved / representing 99% volume in scope



This 2015 commitment applies to all our global operations that were management controlled in 2010 when the scheme was designed.

plans may include references to any of the four pillars of the EcoVadis assessment (environment, labour and human right, fair business and sustainable procurement practices) and were validated by the buyer.



Step four: audit

The three audits expected for 2015 no longer proved necessary upon closer assessment, in two cases because of an incorrect risk profiling, and in one case because the supplier became a subsidiary of a company not requiring a site audit. Therefore, no audits were conducted in 2015. However, the onboarding of higher-risk countries in 2015 to EcoVadis meant that more suppliers are scoring below the audit threshold. Audits for these suppliers are being planned.

Contract terminations

We believe continuous improvement can help suppliers comply with the Supplier Code. If there is no commitment to improve, or any corrective measures, we may cease to do business with that supplier. In 2015, we stopped working with 67 suppliers. This was because they were unwilling to sign our Supplier Code (three cases), or refused to subscribe to EcoVadis (64 cases).



For more on our Supplier Code Governance, see our [website](#) and related sections in the GRI 4 Reference Table

Advocating responsible consumption

Actions and results



Amsterdam Dance Event.

Our 2020 commitments

Make responsible consumption aspirational through the Heineken® brand

Build measurable partnerships in every market in scope, aimed at addressing alcohol-related harm

Take action at an industry level, in collaboration with 11 global alcohol businesses



For more on our responsible consumption priorities and why this is important, see [our website](#) and [case studies](#).



Launch campaign:
**Moderate Drinkers
Wanted**
watch the video [here](#)



**'Dance More,
Drink Slow'**
commercial was viewed more
than 25 million times online



Scene from 'Moderate Drinkers Wanted', our latest responsible consumption campaign.

Making responsible consumption aspirational

For those who choose to do so, drinking beer in moderation is a legitimate and integral part of a healthy, balanced lifestyle.

We have a long history of encouraging responsible consumption through our brands and aim to make moderate, responsible consumption aspirational. We use the strength of our brands – and particularly our global Heineken® brand – to help this message resonate with consumers, creating campaigns that can lead the debate.

In 2015, we measured our investments related to dedicated responsible consumption campaigns in 14 markets. These markets, representing more than 50% of the Heineken® brand global volume, invested 9.7% of total Heineken® media spend on dedicated Heineken® responsible consumption activations.

We continued our ground-breaking responsible consumption campaign 'Dance More, Drink Slow', which launched in 2014, supported by TV and online advertising. The commercial was viewed more than 25 million times online and there were more than 600 million views of articles related to the campaign. Research shows the campaign's

positive influence on attitudes among those of legal drinking age¹. We also continued to promote our Enjoy Heineken Responsibly (EHR) platform. As sponsors of UEFA Champions League and the Rugby World Cup 2015, 33% of pitch-side signage was dedicated to EHR messages. Champions League games were watched by an estimated 1.1 billion individuals.

In January 2016, we launched our third campaign: 'Moderate Drinkers Wanted'. Research² showed that moderate drinking is becoming 'the new cool' among millennials of legal drinking age, motivated by self-awareness and control of self-image in the age of social media. 75% stated they already limit the amount of alcohol they drink on the majority of nights out. Against this backdrop, our latest global campaign shows the benefits of positive drinking behaviour. For the first time, women are at the centre of the campaign with the light-hearted message that they prefer men who drink in moderation. The campaign includes a new TV commercial, digital and experiential activity. Click [here](#) to watch the commercial.

Commitment area and result

2020 commitment:

Make responsible consumption aspirational through Heineken®

2015 milestone:

We commit to invest a minimum of 10% of our media spend for the Heineken® brand in supporting our dedicated responsible consumption message in markets representing at least 50% of our global volumes

Result vs 2015 milestone:

Partly achieved



All expenses incurred for placing and broadcasting Heineken® brand dedicated responsible consumption advertisements in various paid media and other specific responsible consumption campaign activities, across selected operating companies totalling at least 50% of global Heineken® volumes, amounting to 10% of their actual Heineken® media spend.



Case study:

Activating Dance More, Drink Slow at Festival in Ireland

At the 2015 Electric Picnic festival in Ireland, HEINEKEN offered a unique experience in exchange for moderate drinking behaviour. Participants created and shared 360° selfie videos in the secret Heineken® booth (see [case study](#)).



For this and other case studies on responsible consumption see [our website](#).

¹ Source: MetrixLab, 2014. ² Research, carried out by trend analysts Canvas8, polled 5,000 21-35-year-old premium beer drinkers across five countries.



In 48 markets

we have partnerships to address alcohol abuse



In 28 markets

we engaged retailers in Responsible Retailing initiatives



Building partnerships to address alcohol-related harm



Visitors to popular Vama Veche, Romania receive information on responsible consumption.

Fifty operating companies, across 48 markets, have a partnership in place to address alcohol-related harm. Of these operating companies, 56% have met all our partnership criteria, representing 72% of the beer volume in scope.

Working closely with local governments, NGOs and specialists, these partnerships address alcohol-related harm in many ways. For examples, see our case studies from [Spain](#), [Romania](#) and [Austria](#).

Our focus now, as we work towards our 2020 commitment, is to measure the outcomes of these partnerships and to ensure that all are publicly-reported.

Commitment area and result

2020 commitment:

Every market in scope has and reports publicly on a measurable partnership aimed at addressing alcohol abuse

2015 milestone:

Every market in scope has a partnership to address alcohol-related harm. All partnerships meet HEINEKEN's seven-point partnership criteria

Result vs 2015 milestone:

Partly achieved



This commitment applies to 50 of our operating companies, across 48 markets.¹ Alcohol-related harm includes excessive drinking, drinking and driving, under-age drinking and personal harm attributable to alcohol.

Progress on global industry commitments

HEINEKEN is a signatory to the collective Commitments to Reduce Harmful Drinking, managed by the International Alliance for Responsible Drinking (IARD).

The aim of the [IARD commitments](#), which run from 2013-2017, is to contribute as an industry to the global target set by the World Health Organization (WHO), of "at least a 10% relative reduction in the harmful use of alcohol" by 2025.

We take action in five key areas: under-age drinking, marketing codes of practice, consumer information and product innovation, drinking and driving, and retailer support. A report on the second year's progress on these commitments was published in September 2015 and assured by KPMG. It can be found [here](#).

During 2015, we took action across a range of areas related to the commitments:

- As an industry, we launched the Responsible Retailing Code
- As HEINEKEN, we engaged retailers in 28 markets in Responsible Retailing initiatives
- We ran anti drink-driving programmes in 19 markets.

A progress report for 2015 will be published by IARD in 2016.



Case study: Helping sports clubs get clear on responsible consumption

HEINEKEN has launched a new initiative in the Netherlands with the Dutch Olympic Committee* Dutch Sports Federation. 'Blijf Helder' aims to make sport clubhouses clear on the rules of responsible consumption (see [case study](#)).



For this and other case studies on responsible consumption see [our website](#).

Commitment area and result

2020 commitment:

Deliver global industry commitments by end of 2017 and report in 2018

2015 milestone:

Contribute to the five industry commitments and related KPIs, as defined through the International Alliance for Responsible Drinking (IARD)

Result vs 2015 milestone:

On track



HEINEKEN and 11 other global alcohol beverage companies signed up to the commitment to reduce harmful use of alcohol, including leading producers of beer, wine and spirits around the world.

¹ The 50 operating companies, which cover 48 markets, include all HEINEKEN markets except Islamic countries, markets where we have a Joint Venture and three minimal-volume markets for who allocating resource is unrealistic (Laos, Solomon Islands and Sri Lanka).



We have committed to provide ingredients and nutrition information on-pack for all our beer brands in the EU



Launched Responsible Marketing Code



Consumer buying Heineken® beer at SIX retail store in Mexico.

Advocating transparency and responsible marketing

Ingredients and nutrition information on labels

We are an active advocate of increased transparency to consumers and a lot of our brands already carry nutritional information and ingredients declarations on-label. In 2015, we committed to provide ingredients and nutrition information on pack for all our beer brands in the EU. This commitment has been publicly declared and [approved by the European Alcohol & Health Forum](#).

We will include ingredients and energy values (kcal) per 100ml. Furthermore, we will include a link on the packaging referring to a website where consumers can obtain further information on fat, sugars, protein and salt. This is how the EU has regulated the information for other products and beverages and we believe this is the right approach that will allow consumers to make fair comparisons between different beverages. We aim to deliver the commitment by the end of 2016, reporting to the European Commission in early 2017.

Responsible Marketing Code

In 2015, we used our Enjoy Responsibly Day as a platform to launch our renewed Responsible Marketing Code. This Code, which is fully in line with the IARD commitments, replaces the existing Rules on Responsible Commercial Communication and Rules on Digital Commercial Communication. A large number of employees throughout HEINEKEN completed training before 2016.

Responsible Marketing Pact

A new Responsible Marketing Pact from the World Federation of Advertisers came into force in 2015. It includes a particular focus on digital advertising and preventing appeal to minors. Our new Responsible Marketing Code is designed to be in line with the WFA Pact. In 2016 the WFA will report on compliance with the Pact across Europe.

Complaints

Despite our efforts to communicate responsibly, in 2015 we received 27 complaints about our marketing messages.

These claims related to different communications campaigns for different brands and arose in 12 different countries. All complaints were investigated and resolved, except for one complaint received by HEINEKEN Italia, which is still under investigation.

Following investigation, two complaints were upheld. In the UK we withdrew our Strongbow YouTube video "award ceremony" that was deemed to imply that alcohol was an important part of life and in Portugal we should refrain from using the phrase "Sagres, a cerveja oficial do futebol" (Sagres the official beer of soccer) following a complaint from a competitor. In 2015, we also received fines for non-compliance with local advertising regulations totalling €96,500. €4,500 relating to the use of outdoor billboards in Mongolia and a €92,000 fine in Mexico, which we are contesting, for not having an accurate publicity licence.

Enjoy Responsibly Day and Global Beer Responsibility Day

On 18 September 2015, we held our second HEINEKEN Enjoy Responsibly Day (ER Day). The day aims to shine a spotlight on responsible consumption activities across the business, bringing the topic to life through partnerships, brand campaigns and innovations.

This year, ER Day was also part of the inaugural Global Beer Responsibility Day (GBRD). HEINEKEN, AB InBev, Carlsberg and multiple local brewers and beer associations collaborated and coordinated responsibility initiatives on the same date. By aligning our efforts, we have the opportunity to create even greater reach and impact.

Across our business, around 55,000 employees in 50 countries participated in ER Day (see [case study Brazil](#)). As an industry, GBRD activity engaged more than 650,000 retail locations, reached 8 million consumers directly, and 300,000,000+ consumers indirectly through GBRD communications activities.



Case study:

Expanding the effect of Enjoy Responsibly Day in Brazil

To support Enjoy Responsibly Day 2015, HEINEKEN has held creative events around the world. In Brazil, the responsible consumption message has been made famous among employees, customers and consumers (see [case study](#)).



For this and other case studies on responsible consumption see [our website](#).



Our Radler brands are now available in 44 markets



with 17 markets
having a Radler alcohol-free variety



This is an increase in volume of 8% compared with 2014



Creating a taste for no-alcohol and low-alcohol brands



Karlovacko Radler 0.0% sponsored the 2015 Swatch Beach Volleyball Major Series in Poreč, Croatia.



Case study: Co-creation for ideas on moderation



A Heineken® brand innovation project has untapped the brilliance of ten creative talents to find new ways to make moderation attractive. First concepts were unveiled as part of Global Beer Responsibility Day celebrations (see [case study](#)).



For this and other case studies on moderation see our [website](#).

We offer not only information to consumers about moderate consumption, we also offer consumer choice by providing low- and no-alcohol brands. Global consumer interest in this sector has been growing and, due to our rapid innovation, accounted for almost 11 million hectolitres sales volume in 2015 i.e 5% of our global volume. Our no- and low-alcohol portfolio has increased 60% since 2010.

In 2015, we continued the expansion of our no- and low-alcohol Radler portfolio – an all-natural mixture of beer and lemon juice. Our Radler brands are now available in 44 markets, with 17 markets having a Radler alcohol-free variety. This is an increase in volume of 8% compared with 2014.

We continued the roll out of 0.0% MAXX, our range of all-natural alcohol-free beers. Based on consumer feedback, individual markets have developed propositions under locally relevant names. For example, in Greece this was under the Amstel brand, launched as Amstel Free, and in Ethiopia under Buckler as Buckler MAXX 0.0%. We now have 10 markets with natural, no-alcohol beer propositions.

We ensure that our no-alcohol beer brands are not marketed at under-age drinkers and our no-alcohol launches in a market include specific guidelines on how to communicate, including asking retailers to refuse to sell to under-age drinkers.

In addition, we see an increasing demand for our non-alcoholic (and halal certified, where relevant) malt-based beverages, with Amstel Malta, Maltina and Fayrouz as our most important brands.

We increasingly see a group of consumers who embrace a moderate and healthy lifestyle. We keep working on innovating our low- and no-alcoholic product portfolio, to meet this growing interest.

Serve size innovation

We have another opportunity to help consumers moderate by providing a range of serve sizes. Innovation in this area also allows us to meet consumer demand for different volumes at different drinking occasions. In Bulgaria, for example we launched a 33ml variant of the standard 50ml Zagorka brand to better suit the lunchtime meal. And, in the Netherlands, both Amstel Radler and Wieckse Radler introduced a 25ml version of the standard 33ml to suit customers in hotels and restaurants.



Trying low and no-alcohol beer recipes at the recently reopened tasting brewery in Zoeterwoude, the Netherlands.

Promoting health and safety

Actions and results



Safety first at HEINEKEN Czech Republic.

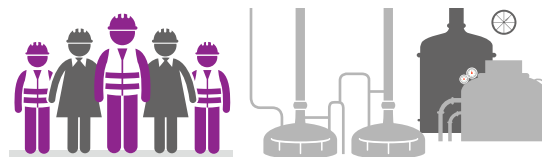
Health and safety has always been an integral part of the HEINEKEN business. Nothing is more important than ensuring that our employees and the people we work with are safe when they perform their duties.



For more on promoting health and safety and why this is important, see [our website](#) and [case studies](#).



Almost 14% accident reduction in HEINEKEN production units



Fatalities

'Safety First' is our number one company behaviour within our business strategy. It is of huge regret that in 2015 we saw a rise in fatalities, with 22 people losing their lives while working within HEINEKEN (compared with 15 fatalities in 2014).

Ten fatalities took place in Mexico, four in the Democratic Republic of Congo, two in Nigeria, two in Burundi, one in Haiti, one in the Netherlands, one in Egypt and one in Brazil.

Of the 22 deaths, one of the main causes was unfortunately once again connected to shootings at HEINEKEN-owned retail stores in Mexico, where the victims included HEINEKEN employees. These incidents accounted for nine fatalities in 2015 – an increase from six in 2014. Of the remaining fatalities, nine involved traffic accidents, two were accidents while working in a confined space, one was a fall from a height and one was a drowning accident.

The continued high number of fatalities in Mexico reflects the ongoing problem in the country with high levels of crime-related violence. Our operation in Mexico keeps in regular contact with the relevant authorities to ensure assistance in addressing the violence, and continues taking a wide range of measures like 'safe cash' procedures, instructions and training on how to act in case of an assault or shooting and security visits to retail stores.

For all the other fatalities, the relevant operating company is required to (and did in all cases in 2015) conduct a full investigation and submit a plan for improved safety in the future. After the incident and after the plan, global Company-wide safety alerts are sent to help avoid a similar event occurring again.

Accidents and safety performance

The accident frequency rate within production and on-site logistics fell to 0.71 accidents per 100 FTEs in 2015. This reduction of almost 14% since 2014 means we have passed our 10% target. Total number of accidents (employees and contractors) has decreased by 51% since 2010. This is the result of strong enforcement of existing safety standards and procedures, improved quality of accident investigations and good practice management.

In 2015, accidents among HEINEKEN employees Company-wide decreased, falling to 1,060. Of these, 608 were in logistics and distribution, 243 in sales and marketing, 167 in production and 42 in support functions.

All accidents and incidents should be recorded in our global reporting system. To be confident it is being used, we set a target for 90% of operating companies to report at least one near-miss (an accident that almost happened) in 75% of all units. In 2015, only 43% of operating companies achieved this. Our global validation reports provided assurance that all actual accidents and incidents are being reported in our global system. Based on this reassurance, we will no longer use the near-miss target in 2016.

Now that we have a robust company-wide reporting system, we can formulate longer term company-wide targets based on a 2015 baseline. In our ambition to prevent fatal accidents we have introduced live saving rules that are mandatory for all of HEINEKEN and have to be implemented in the course of the coming years.

2015 targets

Accident frequency

10% reduction within HEINEKEN production units

Reporting

90% of Operating Companies to report at least one near miss in 75% of sites

Safety e-learning

90% of operating companies to report 90% completion of targeted e-learning modules

Road safety

2,000 sales managers to have received road safety training with Alert Driving

Performance

Accident frequency: Achieved

Reporting: Not achieved

Safety e-learning: Partly achieved

Road safety: Achieved



Safety data¹

Fatalities and permanent disabilities

	2013	2014	2015	2014 ³	2015
Fatalities of Company personnel	1	0	2	4	6
Fatalities of contractor personnel	1	1	1	11	16
Permanent disabilities of Company personnel	3	7	3	11	6

Accidents (absolute values)

	2013	2014	2015	2014 ³	2015
Accidents of Company personnel	244	227	192	1,297	1,060
Accidents of contractor personnel ⁴	108	102	84	159	140
Lost days of Company personnel	6,950	7,619	8,753	29,515	31,008
Total workforce (FTE)	27,793	27,381	26,978	79,538	76,956

Accidents (relative values)

	2013	2014	2015	2014 ³	2015
Accident frequency (cases per 100 FTE Company personnel)	0.88	0.83	0.71	1.63	1.38
Accident severity (average lost days per 100 FTE Company personnel)	25	28	32	37	40

¹ Due to country by country differences in definition of commuting as work related or not, they are not included in our external reporting. ² As in previous years we provide the trends and figures on production unit data. This includes the production facilities and the logistics as they happen at the production facilities. ³ 2014 companywide data was considered underreported – see explanation 2014 report. ⁴ No data available for contractor accidents outside production Q1-Q3 2014 in Asia Pacific region.

Accident frequency

Cases per 100 FTE, HEINEKEN Company personnel production units

0.71



Accident severity

Lost calendar days/100 FTE, HEINEKEN Company personnel production units

32



For more detailed data on (occupational) health and safety, see our [GRI 4 Reference Table](#)



90% of employees
in 71% of all Operating Companies completed Safety e-learning training



2,000 sales managers
received road safety training with Alert Driving



Improving safety

Our 'Safety First' approach is focused on improving safety across the whole company.

In 2015, we developed the HEINEKEN Life Saving Rules, effective from 1 January 2016. The 12 rules set out clear and simple 'dos and don'ts' for our highest-risk activities. All operating companies will be required to assess their safety performance and close any gaps.

Most work-related accidents and fatalities happen outside our production sites, when our people are travelling or distributing our products, as these are less controlled environments. This is the reason why we have a global strategy that is systematically addressing safety across the whole of the Company, with a particular focus on road safety.

Some of the safety actions in 2015 included:

- Safety e-learning training completed for at least 90% of targeted modules in 71% of all operating companies
- Road safety training with Alert Driving, delivered to more than 2,000 of our sales managers and representatives across 59 operating companies
- Safety leadership workshops for our management teams, attended by more than 90 leaders from six operating companies
- Training on our global Behaviour Based Safety programme (BBS), which started in 2014. We have now delivered training in more than six operating companies and implemented several BBS pilots
- Road Safety Officer training in Q4 2015, with 65 colleagues achieving certification.



Case study: Inspiring 'Champions of Safety' in Greece

Through a series of events timed around World Day for Safety and Health at Work 2015, Athenian Brewery in Greece has spread a message of 'Safety First' among employees, suppliers and consumers (see [case study](#)).



For this and other case studies on health and safety see [our website](#).

Focus Area

2018 milestone

2020 commitment



Operating companies representing 95% of employees have 80% of the actions coming from Life Saving Rules action plans accomplished

Life Saving Rules action plans fully implemented

Healthcare and well-being

The health and well-being of all HEINEKEN employees is important. We pay special attention to establishing employee healthcare programmes in developing countries, which sometimes also cover family members of our

employees. Our healthcare programmes have been extended to our newest operating companies, such as Myanmar.

Since 2002, in partnership with PharmAccess, HEINEKEN has been treating HIV-positive employees and their family members in countries with a high prevalence. The programme was set up under the leadership of Joep Lange, who tragically was a victim of the MH17 Malaysian Airlines disaster. In his memory, PharmAccess and the Amsterdam Institute of Global Health and Development have founded the Joep Lange Institute, which aims to identify and initiate innovations in healthcare delivery. HEINEKEN has pledged support with a donation of EUR1 million.

HEINEKEN is a signatory to the 'Business Action Pledge on Ebola Elimination'. We coordinated our actions on Ebola and shared best practices through the Ebola Private Sector Mobilisation Group and the Dutch Ministry of Foreign Affairs' Ebola taskforce. We have helped set up a new healthcare clinic in Sierra Leone, in collaboration with the Harbour Hospital, Rotterdam.



The opening of the Myanmar brewery clinic.



Case study: Two partners, one site, zero accidents in Andalucía

HEINEKEN has joined forces with DHL Logistics at the Seville Brewery site to create a shared safety culture (see [case study](#)).



For this and other case studies on health and safety see [our website](#).

Growing with communities

Actions and results



Demonstration plot at Kabala Town, Sierra Leone, maintained by members of the Women Vegetable Growers Association in Kabala.

Our business brings us into close contact with millions of consumers and stakeholders daily. Where we have the opportunity to help communities prosper, we do so. It's good business and it can support us in the long-term.



For more on growing with communities and why this is important, see [our website](#) and [case studies](#).



More than
15,500 employees



in 39 markets
took part in volunteering activities



helping for an estimated
58,000 hours in total



Investing in our communities

Our support is based around three building blocks:

1. Direct contributions
2. Shared value projects
3. The Heineken Africa Foundation

1. Direct contributions

In 2015, HEINEKEN operating companies contributed the equivalent of €23.6 million. This sum includes cash donations, time, in-kind donations and management costs.

Our approach when considering where to contribute is to seek out long-term community partnership projects that are aligned with our business and sustainability agenda, such as addressing alcohol misuse, water stewardship and local sourcing. See case studies in [Czech Republic](#) and [Portugal](#) for example.

In some markets, our operating companies have established their own local foundations to support their communities. These include the Cruzcampo Foundation in Spain, which has supported several initiatives to improve employment prospects; and the APB

Foundation Singapore, which supports education, social welfare and art.

In 2015, more than 15,500 employees in 39 markets took part in volunteering activities, spending in total an estimated 58,000 hours.

2. Shared value projects

Our shared value projects are those that follow our philosophy of 'inclusive growth', creating a benefit for both the local community and HEINEKEN as a business. Our local sourcing initiatives in Africa and the Middle East are examples of shared value projects. Through these partnerships, we can create jobs locally, benefiting smallholder farmers and their community and, at the same time, help HEINEKEN as a business secure an ongoing supply of our key raw materials. In 2015, we invested almost EUR500,000 in our Public-Private Partnership projects in Burundi, Ethiopia, Rwanda and Sierra Leone. This excludes additional funding by third parties. See [local sourcing](#).

3. The Heineken Africa Foundation

Established with an endowment from HEINEKEN of EUR20 million, the independent Foundation can invest up to EUR1 million per year in community healthcare and water projects in sub-Saharan Africa.

Since its establishment, the Foundation has committed to 83 projects, totalling around EUR7 million of which 45 projects were running in 2015. Sixteen of these projects were launched in 2015, including the building of a new maternity wing at the Bedele District Hospital in Ethiopia and several projects to help and support communities in Sierra Leone in the aftermath of the Ebola crisis (see [case study](#)).

The Foundation works in partnership with HEINEKEN's operating companies in sub-Saharan Africa and with local governments and NGOs. As the Foundation is an independent legal entity, this investment is being reported separately in this report.

HEINEKEN decided to donate another EUR10 million to the endowment fund, increasing it to EUR30 million in total in 2016.

Total direct contributions by our Operating Companies

€**23.6m**



How we contributed in 2015



Cash
75%



In kind
10%



Management
13%



Time
2%

Motive for contribution in 2015



Community investment
76%



Charitable gifts
17%

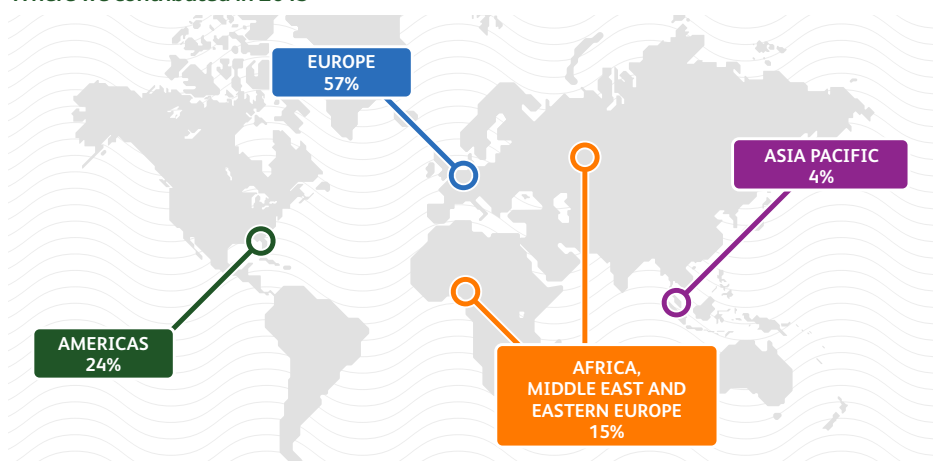


Commercial initiatives
7%

What we supported in 2015

Education	22%
Responsible consumption	19%
Arts/Culture	15%
Social welfare	11%
Environment	10%
Economic development	9%
Health	8%
Emergency relief	5%
Other support	1%
Total	100%

Where we contributed in 2015



Read more about how we lead the way for water in [Czech Republic](#), help [Britain blossom](#), and preserve an ecosystem in [Portugal](#) in our case study section



27.8%
effective income
tax rate (beia)



6
Economic
impact studies



Every job at HEINEKEN
supports 44 other
jobs in Vietnam



Creating economic and social impact

We can make the greatest contribution to the communities in which we operate through our business itself, via job creation, business for suppliers and by paying taxes.

Since 2006, we measure economic and social impact in key markets around the world. So far we have conducted 34 studies, six of which were completed in 2015: Belgium, Italy, Netherlands, Romania, UK and Vietnam.

Tax

The taxes we pay are an important part of our contribution to economies and help the development of the many countries in which we operate. We believe that responsible tax behaviour is an essential element of our sustainability strategy.

We support stable, transparent and predictable tax regimes that incentivise long-term investment and economic growth. We also support the principles that underpin the OECD's work on Base Erosion and Profit Shifting (BEPS), including the disclosure of company data to competent tax authorities.

In 2015, we reported an effective income tax rate (beia)¹ of 27.8%² and paid EUR797 million in corporate income tax. In addition to corporate income tax, we generate billions of Euros in additional taxes through excise taxes, VAT and employee taxes. Our consolidated total tax contribution in 2015 was EUR9.8 billion.

Tax strategy and governance

In support of HEINEKEN's business priorities we pursue a tax strategy that is sustainable and transparent. This strategy is reviewed annually and approved by the Executive Board. The principles governing our tax strategy include the following key points:

- Our commitment to comply with all relevant tax laws and international regulations goes beyond legal compliance:
 - our way of working conforms with the HEINEKEN Code of Conduct;
 - we expect to pay tax on our activities in the country where they take place; and
 - we do not use tax havens for tax avoidance purposes.
- We pursue an open and constructive dialogue with tax authorities based on respect, transparency and trust
- We fully support and follow the OECD transfer pricing guidelines. Transactions between HEINEKEN companies are conducted at an arm's-length basis.

The HEINEKEN tax control framework governs how we manage tax risks and ensures adherence to these principles. This governance framework requires us to maintain documented policies and procedures in relation to tax risk management.



Case study:

New hospital wing improves maternity services in Bedele



In October 2015, a new maternity wing was opened at the Bedele District Hospital in Ethiopia. Funded by Heineken Africa Foundation and Bedele Breweries, it provides 12 new rooms and new medical equipment (see [case study](#)).



For this and other case studies see [our website](#).



Case study:

Our socio-economic impact in Vietnam



In 2015, HEINEKEN commissioned an independent assessment of the impact of our operations in Vietnam. Results outlined our significant contribution to the economy through direct and indirect employment, local sourcing and tax revenue, showing that every job at HEINEKEN supports 44 other jobs in Vietnam (see [case study](#)).



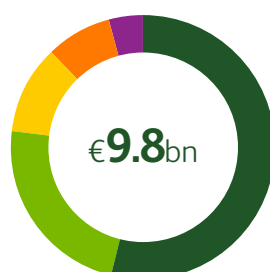
For this and other case studies see [our website](#).

Corporate income tax paid by geographical region



Europe	31%
Americas	28%
Africa, Middle East and Eastern Europe	21%
Asia Pacific	20%

Total tax contribution per category



Excise duties paid	54%
Net VAT paid	23%
Employee taxes paid (including social security contributions)	11%
Corporate income tax paid	8%
Other taxes paid	4%

¹ Before exceptional items and amortisation of acquisition-related intangible assets. ² In 2015, the reported effective income tax rate was 26.2%, see p. 92-93 of the 2015 Annual Report. The effective income tax rate (beia) was 27.8%, see p. 30 of the 2015 Annual Report.

Spotlight on brands

Through the power of our brands we amplify targeted sustainability messages with consumers. Alongside our flagship Heineken® brand, a growing number of our brand portfolio are an integral part of our Brewing a Better World strategy.



Birra Moretti

Market
Italy

Focus area
Reducing CO₂ emissions



Wieckse

Market
The Netherlands

Focus area
Reducing CO₂ emissions



Nyongera

Market
Burundi

Focus area
Local Sourcing



DB Export

Market
New Zealand

Focus area
Reducing CO₂ emissions



Tiger

Market
Singapore

Focus area
Reducing CO₂ emissions



Soproni

Market
Hungary

Focus area
Local Sourcing



Karlovačko

Market
Croatia

Focus area
Local Sourcing



Sustainable credentials

We are increasing the amount of renewable energy used in production, including through solar energy installations at our breweries. Several of our brands are now 'brewed by the sun', communicated to consumers through a logo on the label.

A growing number of our brands around the world are produced using locally sourced ingredients. Nyongera uses 100% Burundian ingredients, including local sorghum; Karlovačko has started a cooperation to use Croatian lemons to make Natur Radler Limun and from 2016 Soproni will be produced using 100% Hungarian barley.

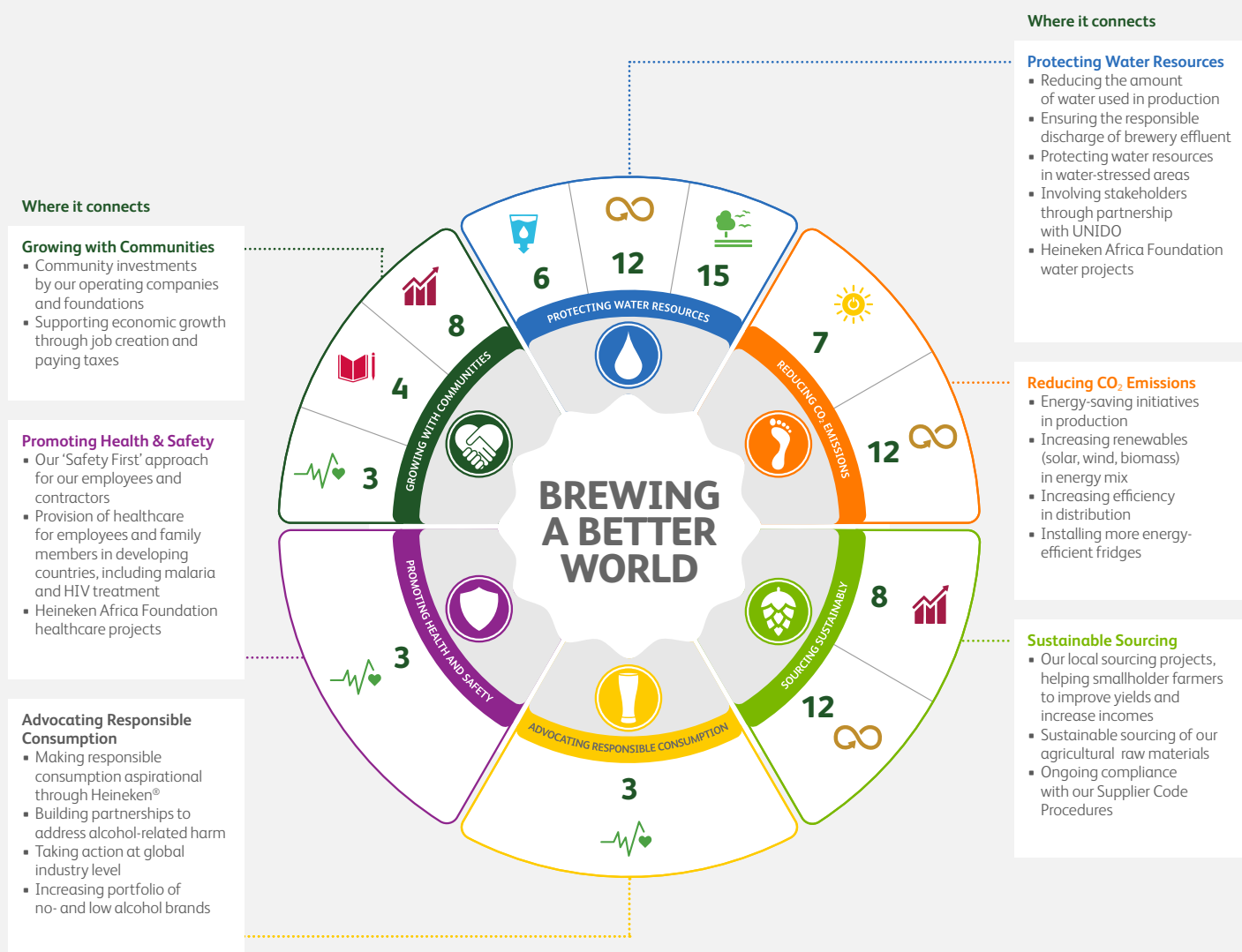
DB Breweries developed a world first in 2015: DB Export Brewtroleum, a biofuel made using surplus yeast from the brewing process. DB Export Brewtroleum 1.1 will be available to consumers in early 2016.

Spotlight on Sustainable Development Goals



In September 2015, the UN's General Assembly agreed on the 2030 Agenda for Sustainable Development. The Agenda contains 17 global Sustainable Development Goals (SDG) plus 169 accompanying targets.

Subsequently we reviewed our strategy internally against the SDGs. Our analysis of current policies and activities highlighted how our strategy directly relates to and supports several of the 17 SDGs.



Good health and well-being – 3
Ensure healthy lives and promote well-being for all at all ages.



Quality education – 4
Ensure inclusive and equitable quality education and promote learning opportunities for all.



Clean water and sanitation – 6
Ensure availability and sustainable management of water and sanitation for all.



Affordable and clean energy – 7
Ensure access to affordable, reliable, sustainable and modern energy for all.



Decent work and economic growth – 8
Promote sustained, inclusive and sustainable economic growth, full & productive employment and decent work for all.



Responsible consumption and production – 12
Ensure sustainable consumption and production patterns.



Life on land – 15
Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.

Values and behaviours



Team at our brewery in Den Bosch, the Netherlands.

We value a passion for quality, brands that people love, enjoyment of life, respect for people and for our planet. Our values represent what we stand for as a corporate citizen, a business partner and an employer. They inspire us and are embodied by our employees at every level, function and geography of our business.



For more on our values and behaviours, see [our website](#) and [case studies](#).



53 nationalities
amongst our senior managers



More than 50,000 employees
completed our Code of Business
Conduct training



Employee engagement

We want to ensure HEINEKEN is an enjoyable place to work and one where people feel motivated by their work and that their talent is nurtured. We judge if we are achieving this through our annual employee 'Climate survey'. In 2015, we invited almost 70,000 employees from more than 70 operating companies to participate, with a response rate of 85%. The Employee Engagement Index score, which assesses the motivation, commitment and willingness of our employees to apply discretionary effort, rose by 3% to 77%. This is 6% above the externally benchmarked norm and marks us out as a high-performing organisation in relation to engagement. The Performance Enablement Index score, which assesses employees' views of how effective we are and how well they are supported to perform, rose 2% to 76%. This is in line with the externally benchmarked norm for this Index.

Diversity

With operations in more than 70 countries, cultural diversity is a strong point. We want to make sure there are equal opportunities for all. We monitor the nationalities of our senior managers, to make sure there is a balanced representation by nationality and gender.

In 2015, we had 53 different nationalities amongst our senior managers.

The percentage of women in senior management positions has remained unchanged in 2015.

Code of Business Conduct

Our current HEINEKEN Code of Business Conduct has been in place across our business since 2013. It ensures our people all over the world understand what is expected of them when acting on behalf of the Company.

The Code and its policies are available in 34 languages. All newly acquired operations are given short timeframes to implement the Code of Business Conduct framework, supported by a variety of communication and training materials.

By the end of 2015, more than 50,000 employees had completed a training, either online or in classroom sessions.

We ran a pilot for an online survey on disclosure of interests in Russia. In 2016, this workshop format will be rolled out to our other operating companies.

In 2016, we will also reinforce our HEINEKEN Code of Business Conduct campaign to ensure the topics in the Code remain relevant and part of the DNA of HEINEKEN employees worldwide.

% of male and female senior managers

Year	Male	Female
2015	84.3	15.7
2014	84.4	15.6
2013	84.6	15.4
2012	75.2	14.5
2011	87.2	11.0

Bribery and corruption

To help our employees to avoid corrupt practices and resist requests for bribes, in 2015 we launched a three-year anti-bribery e-learning training programme for key groups of employees across a range of functions. The first module has been rolled out to the majority of operating companies, completed by 6,293 employees. Modules two and three will run in 2016 and 2017.

Speak up

We encourage our people – or any member of the public – to inform us whenever they think they see a possible breach of conduct. In the context of our Speak Up Policy we received 330 reports through the service in 2015, a slight increase from the 324 reports received in 2014.

Of the 330 reports, the largest proportion related to fraud (32%). The remainder concerned misconduct or inappropriate behaviour (21%), discrimination and harassment (12%), and a variety of other reports (35%). One-third of total reports were substantiated, and corrective and preventative actions taken where relevant and possible. These included process and control improvements, reimbursement of any financial loss and disciplinary measures.

We enhanced our Speak Up framework in 2015 by adding a dedicated central review team to assess reports. The aim is to improve confidentiality and credibility in the handling of cases.

Nationalities amongst our senior managers

											
Nationality	Netherlands	UK	France	Mexico	Italy	Brazil	Spain	Poland	Belgium	Singapore	Other*
Number of SMs	215	70	48	45	34	23	22	18	17	17	215
% of total SM population	29.7	9.7	6.6	6.2	4.7	3.2	3.0	2.5	2.3	2.3	29.7

*Includes 43 nationalities.



In 2015, we took steps towards developing a HEINEKEN Human Rights Due Diligence process globally with expert support from Shift



We received the Humane Society's first ever Corporate Consciousness award

Employees' and Human Rights

Our Employees' and Human Rights Policy (EHRP) has been an underlying policy of the HEINEKEN Code of Business Conduct since 2013. It endorses the principles of the Universal Declaration of Human Rights and the Core Conventions of the International Labour Organization (ILO).

In 2015, we took steps towards developing a HEINEKEN Human Rights Due Diligence process globally with expert support from Shift. Shift is the leading non-profit centre of expertise on the UN Guiding Principles on Business and Human Rights and works with all stakeholders to advance their implementation. We want to ensure that our due diligence process is credible and robust and that it is fully aligned with the expectations of the relevant UN Guiding Principles. Shift is helping us understand those expectations and their implications for our work.

If any of our employees or external stakeholders thinks there has been any non-compliance with our EHRP, they can report it via our [Speak Up Policy](#). Through the HEINEKEN Supplier Code we expect all our suppliers in the value chain to respect employees' and human rights in their operations, and this topic is part of the related [procurement governance procedure](#).

Modern slavery

HEINEKEN joined a resolution of the Consumer Goods Forum to eradicate forced labour in the value chain.

Child labour

See [local sourcing](#).



Inside the new HEINEKEN brewery, Myanmar.

Progress in Myanmar

In July 2015, our new brewery in Hmawbi Township, close to YanGon, became operational. Through it, we have created around 225 direct jobs and many more indirect jobs within agriculture, distribution, hospitality and retail. A vital part of preparations has been ensuring HEINEKEN rules, standards, procedures and policies and our Brewing a Better World strategy are in place. This includes Employee & Human Rights, Health and Safety, water stewardship and community impact measures (see [case study](#)).

Cambodia: beer promoters

The use of beer promoters to help sell beer in bars and restaurants is an accepted practice in some Asian countries. However, without proper training and support these mainly female professionals can be subject to potential health and safety risks.

As a founding member of the Beer Selling Industry Cambodia (BSIC), we have been working since 2007 to improve the welfare and working conditions of beer promoters. Over the last few

years given both the difficulty of ensuring our policies were implemented consistently and effectively 100% of the time and given our decision to adopt different ways of presenting our brands to consumers, we have been reducing the number of Beer Promoters. In 2012, we ceased promoting the Heineken® brand in Cambodia through Beer Promoters and in September 2015 we ceased to employ any Beer Promoters to promote our brands in Cambodia.

Animal rights

We have been in close contact with the Humane Society – the global leader on animal welfare issues – since 2012. They have helped improve our knowledge around animal welfare, particularly on the issue of animals in our advertising. As a result, our global Responsible Marketing Code contains specific guidance on the use of animals.

In November 2015, in recognition of our efforts to drive positive change within HEINEKEN around animal welfare, we received the Humane Society's first ever Corporate Consciousness award.



Wayne Pacelle, President and CEO of The Humane Society, at the award ceremony in New York.



For more on our values and behaviours, see [our website](#) and [case studies](#).

Appendix 1: Deloitte Assurance Report

To the stakeholders of Heineken N.V.

The Executive Board of Heineken N.V. ('the Company') engaged us to provide limited assurance on the Sustainability Report 2015 (leading to a 'conclusion'). This report comprises a description of the policy, the activities, events and performance of Heineken N.V. relating to sustainable development during the reporting year 2015.

Limitations in our scope

The report contains prospective information, such as ambitions, strategy, targets, expectations and projections. Inherent to this information is that actual future results may be different from the prospective information and therefore may be uncertain.

We do not provide any assurance on the assumptions and feasibility of this prospective information.

References in the report to the sustainability section of the Company's website and to other documents are outside the scope of our assurance engagement. We did not perform any assurance procedures on information other than for the year 2015.

Management's responsibility

Management of the Company is responsible for the preparation of the report in accordance with the Sustainability Reporting Guidelines GRI G4 Core option, including the identification of the stakeholders and the determination of material subjects. The disclosures made by management with respect to the scope of the report are included in Appendix A 'Reporting basis'.

Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation of the report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express a conclusion on the report based on our review. We conducted our review in accordance with Standard 3810N "Assurance engagements relating to sustainability reports". This requires that we comply with ethical requirements and that we plan and perform our work to obtain limited assurance about whether the report is free from material misstatement.

A review is focused on obtaining limited assurance. The procedures performed in obtaining limited assurance are aimed at the plausibility of information, which does not require the same exhaustive gathering of evidence as in engagements focused on reasonable assurance. The procedures performed consisted primarily of making inquiries of management and others within the Company, as appropriate, applying analytical procedures and evaluating the evidence obtained. Consequently, a review engagement provides less assurance than an audit.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Procedures performed

Our main procedures included the following:

- Performing an external environment analysis and obtaining an understanding of the sector, relevant sustainability issues, relevant laws and regulations and the characteristics of the organisation
- Evaluating the acceptability of the reporting policies and their consistent application, such as the assessment of the outcomes of the stakeholder dialogue and the reasonableness of estimates made by management
- Assessing whether the sustainability information has been prepared 'in accordance' with the Sustainability Reporting Guidelines GRI G4 Core option

- Evaluating the design and implementation of the systems and processes for data gathering and processing of information as presented in the report
- Interviewing management or relevant staff responsible for the sustainability strategy and policies at corporate level
- Interviews with relevant staff responsible for providing the information in the report, and responsible for carrying out internal control procedures on the data and the consolidation of the data in the report
- Reviewing internal and external documentation to determine whether the sustainability information, including the disclosure, presentation and assertions made in the report, is substantiated adequately
- Analytical review of the data and trend explanations submitted for consolidation at Group level.

Conclusion

Based on our procedures performed, nothing has come to our attention that causes us to conclude that the report, in all material respects, does not provide a reliable and appropriate presentation of the Company's policy for sustainable development, or its activities, events and performance relating to sustainable development during 2015, in accordance with the Sustainability Reporting Guidelines GRI G4 Core option.

Rotterdam, 6 April 2016

Deloitte Accountants B.V.
P.W. Seinstra

Appendix 2: Reporting basis

Scope

This Sustainability Report covers the performance of all our consolidated operating companies (see Appendix 3: List of operating companies) from 1 January 2015 up to and including 31 December 2015. For the first time we include both Nigerian Breweries and Consolidated Breweries as one business; the merger was completed as of 1 January 2015. Out of scope in our 2015 Sustainability Report is the Mexican packaging business Empaque; the divestment was completed on 18 February 2015. We also acquired or gained a majority interest in the following businesses during 2015: Desnoes & Geddes in Jamaica, Guinness Anchor Berhad (GAB) in Malaysia and Pivovarna Lasko in Slovenia. These businesses will be included in next year's (2016) Sustainability Report. The same applies for our greenfield brewery in Myanmar, which we inaugurated in July 2015.

The term 'production unit' means malteries, breweries, cider plants, soft drink plants, water plants and combinations of these, at which malt, beer, cider, soft drinks and water are produced. Two packaging material plants are also in the scope of production units, covering the manufacture of bottles and crates. Other plants have been included too; such as a winery, distillery and ice production facilities.

The volume figures presented in the Environmental section of this report, based on production, may differ slightly from the figures presented in HEINEKEN's financial report, which are based on sales. This difference also relates to export companies and a number of recently acquired production units that have not yet submitted data (newly acquired production units are required to start financial reporting directly after the first calendar year following the date of acquisition.)

The content of the report is based on the material aspects for both our Company and our stakeholders, and is directly linked to the Brewing a Better World strategy, our six focus areas and our 2020 commitments. Objectives and policies did not change compared with the 2014 Sustainability Report, unless disclosed in the relevant sections.

Reporting systems

- Safety data is reported quarterly via a global system named ARISO (Accident Reporting & Investigation Software system)
- The collection and validation of environmental data have been integrated in Business Comparison System (BCS). Production units submit environmental data on a monthly basis in BCS

- The Green Gauge reporting system allows us to monitor and report quarterly progress against 11 key areas, related to our commitments
- Other reporting systems include the Contract Lifecycle System (CLM) and the EcoVadis Platform for Supplier Code and performance information, and Ethics Point for 'Speak Up' data
- The Annual Sustainability Survey is the source of information for all other data that is not covered by the previously mentioned data sources.

Reliability of data

Since 2011, we have been widening the scope of our data sets, particularly beyond production sites only. In order to achieve this, HEINEKEN has worked on implementing a more robust data collection process, involving strengthening the ownership of data, continuous development of systems, training and internal and external assurance activities. Various data points are confirmed internally through staff and systems that have been established to collect and review that data. This is established at local operating company and Global levels. Subject matter experts are involved at various levels to validate and challenge the data and process.

HEINEKEN is continuing to work on formulating and applying uniform definitions and instructions for reporting purposes, in order to improve the accuracy and comparability of data. Where possible, standard calculations are being built into our systems to minimise errors.

Despite the continuous strengthening of our data collection processes and the fact that our operating companies and data owners have reported to the best of their knowledge, in good faith and in accordance with agreed procedures, it is not possible to ascertain 100% completeness of data contained in our report. Our operating companies are at differing maturity levels with regards to implementing the various data collection processes. Where we have any concerns, however, it is highlighted in the report.

Global Audit is involved on a continuous basis to monitor developments in KPIs and reporting processes. A yearly risk assessment is performed on all KPIs to determine the year-end audit approach. For this purpose, Global Audit is tracking the methods for measurement and consolidation, and the developments in terms of newly acquired operating companies or implementation of systems.

Apart from the annual review of the full reporting process, including monitoring the quality of review in various levels, the data

ownership, the clarity of definition sets, and instructions to the operating companies, Global Audit is involved on a local level to perform data validation audits. For 2015, this included 13 Integrated Brewery Audits: Global Audit, Supply Chain Auditors and Local Internal Auditors / representatives of the Process & Control Improvement function working together (BCS governance and global Health and Safety). Global Audit also checked around 200 text statements, based on materiality.

For areas in scope, testing is performed following generally accepted audit methodology. This includes methods such as interviews, walkthroughs and sampling to collect the evidence required to form Global Audit's opinion.

All audit findings, including an overall process and report, are shared with responsible management, data owners, subject matter experts and Global Corporate Relations throughout the entire audit process.

Findings and necessary actions by management are included in a Global Action Tracker and are followed up on a quarterly basis, which is also reported to Executive Management, resulting in continuous improvement.

Accuracy

The accuracy of the supplied safety data is checked. The safety reporting parameters should meet set parameter requirements. If parameters do not meet these requirements, the SHE manager will be requested to correct data and the HR director to validate it within the ARISO reporting guidelines. The scope and workforce size related to accident frequency can give rise to inaccuracies in some locations due to the misinterpretation of overtime and number of temporary personnel/contractors.

The accuracy of environmental data depends on the method of measurement, the calculation procedure and whether estimates have been used. For some parameters, the sampling method and frequency, as for chemical oxygen demand (COD), can also affect accuracy. The quantity of refrigerant in our breweries is difficult to establish because it is used in dynamic systems in which it can occur in both a liquid and gaseous state. Refrigerant losses (losses expressed as CO₂ equivalents per hectolitre of beer, soft drinks, cider or water produced) are determined on the basis of the quantities used to replenish systems. At a number of production units, waste is removed from the site in containers of a given volume, and inaccuracies can arise in translating volume to weight. In the absence of local legislation in some countries

Appendix 2: Reporting basis

outside Europe, the definition of hazardous waste is not always clear. In some cases, hazardous waste is safely recycled and is no longer designated as hazardous.

The measurement of locally sourced agricultural raw materials is done in metric tonnes. Input data is supplied by each operating company based on their local records of the total weight of raw materials delivered to production sites across the year.

Definitions

HEINEKEN gathers data in accordance with guidelines and definitions based on the Global Reporting Initiative (GRI 4.0) Guidelines. Overall, we try to align with international standards, and if not available we work with industry partners such as the Beverage Industry and Environmental Roundtable (BIER), to develop common practices.

For some measures in responsible consumption we track the implementation in accordance to industry agreements (for example, labels on our packaging). Related to media spend this element is rather new. Reporting is on actual

spend on consumer-facing communication with Responsible consumption as its key message, not to comply with industry regulation.

- Since 2013, we changed our definition of total specific energy consumption in order to better account for modern energy production methods. We have adopted the more accurate and industry accepted definition of total specific energy consumption as: Thermal energy (MJ/hl) + 3.6 x electrical energy (kWh/hl) (using the WBCSD Protocol)
- The energy reported for back-up generators has been expressed in kWh produced instead of MJ fuel consumed. However, the direct CO₂ emissions as a result of the on-site electricity production is taken into account
- Biogas, produced in our own wastewater treatment plants is often used to lower the need for fossil fuels. In our improvement programmes it is excluded from the calculated energy efficiency

- For local sourcing we only include agricultural raw materials cultivated in Africa, which means that we exclude raw materials that are imported and processed locally before entering the HEINEKEN supply chain
- Since 2014, we made two changes to the way we measure locally sourced raw materials. To improve reporting accuracy, we have started to record deliveries as they are made to each production site. This has allowed us to embed local sourcing in our BCS reporting system, which will allow us to see movements in local raw material purchases on a monthly basis in 2015, rather than the annual view we have had in the past.

Differences in the interpretation of definitions may have occurred in some cases. On the basis of our internal validation findings, we do not expect these differences to be material at the aggregated level.

Environmental parameters and indicators

Performance is measured for four parameters in terms of production, expressed per hectolitres of beer, cider, soft drinks and water, to facilitate comparison of the results: water consumption (hl/hl), total CO₂ emissions (kg CO₂-e/hl) including losses of refrigerants, total carbon footprint barley to bar (kg CO₂-e/hl) total energy consumption (MJ/hl), thermal energy consumption (MJ/hl) and electricity consumption (kWh/hl), non-recycled co-products, packaging and industrial waste (kg/hl).

The greenhouse effect covers CO₂ emissions resulting from the use of energy and refrigerant emissions, expressed as CO₂ equivalents. We distinguish direct and indirect CO₂ emissions, produced on-site or produced off-site by the electricity supplier.

The carbon footprint covers the value chain, From Barley to Bar, i.e. from the production of raw materials up to and including consumption of the product.

The ozone layer depletion covers refrigerant losses (e.g. HCFCs), while acidification covers NO_x, SO_x and NH₃ emissions. Nutrification covers the chemical oxygen demand (COD), plus nitrogen and phosphorus in wastewater after treatment, where discharged into surface water. Waste management deals with the destination of our co-products, industrial waste and hazardous waste.

Parameters		
	1. Thermal energy consumption	Consumption of thermal energy in MJ (the corresponding CO ₂ emission is derived from this figure using the WBCSD Protocol)
	2. Electricity consumption	Consumption of electrical energy in kWh
	3. Water consumption	Water consumption in m ³
	4. Solid waste disposal	Non-recycled waste in kg, such as hazardous waste, wastewater treatment sludge and industrial waste
	5. COD load of effluent	The chemical oxygen demand of treated or untreated wastewater leaving the production unit and discharged to surface water in kg
	6. Wastewater treated	The volume of wastewater treated expressed in m ³
	7. Number of complaints	External complaints related to nuisance
	8. Number of external environment-related incidents	Incidents related to environment and safety which had an impact outside the production unit

Appendix 2: Reporting basis

Environmental parameters and indicators

Performance indicators	1. Specific thermal energy consumption	Thermal energy consumption per unit produced in MJ/hl beer, cider, soft drinks and water
	2. Specific electricity consumption	Electricity consumption per unit produced in kWh/hl beer, cider, soft drinks and water
	3. Specific total energy consumption	Equals thermal energy consumption plus 3.6 times the electricity consumption per unit produced
	4. Specific CO ₂ emission	Fossil CO ₂ emission (direct and indirect) respectively derived from thermal energy and electricity consumption, plus refrigerant losses expressed in CO ₂ equivalents per unit produced in kg/hl beer, cider, soft drinks and water. On a three-year basis we report on the carbon footprint 'barley to bar' expressed in kg CO ₂ hl beer, cider, soft drinks and water
	5. Specific water consumption	Water consumption per unit produced in hl/hl beer, cider, soft drinks and water
	6. Non-recycled industrial waste	The amount of non-recycled waste per unit produced in kg/hl beer, cider, soft drinks and water, consisting of packaging waste, industrial waste and non-recycled co-products

Safety parameters and indicators

Parameters	1. Fatal accidents	Fatalities, own staff and contractor personnel
	2. Accidents resulting in permanent disability	Permanent disabilities, own staff
	3. Accidents resulting in absence from work	Accidents, own staff and contractor personnel
	4. Lost days	Absence due to an accident, own staff in calendar days
	5. Workforce	Expressed in Full-Time Equivalents (FTE)
Performance indicators	1. Accident frequency	Own staff, number of accidents resulting in absence from work per 100 FTE
	2. Accident severity	Own staff, lost days from work per 100 FTE

Appendix 3: List of operating companies in scope

Region	Country	Operating Company/Business Unit
Africa, Middle East & Eastern Europe	Algeria	Tango
	Belarus	Heineken Breweries
	Burundi	Brarudi
	Democratic Republic of Congo	Bralima
	Egypt	Al Ahrām Beverages Company
	Ethiopia	Heineken Breweries Share Company (SC)
	Ethiopia	Harar brewery SC
	Ethiopia	Bedele brewery SC
	La Réunion	Brasseries de Bourbon
	Lebanon	Almaza
	Nigeria	Nigerian Breweries ¹
	Russia	Heineken Breweries
	Rwanda	Bralirwa
	Sierra Leone	Sierra Leone Brewery
	Tunisia	Nouvelle de Brasserie ‘Sonobra’
The Americas	Bahamas	Commonwealth Brewery
	Brazil	Heineken Brasil
	Haiti	Brasserie Nationale D’Haiti
	Mexico ²	Cuauhtémoc Moctezuma
	Panama	Cervecerías Barú-Panama
	St. Lucia	Windward & Leeward Brewery
	Surinam	Surinaamse Brouwerij
	USA	Heineken USA
	Export	Other export markets
Asia Pacific	Cambodia	Cambodia Brewery
	China	Heineken-APB (Shanghai)
	China	Guangzhou Asia Pacific Brewery
	China	Hainan Asia Pacific Brewery Company
	Hong Kong	Heineken Hong Kong
	Indonesia	PT Multi Bintang Indonesia
	Japan	Heineken Japan
	Korea	Heineken Korea
	Laos	Lao Asia Pacific Breweries
	Mongolia	MCS – Asia Pacific Brewery ¹
	New Caledonia	Grande Brasserie de Nouvelle Calédonie
	New Zealand	DB Breweries Limited

¹ On 4 December 2014 Nigerian Breweries and Consolidated Breweries received shareholder approval to merge their respective businesses, the merger was completed with effect from 1 January 2015. ² Divestment of Empaque announced on 1 September 2014, completed in Q1 2015.

Appendix 3: List of operating companies in scope

Region	Country	Operating Company/Business Unit
Asia Pacific	Papua New Guinea	South Pacific Brewery Limited
	Singapore	Heineken Asia Pacific
	Singapore	Asia Pacific Breweries (Singapore)
	Singapore	Heineken Asia Pacific Exports
	Solomon Islands	Solomon Breweries Limited
	Sri Lanka	Asia Pacific Brewery (Lanka)
	Taiwan	Heineken Taiwan
	Vietnam	Asia Pacific Breweries (Hanoi)
	Vietnam	Vietnam Brewery
Europe	Austria	Brau Union International
	Austria	Brau Union Österreich
	Belgium	Alken-Maes
	Bulgaria	Zagorka Brewery
	Croatia	Heineken Hrvatska
	Czech Republic	Heineken Česká Republika
	France	Heineken France
	Greece	Athenian Brewery
	Hungary	Heineken Hungaria
	Ireland	Heineken Ireland
	Italy	Heineken Italia
	Netherlands	Heineken Nederland (including Vrumona)
	Poland	Grupa Żywiec
	Portugal	Sociedade Central de Cervejas e Bebidas
	Romania	Heineken Romania
	Serbia	United Serbian Breweries
	Slovakia	Heineken Slovensko
	Spain	Heineken España
	Switzerland	Heineken Switzerland
	UK	Heineken UK
Global	Various	Head Office, Regional Offices including export offices and Global Duty Free, HEINEKEN Global Shared Services (Kraków, Poland)

¹ The Vodka plant Zhuunk in Mongolia was unable to provide data and is therefore not included.

Reference information

A Heineken N.V. publication

Global Corporate Relations

P.O. Box 28 1000 AA Amsterdam
The Netherlands

Telephone +31 20 523 92 39
Fax +31 20 626 35 03

www.theHEINEKENCompany.com
www.enjoyHEINEKENresponsibly.com
www.HEINEKEN.com
Twitter: @HEINEKENCorp

Let us know your thoughts

Which aspects of Brewing a Better World are working well? Where do you think we could do better? We look forward to hearing your views and suggestions. BrewingaBetterWorld@HEINEKEN.com

Michael Dickstein

Director Global Sustainable Development

Jan-Willem Vosmeer

Corporate Social Responsibility Manager

Milly Sell

Editor/MPG

Addison Group

Graphic design and electronic publishing
www.addison-group.net

Photography

Maria Singco (page 38)
Geert Snoeijer (page 34)
Paul Tolenaar (page 17, 21, 24, 41)

We would like to thank the wider HEINEKEN community and our suppliers for providing imagery to support Brewing a Better World.

Special thanks to:

Ioanna Barouni
Ron Bohlmeijer
Paul Bruijn
Grete Buivydaite
Anne Dubost
Anna Dudar
Rutger Goethart
Reyes Gonzalez Jannon
Caroline Griffiths
Jolanda Hagemans
Albert Hartholt
Sabine Hiller
Elvira Marin Esparza
Jacqueline van der Mark
Alessandro Merlo
Sanne Palm
Herbert Schilthuis
Annemiek Schulten
Obbe Siderius
Kieran Simpson
Olga Smirnova
Oraorn Srichiangwang
Paul Stanger
Laura Taal
Kalpesh Tejani
Hendrik-Jan Visscher
Danytza Zúñiga Zamalloa
Willem-Jan van Zeist

All brand names mentioned in this report, including – but not limited to – those not marked by an ® represent registered trademarks and are legally protected.