

# SUSTAINABILITY

# DATA SHEET

# 2007

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## Introduction

In our Sustainability Report 2007, we indicated that in the printed report we focus on the seven areas that we have identified as major impact areas. These are energy, water, safety, agriculture, supply chain responsibility, responsible beer consumption and impact on developing markets. Other data that may be of interest to our stakeholders are reported through the Sustainability Data Sheet or on the corporate website.

This data sheet is intended to complement the data that Heineken provides through its Company website and in its Annual and Sustainability Reports. To facilitate easy access by stakeholders, it follows the Reporting Guidelines as published by Global Reporting Initiative in October 2006, the G3 release.

This document contains references to other sources and provides information that is not published elsewhere. The content of this document as such has not been subject to external verification.

All information provided in this document has the following basis:

1. Economic information: following the consolidation as provided in our Annual Report 2007
2. Environmental and safety information: all breweries, maltings and soft drinks plants where Heineken holds a majority share or has technical control
3. Social information: all entities where Heineken holds a majority share or has management control

If you have any questions related to the content of this Sustainability Data Sheet, please contact us through [responsibility@heineken.com](mailto:responsibility@heineken.com)

## 1. Strategy and analysis

- 1.1 Statement from the most senior decision-maker of the organisation (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and its strategy  
<http://www.sustainabilityreport.heineken.com/introduction/index.html>
- 1.2 Description of key impacts, risks, and opportunities  
[http://www.annualreport.heineken.com/report\\_of\\_the\\_executive\\_board/risk\\_mgmt/index.html](http://www.annualreport.heineken.com/report_of_the_executive_board/risk_mgmt/index.html);  
*Sustainability Report 2007, inside cover and page 1*

## 2. Organisational profile

- 2.1 Name of the organisation  
[http://www.annualreport.heineken.com/general/reference\\_information.html](http://www.annualreport.heineken.com/general/reference_information.html)
- 2.2 Primary brands, products, and/or services  
*Annual Report pages 146-151*
- 2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note34.html](http://www.annualreport.heineken.com/financial_statements/notes/note34.html) and  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note35.html](http://www.annualreport.heineken.com/financial_statements/notes/note35.html)
- 2.4 Location of organisation's headquarters  
[http://www.annualreport.heineken.com/general/reference\\_information.html](http://www.annualreport.heineken.com/general/reference_information.html) and  
[http://www.sustainabilityreport.heineken.com/appendices/reference\\_information.html](http://www.sustainabilityreport.heineken.com/appendices/reference_information.html)
- 2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report  
*Annual Report pages 130-135; our sustainability agenda is relevant for all our operating companies unless specifically indicated in the Sustainability Report that activities only cover a limited number of operating companies. In general our Safety, Health & Environment policy and derived activities are related to companies where Heineken has a majority share or technical control and social policies and derived activities are applicable in companies where Heineken has a majority share or management control. The introduction of each paragraph of the Sustainability Report indicates what the basis of the data and information represented in that paragraph is.*
- 2.6 Nature of ownership and legal form  
[http://www.annualreport.heineken.com/other\\_information/shareholder\\_information.html](http://www.annualreport.heineken.com/other_information/shareholder_information.html)
- 2.7 Markets served  
[http://www.annualreport.heineken.com/report\\_of\\_the\\_executive\\_board/regional\\_review/western\\_europe/index.html](http://www.annualreport.heineken.com/report_of_the_executive_board/regional_review/western_europe/index.html)
- 2.8 Scale of the reporting organisation  
[http://www.annualreport.heineken.com/profile/countries\\_and\\_brands/index.html](http://www.annualreport.heineken.com/profile/countries_and_brands/index.html)
- 2.9 Significant changes during the reporting period regarding size, structure, or ownership  
[http://www.annualreport.heineken.com/milestones\\_2007/index.html](http://www.annualreport.heineken.com/milestones_2007/index.html)
- 2.10 Awards received in the reporting period  
*Our Annual Report 2007 was announced Class Winner of the Visions Award. We received a commendation by VBDO for our approach to Supply Chain Responsibility. Apart from these honours for our company as a whole, 16% of our operating companies have received local or national awards relevant to social or environmental performance.*

### 3. Report parameter

#### Report Profile

- 3.1 Reporting period (e.g., fiscal/calendar year) for information provided  
*Calendar year (Annual Report cover and Sustainability Report cover)*
- 3.2 Date of most recent previous report (if any)  
*Annual Report 19 March 2007 and Sustainability Report 31 March 2007*
- 3.3 Reporting cycle (annual, biennial, etc.)  
*[http://www.sustainabilityreport.heineken.com/introduction/about\\_this\\_report/index.html](http://www.sustainabilityreport.heineken.com/introduction/about_this_report/index.html)*
- 3.4 Contact point for questions regarding the report or its contents  
*[http://www.annualreport.heineken.com/other\\_information/shareholder\\_information.html](http://www.annualreport.heineken.com/other_information/shareholder_information.html) and  
[http://www.sustainabilityreport.heineken.com/introduction/about\\_this\\_report/index.html](http://www.sustainabilityreport.heineken.com/introduction/about_this_report/index.html)*
- 3.5 Process for defining report content  
*[http://www.heinekeninternational.com/7\\_focus\\_areas.aspx](http://www.heinekeninternational.com/7_focus_areas.aspx)*
- 3.6 Boundary of the report  
*[http://www.annualreport.heineken.com/financial\\_statements/notes/notes16\\_20.html](http://www.annualreport.heineken.com/financial_statements/notes/notes16_20.html),  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note34.html](http://www.annualreport.heineken.com/financial_statements/notes/note34.html) and  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note35.html](http://www.annualreport.heineken.com/financial_statements/notes/note35.html); our sustainability agenda is relevant for all our operating companies unless specifically indicated in the Sustainability Report that activities only cover a limited number of operating companies. In general our Safety, Health & Environment policy and derived activities are related to companies where Heineken has a majority share or technical control and social policies and derived activities are applicable in companies where Heineken has a majority share or management control. The introduction of each paragraph of the Sustainability Report indicates what the basis of the data and information represented in that paragraph is.*
- 3.7 State any specific limitations on the scope or boundary of the report  
*None other than indicated in the introduction of every chapter of the Sustainability Report*
- 3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations  
*Our sustainability agenda is relevant for all our operating companies unless specifically indicated in the Sustainability Report that activities only cover a limited number of operating companies. In general our Safety, Health & Environment policy and derived activities are related to companies where Heineken has a majority share or technical control and social policies and derived activities are applicable in companies where Heineken has a majority share or management control. The introduction of each paragraph of the Sustainability Report indicates what the basis of the data and information represented in that paragraph is.*

- 3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report <http://www.sustainabilityreport.heineken.com/appendices/appendix2/index.html>; the introduction of each paragraph of the Sustainability Report indicates what the basis of the data and information represented in that paragraph is.
- 3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement  
*There were no such re-statements*
- 3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report Sustainability Report  
*There were no such changes*
- 3.12 Table identifying the location of the Standard Disclosures in the report  
*This Sustainability Data Sheet serves that purpose*

#### Assurance

- 3.13 Policy and current practice with regard to seeking external assurance for the report [http://www.sustainabilityreport.heineken.com/introduction/about\\_this\\_report/index.html](http://www.sustainabilityreport.heineken.com/introduction/about_this_report/index.html)

#### 4. Governance

- 4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight  
[http://www.heinekeninternational.com/executiveboard\\_cg.aspx](http://www.heinekeninternational.com/executiveboard_cg.aspx),  
<http://www.heinekeninternational.com/executivecommitteeheinekennv.aspx>,  
[http://www.heinekeninternational.com/committees\\_supervisoryboard.aspx](http://www.heinekeninternational.com/committees_supervisoryboard.aspx) and  
<http://www.heinekeninternational.com/vision.aspx>
- 4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement)  
*Heineken has a two tier system where the Chairman of the Executive Board is also the Chief Executive Officer. The Chairman of the Supervisory Board is non-executive.*
- 4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members  
*Not applicable. Heineken has a two tier system.*
- 4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body  
[http://www.annualreport.heineken.com/other\\_information/shareholder\\_information.html](http://www.annualreport.heineken.com/other_information/shareholder_information.html)
- 4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance)  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note27.html](http://www.annualreport.heineken.com/financial_statements/notes/note27.html)
- 4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.  
Regulations for the Supervisory Board, art. 2.3 sub h;  
<http://www.heinekeninternational.com/integrity1.aspx> and  
<http://www.heinekeninternational.com/whistleblowing.aspx>
- 4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics  
[http://www.annualreport.heineken.com/report\\_of\\_the\\_supervisory\\_board/index.html](http://www.annualreport.heineken.com/report_of_the_supervisory_board/index.html)
- 4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation  
<http://www.heinekeninternational.com/corporateresponsibility.aspx>
- 4.9 Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles  
<http://www.heinekeninternational.com/vision.aspx>
- 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance  
*Regulations for the Supervisory Board, art 2.3*  
*(<http://www.heinekeninternational.com/content/live/files/downloads/CorporateGovernance/Regulations%20Supervisory%20Board.pdf>)*

## Commitments to External Initiative

- 4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organisation  
*[http://www.heinekeninternational.com/mainriskandresponses\\_riskmanagement.aspx](http://www.heinekeninternational.com/mainriskandresponses_riskmanagement.aspx) and <http://www.sustainabilityreport.heineken.com/introduction/index.html>*
- 4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses  
*Heineken is signatory to the UN Global Compact. We endorse the OECD Guidelines for Multi National Enterprises and submit data to a.o. the Carbon Disclosure Project.*
- 4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organisations  
On a national level, Heineken will often be member or sponsor of relevant industry or employer organisations, including organisation that deal with the social aspects of alcohol consumption.  
*On Group level, Heineken is member or sponsor to the following organisations:*
- Association des Industries de Marque (AIM)
  - The Brewers of Europe
  - Centre for Information on Beverage Alcohol (CBA)
  - Confédération des Industries Agro-Alimentaires de l'EU (CIAA)
  - European Academy of Business in Society (EABIS)
  - European Research Advisory Board (ERAB)
  - European Round Table (ERT)
  - The European Organisation for Packaging and the Environment (Europen)
  - Global Reporting Initiative (GRI)
  - Global Coalition on HIV/AIDS
  - International Council on Alcohol & Addictions (ICAA)
  - International Center for Alcohol Policies (ICAP)
  - International Chamber of Commerce (ICC)

## Stakeholder Engagement

- 4.14 List of stakeholder groups engaged by the organisation  
*[http://www.sustainabilityreport.heineken.com/introduction/about\\_this\\_report/index.html](http://www.sustainabilityreport.heineken.com/introduction/about_this_report/index.html)*
- 4.15 Basis for identification and selection of stakeholders with whom to engage  
*Any stakeholder group that we are in dependence of (e.g. our own employees, customers, financial institutions) or that (can) have a significant influence on our business (e.g. media and opinion leaders) are recognised as stakeholders. In addition, when we are dealing with a specific issue, we will seek engagement with stakeholders who have a greater or different knowledge or experience on the subject.*
- 4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.  
*See 4.14 and 4.15*
- 4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.  
*[http://www.sustainabilityreport.heineken.com/introduction/about\\_this\\_report/index.html](http://www.sustainabilityreport.heineken.com/introduction/about_this_report/index.html)*

## Economic indicators

### Economic performance

**EC1** Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. (Core)

[http://www.annualreport.heineken.com/financial\\_statements/index.html](http://www.annualreport.heineken.com/financial_statements/index.html) and

[http://www.sustainabilityreport.heineken.com/impact\\_dev\\_markets/corporate\\_citizenship.html](http://www.sustainabilityreport.heineken.com/impact_dev_markets/corporate_citizenship.html)

**EC2** Financial implications and other risks and opportunities for the organisation's activities due to climate change. (Core)

<http://www.sustainabilityreport.heineken.com/energy/index.html> and

<http://www.sustainabilityreport.heineken.com/agriculture/index.html>

**EC3** Coverage of the organisation's defined benefit plan obligations. (Core)

[http://www.annualreport.heineken.com/financial\\_statements/notes/notes26\\_30.html](http://www.annualreport.heineken.com/financial_statements/notes/notes26_30.html) and

[http://www.annualreport.heineken.com/financial\\_statements/notes/note27.html](http://www.annualreport.heineken.com/financial_statements/notes/note27.html)

**EC4** Significant financial assistance received from government. (Core)

*No information available*

### Market presence

**EC5** Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. (Additional)

*The range is from 1.0 (in Aruba, Chile, Croatia, Austria, Panama, Poland and St. Lucia) to 10 (Rwanda)*

**EC6** Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation. (Core)

*On average 55% is spent locally*

**EC7** Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. (Core)

*No such procedure exists. In total, 78% of senior management is hired from the local community and 22% is of a foreign nationality.*

### Indirect economic impacts

**EC8** Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. (Core)

*No information available*

**EC9** Understanding and describing significant indirect economic impacts, including the extent of impacts. (Additional)

[http://www.heinekeninternational.com/local\\_economic\\_impact.aspx](http://www.heinekeninternational.com/local_economic_impact.aspx),

[http://www.sustainabilityreport.heineken.com/impact\\_dev\\_markets/local\\_economic\\_impact.html](http://www.sustainabilityreport.heineken.com/impact_dev_markets/local_economic_impact.html) and

[http://www.sustainabilityreport.heineken.com/impact\\_dev\\_markets/case\\_study\\_eia.html](http://www.sustainabilityreport.heineken.com/impact_dev_markets/case_study_eia.html)

## Environmental indicators

**EN1** Materials used by weight or volume. (Core)

[http://www.sustainabilityreport.heineken.com/water/performance\\_in\\_2007.html](http://www.sustainabilityreport.heineken.com/water/performance_in_2007.html)

**EN2** Percentage of materials used that are recycled input materials. (Core)

*Our beverages do not contain recycled materials. Information about recycled content of packaging material is not available*

## Energy

- EN3** Direct energy consumption by primary energy source. (Core)  
<http://www.sustainabilityreport.heineken.com/energy/index.html>
- EN4** Indirect energy consumption by primary source. (Core)  
<http://www.sustainabilityreport.heineken.com/energy/index.html>
- EN5** Energy saved due to conservation and efficiency improvements. (Additional)  
<http://www.sustainabilityreport.heineken.com/energy/index.html>
- EN6** Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)  
<http://www.sustainabilityreport.heineken.com/energy/index.html>
- EN7** Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)  
<http://www.sustainabilityreport.heineken.com/energy/index.html>

## Water

- EN8** Total water withdrawal by source. (Core)  
<http://www.heinekeninternational.com/healthandsafety.aspx>
- EN9** Water sources significantly affected by withdrawal of water. (Additional)  
[http://www.sustainabilityreport.heineken.com/water/case\\_study\\_water\\_mgmt.html](http://www.sustainabilityreport.heineken.com/water/case_study_water_mgmt.html)
- EN10** Percentage and total volume of water recycled and reused. (Additional)  
*Utility water is recycled into a certain extend but it is not possible to make a clear split between recycled and non-recycled water. The amounts of water reported equals used water minus recycled water*

## Biodiversity

- EN11** Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (Core)  
[http://www.sustainabilityreport.heineken.com/water/case\\_study\\_water\\_mgmt.html](http://www.sustainabilityreport.heineken.com/water/case_study_water_mgmt.html)
- EN12** Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (Core)  
[http://www.sustainabilityreport.heineken.com/water/case\\_study\\_water\\_mgmt.html](http://www.sustainabilityreport.heineken.com/water/case_study_water_mgmt.html)
- EN13** Habitats protected or restored. (Additional)  
[http://www.sustainabilityreport.heineken.com/water/case\\_study\\_water\\_mgmt.html](http://www.sustainabilityreport.heineken.com/water/case_study_water_mgmt.html)
- EN14** Strategies, current actions, and future plans for managing impacts on biodiversity. (Additional)  
[http://www.sustainabilityreport.heineken.com/water/case\\_study\\_water\\_mgmt.html](http://www.sustainabilityreport.heineken.com/water/case_study_water_mgmt.html) *We are investigating the impact of the conclusions of the study and deciding what that means for future programmes*
- EN15** Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk. (Additional)  
*Information not available*

## Emissions, Effluents, and Waste

- EN16** Total direct and indirect greenhouse gas emissions by weight. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN17** Other relevant indirect greenhouse gas emissions by weight. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN18** Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)  
[http://www.sustainabilityreport.heineken.com/energy/activities\\_in\\_2007.html](http://www.sustainabilityreport.heineken.com/energy/activities_in_2007.html)
- EN19** Emissions of ozone-depleting substances by weight. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN20** NOx, SOx, and other significant air emissions by type and weight. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN21** Total water discharge by quality and destination. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN22** Total weight of waste by type and disposal method. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN23** Total number and volume of significant spills. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>  
(qualitative, volume not reported)
- EN24** Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. (Additional)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>
- EN25** Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff. (Additional)  
*Products and Services Information not available*
- EN26** Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)  
*An inventory of initiatives to mitigate environmental impacts has not been made*
- EN27** Percentage of products sold and their packaging materials that are reclaimed by category. (Core)  
*Information not available*

## Compliance

- EN28** Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)  
<http://www.sustainabilityreport.heineken.com/appendices/appendix3/index.html>

## Transport

- EN29** Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce. (Additional)  
*Information not available*

## Overall

- EN30** Total environmental protection expenditures and investments by type. (Additional)  
*An inventory of environmental protection expenditures and investments has not been made.*

## Social Performance: Labour Practices & Decent Work

### Employment

LA1 Total workforce by employment type, employment contract and region. (Core)

	Full time w. avg %	Part time w. avg %	Fixed w. avg %	Temporary w. avg %
	97.9%	2.1%	91.1%	8.9%

	Full time	Part time	Fixed	Temporary
Africa Middle East	99.9%	0.1%	96.3%	3.7%
Americas	99.4%	0.6%	89.6%	10.4%
Asia Pacific	99.4%	0.6%	97.1%	2.9%
Central Eastern Europe	98.3%	1.7%	86.7%	13.3%
Western Europe	95.1%	4.9%	95.0%	5.0%

	% employees Female	Male	Agency Personnel w. avg %	Day Workers w. avg %
	21.4%	78.6%	12.3%	2.8%

	Female	Male	Agency Personnel	Day Workers
Africa Middle East	6.4%	93.6%	22.6%	11.2%
Americas	14.2%	85.8%	28.1%	0.0%
Asia Pacific	21.5%	78.5%	30.5%	0.0%
Central Eastern Europe	31.1%	68.9%	5.0%	0.5%
Western Europe	18.7%	81.3%	4.7%	0.0%

Total number of employees	52,160
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	Total number of employees
Africa Middle East	9,289
Americas	5,208
Asia Pacific	986
Central Eastern Europe	21,949
Western Europe	14,728

LA2 Total number and rate of employee turnover by age group, gender, and region. (Core)

	# empl.	Avg turnover rate w. avg%
	12,687	24.3%

	Avg turnover rate	Voluntary
Africa Middle East	13.6%	3.8%
Americas	16.9%	5.8%
Asia Pacific	13.6%	5.4%
Central Eastern Europe	36.7%	14.8%
Western Europe	16.0%	5.0%

	# Empl.	Voluntary	w. avg %
	4,696		9.0%

	Involuntary	Natural
Africa Middle East	8.0%	1.7%
Americas	8.7%	1.5%
Asia Pacific	3.1%	5.1%
Central Eastern Europe	8.2%	13.6%
Western Europe	4.7%	5.1%

	# Empl.	Involuntary	w. avg %
	3,714		7.1%

	# Empl.	Natural	w. avg %
	4,038		7.74%

**LA3** Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. (Additional)  
*Information is not available*

#### Labour/Management Relations

**LA4** Percentage of employees covered by collective bargaining agreements. (Core)

	trade union % empl. average
	36.5%

	percentage
Africa Middle East	39.8%
Americas	55.4%
Asia Pacific	44.5%
Central Eastern Europe	36.8%
Western Europe	26.6%

	Grievance procedure on labor relations in place for employees % Opcos	% empl.	Number of complaints total
	59.2%	51.9%	84

**LA5** Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. (Core)  
*All our operating companies have a practise to inform employees about changes; 96% provides employees and their representatives with information on operational changes and 69% will consult employee representatives prior to implement changes.*

## Occupational Health and Safety

- LA6** Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. (Additional)  
*69% of the operating companies (representing 83% of employees) who participated in the Opco Survey have a formal H&S committee and 78% of the operating companies (89% of employees) have identified and quantified work related hazards.*
- LA7** Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (Core)  
*[http://www.sustainabilityreport.heineken.com/safety/safety\\_data.html](http://www.sustainabilityreport.heineken.com/safety/safety_data.html) 43% of operating companies (75% of employees) have an in-house company doctor.*
- LA8** Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (Core)  
*[http://www.sustainabilityreport.heineken.com/impact\\_dev\\_markets/access\\_to\\_healthcare.html](http://www.sustainabilityreport.heineken.com/impact_dev_markets/access_to_healthcare.html)*
- LA9** Health and safety topics covered in formal agreements with trade unions. (Additional)  
*Depending on the nature of the operating company, different health & safety topics are covered in formal agreements with trade unions:*
- formal agreements in 61% of the operating companies (64% of employees) cover the right for employees to refuse unsafe work*
  - 71% of operating companies (73% of employees) have provisions on the use of personal protective equipment*
  - 69% of operating companies (60% of employees) have arrangements on training and education*
  - 59% of operating companies (63% of employees) have a formal complaint mechanism for health and safety matters*
- Training and Education*
- LA10** Average hours of training per year per employee by employee category. (Core)  
*On average, employees received 19 hours of training in 2007. Total training expenditure was € 15.7 million, of which € 1.3 million was spent on senior management training. Average training spent per employee was € 301.*
- LA11** Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)  
*88% of operating companies (covering 99% of employees) have a formal programme for training employees; 82% of our operating companies (99% of employees) have a formal programme for management training. Programmes to support the continued employability of employees exist in 69% of our operating companies (93% of employees)*
- LA12** Percentage of employees receiving regular performance and career development reviews. (Additional)  
*Of all our employees, 45% receive regular performance and career development reviews*

## Diversity and Equal Opportunity

- LA13** Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (Core)  
*Of senior management, 22% are foreign and 78% are local employees; 16% are female and 84% are male*
- LA14** Ratio of basic salary of men to women by employee category. (Core)  
*No information available*

## Social Performance: Human Rights

### Investment and Procurement Practices

**HR1** Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. (Core)  
*When entering a market, human rights are considered on a structural basis in acquisition decisions. As for investment goods, these are subject to our Supplier Code that includes a number of human rights provisions.*

**HR2** Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)  
*[http://www.sustainabilityreport.heineken.com/supply\\_chain/performance\\_in\\_2007.html](http://www.sustainabilityreport.heineken.com/supply_chain/performance_in_2007.html) Apart from the information presented in the Sustainability Report, 55% of our operating companies indicate that they include forced and compulsory labour in supplier or contractor selection. For child labour this figure is 61% and 61% indicate that they include other social issues. 12% of our operating companies indicate that following incidents related to environmental or human rights performance of a supplier or contractor they entered into a dialogue with their business partner and 2% have terminated one or more contracts for this reason. Another 2% have indicated that environmental and social concerns were reason not to enter into a business relationship*

**HR3** Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. (Additional)  
*No information available*

### Non-Discrimination

**HR4** Total number of incidents of discrimination and actions taken. (Core)  
*[http://www.sustainabilityreport.heineken.com/impact\\_dev\\_markets/employee\\_rights.html](http://www.sustainabilityreport.heineken.com/impact_dev_markets/employee_rights.html)*

### Freedom of Association and Collective Bargaining

**HR5** Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. (Core)  
*Operating Companies that participated in the Opco Survey do not operate in countries where the right to exercise freedom of association and collective bargaining are at significant risk*

### Child Labour

**HR6** Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour. (Core)  
*Lowest minimum age requirement within Heineken is 15 (in Austria). Some operating companies maintain a minimum age of 16 and the majority has 18 years as a minimum requirement. Some operating companies maintain the even higher requirement of 21. As for measures taken with respect to suppliers and contractors, see under HR2*

### Forced and Compulsory Labour

**HR7** Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour. (Core)  
*See under HR2*

### Security Practices

**HR8** Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations. (Additional)  
*No information available Indigenous Rights*

**HR9** Total number of incidents of violations involving rights of indigenous people and actions taken. (Additional)  
*No information available*

## Social Performance: Society

### Community

- SO1** Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. (Core)  
*There is a mixed bag of programmes and practices that varies according to the situation on ground in the operating environment. For instance 8% of our operating companies have programmes that support access to water for the local community and 10% have activities aimed at contributing to the achievement of the Millennium Development Goals. 24% undertake actions aimed in the area of health related community projects.*

### Corruption

- SO2** Percentage and total number of business units analysed for risks related to corruption. (Core)  
[http://www.sustainabilityreport.heineken.com/impact\\_dev\\_markets/business\\_ethics.html](http://www.sustainabilityreport.heineken.com/impact_dev_markets/business_ethics.html)
- SO3** Percentage of employees trained in organisation's anti-corruption policies and procedures. (Core)  
*See under SO2.*
- SO4** Actions taken in response to incidents of corruption. (Core)  
*No incidents of corruption have been reported, neither through our internal whistle blowing programme nor through external channels.*

### Public policy

- SO5** Public policy positions and participation in public policy development and lobbying. (Core)  
*Our public policy positions can be found on the websites of organisations that we are member to, such as ICAP ([www.icap.org](http://www.icap.org)) or The Brewers of Europe ([www.brewersofeurope.org](http://www.brewersofeurope.org)) as well as in official publications of the company (such as our Values & Principles, the Sustainability Report and our policy documents).*
- SO6** Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional)  
*The total sum spent on contributions to political parties by operating companies of Heineken in 2007 was € 6,100*
- SO7** Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. (Additional)  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note32.html](http://www.annualreport.heineken.com/financial_statements/notes/note32.html)
- SO8** Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)  
[http://www.annualreport.heineken.com/financial\\_statements/notes/note32.html](http://www.annualreport.heineken.com/financial_statements/notes/note32.html) and  
[http://www.sustainabilityreport.heineken.com/safety/performance\\_in\\_2007.html](http://www.sustainabilityreport.heineken.com/safety/performance_in_2007.html)

## Social Performance: Product Responsibility

### Customer Health and Safety

- PR1** Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. (Core)  
*Our main product is a given and we aim to market it responsibly. Nearly all our operating companies (88%) have systems in place for preserving consumer health and safety and 65% have clearly communicated this system to consumers*
- PR2** Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. (Additional)  
*Total number of incidents of non-compliance with regulations concerning customer health and safety in 2006 was 155*

### Products and Service Labelling

- PR3** Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements. (Core)  
*75% of our operating companies have a policy related to product information and labelling. Monitoring and reviewing results are also part of the activities in relation to these policies.*
- PR4** Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes. (Additional)  
*In 2007, there were 3 cases of non-compliance with regulations concerning product information and labelling that have led to penalties. As a result of our strict policies on food safety and integrity, a total of 14 recall operations were performed.*
- PR5** Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)  
*73% of our operating companies regularly measure customer satisfaction. On average 55% of our customers are overall positive or satisfied with our products and services. 55% of our operating companies (covering around 73% of our business) have set targets to improve customer satisfaction.*

### Marketing Communications

- PR6** Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (Core)  
*[http://www.sustainabilityreport.heineken.com/responsible\\_consumption/activities\\_perf\\_2007.html](http://www.sustainabilityreport.heineken.com/responsible_consumption/activities_perf_2007.html)*
- PR7** Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes (Additional)  
*In total there were 80 claims of non-compliance; the vast majority of these claims were rejected*

### Customer privacy

- PR8** Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)  
*No information available. Heineken is designing a broader programme on privacy that will also cover customers and consumers.*

### Compliance

- PR9** Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (Core).  
*No information available*