

Brewing a Better Future



Contents

01	Introduction
02	1. Strategy and analysis
02	2. Organisational profile
03	3. Report parameters
04	4. Governance, Commitments and Engagement
07	5. Management Approach and Performance Indicators
07	Economic Performance Indicators
08	Environmental Performance Indicators
11	Social Performance Indicators

Introduction

Our Sustainability Report 2010 is structured according to our programme 'Brewing a Better Future', highlighting our activities in the three strategic imperatives on which our programme is built. In addition, the Sustainability Report 2010 contains the Global Reporting Initiative reference table (appendix 3), in which a reference is made to this Sustainability Data Sheet.

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. Unless stated differently, the information provided in this document is based on the scope of the Sustainability Report 2010, see appendix 4 in the Sustainability Report.

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



Sustainability Data Sheet 2010

1. Strategy and analysis.

1.1 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
Annual Report 2010, Chief Executive's statement
Sustainability Report, Foreword
www.heinekeninternational.com/sustainability

1.2 Description of key impacts, risks, and opportunities
Annual Report 2010, Risk Management and Control Systems
Sustainability Report 2010, Foreword
www.heinekeninternational.com/sustainability

2. Organisational profile

2.1 Name of the organisation
Annual Report 2010, Notes to the Consolidated Financial Statements, note 1

2.2 Primary brands, products, and/or services
Annual Report 2010, Countries and Brands

2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures
Annual Report 2010, Notes to the Consolidated Financial Statements, note 36

2.4 Location of organisation's headquarters
Annual Report 2010, Notes to the Consolidated Financial Statements, note 1

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 2010, Notes to the Consolidated Financial Statements, note 36
Annual Report 2010, Countries and Brands
Sustainability Report 2010, Appendix 1 Reporting Basis

2.6 Nature of ownership and legal form
Annual Report 2010, Shareholder Information

2.7 Markets served
Annual Report 2010, Regional Review

2.8 Scale of the reporting organisation
Annual Report 2010, Regional Review

2.9 Significant changes during the reporting period regarding size, structure, or ownership
Annual Report 2010, Regional Review
Annual Report 2010, Notes to the Consolidated Financial Statements, note 6

2.10 Awards received in the reporting period
Sustainable Report 2010, Foreword

Sustainability Data Sheet 2010

3. Report parameters

Report Profile

- 3.1 Reporting period (e.g., fiscal/calendar year) for information provided
Annual Report 2010, Notes to the Consolidated Financial Statements, note 1
- 3.2 Date of most recent previous report (if any)
Sustainable Report, 2 April 2010
- 3.3 Reporting cycle (annual, biennial, etc.)
Both our Annual and our Sustainability report are published on an annual basis
- 3.4 Contact point for questions regarding the report or its contents
Sustainable Report 2010, About this Report
www.heinekeninternational.com/contacts
- 3.5 Process for defining report content
Sustainable Report 2010, About this Report
Sustainable Report 2010, Appendix 1, Reporting Basis
- 3.6 Boundary of the report
Sustainable Report 2010, Appendix 4, List of Operating Companies
- 3.7 State any specific limitations on the scope or boundary of the report
Sustainable Report 2010, Appendix 4, Operating Companies
- 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
Sustainable Report 2010, Appendix 1, Reporting Basis
- 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
Sustainable Report 2010, Appendix 1, Reporting Basis
- 3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement
Sustainable Report 2010, Appendix 1, Reporting Basis
- 3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report
Sustainable Report 2010, Foreword
Sustainable Report 2010, About this Report
Sustainable Report 2010, Appendix 1, Reporting Basis
- 3.12 Table identifying the location of the Standard Disclosures in the report
Sustainable Report 2010, Appendix 3, Global Reporting Initiative Reference Table
- 3.13 Policy and current practice with regard to seeking external assurance for the report
Sustainable Report 2010, About this Report
Sustainable Report 2010, Appendix 5, Independent Assurance Report from KPMG



Sustainability Data Sheet 2010

4. Governance, Commitments and Engagement

- 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
Annual Report 2010, Executive Committee
Annual Report 2010, Corporate Governance Statement
Sustainable Report 2010, Brewing a Better Future
www.heinekeninternational.com/corporategovernance
- 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 and independent
- 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
Article 13 sub 9 of the Articles of Association
Whistleblower Procedure
Employee representation through European Works Council
- 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)
Sustainable Report 2010, Enablers
Annual Report 2010, Remuneration Report
- 4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided
Regulations for the Supervisory Board, article 2.3 sub h
www.heinekeninternational.com/regulations_supervisoryboard.aspx
www.heinekeninternational.com/policies_integrity_and_whistleblowing
- 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
Article 3 Regulations for the Supervisory Board of Heineken N.V.
www.heinekeninternational.com/regulations-supervisoryboard.aspx
- 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
www.heinekeninternational.com/sustainability_introductions.aspx
www.heinekeninternational.com/values.aspx
www.heinekeninternational.com/Business_ethics.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
Sustainable Report 2010, Brewing a Better Future

4. Governance, Commitments and Engagement continued

- 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 of Heineken N.V., article 2.3
www.heinekeninternational.com/regulations_supervisoryboard.aspx

Commitments to External Initiative

- 4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organisation
Annual Report 2010, Risk Management and Control Systems
www.heinekeninternational.com/mainriskandresponses_riskmanagement.aspx
- 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 and the UN CEO Water Mandate. We endorse the principles enshrined within the OECD Guidelines for Multi National Enterprises and are participating in the Carbon Disclosure Project.
- Heineken is signatory to the UN Global Compact and the UN CEO Water Mandate. We endorse the OECD Guidelines for Multi National Enterprises and are part of 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 organizations, including organization that deal with the social aspects of alcohol consumption. On Group level, Heineken is member or sponsor to the following organizations:
- Association des Industries de Marque (AIM)
 - Beverage Industry Environmental Roundtable (BIER)
 - The Brewers of Europe
 - Centre for Information on Beverage Alcohol (CBA)
 - Confédération des Industries Agro-Alimentaires de l'EU (CIAA)
 - The Consumer Goods Forum (TCGF)
 - European Academy of Business in Society (EABIS)
 - European Alcohol & Health Forum (EAHF)
 - European Business Ethics Network (EBEN)
 - European Network of Integrity & Compliance (ENICO)
 - European Research Advisory Board (ERAB)
 - European Round Table (ERT)
 - The European Organization for Packaging and the Environment (European)
 - FTSE4Good
 - Global Alcohol Producers Group (GAPG)
 - Global Brewers Initiative (GBI)
 - Global Coalition on HIV / AIDS– International Council on Alcohol & Addictions (ICAA)
 - Global Reporting Initiative (GRI)
 - International Centre for Alcohol Policies (ICAP)
 - International Chamber of Commerce (ICC)
 - Sustainable Agriculture Initiative Platform (SAI)
 - World Economic Forum (WEF)
 - World Federation of Advertisers (WFA)

4. Governance, Commitments and Engagement continued

Stakeholder Engagement

- 4.14 List of stakeholder groups engaged by the organisation
Sustainable Report 2010, About this Report
- 4.15 Basis for identification and selection of stakeholders with whom to engage
Sustainable Report 2010, About this Report
- 4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.
Sustainable Report 2010, About this Report
- 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.
Sustainable Report 2010, About this Report



Sustainability Data Sheet 2010

5. Management Approach and Performance Indicators

Economic Performance Indicators

Aspect: 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)
Annual Report 2010

EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change. (Core)¹
16 operations indicate being at risk due to climate change (e.g. changing rainfall patterns, water availability). 10 operations foresee business opportunities related to climate change in the country

EC3 Coverage of the organisation's defined benefit plan obligations. (Core)
Annual Report 2010, Risk Management and Control Systems

EC4 Significant financial assistance received from government. (Core)
Information not available

Aspect: Market presence

EC5 Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. (Additional)
In 2 operations the standard level entry wage is equal to the minimum legal wage. In 9 operations there is no legal minimum wage or the information is not available. In all other operations the standard level entry wage is higher than the legal minimum wage.

EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation. (Core)
Sustainable Report 2010, Heineken Cares

EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. (Core)
In several of our companies procedures for local hiring of employees are in place. We started working on a global system for sourcing of personnel. The first step has been the introduction of a procedure for all employees in job grades 35 and higher. Our Resource Committees decide on appointment of internal candidates. External sourcing is applied only if there are no suitable internal candidates. In 2010 there were 153 positions open for the appointment of senior managers. 83% of these vacancies were filled by internal candidates, 17% by external candidates.

Aspect: 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)
SR 2010, Heineken Cares (Corporate Social Investment)

EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts. (Additional)
Sustainable Report 2010, Heineken Cares (Economic Impact Assessments)

¹For one operation data not available

5. Management Approach and Performance Indicators continued Environmental Performance Indicators

Aspect: Materials

- EN 1 Materials used by weight or volume. (Core)
Information not available
- EN 2 Percentage of materials used that are recycled input materials. (Core)
We currently don't have this information available, the new environmental policy on packaging will incorporate this aspect

Aspect: Energy

- EN 3 Direct energy consumption by primary energy source. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance
- EN 4 Indirect energy consumption by primary source. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance
- EN 5 Energy saved due to conservation and efficiency improvements. (Additional)
Sustainable Report 2010, Green Brewer (Energy and water efficient production)
- EN 6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. (Additional)
Sustainable Report 2010, Green Brewer (Energy and Water efficient production)
- EN 7 Initiatives to reduce indirect energy consumption and reductions achieved. (Additional)
Sustainable Report 2010, Green Brewer (Energy and water efficient production)

Aspect: Water

- EN 8 Total water withdrawal by source. (Core)
Sustainable Report 2010, Green Brewer (Using less water in production)
- EN 9 Water sources significantly affected by withdrawal of water. (Additional)
Information not available
- EN 10 Percentage and total volume of water recycled and reused. (Additional)
Information not available

Aspect: Biodiversity

- EN 11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. (Core)
Information not available
- EN 12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. (Core)
Information not available
- EN 13 Habitats protected or restored. (Additional)
Information not available
- EN 14 Strategies, current actions, and future plans for managing impacts on biodiversity. (Additional)
Information not available

5. Management Approach and Performance Indicators continued

Environmental Performance Indicators continued

Aspect: Materials continued

EN 15 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

Aspect: Emissions, Effluents, and Waste

EN 16 Total direct and indirect greenhouse gas emissions by weight. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance

EN 17 Other relevant indirect greenhouse gas emissions by weight. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance

EN 18 Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)
Sustainable Report 2010, Green Brewer (Greenhouse gases in production)

EN 19 Emissions of ozone-depleting substances by weight. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance

EN 20 NO_x, SO_x, and other significant air emissions by type and weight. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance

EN 21 Total water discharge by quality and destination. (Core)
The largest part of the wastewater is treated either in own plants or in municipal plants. The treated and untreated wastewater are discharged into the surface water (see Sustainable Report 2010, Appendix 2 for total water discharge).

EN 22 Total weight of waste by type and disposal method. (Core)
Sustainable Report 2010, Appendix 2, Overview of environmental performance

EN 23 Total number and volume of significant spills. (Core)
Sustainable Report, 2010, Green Brewer (Environmental Compliance)

EN 24 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)
Information not available

EN 25 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)
Information not available



Sustainability Data Sheet 2010

5. Management Approach and Performance Indicators continued

Environmental Performance Indicators continued

Aspect: Products and Services

EN 26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. (Core)

Sustainable Report 2010, Green Brewer

Sustainable Report 2010, Green Commerce

EN 27 Percentage of products sold and their packaging materials that are reclaimed by category. (Core)

Information not available

Aspect: Compliance

EN 28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. (Core)

Sustainable Report 2010, Green Brewer

Aspect: Transport

EN 29 Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce. (Additional)

Sustainable Report 2010, Green Commerce

Aspect: Overall

EN 30 Total environmental protection expenditures and investments by type. (Additional)

Information not available

Sustainability Data Sheet 2010

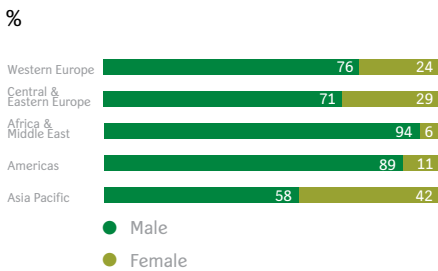
5. Management Approach and Performance Indicators continued Social Performance Indicators

Aspect: Employment

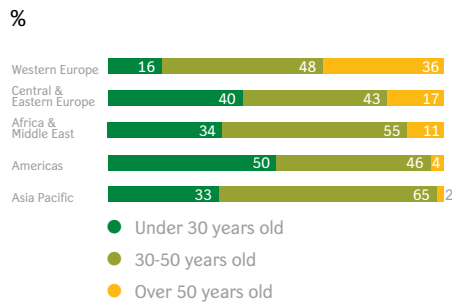
LA1 Total workforce by employment type, employment contract and region. (Core)
Annual Report 2011, Key figures

LA2 Total number and rate of employee turnover by age group, gender, and region. (Core)²
*In total 11.979 employees left the company, of which 20% women and 80% men.
Of the total number of employees leaving the company, 39% was under 30 years old,
46% between 30 and 50 years, and 15% over 50 years old*

Breakdown by gender and region



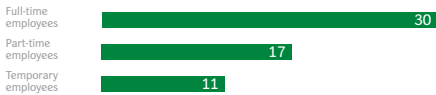
Breakdown by age group and region



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

Life insurance

Number of organisations providing benefit



Health Care

Number of organisations providing benefit



Disability/invalidity coverage

Number of organisations providing benefit



Maternity/paternity leave

Number of organisations providing benefit



Retirement provision

Number of organisations providing benefit



Stock ownership

Number of organisations providing benefit



²For one operation data not available

Sustainability Data Sheet 2010

5. Management Approach and Performance Indicators continued Social Performance Indicators continued

Aspect: Labour/Management Relations

LA4 Percentage of employees covered by collective bargaining agreements. (Core)
62% of our FTEs work under a Collective Labour Agreement

LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. (Core)³
The minimum number of weeks notice is determined on local level and varies per operation. The number of weeks therefore ranges from 0 weeks in some operations up to 26 weeks in other operations.

Aspect: 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)
In 43 operations we have one or more formal Health & Safety committees

LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. (Core)
Sustainable Report 2010, Engaging Employees

LA8 Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. (Core)
Sustainable Report 2010, Heineken Cares

LA9 Health and safety topics covered in formal agreements with trade unions. (Additional)⁴
In 34 of our operations, we have one or more formal agreements with trade unions that cover health and safety

Aspect: Training and Education

LA10 Average hours of training per year per employee by employee category. (Core)⁵
Please note: Information not available for all companies

Training per FTE

Average hours training per FTE per year



Please note: Information not available for all companies

LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. (Additional)
Information not available

LA12 Percentage of employees receiving regular performance and career development reviews. (Additional)
51% of the employees received a formal performance appraisal and review in 2010

³For one operation data not available

⁴For two operations data not available

⁵For nine operations data not available

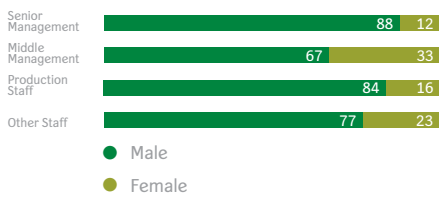
Sustainability Data Sheet 2010

5. Management Approach and Performance Indicators continued Social Performance Indicators continued

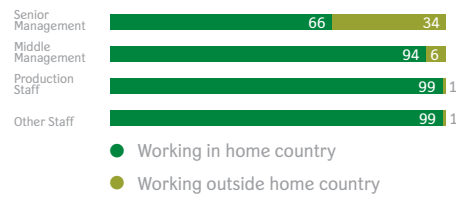
Aspect: Diversity and Equal Opportunity

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)

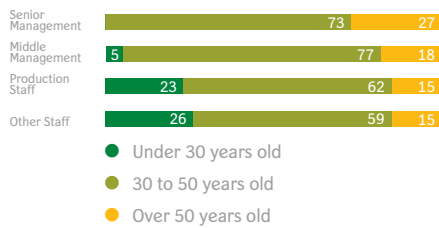
Breakdown by gender and category



Breakdown by origin and category



Breakdown by group and category



LA14 Ratio of basic salary of men to women by employee category. (Core)
We equally remunerate men and women, in all categories

5. Management Approach and Performance Indicators continued

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)
Information not available

HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. (Core)
Information not available

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)
The draft employee and human rights policy developed in 2010 will be rolled out. Following this trainings will be organized.

Non-Discrimination

HR4 Total number of incidents of discrimination and actions taken. (Core)
Information not available

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)
In all markets/operations we have Freedom of Association and Collective Bargaining

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)⁶
*In 55 operations there is a legal minimum working age.
In 22 operations, the minimum working age in the company is equal to the overall minimum working age in the country.
In 33 operations, the minimum working age in the company is higher than the overall minimum working age in the country.
The lowest minimum age within all our operations is 15 years of age (in line with the ILO conventions). In 2 OpCos (Fayrouz International and Brau Union Osterreich) the minimum age is 15 years, in all our other operations it is higher.*

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)
Heineken does not tolerate forced or compulsory labour. This is also included in our Supplier Code and our new Employees' & Human Rights Policy

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)
In 17 operations we directly employ security personnel, all trained in human rights

Indigenous Rights

HR9 Total number of incidents of violations involving rights of indigenous people and actions taken. (Additional)
Information not available

⁶For one operation data not available

5. Management Approach and Performance Indicators continued

Social Performance: Society

Community

S01 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. (Core)
Sustainable Report 2010, Heineken Cares (Economic Impact Assessments)

Corruption

S02 Percentage and total number of business units analysed for risks related to corruption. (Core)
17 operations have performed a risk assessment for exposure of the company to corruption by government officials

S03 Percentage of employees trained in organisation's anti-corruption policies and procedures. (Core)
24 operations have trained employees who are likely to be exposed to corrupt government officials in the anti-corruption policies and procedures. In total 4.242 employees are trained.

S04 Actions taken in response to incidents of corruption. (Core)
Information not available

Public policy

S05 Public policy positions and participation in public policy development and lobbying. (Core)
We are an active member of industry associations, like the Brewers of Europe. Through these associations we are in discussion with governments on the role of beer in society, and on regulations. See also Sustainability Data Sheet 4.13

S06 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. (Additional)
Information not available

S07 Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. (Additional)
Information not available

S08 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. (Core)
Information not available

5. Management Approach and Performance Indicators continued

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)
Information not available

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)
Information not available

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)
Information not available

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)
Information not available

PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional)
We have a global contract to measure customer satisfaction in Modern trade (off premise/retail) on a regular basis. In 2010 executed in 7 countries and expected to further rolled out

Marketing Communications

PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. (Core)
All organizations have to work within the local laws and regulations. In addition, all organizations have to adhere to our Rules on Responsible Commercial Communication www.heinekeninternational.com/alcohol.aspx

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)
Information not available

Customer privacy

PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. (Additional)
Information not available

Compliance

PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. (Core).
Information not available