

Brewing a Better Future



Improve



Empower



Impact



Welcome to our Sustainability Report 2012

Company profile

HEINEKEN in the UK is the country's leading beer and cider business and part of HEINEKEN N.V., the world's most international brewer.

Headquartered in Edinburgh, we employ around 2,300 people. As well as a cider maker and brewer, we own around 1,300 pubs through our Star Pubs & Bars business.

Our breweries are in Manchester, Tadcaster and Edinburgh and our cider business is based in Herefordshire.

We've been brewing beer and making cider for centuries. Over the years we've created some of the most iconic brands in the marketplace. Our unrivalled portfolio of brands includes Foster's, Heineken®, Strongbow, Kronenbourg 1664, Bulmers and Desperados. As well as these truly global brands, we also have heritage brands such as Deuchars and Newcastle Brown Ale.

We're passionate about our brands and the services we offer to our customers, but we're equally passionate about being a responsible and sustainable business.

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2,300
EMPLOYEES

1,300
PUBS

**UK'S LEADING
CIDER MAKER
AND BREWER**



Managing Director Foreword

HEINEKEN has grown over the last 150 years and to ensure we're a sustainable business for the next 150, and to fulfil our long term ambition to positively impact the role of beer in society, we must continue to earn the right to be a respected brand.



David Forde
Managing Director

2012 was a remarkable year for HEINEKEN in the UK. Few could forget the hugely successful summer as the UK played host to the world and the Olympic Games. We were proud to play our part as a major supporter through our role as Official Lager Supplier to London 2012. But we weren't just gearing up for a summer of sport, we were hard at work across the business on a range of other projects to meet our Brewing a Better Future commitments.

As an alcohol industry, we face a great number of challenges, globally and locally. As the largest cider and beer business in the UK, it's our responsibility to lead on these issues that we face. Our global sustainability strategy, Brewing a Better Future, has helped us identify how we will address some of the issues. In setting ambitious targets supported with delivery plans, we've had confidence that we will continue to grow as a responsible and sustainable business.

In a tough economic climate, it is of course more challenging to meet our stretching targets. But this just means we have had to work harder and find new, innovative ways to continuously improve the environmental impact of our brands, empower our colleagues and communities and address alcohol misuse in society.

We know that we can't and won't achieve our goals alone. We need to work closely with our key stakeholders, including NGOs, governments, employees, suppliers and customers, to make a real difference. For example, as much of our business impact lies outside our direct control, we bring our suppliers with us on our responsibility journey. In 2012 our Supplier Code was signed by 100% of our suppliers. Similarly, we can't be considered as leaders in alcohol responsibility if our colleagues are not ambassadors for responsible consumption. We therefore continue to find new ways to educate and engage our colleagues on this agenda, empowering them to have conversations with the customers and suppliers they work with daily.

The nation was galvanised during the London 2012 Games. Communities the length and breadth of the UK embraced the momentous summer. This sense of community pride extended to our business as we launched a national community partnership – the first of its kind – to better engage our colleagues in community activity and make their local areas better places to live and work.

Actions speak louder than words. Over the past few years we've taken bold and costly decisions, such as delisting our white cider brands, to demonstrate our serious commitment to being a sustainable and responsible business.

Continuing to demonstrate that sustainability lies at the heart of our business and influencing our commercial strategy, we again in 2012 achieved the highest ranking in the UK's leading voluntary benchmark of corporate responsibility. Whilst we are proud of this achievement, we realise we still have much to do.

Brewing a Better Future is a journey. We set out our ambition, we set annual targets and we have reported on our progress over the last three years. We've also demonstrated our willingness and desire to be challenged on our performance and stretch our approach. Globally, our stakeholders gave HEINEKEN feedback two years after the launch of Brewing a Better Future. The company listened and acted upon the comments, considering the areas we could and should have the greatest impact. Our revised strategy is outlined in this report and details our new four focus areas for the coming three years: Water, Sourcing, CO and Responsible Consumption.

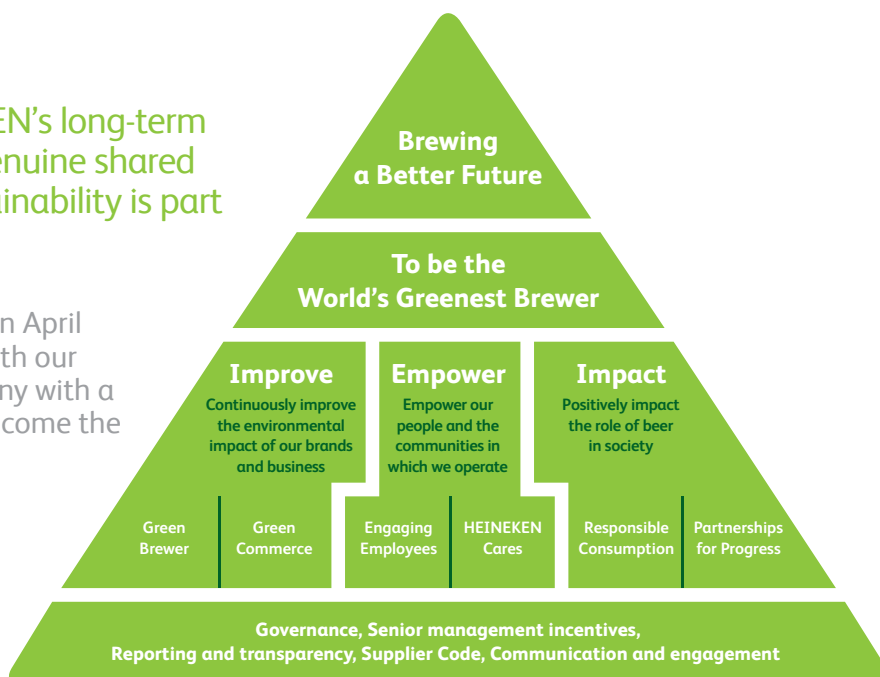
David Forde,
UK Managing Director

Overview

Brewing a Better Future

Brewing a Better Future is HEINEKEN's long-term integrated approach to creating genuine shared value for all our stakeholders. Sustainability is part of how we manage our business.

Brewing a Better Future was introduced in April 2010 and born out of close discussion with our stakeholders. It has provided the Company with a roadmap and reflects our ambition to become the world's greenest brewer.



Governance

Globally, Brewing a Better Future is governed by an Executive-level Steering Committee that met three times in 2012. On a day-to-day basis, Brewing a Better Future is governed by a team of representatives from the Global Supply Chain, Commerce, HR, Control & Accounting and Corporate Relations functions. The team is chaired by the Manager for Global Sustainable Development. Each individual programme is led by a manager from one of our global functions. Progress and issues relating to Brewing a Better Future are regularly on the agenda of the Executive Committee and on the agenda of the UK Management Team who act as our local Sustainability Committee. The UK Management Team is responsible for ensuring that Brewing a Better Future is integrated into our planning processes, with three year delivery plans in place.

Enabling our business priorities

Brewing a Better Future is integral to our business. As a result, we have spent the past three years building sustainability into our processes, systems, and the way we think and act. Our business priorities are tightly integrated with this sustainability journey:

- Grow the Heineken® brand
- Consumer-inspired, customer-oriented and brand-led
- Capture the opportunity in emerging markets
- Leverage the benefits of HEINEKEN's global scale
- Drive personal leadership.

Balancing business with sustainability

Globally, HEINEKEN has grown significantly in recent years and the business is increasingly leveraging its global scale to drive both cost benefit and the impact of our actions. Through our Supplier Code, for instance, which has been signed by 100% of our UK suppliers (that's almost 1,500 local suppliers), we are embedding our sustainability values deep into our supply chain.

We recognise, however, that we cannot grow without taking responsibility and showing regard for society. That's why the responsible consumption element of Brewing a Better Future is critical to our business priorities. Our brands are at the heart of both our commercial and responsible consumption activities, but we are continuously looking for new opportunities to talk to consumers about enjoying our brands in moderation.



Looking ahead to Brewing a Better Future in 2013-2015, we have reviewed our priorities and created a more focused sustainability agenda. Read more on pages 23 and 24.

Overview

Value chain

From barley to bar, we target improvements throughout the value chain. To help us understand key hotspots and identify areas for improvement we've calculated the carbon footprint of our entire UK value chain.

Agriculture



Growing crops

Our main raw materials are barley and hops for our beers and apples for our ciders. We source all of our barley from the U. Our ciders are made from apples from around 10,000 acres of apple orchards in Herefordshire and surrounding areas. 2,500 of these acres are owned by us.

Malting



Malting barley

We source all of our malt through UK maltsters using barley grown across the UK, consuming energy and water in the process. Our annual malt volume is equivalent to approximately 170,000 metric tonnes of raw barley.

Brewing



Brewing beer

The brewing process consumes both energy and water, which is why each of our three breweries and our two cider mills have improvement targets in place. Major investment into our sites - such as installing a new boiler at Hereford - has significantly reduced our energy use.

Packaging materials



Producing bottles, cans and kegs

Packaging and the supply chain of packaging materials is one of the most energy intensive parts of the value chain, representing 26% of our carbon footprint. Over the past few years we have made a number of improvements to make sure our cans and bottles have become greener by reducing their weight.

The weighted average for our UK carbon footprint is about 78.2 kg Co2 eq/hl.

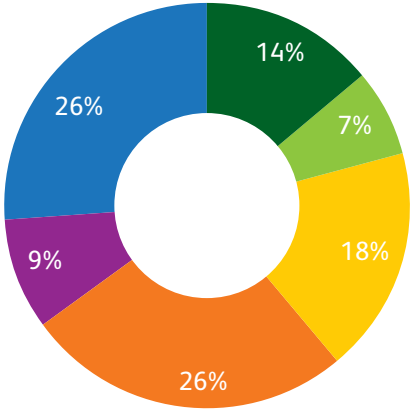
This is higher than the HEINEKEN average because our production volumes in the UK are higher than other HEINEKEN markets. The UK is also unique in its love of cider. Producing concentrate from apples uses more energy than producing malt from barley to make beer, which means that the cider-making process is more energy intensive than making beer, in turn increasing our carbon footprint.

This figure is based on the best available data, but also includes assumptions and estimates, especially for processes further away from our core activities. Moving forward, we aim to include more precise data with a particular focus on the areas we can make real progress.

Carbon footprint breakdown of HEINEKEN in the UK

The chart below illustrates how our carbon footprint is broken down:

- Agriculture
- Malting and adjuncts
- Beverage production
- Packaging material production
- Distribution
- Cooling



Distribution of beer



Distribution

After our beer and cider has been packaged it is distributed by lorry to a warehouse or direct to our customers. We work with our distributor KNDL to maximise efficiencies by altering existing routes, investing in new vehicles and making gradual changes to the distribution network.

Customers



Cooling and recycling

Our beers and ciders should always be consumed chilled. That means they need to be cooled by fridges or draught equipment at the point of consumption. We ensure that all new fridges purchased by HEINEKEN are fully compliant with green standards. We're also developing new greener draught equipment.

Consumers



Responsible consumption

Our ambition is to lead a responsible drinks industry in the UK. Essential to achieving this ambition is ensuring we promote moderate consumption to consumers. Through the power of our brands we will aim to make moderate consumption aspirational. We will help tackle misuse by working in partnership with our stakeholders.

Overview

What we said and what we've done

What we said we will do by 2012	What we've done in 2012
Green Brewer	
Reduce specific total energy consumption across all our breweries and cider mills to 151.6 MJ/hl.	Partly achieved. We reduced our energy consumption to 152.6 MJ/hl.
Reduce specific water consumption across all our breweries and cider mills to 3.8 hl/hl.	Achieved. We maintained our water consumption at 3.8 hl/hl.
Reduce specific total CO2 emissions to 9.6 kg CO2/hl.	Partly achieved. We reduced our carbon emissions to 9.7 kg CO2/hl.
Reduced the % of specific non recycled industrial waste to 0.02kg/hl.	Achieved. We exceeded our target, reducing non-recycled industrial waste to 0.01 kg/hl.
Green Commerce	
Roll out packaging policy.	Achieved. We successfully rolled out a new packaging policy.
Complete a carbon footprint baseline model for the UK business.	Achieved. We have included our carbon footprint in this report.
Engaging Employees	
Reduce accident frequency to <1.2 accidents / 100 FTEs.	Achieved. We have reduced accident frequency to 0.9/ 100 FTEs
No fatalities in the UK.	Achieved. We did not have any fatalities in the UK in 2012.
HEINEKEN Cares	
98% of our suppliers will sign the Supplier Code.	Achieved. 100% of UK suppliers signed the Supplier Code in 2012.

What we said we will do by 2012		What we've done in 2012
Responsible Consumption		
Remove 100 million drink units from the market by reducing the average ABV (Alcohol by Volume) of a major brand. We're on track to deliver by end 2013.		We have reduced the ABV of bottled and canned Strongbow from 5.3% to 5% and reduced the ABV of John Smith's 3.8% to 3.6%.
Improve consumer awareness of alcohol units in our beers.		Introduced almost 17 million branded glasses with unit information into the on-trade and over 99% of our bottles and cans also have unit labelling.
Promote smaller servings and units.		Launched the 'schooner', a two-thirds of a pint glass, for premium brands Heineken®, Amstel and Tiger.
Partnerships for Progress		
Support community partnerships which address alcohol related harm locally.		On and off trade community partnerships with CAPs and Best Bar None.
Measure existing and identify new targeted interventions with existing alcohol misuse partner, Addaction.		Quarterly evaluation reports produced by Addaction for all targeted intervention projects supported
Use alcohol misuse partner to educate business and stakeholders.		Visit to Addaction service held for Marketing Leadership Team.
Enablers		
From 2010, a three-year sustainability plan will be in place		Achieved. As of 2010, a plan was in place which is reviewed and updated annually.
Renewed Supplier Code based on new approach by mid-2010		Achieved. At the end of 2011, 100% of UK suppliers had signed the Supplier Code.
In 2010, introduce incentives for all senior managers on sustainability target		Achieved. Incentive targets were introduced. All senior managers have an incentive on sustainability.

Improve

Green Brewer

We are working continuously to improve the environmental impact of our UK business, setting ourselves ambitious targets to increase the water and energy efficiency of our breweries, offices, and warehouses.

The declining beer market continues to be a big challenge. It means we need to work even harder to find new ways to reduce our carbon footprint.



Paul Hoffman
Supply Chain Director

REDUCED
CO₂
EMISSIONS
IN OUR OFFICES
BY OVER

125
TONNES



WE TREAT
ALL
WASTEWATER
CREATED BY
OUR
BREWING



MANCHESTER
BREWERY
TOP 5 MOST
WATER EFFICIENT
HEINEKEN BREWERIES
GLOBALLY



WE RECYCLE MORE THAN
99% OF OUR WASTE

What we said and what we've done



— Total specific energy consumption < 155 MJ/hl
We achieved 157MJ/hl; we did not achieve our target, due to the acquisition of new businesses



— Average greenhouse gas emission < 8.5 kg CO₂-eq/hl for breweries in scope
We achieved 8.4 kg CO₂-eq/hl



— Specific water consumption < 4.3 hl/hl
We achieved 4.2 hl/hl

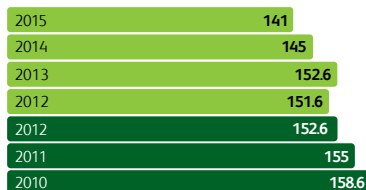


Our brewery in Tadcaster is the only HEINEKEN widget canning line in the world. It's used to produce the famous foam for our John Smith's ales. In 2012, we worked with our supplier Rosti McKechnie to move from the standard 'Bob Widget' to a lightweighted version – named 'Baby Bob Widget'. This not only reduced the amount of plastic needed for the finished product, but also enabled us to make energy savings in the widget manufacturing process.

Energy

In 2012 we reduced our overall specific energy consumption across the UK business by 1.5% by making a number of technical and operational efficiencies. However, we did not meet our target due to a decline in overall production volumes.

Total specific energy consumption MJ/hl beer + soft drink + cider + water



A decline in the UK beer & cider market as a whole meant that volume sales declined in 2012. Decline in the market led to a decline in total production by 3.4% compared with 2011. This has an impact on our water and energy efficiency as fixed elements remain the same, but are less diluted by production volumes.

This trend had a knock-on effect on thermal energy consumption, which increased from 79.3 MJ/hl in 2011 to 79.5 MJ/hl in 2012. Lower production volumes meant that expected efficiency savings were not achieved, and this was compounded by technical issues with a temporary boiler at our cider mill in Hereford.

With 152.6 MJ/hl, our total energy performance is better than the HEINEKEN Group average of 156.6 MJ/hl.

Specific thermal energy consumption MJ/hl beer + cider



Our specific electricity consumption decreased by 3.6% from 8.4 kWh/hl in 2011 to 8.1 kWh/hl in 2012 - achieving our 2012 target. This was achieved as a combined result of technical and operational optimisations, such as switching to LED lighting on our sites and shutting down fridges and nitrogen plants during periods of low demand.

Specific electricity consumption MJ/hl beer + soft drink + cider + water



Carbon Emissions

Our direct and indirect green house gas emissions decreased by 1% from 9.8kg CO₂/hl in 2011 to 9.7kg CO₂/hl in 2012, primarily because of the reduction in total energy consumption.

The limited efficiency savings caused by lower production volumes however, meant we did not meet our target. With 9.7 kg CO₂/hl our carbon emission performance is worse than the HEINEKEN Group average of 8.4 kg CO₂/hl. This is an area we will continue to focus on moving forward.

Direct & Indirect CO₂ emissions kg CO₂-eq/hl beer + cider



Water

Water consumption across all our breweries and cider mills continued at a rate of 3.8 hl/hl, achieving our target. Our water consumption levels are also much lower than the HEINEKEN Group average of 4.2 hl/hl.

Water consumption hl/hl beer + cider

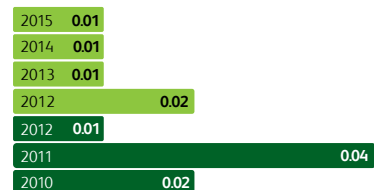


Waste

In 2012 we reduced non-recycled industrial waste by 75%, surpassing our target and decreasing waste production from 0.04 kg/hl in 2011 to 0.01 kg/hl in 2012.

Our cider mills in Hereford and Ledbury are the only UK sites which produce any non-recycled waste. They began separating hazardous waste from other waste for the first time, in turn increasing recycling of non-hazardous waste.

Specific non-recycled industrial waste production kg/hl beer + cider



Improve

Green Commerce

Producing our packaging and ensuring our brands are served chilled through cooling are the two biggest contributors to our carbon footprint in the UK. We're committed to finding ways to reduce our environmental impact across the value chain.

Even though we've made fantastic progress with secondary packaging we aren't being complacent. We'll continue to innovate to make our On Trade footprint even greener.



Paul Hoffman,
Supply Chain Director



BOTTLE
LIGHT-WEIGHTING
SAVES 11,600
TONNES OF
CARBON
EACH YEAR

93%
OF NEW
FRIDGES
ARE GREEN



**ALL OUR BRANDS FEATURE
A RECYCLING LABEL
ON PACK**

What we said and what we've done



— All new purchased fridges to be based on green technology, if possible
We achieved a compliance rate of 93%



— Evaluation criteria for new product innovations introduced
In several stages of the innovation process, we have embedded the environmental requirements



— Develop and execute a baseline carbon footprint model
We created a model covering the entire value chain and calculated the carbon footprint of 90% of HEINEKEN Group volume

Green Packaging

Using cans and bottles to transport our beers and ciders is much more energy-intensive than using kegs – which is why it's important that we make sure our cans and bottles are as green as possible. Between 2008 and 2011 we made a number of significant changes to the design of our cans and bottles through light-weighting. This made our cans and bottles much greener both because they're lighter to transport and because producing them consumes less energy.

As a result of these changes, our cans and bottles are now recognised by HEINEKEN globally as best in class and we are used as a benchmark for other markets. We can't light-weight our cans and bottles any more without risking breakages in our supply chain.

In 2012, we wanted to build on this success by making sure the environmental impact was taken into consideration for all our new packaging designs. As part of our Innovation pipeline we introduced a new 'green packaging' gateway. This means that all new packaging designs go through 'Instant LCA analysis' which allows our Marketing teams to understand the environmental impact of packaging for any new products.

Green Cooling in the On Trade

The majority of our cooling emissions come from cooling through draught beer installations in the pubs and bars.

In 2012 we launched the 'Draught Dispense Academy' in Tadcaster to train our sales colleagues ahead of the innovative 'Through Put Per Tap' dispenser launch.

The new dispenser has significant environmental benefits, as well as making financial savings for our customers and improving the quality of our brands at the point of consumption.

Typically, a bar will clean its taps and pipelines every seven days – and waste a lot of beer in the process - but the new system means cleaning is only required every four weeks. This innovation has reduced beer losses and decreased the need for cleaning chemicals.

Making our Fridges Greener

Fridges are essential in ensuring that consumers enjoy our beers and ciders at the optimum temperature for consumers, whether they're enjoying a pint in a pub or picking up chilled product from their local shop.

Cooling represents 26% of our overall carbon footprint, so it's important for us to ensure any fridges we purchase are as environmentally friendly as possible.

In 2012, we took the decision to invest in two new fridge models 'GreenSense' and 'GreenSense Plus' from our supplier Staycold. These new models have a reduced environmental impact with features including LED lighting, natural refrigerants, energy saving fans, and energy saving insulation foam. The units also have a longer shelf life, and so need to be replaced less often.

Nearly 30% of our fridges purchased in 2012 were 'GreenSense Plus' models. Not only did this help reduce our carbon footprint, but it also meant a better result for our customers by reducing their running costs.

Painting London Green

We may have Painted London 2012 Green as part of our On Trade Olympic drive, but we're equally dedicated to ensuring that our other 'green' credentials were augmented at such an important event.

We played our part in helping London 2012 lower its carbon footprint by supporting BP's Target Neutral initiative. Target Neutral is a not-for-profit scheme created in 2006 to help individuals and organisations tackle their carbon footprint from travel and HEINEKEN's participation saw us offset the carbon footprint of our logistics fleet serving all Olympic venues. The offsetting monies we supplied were donated to one of six global programmes identified by BP, including a Kenyan farmers reforestation project, a scheme to create green power from landfill gas in Turkey and a ceramics biomass project in Brazil.

Our approach to carbon emissions is that we should strive to continually improve our own operations before considering offsetting - something that has already been optimised ahead of London 2012.



In a move to make the 2012 Olympics the 'most sustainable Games ever', the organising Committee LOCOG implemented a policy that all beverage packaging must be sold in recyclable PET cans and plastic bottles. Heineken®, the only branded beer served at any London 2012 Olympic and Paralympic venue, rose to the challenge with a specially designed, limited edition recyclable 330ml PET bottle.

Around 1.6 million PET plastic bottles of Heineken® were served, with any collected bottles collected being sent to recycling facilities for coloured recycled polyester fibres.

Empower

Engaging Employees

Brewing a Better Future isn't only about improving our environmental performance, importantly, it's about having a positive impact on our colleagues.

HR is now an integral part of how we do business. We have a clear people agenda which directly supports our commercial strategy. We've shown that we can really deliver innovative solutions on a range of people focussed areas which will ensure our colleagues safety at work and have a their overall health and wellbeing.

Increasingly, we're being recognised by our global colleagues and among external stakeholders for the progress we're making on our people agenda – including achieving the independent award of Top Employer for 2012. With a hugely motivated and highly capable workforce, we can have confidence about our future business success.



David Forde,
Managing Director



**SERIOUS
ACCIDENTS
MORE THAN
HALVED**

**ONE STOP
SHOP
'MY HEINEKEN'
LAUNCHED
FOR COLLEAGUES**



**NO ACCIDENTS
IN OUR
TADCASTER
BREWERY**



**TADCASTER AWARDED
HEINEKEN'S 2012
SUPPLY CHAIN
WESTERN EUROPE AWARD
FOR SAFETY**



**WON
HR DIRECTOR
OF THE YEAR
FOR SCOTLAND**

What we said and what we've done



— Accident frequency target for Supply Chain < 1.2 accidents/100 FTEs
We achieved 0.9 accidents / 100 FTEs



— Safety targets set for non-production-related activities
We set reduction targets for all our operations, striving ultimately for zero accidents



— Employees' & Human Rights Policy adopted, implemented and audited
The policy was adopted and implementation begun. The audit was postponed to allow more time for implementation

Safety

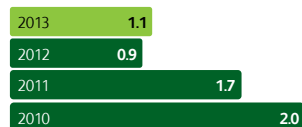
Accident frequency in production decreased from 1.7 cases/100 FTE in 2011 to 0.9 cases/100 FTE in 2012 – a reduction of nearly 50%. Our score is also lower than the HEINEKEN global average of 1.2 cases/100 FTE in 2012.

Our breweries in Edinburgh and Tadcaster achieved zero accidents, Manchester reduced accident frequency, while statistics at our cider mill in Ledbury remained constant. Only Hereford reported more accidents compared with 2011.

A number of initiatives were introduced in 2012 to ensure safety remained the number one priority across Supply Chain. This included the launch of the new HEINEKEN Health & Safety policy, which set out our pledge to put safety at the heart of everything we do in our Supply Chain. **You can read the new Policy here.**

Accident frequency in production

accidents/100 FTE for all sites



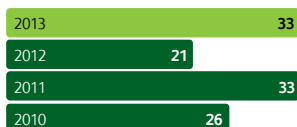
Accident severity also decreased from 33 cases/100 FTE in 2011 to 21 cases/100 FTE in 2012. This was mainly due to a 100% reduction in accident severity at our Tadcaster brewery. This reduction was achieved by engaging colleagues on site in proactive safety observations (Positive Intervention / BeSAFE & Hazard spotting), combined with

improvements to machinery safety. Tadcaster was awarded the 2012 Western European Region Supply Chain Safety Award in recognition of this achievement.

Hereford experienced one serious accident which caused a sharp increase in the number of lost days compared to 2011. Despite this, due to improvements in accident frequency and severity across all other sites, the total number of days lost as a result of accidents decreased from 330 days in 2011 to 205 days in 2012.

Accident severity in production

lost calendar days/100 FTE for all sites



Promoting the health and wellbeing of our colleagues

In 2012 we continued our extensive programme of Health Surveillance to prevent colleagues from experiencing ill health associated with their work, and to support colleagues whose ill health may be impacting their work. Our professional ill health referral service supports those colleagues who are experiencing sickness absence and gives them the support they need to help them return to work quickly and safely. In 2012 our sickness absence rate was 2.97% (average % of hours lost per colleague).

One of our key objectives moving forward is to change the focus of occupational health from providing ill-health management to promoting good health amongst all our colleagues. In 2012 we started this journey by launching 'Wellness checks'. Through these biannual checks, colleagues complete medical tests and a lifestyle evaluation questionnaire and are given information relating to their general levels of health, including Body Mass Index, cholesterol level and diabetes risk. We then provide advice on how to improve any risk factors.

We continue to place health and wellbeing related benefits prominently within our benefits package as a whole, adding a number of new benefits in 2012 including:

- Cycle to Work scheme which allowed our colleagues to purchase bicycles at cost efficient rates;
- Discounted rates for gym memberships;
- Income Protection Policy for colleagues on long term sickness absence who are not yet medically able to return to their role;
- Employee Assistance Programme for colleagues providing confidential counselling and advice.

We continue to provide established health-related benefits to colleagues (where eligible) such as private medical insurance, with the option to include family members if desired. We'll be putting a fresh emphasis on employee well-being next year, with a range of services to help colleagues make the most of their time both in and outside of work.

My Heineken

Feedback from colleagues told us that it was important to get easy access to everyday HR information and also to additional benefits such as childcare vouchers and shopping discounts. We acted on this feedback and 2012 saw the high profile launch of our new HR portal, MyHeineken, together with our new benefits offering, MyBenefits.

MyHeineken was designed to give quick answers to common HR questions raised by colleagues. Whether they are looking for learning resources, policies or reward and benefit information, it is now all held on one convenient online location.

Promoting responsible consumption amongst our colleagues

Cool@Work is our alcohol information and prevention initiative which educates and engages our colleagues on responsible drinking. The aims of Cool@Work are:

- To promote responsible alcohol consumption amongst our colleagues in a constructive and supportive way;
- To create awareness, commitment and ambassadorship amongst our colleagues about drinking our brands responsibly;
- To help promote the health, safety and wellbeing of our colleagues at work.

In 2012 we re-launched our Cool@Work programme across the UK business which included updating and launching our Alcohol Policy and launching our new Substance Misuse Policy. Colleagues each received a fact booklet with 'top tips' on how to enjoy alcohol responsibly and a branded water bottle to help bring the message to life.

Recruiting the best people

It's important to attract high quality new people into our business. Through our new in-house recruitment team, in place from 2012, we're delivering our recruitment and resourcing processes and building our reputation externally as an employer of choice.

Empower

HEINEKEN Cares

Our business has long been at the heart of communities, both through our breweries and pubs. As a major employer and UK business we want to make a positive difference to these communities. We're demonstrating the positive role we can play by investing in jobs and rural communities, promoting farming of apples for cider production and barley for beer production and responding to the things that matter most to our colleagues and people local to our sites.



To really make a difference to the communities in which we work, we believe it's important to understand the issues that matter most to both our colleagues and people that live near our sites, and ultimately improve these communities by responding to local need.

Jeremy Beadles,
CR Director



MORE THAN
95%
OF OUR BEER
SOLD IN THE UK
IS BREWED IN
THE UK

WE USE AROUND
30%
OF ALL APPLES
GROWN IN THE
UK TO MAKE
OUR CIDERS

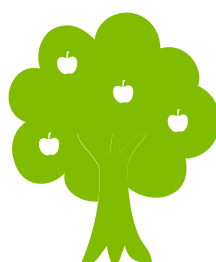


ALL THE BARLEY
USED IN THE BREWING
OF OUR BEERS
IS GROWN IN
THE UK



**AWARD
WINNING
RESPONSIBLE
SUPPLY CHAIN**

OUR CIDER BUSINESS
ACCOUNTS FOR
10,000 ACRES
OF HEREFORDSHIRE
ORCHARDS



**YOUR
SQUARE
MILE**

YOUR SQUARE MILE
PARTNERSHIP LAUNCHED
**CONNECTING
COLLEAGUES
AND COMMUNITIES**

What we said and what we've done



— Undertake CommunityMark review – national standard for recognising excellence in community investment. Review complete and retained standard. The only alcohol company to achieve this standard.



— Identify a new community focussed partnership. Launched pilot partnership with social enterprise Your Square Mile at three of our sites.

Sustainable Agriculture

We've been brewing beer and making cider for 150 years. To ensure we here for at least another 150 years, we must protect the natural ingredients needed to produce our products, from barley and hops to apples.

Our support for rural communities, and our commitment to a responsible supply chain, was recognised by Business in the Community's Awards for Excellence in 2012. The Awards recognise the powerful and positive role that business plays in local communities. We received two 'Big Ticks' for helping address issues faced by rural communities, ensuring they maintain a vibrant, sustainable rural economy, and demonstrating innovation and impact across our supply chain.

Your Square Mile Community Partnership
In 2012 we launched the first of its kind community partnership with social enterprise Your Square Mile. Investing in pilot projects in three of our communities where we have a brewery or cider mill, Tadcaster, Manchester and Ledbury, our aim was to bring together our colleagues and the wider community to address local issues that matter most to them.

Responding to feedback that our colleagues have a strong desire to make a contribution to the wider communities in which we operate, we harnessed the expertise of Your Square Mile to connect our brewery colleagues with community projects to drive lasting local change.

Your Square Mile is a UK-wide organisation which offers practical support to help people make positive change in their communities. By bringing together HEINEKEN colleagues, local residents, community groups, charities, local authorities and businesses, Your Square Mile identified local issues and helped us with the community develop projects which should provide tangible solutions to community concerns.

We have a strong history of investing in communities through alcohol misuse partnerships and initiatives, but this is the first time we have invested in a partnership which will address wider community issues while empowering our colleagues to drive the social change they want to see in their hometowns.

From renovating vegetable patches, to delivering employability sessions in local schools we made sure our colleagues were at the heart of this activity.

Orchard Art

The Bulmer Foundation has been promoting sustainable development in Herefordshire for many years. We provide the core annual funding for the running and management of the Bulmer Foundation, which allows them to support a wide range of community projects, including, in 2012, establishing Orchard Art. Orchards are about so much more than growing apples – they are also places of beauty, biodiversity and tranquillity. The Orchard art programme was developed to give people with learning difficulties in Herefordshire the opportunity to experience the great outdoors, and to tap into their creative skills by working with local artists in a safe and inspiring environment. The different textures, new sights and smells of being outdoors provide fantastic sensory stimuli for people with learning difficulties.

Celebrating Colleague Giving

From one-off support to longer-term involvement with community organisations addressing alcohol and wider social issues, we invest in our communities in a number of ways - donating cash as well as contributing colleague time. But it is the combined effort of individual colleagues which makes us really proud. In 2012, colleagues from every corner of our business ran, swam, baked, took on mountains and grew moustaches to raise thousands of pounds for charities close to their hearts.

We support and incentivise individual colleague charitable giving both through Give As You Earn and through match-funding colleagues' fundraising activity. In 2012, we were pleased to highlight their inspiring contribution as well as bring to life examples of HEINEKEN's support for communities in a booklet now available on site and online.



GroceryAid Gold Achievement Award

The Achievement Awards are designed to bring recognition and thanks to companies that support GroceryAid – the charity that supports those in need in the food and drinks industry. In 2012, HEINEKEN was recognised with the prestigious Gold Achievement Award for the exceptional support given to the charity during the year and the increasing contribution made to the work of the charity's central committees and regional branches.

We are one of the major sponsors of the Sporting Heroes Luncheon and the main sponsor of the inaugural 2012 President's Quiz Night that generated more than £100,000 for the charity. Businesses across the industry pulling together to drive their fundraising activities enabled GroceryAid to spend a record-breaking £2.4m on welfare provision in 2012.

Impact

Responsible consumption

Moderate alcohol consumption can play a part in a healthy lifestyle. But we also accept that there's an alcohol misuse problem that needs to be tackled. We're taking a proactive approach to promoting alcohol responsibility in the marketplace; encouraging, influencing and leading the industry and our customers.

We're continually improving our approach to making moderate alcohol consumption aspirational, using our brands to educate and engage our consumers.



Jacco van der Linden
Marketing Director

drinkaware.co.uk
for the facts

USE ALL BRAND COMMUNICATIONS
TO RAISE THE PROFILE OF THE
DRINKAWARE
BRAND. SECURED MORE
MEDIA IN KIND VALUE THAN ANY
OTHER COMPANY



PROVIDED TRADE
WITH MORE THAN

16
MILLION
UNIT LABELLED
GLASSES



CLEAR UNIT
LABELLING
ON OVER
99%
OF ALL CANS
AND BOTTLES

What we said and what we've done



— Remove 100 million drink units from the market by reducing the average ABV of a major brand. We're on track to deliver by end 2013. We have reduced the ABV of bottled and canned Strongbow from 5.3% to 5% and reduced the ABV of John Smith's 3.8% to 3.6%.



— Improve consumer awareness of alcohol units in our beers. Introduced almost 17 million branded glasses with unit information into the on-trade and over 99% of our bottles and cans also have unit labelling.



— Promote smaller servings and units. Launched the 'schooner', a two-thirds of a pint glass, for premium brands to for HEINEKEN, Amstel and Tiger.

Promoting unit awareness

It is important for people to have information about alcohol units to enable them to make responsible choices about their consumption. We recognise we can reach our consumers with information about units and Chief Medical Officer (CMO) guidelines in a way that the Government cannot and it is important that we use this opportunity by including information on our packaging and through the trade.

We were one of the first companies to introduce unit labelling on all five areas including the CMO Guidelines, warnings about drinking when pregnant, the Drinkaware website and unit information. We now provide clear unit labelling on over 99% of all cans or bottles.

Of course, many of our products are sold in draught in the on trade. We therefore went further than our 2011 commitment to produce 11m unit labelled branded glasses for pubs and bars. In 2012, we provided an additional 3 million unit labelled branded glasses to our on trade customers and an additional 2.6 million branded glasses for use at events including the Olympics, the Heineken Cup and the Champions League. By the end of 2012, we had provided more than 16 million unit labelled glasses to the UK market.

To further help educate consumers on the alcoholic content of drinks, we added our support to a Customer Unit Awareness Campaign for the on and off-trade. In 2012, we provided our 1,300 Star Pubs & Bars lessees with 2221 campaign materials which asks consumers 'how many units are in your drink?' and provides useful unit information. Our Star Pubs & Bars lessees across the UK were provided with a range of campaign materials including beer mats, posters and table talkers to engage their customers in the campaign.

In 2012, HEINEKEN's Star Retailer programme was launched with the aim of helping convenience store retailers by providing simple and actionable retailing principles. Responsible Retailing was one of the programme's key elements. We provided 1,100 Star Retailers with unit awareness point of sale packs with a briefing on how retailers can play their part in helping tackle alcohol misuse through education and encouraging individual responsibility.

Going forward, we plan to continue to ensure that unit labelling is available for our on and off trade customers through unit labelling on cans and bottles and by producing branded unit-labelled glasses for the on trade. We will also continue to promote the uptake of the 2221 unit awareness campaign across Star Pubs and Bars and our on and off trade customers.

HEINEKEN

SUPPORTING YOU TO BE A RESPONSIBLE RETAILER

Ask for a free Challenge 25 pack here today!

UNDER 25?
BE PREPARED TO SHOW ID.

u25

DRINKAWARE.CO.UK

Tackling Underage Sales

Working with major wholesale and convenience customer, Today's Group, we launched and sponsored a CSR Award to challenge and reward Today's members to integrate responsibility into their business practice. As part of this award, we worked closely with Today's and their members to encourage uptake of Challenge 25 – the campaign that encourages anyone who is over 18 but looks under 25 to carry acceptable ID. We provided Imperial Cash & Carry with Challenge 25 Point of Sale packs, which included information on how to implement this best-practice policy in store, as well as posters and badges for staff – to allow them to send to all of their retail club members and packs in store for customers to pick up free of charge.

We were one of four companies to fund the research commissioned by Proof of Age Standards Scheme (PASS) to understand challenges around identification for young people. The findings of the research helped guide future development of the campaign to "Make PASS the Standard". Companies are now being asked to sign up to the 'Retail Partners' Commitment to Action' to support the campaign to make PASS accredited Proof of Age Cards the norm. We sponsored the printing and distribution of 80,000 training cards to raise awareness of PASS to retailers across the UK. Cards were distributed to training providers, licensees, pub companies and security firms supplying door supervisors within the late night sector.

Impact

Partnerships for Progress

As an industry leader, we must continue to earn the right to be a respected business, by recognising our responsibility to help tackle the problem of alcohol misuse and to actively promote moderate consumption. We will meet our responsibility through continued collaboration with business partners, industry groups, NGOs, consumers and the UK and Scottish Governments.



It will often be necessary to take bold and brave commercial decisions to ensure the sustainability of our business. We will better understand how we should be proactive by working in partnership with a range of stakeholders who will inform and stretch our approach.

Jeremy Beadles
Corporate Relations
Director

**LONG TERM
PARTNERSHIP
WITH LARGEST
UK ALCOHOL
CHARITY,
ADDACTION**



**HELPING REDUCE
ALCOHOL RELATED CRIME
AND DISORDER
IN TOWN CENTRES
BY WORKING WITH
LICENSED TRADE,
POLICE AND
LOCAL AUTHORITIES**



**LEADING THE WAY IN
THE DEPARTMENT OF HEALTH'S
RESPONSIBILITY DEAL**

What we said and what we've done



— Measure existing and identify new targeted interventions with existing alcohol misuse partner, Addaction. Quarterly evaluation reports produced by Addaction for all targeted interventions



— Support community partnerships which address alcohol related harm locally. On and Off Trade community partnerships in place



— Use alcohol misuse partner to educate business and stakeholders. Visit to Addaction service held for Marketing Leadership Team.

We work closely with a number of partners to pilot new and innovative ways to encourage responsible alcohol consumption and reduce alcohol related harm. Our longest-term partner is the largest specialist alcohol treatment charity in the UK – Addaction. Working in partnership with Addaction for eight years, we have identified and supported a range of new and innovative projects, measuring and evaluating the impact on harm reduction.

In 2012, we supported Addaction to establish an alcohol service for young adults in Brent, North West London. We wholly fund the Transitional Alcohol Service (TAS) which aims to reduce or stop young adults drinking by addressing underlying problems and increase their knowledge and awareness of alcohol issues.

In particular, the service addresses the need for support for young adults who as a group disproportionately enter the criminal justice system because of alcohol influenced anti-social behaviour. Addaction works in partnership with the police and probation services to proactively engage young people, targeting young adults leaving custody and engaging young people who have been arrested because of alcohol.

TAS also developed a successful partnership with St Mary's Hospital, Paddington. The alcohol service identified people accessing A&E due to alcohol related accidents who may be in need of more specialist alcohol support.

Best Bar None Scotland

In 2012, we extended our support of the Best Bar None scheme in England, agreeing sponsorship of Best Bar None Scotland.

Best Bar None Scotland is helping create a safer drinking environment that is good for everyone; the wider community, customers, owners, licensees, bar staff as well as police, fire and other agencies. By focusing on safety and customer care, and giving each licensed venue the opportunity to prove it meets a standard of operation set in consultation with the government and alcohol industry at a national level, the scheme rewards safe and well-managed licensed venues.

Venues throughout Scotland, both large and small, have participated in the scheme and are now proudly displaying their award to their customers. Over 300 customers have already taken part and that number is growing every year.

Working with Governments to tackle harm

Since its launch, we have taken a leading role in the UK Government's Responsibility Deal, which was established to tackle issues in society related to poor diet, lack of exercise and the misuse of alcohol, by encouraging the businesses to make collective and individual pledges. As well as working with the UK Government, we remain an active member of the Scottish Government Alcohol Industry Partnership whose aim is deliver a long term collaborative approach to fostering a culture where alcohol is consumed responsibly and in moderation. Through its work, the Partnership promotes responsible drinking, facilitates the adoption of best practice in alcohol retailing and reduces the impact of alcohol related harm in communities.

February 2012

BUILDING SAFE, ACTIVE COMMUNITIES

Strong foundations by local people



Third report by Baroness Newlove, Government Champion for Active, Safer Communities

In 2012, HEINEKEN was singled out by the Government's Champion for Active, Safer Communities, Baroness Helen Newlove. Baroness Newlove's husband, Garry Newlove, was murdered by drunken youths in 2007. After his death she set up a number of foundations that aimed to tackle alcohol-related antisocial behaviour and since becoming a Baroness, has been working tirelessly as the government's Champion For More Active And Safer Communities.

In her latest report to Government, 'Building Safe, Active Communities: Strong foundations by local people', Baroness Newlove praises HEINEKEN UK for 'putting community needs before profits'; "I was so impressed by this action from a major alcohol producer. For me, it brought to life 'corporate social responsibility'. It is positive, swift leadership like this that will encourage others to follow."

[Read the Department for Communities and Local Government Report here](#)

Other information

Enabling our journey

Brewing a Better Future will only succeed if the preconditions for success are defined and in place. With our enablers, we are making sure that our culture and organisation can support our ambitions.

Extending our influence through our Supplier Code

Our suppliers are a key part of our commitment to making a positive contribution to society. We expect all our suppliers to help us to fulfil this commitment by actively supporting and respecting our values in their own business practice. By signing our Supplier Code, suppliers agree to comply with key elements of integrity, environment and human rights. As part of our procurement process all new suppliers sign the Supplier Code as a mandatory requirement. In 2012, all 1,450 of our UK suppliers had signed up to the Code.

We recognise that to ensure we have full knowledge of our value chain we need to audit high-risk suppliers more closely. In 2012 we used the EcoVadis collaborative platform to identify our high-risk suppliers, and in 2013 we will assess and audit these suppliers where required. We adopt a continuous improvement approach to achieving compliance but might as a final resort cease to do business with non-compliant suppliers.

Building sustainability into performance plans

We have made sustainability one of the five merit areas in senior managers' annual performance appraisals. This means that sustainability becomes expected behaviour rather than an ad-hoc activity linked to a short-term cash bonus. In 2012, 100% of our Senior Managers had a sustainability target included in their annual performance appraisal objectives.

Better reporting with Green Gauge 2.0

Launched in 2011, the Green Gauge scorecard allows us to monitor and report quarterly progress on our various sustainability initiatives at all levels of the business. To improve efficiency and reporting quality, we rolled out Green Gauge 2.0 in 2012. This electronic platform is quicker, more accurate and tightly integrated with other existing reporting tools within HEINEKEN.



100%
OF OUR SUPPLIERS
HAVE SIGNED OUR
SUPPLIER CODE

100%
OF OUR
SENIOR
MANAGERS
HAVE A
SUSTAINABILITY
OBJECTIVE

Stakeholder engagement and dialogue

Crucial to our Brewing a Better Future journey are our stakeholders. They help us to stay focused and tell us when they feel we are moving off track. We communicate and engage with stakeholders in three ways: reputation research, expert meetings and ongoing stakeholder dialogue.

HEINEKEN's Reputation Research survey gives a wide range of stakeholders, including employees, customers, governments and NGOs, the opportunity to tell us what they think. Since 2010, more than 7,500 stakeholders globally have shared their opinion.

In January 2012, HEINEKEN N.V began the process of reviewing the Brewing a Better Future agenda (see page 24). In order to set new commitments for 2013-2015, a series of 'expert meetings' were facilitated and a broad group of 22 stakeholders met with internal HEINEKEN specialists to exchange knowledge and insights on our sustainability performance.

Ongoing stakeholder dialogue takes place on a global level with key groups including employees, investors, suppliers and consumers. In the UK, we also actively engage our stakeholders. Since early 2010, almost 350 UK stakeholders including NGOs, government departments, colleagues and customers have given their opinions about our performance in the UK. In addition to this we remain in an ongoing dialogue with all our stakeholders through regular one-to-one contact. The research and ongoing dialogue shows that stakeholders have a high level of trust in us, but also identifies issues and areas for improvement.

Feedback shows that, overall, HEINEKEN is seen as a trusted and respected company that delivers on its promises. However, it also identifies areas for improvement. Read the online report for more on what our stakeholders said and how we responded.

Our philosophy of sharing the journey by working with partners and stakeholders means that we continue to work in close partnership with relevant groups and individuals.

We are a founding member of the Portman Group, a self-regulatory organisation which encourages and challenges the industry to promote its products responsibly.

We are also a major funder of the Drinkaware Trust, an educational charity which aims to change the UK drinking culture for the better. In 2012, in addition to our financial contribution to the "Why Let Good Times Go Bad" responsible drinking campaign, HEINEKEN's audited media value of in kind support was more than any other company.

Stakeholder Dialogue

In addition to these, we are actively engaged in an increasing number of organisations that support our aims for both business and society.

Some of the most notable are:

- British Beer and Pub Association, the leading body representing, promoting and protecting Britain's brewers and pub companies.
- National Association of Cider Makers (NACM), the governing body of the cider industry in the UK, representing both larger producers and the many hundreds of smaller scale cider makers.
- Confederation of British Industry, one of the UK's leading employers' organisations.
- WRAP UK, organisation helping businesses and individuals reduce waste and develop sustainable products.
- Business in the Community, business-led charity focusing on promoting responsible business practice.
- Scottish Government Alcohol Partnership, partnership between the Scottish Government and alcohol industry, producers and retailers, to address our shared aim of reducing alcohol related harm in Scotland.
- Charities Aid Foundations, we work with Community Foundations across the country to identify and support local projects that encourage health, well-being and self confidence through education training and physical activity. We focus on supporting projects that encourage community pride, strengthen networks and bring different parts of the community together.



Other information

Benchmarks and achievements

In our quest to create real value for all our stakeholders, we are committed to improving the quality and quantity of data on which we report. This requires benchmarking our performance against other companies in the sector and publishing and sharing our findings.

Global benchmarks

■ Dow Jones Sustainability Index

Although we were not included in the index, we received our highest score ever. Specifically, we achieved a significant improvement in our overall performance in packaging and standards for suppliers. We also remained best in class in the areas of water-related risk and responsibility for alcoholic products.

■ FTSE4Good

We again maintained our inclusion in the index, achieving an absolute score of 4.1 out of 5, and a relative 'food and beverage' supersector score of 94 out of 100.

■ Investors Carbon Disclosure Project

We again participated in the Investors CDP, to measure and disclose our carbon-reduction activities. Our disclosure score improved by almost 30 points, from 59 to 88 points out of 100. In addition, we achieved a B performance rating versus D previously. Overall, this resulted in a CDP Benelux Leadership Index.

■ CDP Water Disclosure

For the second time, we took part in the CDP Water Disclosure Global Survey, reporting on water usage, the risks that water presents and responses to that risk. Our introduction of incentives for all senior managers linked to sustainability targets, including water, was highlighted as a 'Leading Practice on Governance' in the Consumer Staples category.



FTSE4Good



In May, HEINEKEN received the prestigious GBCHealth Business Leadership Award for its 'enduring commitment to and excellence in its support for health-related programming'.



Global Reporting Guidelines (GRI)

HEINEKEN is an Organisational Stakeholder of the GRI. Our global Sustainability Report has been prepared with reference to the 3.1 version of these reporting guidelines resulting in an Application Level: B+.

The GRI Reference Table can be found in the global online report.

Local benchmarks and achievements

A Platinum Plus Company

Over the last number of years we have undertaken Business in the Community's Corporate Responsibility Index (CRI). The CRI is a way of assessing how well our strategy is integrated into four areas of the business: community, environment, workplace and marketplace. It gives us a benchmark to evaluate management practices and performance in a range of environmental and social impact areas as well as identify where and how we can make improvements.

We have consistently scored at Platinum level in the index and in 2012 we again achieved the Platinum Plus standard. We were also identified as the top performing Drinks business in the UK.

In 2012, we were awarded for our support of rural communities, and our

commitment to a responsible supply chain, by Business in the Community.

We received two 'Big Ticks' for:

- Helping address issues faced by rural communities, ensuring they maintain a vibrant, sustainable rural economy.
- Demonstrating innovation and impact across our supply chain.

CommunityMark

Business in the Community's CommunityMark is the UK's only national standard that recognises excellence in community investment. HEINEKEN in the UK was the first alcohol company to achieve the CommunityMark. We underwent a thorough CommunityMark review with Business in the Community in 2012 and retained the standard.

Successful companies must demonstrate excellence in five key principles of community investment:

- Identify the social issues that are most relevant to the business and most pressing to the communities you work with.
- Work in partnership with your communities leveraging the combined expertise for mutual benefit.
- Plan and manage community investment using the most appropriate resources to deliver against targets.
- Inspire and engage employees, customers and suppliers to support community programmes.
- Measure and evaluate the difference investment has made in the community and your business. Strive for continual improvement.

Top Employer

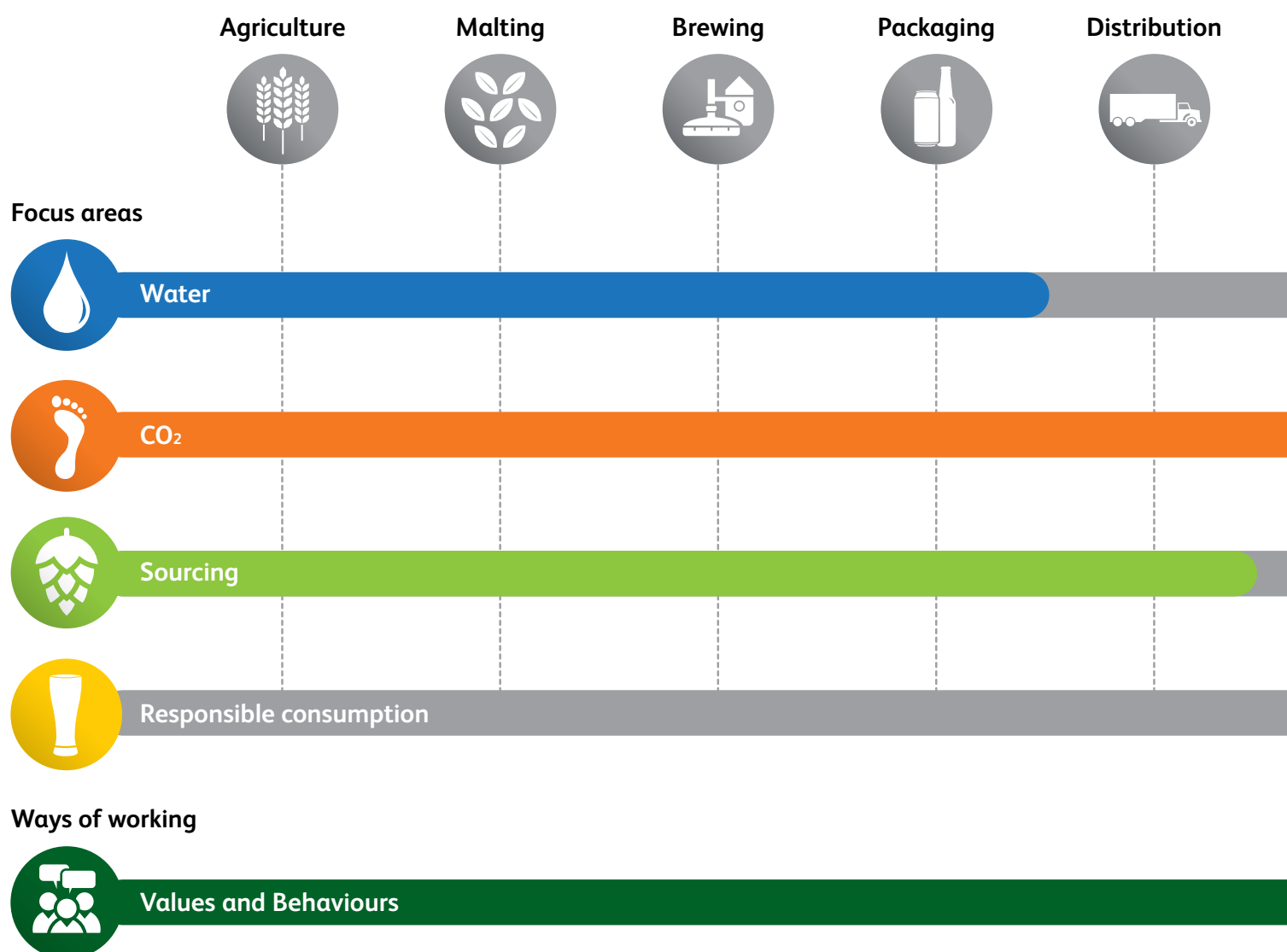
As well as achieving the Top Employer Award in 2012, certified by the CRF Institute, we also received two prestigious awards at the 2012 HR Network Scotland Awards – recognising our HR industry-leading achievements in learning & development and in strategic leadership. The Learning & Development Award of the Year was awarded to HEINEKEN's Organisational Capability team for supporting the business with innovative and highly effective learning and development solutions, with clear commercial benefits. HR Director Robin Pring won the highly regarded HR Director of the Year Award for transforming the people strategy and the HR function at HEINEKEN, and driving a step change in performance across the business.



Other information

The years ahead

Based on dialogue with our stakeholders and insight into global trends, we have identified four key areas on which we will build a more focused second phase of Brewing a Better Future: water, CO₂, sourcing and responsible consumption. Each area is underpinned by our ways of working – living by our values, leading by example, and working together to make a difference.



Global trends: how they impact us, how we impact them

The world is facing unprecedented global challenges, chief among them being population growth, climate change, access to natural resources, and food and water scarcity. These challenges will directly and indirectly impact businesses, both by posing a threat to the future availability of key resources and through increasingly demanding legislation.

HEINEKEN, too, will be affected if we do not act to mitigate the impact of these risks on our own organisation. At the same time, we recognise the economic and social opportunities that lie in creating real, shared value for all our stakeholders.

Defining our priorities

In 2012, we reviewed global trends as basis for defining our priorities. To help us in our assessment, we hosted a series of 'expert meetings' between February and April 2012. A broad group of 22 stakeholders met with internal HEINEKEN specialists to share knowledge and insights on our sustainability performance and how we can develop our thinking and plans.

Materiality analysis

These dialogue sessions were instrumental in helping us to build a prioritised materiality matrix containing the issues, risks and opportunities that are most relevant to our business and stakeholders.

Ultimately, we were able to identify the four key focus areas. Each of the areas is supported by a number of concrete commitments. They state clearly our ambitions for 2020 with milestones to be achieved by 2015. The 2020 ambitions that were set in 2010 remain unchanged and are integrated into our focused agenda.

Looking to the future

With our new commitments in place, we are looking proactively to the future to secure our long-term business continuity, while fulfilling our social and environmental obligations.

Customer



Consumer



Our commitments for 2020



Water

- Reducing specific water consumption in the breweries by 25%
- Aiming for water compensation/balancing by production units in water scarce and distressed areas



CO₂

- Reducing CO₂ emissions:
 - in production by 40%
 - of our fridges by 50%
 - of distribution by 20% in Europe and the Americas



Sourcing

- Deliver 60% of raw materials in Africa via local sourcing
- Aiming for at least 50% of our main raw materials from sustainable sources
- Ongoing compliance with our Supplier Code procedure



Responsible consumption

- Delivering on industry commitments
- Making responsible consumption aspirational through Heineken®
- Every market in scope has and reports publicly on a measurable partnership aimed at addressing alcohol abuse.

Let us know your thoughts

Which aspects of Brewing a Better Future are working well?

Where do you think we could do better?

We'd love to hear from you, because your feedback will allow us to learn and improve.

Jeremy Beadles

Director Corporate Relations

David Paterson

Head of Public Affairs and Corporate Responsibility

Claire Matthews

Manager Corporate Responsibility

Email:

responsibility@HEINEKEN.com

Post:

HEINEKEN UK Limited
3-4 Broadway Park
South Gyle Broadway
Edinburgh
EH12 9JZ

Twitter:

@HEINEKENCorp



For full details of our 2020 ambitions and 2015 milestones, read our global online report.

www.sustainabilityreport.HEINEKEN.com

www.heineken.co.uk

[Twitter:@heineken_ukcorp](https://twitter.com/heineken_ukcorp)

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