

## ENVIRONMENTAL

### Reach carbon neutrality

- Net zero emissions in production by 2030
- Carbon neutral value chain by 2040, 30% absolute reduction by 2030
- 100% sustainable ingredients (hops, barley) by 2030

### Maximise circularity

- Zero waste to landfill for all our production sites by 2025
- Turn waste into value and close material loops throughout the value chain – strategy & targets in development

### Towards healthy watersheds

- Fully balance water used in our products in water-stressed areas by 2030
- Maximise reuse and recycling in water-stressed areas by 2030
- Treat 100% of wastewater of all breweries by 2023
- Reduce average water intake to 2.6 hl/hl in water-stressed areas, and 2.9 hl/hl worldwide by 2030

### Foundation: our ways of working

## SOCIAL

### Embrace inclusion & diversity

- Gender balance across senior management: 30% women by 2025, 40% by 2030
- Cultural diversity: across each region at least 65% of country leadership teams are regional nationals by 2023
- 100% of our managers trained in inclusive leadership by 2023

### A fair & safe workplace

- Fair wage for employees: close any gaps by 2023
- Equal pay for equal work: assessments and action by 2023
- Fair living and working standards for 3rd party employees by 2025
- Create leadership capacity to drive zero fatal accidents and serious injuries at work

### Positive impact in our communities

- A social impact initiative in 100% of our markets every year
- Local sourcing of agricultural ingredients in Africa: 50% increase in volume by 2025

### Respecting human rights

- Ongoing due diligence
- Good governance

## RESPONSIBLE

### Always a choice

- A zero alcohol option for 2 biggest strategic brands in each market by 2023
- Clear and transparent consumer information on 100% of our products by 2023

### Address harmful use

- 100% of markets in scope have a partnership to address alcohol-related harm

### Make moderation cool

- 10% of Heineken® media spend invested every year in responsible consumption campaigns, reaching 1 Billion consumers

### Responsible business conduct

- An effective Speak Up framework
- Anti-bribery and corruption



Our commitments