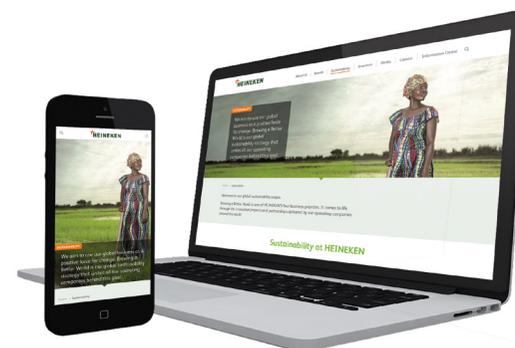




GRI Standards Reference Table 2017

Contents overview

Our 2017 Annual Report, and additional disclosures online, have been prepared based on materiality and in accordance with the GRI Standards (Core option). This reference table explains where to find the relevant information for each indicator in the report, related appendices and online. Deloitte has provided limited assurance on more than 30 selected non-financial indicators. For more information, see Deloitte's Assurance Report on page 160 of the 2017 Annual Report, and the additional Assurance Report on page 29 of this GRI Table.



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Global Reporting Initiative (GRI) table

General Standard Disclosures

Disclosure	Description	Cross-Reference/Direct Answer
1 Organisational Profile		
102-1	Name of the organisation	Heineken N.V.
102-2	Activities, brands, products, and services	AR 2017, Our Business Priorities, p.9-13 AR 2017, Regional Review, p.14-18 AR 2017, Advocating responsible consumption, p.142-143 Our brands Responsible consumption HEINEKEN Responsible Marketing Code
102-3	Location of headquarters	Tweede Weteringplantsoen 21 Amsterdam, Netherlands
102-4	Location of operations	AR 2017, List of operating companies in scope for non-financial indicators, p.154
102-5	Ownership and legal form	AR 2017, Shareholder Information, p.162-165 Ownership Structure
102-6	Markets served	AR 2017, List of operating companies in scope for non-financial indicators, p.154 AR 2017, Regional Review, p.14-18 Our Global Presence
102-7	Scale of the organisation	AR 2017, Strong performance and progress, p.4 AR 2017, Key Figures, p.5 AR 2017, Notes to the Consolidated Financial Statement, p.64
102-8	Information on employees and other workers	See GRI appendix: 102-8 AR 2017, Notes to the Consolidated Financial Statement, p.87 Omissions: The following points are managed at local level, therefore, consolidated information is not available. – Total number of employees by employment contract (permanent and temporary), by gender. – Whether a substantial portion of the organisation’s work is performed by workers who are not employees. – Any significant variations in numbers reported in the disclosure (e.g. seasonal variations)
102-9	Supply chain	AR 2017, Our impact on society: from Barley to Bar, p.6-7 AR 2017, Sourcing Sustainably, p.140-141 Sourcing Sustainably Value Chain and SDGs
102-10	Significant changes to the organisation and its supply chain	AR 2017, Chief Executive’s Statement, p.2-3 AR 2017, Main changes in consolidation, p.26 AR 2017, Reporting basis and governance of non-financial indicators, p.148
102-11	Precautionary Principle or approach	AR 2017, Risk Management, p.19-25 Risk Management

Global Reporting Initiative (GRI) table

General Standard Disclosures (continued)

Disclosure	Description	Cross-Reference/Direct Answer
102-12	External initiatives	Working with Partners
102-13	Membership of associations	Working with Partners
2 Strategy		
102-14	Statement from senior decision-maker	AR 2017, Chief Executive's Statement, p.2-3 Performance Highlights
102-15	Key impacts, risks, and opportunities	AR 2017, Chief Executive's Statement, p.2-3 AR 2017, Our impact on society: From Barley to Bar, p.6-7 AR 2017, Risk Management, p.19-25 Brewing a Better World Risk Management Defining our Priorities
3 Ethics & Integrity		
102-16	Values, principles, standards, and norms of behavior	AR 2017, We Are Heineken, p.1 AR 2017, Values and behaviours, p.146-147 Values & Behaviours The Code of Business Conduct
102-17	Mechanisms for advice and concerns about ethics	AR 2017, Values and behaviours, p.146-147 The Code of Business Conduct HEINEKEN Speak Up Policy Our efforts
4 Governance		
102-18	Governance structure	AR 2017, Executive Team, p.8 AR 2017, Corporate Governance Statement, p.31-40 AR 2017, Report of the Supervisory Board to the Shareholders, p.41-47 AR 2017, Reporting basis and governance of non-financial indicators, p.148 Supervisory Board
102-19	Delegating authority	AR 2017, Corporate Governance Statement, p.31-40 Corporate Governance Code Governance & Approach

Global Reporting Initiative (GRI) table

General Standard Disclosures (continued)

Disclosure	Description	Cross-Reference/Direct Answer
102-20	Executive-level responsibility for economic, environmental, and social topics	AR 2017, Corporate Governance Statement, p.31-40 AR 2017, Reporting basis and governance of non-financial indicators, p.148 Corporate Governance Code Governance & Approach
102-21	Consulting stakeholders on economic, environmental, and social topics	AR 2017, Corporate Governance Statement, p.31-40 Engaging with our Stakeholders Governance & Approach
102-22	Composition of the highest governance body and its committees	AR 2017, Corporate Governance Statement, p.31-40 Leadership Governance & Approach
102-23	Chair of the highest governance body	AR 2017, Executive Team, p.8 AR 2017, Corporate Governance Statement, p.31-40 Leadership
102-24	Nominating and selecting the highest governance body	Supervisory Board – Regulations
102-25	Conflicts of interest	Supervisory Board – Profile
102-26	Role of highest governance body in setting purpose, values, and strategy	AR 2017, Corporate Governance Statement, p.31-40 Governance & Approach Leadership
102-27	Collective knowledge of highest governance body	AR 2017, Corporate Governance Statement, p.31-40 AR 2017, Report of the Supervisory Board, p.41-56 Governance & Approach
102-28	Evaluating the highest governance body's performance	AR 2017, Report of the Supervisory Board, p.41-56 Corporate Governance Code Supervisory Board – Responsibilities
102-29	Identifying and managing economic, environmental, and social impacts	AR 2017, Brew a Better World, p.12 AR 2017, Risk Management, p.19-25 AR 2017, Corporate Governance Statement, p.31-40 Governance & Approach
102-30	Effectiveness of risk management processes	AR 2017, Risk Management, p.19-25 Governance & Approach Risk Management

General Standard Disclosures (continued)

Disclosure	Description	Cross-Reference/Direct Answer
102-31	Review of economic, environmental, and social topics	AR 2017, Risk Management, p.19-25 Governance & Approach Risk Management
102-32	Highest governance body's role in sustainability reporting	Governance & Approach
102-33	Communicating critical concerns	Governance & Approach Engaging with our Stakeholders HEINEKEN Speak Up Policy Our efforts
102-34	Nature and total number of critical concerns	AR 2017, Values and behaviours, p.146 HEINEKEN Speak Up Policy Our efforts
102-35	Remuneration policies	AR 2017, Remuneration Report, p.48-56
102-36	Process for determining remuneration	AR 2017, Remuneration Report, p.48-56 AR 2017, Corporate Governance Statement, p.31-40
102-37	Stakeholders' involvement in remuneration	AR 2017, Corporate Governance Statement, p.31-40 Engaging with our Stakeholders Defining our Priorities Articles of Association AGM
102-38	Annual total compensation ratio	Information not available
102-39	Percentage increase in annual total compensation ratio	Information not available
5 Stakeholder Engagement		
102-40	List of stakeholder groups	Engaging with our Stakeholders Working with Partners
102-41	Collective bargaining agreements	52 operating companies have at least one collective bargaining agreement, covering 45,355 employees in total, meaning 56% of our employees.
102-42	Identifying and selecting stakeholders	Engaging with our Stakeholders Defining our Priorities
102-43	Approach to stakeholder engagement	Engaging with our Stakeholders Defining our Priorities
102-44	Key topics and concerns raised	Engaging with our Stakeholders

General Standard Disclosures (continued)

Disclosure	Description	Cross-Reference/Direct Answer
6 Reporting Practice		
102-45	Entities included in the consolidated financial statements	AR 2017, Notes on Consolidated Financial Statements, p.84-85, 92, 121 AR 2017, Reporting basis and governance of non-financial indicators, p.148 AR 2017, List of operating companies in scope for non-financial indicators, p.154 Ownership Structure
102-46	Defining report content and topic boundaries	AR 2017, Reporting basis and governance of non-financial indicators, p.148-154 Appendix: Basis of preparations non-financial indicators
102-47	List of material topics	AR 2017, Brew a Better World, p.12 AR 2017, Focus on the areas where we make a difference, p.134-135 Defining our Priorities Value chain & UNSDGs
102-48	Restatements of information	AR 2017, Reporting basis and governance of non-financial indicators, p.148-154 Appendix: Basis of preparations non-financial indicators
102-49	Changes in reporting	AR 2017, Reporting basis and governance of non-financial indicators, p.148-154 Appendix: Basis of preparations non-financial indicators
102-50	Reporting period	The non-financial indicators in the 2017 Annual Report cover the performance of all our consolidated operating companies from 1 January 2017 up to and including 31 December 2017, unless stated otherwise. A different reporting period is applied to the accident frequency indicator (December 2016 – November 2017) as the current reporting cycle does not allow for reporting within the timelines required for the Annual Report.
102-51	Date of most recent report	The combined Annual and Sustainability report 2016 was published on 22 February 2017.
102-52	Reporting cycle	The combined Annual and Sustainability report is published on an annual basis. In addition to its consolidated global report, HEINEKEN published 55 local sustainability factsheets in the form of the “ Message in a Bottle ” booklet.
102-53	Contact point for questions regarding the report	AR 2017, Reference Information, p.170 Contact us
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with GRI Standards: Core Option
102-55	GRI content index	HEINEKEN N.V. GRI Standard Table 2017
102-56	External assurance	AR 2017, Reporting basis and governance of non-financial indicators, p.148-149 AR 2017, Deloitte Assurance Report, p.160-161 Appendix: Basis of preparations non-financial indicators

General Standard Disclosures (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	<p>Our impact on society: From Barley to Bar, p.6-7 AR 2017, Brew a Better World, p.12 AR 2017, Risk Management, p.21-25</p> <p>Brewing a Better World Focus areas Defining our priorities Value Chain and the UNSDGs</p> <p>Topic-specific explanation of the materiality will be provided prior to each specific disclosure.</p>
103-2	The management approach and its components	<p>Our impact on society: From Barley to Bar, p.6-7 AR 2017, Brew a Better World, p.12 AR 2017, Risk Management, p.21-25</p> <p>Focus areas Governance & Approach</p> <p>Topic-specific management approach will be provided prior to each specific disclosure.</p>
103-3	Evaluation of the management approach	<p>Brewing a Better World Focus areas Governance & Approach Benchmarks and achievements Stakeholders Working with partners Our efforts</p> <p>Topic-specific evaluation of the management approach will be provided prior to each specific disclosure.</p>

Topic-Specific Disclosures: Economic

Disclosure	Description	Cross-Reference/Direct Answer
GRI 201: Economic Performance		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management, p.21-25 AR 2017, Scope of group audit, p.156 Performance Highlights
2. Topic-Specific disclosures		
201-1	Direct economic value generated and distributed	AR 2017, Regional Overview, p.14-18 AR 2017, Financial Review, p.26-30 AR 2017, Consolidated Statement of Comprehensive Income, p.58 AR 2017, Notes to the Consolidated Financial Statements, p.101-106 AR 2017, Growing with communities, p.145 Our Approach to Tax Growing with Communities Case Studies Breakdown of Economic Value Generated and Distributed per Country not provided as we regard this as commercially sensitive information.
201-2	Financial implications and other risks and opportunities due to climate change	AR 2017, Risk Management > operational risks, p.24 AR 2017, 'Every drop': protecting water resources, p.136-137 AR 2017, 'Drop the C': reducing CO ₂ emissions, p.138-140 Every Drop: Protecting Water Resources Drop the C: Reducing CO₂ Emissions
201-3	Defined benefit plan obligations and other retirement plans	AR 2017, Notes to the Consolidated Financial Statements, p.101-106
GRI 202: Market Presence		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, List of operating companies in scope for non-financial indicators, p.154
2. Topic specific disclosures		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	In all markets with a minimum wage, the standard entry level is equal to, or – in most cases – higher than the legal minimum wage.
202-2	Proportion of senior management hired from the local community	In all of our operating companies, procedures for local hiring of employees are in place. In 2017, 77.5% of senior managers in our operating companies were local hires. Senior managers are employees whose job grade is 35 and above. Local employees are defined as people who are either born in or who have legal rights to reside permanently in the same country as the operating company. Excluded from this figure are local Hires due to acquisitions.

Topic-Specific Disclosures: Economic (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 203: Indirect Economic Impacts		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.134-135 AR 2017, Sourcing sustainably, p.140-141 AR 2017, Growing with communities, p.145 Appendix: Basis of preparations non-financial indicators > Sourcing sustainably and Growing with communities Sourcing Sustainably Growing with Communities HEINEKEN Supplier Code HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy Food Security
2. Topic specific disclosures		
203-1	Infrastructure investments and services supported	AR 2017, Sourcing sustainably, p.140-141 AR 2017, Growing with communities, p.145 Sourcing Sustainably Growing with Communities The Heineken Africa Foundation Case studies
203-2	Significant indirect economic impacts	AR 2017, Sourcing sustainably, p.140-141 AR 2017, Growing with communities, p.145 Sourcing Sustainably Growing with Communities Case studies
GRI 204: Procurement Practices		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, Sourcing sustainably, p.140-141 AR 2017, Reporting basis and governance of non-financial indicators, p.151-152 Appendix: Basis of preparations non-financial indicators > Sourcing sustainably Sourcing Sustainably HEINEKEN Supplier Code

Topic-Specific Disclosures: Economic (continued)

Disclosure	Description	Cross-Reference/Direct Answer
2. Topic specific disclosures		
204-1	Proportion of spending on local suppliers	AR 2017, Sourcing sustainably, p.141 AR 2017, Reporting basis and governance of non-financial indicators, p.151 Sourcing Sustainably Case Studies
GRI 205: Anti-corruption		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, A disciplined approach to managing our risks, p.19 AR 2017, Main Risks, p.25 AR 2017, Values and behaviours, p.146-147 AR 2017, Reporting basis and governance of non-financial indicators, p.153 Appendix: Basis of preparations non-financial indicators > Values and behaviours Values & Behaviours Our efforts The Code of Business Conduct HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy HEINEKEN Supplier Code
2. Topic specific disclosures		
205-1	Operations assessed for risks related to corruption	AR 2017, Values and behaviours, p.146
205-2	Communication and training about anti-corruption policies and procedures	AR 2017, Values and behaviours, p.146 AR 2017, Reporting basis and non-financial information, p.153 Appendix: Basis of preparations non-financial indicators > Values and behaviours We do not have a breakdown by region and employee category available.
205-3	Confirmed incidents of corruption and actions taken	AR 2017, Values and behaviours, p.146
GRI 206: Anti-competitor behaviour		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Values and behaviours, p.146-147 Values & Behaviours Appendix: Basis of preparations non-financial indicators > Values and behaviours The Code of Business Conduct
2. Topic specific disclosures		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	AR 2017, Contingencies, p.118 On 3 July 2017 the Administrative Appeal Court in Athens upheld the substance of a 2015 ruling by the Hellenic Competition Commission. It confirmed that Athenian Brewery has abused its dominant position but reduced the fine of EUR 31.45 million to EUR 26.7 million. In November 2017 Athenian Brewery has appealed this decision and the matter is now being reviewed by the Greek Supreme Court.

Topic-Specific Disclosures: Environmental

Disclosure	Description	Cross-Reference/Direct Answer
GRI 302: Energy		
1. Management Approach		
1.1	Management approach disclosures.	AR 2017, Risk Management > Supply chain continuity, p.24 AR 2017, Risk Management > Non-compliance, p.25 AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, Reporting basis and governance of non-financial indicators, p.150 Appendix: Basis of preparations non-financial indicators > Reducing CO₂ emissions Drop the C: Reducing CO₂ Emissions HEINEKEN Energy Policy
2. Topic specific disclosures		
302-1	Energy consumption within the organisation	AR 2017, 'Drop the C': reducing CO ₂ emissions, p.138-140 AR 2017, Reporting basis and governance of non-financial indicators, p.150 Environmental data table Appendix: Basis of preparations non-financial indicators > Reducing CO₂ emissions Drop the C: Reducing CO₂ Emissions
302-2	Energy consumption outside of the organization	AR 2017, 'Drop the C': reducing CO ₂ emissions, p.138-140 AR 2017, Reporting basis and governance of non-financial indicators, p.150 Appendix: Basis of preparations non-financial indicators > Reducing CO₂ emissions Drop the C: Reducing CO₂ Emissions
302-3	Energy intensity	See references at 302-1
302-4	Reduction of energy consumption	See references at 302-2
302-5	Reductions in energy requirements of products and services	See references at 302-2
GRI 303: Water		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management > Supply chain continuity, p.24 AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, 'Every drop': protecting water resources, p.136-137 AR 2017, Reporting basis and governance of non-financial indicators, p.149-150 Appendix: Basis of preparations non-financial indicators > Protecting water resources Every Drop: Protecting Water Resources Beverage Industry Environmental Roundtable (BIER) Commitments on Climate Change

Topic-Specific Disclosures: Environmental (continued)

Disclosure	Description	Cross-Reference/Direct Answer
2. Topic specific disclosures		
303-1	Water withdrawal by source	AR 2017, Reduce water consumption in our breweries, p.136 Appendix: Basis of preparations non-financial indicators > Protecting water resources Every Drop: Protecting Water Resources
303-2	Water sources significantly affected by withdrawal of water	To our knowledge, none of our operating companies' sites have a significant effect on water sources by their withdrawal of water. Our Water Stewardship programme is focused on 23 sites in the areas where we expect future water stress, based on internationally accepted models. We are taking a proactive approach to mitigate the risk and working on collaborative actions with stakeholders of the water sources. For more info: AR 2017, Significant water balancing in water-stressed areas, p.137 Every Drop: Protecting Water Resources
303-3	Water recycled and reused	We do not monitor the volume and the percentage of water recycled at global level. More information on how we recycle and reuse water: AR 2017, Reduce water consumption in our breweries, p.136 AR 2017, Wastewater management, p.137 Every Drop: Protecting Water Resources Case study: water reclamation in Indonesia and Mexico
GRI 305: Emissions		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management > Supply chain continuity, p.24 AR 2017, Risk Management > Non-compliance, p.25 AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, Reporting basis and governance of non-financial indicators, p.150 Appendix: Basis of preparations non-financial indicators > Reducing CO₂ emissions Drop the C: Reducing CO₂ Emissions HEINEKEN Energy Policy
1.2	Management approach disclosures	Drop the C: Reducing CO₂ Emissions

Topic-Specific Disclosures: Environmental (continued)

Disclosure	Description	Cross-Reference/Direct Answer
2. Topic specific disclosures		
305-1	Direct (Scope 1) GHG emissions	AR 2017, 'Drop the C': reducing CO ₂ emissions, p.138-139 AR 2017, Reporting basis and governance of non-financial indicators, p.150 Drop the C: Reducing CO₂ Emissions Appendix: Basis of preparations non-financial indicators > Reducing CO₂ emissions Environmental Data Table
305-2	Energy indirect (Scope 2) GHG emissions	See references at 305-1
305-3	Other indirect (Scope 3) GHG emissions	See references at 305-1
305-4	GHG emissions intensity	See references at 305-1
305-5	Reduction of GHG emissions	See references at 305-1
305-6	Emissions of ozone-depleting substances (ODS)	Actual levels are managed at local level, HEINEKEN considers this rate on a consolidated level no longer relevant.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Actual levels are managed at local level, HEINEKEN considers this rate on a consolidated level no longer relevant. In all cases, we follow local legislation regarding NOx, SOx and other air emissions. Although we do not have active programmes aimed at reducing these gases, we believe the best way to reduce them is by reducing energy consumption and using cleaner fuel types, including renewable energy resources.
GRI 306: Effluents and waste		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management > Supply chain continuity, p.24 AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, 'Every drop': protecting water resources, p.136-137 AR 2017, 'Drop the C': recycling waste, p.140 AR 2017, Reporting basis and governance of non-financial indicators, p.149-150 Beverage Industry Environmental Roundtable (BIER) Commitments on Climate Change Drop the C: Reducing CO₂ Emissions Appendix: Basis of preparations non-financial indicators > Protecting water resources and Reducing CO₂ emissions Every Drop: Protecting Water Resources

Topic-Specific Disclosures: Environmental (continued)

Disclosure	Description	Cross-Reference/Direct Answer
2. Topic specific disclosures		
306-1	Water discharge by quality and destination	<p>See GRI appendix</p> <p>In 2017, effluent organic load discharged to surface water by our beverage production units was 13.6 ktons COD. Across all beverage production units in scope, we discharged 29.87 million m³ into surface waters:</p> <ul style="list-style-type: none"> ▪ 19.57 million m³ were treated by anaerobic/aerobic systems ▪ 5.12 million m³ were treated only by aerobic systems ▪ 3.15 million m³ were discharged with no treatment ▪ 2.03 million m³ were treated only by anaerobic systems <p>and 23.94 million m³ to third-party wastewater treatment systems.</p> <p>Environmental Data Table</p> <p>AR 2017, Reporting basis and governance of non-financial indicators, p.150-151</p> <p>Appendix: Basis of preparations non-financial indicators > Protecting water resources</p> <p>Data is collected through the HEINEKEN Business Comparison system. This system includes detailed manuals on data reporting and automated data checks. For wastewater there is the following additional procedure: HMEC 01.40.04.702 Effluent Discharge limits.</p>
306-2	Waste by type and disposal method	<p>See GRI appendix</p> <p>Environmental Data Table</p>
306-3	Significant spills	<p>No information on significant spills.</p> <p>Data is collected through the HEINEKEN Business Comparison system. For Environmental accidents and complaints there is the following additional procedure: HMEC: 01.40.01.407 Reporting Environmental & Safety Accidents and Complaints.</p>
306-4	Transport of hazardous waste	Information not available
306-5	Water bodies affected by water discharges and/or runoff	Information not available

Topic-Specific Disclosures: Environmental (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 307: Environmental compliance		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Reporting basis and governance of non-financial indicators, p.149-150 Appendix: Basis of preparations non-financial indicators > Protecting water resources/Reducing CO ₂ /Sourcing sustainably Every drop: Protecting Water Resources Drop the C: Reducing CO ₂ Emissions Sourcing Sustainably
2. Topic specific disclosures		
307-1	Non-compliance with environmental laws and regulations	We found one significant fine related to an incident in August 2014 with loss of ammonia contaminated water to a water source. The fine, which was settled in 2017, was EUR 160,000. Data is collected through the HEINEKEN Business Comparison system. For environmental accidents and complaints there is the following additional procedure: HMESC: 01.40.01.407 Reporting Environmental & Safety Accidents and Complaints.
GRI 308: Supplier Environmental Assessment		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, Sourcing sustainably, p.140-141 AR 2017, Reporting basis and governance of non-financial indicators, p.149-150 Appendix: Basis of preparations non-financial indicators > Sourcing sustainably Sourcing Sustainably Values & Behaviours HEINEKEN Supplier Code
2. Topic specific disclosures		
308-1	New suppliers that were screened using environmental criteria	All new suppliers receive our Supplier Code containing environmental criteria. Refusing to sign or failure to comply with our Supplier Code can lead to a termination of commercial relationship. For more information: Sourcing Sustainably HEINEKEN Supplier Code
308-2	Negative environmental impacts in the supply chain and actions taken	Information not available

Topic-Specific Disclosures: Social

Disclosure	Description	Cross-Reference/Direct Answer
GRI 401: Employment		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Values and behaviours, p.146-147 Appendix: Basis of preparations non-financial indicators > Values and behaviours Values & Behaviours
2. Topic specific disclosures		
401-1	New employee hires and employee turnover	This is managed at local level. Consolidated information is not available.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	This is managed at local level. Consolidated information is not available. Employee benefits can vary per operating company. Some of the benefits that our employees enjoy are life insurance, healthcare, disability/invalidity coverage, parental leave, retirement provision and stock ownership.
401-3	Parental leave	Actual rates are managed and monitored at local level. HEINEKEN considers this rate on consolidated level not relevant.
GRI 402: Labour/Management relations		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, Sourcing sustainably, p.140-141 AR 2017, Values and behaviours, p.146-147 Appendix: Basis of preparations non-financial indicator > Sourcing sustainably and Values and behaviours
2. Topic specific disclosures		
402-1	Minimum notice periods regarding operational changes	The minimum number of weeks' notice is determined at local level and varies per operating company. The number of weeks therefore ranges from 0 weeks in some operating companies to up to 26 weeks in others. Many operating companies (41) have a two to four weeks' notice period. All notice periods are in line with or exceed the local legal requirement.
GRI 403: Occupational health and safety		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management > Health and Safety, p.23 AR 2017, Promoting health and safety, p.144 AR 2017, Risk Management > Health and Safety, p.23 AR 2017, Reporting basis and governance of non-financial indicators > Health and Safety, p.152 Promoting Health and Safety Appendix: Basis of preparations non-financial indicator > Health and Safety HEINEKEN Alcohol Statement HEINEKEN Global Occupational Health and Safety Policy

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
2. Topic specific disclosures		
403-1	Workers representation in formal joint management – worker health and safety committees	In 62 (91%) of our operating companies, we have one or more formal Health and Safety Committees.
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	See Appendix Table 403-2
403-3	Workers with high incidence or high risk of diseases related to their occupation	We offer training, counselling or prevention programmes to employees on work related and non-work related risks which can lead to serious diseases. We also offer counselling and treatment regarding serious diseases. There are standards on common work related illnesses and health hazards that are implemented globally, these include manual handling, and exposure to toxic materials. We take a proactive approach to address the industry-related risk of harmful alcohol use. We have a risk mitigation programme, Cool@Work that has been designed as HEINEKEN's alcohol information, intervention and support programme for all employees worldwide. The implementation of this programme is mandatory in every operating company.
403-4	Health and safety topics covered in formal agreements with trade unions	This is managed at local level. Consolidated information is not available.
GRI 404: Training and education		
1.1	Management approach disclosures	AR 2017, Our business priorities > Engage and develop our people, p.13 AR 2017, Risk Management > Management capabilities, p.22 AR 2017, Values and behaviours, p.146-147 AR 2017, Reporting basis and governance of non-financial indicators > Values and behaviours, p.153 Values & Behaviours Appendix: Basis of preparations non-financial indicator > Values and behaviours
2. Topic specific disclosures		
404-1	Average hours of training per year per employee	Average Training hours per FTE for 2017 are: 21.87. We do not have consolidated information of average training hours per gender and per employee category.
404-2	Programmes for upgrading employee skills and transition assistance programmes	AR 2017, Our business priorities > Engage and develop our people, p.13 AR 2017, Risk Management > Management capabilities, p.22 AR 2017, Values and behaviours, p.147 Engage and develop our people
404-3	Percentage of employees receiving regular performance and career development reviews	Consolidated information not available

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 405: Diversity and Equal Opportunity		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Values and behaviours, p.146-147 AR 2017, Reporting basis and governance of non-financial indicators > Values and behaviours, p.153 Appendix: Basis of preparations non-financial indicator > Values and behaviours Values & Behaviours
2. Topic specific disclosures		
405-1	Diversity of governance bodies and employees	See Appendix table 405-1 AR 2017, Values and behaviours > Inclusion and Diversity, p.147
405-2	Ratio of basic salary and remuneration of women to men	Our policy is to remunerate women and men equally in all categories regardless of geographic location.
GRI 406: Non-discrimination		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Values and behaviours, p. 146-147 AR 2017, Reporting basis and governance of non-financial indicators > Values and behaviours, p. 153 Values & Behaviours Appendix: Basis of preparations non-financial indicator > Values and behaviours Our efforts The Code of Business Conduct HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy HEINEKEN Supplier Code
2. Topic specific disclosures		
406-1	Incidents of discrimination and corrective actions taken	AR 2017, Values and behaviours > Speak Up, p.147 Values & Behaviours
GRI 407: Freedom of association and collective bargaining		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Values and behaviours, p.146-147 Values & Behaviours Appendix: Basis of preparations non-financial indicator > Values and behaviours Our efforts The Code of Business Conduct HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy HEINEKEN Supplier Code

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
2. Topic specific disclosures		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Almost all operating companies have freedom of association and collective bargaining. This is part of our Human Rights Policy. One operating company reported there is legally no freedom of association. Three operating companies reported limited freedom of association due to local legislation.
GRI 408: Child Labour		
1. Management Approach		
1.1	Management approach disclosures	We are against any use of child labour within any part of our operations. Child labour is part of our Human Rights Policy. HEINEKEN follows the ILO definition of the minimum age for admission to employment or work. This age shall not be less than the age of completion of compulsory schooling and in any case not be less than 15 years of age, except in some developing countries where it is 14 years of age. In case local laws set a higher age to define what is considered a child, HEINEKEN will abide by the local law.
2. Topic-Specific disclosures		
408-1	Operations and suppliers at significant risk for incidents of child labour	In 2017, we assessed with the expert support of Shift, our salient human rights issues. Child labour came up as one of our salient human rights issues, not in our own operations, but in our value chain, specifically at smallholder farms and at point of sale. We started to engage relevant stakeholders to find ways to understand and address child labour. AR 2017, Values and behaviours > Respecting Human Rights, p.146-147
GRI 409: Forced or compulsory labour		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.135 Sourcing Sustainably Values & Behaviours Appendix: Basis of preparations non-financial indicators > Sourcing sustainability and Values and behaviours Our efforts The Code of Business Conduct HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy HEINEKEN Supplier Code
2. Topic-Specific disclosures		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	HEINEKEN does not tolerate forced or compulsory labour. This is supported by our: Sourcing Sustainably The Code of Business Conduct Our Policies

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 410: Security Practices		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.135 AR 2017, Health and Safety, p.144 AR 2017, Values and behaviours, p.146-147 Appendix: Basis of preparations non-financial indicators > Health and safety and Values and behaviours Health and Safety Values & Behaviours
2. Topic specific disclosures		
410-1	Security personnel trained in human rights policies or procedures	In 45 operating companies, we employ security personnel, either directly or through a third party. In 2017, 62% of all security personnel (employed direct or through third parties) have received formal training in the organisation's policies and/or procedures concerning human rights issues and their application to security.
GRI 412: Human Rights Assessment		
1. Management Approach		
1.1	Management approach disclosures	Values & Behaviours Appendix: Basis of preparations non-financial indicators > Values and behaviours Our efforts The Code of Business Conduct HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy HEINEKEN Supplier Code
2. Topic specific disclosures		
412-1	Operations that have been subject to human rights reviews or impact assessments	AR 2017, Values and behaviours > Employees and Human Rights, p.146-147 Values & Behaviours
412-2	Employee training on human rights policies or procedures	AR 2017, Values and behaviours The training on Human Rights is under revision and will be part of the launch of the revised HEINEKEN Human Rights Policy in 2018. We organised three human rights workshop in three different markets with the expert support of Shift and we have identified another 10 markets where we will organise human rights workshops.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	HEINEKEN is committed to making a positive contribution to society through its global operations. Our Supplier Code applies to all suppliers from whom Heineken purchases. Click here for more details of our Supplier Code.

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 413: Local Communities		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Focus on areas where we can make a difference, p.134-135 Growing with Communities Sourcing Sustainably Appendix: Basis of preparations non-financial indicators > Sourcing sustainably
2. Topic specific disclosures		
413-1	Operations with local community engagement, impact assessments, and development programmes	AR 2017, Sourcing sustainably, p.140-141 AR 2017, Growing with communities, p.145 Local sustainability reports from 55 OpCos > Message in a Bottle
413-2	Operations with significant actual and potential negative impacts on local communities	No significant potential or negative impacts reported.
GRI 414: Supplier social assessment		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management > Supply chain continuity p.24 AR 2017, Focus on areas where we can make a difference, p.134 AR 2017, Sourcing sustainably > Compliance with our Supplier Code Procedures, p.141 AR 2017, Values and behaviours, p.146 AR 2017, Reporting basis and governance of non-financial indicators > Sourcing sustainably, p.151-152 Appendix: Basis of preparations non-financial indicators > Sourcing sustainably Sourcing Sustainably Values & Behaviours HEINEKEN Supplier Code HEINEKEN Employees' and Human Rights HEINEKEN Speak Up Policy
2. Topic specific disclosures		
414-1	New suppliers that were screened using social criteria	All new suppliers receive Our Supplier Code containing impact on society criteria. Refusing to sign our Supplier Code can lead to a termination of the commercial relationship. AR 2017, Sourcing sustainably > Compliance with our Supplier Code Procedure, p.141 Sourcing Sustainably

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
414-2	Negative social impacts in the supply chain and actions taken	AR 2017, Sourcing sustainably > Compliance with our Supplier Code Procedures, p.141 AR 2017, Promoting health and safety, p.144 AR 2017, Values and behaviours, p.146 Sourcing Sustainably Promoting Health and Safety Values & Behaviours
GRI 415: Public Policy		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Values and behaviours, p.146-147 AR 2017, Reporting basis and governance of non-financial indicators, p.153 Appendix: Basis of preparations non-financial indicators > Values and behaviours Values & Behaviours The Code of Business Conduct
2. Topic specific disclosures		
415-1	Political contributions	It is part of our Code of Business Conduct that our Company does not make contributions to politicians or political parties. In the USA it is customary for employees to give money to a political action committee (PAC) which is administrated by their employer. In our case, this PAC is called the Heineken Good Government Fund which acts fully in line with our Code and the rules issued by the Federal Election Committee. Click here for more information.
GRI 416: Customer Health and Safety		
1. Management Approach		
1.1	Management approach disclosures	Appendix: Basis of preparations non-financial indicators > Promoting health and safety Promoting Health and Safety
2. Topic specific disclosures		
416-1	Assessment of the health and safety impacts of product and service categories	Procedures and testing in place for R&D, innovation, renovation in packaging and systems. More than 90% of all Stock Keeping Units (SKUs) are covered by these procedures. Measured in global system, split in Hazard analysis and critical control points (HACCP) and non-HACCP-related items.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	This is managed at local level. Consolidated information is not available.

Topic-Specific Disclosures: Social (continued)

Disclosure	Description	Cross-Reference/Direct Answer
GRI 417: Marketing and Labelling		
1. Management Approach		
1.1	Management approach disclosures	AR 2017, Risk Management > Regulatory changes related to alcohol, p.21 AR 2017, Focus on areas where we can make a difference, p.135 AR 2017, Advocating responsible consumption > Ingredients and Nutrition Information on Labels, p.142-143 AR 2017, Reporting basis and governance of non-financial indicators > Advocating responsible consumption, p.152 Appendix: Basis of preparations non-financial indicators > Advocating responsible consumption HEINEKEN Alcohol Statement The Code of Business Conduct HEINEKEN Responsible Marketing Code
2. Topic specific disclosures		
417-1	Requirements for product and service information and labelling	AR 2017, Advocating responsible consumption > Ingredients and nutrition information on labels, p.143 AR 2017, Reporting basis and governance of non-financial indicators > Advocating responsible consumption, p.152 Responsible Consumption
417-2	Incidents of non-compliance concerning product and service information and labelling	AR 2017, Increase transparency on ingredients and nutrition, p.143
417-3	Incidents of non-compliance concerning marketing communications	Responsible Consumption
GRI 419: Socio economic Compliance		
1. Management Approach		
1.1	Management approach disclosures	Appendix: Basis of preparations non-financial indicators
2. Topic specific disclosures		
419-1	Non-compliance with laws and regulations in the social and economic area	Information not available

Employees by contract type, employment type, gender and region

102-8A

	AMEE	Americas	Asia	Europe	Head office	Total
Male	11,842	27,141	6,629	19,824	786	66,222
Female	2,614	4,643	2,105	6,818	548	16,728
Total	14,456	31,784	8,734	26,642	1,334	82,950

102-8B

	AMEE	Americas	Asia	Europe	Head office	Total
Permanent	13,239	31,047	6,026	24,542	1,057	75,911
Fixed term	1,217	737	2,708	2,100	277	7,039
Total	14,456	31,784	8,734	26,642	1,334	82,950

102-8C

	Male	Female	Total
Full time	61,838	14,841	76,679
Part time	4,384	1,887	6,271
Total	66,222	16,728	82,950

of accidents breakdown by gender and region

Accidents breakdown by function and region

Function	AMEE	AP	Europe	Global	NSA	Grand Total
Commerce	44	29	53		41	167
Logistics and Distribution	11	2	335		103	451
Production	25	13	79	1	26	144
Support	7	5	9	3	9	33
Grand total	87	49	476	4	179	795

Accidents breakdown by function, gender and region

Gender	Function	AMEE	AP	Europe	Global	NSA	Grand Total
Female	Commerce	1	15	7		6	29
	Logistics and Distribution			5		2	7
	Production	2	1	5			8
	Support	4	3	2	1	8	18
Female total		7	19	19	1	16	62
Male	Commerce	43	14	46		35	138
	Logistics and Distribution	11	2	330		101	444
	Production	23	12	74	1	26	136
	Support	3	2	7	2	1	15
Male total		80	30	457	3	163	733
Grand total		87	49	476	4	179	795

Accidents case related to contractors

Gender	AMEE	AP	Europe	NSA	Grand Total
Female	8	12	3	4	27
Male	33	18	174	36	261
Grand total	41	30	177	40	288

Employee Data: 405-1

Employee breakdown

405-1A

Representation by gender in % (2017)	Male	Female
Supervisory Board	70	30
Executive Board	50	50
Executive Team	80	20
Senior Management	81	19

405-1B

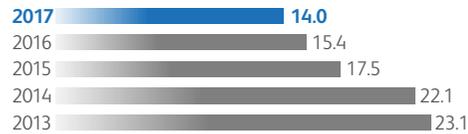
	AMEE	Americas	Asia	Europe	Head office	Total
Male	82%	85%	76%	74%	59%	80%
Female	18%	15%	24%	26%	41%	20%

Supplements

Water consumption in production

Effluent organic load discharged to surface water

Measured in kton COD discharged by our production units¹



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

Wastewater quantity

53.7 Mm³

total amount of wastewater in million m³*

* The actual waste water quantity has decreased compared to the volume reported in our 2017 annual report as a result of additional reviews performed on the information received from our OpCos.

Energy consumption in production

Specific thermal energy consumption

MJ/hl beer + cider + soft drinks + water

61 MJ/hl



Specific electricity consumption

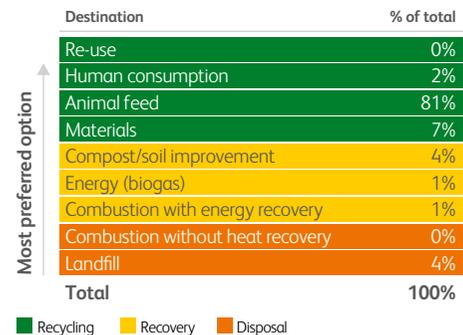
kWh/hl beer + cider + soft drinks + water

7.7 kWh/hl



Waste recycling in production

Waste Hierarchy



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

In total, we produced 3,706,303 tonnes of waste and co-products in 2017.

Assurance report of the independent auditor

To: the Annual General Meeting and other stakeholders of Heineken N.V.

Our conclusion

We have reviewed a selection of sustainability data included in the “GRI Standards Reference Table 2017” for the year ended 31 December 2017 (“the sustainability data”) of Heineken N.V (“the Company”), based in Amsterdam.

Based on our review, nothing has come to our attention that causes us to believe that the sustainability data of the Company is not prepared in all material respects, in accordance with the internally applied Reporting Criteria.

The objective of the review was to provide limited assurance on the following sustainability data (“KPIs”) as included in 2017 online GRI Standards Reference Table 2017, Supplements section:

Water consumption in production

- Total amount of wastewater (in million m³)
- Effluent organic load discharged to surface water (kton COD)

Energy consumption in production

- Specific thermal energy consumption (MJ/hl)
- Specific electricity consumption (kWh/hl)

Waste Recycling in production

- Total waste and co-products produced (tonnes)
- Waste hierarchy in destination (%)

The information in scope of this engagement needs to be read and understood in conjunction with the Reporting Basis and Criteria non-financial indicators as included in the Annual Report 2017 on page 148-154. We did not perform any assurance procedures on information for the years earlier than 2015.

Basis for our conclusion

We have performed our assurance engagement on the sustainability data in accordance with Dutch law, including Dutch Standard 3000A ‘Assurance engagements other than audits or reviews of historical financial information’. This assurance engagement is aimed at obtaining limited assurance. Our responsibilities under this standard are further described in the ‘Our responsibilities for the assurance engagement of the sustainability data’ section of our report.

We are independent of the Company in accordance with the ‘Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten’ (ViO) and other relevant independence requirements in The Netherlands. Furthermore we have complied with the ‘Verordening gedrags- en beroepsregels accountants’ (VGBA).

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

Responsibilities of the Executive Board and the Supervisory Board

The Executive Board of the Company is responsible for the preparation of the sustainability data in accordance with the internally applied Reporting Criteria, including the identification of the intended users and the criteria being applicable for the purposes of the intended users.

The Executive Board is also responsible for such internal control as it determines is necessary to enable the preparation of the sustainability data that is free from material misstatement, whether due to fraud or errors.

The Supervisory Board is responsible for overseeing the Company’s reporting process.

Assurance report of the independent auditor (continued)

Our responsibilities for the assurance engagement of the sustainability data

Our responsibility is to plan and perform the assurance assignment in a manner that allows us to obtain sufficient and appropriate review evidence for our conclusion.

We apply the 'Nadere voorschriften accountantskantoren ter zake van assurance opdrachten

(RA/AA)' and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the sustainability data. The materiality affects the nature, timing and extent of our review procedures and the evaluation of the effect of identified misstatements on our conclusion.

This assurance engagement is aimed at obtaining limited assurance. The performed procedures by obtaining a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those aimed at obtaining reasonable assurance in an assurance engagement.

The performed procedures in this context consisted mainly of gathering information from officers of the Company and applying analytical procedures set out in relation to the sustainability data.

The assurance obtained in assurance engagements aimed at obtaining limited assurance is therefore significantly lower than the assurance obtained in assurance engagements aimed at obtaining reasonable assurance.

We have exercised professional judgement and have maintained professional scepticism throughout the assurance engagement, in accordance with the Dutch Standard 3000A.

Our assurance engagement included amongst others:

- gaining knowledge and obtaining an understanding of the sustainability data and other circumstances regarding the engagement including gaining knowledge regarding internal controls;
- an analytical review of the data and trends submitted;
- assessing the suitability of the Reporting Criteria.

Deloitte Accountants B.V.

J. Dalhuisen

Amsterdam, March 26th 2018