

**BOUNCING BACK  
TOGETHER WITH  
VIETNAM**

**HEINEKEN TAKES  
BOLDER ACTIONS**





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## WELCOME TO HEINEKEN VIETNAM SUSTAINABILITY REPORT 2022

# Sustainability for us is about collective actions.

See the next pages on the actions we took  
last year.

Cheers,



**Alexander Koch**  
Managing Director  
HEINEKEN Vietnam





## BOUNCING BACK TOGETHER WITH VIETNAM

### ECONOMIC

In 2022, **GDP** growth was at **8.02%**, the fastest expansion since 1997 <sup>(1)</sup>.

The total **retail sales of consumer goods and services** of 2022 increased by **19.8%** over 2021 <sup>(2)</sup>.

**The unemployment rate** of working age in 2022 was 2.32%, **down 1.24%** over 2021 <sup>(2)</sup>.

## HEINEKEN VIETNAM TAKES BOLDER ACTIONS

**VND 72.7 trillion** of value was added to the economy through HEINEKEN Vietnam's value chain, representing **1.04%** of GDP (vs. 0.94% pre-COVID in 2019).

HEINEKEN Vietnam **supported 246,000 jobs** across the value chain, making up **0.49%** of Vietnam's labor force.

The biggest growth in both value-add & jobs was downstream, from margin growth and the recovery in restaurants and bars, in which the **employment rate** increased by **73%**, and **value added** increased by **68%**.

### ENVIRONMENT

At COP27, the Vietnamese Government reaffirmed the **National Climate commitments** to achieve **net-zero** carbon emissions by 2025 <sup>(3)</sup>.

The **Law on Environmental Protection 2020** was enacted in 2022, highlighting the **development of sustainable economic growth models** and the integration of the **circular economy** <sup>(4)</sup>.

The Quang Nam Brewery completed biomass renewable thermal energy production resulting in **6/6 of our breweries using biomass thermal energy**.

**Renewable electrical energy** via certificates were sourced from certified projects in Vietnam for **100%** of our electricity demand.

The **Partnership** with WWF Vietnam for **water conservation** at 3 river basins was launched.

### SOCIAL

**The Multidimensional Poverty Index** in 2022 was estimated at about 3.6%, **down 0.8%** over 2021 <sup>(5)</sup>.

HEINEKEN Vietnam worked with the Red Cross Vietnam to **upscale** the impact of the **annual Tet charity**.

**"HEINEKEN Cares"** was launched with **800 employees** participating in voluntary activities.

### RESPONSIBLE CONSUMPTION

There was stricter enforcement of no-drink driving under **Decree No. 100** and **administrative penalties** for road traffic and rail transport offenses.

HEINEKEN Vietnam launched a **Road safety program** for external businesses and organizations in **partnership with the National Traffic Safety Committee (NTSC)**.

**10% of Heineken® media budget** was spent on responsible drinking.

**Heineken® 0.0**, was promoted through a "Zero to Hero" competition with California Fitness and a series of marathon races.



The year 2022 was the recovery year for Vietnam after an unprecedented downturn due to the COVID-19 pandemic. The Vietnamese economy experienced a strong rebound, with its gross domestic product (GDP) increasing 8.02% <sup>(1)</sup>. In parallel, Vietnam also reiterated its strong climate commitments towards national sustainable development progress.

Bouncing back together with Vietnam, in 2022, HEINEKEN Vietnam took bolder actions with new approaches, initiatives, and collaborations, resulting in more impactful outcomes to achieve a V-shaped recovery not only in its business operations but also on sustainability aspects. While there is still much to do, HEINEKEN Vietnam is making good progress and building momentum to Brew a Better Vietnam.





# 2022 SUSTAINABILITY KEY ACHIEVEMENTS

Bouncing back together with Vietnam, HEINEKEN takes bolder actions on our journey to Brew a Better Vietnam

## TOP 03

FOR 7 CONSECUTIVE YEARS



**96%**

Renewable energy  
in production



**ZERO**

Waste to landfill  
across at 6 breweries



**VND 30BN**

Allocated to  
conserve 3BN liters  
of water per year



**VND 11.6BN**

Supported to needy  
communities



**50%**

Bewery Managers  
are women



**100%**

Compliance to equal  
gender pay and fair  
living wages



**10%**

Heineken® media budget  
spent on responsible  
consumption advertising



**Heineken®**  
**0.0**

promoted in Vietnam



**12<sup>th</sup> year**

Partnership with  
National Traffic Safety  
Committee on *When  
you drive, never drink*



**1.04%**

GDP contributed through  
the value chain



**246,000**

jobs supported



# BRINGING VALUE TO OUR STAKEHOLDERS

At HEINEKEN Vietnam, pursuing sustainability has helped us achieve a high level of trust according to a survey conducted by Edelman across the general population from October to November, 2022 <sup>(6)</sup>. Here are some noticeable highlights from the 959 responses received



81%

trusted HEINEKEN Vietnam  
to do what is right



67%

agreed that **HEINEKEN Vietnam creates more sustainable environments** where the business operates



67%

agreed that **HEINEKEN Vietnam** has a positive impact on communities



67%

agreed that **HEINEKEN Vietnam** is committed to encouraging people to drink responsibly



# OUR STAKEHOLDERS



## Mr. Nguyen Quang Vinh

Vice President of Vietnam Chamber of Commerce and Industry (VCCI) & Chairman of Vietnam Business Council for Sustainable Development (VBCSD)

Last year, we saw a lot of national bold moves on post-pandemic economic development and sustainability, particularly on the COP27 commitment, and revised Environment Law.

HEINEKEN Vietnam is one of a few leading companies in Vietnam that demonstrates a strong sense of sustainability ambitions, commitments, and actions, which are supportive and aligned very well with the national agenda on sustainability.

HEINEKEN Viet Nam has been in top 3 of the most sustainable companies (manufacturing) in the last 7 consecutive years since the CSI ranking first launched thanks to its future-proof sustainability strategy and roadmaps, which are revised and updated on a regular basis to ensure the materiality and relevancy to the local context and stakeholders' concerns.



## Mr. Khuat Viet Hung

Executive Vice Chairman of National Traffic Safety Committee

The National Traffic Safety Committee (NTSC) acknowledges and highly appreciates HEINEKEN Vietnam's active participation in building a culture of "When You Drive Never Drink" since 2008. Changing behavior requires the support of the entire society and cannot be accomplished quickly. I hope HEINEKEN Vietnam, along with the business community and people, keeps working together on this journey.



## Dr. Bui Thi Hoa

President of the Vietnam Red Cross Association

As part of the "Tết Nhân Ái" campaign by Vietnam Red Cross, in 2022, the Vietnam Red Cross had the chance to partner with HEINEKEN Vietnam to organize the "HEINEKEN Cares, Joining Hands for a happy and healthy Tet" program, benefiting the needy community in 5 provinces and cities of Vietnam. The program has enhanced the engagement with the community and brought about new experiences. In addition to the free choice of Tet gifts, the activities also provided free medical check-up, medicine packages, and first aid kits at "the 0 Dong Tet Fair". Other springtime activities include giving calligraphy, painting nails, cutting hair, cooking bánh Chung, etc... I am truly impressed and grateful for the sense of care for the community by HEINEKEN Vietnam.



## Dr. Van Ngoc Thinh

Chief Executive Officer, WWF Vietnam

Being the partner of the 30 billion VND investment project, aiming to conserve water resources in Dong Nai Culture and Nature Reserve, Dong Thap Muoi Ecological Reserve and Xuan Son National Park, WWF Vietnam had the opportunity to learn more about HEINEKEN Vietnam's ambition of achieving 100% water balance and contribute to preserving the integrity of freshwater ecosystems of the critical river basins in Vietnam. From the beginning, we had agreed strict requirements for feasibility studying and evaluating the impact of the proposed solutions, based on highly scientific calculation methods. In addition, the proposed interventions needed to ensure sustainability, create long-term impacts and a series of criteria on transparency and capacity of project partners. WWF Vietnam was greatly inspired as we could jointly create sustainable values for the community and preserve vital freshwater ecosystems in Vietnam, join hands for a Better Vietnam.



# OUR STAKEHOLDERS



**Ms. Pham Thi My Trang**

Minh Quang Distributor

I have had the honour of being a partner of HEINEKEN Vietnam since building the distribution system began. The partnership provides me a lot of opportunities to learn and develop throughout the past 30 years with HEINEKEN Vietnam. From a very small level 2 distribution unit, I have now built a distribution ecosystem with 4 warehouses full of modern technology, providing hundreds of workers with stable work and income.

Besides partnering in business, I also can participate in the organization's yearly community support programs. I realize that HEINEKEN Vietnam does not only prioritize business growth but also cares about the community and the environment. I think HEINEKEN Vietnam is a very trustworthy business associate.



**Mr. Mac Thanh Tien**

Head of Sales, Sales Mekong Delta

As an employee of HEINEKEN Vietnam's Sales Team for nearly 20 years, I know that the company strongly focuses on building the Responsible Drinking culture among all employees. I, myself always practice Responsible Drinking to ensure my own health and set an example for my employees.

**Ms. Nguyen Minh Tam**

Forbes Vietnam

One of the activities in which I had the opportunity to participate over the past year at HEINEKEN Vietnam was the signing of a collaboration agreement with WWF Vietnam to carry out conservation work in three river basins nationwide. In my view, environmental protection activities require significant financial resources, and corporate contributions can create conditions for practical implementation of such protection programs. HEINEKEN's sponsorship of the project with a sum of 30 billion VND is, in my opinion, significant in supporting concrete actions to protect water resources.



**Le Hoang Nha Ngoc**

Student from HCMC Foreign Trade University

I am passionate about learning about sustainability and circular economy. Through the media, I have been impressed with the commitments and the sustainability agenda of HEINEKEN Vietnam. HEINEKEN Vietnam's initiatives are simple but contribute greatly to building circular economy mindset and encouraging practices for employees through programs such as "No Single Use Plastics": do not use plastic bags, foam boxes, disposable plastic cups, etc. HEINEKEN Vietnam has strongly inspired me. And I have promised myself that I will practice small actions, but if we work together, we will definitely create a better environment for all of us.

**Ms. Tran Thi Tu Uyen**

Phap Luat Magazine

I often jokingly tell my friend that HEINEKEN is one of the most "adventurous" beer brands because they always invest in a variety of product lines to serve the market. For example, if they have Larue Smooth and Edelweiss this year, what will they have next year? It's worth waiting for."





# BREW A BETTER VIETNAM



# OUR SUSTAINABILITY STRATEGY

## STRATEGIC CONTEXT

Like all countries, Vietnam also faces challenges across Environmental, Social and Responsible aspects. Being one of the countries that are most vulnerable to climate change, Vietnam has experienced an accelerating warming trend, with an average increase of approximately 0.2°C per decade over the last 40 years with the highest increase in the last decade<sup>(7)</sup>. Meanwhile, gender inequity is still prevalent due to deep-rooted gender stereotypes with an average gender earnings gap of 29.5%<sup>(8)</sup>. Besides, alcohol misuse also needs to be addressed, with drink-driving behavior and excessive consumption being two top societal concerns.

After the COVID-19 pandemic, and to enable the country to move forward with its sustainable growth strategy, the Vietnamese government showed a strong determination to achieve economic prosperity, environmental sustainability as well as social equality through a series of impactful national policies and regulations.

## HEINEKEN VIETNAM'S SUSTAINABILITY STRATEGY

Together with Vietnam and its growing challenges, HEINEKEN Vietnam continues to **Raise the bar** on our sustainability and responsibility ambitions toward 2030, with our global **EverGreen** strategy acting as a guiding star, which has been built on our value creation model, the Green Diamond. This value creation model puts growth, profit, and capital on **equal footing** with sustainability and responsibility. We aim to get the balance right between short-term delivery and long-term sustainability and between top-line growth and overall stakeholder value creation, to **Brew A Better Vietnam**.

In response to our local stakeholders' concerns and supporting the national commitment on sustainability, our "Brew A Better Vietnam" sustainability strategy focuses strongly on the three pillars including Environmental, Social & Responsible:

### PATH TO ZERO IMPACT

Reach net zero carbon emissions  
Maximize circularity  
Towards healthy watersheds

### PATH TO INCLUSIVE, FAIR & EQUITABLE WORLD

Embrace inclusion and diversity  
A fair and safe workplace  
Positive impact in our communities

### PATH TO MODERATION & NO HARMFUL USE

Always a choice  
Address harmful use  
Make moderation cool





# PATH TO ZERO IMPACT

At COP27, Vietnam reiterated its strong commitment to climate change response. To join the country in striving towards a green and net zero carbon economy, in 2022, HEINEKEN Vietnam took bolder actions in our journey to:

REACH NET ZERO  
CARBON EMISSIONS

MAXIMIZE CIRCULARITY

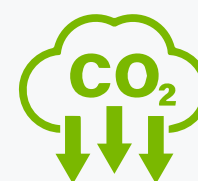
TOWARDS HEALTHY  
WATERSHEDS





# REACH NET ZERO CARBON EMISSIONS

## 2022 KEY HIGHLIGHTS

**87%**CO<sub>2</sub> reduction vs 2018**96%**

Combined renewable energy in production

**6/6**

Breweries use thermal energy from biomass

**100%**

Renewable electricity covered with Energy Attribute Certificates (EACs)



# BOUNCING BACK TOGETHER WITH VIETNAM

Although Vietnam is a small-scale greenhouse gas emitter, emissions in the country have multiplied fivefold in the last 20 years - largely fueled by significant growth in electricity demand <sup>(9)</sup>. With its commitment restated at COP27 in 2022, **Vietnam is working hard** with internal resources as well as support from the international community to tackle climate issues, with a significant emphasis on energy transition.

**To support this**, HEINEKEN Vietnam has a roadmap in place for actions to reach net zero emissions across the entire value chain by 2040 and support the national agenda to achieve a commitment of net zero by 2050.



# HEINEKEN VIETNAM TAKES BOLDER ACTIONS

## OUR AMBITIONS

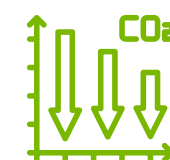
Our local climate ambitions are well-aligned with the 2030 global ambitions of HEINEKEN, which were validated by the Science-Based Target initiative (SBTi) and followed the 1.5°C climate change pathway of the Intergovernmental Panel on Climate Change (IPCC). In Vietnam, we have even raised our ambitions by aiming to achieve net zero in production 5 years earlier.

We have ambitiously set our goals to:

- Reach net zero in scope 1 and 2 by 2025
- Reduce scope 3 emissions by 21% by 2030
- Reduce emissions across our value chain (scope 1, 2 and 3) by 30% by 2030
- Reach net zero across our value chain by 2040

## OUR STRATEGIC APPROACH

Our strategic approach is based on the 4Rs: Reduce, Replace, Remove and Report.



**REDUCE**  
Efficiency  
& optimization



**REPLACE**  
Renewable energy or  
low carbon solutions



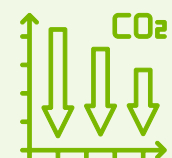
**REMOVE**  
Certificates purchase  
& accessible options



**REPORT**  
Work with the Carbon Disclosure  
Project (CDP) and Climate Group's  
RE100 to provide granular data



# OUR BOLDER ACTIONS



## REDUCE



## REPLACE



## REPORT

### ACTIONS

Continued to **invest in technology** and **optimize** current processes

Applied **state-of-the-art technologies** in all 6 breweries

Finalized **renewable thermal energy** in Quang Nam brewery

Purchased **EACs** from qualified EAC suppliers

Improved **emission reporting** and work with the **CDP** as well as Climate Group's RE100

### ACHIEVEMENTS

Achieved **0.35 kgCO<sub>2</sub>e/hl CO<sub>2</sub>e** in production, which was the **lowest** in HEINEKEN's APAC region

**6/6 breweries** used **renewable thermal** biomass energy for brewing

**100% renewable electricity** was covered by EAC

HEINEKEN was on the **CDP's Climate Change A List** for leadership in **environmental transparency** on climate change



### IMPACTS

**63%** respondents who were surveyed believe we have a positive impact on the environment <sup>(6)</sup>



**65%** respondents believe we care about reducing our carbon footprint <sup>(6)</sup>



Increasing the share of renewable energy and improving energy efficiency



Contributing to Vietnam's commitment at COP27 to uphold Vietnam's pioneering role in energy transition, green transition and digital transformation



Improving education and raising awareness through our sustainability report



## CASE STUDY: QUANG NAM – THE FINAL BREWERY TRANSITIONS TO USING BIOMASS THERMAL ENERGY

To reach **net zero** carbon emissions in production by 2025, HEINEKEN Vietnam is building momentum in our **renewable energy transition** journey.

In 2022, the **Quang Nam brewery** became the **last production site** to use **thermal biomass energy**. The use of thermal biomass energy at Quang Nam brewery helped to **reduce CO<sub>2</sub> emissions by 44%** compared to heat generated from diesel oil. This action also contributed to **boosting the value of agricultural byproducts**, which were used to power our brewing process such as rice husks, sawdust, wood chips, corn cobs, peanut shells, etc.

Through this model, a long-term collaboration has been set up between HEINEKEN Vietnam and its steam supplier allowing the biomass plant to be set up next door to the brewery, generating **more jobs and income for the local people**.

**44%**  
**CO<sub>2</sub> emissions were reduced**  
compared to heat usage  
generated from diesel oil



## 100% RENEWABLE ELECTRICITY COVERED WITH EAC

For years, HEINEKEN Vietnam has shown our eagerness to purchase renewable electricity. However, in Vietnam, there is still inadequate access for businesses to obtain large volumes due to inadequate infrastructure and lack of relevant regulations.

In 2022, HEINEKEN Vietnam decided to take a bold interim action as part of the longer-term transition to renewable electricity in production. While waiting for the **renewable energy** purchase options, we decided to purchase certificates to cover **100% of the volume of electricity** we used with the support of South Pole Carbon Asset Management Ltd. The sources of the EAC come from Phu Yen and Bang Duong solar projects. The idea is that the purchase of certificates will show the demand from corporate entities for solar energy and stimulate further investment in this sector.

As a result, in 2022, the electrical consumption across all six brewery sites was covered by **100% renewable electricity**. The combined renewable energy consumption (together with thermal biomass) at our breweries increased to 96%. In our roadmap, HEINEKEN Vietnam aims to phase out and replace EACs with bolder solutions like the DIRECT POWER PURCHASE AGREEMENTS (DPPA) and rooftop solar in the coming years to further support the acceleration of renewable energy transition in Vietnam.



**100%**  
**Renewable electricity**  
across 6 breweries  
covered by EAC



## CASE STUDY: VUNG TAU – A GREEN BREWERY BY DESIGN

The expansion of HEINEKEN Vietnam's **Vung Tau brewery** was unveiled in 2022. The brewery is now **the largest HEINEKEN brewery** in the Asia Pacific Region and is built to be **green-by-design**.

Vung Tau brewery is the leader in water, energy consumption efficiency in HEINEKEN Vietnam and even among other breweries the APAC region. In 2022, **15% of treated wastewater** was **reused** for non-beer producing purposes, such as cleaning & cooling. Moreover, with a water consumption of 2.16 hl/hl, Vung Tau was recognized as **the #1 most water-efficient brewery** in the HEINEKEN APAC region.

For energy, **100% of thermal and electrical energy** was sourced from **renewables**, including biomass and EACs. In fact, 97% of the demand for thermal energy comes from a biomass plant just across the street in My Xuan Industrial Zone. In addition, **biogas energy** that was generated from the wastewater treatment plant contributed to almost **5.42% of the thermal energy demand** of the brewery.

Green-by-design features can be seen across the brewery – for example, there are **615 transparent domes** installed on the rooftops, which reduces the brewery's energy consumption by providing **natural light** and ventilation, creating a **comfortable working environment** for employees. The brewery also covers an area of 40 hectares and over 10 hectares (27%) has been planned for gardens and green spaces.

On the economic and social side, the brewery has **attracted** many big **businesses** to invest in the province, such as our can and malt suppliers, and this in turn **creates jobs** and incomes **to hundreds of local people**, as well as resources to the local province budget. In addition to the economic support, our **local sourcing** approach creates positive impact for the environment as the emissions are significantly reduced in the logistics of goods.



The largest  
**HEINEKEN** brewery  
in the Asia Pacific Region

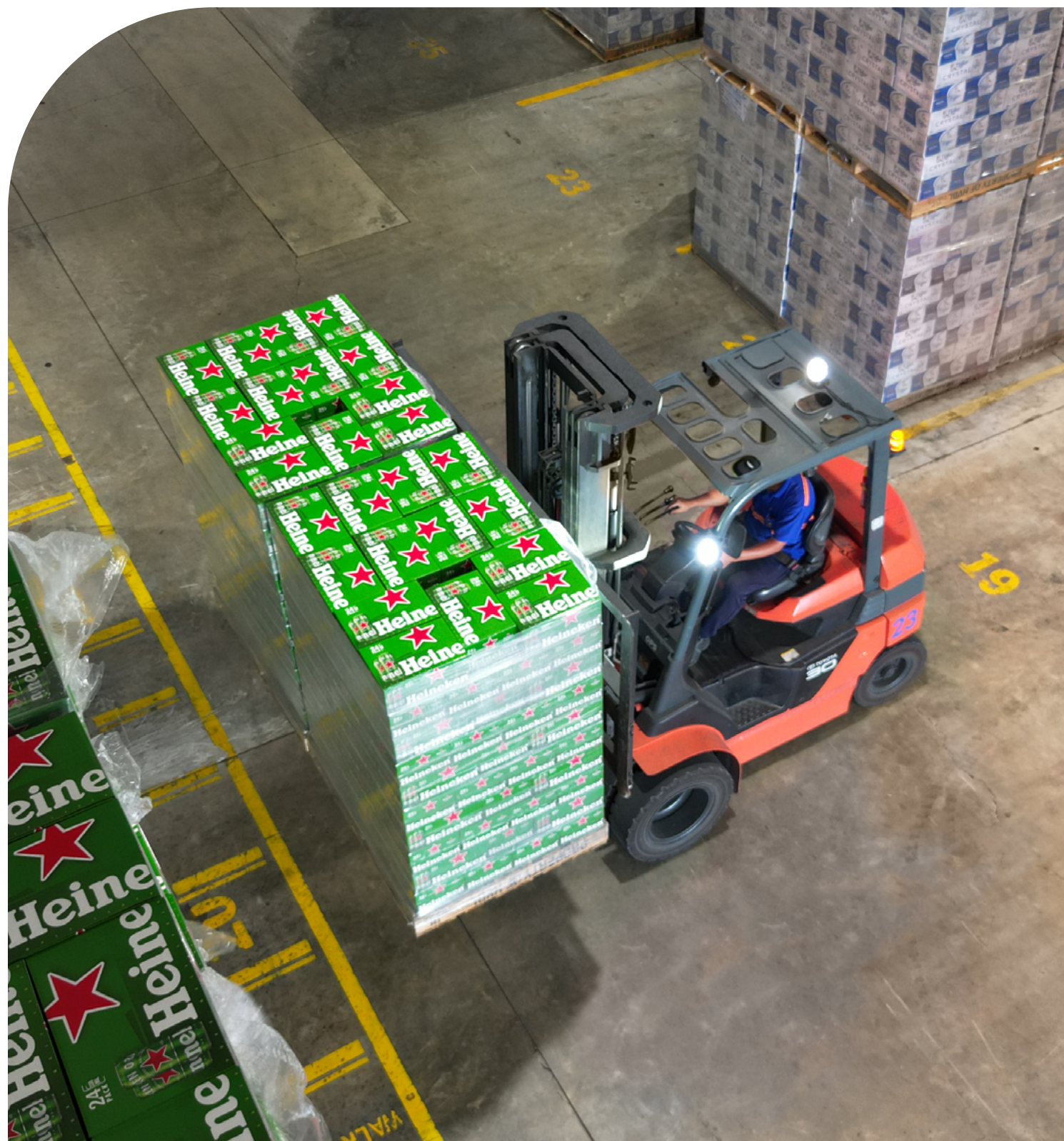
**#1 most  
water-efficient**  
brewery in HEINEKEN APAC

**100%**  
renewable thermal  
& electrical energy



# MAXIMIZE CIRCULARITY

## 2022 KEY HIGHLIGHTS



### 2.1K tons

of CO<sub>2</sub>e saved from logistic optimizations



### ZERO

waste to landfill in 6/6 breweries



### 98%

of bottles are returnable and reused up to 30 times



### 98%

of crates are reused with a 5 to 10 year lifespan, then recycled



### Heineken® Greener Bar

at 100% of Heineken® events



# BOUNCING BACK TOGETHER WITH VIETNAM

Recent rapid economic growth in Vietnam based on the linear approach has put an increasing and irreversible strain on the country's ecosystems. In 2022, the government embraced bold moves to accelerate the country's transition from a linear to a circular economy, especially through issuing Decision No. 687 on approving the scheme for circular economy development in Vietnam<sup>(10)</sup>. Importantly, the revised Environmental Law strongly emphasizes and regulates the responsibility of producers on the circularity of their products at their end life in the future.

Together with Vietnam, HEINEKEN Vietnam has been moving away from a linear 'take-make-waste' model to a circular 'reuse-share-repair' one where we maximize the circularity of our products.



## HEINEKEN VIETNAM TAKES BOLDER ACTIONS

### OUR AMBITIONS

Our ambition is to **maximize circularity** across our value chain and extend the life cycle of our input and output materials. We have developed a dedicated strategy towards:

- Zero waste to landfill for all our production sites by 2025.
- Turn waste into value and close material loops throughout the value chain.

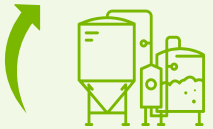













### OUR STRATEGIC APPROACH

We apply the **ReSOLVE** model from the Ellen MacArthur Foundation, which includes Regenerate, Share, Optimize, Loop, Virtualize, and Exchange from barley to bar. The model is presented as below.





# OUR BOLDER ACTIONS

	 <b>REGENERATE</b> in brewing	 <b>LOOP</b> in Packaging	 <b>SHARE &amp; LOOP</b> in Waste Management, Offices & Events	 <b>OPTIMIZE</b> in Distribution & Breweries	 <b>VIRTUALIZE</b> in meeting & flexible working	 <b>EXCHANGE</b> in Cooling & Logistics
ACTIONS	<p>Generated <b>biogas</b> from the wastewater treatment process</p> 	<p>Reused and recycled various forms of <b>packaging</b></p> <p>Generated <b>renewable thermal energy</b> from agricultural byproducts as biomass</p>	<p>Introduced <b>Heineken® Greener Bar</b></p> <p>Implemented <b>Be a Hero, Go Plastic Zero</b> campaign</p> <p>Installed <b>Plastic-Zero Borrow Stations</b> of reusable bottles &amp; food boxes at Head Office</p>	<p>Increased <b>truck size</b> for larger load-carrying capacity, fewer delivery trips, less emissions</p> <p><b>Re-layout warehouse</b> for larger storage space, fewer delivery trips, less emissions</p> <p><b>Optimized supplier network</b> to be closer to Da Nang and Vung Tau breweries</p> <p><b>Reduced thickness</b> of inner <b>paper</b> of carton and <b>aluminum coil</b> (used to produce aluminum can)</p>	<p><b>Hybrid working</b> provided flexibility for employees in Head Office</p> 	<p>Installed <b>100% low emission fridges</b> in the market</p> <p>Upgraded trucks to <b>efficient diesel type - EURO4</b></p> <p>Shifted to <b>electric lithium forklifts</b></p>
ACHIEVEMENTS	<p><b>32,578.278 MJ of Biogas</b> was reused and contributed <b>4.64%</b> to total thermal consumption</p> 	<p><b>98%</b> of beer bottles were returnable &amp; reused up to <b>30 times</b></p> <p><b>98%</b> of plastics crates were reused with a <b>5-to-10-year</b> lifespan, then recycled</p>	<p>Heineken® Greener Bar: <b>Collected</b> and <b>recycled 50,000 cans</b>. <b>Reused</b> the bar at <b>4 different events</b> in 2022</p> <p><b>100% materials</b> were <b>reused</b> and <b>recycled</b>.</p> <p>Through Be a Hero, Go Plastic Zero campaign: <b>50%</b> Head Office employees borrowed cups &amp; boxes from the <b>borrow station</b> to purchase drinks &amp; food</p>	<p>Increased truck size: <b>↓ 1.4kT CO<sub>2</sub></b> emissions</p> <p>Re-layout warehouse: <b>↓ 0.3kT CO<sub>2</sub></b> emission</p> <p>Optimized supplier network: <b>↓ 1.63kT CO<sub>2</sub></b> emission</p> <p>Saved <b>35 tons of aluminum</b> and <b>999 tons of paper</b></p> 	<p>Reduced approximately <b>40%</b> commuting</p> 	<p>Low emission fridges: <b>↓ 63% of CO<sub>2</sub></b> emissions vs normal fridge</p> <p>EURO4 diesel type: <b>↓ 0.2kT CO<sub>2</sub></b> emissions</p> <p>Electric lithium forklifts: <b>↓ 0.2kT CO<sub>2</sub></b> emissions</p>
IMPACTS	 <p><b>65%</b> of respondents believed that we are committed to more recycling, re-use &amp; reducing waste <sup>(6)</sup></p>		 <p><b>78%</b> of respondents are aware that we have made progress in Circularity initiatives <sup>(6)</sup></p>		 <p>Mitigating waste generation through prevention, reduction, recycling and reuse across our value chain</p>	



## CASE STUDY: HEINEKEN® GREENER BAR

In 2022, the Heineken® brand introduced **the Heineken® Greener Bar**, as a part of our journey to make the world a little greener every day.

Over **150,000 visitors** flocked to events such as Heineken® Refresh Your Music and Heineken® Countdown events during New Year's Eve. There the Greener Bar greeted consumers and together over **50,000 cans** were collected for recycling.

Every material used at the Heineken® Greener Bar had a life before its use as well as a life after the bar was gone. From returnable Heineken® bottles, crates, and wooden beer pallets, to bar-counters and flooring made from recycled Heineken® plastic labels, nearly everything in the bar was recycled, upcycled, or reused. After each event, all plants in the Heineken® Greener Bar were re-planted at our breweries. Furniture and uniforms were also reused.

The **Heineken® Greener Bar** was the start of a journey to be more sustainable in our activations & brand experiences, helping the brand be a little "greener" every day.



**150,000 visitors**  
flocked to events

**50,000 cans**  
were collected for recycling

**Every material**  
used at Heineken® Greener Bar were **recycled,**  
**upcycled, and reused**



## CASE STUDY: “BREAKING DAWN” THE BIGGEST RECYCLED ART INSTALLATION IN VIETNAM & ASIA MADE FROM LARUE CANS

Da Nang and Quang Nam provinces attract millions of tourists annually with their beautiful coastline and unique attractions. As such, developing tourism while preserving natural resources has become important. This motivated HEINEKEN Vietnam to support **raising local community awareness** of **environmental protection** towards the development of **sustainable tourism**.

In 2022, the Larue brand launched a campaign called **"Breaking Dawn"**, to encourage local consumers to contribute their used cans via 38 collection points and at our partnered outlets in Da Nang and Quang Nam. After 2 months, **40,000** used Larue beer cans were collected and used to build **"Breaking Dawn"** - a **recycled art sculpture** – symbolizing the sun, the smooth wave, and the belief for a brighter new year full of optimism.

The art display was positively welcomed by the local people and tourists. As a result, it earned the **recognition of "The Biggest Recycled Art in Asia Record"** and was showcased at the 2023 Countdown Party in Da Nang & the Lunar New Year Party in Quang Nam. The event featured not only this recycled art, but also a lineup of top celebrities, light performances, augmented reality, and fireworks.



**40,000 used  
Larue beer cans  
were collected and recycled**





## CASE STUDY: BE A HERO, GO PLASTIC ZERO CAMPAIGN

In 2022, as part of our long-running Green Office program that began years ago, the **"Be a HERO, Go PLASTIC ZERO"** campaign was launched at our Head Office with the aim of **raising employee awareness** and calling for their joint actions on **eliminating single-use plastics** in the office.

The **"Be a HERO, Go PLASTIC ZERO"** journey started with our Management Team setting the tone with a video to directly raise the issue of single-use plastic, its negative impact, the imperative actions required, in a fun and inspirational way.

The clip was then amplified with a series of online engagement activities and a **Zero Plastic Wednesday** and the introduction of the **Plastic Zero Borrow Stations**. Reusable water bottles/containers were made available for our employees to borrow when buying snacks and drinks from outside that would otherwise have single-use packaging.

The kick-off video reached more than **60% of total employees**. More than 50% of Head Office and Brewery staff participated in a series of challenges for individuals and groups.

Although there are several difficulties when implementing this campaign regarding shifting daily habits and battling the convenience of plastic with online shopping trends, we continue to reinforce **Zero Plastic policy**, with support from our peers.

Implemented  
**Zero Plastic Wednesday**

Introduced  
**Plastic Zero Borrow Station**  
in Head Office



BeaHEROGGoPLASTICSZERO





# TOWARDS HEALTHY WATERSHEDS

## 2022 KEY HIGHLIGHTS

**3x**

more water efficient since 1993

**100%**

wastewater treated and safely returned to nature

**#1**

water efficiency in HEINEKEN APAC

**2.42 hl/hl**

water use efficiency ratio

**3bn liters**

of water to be balanced annually through partnership with WWF Vietnam



# BOUNCING BACK TOGETHER WITH VIETNAM

Vietnam is currently facing increased droughts and rising sea levels <sup>(11)</sup>. The coastal average sea level rise is likely to be higher than the global average, at a predicted level of 24-28 cm by 2050 across the East Sea<sup>(12)</sup>. Hence, water security has become a growing concern for Vietnam. At the national level, the government has strengthened regulations to preserve water sources, especially with specific requirements stipulated in the Law on Environmental Protection taking effect from 2022.

HEINEKEN Vietnam understands that it is of pivotal importance to use this shared resource responsibly. In our water conservation efforts, HEINEKEN Vietnam continues to maintain healthy watersheds and ensure responsible water usage and discharge. Notably, we partnered with the World Wide Fund for Nature (WWF) Vietnam to conserve water resources in 3 river basins of the country.



## HEINEKEN VIETNAM TAKES BOLDER ACTIONS

### OUR AMBITIONS

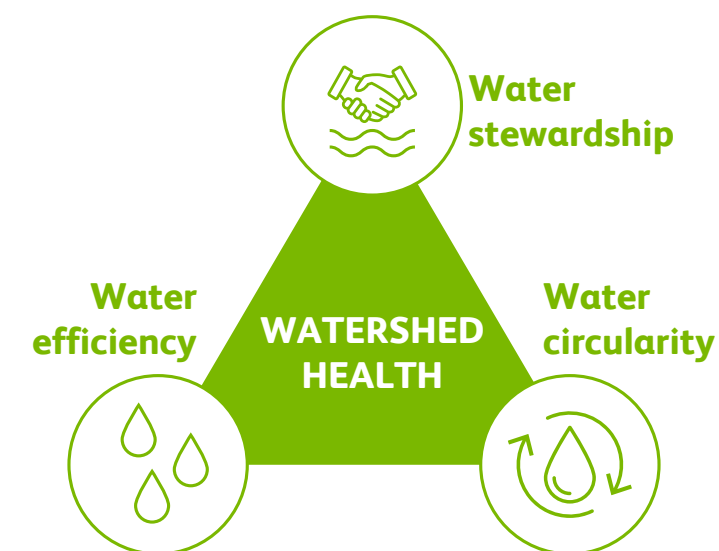
Our ambition is to make a positive contribution to the health of the watersheds that sustain our operations in local surroundings. To achieve this, we set targets to:

- Reduce average water intake to 2.26hl/hl by 2025.
- Continuously treat 100% of wastewater of all breweries.
- Maximize water reuse and recycling by 2030.
- Fully balance the water used in our products by 2025.

### OUR STRATEGIC APPROACH





We have a holistic approach to support the health of watersheds, especially in water-stressed areas, including:








- Water Efficiency: Reduce the use of water per liter beer produced.
- Water Circularity: Maximize reuse & recycling in water-stressed areas.
- Water Balance: Fully balance the water that is used in our products, in the water-stressed areas.





# OUR BOLDER ACTIONS

ACTIONS	 <b>WATER EFFICIENCY</b> Continuously <b>optimized our water consumption</b> per liter of beer produced in our production process	 <b>WATER CIRCULARITY</b> Maintained & upgraded our <b>Wastewater Treatment Plants (WWTP)</b> to become more advanced so that our treated wastewater met (or even surpassed) regulations  Operated an <b>Effluent Reclamation Plant (ERP)</b> in Vung Tau Brewery	 <b>WATER BALANCE</b> Partnered for <b>water conservation</b> at 3 river basins  Implemented Nationwide employee volunteer day “ <b>HEINEKEN Cares</b> ”			
	<b>ACHIEVEMENTS</b> Achieved <b>2.42 hl/hl</b>  <b>Tripled the water efficiency</b> compared to our first year of operation	<b>100% water</b> was safely <b>treated and returned</b> to nature  <b>15% of treated wastewater</b> was <b>reused</b> in Vung Tau Brewery for non-beer producing activities	<b>VND 30BN</b> was allocated for water conservation  <b>800 employees</b> volunteered, <b>540 new trees</b> were planted, <b>4ha</b> forest was nurtured, pollution prevention with beach/road cleaning, <b>4 tons of waste</b> was collected			

IMPACTS	 <b>64%</b> of respondents believe we drive sustainable use & re-use of water <sup>(6)</sup>	 <b>78%</b> of respondents are aware that we have made progress in Toward healthy watershed initiatives <sup>(6)</sup>	 <b>77%</b> of respondents are aware that HEINEKEN Vietnam invested 30 billion VND for water conservation <sup>(6)</sup>	 Improving water quality by reducing pollution, eliminating dumping, and minimizing release of hazardous chemicals and materials through our WWTP	 Substantially increasing water-use efficiency as well as protecting and restoring water-related ecosystems through our initiatives	 Supporting and strengthening the participation of local communities to improve water and sanitation	 Achieving the sustainable management and efficient use of water



## CASE STUDY: WATER BALANCE PROJECT IN PARTNERSHIP WITH WWF VIETNAM

HEINEKEN Vietnam has the ambition of being **100% water balanced** by 2025. This means we aim to return every drop of water that goes into our product and evaporates to the watersheds where we operate.

To achieve this goal, on our 30th anniversary, we announced a **30 billion VND** investment over the period from 2022 to 2025.

After a feasibility study and discussions, in 2022, the partnership between HEINEKEN Vietnam and WWF Vietnam was officially launched, aiming to conserve **3 billion liters of water** per year, supporting the conservation of vital ecosystems in three key river basins: the Red river, Tien Giang river and Dong Nai river. This project was designed with a holistic & collective approach and sustainable interventions, targeting to (1) increase water resources through nature-based solutions, (2) improve water quality through reducing impact from human activities, and (3) promote private-public partnership to protect water resources in critical river basins.

The launch was followed with a **reforestation** and **forest nurturing activity** in Dong Nai with **200 volunteers** from HEINEKEN Vietnam staff participating that nurtured **4ha** natural forest and planted **200 trees** as a kick start for the project. **4 community water protection groups** were set up and trainings were organized to equip them with sufficient information on the role of water and call for their joint action that will help reduce negative impact on water resources. To support the project implementation, equipment such as projectors and computers were presented to the local project team. This 4-year project is expected to realize more impactful activities in the coming years.



**100% water**  
to be balanced by 2025



**30 billion VND investment**  
from 2022 to 2025

**3 billion liters of water**  
to be conserved per year



## CASE STUDY: VUNG TAU BREWERY OPTIMIZE EFFLUENT RECLAMATION PLANT (ERP) OPERATION PROCESS FOR WATER SAVING

In alignment with HEINEKEN Vietnam's roadmap on improving water efficiency and our ambition to build Vung Tau Brewery as a green iconic brewery, the brewery has invested in an Effluent Reclamation Plant (ERP) that increases the recycled ratios of water and from that reduce water consumption. As a result, in 2022, **15% of treated wastewater** was **reused** for non-product related activities such as cleaning, cooling contributing 6.5% to the total water consumption of the Vung Tau brewery. In 2023, we aim to explore more opportunities to optimize ERP system and reuse up to 20% of treated wastewater. Longer-term we will advocate that this high-standard water can be used for further processes, proposing changes to regulation.



**15%**  
of **treated wastewater** was **reused** for  
non-product related activities



# PATH TO AN INCLUSIVE, FAIR AND EQUITABLE WORLD

Our business thrives on fairness, human connection, and the joy of bringing people together. In 2022, HEINEKEN Vietnam took bolder actions on our journey to:

EMBRACE DIVERSITY, EQUITY  
AND INCLUSION (DEI)

CREATE A FAIR & SAFE WORKPLACE

CREATE & DELIVER POSITIVE  
IMPACT ON OUR COMMUNITIES





# EMBRACE DIVERSITY, EQUITY AND INCLUSION (DEI)

## 2022 KEY HIGHLIGHTS

**27%**

women in senior management

**33%**

of the Management Team are APAC nationals

**251 people managers**

trained on inclusive leadership

**50%**

women in brewery manager positions

**78%**

of employees are generation Y and Z



# BOUNCING BACK TOGETHER WITH VIETNAM

In recent years, Vietnam has witnessed many positive changes in gender equality and social inclusion. The government has been pushing for anti-discrimination legislation regarding sexual orientation and gender identity <sup>(13)</sup>. Notably, in 2022, Vietnam improved four places and was ranked 83<sup>rd</sup> among 146 countries and territories in the Global Gender Gap Index 2022 Rankings by the World Economic Forum, in which gender equality in economic participation and opportunity was a spotlight, with 26.74 million women joining the labor force compared to 29.41 million men <sup>(14)</sup>.

HEINEKEN Vietnam believes that diversity, equity, and inclusion (DEI) is key in fostering a sense of true togetherness and driving us to form a deeper connection with our employees, consumers, and customers. Aligned with our core value of "care for people", we aim to create equitable space and opportunities for our employees, as well as achieve gender and cultural balance within our leadership team.



## HEINEKEN VIETNAM TAKES BOLDER ACTIONS

### OUR AMBITIONS

We believe that promoting fair treatment and equal opportunities for all employees are key drivers for an inclusive environment. Our ambitions are to ensure that every HEINEKEN employee feels a strong sense of belonging and has the psychological safety to speak up and play a role in shaping the future of our organization.

We will achieve this by aiming for:

- Gender balance across senior management: 41.7% women by 2025, 48% by 2030
- Cultural diversity across each region: at least 37.5% of country leadership teams are regional nationals by 2023
- 100% of our managers are trained in inclusive leadership by 2023

### OUR STRATEGIC APPROACH



Accelerate **Diversity, Equity, and Inclusion (DEI)** by starting with courageous leadership



Contribute to fostering an **inclusive environment**



Create **equal opportunity** in all moments that matter





# OUR BOLDER ACTIONS



## ACCELERATING DIVERSITY, EQUITY AND INCLUSION (DEI)

### ACTIONS

Trained **people managers** about **inclusive leadership** through workshops & e-learning

Set up a **DEI council** to promote **DEI culture** in the workplace



### ACHIEVEMENTS

**251 people managers** received training

Recruited **51 DEI ambassadors** who were staff from breweries & support functions



## FOSTERING AN INCLUSIVE ENVIRONMENT

Organized a **Gen Z talk show** with Vietcetera and a **Multi Generation** Workshop to address inclusion and effective collaboration in a multigenerational workplace



**280 employees** participated in the workshops



## CREATING EQUAL OPPORTUNITY

Ran a **talk show** with the theme "**Brew a Better you in Every Universe**" on Vietnamese Women's Day as part of TogethHERness program

Nominated & sponsored HEINEKEN Vietnam's **female leaders** to join the **Global Women Interactive Network (WIN)** program to learn about female leadership

Organized a sharing and Q&A session to provide **people managers** with guidelines on how to **avoid bias & ensure equal assessment** for their employees

Kicked-off **Women In Sales Program** to encourage more female staff in our sales team

**700 female staff** participated online & offline

**4 Senior female leaders** from different functions were nominated: Corporate Affairs, Sales, Marketing, Supply Chain

**400 people managers** participated

**Female Sales Representatives doubled** compared to 2021



### IMPACTS

**80%** of respondents believed HEINEKEN Vietnam is doing enough (or more) when taking on gender equality/diversity <sup>(6)</sup>



**82%** respondents were aware that HEINEKEN Vietnam made progress in "Embrace diversity & inclusion" initiatives <sup>(6)</sup>



Striving to achieve full and productive employment and decent work for all women and men, including young people



Ensuring women's full and effective participation and equal opportunities for leadership at all levels



## CASE STUDY: “BREW A BETTER YOU IN EVERY UNIVERSE” TALKSHOW

**TogetHERness** is a series of female-oriented programs at HEINEKEN globally, where we create the opportunity for all our female employees to connect, listen and learn from a "real people - real stories" sharing, thereby collecting more self-development experience.

On the Vietnamese Women's Day 2022, HEINEKEN Vietnam held a talk show called "**Brew a Better you in Every Universe**", as a part of the TogetHERness program for **700 female staff**. As the talk show was about "real people - real stories", we invited **4 senior female leaders** from different functions including Marketing, Trade Marketing, Digital & Technology, and Supply Chain as our guest speakers. Each speaker shared their own stories of how their journey at HEINEKEN Vietnam started, how they **overcame challenges** as **female leaders** in a beer company and provided tips and advice on how to strike a **balance** between their **professional** and **personal lives**.

Through the sharing, we aimed to inspire and motivate all female employees at HEINEKEN Vietnam to feel safe within their workplace and empowered to thrive and further develop themselves.

**700 female employees**  
participated in the talkshow



## NOMINATION OF SENIOR FEMALE LEADERS TO THE GLOBAL WOMEN INTERACTIVE NETWORK (WIN) PROGRAM

In 2022, HEINEKEN Vietnam nominated and sponsored **4 senior female leaders**, from Corporate Affairs, Marketing, Supply Chain, and Digital Sales to participate in the **Global Women Interactive Network (WIN) program**, the global leadership program aimed to **boost female leadership** by engaging proactively in positive conversations around career progression.

Our female leaders had the chance to join a **10-month talent development journey** combining online classes and a face-to-face conference in Switzerland, through which they were trained about **self-awareness** and **influencing skills**. They debunked the myths around female leadership and gender differences and as part of the program 1-1 coaching and mentoring sessions were provided to support our professional women to explore and develop their **authentic leadership style**.



**4 senior female leaders**  
were sponsored to participate in the  
Global Women Interactive Network  
(WIN) program



## CASE STUDY: PROMOTION OF INCLUSION IN A MULTIGENERATIONAL WORKPLACE

With the goal to address **inclusion and effective collaboration** in a **multigenerational workplace**, in 2022, we organized 2 workshops: “Z-talk with Vietcetera” and “Multi-Generation Talk”.

The “**Z-talk with Vietcetera**” put a highlight on our **Gen-Z employees** in the workplace. During the session, we discussed **narrowing the generation gap** to create an **open, welcoming environment** for our Gen Z staff in addition to other key topics including how to work collaboratively with Gen Z, how to manage expectations, as well as how to motivate and be motivated by Gen Z. Each topic was presented through a series of mutual sharings from both Gen Z employees and also from people managers who are from Gen Y and Gen X. We also invited Mr. Hao Tran, the CEO of Vietcetera, one of the most active channels for Gen Z, as a guest speaker to share his insights and experience in understanding and working with Gen Z.

“**Multi-Generation Talk**” was hosted at Hoc Mon Brewery attracting more than 100 participants joining online and offline. During the event, the conversation centered around how to **connect in a multigenerational workplace**. A key highlight of the event were the personal stories shared by staff that spanned across three generations: Gen X, Gen Y and Gen Z. At the end, the three main take-aways shared from personal experience were **accepting differences, embracing open communication** and mutual **sharing, learning, reapplying**. This offered practical and useful tips for participants on how to narrow the generation gap, learn to connect & be connected in a multigenerational workplace.





# A FAIR & SAFE WORKPLACE

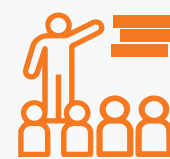
## 2022 KEY HIGHLIGHTS

**100%**

compliance with global equal pay and fair wages principles

**100%**

of smart outsourcing assessments completed

**90%**

of People Managers completed the Life Saving Commitments training

**0**

work-related fatalities & serious injuries in production



# BOUNCING BACK TOGETHER WITH VIETNAM

As one of the largest global manufacturing hubs, Vietnam has been putting considerable effort to enhance working conditions, prevent occupational accidents and diseases, ensure worker safety, and contribute to sustainable development. The country has set an annual target to reduce the rate of fatal occupational accidents by 4%, which is one of the primary goals of the National Program on Occupational Safety and Health for 2021–2025 <sup>(15)</sup>.

Together with the nation's moves, HEINEKEN Vietnam plays our part by embracing a safe and healthy workplace as well as equal pay and fair wage opportunities for all employees.



# HEINEKEN VIETNAM TAKES BOLDER ACTIONS

## OUR AMBITIONS

We raised the bar to create a fair and safe workplace for our employees and works towards four ambitions:

- Fair wage for employees: no case below fair wage (FW) in terms of annual base salary
- Equal pay for equal work: to continuously narrow equal pay gaps
- Ensure fair living and working standards for third party employees and brand promoters
- Create leadership capacity to drive zero fatal accidents and serious injuries at work

## OUR STRATEGIC APPROACH



### Put Safety First

Prevent work-related illnesses and injuries through health and safety policies, guidelines, and programs to protect our employees, both on-site and on business trips



### Talent development

Invest in our people, cultivate business-driven leaders, and conduct business with integrity and fairness



### Equal pay and Fair wage

Offer equal remuneration for equal work to both direct and indirect employees, regardless of gender, and ensure a fair living wage for all



# OUR BOLDER ACTIONS



## PUT SAFETY FIRST

### ACTIONS

Implemented multiple **Healthcare Programs** including face-to-face **medical consultations**, digital **health talks** and internal sports clubs to promote healthy and balanced lifestyles for staff

Provided training on **Life Saving Rules Commitments** for **People Managers**

Executed a **Traffic Safety campaign** to address safe motorcycle driving for Commercial employees

### ACHIEVEMENTS

>80% of **staff** received face-to-face medical consultation in-house in 2022

>30 **health talks** with diverse topics such as weight control and nutrition were organized virtually bi-weekly

>40 **sports clubs** (football, badminton, cycling...) were established with **1,000 members**

91% of our **People Managers** completed the Life Saving Rules Commitments training

3,538 **Sales Promoters** and **Distribution Sales Managers** participated



## TALENT DEVELOPMENT

Conducted a series of **Talent Development Program** for employees that includes:

- Functional upskill classes
- Leadership program
- Soft skills classes

16,686 **training hours** were recorded

1,059 **employees** received training



## EQUAL PAY AND FAIR WAGE

Followed up actions in Annual Salary Review (ASR)

Conducted surveys to **outsourced employees** to understand their concerns in terms of **equal pay**, **a safe working environment** and implemented an action plan accordingly

0 **cases** below Fair Wage

Equal Pay Gap **below 3%**

100% **smart outsourcing assessments** were completed

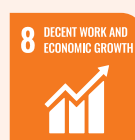


### IMPACTS

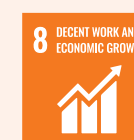
82% respondents in Vietnam could see themselves working for HEINEKEN (prospective employees)<sup>(6)</sup>



89% of the prospective employees trust in HEINEKEN<sup>(6)</sup>



Achieving full and productive employment and decent work for all women and men, including for young people, and equal pay for work of equal value



Protecting labor rights, as well as promoting safe and secure working environments for all workers





## CASE STUDY: HEALTHCARE PROGRAM FOR EMPLOYEES

At HEINEKEN Vietnam, ensuring the **well-being** and **physical health** of all employees is among our **top priorities**.

In 2022, one of our main focuses last year was to raise our **employees' health awareness**. For that reason, we conducted **bi-weekly health talks** to provide our staff with knowledge of common symptoms and potential preventive actions about different health topics ranging from stress release or weight management to infectious diseases. Our talks have become popular among staff with hundreds of employees participating online in every session.

Furthermore, through the health talks, we recognized that **weight management** was among our employees' key health concerns. To support staff in reaching their healthy weight goals, we hosted a few online trainings focusing on this topic and at the same time cooperated with Citygym, a local fitness center, to organize a **body mass index measurement** session for over 337 employees in our Head Office. After that, all employees received an individual **health consultation** and were given a personalized recommendation for the appropriate action that should be taken. In 2022, more than **40 physical activity clubs** were established with the participation of **1,000 employees**. These clubs covered a wide range of sports, including football, tennis, badminton, yoga and cycling.



**>30 health talks**

were organized virtually bi-weekly

**>40 sports clubs**

(football, badminton, cycling...) were established with 1,000 members





## CASE STUDY: LIFE SAVING COMMITMENTS TRAINING FOR PEOPLE MANAGERS

As part of HEINEKEN's commitment to Health & Safety, in 2022, we renewed and launched a mandatory training called **"12 Life Saving Commitments (LSCs)."** These 12 commitments are based on our operation's highest risk activities and are aimed at **protecting the physical integrity** and ultimately, **the lives of everyone working on behalf of HEINEKEN** including our employees and contractors. Besides the 12 commitments, we also introduced the golden principle, through which everyone has the power to stop their work and speak up when work can't be executed safely or if it is not possible to adhere to the LSCs.

One of our engagement approaches focused on our People Managers, who play an essential role in the health, safety and well-being of their employees and contractors. In 2022, **777 People Managers** of HEINEKEN Vietnam participated in **the LSCs training course**. The course contents were designed to equip learners with the knowledge **to identify required safety behaviors** and **address unacceptable unsafe behaviors**. After completing the training, our People Managers were able to share knowledge and implement safety measures not only for themselves but also for their staff.



**777 People Managers**  
received the LSCs training course



## CASE STUDY: LEADERSHIP DEVELOPMENT PROGRAM FOR HEINEKEN VIETNAM LEADERS

Investing in our people and cultivating business-driven leaders has always been one of our top priorities.

In 2022, aiming to equip and strengthen leadership skills for employees based on different experiences and different stages of leadership, HEINEKEN Vietnam implemented a series of **leadership development programs** for more than 100 staff, including New Leaders' Development Program, HEINEKEN Impact Leadership Program, Situational Leadership Program and Management Trainee Program.

During their learning journey, our employees had the chance to develop themselves in various leadership aspects including **understanding themselves, leading their team, and the organization**. Regarding self-understanding, our employees were equipped with **leadership mindset trainings**, along with self-awareness tools such as Myer-Briggs Type Indicator (MBTI), Emotional Intelligence (EQ), 360 feedback. For leading others, our employees attended various training sessions, such as team synergy, stakeholder management, influencing and coaching skills, 3 skills & 6 conversations of a situational leader. Finally, as regards of leading the organization, our employees were equipped with business knowledge ranging from finance to non-finance understanding, customer centricity to strategy stories sharing – delivered by internal subject master experts.

At the end of all these programs, a **graduation ceremony** themed **"Light Up The Stars"** was organized to congratulate and celebrate all graduate leaders on successfully completing their learning journeys.

Implemented a series of leadership  
development programs for more than  
**100 employees**





# POSITIVE IMPACT IN OUR COMMUNITIES

## 2022 KEY HIGHLIGHTS



**246,000 jobs**

supported across the value chain



**VND 2.5BN**

donated to disaster support in Da Nang and Nghe An



**7,700**

needy households in 26 provinces were supported in the Annual Tet charity



**VND 7.6BN**

(cash and in-kind) contributed to communities for the Annual Tet charity



# BOUNCING BACK TOGETHER WITH VIETNAM

In 2022, as Vietnam entered the new-normal to rebuild the economy, the government implemented a range of measures to mitigate the post COVID-19 impact as well as boost the socio-economic recovery. Specifically, the government implemented a 2% reduction in value added tax (VAT) on goods and services. Furthermore, by mid-March, Vietnam reopened for international tourism and by the beginning of April, all entertainment venues and restaurants were fully reopened <sup>(16)</sup>.

Together with Vietnam, HEINEKEN Vietnam continued to demonstrate our commitment to people and the communities in which we operate through job creation, local purchasing, and community support.



# HEINEKEN VIETNAM TAKES BOLDER ACTIONS

## OUR AMBITIONS

We understand that our business cannot thrive unless the communities where we live, work, source and sell our products also thrive. One of HEINEKEN's 2030 Brew a Better World ambitions is to create a positive impact in our communities.

This means concretely that, next to increasing our local sourcing efforts, our commitment is to have a long-term social impact initiative in our market.

## OUR STRATEGIC APPROACH



### Direct support to our local communities

- Provide support for our local communities, adapting to their urgent needs



### Local sourcing

- Promote jobs and know-how in our local communities
- Purchase as many materials and services locally as possible
- Expand our long-term role in providing a reliable and stable market for local crops



# OUR BOLDER ACTIONS



## DIRECT SUPPORT TO OUR LOCAL COMMUNITIES

### ACTIONS

Developed “**HEINEKEN Cares -Joining Hands**” platform to create long-term social impact initiatives:

- Provided **financial assistance** to flood-impacted communities in Nghe An, Da Nang and Quang Nam
- Organized **Employee Volunteer Day** to address local environmental issues and support needy communities
- Upscaled and brought a better Tet to needy communities through “**0 Dong Tet Fair**”

### ACHIEVEMENTS

**VND 2.5 BN** contributed for disaster relief

**VND 1 BN** invested, **4 tons of waste** collected, and **4 hectares of forest** nurtured, **540 trees** planted, **700 needy people** supported

**3,200 hours volunteering** all by employees

**VND 7.6 BN** donated, of which **VND 125 MN** was contribution from our business partners

Approximately **7,700 beneficiaries** across over 26 provinces received direct support



## LOCAL SOURCING

Maintained and maximized **local sourcing**, including packaging, raw materials, and other downstream services



**Local procurement** increased by **53%**, compared to pre-covid times 2019

**Local packaging** expenses increased by **78%** compared to 2021

Procurement of **local raw materials** increased by **39%** compared to 2021



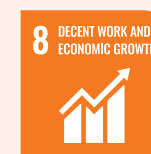
### IMPACTS



The number one driver of trust for HEINEKEN Vietnam is having a positive impact on communities <sup>(6)</sup>



**82%** of respondents are aware that we have made progress in “Positive impact in our communities” <sup>(6)</sup>



Promoting inclusive and sustainable economic growth, by helping disadvantaged communities in Vietnam through public services, financial resources and supporting local productive activities



## CASE STUDY: HEINEKEN CARES - JOINING HANDS FOR A HAPPY AND HEALTHY TET IN VIETNAM

**Year-end Tet charity** has been a part of our annual community support since 2011. In 2022, with the launch of the “HEINEKEN Cares Joining Hands” platform, we decided to refresh our annual approach, re-naming the program to “**HEINEKEN Cares - Joining hands for a happy and healthy Tet in Vietnam**” as well as expanded its scale to bring bigger impact.

Within this year’s program, we maintained our regular gifting activity but also piloted a new initiative called “**0 Dong Tet Fair**” with the purpose to bring more meaningful experiences to needy communities in each province. For the **regular gifting**, we offered cash and in-kind support to families in 21 provinces and cities where we operate our business. Each household received a gift package that was worth **VND 1 MN.**

Furthermore, we joined hands for our “**0 Dong Tet Fair**” with the Red Cross Vietnam in Thanh Hoa, Hai Duong, Hai Phong, Ho Chi Minh City, and Ha Noi with a gift valued at **VND 1.4 MN/ household.** Accordingly, each household had the chance to **enjoy a free shopping experience** in a mini supermarket where they were able to select their most essential items with 800,000 VND worth of vouchers. **Free medical checkups, free first aid and basic medicine packages** were also offered and fun activities such as **free hair cutting, nail painting, Banh Chung cooking and gifting, and Lucky Calligraphy Words** gifting were provided so everyone could enjoy the Tet atmosphere.

In total, **7,700 households** in **26 provinces and cities** were supported with a total donation of VND **7.6BN** which was contributed from HEINEKEN Vietnam and our business partners. Moreover, compared to 2021, our bolder approach for this year’s program proved to be more impactful with a 63% increase in investment, resulting in a 35% increase in the total beneficiaries.

**VND 7.6 BN**  
was contributed to communities

**7,700 beneficiaries**  
across over 26 provinces received direct support





## CASE STUDY: EMPLOYEE VOLUNTEER DAY

In 2022, HEINEKEN Vietnam implemented an **Employee Volunteer Day** to raise employee awareness and call for their joint effort **addressing the social, and environmental issues** and at the same time cultivate a sustainability culture highlighting real actions within our company.

Combined with HEINEKEN Vietnam's 2022 Town Hall, the "Employee Volunteer Day" was organized and attracted more than **800 employee volunteers** joining hands with three main activities: **road/beach clean-up, reforestation/forest nurturing and charity donation**.

As a result, **3,200 volunteering hours** were recorded, **700 cash and in-kind gifts** were presented to needy communities, **540 trees** were planted along city streets, **4 tons of waste** collected, and **4 hectares of forest** nurtured. Above all, the "Employee Volunteer Day" received very positive feedback from participants with an overall satisfaction score of 4/5. Our employees expressed **a sense of pride** in their contribution to the communities. They also shared that the activities helped **relieve stress** and allowed them the opportunity to **bond more with colleagues**.



**VND 1 BN**

was invested, **4 tons of waste** were collected, and **4 hectares of forest** were nurtured, **540 trees** were planted, **700 needy people** supported

**3,200 hours**

volunteering all by employees



# PATH TO MODERATION AND NO HARMFUL USE

As one of the leading alcohol producers in Vietnam, HEINEKEN Vietnam understands our responsibility in taking alcohol misuse and drink driving very seriously. We recognize the important role we play in encouraging and promoting a responsible drinking culture as much as possible. We believe that beer and cider, when enjoyed in moderation, can bring people the joy of true togetherness. Our path to moderation has three areas of ambition:

ALWAYS A CHOICE

ADDRESS HARMFUL USE

MAKE MODERATION COOL





# PATH TO MODERATION AND NO HARMFUL USE

## 2022 KEY HIGHLIGHTS



### HEINEKEN 0.0

was actively promoted in Vietnam



### 12<sup>th</sup> year

Partnership with National Traffic Safety Committee (NTSC) on “When You Drive, Never Drink”



### 10%

of Heineken® media budget spent on responsible drinking advertising



# BOUNCING BACK TOGETHER WITH VIETNAM

Vietnam currently ranks second among Southeast Asian countries for average alcohol consumption per person<sup>(17)</sup>. We work closely with governmental partners, consumer groups, and retailers not only to ensure that our products are consumed by the right people at the right venues but also to support building a culture of “When You Drive, Never Drink” in the country.

To prevent the harmful effects of alcohol on traffic, in 2022, the Vietnamese government continued to reinforce Decree 100 which imposes heavy fines for driving under alcohol influence. We actively promoted Heineken® 0.0 which supports the Government’s effort to reduce drink driving by providing a non-alcoholic choice.



## HEINEKEN VIETNAM TAKES BOLDER ACTIONS

### OUR AMBITIONS

Our local ambitions are well-aligned with our global ambitions, including specific targets as below:

- **Always a choice through PRODUCT innovation:**  
A low and no alcohol option is available in the majority of our markets
- **Always a choice through PRODUCT information :**  
Clear and transparent information for consumers on 100% of our products by 2023
- **Address harmful use for the benefit of PEOPLE:**  
100% of markets in scope have a partnership to address alcohol-related harm
- **Make moderation cool through BRAND:** 10% of Heineken® media budget is invested for Enjoy Heineken® Responsibly campaigns

### OUR STRATEGIC APPROACH

We undertake our strategy through bolder actions in three main aspects, namely **Product, Brand and People**



#### PRODUCT

Innovating low and no alcohol options



#### BRAND

Inspiring responsible consumption using brand power



#### PEOPLE

Partnerships to address alcohol-related harm



# OUR BOLDER ACTIONS



## PRODUCT

Innovating low and no alcohol options



## BRAND

Inspiring responsible consumption using brand power



## PEOPLE

Partnerships to address alcohol-related harm

### ACTIONS

Promoted **Heineken® 0.0** through different sports events and as a **post work-out refreshment**, including:

- **Marathon Sponsorship**
- **“Zero to Hero”** campaign in partnership with California Fitness

Dedicated **10%** of Heineken® marketing budget to promote **Enjoy Heineken® Responsibly**

Provided **clear and transparent product information** on our labels and online

Organized a Heineken® music event **“Refresh your music - Refresh your night”** where the message of **“Enjoy Heineken® Responsibly”** was highly promoted

Partnered with National Traffic Safety Committee (NTSC) to build a culture of **“When You Drive, Never Drink”** in Vietnam

Organized a **“People in beer industry”** campaign to enhance the message of responsible consumption for all employees

### ACHIEVEMENTS

Marathon Sponsorship:

- Sampled **87,600 Heineken® 0.0 cans** to runners in VnExpress, Techcombank and Salonpas Marathon

“Zero to Hero” campaign:

- Over **50 teams** from **18 companies** participated in the challenge.
- Achieved **1.2 mil impressions** on social media

Achieved **53,010,402** of total reaches, **461,757,799** of total impressions through Facebook and Instagram campaigns

Achieved **80,959,121** of total impressions on YouTube interactions

Reached **83% compliance** rate following HEINEKEN Global Labeling Reporting Rules & Policy, one year ahead of deadline.

Supported **1,000 event participants** going **home safely** through Grab transport vouchers

Obtained **5.5 mil impressions** through Grab Media

Reached **100% compliance** with global commitment on having a qualified **partnership to address alcohol-related harm**

Conducted 2 “Road Safety - When you drive, never drink pilot trainings for **200 participants**

Attracted **1,300 submissions** from **29 teams** capturing moments of staff enjoying Heineken 0.0 in daily activities via real life clips/pictures

### IMPACTS



**58%**

of respondents believed that low or zero alcohol is more strongly associated with responsible drinking and positive societal impact than other drink types <sup>(6)</sup>



**66%**

of respondents were aware that we have made progress in responsible drinking initiatives <sup>(6)</sup>



Strengthening the prevention and treatment of alcohol's harmful use



Reducing the number of global deaths and injuries from road traffic accidents



## CASE STUDY: PROMOTION OF HEINEKEN® 0.0 THROUGH ZERO TO HERO CAMPAIGN AND MARATHON SPONSORSHIP

HEINEKEN Vietnam continued to promote **Heineken® 0.0**, an **malted barley beverage** which contains **no alcohol**, which gives consumers a choice for a variety of drinking occasions when an alcoholic beverage is not suitable, like driving, at work or at the gym.

In 2022, we launched a series of activities to promote the message of **#NowYouCan** or translated in Vietnamese as **“0 gì 0 thể”** supporting the trend of consumers moving towards a more balanced and health-conscious lifestyle.

By partnering with athletic events and sports centers, we wanted to offer young consumers a new choice to enjoy at any time of the day.

Heineken® 0.0 partnered with California Fitness & Yoga to introduce the **Zero to Hero** sports competition. With the **“0 gì 0 thể”** spirit, the competition aimed to inspire everyone to **break out of their limits** and become heroes of themselves. The competition offered a series of work-out challenges for a group of at least 3 members, and the team had to accomplish these challenges together. At the end, all profits were donated to Heartbeat Vietnam to **support funding life-saving heart operations** for **financially disadvantaged children with congenital heart defects (CHD)** in Vietnam.

In addition, Heineken® 0.0 also **collaborated with marathon organizers** Techcombank Marathon, VnExpress Marathon and Salonpas Marathon to offer a refreshing beverage to celebrate the big accomplishment after runners crossed the finish line.

Finally, Heineken® 0.0 is always available and promoted as **“Always a choice”** in all our Heineken® and company events.

**87,600 Heineken® 0.0**

cans were sampled to runners in VnExpress, Techcombank and Salonpas Marathon

**50 teams**

from 18 companies participated in “Zero to Hero” campaign





## CASE STUDY: PARTNERSHIP WITH NATIONAL TRAFFIC SAFETY COMMITTEE TO BUILD "ROAD SAFETY" CULTURE AND "WHEN YOU DRIVE NEVER DRINK" HABIT

Since 2008, HEINEKEN Vietnam has partnered with the **National Traffic Safety Committee (NTSC)** to **advocate positive change towards drink-driving behavior** in Vietnam.

In 2022, we carried on our strategic partnership with NTSC with a new approach: **building "Road Safety" cultures** and the **"When you drive never drink" (WYDND) habit** at state agencies and enterprises.

This program was implemented with two focused collaborative actions:

1. Providing Road safety – WYDND program framework, including internal road safety policy, conducting training to enhance road safety awareness, and improving driving skills, as well as calling for individual state agencies and enterprises. commitment.
2. Standardizing the criteria to evaluate current traffic safety practices in the organization and issue traffic safety certificates.

**2 pilot training sessions** were held in December 2022 for **200 officers** and **employees** from Ho Chi Minh City Urban Transport Management Center and VITRANIMEX Transportation and Trading Joint Stock Company. After the training, 100% of participants committed to complying with the internal road safety policy and practicing WYDND habit.

Further into 2023, the program will be scaled up and standardized as a road safety framework for state agencies and enterprises. We hope the results of the program will contribute to perfecting and concretizing **the Road Safety – WYDND implementation criteria** in agencies, units, and businesses nationwide in the next few years.



**Organize 2 pilot training sessions**  
for 200 officers and employees from Ho Chi Minh  
City Urban Transport Management Center and  
VITRANIMEX Transportation and Trading Joint  
Stock Company







# REPORTING ASPECTS

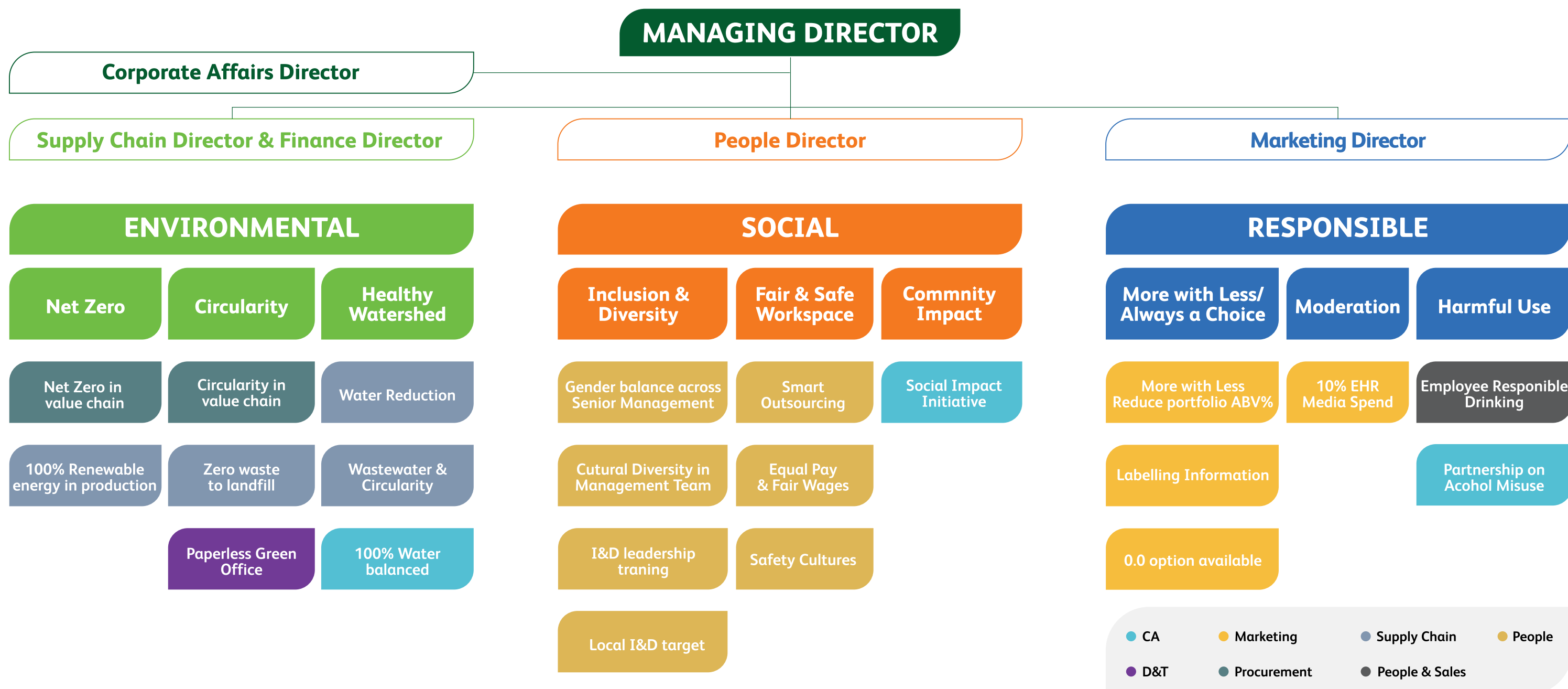


# GOVERNANCE

At HEINEKEN Vietnam, we have **integrated accountabilities into the business** with the Managing Director leading and setting the tone — in line with HEINEKEN Global "Raise the Bar 2030" ambitions. Accountable for the respective Pillars, our leadership team drives the sustainability agenda through all levels of our organization and business functions, encouraging a culture of collaboration and innovation to meet these ambitious targets.

In each respective Sustainability Pillar, our Corporate Affairs team fosters close communication with all stakeholders, along with cross-functional collaboration and coordination of BaBV initiatives, performance tracking and reporting. We desire to share our positive contribution to the society, as well as to uphold our values and transparency in how HEINEKEN Vietnam does business. Furthermore, in 2022, we have leveraged digital solutions and technology as an enabler to Brew a Better Vietnam. Our highlighted Digital & Technology (D&T) initiatives include Route to Market, Green Place, Green Cloud, and Paperless.

On a regular basis, performance data is updated in the relevant global systems, from which a quarterly dashboard is generated for local tracking. Quarterly, the **BaBV SteerCo** chaired by our Managing Director will gather for performance update and align solutions for challenges, if any. Annually, a sustainability report is produced to review progress of the ambition's realization, to share best practices as well as to take stakeholders' feedback for our next cycle of sustainability actions.





# OUR BUSINESS MODEL

Being one of the first Vietnamese joint ventures in the early stage of national international economic integration, HEINEKEN Vietnam is a successful joint venture between HEINEKEN and SATRA (Saigon Trading Group). HEINEKEN Vietnam has a proud history of over 30 years - growing from the first brewery in Ho Chi Minh City in 1991 to **6 breweries** and **10 offices** nationwide with over **3,000 employees** today. Our brand portfolio caters for a variety of local tastes and drinking occasions, including **Heineken®, Tiger, Edelweiss, Strongbow, Bia Viet, Larue and Bivina**.

## OPERATING COMPANIES

- HEINEKEN Vietnam Brewery Limited Company
- HEINEKEN Vietnam Brewery - Da Nang Limited Company
- HEINEKEN Vietnam Brewery - Tien Giang Limited Company
- HEINEKEN Vietnam Brewery - Quang Nam Limited Company
- HEINEKEN Vietnam Brewery - Vung Tau Limited Company
- HEINEKEN Vietnam Brewery - Ha Noi Limited Company
- HEINEKEN Vietnam Beer and Beverages Limited Company





# MATERIALITY MATTERS & STAKEHOLDER ENGAGEMENT

## MATERIALITY ASSESSMENT PROCESS



### GET INSIGHTS

Understanding global and industry trends, relevant standards, frameworks, benchmarks, and reputational research.



### ENGAGE WITH STAKEHOLDERS

Social listening, conversations with NGOs and investors, employee surveys and expert interviews.



### ANALYZE AND DEFINE

Analyzing results and alignment with internal risk analysis for the most material topics.



### VALIDATE

Validating outcomes by the Executive Board and Supervisory Board.

## HEINEKEN VIETNAM'S MATERIAL MATTERS

This year's list of material matters has been compiled from the topics of concern relevant to stakeholders and the materiality assessment process. In the illustration below, we summarize **material matters of the 2022 Sustainability Report**.



Change in regulations



Cyber security and data privacy



Stakeholder Engagement



Responsible consumption



Managing regulatory compliance



Marketing strategy



Talent development



Supply chain management



Climate change/Climate strategy



Transformation and digitalisation



Digital media



Health and safety



Counterfeiting



# STAKEHOLDER ENGAGEMENT

HEINEKEN Vietnam dialogues with our **internal** and **external stakeholders** using various methods to understand their opinions on sustainability topics.

## KEY CONCERNS AND GOALS

### EMPLOYEES

- Enhance and increase employee loyalty and employee satisfaction
- Promote sustainability awareness



## HOW WE ENGAGE

- Annual Climate Survey
- Town Hall meetings
- Monthly message by the Managing Director
- Monthly Leadership Team meetings
- Regular internal communication, e.g. Workplace by Facebook

### CUSTOMERS (distributors, outlet owners) AND CONSUMERS

- Strengthen and expand distribution network
- Digitalize route-to-market strategy
- Ensure success and succession of distributors and sub-distributors
- Promote sustainability awareness
- Maintain and increase brand loyalty
- Increase customer satisfaction
- Promote responsible consumption

- Distributor Conferences & trainings
- Market visits
- Outlet activation, on a campaign-basis
- Digital platforms
- Events on events basis

### MEDIA

- Promote company reputation and sustainability agenda
- Exchange views and information



- Media meetings, twice a year
- Press conferences, on events basis



### INDUSTRY ASSOCIATIONS (e.g. Vietnam Beer Alcohol Beverage Association)

- Support for laws and regulations
- Economic impact of the industry



- Industry workshops and regular meetings



### GOVERNMENT

- Economic impact of the industry
- Share practices in alcohol policy and taxation
- Give inputs and comments for relevant legislation and schemes, such as DPPA scheme, decrees of 2020 Environmental Protection Law, etc.
- Support in promoting sustainability and circular economy awareness and practices among Vietnamese businesses

- Conferences
- Meetings and workshops





# STAKEHOLDER ENGAGEMENT

## SUPPLIERS

### KEY CONCERNS AND GOALS

- Ensure business performance and compliance
- Supply Chain Management



### HOW WE ENGAGE

- Regular meetings



## NGOS, INTERNATIONAL ORGANIZATIONS, AND WIDER COMMUNITY

- Partnerships for impact
- Information update and exchange on best practices/expertise on sustainable development



- Annual Tet charity programs
- Regular water programs
- Expert meetings/forums as needed

## INVESTORS

- Maintain and increase relationship with shareholders
- Exchange views and perspectives



- Monthly/quarterly reports
- Quarterly meetings
- Year-end review

## EMPLOYEE REPRESENTATIVES (e.g. Trade Unions)

- Ensure business operations comply with laws and regulations
- Updates on laws and regulations

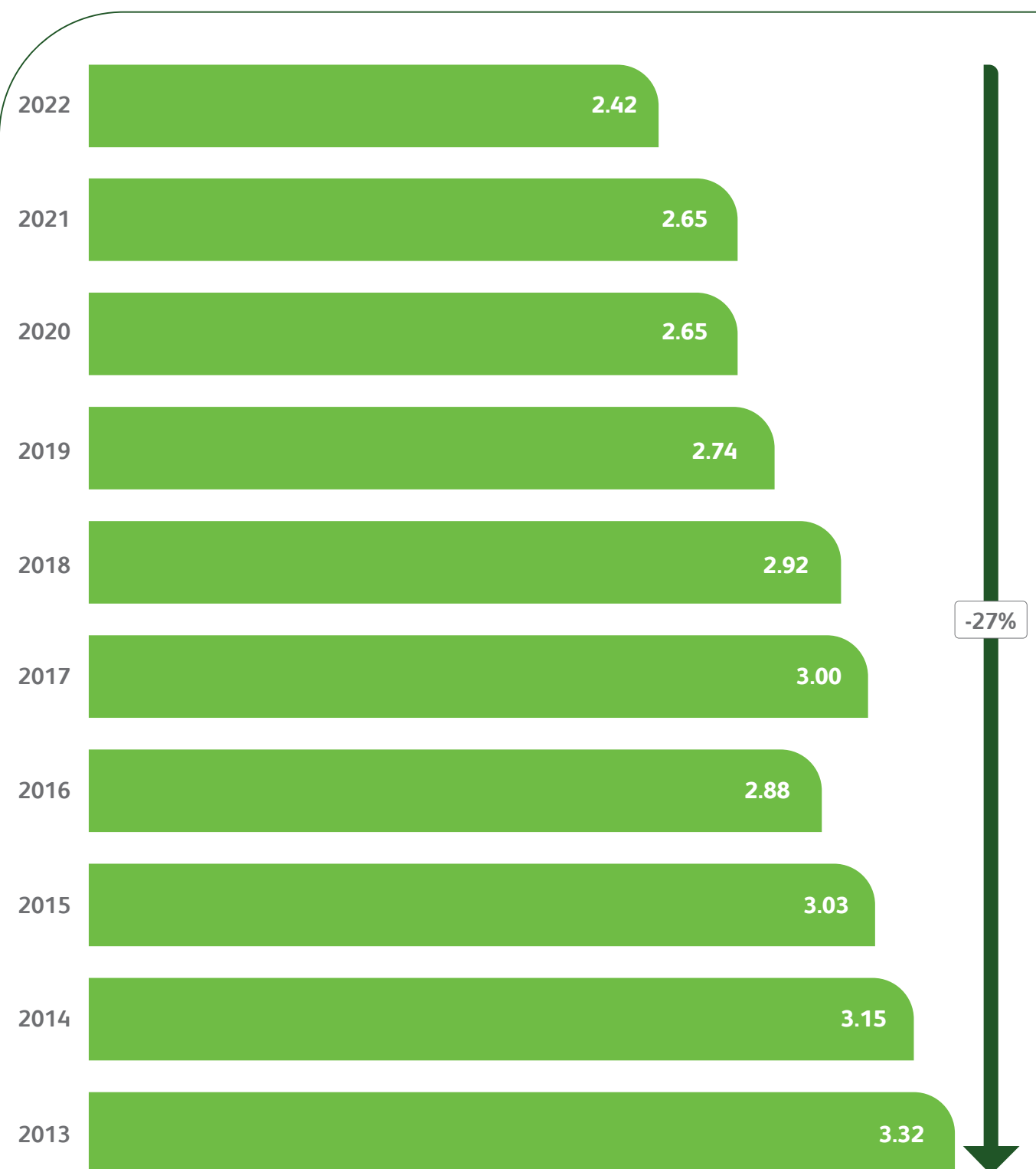


- Regular meetings and workshops as needed

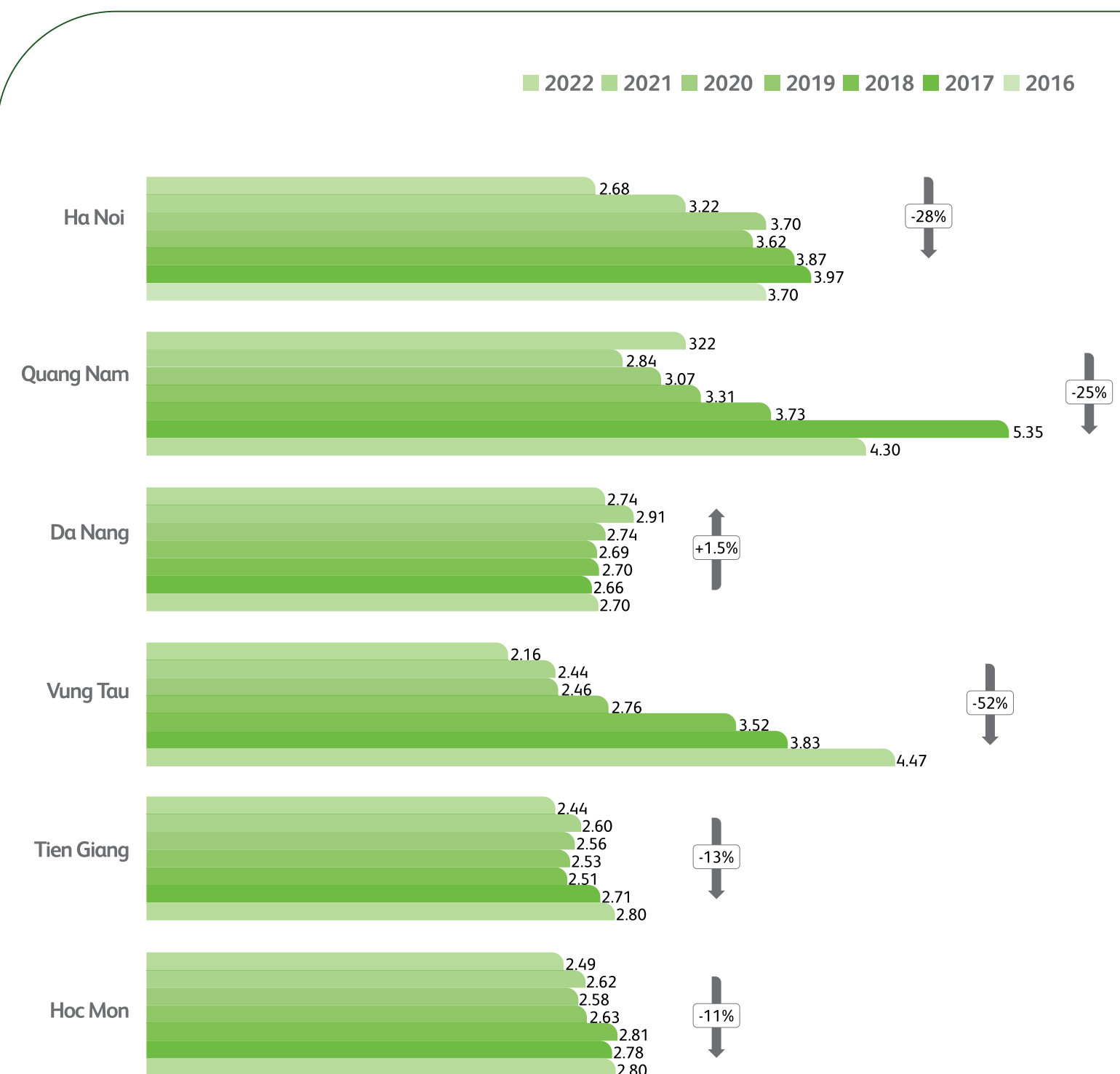




# PERFORMANCE IN FIGURES



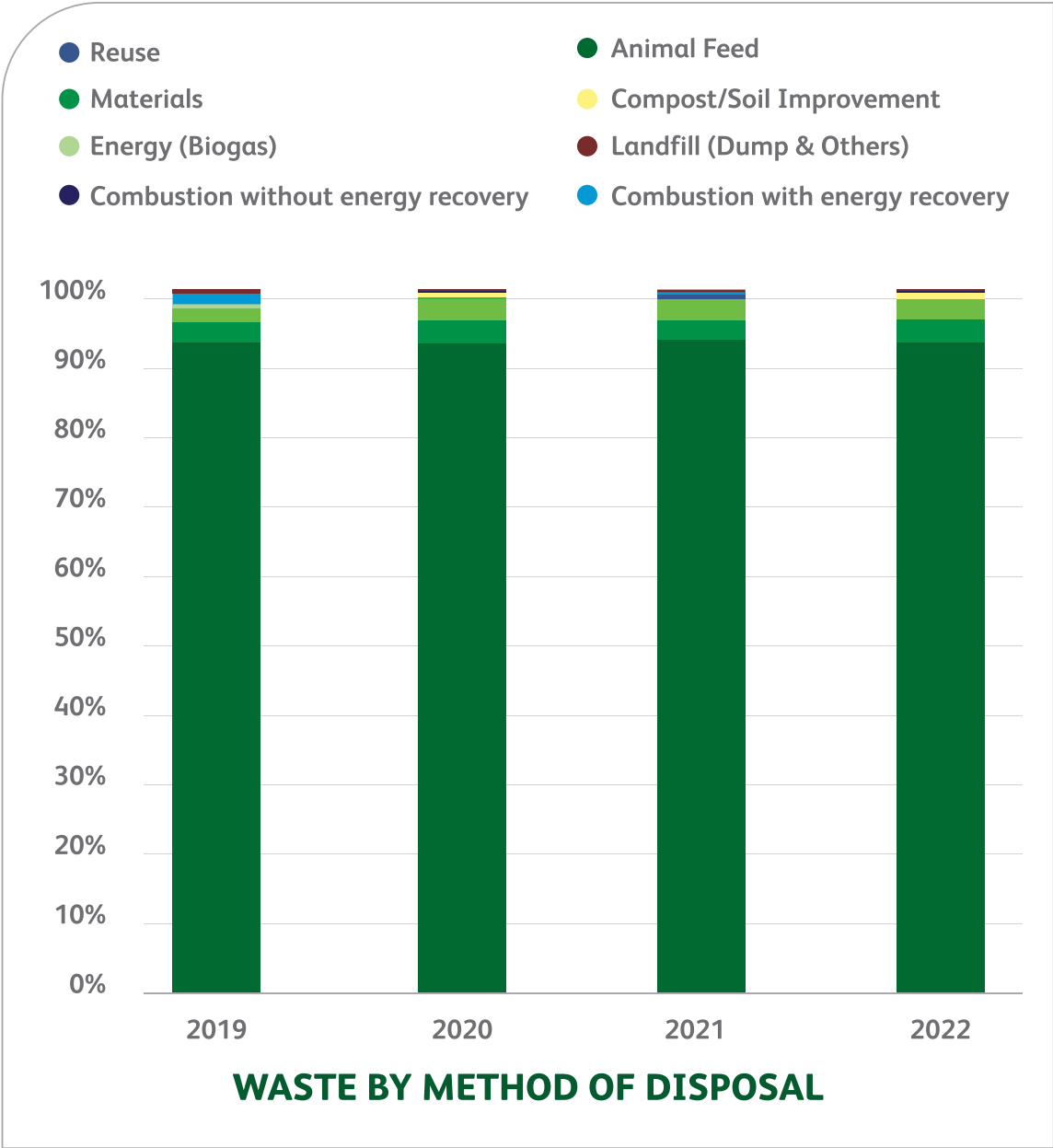
**SPECIFIC WATER CONSUMPTION ACROSS ALL BREWERIES**  
hl/hl beer



**SPECIFIC WATER CONSUMPTION BY BREWERY**  
hl/hl beer




# PERFORMANCE IN FIGURES



Destination	Quantity 2021 (tonnes)	% of total 2021	Quantity 2022 (tonnes)	% of total 2022
Re-use	62.62	0.03%	147.74	0.05%
Human consumption	-	-	-	-
Animal feed	207,521.13	92.71%	300,115.97	92.46%
Materials	6,131.18	2.74%	10,356.57	3.19%
Compost/soil improvement	8,338.76	3.73%	12,255.58	3.78%
Energy (biogas)	-	-	-	-
Combustion with energy recovery	949.47	0.42%	106.23	0.03%
Combustion with heat recovery	302.54	0.14%	983.04	0.30%
Landfill (Dump & Others)	539.12	0.24%	613.28	0.19%
Total co-product and waste	223,844.8	100%	324,430.7	100%

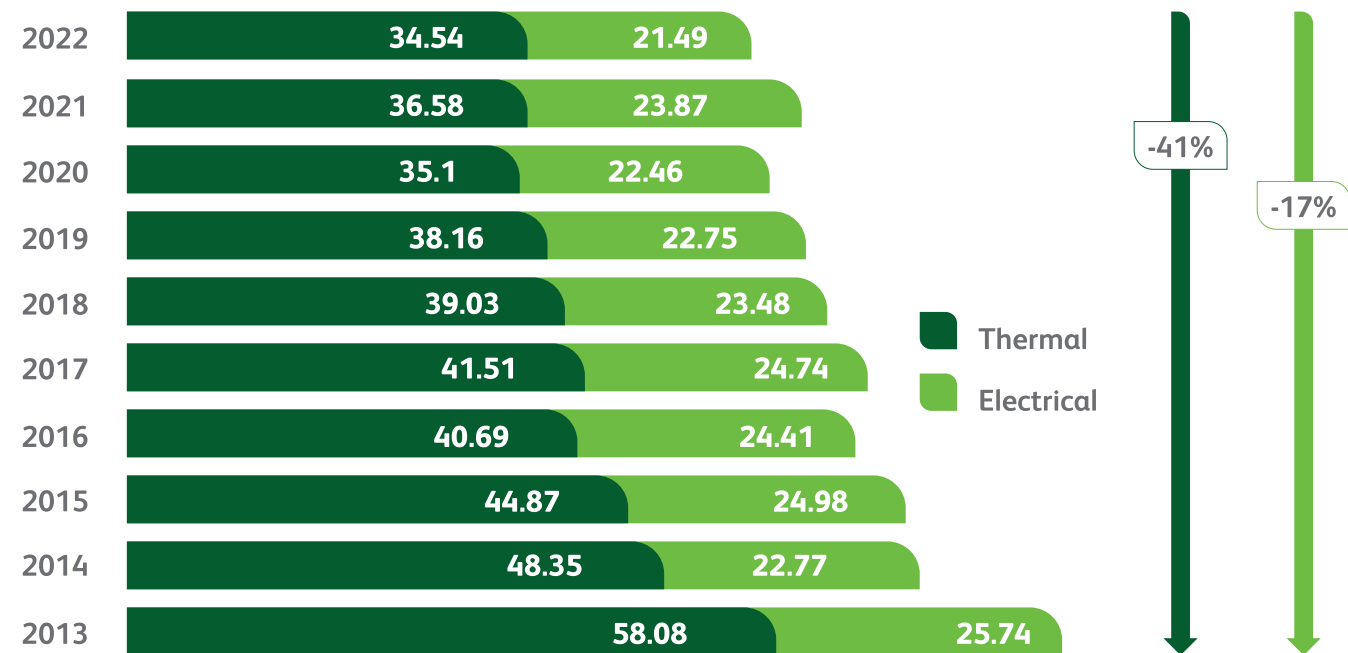
Most preferred option in destination



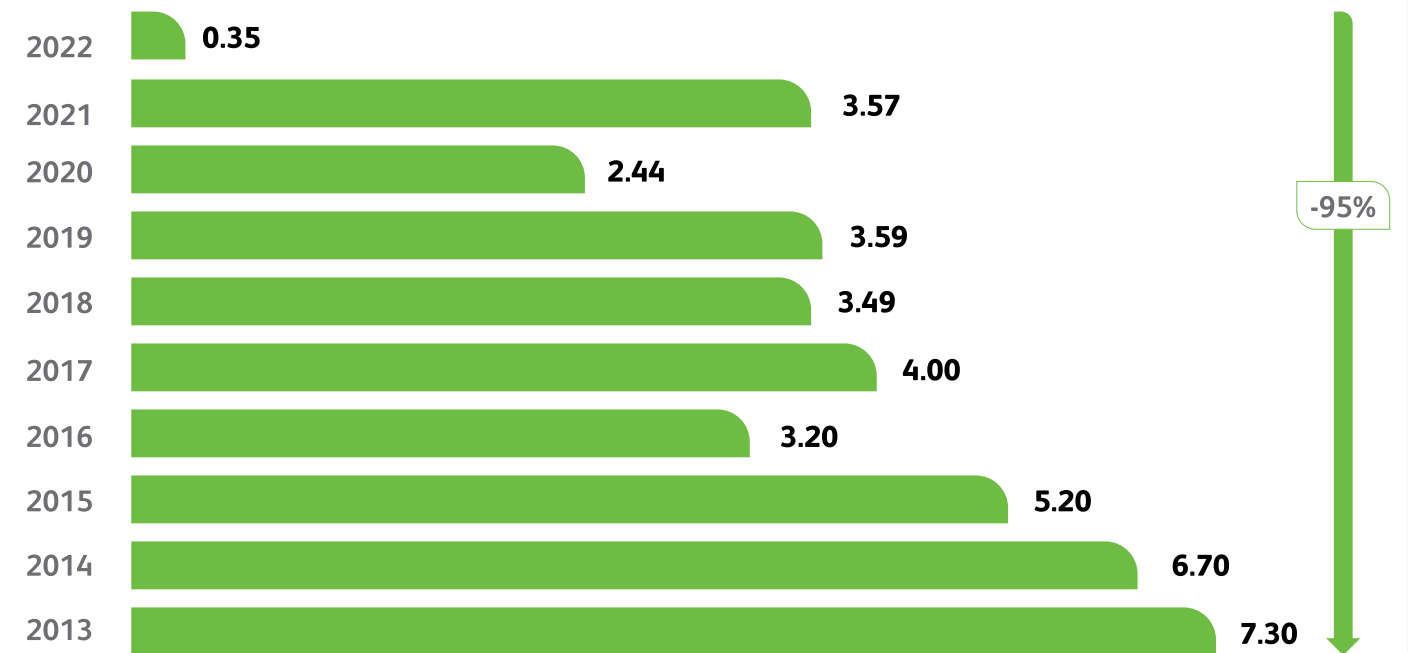
	2019	2020	2021	2022
Total % diverted from landfill	99.44%	99.71%	99.77%	99.81%



# PERFORMANCE IN FIGURES



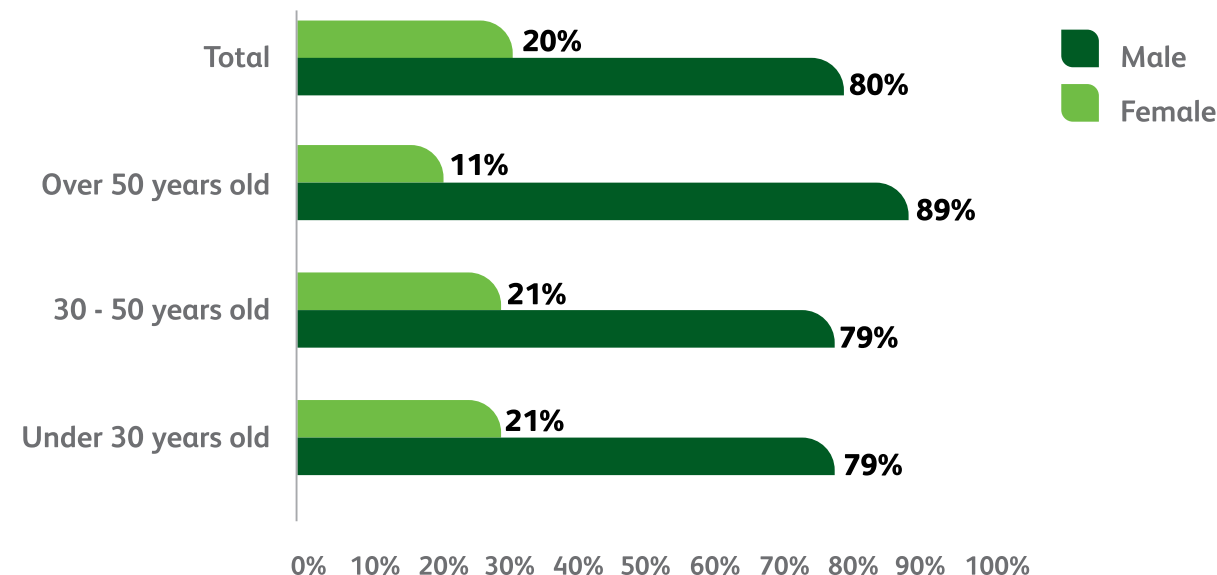
**TOTAL ENERGY CONSUMPTION** (MJ/hl beer)



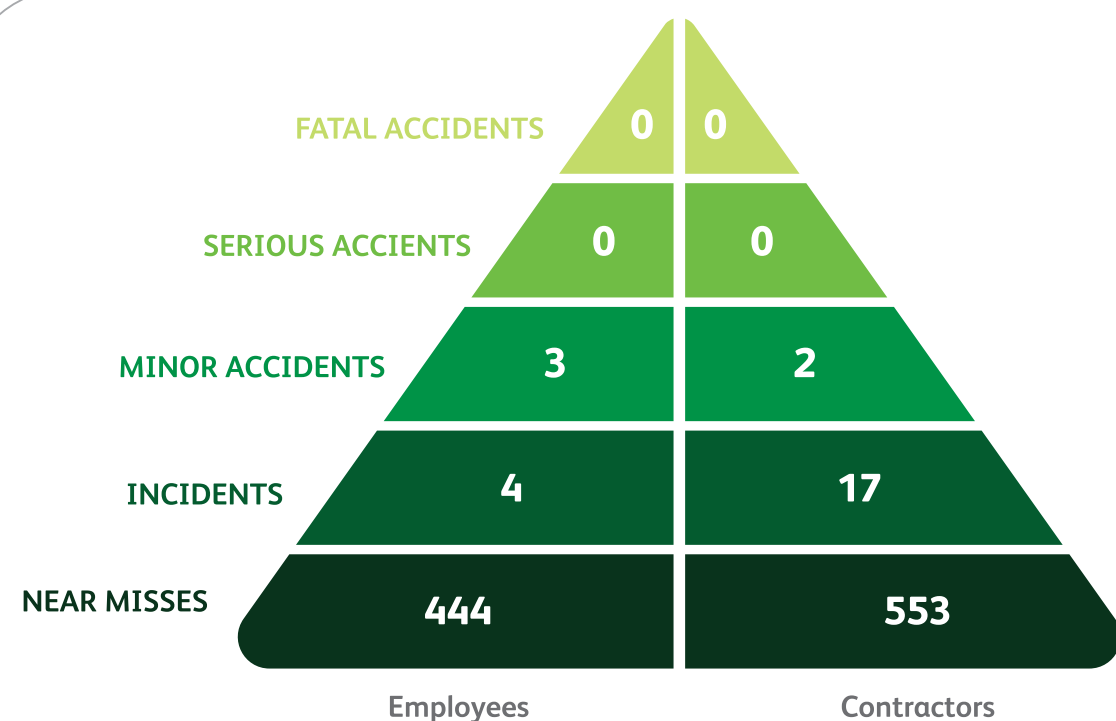
**TOTAL CARBON EMISSIONS** (kg CO<sub>2</sub>eq/hl beer)



# PERFORMANCE IN FIGURES

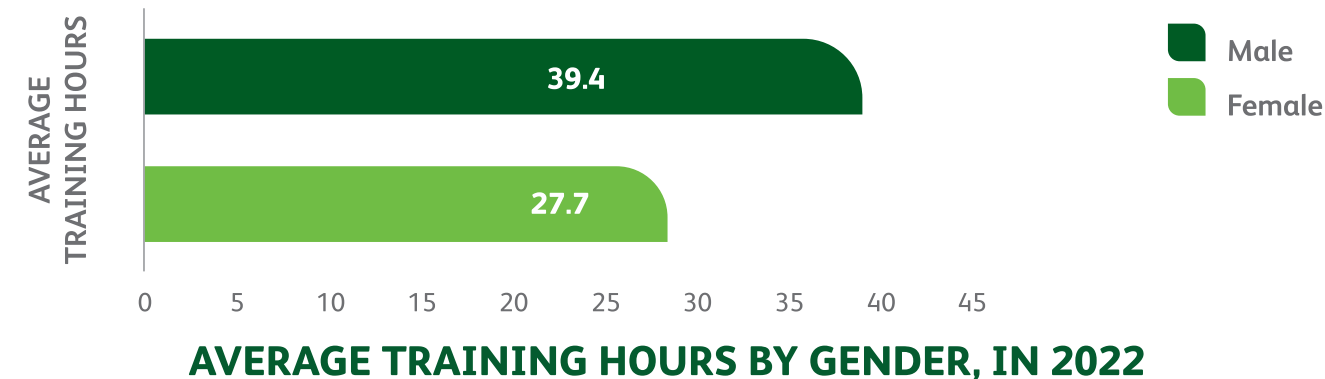


NUMBER OF EMPLOYEES BY AGE GROUP IN 2022

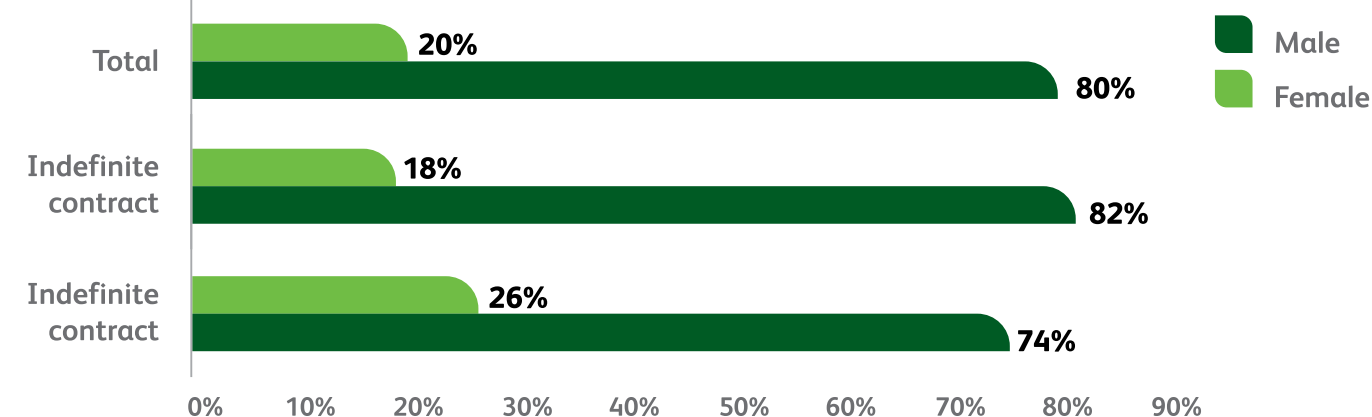


YTD 2022

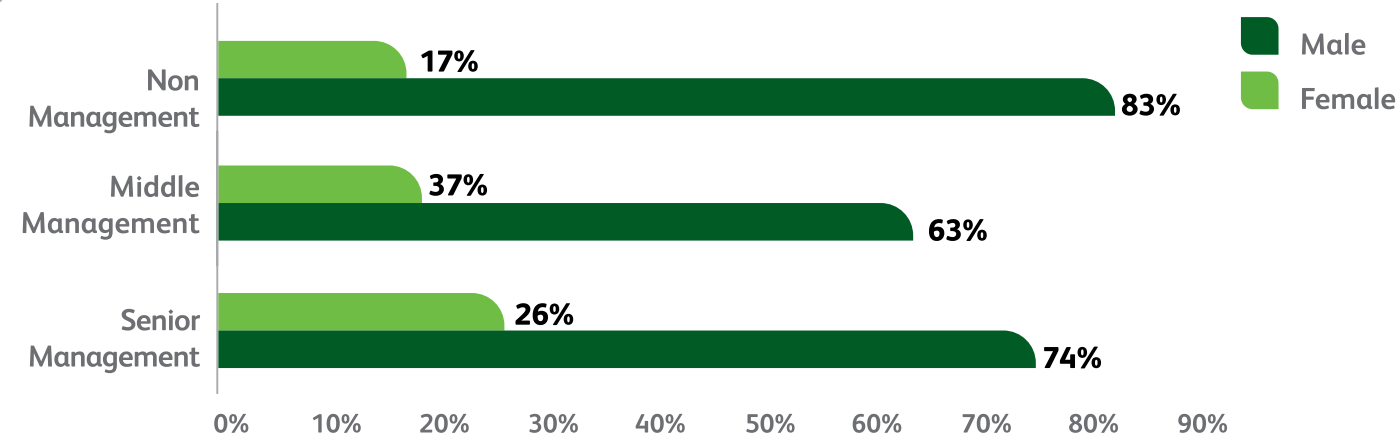
Work-related fatalities: 0 for employees, 0 for contractors.  
0 High-consequence injuries.



AVERAGE TRAINING HOURS BY GENDER, IN 2022



NUMBER OF EMPLOYEES BY  
EMPLOYMENT CONTRACT AND GENDER IN 2022



NUMBER OF EMPLOYEES BY EMPLOYMENT CATEGORY 2022



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: GENERAL DISCLOSURE 2021</b>		
2-1	Organizational details	Our business model (page 53)
2-2	Entities included in the organization's sustainability reporting	About this report (page 66)
2-3	Reporting period, frequency and contact point	About this report (page 66)
2-6	Activities, value chain and other business relationships	Our business model (page 53), Stakeholder engagement (page 55 - 56)
2-7	Employees	Our business model (page 53), Performance in figures (page 60)
2-8	Workers who are not employees	Performance in figures (page 60)
2-9	Governance structure and composition	Governance (page 52)
2-12	Role of the highest governance body in overseeing the management of impacts	Governance (page 52)
2-13	Delegation of responsibility for managing impacts	Governance (page 52)
2-14	Role of the highest governance body in sustainability reporting	Governance (page 52)
2-16	Communication of critical concerns	Materiality matters & Stakeholder engagement (page 54 – 56)
2-17	Collective knowledge of the highest governance body	A fair & safe workplace (page 38)
2-22	Statement on sustainable development strategy	Our sustainability strategy (page 10)
2-24	Embedding policy commitments	A fair & safe workplace (page 38), Governance (page 52)
2-28	Membership associations	Towards healthy watersheds (page 26), Path to moderation and no harmful use (page 50), Stakeholder engagement (page 55)
2-29	Approach to stakeholder engagement	Stakeholder engagement (page 55 - 56)



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 3: MATERIAL TOPICS 2021</b>		
3-1	Process to determine the material topics	Materiality matters & Stakeholder engagement (page 54 – 56)
3-2	List of material topics	HEINEKEN Vietnam's material matters (page 54)
3-3	Management of material topics	Stakeholder engagement (page 55 – 56)
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>		
201-1	Direct economic value generated and distributed	Embrace diversity, equity and inclusion (DEI) (page 32), A fair & safe workplace (page 37 – 39), Positive impact in our communities (page 40 – 44), Performance in figures (page 60)
<b>GRI 202: MARKET PRESENCE 2016</b>		
202-2	Proportion of senior management hired from the local community	Embrace diversity, equity and inclusion (DEI) (page 29)
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>		
203-2	Significant indirect economic impacts	2022 sustainability key achievements (page 5)
<b>GRI 204: PROCUREMENT PRACTICES 2016</b>		
204-1	Proportion of spending on local suppliers	Positive impact in our communities (page 42)



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 302: ENERGY 2016</b>		
302-3	Energy intensity	Performance in figures (page 59)
302-4	Reduction of energy consumption	Performance in figures (page 59)
<b>GRI 303: WATER AND EFFLUENTS 2018</b>		
303-1	Interactions with water as a shared resource	Towards healthy watersheds (page 23 – 27)
303-2	Management of water discharge-related impacts	Towards healthy watersheds (page 23)
303-5	Water consumption	Performance in figures (page 57)
<b>GRI 305: EMISSIONS</b>		
305-4	GHG emissions intensity	Performance in figures (page 59)
305-5	Reduction of GHG emissions	Reach net zero carbon emissions (page 15), Maximize circularity (page 19)
<b>GRI 306: WASTE 2016</b>		
306-1	Waste generation and significant waste-related impacts	Maximize circularity (page 17 – 22)
306-2	Management of significant waste-related impacts	Maximize circularity (page 17 – 22)
306-3	Waste generated	Performance in figures (page 58)
306-4	Waste diverted from disposal	Performance in figures (page 58)
306-5	Waste directed to disposal	Performance in figures (page 58)



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 403: OCCUPATION</b>		
403-1	Occupational health and safety management system	A fair & safe workplace (page 38)
403-2	Hazard identification, risk assessment, and incident investigation	A fair & safe workplace (page 34 – 38)
403-3	Occupational health services	A fair & safe workplace (page 34 – 38)
403-4	Worker participation, consultation, and communication on occupational health and safety	A fair & safe workplace (page 34 – 38)
403-5	Worker training on occupational health and safety	A fair & safe workplace (page 34 – 38)
403-6	Promotion of worker health	A fair & safe workplace (page 34 – 38)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	A fair & safe workplace (page 34 – 38)
403-9	Work-related injuries	Performance in figures (page 60)
<b>GRI 404: TRAINING AND EDUCATION 2016</b>		
404-1	Average hours of training per year per employee	Performance in figures (page 60)
404-2	Programs for upgrading employee skills and transition assistance programs	Embrace diversity, equity and inclusion (DEI) (page 32), A fair & safe workplace (page 34 – 39)
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY</b>		
405-1	Diversity of governance bodies and employees	Embrace diversity, equity and inclusion (DEI) (page 29), Performance in figures (page 60)



# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GRI 413: LOCAL COMMUNITIES 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Towards healthy watersheds (page 26)
GRI 417: MARKETING AND LABELING 2016		
417-1	Requirements for product and service information and labeling	Path to moderation and no harmful use (page 48)





# ABOUT THIS REPORT

## SCOPE OF THE REPORT

This is **HEINEKEN Vietnam's 9th Sustainability Report**. The goal of our Report is to transparently share with our stakeholders the Company's agenda, ambitions, and progress to uphold our environment and social responsibilities. Our report concentrates on outlining HEINEKEN Vietnam's performance on sustainability in 2022 in response to key concerns raised by our stakeholders.

This report focuses on the acceleration of HEINEKEN Vietnam's sustainability efforts after the COVID-19 pandemic. Our environmental performance is reported in the scope of our breweries, from which the most significant impacts on People, Planet & Prosperity have been created and presented within the Path to Zero Impact. Our social and economic impacts in 2022 are presented within the Path to an Inclusive, Fair and Equitable World, Path to Moderation and No Harmful Use, as well as HEINEKEN Vietnam's commitment to support our stakeholders

## REPORTING STANDARDS AND METHODOLOGY

HEINEKEN Vietnam has reported the information cited in this **Global Reporting Initiative (GRI)** content index for the period from 1 January 2022 to 31 December 2022 with reference to the GRI Standards.

The data presented in this report has been compiled with the aid of the HEINEKEN data collection systems listed below. All data within this publication has been reported in accordance with our global procedures, in good faith and to the best of our knowledge. Standard calculations in our systems have been built in, wherever possible, to minimize any inconsistencies.

HEINEKEN data collection systems consist of:

- The Accident Reporting & Investigation Software (ARISO) system, for safety reporting
- The Business Comparison System (BCS), for environmental reporting
- The EcoVadis Platform, for Supplier Code and performance information
- The Brew A Better World reporting hub





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# REFERENCE INFORMATION

## HEINEKEN Vietnam Brewery Company Limited

Floor 18-19, Vietcombank Tower,  
05 Me Linh Square, District 1, HCMC, Vietnam

Tel: +84 28 3 8 222 755

[www.heineken-vietnam.com.vn](http://www.heineken-vietnam.com.vn)

We are fully committed to listening to our stakeholders and we welcome your feedback on our sustainability report and any aspect of our sustainability performance.

Please address your views and suggestions to:

**Holly Bostock**

Corporate Affairs Director  
[Holly.bostock@heineken.com](mailto:Holly.bostock@heineken.com)

**Le Thi Ngoc My**

Head of Sustainability  
[Lethingoc.my@heineken.com](mailto:Lethingoc.my@heineken.com)

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