

# ATTENTION TO SOCIAL ISSUES

HEINEKEN Group employees in Brazil

14,000 employees



23%

WOMEN



77%

MEN

34% aged fewer than 30 years

58% aged 30 to 50 years

8% aged more than 50 years

# DIVERSITY

## *Affinity groups*

*To ensure genuine inclusion in the company, we have affinity groups that support us through affirmative actions, and engagement and awareness goals and strategies in place throughout the company. These groups rely on the voluntary participation of upwards of 280 employees.*



## Origins

### Race and ethnicity

- Targeted recruitment, with approximately 40 affirmative openings
- Implementation of the “Profissas Black” program, to speed up the development of young black and brown people
- Organization of the Open Doors event themed Black Powers. This event is a moment of celebration, dissemination, and construction of the main deliverables of the Origins affinity group, aimed at the black and brown workforce and at the external audience. In 2022, it was held in person at the São Paulo (SP) office and, for the first time, in Salvador (BA)



*Black and brown people in a leadership position (supervisor+) at HEINEKEN in Brazil*

2022

28%

GOAL  
2023

30%

GOAL  
2030

40%





## Beyond Color LGBTQIAPN+

- Focus on inclusive attitudes and behaviors
- Training of the leadership in pro-LGBTQIAPN+ issues
- Actions for a safer environment for the LGBTQIAPN+ community
- Adherence to the commitments of the LGBTQI+ Forum.

[Learn more](#)



## Breaking Barriers

### People with disabilities

- Attracting and hiring people with disabilities
- Accessibility in distribution centers, plants, and corporate offices
- Anti-disability education actions



## “X da Questão” (The Heart of the Matter) Gender

- Development of women for career acceleration
- Pro-gender equity education actions
- Support and monitoring of the return from childbirth leave



### *Women in management positions*

2022

34%

GOAL  
2023

37%

GOAL  
2026

50%





## Connecting Generations

### Generation diversity

- Sensitization of managers and HR departments regarding attracting and hiring people over the age of 50
- More awareness of the future of work and flexible practices
- Anti-ageism education actions



## Results of diversity actions in 2022

- 50% of the leaders trained in inclusive practices
- 5 “Papos de Bar” (Bar Chats) (podcast to raise awareness on the diversity, equity, and inclusion (DEI) priorities)
- Internship Program 66% women, 44% black and brown
- Succession map comprising 39% women and 25% black and brown people
- Talent acceleration program with 50% women and black people

# FAIR & SAFE

## *Journey of Happiness*

We chose happiness as a priority to be worked on with our employees in 2022 and 2023. Based on the Respect and Care we have for our people, and with integral health and safety in the work environment in mind, we seek to get to know how our employees are feeling and the main challenges they face at HEINEKEN Brazil.

### *Pillars of the Journey of Happiness*

POSITIVE  
EMOTIONS

POSITIVE  
RELATIONS

MEANING

ENGAGEMENT

ACHIEVEMENTS

The Journey began with conversations with leaders in 2022, during which we identified psychological safety as an issue to be addressed in the company so that people feel safe to express their feelings and needs. We then introduced this subject in leadership training in 2023.

We also adopted rituals to talk about happiness, such as conversations between leaders and their teams and addressing this topic in safety dialogs. And we are forming a team of 110 multipliers, the ambassadors of happiness, who will be responsible for disseminating the subject in their locations.

In addition, every fortnight, we invite everyone to respond to the Corporate Happiness and Well-Being Survey. Based on the responses and on a review of internal indicators, we can design actions that favor mental health and psychological safety and ensure the well-being of our teams.

- 8.4 happiness score in 2022, increasing to 8.7 in early 2023
- 53% of employees took the survey

## **Mobility Project**

Safety comes first at the HEINEKEN Group. With that in mind, we created the Mobility Project to reduce the risk of motorcycle accidents, to improve the effectiveness of our routines, and to contribute to inclusion and diversity. With this initiative, we developed internal policies to guide our employees on driving safety and, thus, allow them to safely use their own vehicles for work activities.

Since we implemented the use of the employees' own cars in the project, we had a 3 percentage point growth in the number of women in sales, and 12% of the new hires in 2022 were in this mode.



# COMMUNITY IMPACT

## Our social goals

### Area

### Target

### Progress made in 2022

#### Diversity

50% women in leadership by 2026



33.72% women in leadership

40% black people in leadership by 2030



28.21% black people in leadership

Annual investment of 10% of the budget for Amstel branded media and LGBTQIAPN+ campaigns



More than a specific goal, we consider this investment as a commitment that has been met every year

#### Fair & safe

Zero fatal accidents and serious accidents at work

During the year, we had ten serious accidents, none of which fatal. All of them had their causes investigated. To prevent accidents and incidents, we adopt a series of measures, such as the identification of the risks of each operation and preventive actions for mitigation, leadership awareness, assessment of employee behavior to reduce deviations, safe driving training for our drivers, and campaigns for pedestrians on safe behavior in areas where forklift trucks and trucks circulate.

HEINEKEN wants to emphasize actions that have an impact on communities, inspiring the world through programs and projects concentrated at the HEINEKEN Institute.



#### Community impact

Impact 10,000 professional street vendors and waste pickers by 2025

Workshops were held to develop the project