

#DiverseViewsAndBrews



RAISING THE BAR
on Diversity, Equity and
Inclusion

Pascale Thorre, Head of DEI

WE ARE HEINEKEN



+190

markets
Heineken
brand

+80

Operating
companies

+80k

employees

+300

Beer & cider
brands

**We brew the
Joy of True Togetherness
to inspire a better world**





WHAT DOES
INCLUSION
MEAN TO YOU?

 **HEINEKEN**



DIVERSITY, EQUITY & INCLUSION
#DiverseViewsAndBrews



DIVERSITY

is being invited
to the party

INCLUSION

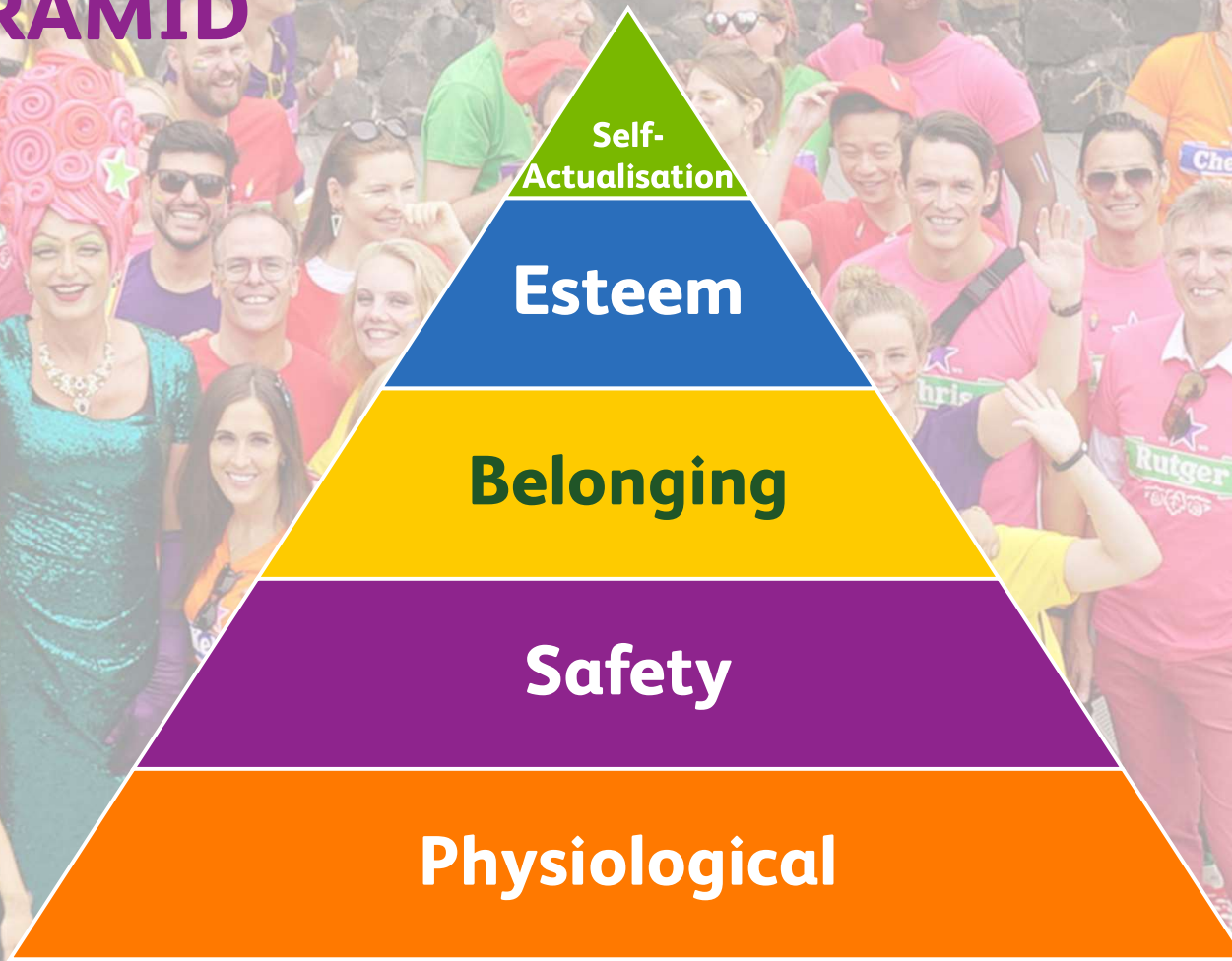
is being invited
to dance

BELONGING

is dancing like
no one's watching



MASLOW PYRAMID



Our Diversity, Equity and Inclusion Strategy



We accelerate DEI by starting with **courageous leadership**



We all contribute to fostering an **inclusive environment**



We create **equal opportunity** in all the moments that matter

Our path to an inclusive, fair and equitable world

Gender balance across senior management:
30% women by 2025, 40% by 2030

Cultural diversity: across each region at least 65%
of country leadership teams are regional nationals by 2023

100% of our managers trained in **inclusive leadership** by 2023

Equal pay for equal work:
assessments and action
by 2023

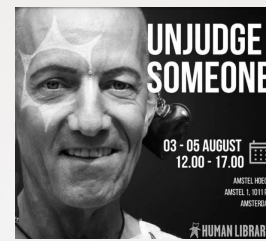


Our Diversity, Equity and Inclusion initiatives in 2022

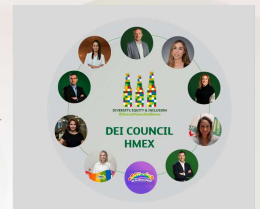
1. Global initiatives towards EverGreen I&D ambitions



2. Championing a culture of inclusion



3. Initiatives in OpCos and Functions





**NEED TO GROW
OUR INCLUSION
MUSCLE ?**



DIVERSITY, EQUITY & INCLUSION
#DiverseViewsAndBrews

Know about it,
but you have to
think about it

Unconscious competence

Know it so well
you don't have to
think about it

Conscious competence

Know that you
don't know

Don't know
what you
don't know

Conscious incompetence

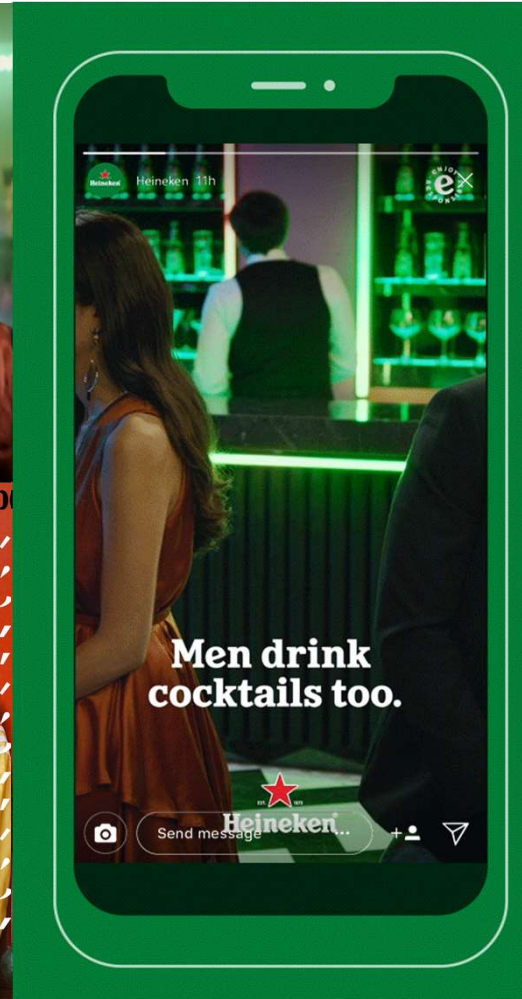
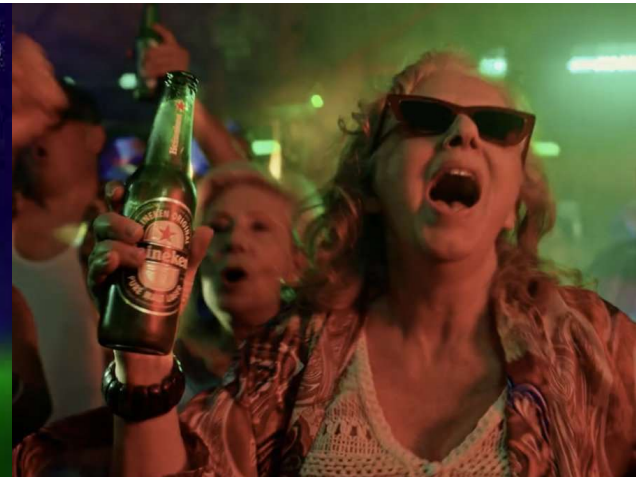
Unconscious incompetence



Inclusive Practices to bring Inclusion to life



OUR BRANDS








Cheers!

 HEINEKEN

BREW BETT WOR
RAISE THE BAR

SOCIAL

DIVERSITY • FAIR & SAFE • COMMUNITY IMPACT



DIVERSITY, EQUITY & INCLUSION
#DiverseViewsAndBrews