



DB BREWERIES

2023 Sustainability Report

We brew the joy of
true togetherness 
to inspire a better world



Welcome to the DB Breweries Sustainability Report 2023

As one of New Zealand's leading beer and cider producers, we recognise that transparency is key to our sustainability progress and that operating sustainably is integral to our success and that of our local communities. Through our Brew a Better Aotearoa sustainability strategy we are raising the bar towards a fairer, stronger, healthier and more sustainable world. Since 2013, DB has been wholly owned by The HEINEKEN Company, bringing a multitude of benefits, including the opportunity to learn and share best practices with peers from around the globe.



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Kia ora from our Managing Director



I am pleased to share DB's latest sustainability report, which showcases our progress in delivering on our Brew a Better New Zealand sustainability objectives.

Sustainability and responsibility are embedded right through our business. It is a strategic priority, a growth driver and sits alongside profitability, capital efficiency and growth in how we measure our success. We are guided by HEINEKEN's Brew a Better World 2030 strategy and our balanced growth strategy EverGreen.

With HEINEKEN N.V. now operating under the European Union's Corporate Sustainability Reporting Directive (CSRD), this report will look a little different to our previous ones. We have focused on demonstrating DB's contribution to HEINEKEN's overall progress and achievements through local case studies and achievements.

For a full picture, the report should be read in conjunction with the HEINEKEN N.V. Annual Report 2023.



While the business environment was challenging through 2023 with persistent inflation, cost of living increases for consumers and the well-publicised carbon dioxide shortages, DB maintained its focus, delivering right across our environmental, social and responsible sustainability agenda.

After the challenges of navigating COVID, in 2023, we took wellbeing to the next level by integrating our existing WholeMe programme with our diversity, equity and inclusion (DEI) agenda. I'm incredibly proud that this programme has now been recognised as best practice by HEINEKEN at a global level. With over 90,000 employees across the globe, this was certainly a very special acknowledgement for us here at DB!

“Our people are the key to the success of our business, pure and simple.”

We continued on our pathway to net-zero emissions in 2023, reducing our scope 1 and 2 greenhouse gas emissions by 45% against our 2018 baseline.

We also commissioned an onsite wastewater treatment plant at our DB Draught Brewery in Timaru, ensuring we treat all of our wastewater to levels that far exceed regulation, before returning it to the environment. In collaboration with the local authorities, the by-product from the treatment process has been certified as compostable, bringing to life our circularity and landfill diversion goals at the same time!

DB remains committed to leading the responsible consumption of alcohol in New Zealand. In 2023, we continued to support SMASHED, a programme delivered by the Life Education Trust, which saw 21,393 secondary school students engage in live theatre and interactive workshops to understand the dangers of underage drinking.

We operate in a rapidly changing world, but we are committed to creating shared, sustainable value for our business, the environment, our stakeholders and the wider community. We believe that DB can be a positive force for change by staying the course through our journey to reduce our impact on the environment and create positive social outcomes.

A huge thank you to all our stakeholders, customers and collaborators for your support this year. I hope you enjoy reading about our sustainability journey in 2023.

Cheers

Matt Wilson
DB Breweries Managing Director



2023 at a glance

Progress towards our 2030 Brew a Better Aotearoa goals



Embrace inclusion and diversity

- ✓ Gender Tick accredited
- ✓ 33% women in senior management

A fair and safe workplace

- ✓ Publicly reported our 0% gender pay gap on mindthegap.nz
- ✓ All staff paid a living wage

Positive impact in our communities

- ✓ Continued partnership with the Ōtara Māra Kai and Kai Village



Reach net-zero carbon

- ✓ 45% reduction in scope 1 and 2 carbon emissions vs 2018
- ✓ 93% hybrid fleet vehicles in 2023

Maximise circularity

- ✓ >98% diversion of production waste from landfill

Environmental stewardship

- ✓ Partnership with The Nature Conservancy for water stewardship in the Waikato
- ✓ Waitematā Toitū Enviromark Diamond accredited



Always a choice

- ✓ Provide zero-alcohol options with Heineken® 0.0 and Export 0.0
- ✓ Low carb Tiger Crystal Ultra Low Carb, Heineken® Silver and Export Ultra

Address harmful use

- ✓ Support the SMASHED programme educating youth on responsible consumption

Make moderation cool

- ✓ Rate card spend of \$524,000 on Heineken® When You Drive Never Drink and Beyond Zero campaigns.



Who we are

At DB, we brew the joy of true togetherness to inspire a better world by putting our consumers and customers at the heart of everything we do.

DB has a long history in New Zealand with strong ties to the local community through its three breweries, cidery and sales offices located throughout the country. This is supported by being part of HEINEKEN, which gives the opportunity to learn and share best practices with peers from around the globe. This includes seeking opportunities to reduce the impacts of our products and processes on the environment and on society through our Brew a Better Aotearoa sustainability strategy.

In 2023 DB acquired the Kapura group and merged them with our existing hospitality business Joylab to create Star Group, Aotearoa's largest hospitality group. With over 50 venues and as a supplier to the Ka Ora Ka Ako Healthy School Lunches programme their values are uniquely aligned with our own.



Our values



Courage to dream and pioneer



Care for people and planet



Enjoyment of life



Passion for consumers and customers



Our value chain



Agriculture

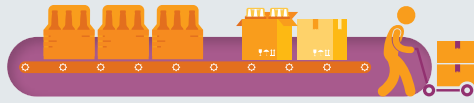
We produce beer, cider and ready to drink (RTD) alcoholic beverages from natural ingredients. We strive to source as many of our raw ingredients from New Zealand sources as we can to support our domestic value chain.

Our Redwood Cidery is located in the heart of the Nelson apple-growing area, meaning we are located as close to source of this key ingredient as possible.



Brewing and cider making

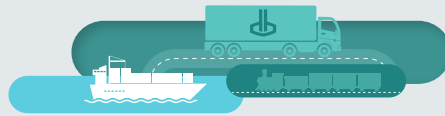
DB operates three breweries – Waitematā in Auckland, DB Draught in Timaru and Tuatara in Kāpiti. We also produce cider from our Redwood Cidery in Nelson. Our production sites are already zero waste to landfill, and through collaboration with our waste management supplier, we are always looking for new ways to improve our diversion rate away from landfill. Certifying DB Draught's onsite wastewater treatment by-product as compostable is a great example of this. All of our production sites have access to water-treatment facilities so that all wastewater from our production activities is treated before being returned to the environment.



Packaging

We work continuously to reduce the impact of our packaging on the environment. We are moving brand packaging away from plastic. For example, this year, we replaced our metallised paper Tiger brand labels to plain paper and we sourced our carton board locally in New Zealand.

We are a member of the Packaging Forum, which advocates for effective policy settings and regulation around packaging sustainability. Investment in more canning production capacity at Tuatara and DB Draught has enabled us to shift packaged volume to can from glass. This reduces logistics emissions due to the weight saving.



Logistics

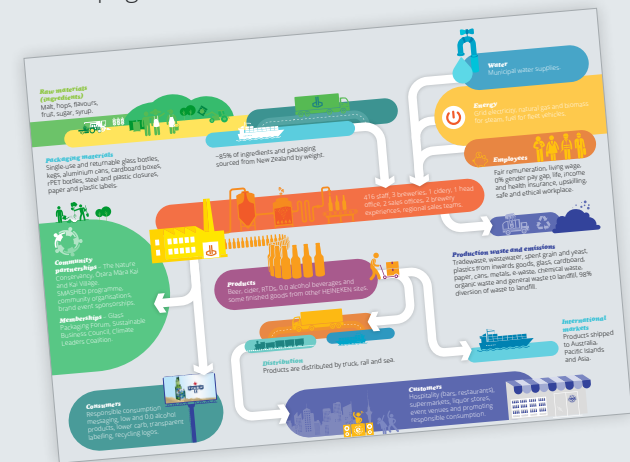
We use trucks, trains and ships to deliver our beers, ciders and RTDs around New Zealand as well as to import and export. In partnership with our logistics providers, we aim to reduce transport-related emissions by utilising rail and sea freight options and by optimising routes, loadings and delivery schedules.



Customers and consumers

Our drinks are sold in retail outlets, restaurants and bars across New Zealand. A key component of our Brew a Better Aotearoa strategy is to provide consumers choice, with an ambition of always serving our zero-alcohol options and by maintaining our stance of zero tolerance of the harmful use of alcohol. The non-alcoholic market continues to grow year on year in New Zealand and plays an important role in delivering our messaging of responsible consumption and moderation.

See our value chain (barley to bar) on the next page:



Our value chain (barley to bar)

Raw materials (ingredients)

Malt, hops, flavours, fruit, sugar, syrup.



Packaging materials

Single-use and returnable glass bottles, kegs, aluminium cans, cardboard boxes, rPET bottles, steel and plastic closures, paper and plastic labels.

~85% of ingredients and packaging sourced from New Zealand by weight.



Community partnerships – The Nature Conservancy, Ōtara Māra Kai and Kai Village. SMASHED programme, community organisations, brand event sponsorships.

Memberships – Glass Packaging Forum, Sustainable Business Council, Climate Leaders Coalition.



416 staff, 3 breweries, 1 cidery, 1 head office, 2 sales offices, 2 brewery experiences, regional sales teams.

Products

Beer, cider, RTDs, 0.0 alcohol beverages and some finished goods from other HEINEKEN sites.



Production waste and emissions

Tradewaste, wastewater, spent grain and yeast, plastics from inwards goods, glass, cardboard, paper, cans, metals, e-waste, chemical waste, organic waste and general waste to landfill, 98% diversion of waste to landfill.



Distribution

Products are distributed by truck, rail and sea.



International markets

Products shipped to Australia, Pacific Islands and Asia.

Consumers

Responsible consumption messaging, low and 0.0 alcohol products, lower carb, transparent labelling, recycling logos.



Customers

Hospitality (bars, restaurants), supermarkets, liquor stores, event venues and promoting responsible consumption.



Water

Municipal water supplies.



Energy

Grid electricity, natural gas and biomass for steam, fuel for fleet vehicles.



Employees



Fair remuneration, living wage, 0% gender pay gap, life, income and health insurance, upskilling, safe and ethical workplace.







































Our Brew a Better Aotearoa commitments

Three pillars, nine focus areas – aligned with HEINEKEN targets

We have aligned our sustainability reporting and strategy with HEINEKEN's Brew a Better World 2030 commitments to better report on the impacts that are material to our company.

Our focus areas

Our ambitious targets

 Social sustainability: Path to an inclusive, fair and equitable company and world	 Responsible consumption: Path to moderation and no harmful use	 Environmental sustainability: Path to zero environmental impact
<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Embrace inclusion and diversity </div> <div style="text-align: center;">  A fair and safe workplace </div> <div style="text-align: center;">  Positive impact in our communities </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Always a choice </div> <div style="text-align: center;">  Address harmful use </div> <div style="text-align: center;">  Make moderation cool </div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Reach net-zero carbon </div> <div style="text-align: center;">  Maximise circularity </div> <div style="text-align: center;">  Environmental stewardship </div> </div>
<div style="display: flex; justify-content: space-between;">  <div style="width: 80%;"> <ol style="list-style-type: none"> 1 Gender balance across senior management: 30% women by 2025, 40% by 2030  2 Cultural diversity: across each region, at least 65% of country leadership teams are regional nationals by 2023  3 100% of our managers trained in inclusive leadership by 2023  <hr/> <ol style="list-style-type: none"> 1 Fair wage for employees: close any gaps by 2023  2 0% gender pay gap (according to HEINEKEN methodology)  3 Ensure fair living and working standards for third-party employees and brand promoters  4 Create leadership capacity to drive zero fatal accidents and serious injuries at work  <hr/> <ol style="list-style-type: none"> 1 A social impact initiative in 100% of our markets every year  </div> </div>	<div style="display: flex; justify-content: space-between;">  <div style="width: 80%;"> <ol style="list-style-type: none"> 1 A zero-alcohol option for two strategic brands by 2023  2 Clear and transparent consumer information on 100% of our products by 2023  <hr/> <ol style="list-style-type: none"> 1 100% of markets in scope have a partnership to address alcohol-related harm  <hr/> <ol style="list-style-type: none"> 1 10% of HEINEKEN media spend invested every year in responsible consumption campaigns  </div> </div>	<div style="display: flex; justify-content: space-between;">  <div style="width: 80%;"> <ol style="list-style-type: none"> 1 Net-zero emissions in production (scope 1 and 2) by 2030  2 Carbon-neutral value chain by 2040, 30% absolute reduction by 2030  3 100% sustainable ingredients by 2030  <hr/> <ol style="list-style-type: none"> 1 Zero waste to landfill for all our production sites by 2025  2 Turn waste into value and close material loops throughout the value chain (strategy and targets in development)  <hr/> <ol style="list-style-type: none"> 1 Fully balance water used in our products by 2030  2 All sites to be ISO 14001 compliant by 2025  3 Treat 100% of wastewater by 2023  4 Reduce water use to 2.9 hL/hL by 2030  </div> </div> <p style="text-align: right; font-size: small;">*Applies to Waitematā brewery only</p>



Environmental sustainability

Path to zero impact

Almost everything we do in life and business relies on the use of natural capital. We are focused on reducing our impact on the natural environment by reducing carbon emissions, supporting a more circular economy and supporting the health of local watersheds to deliver HEINEKEN's science-based targets aligned to limiting global warming to 1.5°C.





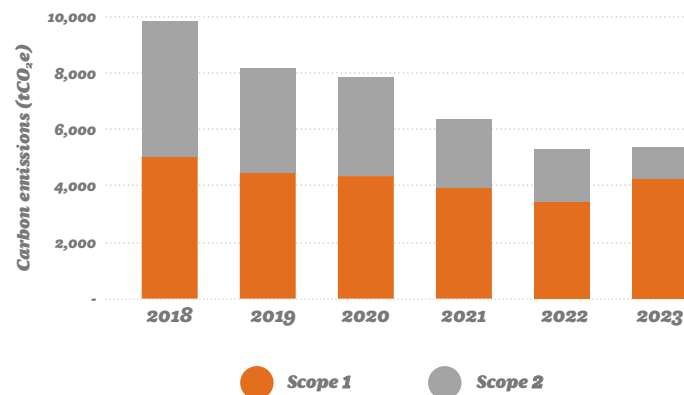
Reducing our carbon emissions

We continue to work on energy efficiency and fuel switching as part of our net zero in production by 2030 roadmap. In 2023, DB achieved a 45% reduction in scope 1 and 2 carbon emissions vs a 2018 baseline year, with emissions of 5,387 tonnes of carbon dioxide equivalent (tCO₂e).¹ This has been independently verified by Toitū Enviromark. This emissions reduction was achieved despite a refrigerant loss event. If the refrigerant loss event is excluded from the calculation, the reduction in carbon emissions rises to 54% vs 2018.

While we are proud of the gross emissions reduction we have made, as a business, we acknowledge there is still work left to do to achieve our net zero in production by 2030 goal. Our future focus remains addressing our natural gas consumption at Waitematā Brewery.

DB acquired the Kapura hospitality group in 2023 and merged them with our existing hospitality business, Joylab, to create Star Group, New Zealand's largest hospitality group. The stated scope 1 and 2 emissions in this report do not include Star Group's emissions.

Reduction in our production and corporate (scope 1 and 2) emissions from our 2018 baseline



¹ DB's 2018 carbon emissions were 9,846 tCO₂e.



Environmental sustainability – path to zero impact

While DB did not complete a local scope 3 carbon emissions assessment in 2023, HEINEKEN's global scope 3 carbon emissions reduced by 20% vs 2018 and against the goal of achieving a 21% reduction by 2030. This decrease is mainly driven by a decline in purchased packaging materials due to lower product volumes sold and changes in methodology. HEINEKEN has also engaged with strategic suppliers, supporting its transition to renewable energy, which has further helped reduce HEINEKEN's global scope 3 emissions.²

98% of HEINEKEN's global hops and 77% of barley came from sustainable sources in 2023.³ This is based on the Sustainable Agriculture Initiative (SAI) Platform. DB plans to continue to encourage its locally contracted raw materials suppliers to conform to this standard.

DB continued to meet its landfill-free target in 2023 with the support of our waste management supplier. We brought to life our circularity ambition with Timaru's onsite wastewater treatment plant by-product being composted (see page 12). We will continue to look at closing material loops in our value chain as opportunities arise into the future.

Our water used in production in 2023 was 3.37 hL/hL against our 2030 target of 2.9 hL/hL. We have identified projects to execute through 2024 and beyond, including pasteuriser water efficiency, brewhouse hotwater and clean-in-place water recovery improvements.

Efforts to deliver on our water balancing ambition have been slower than expected due to a number of unforeseen and complicated issues that our partner The Nature Conservancy has had to navigate. We understand that things do not always go as planned and are reviewing our way forward on the Waikato River project.

Our Waitematā brewery's environmental management system was again certified compliant with ISO 14001, maintaining Toitu EnviroMark's Diamond level certification at our largest brewery. For now, our three smaller production sites employ HEINEKEN's internal environmental management system.

² HEINEKEN N.V. Annual Report 2023, p.150.

³ HEINEKEN N.V. Annual Report 2023, p.217.



In 2023, HEINEKEN's global scope 3 carbon emissions reduced by 20% vs 2018

DB continued to meet its landfill-free target in 2023

We brought to life our circularity ambition with Timaru's onsite wastewater treatment plant by-product being composted



DB Draught Brewery – delivering on carbon, water and waste

In 2023, our DB Draught Brewery began treating all its wastewater onsite and sending the treatment by-product to compost, bringing our environmental sustainability ambitions of towards healthy watersheds and maximise circularity to life.

This \$5 million investment had been in the pipeline since before the pandemic. With the support of the HEINEKEN Projects and Engineering Team, the wastewater plant manufacturer and local suppliers and contractors, we were able to overcome numerous, and often unforeseen, challenges getting the wastewater treatment plant operational in 2023.

In addition to helping DB achieve its goal of treating 100% of its wastewater before returning it to the environment, the by-product from the wastewater treatment process is returned to the local authorities to turn into compost, contributing to the local circular economy and increasing our landfill-free diversion rate.

We're very proud of our new treatment facility and to be one of the first Timaru manufacturers to be treating wastewater to such a high standard.

We have also invested in a new refrigeration plant at DB Draught in Timaru in 2023, moving to a natural refrigerant that has zero global warming potential.⁴ The new plant has improved thermal and electrical efficiency due to inbuilt heat recovery technology too.



4 Global warming potential (GWP) describes how much impact a gas will have on atmospheric warming over a period of time compared to carbon dioxide (CO₂).





Social sustainability

A path to an inclusive, fair and equitable company and world

Our purpose of brewing the joy of true togetherness to inspire a better world exists in everything we do, none more so than in the way we go about caring for our people.

We are continuing to raise the bar when it comes to creating a fair and safe workplace and to promote diversity, equity, inclusion and wellbeing across DB with WholeMe.



WholeMe 3.0

In 2023, we were excited to launch WholeMe 3.0 (see page 15). WholeMe 3.0 focuses on:

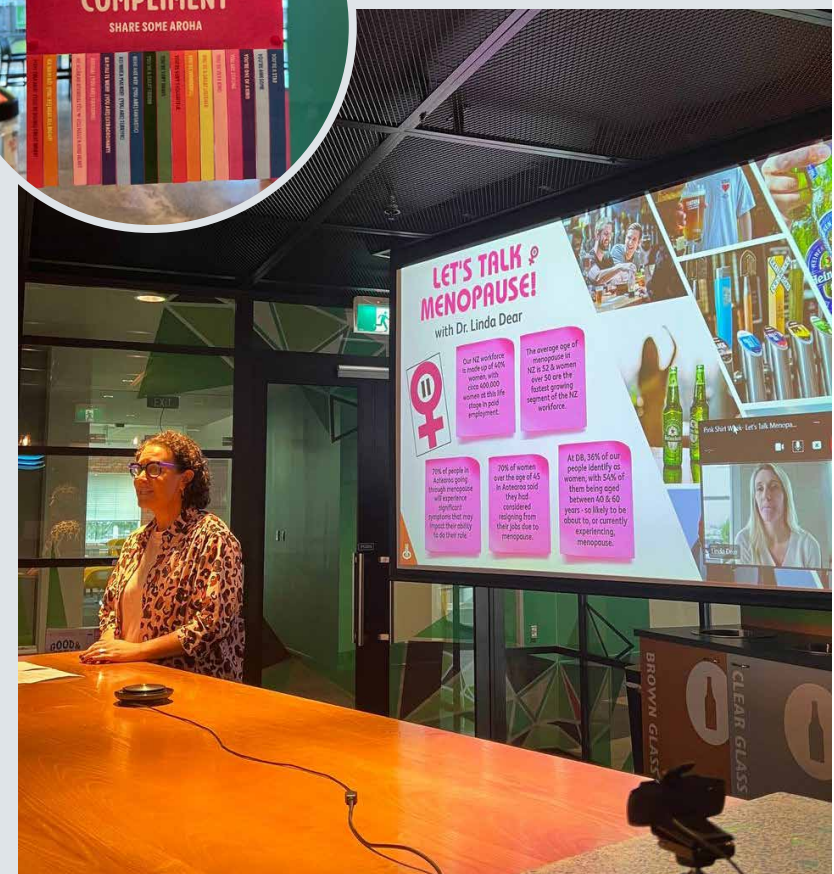
- › establishing WholeMe ambassadors across all of our sites to deliver initiatives and events
- › launching a partnership with Soften Up Bro to focus on male mental health
- › workshops to build personal wellbeing plans for self-care
- › promoting our Southern Cross health membership benefits
- › leadership development to foster inclusion
- › a new financial education and advice programme with AMP.

As part of this year's Pink Shirt Week, we held a **Let's Talk Menopause** session, which was tailored for everyone as menopause symptoms can impact all parts of a woman's life. Dr Linda Dear hosted an honest, entertaining and informative session on ways we can all help support women. In conjunction with this, we **launched our DB Menopause Support Toolkit**. The purpose of the toolkit is to create awareness of menopause and to provide support and practical information for everyone as well as guidance for our people leaders on how to support their people.

Our lunch 'n' learn sessions continued to be popular. **This year, we focused on financial wellbeing.** With the support of AMP, we covered financial goal setting, budgeting, how to access financial advice, good vs bad debt, how to manage or get out of debt and how to get the most from KiwiSaver at different stages of life. **We also provided one-on-one sessions with AMP** for those interested to learn more about where they are on their financial journey and their appetite for risk and investing.

We are also proud to be continuing our partnership with the Community Builders NZ Trust, Ōtara Māra Kai and Kai Village as our way of helping to make a positive social impact in the community we are a part of.

We have made progress towards ensuring a fair living wage and working standards for third-party employees and brand promoters. We have completed value mapping of our outsourced service providers (OSPs) and assessed working conditions of the onsite non-employee workers, and any gaps identified as part of this process have clear ownership and timelines to be closed as we embed SMART Outsourcing.



WholeMe – an evolutionary approach to staff wellbeing

WholeMe is our integrated, holistic wellbeing strategy, guided by our value CARE for people and planet. The aim of WholeMe is to support and improve the wellbeing of our people through a suite of development programmes, support services, benefits and initiatives across five interconnected pillars – internal, mental, physical, social and financial.



WHOLE/me 3.0

Workplace wellbeing & DEI are key drivers of engagement and productivity in and out of work.

WholeMe 3.0 is our integrated Wellbeing & DEI (Diversity/Equity/Inclusion) framework to enable our people to 'revive & thrive' within an environment of inclusion, belonging and equal opportunities.

Designed to be relevant to all our people and led by leaders who care, through a suite of development programmes, support services, benefits and initiatives across five holistic pillars.



Get instant access to our key support services:



plus discounts and training resources through the **DIGITAL WHOLEME HUB** (your 'one-stop wellbeing shop' via the LXP icon on your desktop)

INTERNAL WELLBEING	MENTAL WELLBEING	PHYSICAL WELLBEING	SOCIAL WELLBEING	FINANCIAL WELLBEING
<p>Expanding our sense of meaning and purpose at work and in life</p> <p>Focus for 2023:</p> <ul style="list-style-type: none"> ✓ Roll out 'Revive' workshops to understand values/purpose and develop Personal Wellbeing Plans (PWPs) for daily self-care and renewal 	<p>Manging our thoughts and emotions to cope effectively with challenges</p> <p>Focus for 2023:</p> <ul style="list-style-type: none"> ✓ Partnership with 'soften up bro' for male mental health ✓ Embed the DB mindfulness programme <p>Continue with:</p> <ul style="list-style-type: none"> ✓ On-site counselling/coaching services- Waitemata & Timaru ✓ Free, confidential support services for all employees & immediate families with Raise- 0800 735 343 or www.raisementalhealth.co.nz ✓ DVfree tick to support people who need help with domestic violence through Shine- 0508 744 633 or www.zshine.org.nz 	<p>Living a healthy lifestyle of exercise, nutrition and sleep</p> <p>Continue with:</p> <ul style="list-style-type: none"> ✓ Access to Digital WholeMe Wellbeing Hub in LXP for training resources, webinars and development programmes on all aspects of physical wellbeing 	<p>Fostering an environment of inclusion, belonging and equal opportunities</p> <p>Our DEI Focus for 2023:</p> <ul style="list-style-type: none"> ✓ Train all our leaders on the HEINEKEN inclusive practices with focus on unconscious bias, giving/receiving feedback and psychological safety ✓ Develop and deliver a cultural competency strategy with Au ✓ Roll out new menopause policy and parental leave support plan ✓ Expand our DEI ambassadors <p>Continue with:</p> <ul style="list-style-type: none"> ✓ Promoting our Gender Tick ✓ Listening & dialogue sessions ✓ Social club activities ✓ 'Human centred' leadership development programmes 	<p>Promoting ways to help manage your current and future financial goals</p> <p>Focus for 2023:</p> <ul style="list-style-type: none"> ✓ Deliver a new financial wellbeing & advice programme in partnership with AMP financial services ✓ Continue with: ✓ Free digital wills with Footprint- 0800 366 888 ✓ Life & income protection with AON- 0800 265 276 ✓ Health insurance with Southern Cross- 0800 800 181 ✓ Discounts via your Southern Cross membership (see WholeMe Digital Hub)

Underpinned by our Flexible Working options, Enjoyment of Life day, WholeMe Digital Wellbeing Hub and a WholeMe 3.0 calendar of key events to activate and share moments that matter



In 2019, we reframed our wellbeing approach, adopting a more holistic view to better cater for the continuum of wellbeing across our people. The concept of wellbeing by its very nature is holistic, encompassing our work and personal lives. Wellbeing is also dynamic with a range of awareness among people and is a key driver in being more resilient, productive and engaged at work.

To drive an integrated organisational approach beyond just mental and physical wellbeing, we moved the wellbeing portfolio from Health & Safety to the **Organisational Development role**. A needs analysis and a series of focus groups indicated we needed to concentrate our wellbeing efforts on leadership development, mental wellbeing, spiritual wellbeing and work environment.

In March 2020, COVID hit. This expedited the development of a strategic holistic framework based on our extensive internal and external research and feedback, which we named WholeMe. At the same time we cemented our partnership with Mentemia, adding another dimension to the first iteration of WholeMe.

Across 2021 and 2022, we launched **WholeMe 2.0**, adding a financial wellbeing pillar. Under the financial pillar, our partners presented virtual and in-person financial education workshops (lunch 'n' learns) and free one-on-one advice sessions. We partnered with Footprint to deliver free digital wills for all permanent employees. We promote our financial and insurance benefits to ensure our people know what they have in place to provide peace of mind from a risk management perspective.

What WholeMe 2.0 also delivered

- › **Personal wellbeing plan (PWP) workshops** where people focused on building self-care and energy renewal strategies based on their values that they can tap into when feeling under stress or overwhelmed.
- › **A digital wellbeing hub as a portal on the global HEINEKEN learning platform** to improve employee access.
- › Our very own DB mindfulness programme with four workshops that people could watch and practise.
- › **An onsite roaming counselling service** where a representative from EAP Works (now Raise) would visit our brewery in Auckland once a month. This service was also offered in our DB Draught Brewery, and both were complemented with our national EAP Works partnership where every employee and their immediate family members have access to three free sessions per annum.
- › **Robust flexible working arrangements** to reflect the changing times and needs of our workforce from the pandemic.
- › A new leadership programme called Go Deep to Jump High which integrates wellbeing with leadership capability development.



In 2023, we took wellbeing to the next level and integrated wellbeing with our DEI agenda as WholeMe 3.0. We were able to integrate key DEI initiatives under the social wellbeing pillar given the synergy with the themes of connections, relationships and belonging. To help activate important events in the DEI and wellbeing calendar, we put together a group of WholeMe ambassadors who represent different functions and were passionate about making a difference in wellbeing and DEI they led the activation of DEI and wellbeing events across the organisation.

We continued to focus on our leaders and initiated a new leadership programme called IGNiTE, which delves into emotional intelligence. This programme aims to equip leaders with skills to manage their thoughts and emotions more effectively to ensure clarity of the mind to make better decisions.

The results are now speaking for themselves

We are now seeing the positive impacts of the WholeMe strategy starting to take effect though our annual Climate Survey (employee engagement) results. In 2023, these include:

- › 5% increase in 'I have trust and confidence in my direct manager'
- › 6% increase in 'Stress levels at work are manageable'
- › 4% increase in 'I am able to balance my work and personal life effectively'
- › 1% increase in 'My direct manager coaches/counsels me'

The word is out

WholeMe has gone global and was highlighted as wellbeing best practice during HEINEKEN's year-end global townhall by the Chief People Officer. WholeMe is the foundation of HEINEKEN's global HEI-Life wellbeing programme. With over 90,000 employees, this was certainly a very special recognition for us here at DB! We are also starting to support our regional operating companies more in the wellbeing space with virtual personal wellbeing plan workshops for our Cambodian and Papua New Guinean leaders to improve their capability in this space.

The future for WholeMe

Looking ahead, we are taking a more risk management based approach to wellbeing through WholeMe 4.0. A key focus for us now is to shift from building resilience and providing support, which has been the focus previously and is now broadly embedded as business as usual. We are starting to look at the primary interventions of wellbeing. This is about addressing the work-related factors and identifying risks to eliminate or minimise at source where practicable and design in protective factors to be compliant with ISO 45003.

WholeMe has undergone many iterations since its inception and is continuing to evolve as we navigate through uncertain and volatile times. We are excited to see how future iterations of WholeMe continue to support and unlock a more engaged and productive workforce where people can thrive and bring their whole authentic selves to work!

WHOLE
Me 4.0



Ōtara Māra Kai partnership

DB's Waitematā Brewery has occupied its current site since its inception in 1929. We are a proud South Auckland business and believe in giving back to our local community. We have continued our partnership with the Community Builders NZ Trust in 2023, supporting the Ōtara Māra Kai community garden and Ōtara Kai Village kai distribution initiatives.

Our volunteers loved helping in the garden and to distribute some good kai from the village out to the community through the year.

In the words of one of our volunteers, *"It was great to lend a helping hand today to an amazing initiative who have a vision to change community mindsets and behaviours relating to food, health and wellbeing."*





Responsible consumption

Path to moderation and no harmful use

As a business, we advocate for the responsible consumption of our products and support efforts to address harmful consumption.



At DB, we use the power of our brands to promote responsible consumption and address the stigma attached to different drinking habits. We also know that targeted solutions are better to address harmful consumption for those it impacts most, and we work with third parties to help implement these initiatives.



In 2023, 225 DB employees and managers completed our Enjoy Responsibly training.

Always a choice

We want to make sure consumers always have a choice when it comes to low and no-alcohol and to give them the information they need to make that choice. We continue to provide Heineken® 0.0 and Export 0.0 for when customers want a beer but without the alcohol. Heineken® 0.0 has built to become the best-selling zero-alcohol beer in the country.

Continuing the trend of healthy for me options, we provided more lower-carb options to consumers in 2023, launching Export Ultra and Heineken® Silver.



DB's continued support of SMASHED

SMASHED is Life Education Trust's theatre-in-education programme, equipping young people to make safe decisions around alcohol.

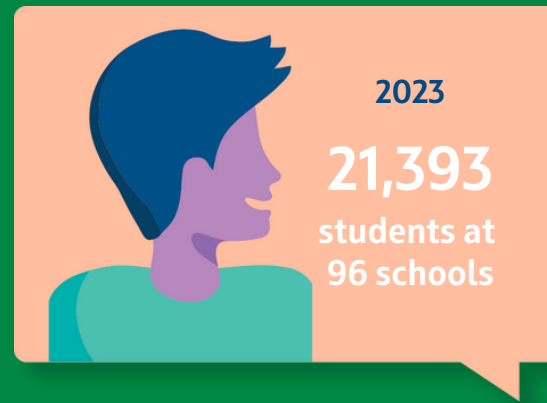
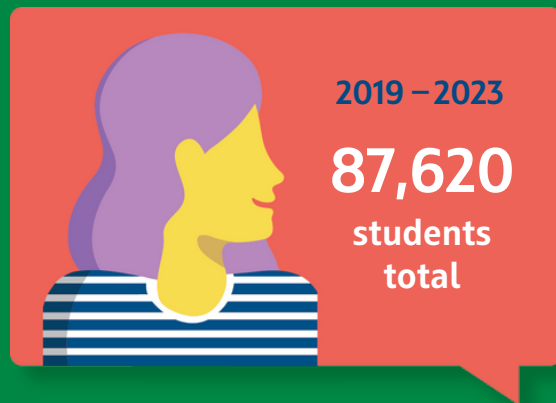
SMASHED uses powerful live theatre and interactive workshops to engage secondary school students in learning about peer pressure, relationships and the dangers of consuming alcohol. Interactive workshops enable students to explore the facts about drinking and develop strategies for making positive choices.

While the number of young people binge drinking in New Zealand has declined over recent years, it remains high compared to other countries and is a key contributor to health and social harm in adolescents with 22% of secondary school students reported having five or more drinks in a session (binge drinking) within the last month.⁶

The proportion of secondary students who have never drunk alcohol (more than a few sips) increased from 26% in 2007 to 39% in 2012 and to 45% in 2019. Substance use is a major cause of health and social harm in adolescents (13–19 years) and is linked to the two leading causes of death in this age group: road crashes and suicide.⁷ As well as having immediate risks, substance use at an early age is a predictor of long-term health and social problems, including addiction issues, mental health problems and financial problems in adulthood.



Programme reach



6 Long-term trends in adolescent alcohol, tobacco and cannabis use and emerging substance use issues in Aotearoa New Zealand 2022, as referenced in SMASHED's Impact and Outcomes 2023 report.

7 The Youth 19 Rangatahi Smart Survey, as referenced in SMASHED's Impact and Outcomes 2023 report.



After experiencing SMASHED

Teachers

- 86%** strongly agreed or agreed the performance and workshop explored the issues and key concepts of underage drinking well.
- 75%** strongly agreed or agreed the workshop was effective in bringing out the key learning concepts of the play.
- 71%** thought that students' knowledge improved after the performance, and 97% thought it had improved after further classroom discussion.

Students shared the most important thing they learned from SMASHED:

“About how peer pressure can make you do things you might not want to do and that’s when you need to put your foot down and tell your friends that you don’t want to do it.”

“What underage drinking can do and that you should definitely wait till you’re at least 18.”

“Every decision you make has consequences, some of which will affect you for your entire life. Especially ones that aren’t a good idea.”

“That binge drinking can lead to serious problems physically and mentally.”





Our foundations

Integrity. Always. Everywhere.

Our foundations define how we work and do business. They are key principles for our day-to-day actions, decisions and interactions with colleagues and other stakeholders to ensure we do the right thing.



DB's foundations

We recognise we can only be successful if we lead with integrity and fairness, with respect for the law and our values and in line with our company's Code of Business Conduct.

Responsible business conduct

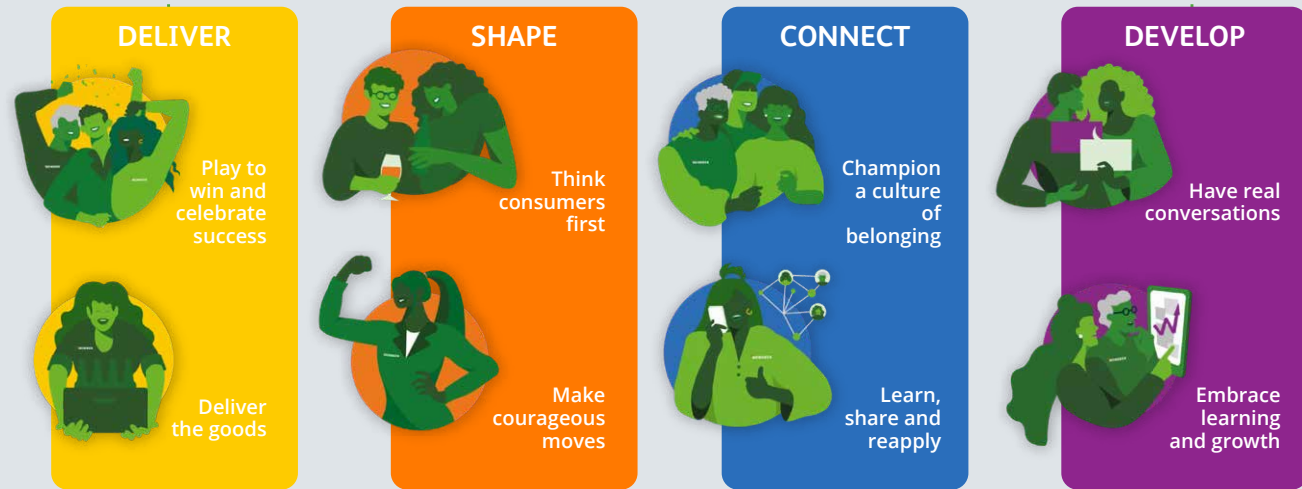
DB is committed to the highest standards of business conduct, ethical behaviour and integrity throughout its business. The company has a clear code of conduct outlining basic principles for colleagues when acting for or on behalf of our company.

We support our people to embrace and embody our expectations for business conduct and ethical behaviour with regular training. While we achieved a 90% completion in antibribery training in 2023 as part of DB's broader foundational training programme, it fell short of the target of 95%. We will be focusing on reaching this in 2024.

We actively encourage everyone to speak up, our confidential method of raising misconduct without retaliation such as fraud, discrimination, harassment or corruption. This is for everyone and allows us the opportunity to address concerns more promptly and continuously improve as a company.

Our behaviours

OUR BEHAVIOURS ENSURE WE



2023 Code of Business Conduct completion rate 98.3% (target 95%)

Antibribery training completion 90% (target 95%)

Cyber security training completion 95.2% (target 95%)

Data privacy training completion 90% (target 90%)

Responsible marketing code completion 100% (target 100%)



Health and safety

We've built a strong culture of safety, and we work rigorously and continuously to achieve the highest standards of health, safety and wellbeing in our offices and breweries and throughout our value chain. Along with our legal obligations as a responsible employer, **safety is embedded within our Brew a Better Aotearoa commitments by ensuring we create a leadership capacity to drive zero fatal accidents and zero serious injuries at work.**

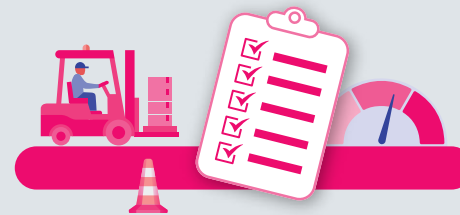
We continue to endeavour to uphold our values of caring for people and the planet, putting health, safety and wellbeing at the heart of the work we do throughout our offices, breweries and cideries.

Following the release and implementation of our Global Safety Leadership Standard, we have continued to focus on initiatives that aim to improve our safety culture. This includes looking at initiatives like the Behaviour Based Safety Programme, refreshing operational standards and highlighting more wellbeing opportunities.

Unfortunately, workplace accidents were present, where we had three injuries that required our team members to take time off to recover. These arose from contact with machinery and equipment. However, following these events, we always take a learning and sharing viewpoint to continuously improve our systems and equipment. Improvements were made to processes and training, and additional guarding measures were added as extra layers of protection.

During 2023 we have been busy **mapping key risk areas to improve the segregation of our people and vehicles across all of our sites.** With designs complete we are looking forward to installing the physical improvements in 2024.

We also **completed a full risk assessment and re-design of our product destruction area at Waitematā** to improve the segregation of our people and this equipment.



Life-saving commitments



Be sober and free from drugs



Follow CO₂ procedures



Phone hands free only



Handle dangerous substances safely



Wear your seatbelt or full-face helmet



Follow confined space procedures



Drive at correct speed



Follow working at height procedures



Safe use of vehicles and equipment



Follow hot work procedures



Follow lock out tag out procedures



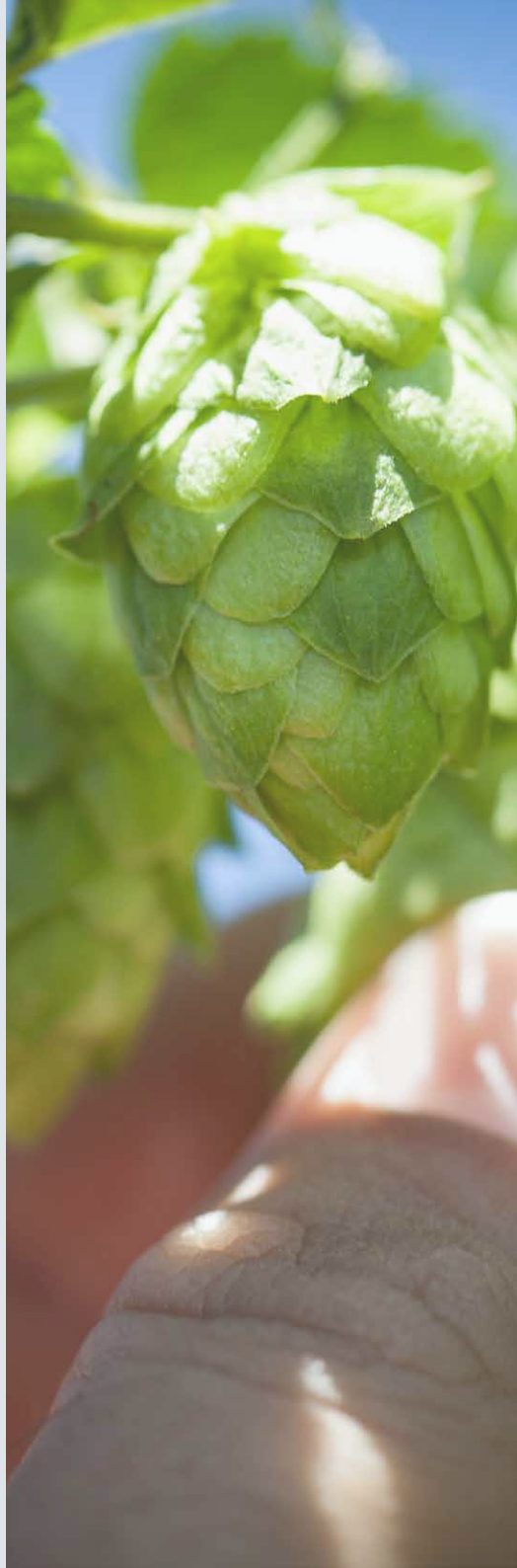
Follow forklift truck procedures



Sustainable value chain

All suppliers must sign up to HEINEKEN's Supplier Code of Business Conduct committing to meeting our expectations on responsible business conduct, human rights, health and safety and protecting the environment.

Third-party employees are an important part of our company, and we show responsibility for making sure they work reasonable hours in a safe, healthy and decent environment and earn a fair wage. We are delivering on this ambition through deployment of HEINEKEN's SMART Outsourcing programme. In 2023, we completed assessments and identified further actions to implement and will be embedding the programme further in 2024.



About this report

The DB Breweries sustainability Report 2023 has been prepared using Global Reporting Initiative (GRI) Standards as a guide. This report covers DB Breweries' performance from 1 January to 31 December 2023. It covers the impacts of DB Breweries' main operating sites and sales offices, including Waitematā Brewery, DB Draught Brewery, Redwood Cidery and Tuatara Brewery. Unless stated otherwise, our reporting doesn't include Joylab or Star Group.

This report is to be read in conjunction with the HEINEKEN N.V. Annual Report 2023, and provides local case studies to demonstrate DB's contribution to HEINEKEN's overall progress and achievements

We have processes governing the collection, review and validation of our non-financial data. This includes applying standardised definitions from HEINEKEN and involving subject matter experts to validate and challenge our data and processes. Where possible, standard or automated calculations and validity checks are built into our systems to minimise errors. Where we have concerns, we highlight them in the report. HEINEKEN's internal audit function is involved in the annual review of the global non-financial reporting process, including reviewing the quality of control processes at various levels, data ownership and clarity of definitions. DB's 2023 scope 1 and 2 carbon footprint is pending verification by Toitū Envirocare. External assurance was not sought for our other 2023 disclosures. However, our metrics are reported monthly to HEINEKEN, whose reporting is audited by Deloitte.

For questions regarding this report, please contact:
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Contact us

To give feedback or for more information about this report or sustainability at DB, please contact us:

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