



Every Heineken employee deserves to work in a safe and healthy environment. In this respect, much has been achieved over the past few years. Yet we should not be discouraged by what we still have to do but rather see that as an urgent challenge.

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Heineken Health Affairs Director

# Safety

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The information included in this section has been compiled using occupational safety reports returned by our production units, including breweries, maltings and soft drink plants. The data presented here cover all the operations where we hold more than 50 percent of the shares or where we have technical control. Production units that did not report are Netanya (Tempo Beer Industries, Israel), Nassau (Commonwealth Brewery, Bahamas), Bad Brambach, Donaueschingen, Karlsruhe, Chemnitz, Kulmbach, Plauen, Munich and Rosenheim (Brau Holding International, Germany).

Performance data regarding accident severity are not reliable yet. The data included on page 15 are our best estimate based on the available reporting systems. This also applies to the environmental complaints data.

The reported data on safety related incidents have not been subject to external assurance procedures at local level and therefore these data are not necessarily accurate.

More information about the basis of our reporting parameters can be found in Appendix 2.

Heineken deeply regrets the three fatal accidents that occurred in 2006 involving Heineken employees, all of which were related to road traffic incidents. In addition, one contractor employee was killed when he fell during construction activities in one of our breweries in Bulgaria. Two other contractor employees were killed in road accidents in France and Indonesia.

In 2006 three employee disabilities were reported. These disabilities resulted from accidents at work, which happened in Mons, France, in Seville, Spain and in Port Moresby, Papua Guinea.

Whenever and wherever work-related accidents occur, we initiate comprehensive reviews to establish the details of the incident and to establish whether we need to amend our procedures as a result of those reviews.

## Safety in production

We aim to achieve continuous reductions in our accident frequency rate. This is our key safety parameter and consequently forms part of the Heineken World Class Manufacturing Programme.

Our accident frequency rate decreased from 3.2 accidents per 100 Full Time Equivalent (FTEs) in 2004 to 2.7 in 2006. The majority of accidents (around 57 percent) still occur in bottling departments, where most of our production staff

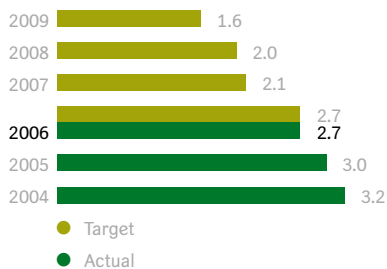


work. Significant improvements have been achieved in our production units in the Africa & Middle East region. In St. Denis, La Reunion, we introduced improved maintenance management and safety requirements and in Bujumbura, Burundi, old packaging lines were replaced by modern and safer lines. Unfortunately, the improvements have been offset by decreased performance in Haikou, China, where the number of accidents involving external personnel increased, and in Żywiec, Poland, where a relatively high number of accidents occurred during a peak period.

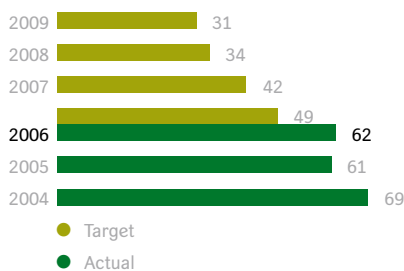
Almost all our employees in production units have completed basic safety training, while about half of the units also organise and run regular refresher sessions. Intensive training and awareness programmes have been run at a number of locations.

There are a number of areas in our production units where the use of personal protective equipment is required: in the bottling hall, in the engine rooms and in the handling of cleaning agents. It is our policy to provide personal protective equipment to personnel working in all areas where safety and health hazards may exist. Through the occupational safety reports, all our units indicated that dust masks, safety glasses and other protective equipment is provided in all production units. A number of locations

**Accident frequency**  
Cases/100 FTE



**Accident severity**  
Lost calendar days/100 FTE





**Environmental complaints for nuisance**

Number of complaints



**Safety-related incidents**

Number per year



reported additional measures to make sure that hearing protection is provided. Furthermore, the majority of units regularly check the use of personal protective equipment and these units apply sanctions in the event of non-compliance.

As a result of our performance improvement, we managed to meet our target of 2.7 accidents per 100 FTE for 2006. We expect that continuous attention for safety enables us to achieve our target of 2.0 cases per 100 FTE by the end of 2008. These efforts include mandatory implementation of the safety activities under Total Productive Management, starting in Europe.

In 2006, the number of accidents involving contractor personnel decreased from 101 to 84. Accidents involving contractor personnel are not included in the company accident frequency indicator.

The severity of recorded accidents fluctuates between 69 lost days per 100 FTEs in 2004, 61 days in 2005 and 62 days in 2006. This small increase in 2006 was the result of the impact of a number of individual accidents. For example in Żywiec, Poland, 's Hertogenbosch, the Netherlands, and Bujumbura, Burundi, each resulted in a long sick leave.

We did not meet our target for 2006 of 49 days per 100 FTE, but we believe that by successfully addressing accident frequency it will enable us to reduce our target of 34 lost days per 100 FTE in 2008.

In 2006, six production units reported one or more violations of local mandatory safety regulations. In one of these cases, a fine of €6,750 was paid.

## Safety data of production units Heineken Group\*

Parameters (absolute values)	Unit	2004	2005	2006	2007	2008	2009
Fatalities of company personnel	Cases	2	2	0	–	–	–
Fatalities of contractor personnel	Cases	2	0	1	–	–	–
Permanent disabilities of company personnel	Cases	2	2	3	–	–	–
Fatalities of company personnel in commuting	Cases	1	2	2	–	–	–
Parameters (absolute values)							
Accidents of company personnel	Cases	728	662	677	–	–	–
Accidents of contractor personnel	Cases	90	101	84	–	–	–
Lost days of company personnel	Days	15,730	13,582	15,490	–	–	–
Production workforce (FTEs)	FTEs	22,728	22,129	24,936	–	–	–
Performance indicators (average values)				Achieved	Targets/Guides		
Accident frequency	Cases/100 FTE	3.2	3.0	2.7			
Targets accident frequency	Cases/100 FTE			2.7	2.1	2.0	1.6
Accident severity	Days/100 FTE	69	61	62			
Guide values accident severity	Days/100 FTE			49	42	34	31

\* Excluding data from Tempo Beer Industries (Israel), Commonwealth Brewery (Bahamas), Brau Holding International (Bad Brambach, Donaueschingen, Karlsruhe, Chemnitz, Kulmbach, Plauen, Rosenheim and Würzburg, Germany).

### Safety of installations

The Heineken Company has standards for the design of brewery equipment to help ensure safe and environmentally friendly installations. Knowledge and good practices are collected and communicated to continuously improve our performance. Industrial processes will always give rise to some nuisance for the neighbouring local communities. Our production units have procedures in place to reduce nuisance caused by, for example, noise and odour emissions. Despite our efforts, incidents have happened and complaints were filed. The number of complaints as registered by our units decreased from 84 in 2004 to 55 in 2006.

In 2006, 21 incidents were reported. In seven of those cases, fines were paid totalling €357,764.

The incidents relate most often to waste-water issues; there were 12 cases, ranging from exceeding effluent limitations to smell problems, a caustic spill and blockage of a storm water sewer. In addition, five ammonia-related incidents were reported (leakages and smell). Two cases of soil contamination have been reported: in one case it concerned small oil spills which were cleaned directly and the other case a cleaning agent contaminated the soil. The latter case is still under investigation.