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Inclusive Hiring Guidance

At HEINEKEN, we are committed to building an **inclusive, fair and equitable work environment**, where everybody feels **truly welcome**. Key to creating such environment is attracting diverse talent and unlocking the full potential of our people – and embedding this into the hiring process. This guidance will help you **reflect DEI practices in your hiring journey**.

BEFORE



Consider DEI in defining hiring need

- ❑ Consider the current team structure and dynamics, assess how you would like to develop diversity within the team. Prefer internal candidates for job postings, where appropriate
- ❑ When defining the hiring need and ideal candidate, ask yourself: 'Is this realistic? Does this candidate actually exist?'

Craft an inclusive job posting and communicate transparently

- ❑ Be mindful of applying inclusive language in job postings, there could be a difference in masculine and feminine styles ([Gender Decoder](#))
- ❑ Be clear that candidates do not need to meet all requirements, apply an encouraging tone in the job posting
- ❑ Ensure the job posting is visible and accessible for all in HEINEKEN (MyHR, recommended on Workplace), and externally (if applicable promote via LinkedIn)
- ❑ Explicitly include DEI as HEINEKEN value in the job posting

DURING



Be inclusive in selecting and interviewing candidates

- ❑ Ensure that there is a diverse slate of candidates at short list stage. Prefer internal candidates for job postings, where appropriate
- ❑ Treat every candidate with respect and show candid interest
- ❑ Avoid bias when selecting the candidate. Selection should be done based on merit (qualifications, experience, performance, skills and potential), and regardless of gender, age, and ethnicity, physical disability, thinking style, religion, nationality or sexual orientation.
- ❑ Put in place a diverse hiring panel (e.g. different gender, nationalities) for screening and interviewing, consisting of 2 people
- ❑ Make sure the candidate feels that they are actively being listened to. Be present and keep mobile phones/laptops away.
- ❑ Use the HEINEKEN Behaviours interview guide to formulate your questions to ensure consistency.

Be aware of any biases during selection

- ❑ Consider to use the [Weighted Decision Card](#) to document and substantiate the decision during the hiring decision meeting, ensuring objective and transparent decision-making (this is optional).
- ❑ Challenge yourself to make courageous moves to bet on talent, letting go of potential standard profiles for a role and considering learning agility over past experience.

AFTER

Provide valuable aftercare

- ❑ Provide valuable feedback to candidates that were unsuccessful in getting the job, that they can learn from
- ❑ For individuals in top 2-3 of interviews that do not get the job, think about if there is a fit in other roles within HEINEKEN (via other vacancies and/or HR)

Make the new hire feel welcome in the new role

- ❑ Give feedback to the new hire on the interview process and start discussing objectives and development goals
- ❑ Make sure you keep in touch with a selected external candidate during their notice period.
- ❑ Ensure your new hire feels welcome in the new team and set up an onboarding plan in advance.
- ❑ Stimulate your new hire to join onboarding activities to start creating a network within HEINEKEN

Tip: click on one of the icons to get more guidance!





Consider DEI in defining hiring need

Consider the current team structure and dynamics within the team, assess how you would like to develop diversity within the team

- ☐ Diversity can be considered in terms of (among others) gender, ethnicity, work experience and thinking style. Assess in which areas you would like to develop diversity
- ☐ Discuss with your People Business Partner / Talent Acquisition Business Partner your vision on developing diversity in team

When defining the hiring need and ideal candidate, ask yourself: 'Is this realistic? Does this candidate actually exist?'

- ☐ Apply a growth mindset approach when defining the requirements: assess what can be learned in the role and what is a must have, e.g. don't ask for experience with a specific software if the hire can easily be trained on it.
- ☐ If possible, sense check the requirements with a colleague in your team or someone who did the role you are hiring for before.

Craft an inclusive job posting and communicate transparently

Be mindful of applying inclusive language in job postings, there could be a difference in masculine and feminine styles

- ☐ Don't include gender-specific pronouns (he/she) in your job description. Stick to "they" and "you" when referring to the candidate.
- ☐ **Be mindful of gender-neutral job titles.** The job title you use should never be gender specific – for example: "Businessman" should be "Business person". Male-oriented titles can inadvertently prevent women from clicking on your job in a list of search results.
- ☐ **Avoid biased language.** When describing the ideal candidate for a role, job descriptions may lean towards using phrases which contain unconscious bias. For example, terms like "Dominate the industry", "Fearlessly" and "Aggressively" should be removed because they change the tone of the job description. You should always look through your job description to replace words that can portray an overall masculine culture and to ensure you attract female candidates as well as male candidates. To avoid off-putting wording, focus on skills and your company culture, values and benefits instead. You can check your job posting with the [Gender decoder](#).
- ☐ Give careful attention to words and phrases, which can help eliminate implicit racial bias and increase diversity in the workforce. For example, never mention ethnicity, national origin or phrases like "native English speaker".
- ☐ Make sure the language reflects a wide range of the age of workers at your company. For example, avoid phrases like "young and energetic".

Be clear that candidates do not need to meet all requirements, apply an encouraging tone in the job posting

- ☐ Eliminate any requirements that are not essential to the job function.
- ☐ Clearly outline which qualifications are required (must haves) and preferred (nice to haves).

Ensure the job posting is visible and accessible for all in HEINEKEN (MyHR, recommended on Workplace), and externally (if applicable promote via LinkedIn)

Explicitly include DEI as HEINEKEN value in the job posting

- ☐ State your commitment to an equal and diverse workplace. Consider following statement: *"Embracing and celebrating diversity is core to HEINEKEN's purpose of 'brewing the joy of true togetherness to inspire a better world'. We believe that people as diverse as our brews – including and not limited to gender, ethnicity, age, sexual orientation, religious belief, nationality, social background, disability and thinking style – enrich our lives and strengthen our business. We welcome and consider applications from all qualified candidates as we champion a culture of belonging that provides fair and equal opportunities for all."*

Be inclusive in selecting and interviewing candidates

Prefer internal candidates for job postings, where appropriate

- ☐ In order to retain talent, internal candidates should have the opportunity to change roles or departments where appropriate.

Treat every candidate with respect and show candid interest

- ☐ During the interview your focus should be on gathering information to establish if the candidate can do the essential functions of the job and if they are willing to do the job. Take care not to make assumptions or comments about who will and who will not 'fit in' with the existing workforce.
- ☐ To protect yourself and the business, DO NOT ask questions relating to the following topics: ethnicity, religion, marital status, children, sexuality, illness, disability, age or divisive conversational subjects.
- ☐ For more information how to treat candidates fair and with respect, please see chapter 5 (starting on page 19) of the [Competency Based Interview Guide](#).
- ☐ Before the interview: ask the candidate if there is any special arrangement that should be considered for the interview, to be more inclusive with a potential disability.

Avoid bias when selecting the candidate. Selection should be done based on merit not familiarity

- ☐ 'Out of the box' candidates can be candidates from different departments or external candidates that replied to the vacancy that do not fill the expected background (e.g. study, experience).
- ☐ For internal hires, take into account also attitude and potential of the candidate and not only past experience. Refer to the [Potential Model](#).

Put in place a diverse hiring panel (e.g. different gender, nationalities, functions) for screening and interviewing

- ☐ Put in place diverse* hiring panels to make sure that candidates are assessed from different perspectives in a fair manner and final hiring decisions are made taking into account a diverse range of views.
* Diversity: visible differences (e.g. gender, age, ethnicity, physical disability) as well as underlying differences (e.g. thinking styles, experiences, religion, nationality, or sexual orientation).
- ☐ Consider involving a stakeholder related to the future role in the recruitment process, e.g. business stakeholder for a business controller role, to ensure an outside perspective

Actively listen during the interview

- ☐ Listen to understand by practicing silence, asking questions, being open minded and suspending judgment
- ☐ Express attentive listening through non verbal communication such as eye contact– nodding etc.

Be aware of any biases during selection

Use the weighted decision card to document and substantiate the decision during the hiring decision meeting, ensuring objective and transparent decision-making.

- ☐ A useful guideline to use in the hiring process is the [Guideline to Support Hiring Decision](#). In this document, the recommended process to follow is included as well as relevant tools, rules and insights.
- ☐ One of the relevant tools included in aforementioned guideline is the [Weighted Decision Card](#). This card can be used to weigh all assessment inputs according to the relative level of importance.

Challenge yourself to make courageous moves, letting go of potential standard profiles for a role and considering learning agility over past experience.

- ☐ Involve others in the final decision making: set-up a hiring decision meeting inviting the diverse hiring panel.

Provide valuable aftercare

Provide valuable feedback to candidates that were unsuccessful in getting the job, that they can learn from

- ❑ Being part of a recruitment process is an important point of contact for the candidate applying, regardless of whether the outcome is successful or not. It is important that we as HEINEKEN ensure this is a positive experience, where providing valuable feedback is key. This applies to external as well as internal candidates.
- ❑ What will help the candidate for a next application? What is a valuable tip you can provide? If you were in the candidate's shoes, what would have helped you further?
- ❑ When preparing for the feedback discussion, useful guidance as well as a template is included in the [Guideline for Candidate Feedback](#)

For individuals in top 2-3 of interviews that do not get the job, think about if there is a fit in other roles within HEINEKEN (via other open vacancies and/or HR)

- ❑ While not being the best fit for the job at hand, candidates may still be a good fit elsewhere in HEINEKEN. Actively consider and discuss with other people managers if the candidate's profile fits elsewhere in the organisation, for example in MT meetings.
- ❑ Refer the candidate to the Heineken careers website

Make the new hire feel welcome in the new role

Give feedback to the new hire on the interview process and start discussing objectives and development goals

- ❑ Provide feedback to the new hire, using guidance included in [Guideline for Candidate Feedback](#) and build on the strengths and development areas when setting goals for the Personal Development Plan ([PDP toolkit](#))
- ❑ Explicitly discuss expectations to and from the new hire about the new role and formalise these in the performance objectives.

Ensure your new hire feels 'at home' in the new team

- ❑ Consider matching the new hire with a *buddy* in the team, as a dedicated and low barrier point of contact
- ❑ Ensure, where possible, that the first working day(s) are physically in the office and ideally with as many team members present as possible. Go for coffee and lunch as a team during these days.
- ❑ Pay attention to the language spoken, in the broader context. Not understanding the language spoken, terminology used or strategy applied in a team can make somebody feel excluded. Speak English (also in informal occasions) and limit the use of abbreviations and jargon. Share the Finance strategy on a page, the team's strategy, roadmap and priorities and let team members explain what they are working on.
- ❑ Provide feedback to each other when a situation arises that is not inclusive.

Stimulate your new hire to join onboarding activities to start creating a network within HEINEKEN

- ❑ Plan introduction meetings for the new hire with relevant people in and outside the team, within the first weeks in the new role. Preferably these meetings are held face to face.
- ❑ Explain HEINEKEN's DEI strategy and BaBW ambitions to the new hire and create awareness of the relevant trainings offered via MyHR (Visit the [Global DEI portal](#) and [Global Diversity, Equity and Inclusion Workplace Group](#))

And last but not least – walk the talk: take the All Inclusive e-learning and [lead by example!](#)