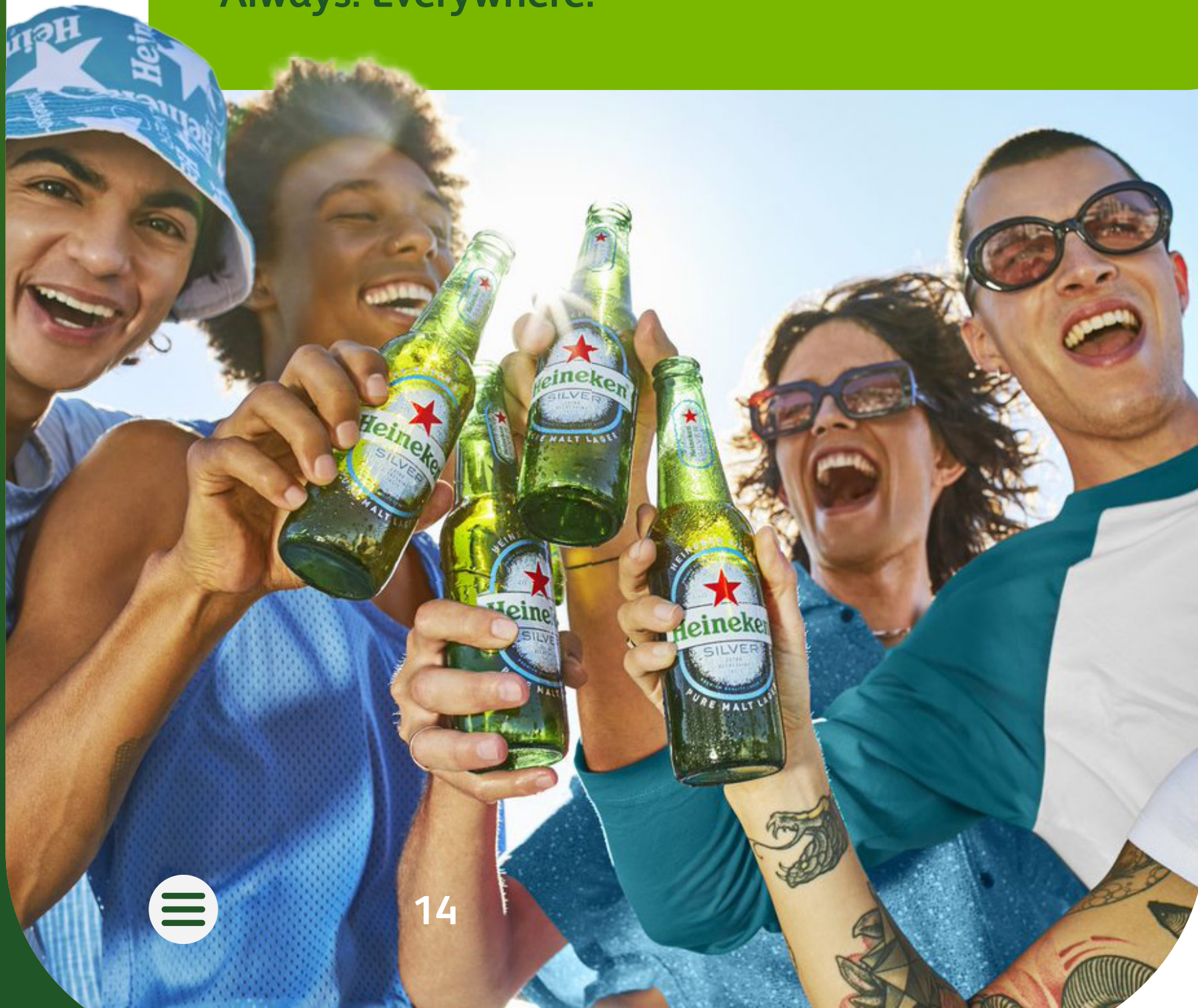




CELEBRATE OUR DIVERSITY AND SAY NO TO DISCRIMINATION

Diverse views make great brews. We foster a culture where diversity is embraced and celebrated, so that everyone can thrive. We believe that diverse and inclusive teams ignite diversity of thoughts, greater innovation and better performance. Discrimination is not tolerated. Everyone is valued fairly and equally, so that every individual can reach their full potential.

Always. Everywhere.



Each of us plays a role in driving an inclusive working environment that's free from discrimination. You can be yourself at HEINEKEN, and you should make sure others can be themselves, too. Value and respect your colleagues and never discriminate, so that all of us have an equal opportunity to thrive and succeed.

- **Treat everyone equally and fairly, without distinction.** That means absolutely everyone. Apply our [Nine Inclusive Practices](#) in your work and never distinguish on race, colour, gender, sexual orientation, religion, national or social origin, age or disability. When making employment decisions – such as hiring, performance review, promotion, training and compensation – apply the principle of meritocracy. That means making decisions based on factors like qualifications, experience, performance, skills and potential of the individual.
- **Make it safe for others.** Respect the individual identity and diversity of others and enable everyone to share and speak the truth without the fear of negative consequences.
- **Be mindful of the impact of your actions and words.** Communicate inclusively and avoid coming across in a way that could hurt others. Adapt your communication style to connect with your colleagues. Avoid non-inclusive behaviours, such as jokes about someone's background or culture, which could make people feel hurt. This goes against our Values and our Company culture.
- **If you see something, say something.** Challenge and speak up about discriminatory, non-inclusive or unequitable behaviour whether you experience it yourself or witness it or hear about it from a victim.

Ask yourself... Could this comment make someone feel excluded because of their origin or background?



This could happen...

My manager told me that I would not be considered for this promotion because I'm going on maternity leave and the role requires more dedication and flexibility.

You might think...

Could this be discrimination? Maybe my manager has a point, because I'll be less flexible to travel.

But in fact...

You should raise your concern. Employment decisions like this must be made on job-related criteria (qualifications, experience and skills), without regard to whether you're married, single or a parent. You can bring this up with your manager or via one of the Speak Up channels.

THIRSTY FOR MORE?

[Global Diversity, Equity and Inclusion Portal](#)
[Nine Inclusive Practices](#)

Keep learning
[All Inclusive Leadership training](#)

Have questions?
Just ask! Reach out to a colleague from your local People team, a local or global Diversity, Equity and Inclusion ambassador or contact your Trusted Representatives.

Have concerns?
[Speak Up!](#)

