

Cultivating a **GROWTH** Culture

Adopting Digital Enablers for
Learning & Development

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Our People & Culture are what make us special

In a world that is changing rapidly,
we keep **Living our Values**

- Keeping up the **#Passion** for our job, customers & consumers
- Continuing a healthy **#Collaboration** with our teams
- Demonstrating our **#Agility**
- Seeing this challenge as an experience for **#Growth**



AB Way of Developing People

Our Capability Building Framework

Me as a... **Heineken Citizen**

Provide a better understanding of our Business & Focus on our basic working principles

Me as a... **Performing Professional**

Build our employees' competencies from bottom to top!
Enable them to develop in their roles & grow as professionals



Me as a... **People Manager**

Equip our People Managers with confidence & tools in order to lead & develop our teams effectively

Our ... **Business Priorities**

Ensure our employees are familiarized with strategic capabilities.

Upskilling begins from us

Future proofing us all - **Everything is changing & so is HR!**

FROM

Standard Training

One-day training

A predefined set of content

Leader led development &
Centrally coordinated communications



TO

Inspiring **Blended Learning** Experiences

Full time **Learning on the go**

Unlimited Resources for Development

Triggering **Passion for self-Growth**

Delivery via **Virtual Classrooms**
& **Digital Content** Development

Learning anywhere, anytime,
from any device (PC/Tablet/Mobile)

Micro-learnings,
Podcasts, Articles, Videos

More **Personally Engaging**
Communications

Swiftling From Classroom to Online

Our Ingredients for Growth



Personal Development & Career Planning Tools

Motivating Career Conversations
to keep
ongoing Development

Online Learning

Leveraging given platforms
&
Creating local tools
with relevant content

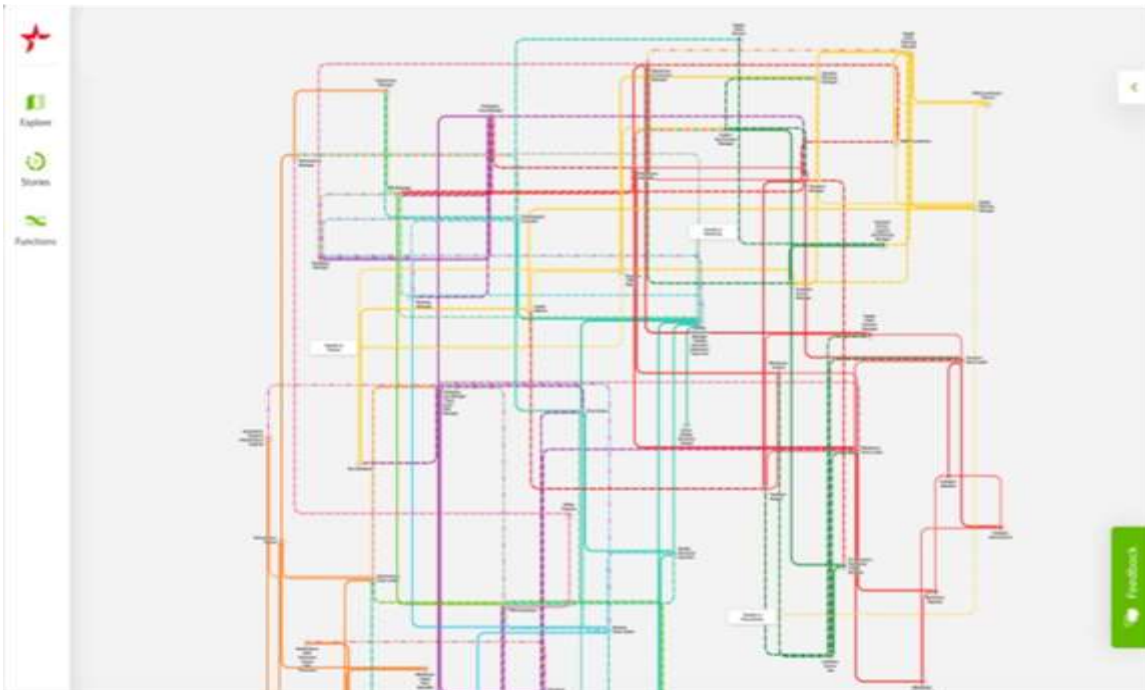
Segments of Live Webinars

Keeping the Interest
&
Personnel Connection high

Challenging Times call for Better Growth!

Personal Development #Career Subway Map

Leveraging an interactive digital tool to offer insights for personal development planning & facilitate career conversations.



- ✓ Exploring possible routes to other roles
- ✓ Comparing key experiences
- ✓ Learning from inspirational career stories

Challenging Times call for Better Growth!

Online Learning #MyLearning



Launching a user friendly
Chat bot
aiming to deliver
personalized content
recommendations!



Explore

1. Skills for Working Digitally



2. Digital Mindset



3. Business Software and Tools



Challenging Times call for Better Growth!

MyLearning series **#Time to Learn**

MAKING REMOTE WORKING WORK

- Time Management
- Digital Collaboration
- Virtual Team Meetings
- Remote People Management
- Leadership at Challenging Times



Challenging Times call for Better Growth!

MyLearning series **#Summer Courses**

GROWTH MINDSET & LEISURE TIME LEARNING



- Learning Agility
- The Agile Mindset
- Building Resilience
- Work-life Balance & Wellbeing
- Creativity for all

Challenging Times call for Better Growth!

MyLearning series **#Business Priorities**



INCLUSION & DIVERSITY

- Developing Self- Awareness
- Communicating Inclusively
- Seeking Multiple Points of View
- Creating Trust



#DiverseViewsMakeGreatBrews

DIGITAL IS NOW

- Business software & tools
- Skills for working digitally
- Digital Trends & Technologies

How to make it Work!

By ...

- ✓ Ensuring we have management endorsement
- ✓ Providing all users access & going through relevant awareness sessions
- ✓ Allocating Functional Learning Ambassadors
- ✓ Developing tailor-made guides with specific suggestions per role / function
- ✓ Crafting Engaging Communications
- ✓ Adopting a 360 approach towards our Programs Evaluation (incl. happy sheets, users ' dashboards, knowledge checks)

But Most Importantly,.....



... By making it a life - ongoing process for us

We never stop Learning 😊

THE LEARNING CYCLE

Our learning cycle will never again
be as slow as it is right now.



ATHENIAN BREWERY

Brewing a better future

