1. **Gradio UI**

**A screenshot of a chatbot

Description automatically generated**

**2. Questions & Answers**

1. Q: In what ways does Nestlé facilitate international assignments for its employees, and how

is this aspect of mobility used as a competitive advantage for retaining talent?

A: Nestlé facilitates international assignments for its employees by offering opportunities to work in different countries. This aspect of mobility is used as a competitive advantage for retaining talent by leveraging the international dimension of the Group.

2. Q: What mechanisms does Nestlé have in place for managing and evaluating low performance, and

how does the company ensure this is done with integrity?

A: Nestlé has mechanisms in place to manage and evaluate low performance through a high performance culture that emphasizes differentiated rewards and development. This is achieved by aligning clear and challenging responsibilities for employees and ensuring they understand how their work impacts the company. The company ensures the management and evaluation of low performance are conducted with integrity by fostering a culture where the line manager and employee collaborate closely.

3. Q: What are the two key documents that form the foundation of Nestlé's HR policies?

A: The two key documents that form the foundation of Nestlé's HR policies are the Nestlé Human Resources Policy and the Nestlé Principles and Policies.

4. Q: Who holds the prime responsibility for building an environment of personal commitment among employees at Nestlé?

A: Those with line management responsibilities hold the prime responsibility for building an environment of personal commitment among employees at Nestlé.

5. Q: What are the three specialized areas that support HR management in Nestlé?

Which approach has HR adopted to ensure functional leadership and efficiency in Nestlé?

According to Nestlé’s hiring policy, what are the main factors considered in employing a candidate?

Who makes the final decision to hire a candidate at Nestlé?

What does Nestlé commit to providing its employees worldwide concerning working conditions?

How does Nestlé ensure that external service providers offer adequate working conditions for their employees?

What does Nestlé’s Total Rewards program focus on? Name the five key elements.

Within what framework must Nestlé’s Total Rewards programs be established?

Who is responsible for explaining an employee's specific situation in terms of remuneration and benefits?

What are the primary sources of learning and development at Nestlé?

What is the primary goal of Nestlé's Performance Evaluation process (PE) and Progress and Development Guide (PDG)?

How does Nestlé reward high-performing employees and manage low-performing employees?

What are Nestlé’s key tools for providing employees with feedback on performance and career aspirations?

How does Nestlé view international assignments in the context of employee development?

What is the basis for promotions at Nestlé?

How does Nestlé ensure a strong pipeline of successors at all levels of the organization?

What values form the foundation of Nestlé’s culture according to the Employee Relations section?

What kind of organizational structure does Nestlé strive to create to increase efficiency and accountability?

A: The three specialized areas that support HR management in Nestlé are Centres of Expertise, Business Partners, and Employee Services.

HR has adopted a shared responsibility approach to ensure functional leadership and efficiency in Nestlé.

According to Nestlé’s hiring policy, the main factors considered in employing a candidate are personal attitude and skills.

The final decision to hire a candidate at Nestlé is made by all managers.

Nestlé commits to providing its employees worldwide with good working conditions.

Nestlé ensures that external service providers offer adequate working conditions for their employees through monitoring and compliance checks.

Nestlé’s Total Rewards program focuses on compensation, benefits, work-life balance, performance and recognition, and development opportunities.

Nestlé’s Total Rewards programs must be established within a framework of fairness and competitiveness.

Managers are responsible for explaining an employee's specific situation in terms of remuneration and benefits.

The primary sources of learning and development at Nestlé are on-the-job experiences, formal training programs, and coaching and mentoring.

The primary goal of Nestlé's Performance Evaluation process (PE) and Progress and Development Guide (PDG) is to assess performance, provide feedback, and support employee development.

Nestlé rewards high-performing employees through recognition and career development opportunities, and manages low-performing employees through performance improvement plans.

Nestlé's key tools for providing employees with feedback on performance and career aspirations are performance evaluations and development discussions.

Nestlé views international assignments as a key aspect of employee development.

The basis for promotions at Nestlé is meritocracy and performance.

Nestlé ensures a strong pipeline of successors at all levels of the organization through talent development programs and succession planning.

The values that form the foundation of Nestlé’s culture according to the Employee Relations section are respect, integrity, and trust.

Nestlé strives to create a decentralized organizational structure to increase efficiency and accountability.

6. Q: What are the three specialized areas that support HR management in Nestlé?

A: Centres of Expertise, Business Partners, Employee Services

7. Q: Which approach has HR adopted to ensure functional leadership and efficiency in Nestlé?

A: The approach HR has adopted to ensure functional leadership and efficiency in Nestlé is the 'Nestlé in the Market' (NiM) approach.

8. Q: According to Nestlé’s hiring policy, what are the main factors considered in employing a candidate?

A: The main factors considered in employing a candidate according to Nestlé's hiring policy are personal attitudes and professional skills that enable the candidate to develop a long-term relationship with the Company. Special attention is paid to ensure a strong alignment between these factors.

9. Q: Who makes the final decision to hire a candidate at Nestlé?

A: The responsible managers at Nestlé make the final decision to hire a candidate.

10. Q: What does Nestlé commit to providing its employees worldwide concerning working conditions?

A: Nestlé commits to providing its employees worldwide with a safe and healthy working environment, as well as supporting their freedom of association and right to collective bargaining.

11. Q: How does Nestlé ensure that external service providers offer adequate working conditions for their employees?

A: Nestlé ensures that external service providers offer adequate working conditions for their employees by expecting them to make all necessary efforts to develop fair and constructive dialogues and overcome any difficulties that may arise.

12. Q: What does Nestlé’s Total Rewards program focus on? Name the five key elements.

A: Nestlé’s Total Rewards program focuses on Fixed Pay, Variable Pay, Benefits, Personal Growth and Development, and Work Life Environment.

13. Q: Within what framework must Nestlé’s Total Rewards programs be established?

A: Within the social and legal framework of each country, and with respect to applicable collective agreements.

14. Q: Who is responsible for explaining an employee's specific situation in terms of remuneration and benefits?

A: HR management is responsible for explaining an employee's specific situation in terms of remuneration and benefits.

15. Q: What are the primary sources of learning and development at Nestlé?

A: Experience and on-the-job training are the primary sources of learning and development at Nestlé.

16. Q: What is the primary goal of Nestlé's Performance Evaluation process (PE) and Progress and Development Guide (PDG)?

A: The primary goal of Nestlé's Performance Evaluation process (PE) and Progress and Development Guide (PDG) is to ensure that challenging objectives are set, effectively evaluated, and to provide regular feedback on employees' performance and career aspirations.

17. Q: How does Nestlé reward high-performing employees and manage low-performing employees?

A: Nestlé rewards high-performing employees through differentiated rewards and development opportunities. For low-performing employees, Nestlé may provide support and guidance to help them improve their performance.

18. Q: What are Nestlé’s key tools for providing employees with feedback on performance and career aspirations?

A: The key tools Nestlé uses to provide employees with feedback on performance and career aspirations are differentiated rewards, development opportunities, clear and challenging responsibilities, and ensuring that employees understand how their work impacts the company.

19. Q: How does Nestlé view international assignments in the context of employee development?

A: Nestlé views international assignments as an opportunity for employees interested in expanding their cultural diversity and gaining valuable experience working in different countries. It is considered a competitive advantage that helps in retaining and developing talented individuals within the company.

20. Q: What is the basis for promotions at Nestlé?

A: Promotions at Nestlé are based on sustained performance from a results and behavior standpoint, as well as future potential.

21. Q: How does Nestlé ensure a strong pipeline of successors at all levels of the organization?

A: Nestlé ensures a strong pipeline of successors at all levels of the organization by focusing on removing barriers to career progression for both women and men. This is achieved through developing a more flexible work environment, initiating mentoring schemes, offering flexible career paths, and providing dual career support.

22. Q: What values form the foundation of Nestlé’s culture according to the Employee Relations section?

A: The values that form the foundation of Nestlé's culture according to the Employee Relations section are trust, mutual respect, and collective bargaining.

23. Q: What kind of organizational structure does Nestlé strive to create to increase efficiency and accountability?

A: Nestlé strives to create flat and flexible structures with minimal levels of management and broad spans of control to increase efficiency and accountability.

**24. Q: Subjective questions**

A: Subjective questions are encouraged to be asked during open dialogues to allow employees to express their career objectives and expectations.

25. Q: What Criteria does Nestlé consider crucial when hiring new employees, and how does the company ensure alignment between a candidate's values and its corporate culture?

A: Nestlé considers relevant skills, experience, and adherence to Nestlé principles as crucial criteria when hiring new employees. The company ensures alignment between a candidate's values and its corporate culture by paying special attention to this alignment during the selection process.

26. Q: What is Nestlé's approach to diversity and inclusion in recruitment, and how does

it ensure that discrimination is avoided during the hiring process?

A: Nestlé's approach to diversity and inclusion in recruitment focuses on hiring employees based on their personal attitudes and professional skills, rather than factors such as nationality, religion, race, gender, disability, sexual orientation, or age. The company ensures that discrimination is avoided during the hiring process by emphasizing the alignment between the candidate's qualifications and the requirements of the position, with the ultimate hiring decision resting with the responsible managers.

27. Q: How does Nestlé integrate flexible working conditions into its employment policy, and

what role do line managers play in ensuring the health and safety of employees under

their responsibility?

A: Nestlé integrates flexible working conditions into its employment policy by providing them whenever possible. Line managers play a crucial role in ensuring the health and safety of employees under their responsibility by taking personal ownership of safety and health within their area of responsibility and by developing their capability in this area.

28. Q: How does Nestlé ensure that the contractual obligations of service providers meet the

company’s standards for working conditions, and how does it enforce this commitment?

A: Nestlé ensures that the contractual obligations of service providers meet the company's standards for working conditions by upholding the freedom of association of its employees, recognizing the right to collective bargaining, and establishing direct and frequent communication in the workplace. The company enforces this commitment by maintaining a close relationship with all employees and encouraging two-way dialogue for continuous improvement.

29. Q: What are the core components of Nestlé’s Total Rewards strategy, and how does the company

ensure these rewards align with what employees value across different markets?

A: The core components of Nestlé’s Total Rewards strategy include establishing programmes within the social and legal framework of each country, respecting applicable collective agreements, and allowing managers to propose employee remuneration within Company policy. Nestlé ensures that these rewards align with what employees value across different markets by giving each employee the opportunity to grow, evolve, and contribute, and by emphasizing the importance of spending sufficient time with each employee to explain their specific rewards.

30. Q: How does Nestlé balance its Total Rewards programme with the social and legal

frameworks of different countries, and what responsibilities do managers have in

explaining remuneration and benefits to their teams?

A: Nestlé balances its Total Rewards programme with the social and legal frameworks of different countries by ensuring that these programmes are established within the respective social and legal contexts of each country, as well as in alignment with applicable collective agreements. Managers are responsible for proposing the remuneration of their employees within the Company policy framework and are expected to spend sufficient time with each employee to explain their specific remuneration and benefits.