

Spadel



JEDI Policy

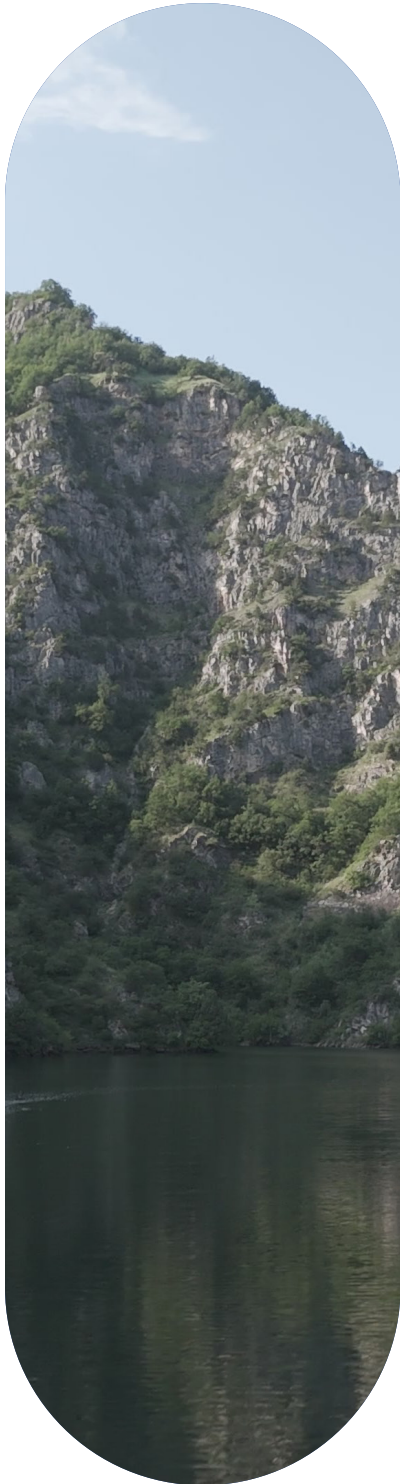
Carola



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1. Who We Are and What We Believe In:



At Spadel, we believe that diversity, equity, and inclusion are part of who we are and how we grow. They spark innovation, strengthen teamwork, and help us reflect the richness of the communities we serve.

Our commitment to JEDI is anchored in our values



These values guide how we work, make decisions, and treat each other every day. They remind us that inclusion starts with each of us.

At Spadel, **JEDI is everyone's responsibility**. It's not just what we say — it's what we do. Together, we turn inclusion into action and make it part of daily life across all our teams.

We want Spadel to be a place where everyone feels welcome, respected, and free to be themselves. A place where fairness and trust shape how we work, where everyone has equal opportunities to grow, and where our teams reflect the diversity of society in all its forms — gender, age, origin, ability, and background.



2. What We Mean by JEDI at Spadel:

To make sure we all speak the same language and avoid misunderstandings, here's what we mean when we talk about diversity, equity, and inclusion at Spadel:



1

Diversity

is about the many differences that make each of us unique – such as gender, age, cultural or ethnic background, beliefs, sexual orientation, disability, socio-economic background, or neurodiversity.

2

Equity

means fair treatment and equal access to opportunities for everyone, recognizing that people may need different kinds of support to reach the same outcome.

3

Inclusion

is about creating an environment where everyone feels welcome, respected, and empowered to contribute and grow

4

Justice

means removing barriers and systemic inequalities so that everyone can thrive and participate on equal footing.

5

Discrimination

happens when someone is treated unfairly because of characteristics that have nothing to do with their job.

6

Disability / Limitation

refers to a long-term physical, mental, intellectual, or sensory condition that may affect a person's ability to participate fully at work.

7

Ethnic-Cultural Background

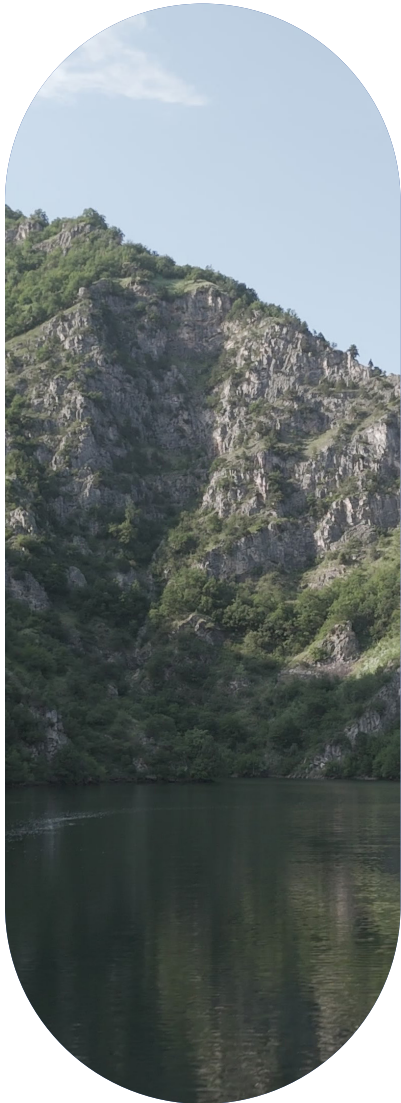
reflects a person's heritage, culture, or nationality.



This JEDI Policy should be read together with our Code of Conduct and Whistleblowing Policy, which provide further guidance, support, and protection for all employees.



3. Who This Policy Applies To:



This policy applies to **everyone who works with or for Spadel Group**. That includes:

- 1 All employees, whether permanent, temporary, full-time, or part-time;
- 2 Interns, trainees, and consultants;
- 3 Agency workers, contractors, and interim staff;
- 4 Members of our management and supervisory bodies;
- 5 And our external partners – including suppliers, distributors, and other stakeholders who work alongside us.

We expect all our partners to share and uphold the same principles of **diversity, equity, and inclusion**, and to promote fair and respectful practices within their own organizations and value chains.

This policy applies across **all teams, levels, and countries**, and covers every stage of the employee journey – from **recruitment and onboarding to development, promotion, compensation, and beyond**.



4. Guiding Principles:

At Spadel, diversity, equity, and inclusion come to life through our everyday actions and decisions. These principles guide how we work, grow, and care for one another.



Equal Opportunities

We believe everyone deserves a fair chance to grow and succeed.

- We ensure fair and transparent practices in recruitment, development, and promotion.
- We actively eliminate bias linked to gender, age, origin, beliefs, sexual orientation, disability, socio-economic background, or any other non-job-related criteria



Representative Diversity

We want our teams to reflect the richness of the world around us.

- We build teams that mirror the diversity of the countries and markets where we operate.
- We foster gender balance and representation at every level, including leadership.



Inclusion in Everyday Life

Inclusion is about how we show up for one another, every day.

- We nurture a culture of listening, respect, and collaboration.
- We train our people managers to lead inclusively and with empathy.
- We encourage every voice to be heard and co-create solutions together.



Equity and Well-being

We act with fairness and care, ensuring that everyone can thrive.

- We guarantee equity in working conditions, pay, and career opportunities.
- We adapt our workplaces and processes to include everyone, especially colleagues with disabilities.
- We embed health, safety, and well-being as core pillars of our culture.



Accountability and Transparency

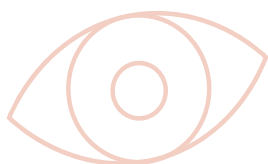
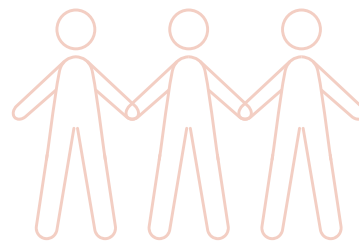
We hold ourselves accountable for progress, not promises.

- We set measurable JEDI objectives.
- We track progress with clear indicators such as recruitment, promotion, eNPS, and gender representation.
- We share our progress openly each year through our Sustainability Report (CSRD) and Annual Report.



5. Our Concrete Commitments

At Spadel, we turn our JEDI ambition into action through everyday choices and long-term commitments. Here's how we bring inclusion to life across our business and communities.



2 Learning & Awareness

We keep learning to become more open, inclusive, and self-aware as individuals and as a company.

- Offer regular training on unconscious bias, inclusive leadership.
- Integrate JEDI topics into leadership development and onboarding programs.

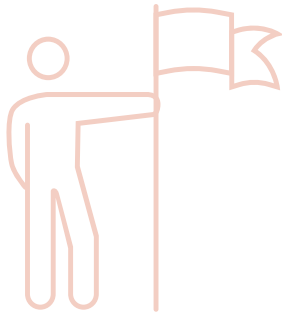
1 Recruitment & People

We aim to welcome and grow people from all backgrounds, bringing different perspectives, experiences, and ideas to Spadel.

- Apply inclusive shortlists in all recruitment processes.
- Partner with schools, associations, and networks that promote diversity.
- Ensure our recruitment materials and interviews use inclusive language and practices.



5. Our Concrete Commitments



3 Leadership & Governance

Inclusion starts with example. Our leaders play a key role in making sure JEDI is part of every decision.

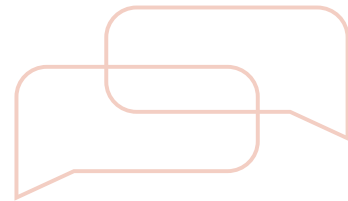
- Establish a JEDI Committee with representation from all countries and functions.
- Assign executive sponsorship at ExCom level to ensure JEDI stays top of mind.
- Report regularly on JEDI progress to maintain transparency and accountability.



4 Dialogue & Feedback

We listen, learn, and act – because inclusion grows through open conversation and trust.

- Conduct regular surveys to measure inclusion and engagement.
- Maintain confidential channels for reporting discrimination or misconduct.
- Encourage dialogue and feedback through focus groups, listening sessions, and local JEDI ambassadors.



5 Community & Partnerships

Our impact goes beyond our walls. We want to make a difference in the communities we're part of.

- Support local initiatives on social inclusion, gender equality, and employment for youth and seniors.
- Collaborate with suppliers and partners who share our JEDI commitments.
- Promote volunteer initiatives such as our Positive Impact Day, that strengthen connection and social inclusion in our regions.



6. Our Roles and Responsibilities

Building an inclusive culture is a shared journey – but everyone has a role to play in making it happen.

1

Policy Owner

The Group People Director ensures that our JEDI policy stays relevant, active, and aligned with Spadel's values.

2

Implementation

Our People Leads and department heads bring this policy to life every day by embedding JEDI in their teams and decisions.

3

Monitoring

The JEDI Committee follows our progress, shares insights, and reports regularly to the ExCom.

4

Reporting

We share our progress openly each year through our Sustainability Report, Annual Report, and ExCom reviews.

Escalation

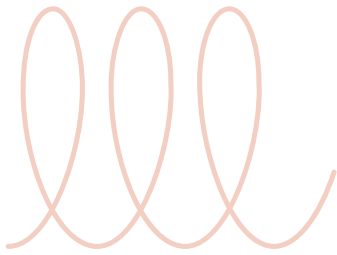
5

If someone experiences or witnesses behavior that goes against our values, concerns can be safely reported through our Whistleblower or Confidential Advisor channels. Every report is handled with care, confidentiality, and respect.



7. How We Track Our Progress

We believe that progress matters most when it's measured, shared, and used to make things better.



Frequency

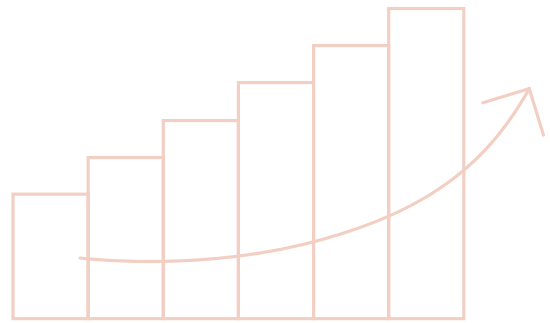
1

We review our JEDI progress every year – and mid-year when needed – to keep our actions on track.

Metrics

2

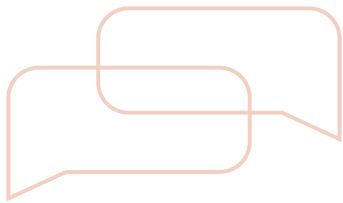
We look at key indicators such as, promotion rates, pay equity, gender representation, and our eNPS score.



Follow-up

3

We discuss the results with the ExCom and share them openly with all employees through our internal communication channels.



Improvement

4

Where we see gaps, we act – creating targeted plans to keep improving together.



8. How We Stay Connected and Engaged



Inclusion grows when we keep the conversation going and make everyone part of the journey.

1

Our **JEDI Policy** is shared with all employees through **onboarding**, our **intranet** (SharePoint), and other communication channels whenever needed.

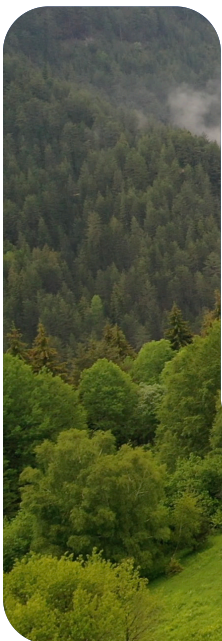
2

We encourage everyone to **share ideas and feedback** — through surveys, workshops, or by connecting with the **JEDI Committee**.

3

Each year, **awareness campaigns and events** help us celebrate our differences, mark key diversity milestones, and keep building the inclusive culture we're proud of at Spadel.

9. Creating a Safe and Respectful Workplace

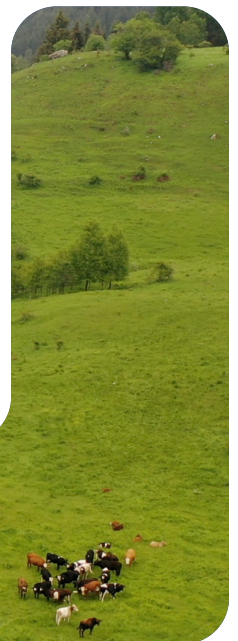


At Spadel, we treat one another with respect — always.

We have **zero tolerance** for any form of discrimination, harassment, intimidation, or micro-aggression.

If someone experiences or witnesses behavior that goes against our values, we encourage them to **speak up** — through the **Whistleblower channel** or by contacting a **Confidential Advisor**.

Every concern is taken seriously and handled with **confidentiality, care, and respect**, with a clear commitment that **no one will face retaliation** for raising their voice



10. Our 2030 Ambition

By 2030, we want inclusion to be fully part of who we are and how we work — not as a project, but as a mindset lived every day.



1

Balanced representation

Achieve diversity across gender, age, and background at all levels of the organization.

2

Inclusive culture

Keep improving our inclusion score through regular feedback and engagement surveys.



3

Employer of choice

Be recognized in all our markets as a company where people feel they belong and can grow as themselves.

4

Everyday inclusion

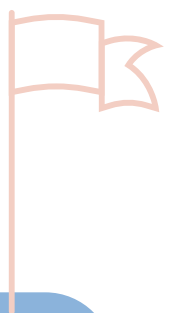
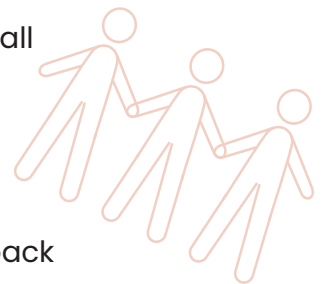
Make JEDI part of daily actions, leadership behavior, and business decisions across Spadel.



5

Transparency and progress

Share our JEDI achievements and learnings each year — including stories of local initiatives and workplace adaptations that make a real difference.



Together, we'll keep moving forward — creating a workplace where everyone feels seen, heard, and valued, and where inclusion shapes the way we grow as One Spadel Team.



11. Conclusion

At Spadel, we see diversity, equity, and inclusion as part of who we are and how we grow. This policy is not a formality — it's a living commitment that guides how we work, lead, and care for one another.

Building an inclusive culture takes time and collective effort. It happens when each of us listens, learns, and acts with respect and openness — every day.

By living our values — *Create Positive Impact, Be Agile and Decisive, Go Beyond Expectations, and Move as One Team* — we bring this commitment to life.

Together, we're shaping a workplace where everyone feels welcome, valued, and free to be themselves.

A place where inclusion is not just something we believe in — it's something we do, together, as *One Spadel Team*.

