

Diversity, Equity and Inclusion Policy

Version 1.0
2023/06/30

1. Introduction

Colruyt Group believes in the force of diversity, equality and inclusion. Our policy underlines that we want to strengthen inclusion, that we recognise all differences and are open to them. Everyone has their own unique contribution and we want to maximise this.

Colruyt Group is understood to mean all entities controlled by Colruyt Group, or in other words Etn. Franz Colruyt NV, and all its subsidiaries.

2. Rooted in our DNA

From our identity as an organisation, we want to make a positive difference in the world. We believe in the creative force of people to see opportunities, to be entrepreneurs and to create the world in which we want to live. Our desire and efforts to work inclusively are the perfect example of this.

Diversity, equality and inclusion are not empty concepts at Colruyt Group. They are embedded in our culture and in our values. They are expressed in the following group principles:

- At Colruyt Group, we always depart from our values **respect and togetherness**. We take clear positions, state our intention and act transparently. This means we're reliable and gives us a licence to operate from society.
- At Colruyt Group all people are **equal**. That doesn't mean they're all the same. On the contrary. We're all unique. We create added value together to the extent that we complement each other in terms of knowledge, ability and willingness. No matter how diverse our contribution, role or hierarchical position is, it does not diminish our intrinsic equality as human beings.
- **Diversity makes us grow**: we want to continue to be amazed and open to each other in all our diversity. In doing so, we look beyond cultural backgrounds, gender, mother tongue, etc. Above all, we want to do justice to each individual's potential. The constructive interaction of all our diverse talents, skills, personalities, experiences, etc. forms the fertile breeding ground on which we create added value together.

3. What do diversity, equality and inclusion mean for us?

Diversity is about 'the mix', the differences and how we look at them. Diversity is about all the aspects that make people different. This concerns both visible characteristics (such as age, language and ethnicity) and less visible characteristics (such as desires, needs, strain, illness, disability, competences, work styles, gender identity and sexual orientation, character traits, religion, beliefs, social and economic status, nervousness, etc.). Every person is their own, unique combination of these characteristics.

Inclusion is how we deal with that 'mix' of characteristics, based on solidarity and mutual respect. For Colruyt Group, inclusion means everyone is welcome, belongs and can and may be themselves. Everyone is given opportunities to participate and share their opinion. This is embodied chiefly in the culture of our organisation.

To allow employees **equal** participation, we ensure that practices and processes are fair and have the same outcomes for each individual each with their own ability.

4. What do we expect of our employees and managers?

In an inclusive organisation, we want everyone to feel heard, seen and involved. Everyone at Colruyt Group is free to share an opinion and indicate needs. Everyone can be themselves and is part of the group with respect for others and the context. We expect employees and managers to express themselves, present themselves, behave, etc. adapted to the work context and with respect for colleagues, customers and others. Everyone can call others to account if they disagree with something they find inappropriate, provocative or disrespectful. Together, we draw the line by talking to each other. At the same time, we don't accept any form of discrimination¹.

5. Our commitment: how do we commit to diversity, equality and inclusion?

We are constantly looking for new initiatives that support and encourage inclusion and equality in a context of diversity. We commit ourselves to tackle different themes. For example, we focus on:

- Gender diversity: women in managerial positions

¹ For the definition of racism and discrimination, we follow the legislation laid down by European, federal and Flemish regulations.

- Age diversity: young potential
- Cultural diversity: within the support services
- Language diversity: multilingual teams and non-native speakers

Actions are based on the following vision:

Equal opportunities

Inclusion is made possible by removing barriers together to allow everyone to participate. This requires inclusive co-worker processes and practices as well as targeted actions per department to increase the diversity of our employees and the management. We look at diversity from a wide perspective and understand that different people have different needs. The uniqueness of each department within Colruyt Group also requires a different approach. Examples:

- **Hiring** with an inclusive mindset, so that everyone feels welcome to apply;
- **Selecting** the most suitable applicants, regardless of background, religion, age, language, sexual orientation, etc. The organisation actively supports managers to pursue a human resources policy with an eye for diversity;
- Ensuring a **smooth integration** of every new employee, in part through the guidance of the supervisor and the mentor;
- **Encouraging multilingualism** in the company. This is essential for a smooth and efficient communication. Speaking one of the three working languages is required (Dutch, French or English). Employees are also encouraged to speak one of the other working languages at a practical level.

Increasing opportunities:

Colruyt Group wants to ensure that, as an organisation, we do not exclude anyone. We want to make society and the labour market more inclusive. And that includes vulnerable target groups. This refers to people for whom it is difficult to connect with the labour market based on social inequalities (e.g. people living in poverty, disabled people, etc.). To this end, we launch targeted cooperation campaigns with other organisations to increase the accessibility to the labour market.

We also invest in the continuous development of our workers and actively stimulate them to grow vertically or horizontally. Courses are organised for all workers to strengthen their craftsmanship or '*VAKmanschap*' (skills-attitude-knowledge) and personal growth.

6. Our points of contact

Incidents and conflicts originating in diversity are something we want to deal with quickly. A mediating position that focuses on mutual understanding and empathy is always the starting point. Employees have various channels to turn to. Their manager is their first point of contact. Counsellors and our internal social department, The Connection, are also on hand to help.