



Diversity & Inclusion

Global Code

2025 EDITION





It is with a deep sense of purpose that I introduce to you the GreenYellow Diversity & Inclusion Code, **a formal commitment that places equity and inclusion at the heart of our mission.**

As GreenYellow continues to lead the energy transition, it is key to remind that our contribution to sustainability goes beyond decarbonizing: it is also about **shaping a culture where every individual feels respected, valued, and empowered** to contribute regardless of gender, background, identity, or ability.

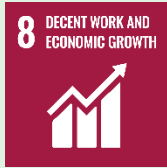
Furthermore, we recognize that **innovation is driven by diverse perspectives.** In a sector as complex and fast-changing as ours, our success depends on our ability to draw from a wide range of perspectives, experiences, and ideas. This is not only a moral imperative, but a strategic one.

This Code is not a checkbox exercise. It's a **long-term commitment.** I encourage each of us, at every level, to engage with the Code thoughtfully and to consider how its principles can be reflected in our own work and teams.

Pascal KERTOUBI
Group Human Resources Director

We support the UN Global Compact

*Sustainable Development Goals
link to D&I*



D&I in our GreenYellow Values

#03 TEAM SPIRIT

“Team spirit must be driven by mutual assistance, support, solidarity, benevolence and respect.”

This code aims to strengthen the commitment of teams and employees to promoting **diversity, inclusion, and actively combating all forms of discrimination** in the workplace.

It is part of our **CSR strategy and, more broadly, of our GreenYellow values**, aligned with growing societal expectations, evolving regulatory frameworks, and our firm belief that diversity is both a human value and a driver of long-term performance.

This guide applies to **all GreenYellow as a whole**, across **all countries and business units**, and to **all employees** regardless of their role or level of responsibility. It also concerns **external stakeholders** such as clients, suppliers or shareholders who contribute to our activities.

GreenYellow is a proud participant in the **United Nations Global Compact** and contributes to the achievement of the **Sustainable Development Goals (SDGs)**, particularly those related to quality education, gender equality, decent work and reduced inequalities.

This document is intended to:

- Provide a common framework,
- Clarify our concrete commitments and the expected behaviors,
- Foster a respectful, fair, and inclusive work environment where everyone can thrive and contribute fully.

It is important to begin with clear definitions of the **key concepts** outlined in this code, to ensure a shared understanding across the organization. Diversity, inclusion & equity in the workplace are powerful driver of **innovation** and **performance**, enriching perspectives, fostering collective **creativity**, and supporting more effective decision-making.

Diversity

It refers to the presence of differences within a given setting. In the workplace, this includes differences in gender, age, origin, culture, physical ability, sexual orientation, education, and more. Diversity brings value by encouraging varied perspectives, innovation, and better problem-solving.

Inclusion

It's about creating an environment where all individuals feel welcomed, respected, and valued, regardless of their differences. It goes beyond representation to ensure everyone can fully participate and contribute.

Equity

It's the practice of ensuring fairness by recognizing that not everyone starts from the same place and adjusting support or opportunities accordingly. It's about giving people what they need to succeed, rather than treating everyone exactly the same.

"Diversity is being invited to the party, inclusion is being invited to dance."

Vernā Myers, american activist

Discrimination in the workplace often begins with **unconscious biases and ingrained stereotypes**. These are automatic judgments we make without realizing it.

Stereotypes 

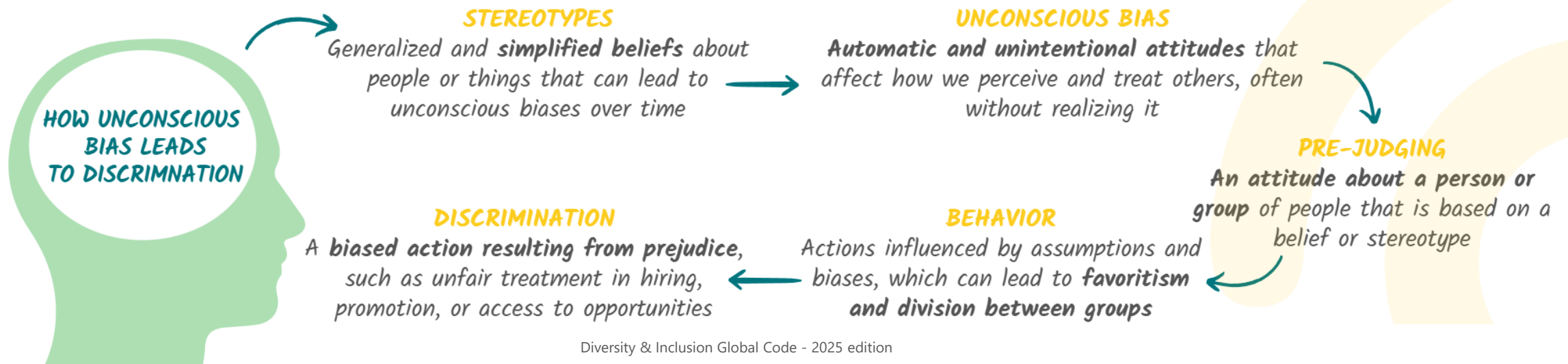
Stereotypes are generalized beliefs or assumptions about a group of people that may not reflect individual realities. They often lead to biased expectations or decisions.

Unconscious bias 

Unconscious (or implicit) bias refers to automatic, mental shortcuts based on our background, culture, or experiences that influence our decisions and behavior without us realizing it.

Discrimination 

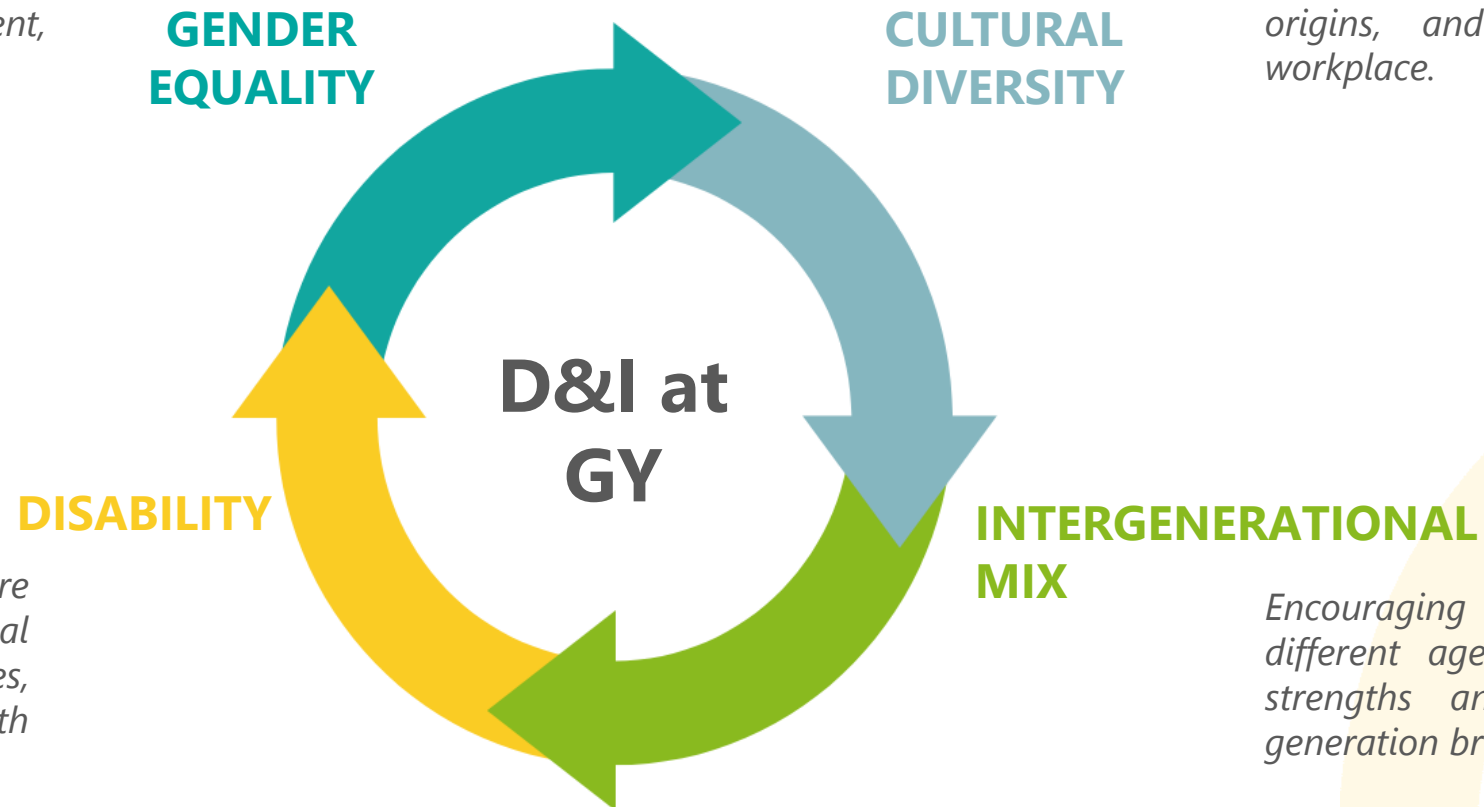
It is the unfair or unequal treatment of individuals based on characteristics such as gender, ethnic group, age, religion, disability, or sexual orientation.



In 2021, **through workshops** in all our geographies, we identified **4 pillars** to focus on related to Diversity & Inclusion (D&I). These dimensions constitute the foundational axes guiding the implementation of GreenYellow's initiatives.

Ensuring equal rights, responsibilities, and opportunities for all genders, particularly in access to employment, pay, and career advancement.

Recognizing, valuing, and respecting differences in cultural backgrounds, origins, and beliefs within the workplace.



Creating an environment where people with disabilities have equal access to opportunities, resources, and workplace participation, with necessary accommodations.

Encouraging collaboration between different age groups, valuing the strengths and perspectives each generation brings to the workplace.

After establishing our D&I pillars, we launched a Corporate initiative involving collaborative sessions with voluntary D&I representatives - including HR and other functions - from all our entities. The objective was to **define our D&I commitments**. Some of them transcend the pillars and express **general commitments**, presented below, and illustrated by a concrete example.

INCLUSIVE POLICIES

We strive to reflect diversity in our teams and decision-making. By integrating inclusion into our policies, we become a fairer employer, and we reinforce a culture where every individual has the same opportunities to thrive.



Group-level Harmonized Code of Professional Ethics at Group level that include fight against harassment and discrimination

SAFE WORKPLACE

We are determined to creating an environment where everyone feels secure and respected. This means establishing clear policies, preventive actions, and channels for reporting concerns confidentially and safely.



Group-level The Ethics Alert Line enables all collaborators and partners to report any facts, breaches, crimes and offenses

AWARENESS RAISING

We undertake to provide tools to ensure that all employees are informed and engaged on issues that impact workplace culture. Sensitization actions help foster empathy, reduce prejudices, and create a shared understanding of our values and expected behaviors.



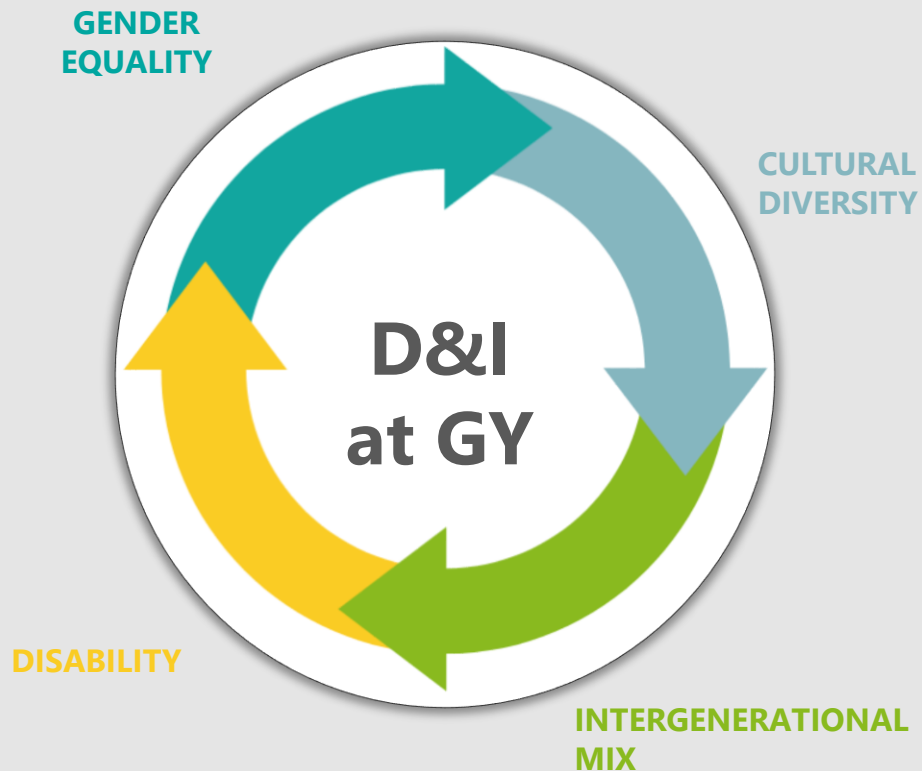
Group-level D&I e-learning sessions and annual events celebrated like Women's Day, and Sustainable Development Weeks

PERFORMANCE INDICATORS

We want to move beyond intentions and track our impact objectively. We commit to monitor our progress through indicators to help us identify gaps, take corrective actions, and continuously improve our D&I strategy.



Group-level Annual calculation of the professional equality index at BU level



For each of our D&I pillars, we have collectively defined key commitments, which are illustrated in this code with some concrete examples of actions, either already implemented within our entities or planned for deployment in the near future.

1

GENDER EQUALITY

2

CULTURAL DIVERSITY

3

INTERGENERATIONAL MIX


4

DISABILITY

1

GENDER EQUALITY

Ensure equal pay for equal positions between genders


 The annual salary review and appraisal process is supported by clear HR guidelines to ensure salary alignment beyond just performance and market benchmarks.

Promote work flexibility to enable a better work-life balance

Encourage the participation of women and gender minorities in leadership positions (Executive/Management Committee)

Implement equitable parental leave policies for all genders

 GreenYellow Thailand grants 5 days of parental leave to male employees (no paternity leave is granted by law).

 GreenYellow Brazil participates in the Citizen Company Program to extend parental leave (maternity and paternity).




2


CULTURAL DIVERSITY


Create explicit non-discrimination policies and clearly communicate them to all employees

Implement awareness programs to combat cultural stereotypes

 At the Mauritius office, on a regular basis, breakfast and meals are organizing mixing the different cultures of the island.

Promote the representation of different cultures

 Our main communication materials such as brand book, sales presentations and cross-BU campaigns are translated into GreenYellow's four main languages. Each BU is equipped with the necessary resources to produce translations into other languages.

 Over 35% of employees in Colombia participate in our English language training program, which enhances their integration into GreenYellow's international environment and opens the door cross-borders.



3

INTERGENERATIONAL MIX

Promote the inclusion of people from different generations in all company policies

 Brazil promotes an Employee Referral Program that values Diversity and Inclusion, including recruitment of people aged 60+.

Encourage generational diversity in project teams and committees

Encourage the participation of people from different generations in leadership positions (Executive/Management Committee)

Implement mentoring programs to facilitate knowledge transfer between generations (2026/2027 goal)

 GreenYellow regularly welcomes many interns and apprentices and offers numerous early-career opportunities. GreenYellow Colombia will begin an internship program in 2026. To promote age diversity, we are also working on better integrating senior profiles into our recruitment strategies and career paths.





4

DISABILITY

Adapt workstations to meet the specific needs of disabled employees



Spanish offices are certified (AIS) for accessibility.

Ensure pay equity between disabled and non-disabled employees for equivalent positions

Implement awareness programs to combat stereotypes related to disability



Every year on Duoday, teams from Réunion welcome a person with a disability for a day to share their routine.

Collaborate with external organizations that promote the inclusion of people with disabilities



GreenYellow France is preparing a disability inclusion agreement. As part of this commitment, an external organization is consulted to help design and implement a dedicated action plan.

TAKEAWAY INFORMATION

Behaviors to adopt or avoid



- Mutual respect in all interactions
- Use of inclusive language
- Zero tolerance for jokes, comments, or behaviors that are discriminatory or offensive
- Managerial role modeling: lead by example at all levels

Procedure in case of discrimination or harassment



- [Internal Ethics Alert Line](#)
- Commitment to confidential handling
- Reminder of legal obligations

Monitoring & continuous improvement



This code will be regularly reviewed and updated to reflect changes in regulations, best practices, and internal feedback.

The implementation of this code is a shared responsibility led by the Human Resources Department, in collaboration with management and worldwide teams.

Contacts



For any questions, concerns, or reports, you can contact:

- Your local HR representative
- The CSR team

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