Just Russel - JEDI Policy *Justice, Equity, Diversity & Inclusion, Company Policy*	**Version 2.0**

Applies to	All employees, all locations (BE / NL / DE / FR), all contract types, including temporary staff and freelancers where relevant, and the customers and communities affected by our activities (see section 6)
Policy owner	Operations lead (Mattias Decuypere)
Executed by	HR
Approved by	Leadership team, 25/11/2026
Effective date	25/11/2026
Review cycle	Annual, aligned with the JEDI action plan review
Available in	Dutch, French, German, English

1. Purpose

This policy sets out Just Russel's principles on justice, equity, diversity and inclusion (JEDI). It applies to every employee, across every location and contract type, and forms the binding reference for how we treat people throughout the employee lifecycle, from hiring to departure. It also sets out how these principles apply to our customers and the communities affected by our activities.

This policy is part of Just Russel's broader JEDI Action Plan and is informed by the data collected through our annual JEDI measurement cycle.

2. Scope

This policy applies to:

- All employees of Just Russel BV, in Belgium, the Netherlands, Germany and France
- All contract types: permanent, fixed-term and part-time
- Temporary staff and freelancers, where relevant to the working relationship
- Our customers and the communities affected by our activities, as set out in section 6

For our workforce, it covers all stages of employment: recruitment, onboarding, compensation, promotion, training and development, and termination.

3. Non-discrimination and equal opportunity

Just Russel is committed to equal opportunity and does not tolerate discrimination on the basis of any protected characteristic, including but not limited to age, gender, gender identity, sexual orientation, national or ethnic origin, disability, religion or belief, and marital or family status.

This principle applies to every employment decision, including:

- Hiring and recruitment
- Compensation and benefits
- Promotion and career development
- Access to training and learning opportunities
- Termination and end of employment

Employment decisions are made on the basis of competencies, performance and business needs. Managers are expected to be able to explain any employment decision on those grounds.

4. Definitions and scope of application

For the purposes of this policy:

- "Employee" refers to anyone with an employment contract with Just Russel BV, regardless of contract type or location.
- "Worker" is used more broadly and also includes temporary staff and freelancers, where the context of this policy applies to them.
- "Protected characteristic" refers to any personal characteristic protected under applicable Belgian, Dutch, German or French anti-discrimination law.

Where local law in a specific market provides stronger protections than this policy, local law prevails.

5. Reporting procedure

Any employee who experiences or witnesses discrimination, harassment or unequal treatment can raise this through Just Russel's anti-discrimination and complaints procedure.

Key elements of the reporting procedure:

- A designated confidential contact person is available to receive reports
- Reports can be made verbally or in writing, and can be made anonymously where the reporting channel allows it

- A clear escalation path exists if the report involves a direct manager or the confidential contact person themselves
- Just Russel commits to treating every report seriously, investigating it fairly, and protecting the reporting employee against retaliation
- Customers and community members can raise concerns through the public grievance form on our website

The full procedure, including contact details and escalation steps, is documented separately in the anti-discrimination and complaints procedure and is available to employees through internal channels.

6. Customers and community

Our commitment to justice, equity, diversity and inclusion applies to our workforce, our customers and the communities affected by our activities. We seek fair and respectful treatment, inclusive communication and accessible ways to raise concerns. We consider barriers and potential exclusion when developing customer-facing practices and community activities, and address concerns through our grievance process.

Practical application for customers: Anyone, including customers, can raise a concern through our public grievance form on our website. Customers in Belgium, the Netherlands, Germany and France are supported in their own language.

Practical application for the community: We donate products with damaged packaging to animal shelters and rescue organisations every month, and we have donated meals to charities that care for people and animals in need, such as Equizorgbos, which supports young people with disabilities or difficulties at school. We are also a partner of Better Life for Pets & People, a Belgian pet sector initiative that researches what pets mean to people and society.

7. Roles and responsibilities

Role	Responsibility
Operations lead	Ultimately responsible for this policy: ownership, approval of updates, and accountability for its implementation, including keeping the public version of this policy current and published on our website.
HR	Executes the policy day to day: applies it in recruitment, compensation and people processes, maintains the reporting procedure, and coordinates the annual JEDI measurement cycle.

Managers	First-line responsible for applying this policy within their team: fair treatment of team members, flagging concerns, and role-modelling inclusive behaviour.
All employees	Expected to treat colleagues with respect and to raise concerns through the reporting procedure if they witness behaviour that conflicts with this policy.

8. Link with the JEDI measurement cycle

This policy is not static. It is informed and adjusted based on the annual employee survey and the disaggregated workforce reporting carried out each year.

- The annual employee survey measures satisfaction, wellbeing, belonging and psychological safety, and includes voluntary gender identity data
- Disaggregated reporting breaks this data down across employment category, contract type, salary band, training participation and turnover
- Findings are documented in the JEDI Internal Report and used to identify where this policy, or the wider JEDI Action Plan, needs to be adjusted

9. Communication and accessibility

This policy is made accessible to all workers and to the public, at all times, through:

- Publication on the shared drive
- Public availability on our website: https://justrussel.com/b-corp/
- Availability in Dutch, French, German and English
- Introduction during onboarding for all new hires
- Reference during leadership all-hands and team meetings

Any employee can request a copy of this policy from HR at any time.

10. Review cycle

This policy is reviewed annually, in step with the review of the JEDI action plan. The review considers findings from the most recent employee survey and disaggregated report, and any changes in applicable law across our markets (BE / NL / DE / FR).

Next scheduled review: 25/11/2027

Just Russel | HR