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JEDI Action Plan 2026/2027 From Strong Foundations to Structured Practice

Over the past years, Device Europe has built a strong and coherent foundation in the areas of justice, equity, diversity and inclusion. Our policies, governance structures and operational standards reflect a deliberate commitment to fairness, accessibility, responsible leadership and employee well-being.

At this stage of our development, the priority is no longer to redefine our values, but to embed them more consistently into everyday organizational practice. Sustainable impact requires more than well-designed policies; it requires clarity of ownership, disciplined execution and measurable progress.

The 2026 phase of our JEDI journey therefore focuses on operationalisation. Our objective is to strengthen the connection between declared principles and lived organizational experience, ensuring that inclusion, fairness and transparency are structurally integrated into how we make decisions, communicate, develop our people and collaborate across functions.

Our implementation framework for 2026/2027 is structured around four interconnected areas: **Processes, Communication, Education and Organisational Cohesion**. Together, these pillars translate commitment into practice and reinforce JEDI as a system of accountable governance rather than a standalone initiative.

Maciej Jakimiec

Managing Director
Device Europe





1. PROCESSES

Embedding Fairness into Decision-Making Mechanisms

A fair organization is not defined solely by intentions or written policies. It is defined by how consistently and transparently decisions are made.

In 2026, Device Europe will conduct a structured review of its People-related processes to identify so-called “critical bias points” - moments where subjective decision-making may unintentionally occur. This review will cover recruitment, internal promotion, remuneration decisions and performance evaluations.

The purpose of this process mapping exercise is not to suggest existing inequity, but to proactively strengthen safeguards. We will document decision criteria more explicitly, clarify evaluation standards and ensure that key People decisions are supported by structured justification and evidence-based assessment.

In parallel, we will revise and operationalise our competency framework so that it functions as a living governance tool rather than a static document. Role expectations and required competencies will be reviewed, aligned with strategic direction and integrated into recruitment and performance processes. This will enhance consistency between declared principles of equal opportunity and everyday managerial decisions.

In addition, the findings of the Inclusive Service Assessment conducted in 2025 will be translated into a structured implementation roadmap. Identified accessibility barriers will be prioritised, assigned to responsible owners and monitored through ESG governance structures. This ensures that accessibility becomes part of operational excellence rather than a standalone assessment.

Through these actions, fairness becomes measurable, explainable and structurally embedded within our management system.

Process Review & Bias Risk Mapping

Timeline: Q3/2026

Structured review of People-related processes to identify so-called “critical bias points” - moments where subjective decision-making may unintentionally occur.

The objective is preventive governance, not corrective action. Decision criteria will be documented more explicitly, evaluation standards clarified and structured justification mechanisms reinforced.

KPI / Milestones:

- Completion of Process Equity Mapping by end of Q3/2026
- Formal documentation of bias-risk safeguards in HR processes
- Review and discussion of findings at ESG Committee meeting (Q4/2026)



Competency Framework Operationalisation

Timeline: Q3/Q4 2026

The competency framework will be revised and aligned with strategic objectives. It will be formally integrated into recruitment documentation, promotion criteria and performance review templates.

KPI / Milestones:

- Updated competency framework approved by Q3/2026
- Integration into HR templates by Q4/2026
- Internal confirmation of application in 100% of new recruitment processes from Q4 onward

Inclusive Service Assessment Implementation

Timeline: Q2/2027 - Q3/2027

Findings from the 2025 Inclusive Service Assessment will be translated into a structured implementation roadmap. Barriers will be prioritised, assigned to responsible functions and monitored through ESG governance.

KPI / Milestones:

- Roadmap finalised by end of Q2/2027
- At least 50% of prioritised improvement actions initiated by Q2/2027
- Quarterly progress updates to ESG Committee

Through these actions, fairness becomes measurable, explainable and structurally embedded within our management system.

2. COMMUNICATION

Moving from Standards to Consistent Application

Device Europe has already developed inclusive language guidelines and introduced accessibility criteria for internal communication. The next step is to ensure systematic application and continuous verification.

In 2026, we will begin implementing internal communication accessibility assessments across selected channels, including emails, Microsoft Teams communication and key internal documents. Pilot reviews will help identify recurring patterns, areas for improvement and good practices. Findings will inform updates to guidance materials and practical support for teams.



In the area of external communication, we will develop clearer evaluation criteria for ethical and inclusive messaging. Inclusive communication goes beyond word choice; it includes tone, representation, structure, visual elements, accessibility considerations and cultural sensitivity. By defining a structured evaluation matrix and integrating it into content review workflows, we strengthen consistency and reduce reputational risk.

We will also broaden and formalise our internal understanding of inclusive communication. Guidelines will be updated to include practical examples of inclusive and non-inclusive practices. Where appropriate, internal documents will be reviewed for gender-neutral and accessible language. The Inclusive Language Guide will be translated into English to ensure clarity in contexts where English is used as a working language.

These actions aim to close the gap between declared standards and lived communication practice.

Internal Communication Accessibility Assessments

Timeline: Pilot Q2 2026 | Evaluation Q3 | Refinement Q4

Accessibility assessments will be piloted across selected communication channels, including internal emails, Microsoft Teams communications and key internal documentation.

Findings will identify recurring improvement areas and good practices, informing updated guidance.

KPI / Milestones:

- Completion of pilot review by end of Q3/2026
- Improvement recommendations issued by Q4/2026
- Assessment coverage of at least 3 major internal communication channels

Ethical & Inclusive External Communication Criteria

Timeline: Q3-Q4 2026

A structured evaluation matrix for external communication will be developed, covering language neutrality, tone, representation, accessibility elements and audience sensitivity.

The criteria will be embedded into content review and approval workflows.

KPI / Milestones:

- Evaluation matrix adopted by Q3/2026
- Integration into 100% of new marketing content approval processes by Q4/2026



Inclusive Communication Framework Update

Timeline: Q2/2026

The Inclusive Language Guide will be updated and translated into English. Practical examples will be added to support consistent interpretation.

KPI / Milestones:

- Updated and translated guide published by end of Q2/2026
- Internal communication announcing the updated framework distributed to all employees

3. EDUCATION

Building Practical Confidence and Shared Understanding

Policies do not create inclusion on their own. Understanding, competence and confidence do.

The Equity Audit highlighted that while relevant policies exist, employees may not always feel fully confident applying them in daily practice. In response, Device Europe will introduce structured, practical learning modules in 2026.

These modules will focus on inclusive communication, unconscious bias, fairness in decision-making and accessibility in operational contexts. Rather than theoretical training, sessions will use case-based examples connected to real workplace situations. Managers will receive additional guidance on applying structured and fair decision-making principles within their teams.

JEDI-related topics will be integrated into onboarding processes and development programmes to ensure that new and existing employees share a common understanding of expectations and values. This approach moves beyond document-sharing and supports practical application.

The objective is to strengthen the connection between knowledge and behaviour, ensuring that inclusion is not only understood conceptually but enacted confidently in everyday interactions.

Structured Practical Learning Modules

Timeline: Launch Q4/2026

Device Europe will introduce short, practice-oriented learning modules focused on inclusive communication, unconscious bias, fairness in decision-making and accessibility in operational contexts.

Modules will use real-case scenarios and role-specific examples.



KPI / Milestones:

- Launch of modules by Q4/2026
- Minimum 80% participation rate among managers by Q1/Q2 2027
- Post-training confidence score \geq 4/5 (internal feedback survey)

Integration into Onboarding & Development

Timeline: Q3/2026–Q4/2026

JEDI-related content will be formally integrated into onboarding programmes and leadership development initiatives.

KPI / Milestones:

- JEDI module embedded in onboarding by Q3/2026
- 100% of new hires receiving JEDI onboarding content from Q4 onward

4. ORGANISATIONAL COHESION

Strengthening Mutual Understanding Across Functions

The Equity Audit identified a perceived cultural divide between office-based and production/logistics teams. This divide does not reflect formal inequality, but rather differences in working conditions, operational pressures and daily realities.

In 2026, Device Europe will introduce an Annual Cross-Functional Experience Exchange Programme designed to foster deeper understanding between departments. Employees will participate in structured “shadowing days,” observing and engaging with colleagues in different functional areas. Participation will be reciprocal: office-based employees will spend time in operational environments, and operational team members will gain exposure to office-based functions.

The programme will include light facilitation, such as reflection prompts or short debrief sessions, to translate experience into insight. By institutionalising this exchange as an annual practice rather than a one-time initiative, we aim to reinforce the message that Device Europe operates as one interconnected system composed of interdependent roles.

Improved mutual understanding strengthens collaboration, reduces stereotypes and enhances organisational resilience.

Annual Cross-Functional Experience Exchange Programme

Timeline: Launch Q4/2026

In 2026, Device Europe will introduce a structured cross-functional shadowing programme. Participation will be reciprocal between office-based and operational teams.



The programme will include facilitated reflection sessions to translate experience into organisational learning.

KPI / Milestones:

- Programme formally launched by Q4/2026
- Minimum 20% employee participation in first implementation year
- Inclusion survey measurement of perceived cross-functional understanding in Q4 2027

Governance and Monitoring

All actions described above will be overseen by the ESG Committee and integrated into our sustainability governance framework. Ownership will be clearly assigned, and progress will be reviewed periodically. Where appropriate, indicators and qualitative feedback mechanisms will support monitoring.

- Quarterly review of JEDI implementation progress
- Clear assignment of functional ownership for each initiative
- Annual public summary included in Sustainability Report 2026
- Inclusion & wellbeing survey conducted in Q4/2026

Closing Declaration

Our ambition is disciplined execution rather than expansion of commitments.

By embedding fairness into processes, inclusion into communication, competence into education and cohesion into daily collaboration, Device Europe strengthens the consistency between declared values and lived organisational experience.

Justice, equity, diversity and inclusion are not parallel initiatives. They are structural conditions for long-term resilience and responsible growth.