

## Frequently asked questions

# WE ARE GREEN LIGHT

In this document, we will explore the fundamentals of our culture, embedded in the essence of "We Are Green Light". You'll find out what this expression means to us, why we created it, and how it integrates into every aspect of our organization. Through questions and answers, we invite you to dive deeper into the values that guide us, how we live our culture day by day, and how this evolution propels us toward a more inclusive, prosperous, and sustainable future.

Welcome to a journey to understand the essence of We are Green Light.

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## CULTURE

### 1. What is organizational culture?

At Argos, we view culture as the expression of individual and collective values, beliefs, and behaviors. It defines our identity, shapes employee interactions, and guides our relationships with stakeholders. Culture serves as the **bedrock of our strategy and propels our organizational purpose.**

### 2. Who manages the culture?

The management of organizational culture is a shared responsibility among all employees. Since it is up to the Executive Committee to define the fundamental values and principles that make up the culture, all of us at Argos must internalize and embrace these pillars in our daily work. In this way, we will all actively contribute to building and maintaining a strong and coherent culture.

### 3. How is culture managed?

Culture is managed through clear communication of the pillars and expectations, incorporation of their elements into organizational processes, recognition, living by example, and proactive and timely intervention when challenges arise to maintain cultural integrity.

#### 4. What is expected of each employee in terms of culture?

To internalize, welcome, and connect with the pillars of the organizational culture and to integrate them into behavior and daily decision-making. Likewise, to actively commit to living according to the values, foster a positive work environment, and contribute to the ongoing development of the culture.

## **WE ARE GREEN LIGHT**

#### 5. What does We Are Green Light mean?

We Are Green Light is more than a slogan; **it is our essence**, which allows us to light the way to the Argos of the future. It is a commitment to materialize our higher purpose by projecting who we are into the world around us. It also represents our identity, passion, and commitment, guiding us towards excellence and sustainability in everything we do. We are Green Light because we are facilitators and enablers of close relationships in which we add value and integrate efforts with others (customers, communities, shareholders, colleagues, etc.) as allies for the achievement of shared goals.

#### 6. Why we created We are Green Light?

To give a recognizable and powerful identity to our culture. We wanted a name that reflected our deep essence and brought us together as a team, no matter where we are. We are Green Light drives us to overcome challenges, innovate, and make dreams come true. It is the light that guides our purpose, inspiring us to be agents of positive change in the world.

#### 7. ¿How was “We are Greenlight” defined?

After a deep reflection within the Executive Committee regarding our identity, aspirations, current position, and ongoing evolution, pivotal questions were raised to propel us toward our envisioned future: What defines our culture? What sets us apart from others? In response, arose the

imperative for a declaration fostering cohesion and unity. Thus, 'We are Green Light' was born, aiming to forge a strong bond between strategy and culture. The name reflects what propels our higher purpose, instilling an entrepreneurial and collaborative mindset, projecting our essence outward, harmonizing external vision with internal unity, and guiding our interactions and actions.

**1. Both the essence of the "We Are Green Light" culture and the "Green Light" brand identity incorporate the term "Green Light" Do they share a common purpose?**

Yes, there is a significant connection between the slogan "Green Light" and the essence of our organizational culture "We Are Green Light". In the first instance, both concepts are closely linked to our **higher purpose**. The slogan "Green Light" reflects Argos' brand vision as a strategic partner that drives our audiences to build a better world. It also represents our vision for the Argos of the future that we want to continue building. To this extent, our essence of culture "We are Green Light" derives from the slogan, because, in addition to the fact that it is already in the hearts of our collaborators, it represents the light that all of us at Argos want to project by impacting our environment, society, customers and shareholders.

**8. What elements make-up "We are Green Light"?**

It combines the core values, our higher purpose, and the beliefs and behaviors that drive strategy success. These aspects are tangibly reflected in our cultural pillars.

**9. What are the pillars that make up "We are Green Light"?**

We went from three to four pillars to make our actions recognizable and move decisively toward the organization's objectives. These are: we are solution oriented, we are a winning team, we are drivers of profitable growth, and we take ownership.

**10. With "We Are Green Light", does it mean that we must forget about our previous pillars?**

No, "We are Green Light" is a natural evolution of our previous pillars. It does not mean forgetting them but integrating them as a powerful evolution of our culture. The previous pillars remain fundamental; "We are Green

Light” strengthens them and gives them a deeper, more tangible purpose. Each pillar remains relevant and represents essential aspects of our culture, which we continue to value and live in our day-to-day lives.

### **11. Why culture is important at Argos and how does it relate to “We are Green Light?”**

Culture is the foundation of our identity and “We are Green Light” drives and represents it while creating a positive and collaborative environment that motivates us to achieve our goals ethically and effectively.

## **ORGANIZATION**

### **12. How does “We are Green Light” impact Argos' higher purpose?**

We are Green Light is the compass that guides our goals and aspirations. If the higher purpose is the goal we want to achieve, “We are Green Light” is the “how” we do it from our identity. It impacts our higher purpose by inspiring us to create a better world through sustainable solutions, inclusion, and our vision by fostering prosperity for ourselves and our stakeholders.

### **13. How “We are Green Light” is integrated into Argos' day-to-day operations in different countries?**

“We Are Green Light” is a global approach. It is implemented in each country through the adaptation of our cultural pillars, which allows us to maintain cohesion while respecting local cultural particularities.

### **14. How does Argos ensure that each of us understands and lives according to the identity of “We are Green Light?”**

Through clear communication, meaningful experiences, exemplary behaviors, and constant development of the principles that represent “We are Green Light”. In addition, we embody this culture in our processes, policies, structure, and rituals to ensure that both employees and stakeholders live experiences that fully reflect the spirit of “We are Green Light”.

## **TEAM**

**15. How does “We are Green Light” drive the development of more effective teams at Argos?**

“We are Green Light” promotes the shared values that guide the behavior of all team members. These provide a common basis for decision-making and problem-solving, fostering cohesion and collaboration. They also help create an environment conducive to the growth and effectiveness of teams, positively influencing the work environment and the ability to achieve goals and objectives.

**16. How are the team's achievements recognized and celebrated in alignment with “We are Green Light”?**

Through recognition programs and development opportunities, which seek to motivate employees and strive for excellence.

**17. How does “We Are Green Light” impact Innovation in the Organization?**

The team and people collaboration inspired by “We are Green Light” fosters a constant exchange of ideas and knowledge. This creates an environment conducive to innovation, as diverse and creative minds can thrive and develop innovative solutions.

## **PEOPLE**

**18. How does the “We are Green Light” culture contribute to the personal growth and development of employees?**

“We are Green Light” fosters an environment of support and continuous learning. We offer personal and professional development programs that allow employees to grow in their roles and advance their careers within the organization.

**19. How does “We are Green Light” culture impact current and potential leaders at Argos?**

“We are Green Light” defines the exemplary behaviors expected of all people in leadership positions, as we recognize the significant impact that leaders have on the materialization of organizational culture. Those who aspire to or have team leadership roles should reflect positively on the core principles of

the team. The selection, promotion and development of leaders is based on coherence with these cultural values, thus ensuring a solid alignment with the essence of “We are Green Light”.

**20. How is a healthy and balanced work environment fostered at Argos under “We are Green Light?”**

“We are Green Light” pillars promote holistic well-being that aims to ensure a work environment that values harmony between personal and professional life through programs dedicated to mental and physical health, as well as work flexibility. By providing employees with a sense of fulfillment and well-being, it facilitates the realization of their purposes.

## **PROCESSES**

**21. How does “We are Green Light” influence decision-making processes within Argos?**

We are Green Light is a fundamental guide in our decisions. At every stage of the decision-making process, we evaluate how our actions align with the values and principles to ensure that our choices are ethical and sustainable.

**22. How is “We are Green Light” incorporated into the processes of innovation and development of new products or services at Argos?**

“We are Green Light” drives innovation as a key driver to achieve profitable growth. In the process of developing new products and services, we make sure to align them with the fundamental principles of “We are Green Light”. We foster innovation with flexibility and agility, proactively anticipating customer needs, and allowing us to stay competitive in a dynamic environment. In addition, we promote the creation of collaborative environments between diverse teams, fostering the flow of ideas and talents to strengthen our innovative capacity.

**23. How does “We are Green Light” impact the way Argos collaborates with allies and communities on joint projects?**

“We are Green Light” extends to the management of social creation programs with communities. We work closely with our partners and local

communities, incorporating our values into every joint project. Our collaboration with communities operates within a framework of respect and ethics, ensuring our actions yield positive impacts that ensure long-term relationships built on trust, transparency, and ethical standards.

**24. What should I do if someone doesn't behave according to the culture?**

If someone is not behaving according to the pillars of culture, it is important to approach the situation in an empathetic and constructive way. Clear feedback and guidance should be provided on how the behavior is expected to align with the culture. If problems persist, appropriate disciplinary measures can be applied.

**25. If I have questions about a cultural pillar, how do I solve them?**

If you have doubts about a culture pillar, it is encouraged to discuss them openly with your colleagues or leaders. Open communication and dialogue are critical to clearing up any confusion and understanding how to apply values in specific situations.

**26. Should I wait for the culture to be activated by Corporate or should I do it locally?**

The activation of culture is a shared responsibility. While cultural values and principles are established at the corporate level, each employee, locally, has the power and responsibility to live the culture in their daily work. The activation of culture occurs at the local level through the individual and collaborative actions of collaborators with the cultural department and HR teams from each country.