

Grupa Pracuj S.A. Group

Management Board's Report on the activities
of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group
for the year ended 31 December 2024

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LETTER FROM THE PRESIDENT OF THE MANAGEMENT BOARD

Dear All,

2024 was another year of dynamic changes in the HR area, demanding not only flexibility but also bold innovation on our part. Last year, we not only sustained stable growth but also launched key initiatives that are shaping future market trends.

In this challenging environment, we achieved a record revenue of PLN 770 million, marking a 6.3% increase compared with the previous year. The operating margin measured by adjusted EBITDA remained high at 45%, reaffirming the effectiveness of our business model. Net profit amounted to nearly PLN 209 million, and excluding one-off items, it would have reached PLN 248 million. In 2024, we generated more than PLN 288 million in net cash flows from operating activities and reduced our net debt-to-equity ratio to 0.17x. This provides us with significant flexibility to execute the Group's growth plans, including potential acquisitions.

I am proud of the achievements of the Pracuj.pl team in its successful transition from a traditional job advertising platform to a sophisticated, AI-driven recruitment ecosystem. We have introduced new products that significantly enhance the efficiency of recruitment processes and address the evolving needs of both employers and candidates. In comparison to many other recruitment platforms, our performance positions us as a standout example of sustained growth – a true island of growth in the market landscape.

The steady number of job offers for specialists and managers (White Collars) on Pracuj.pl, despite economic volatility, highlights the strength and resilience of our leading recruitment platform. At the same time, we are expanding our presence in the market of job postings for service workers (Pink Collar roles) and manual labourers (Blue Collar roles). To support this, we have broadened our offerings and tailored our tools to meet the specific needs of these segments. Our agility and speed in implementing innovations enable us to respond effectively to market changes, further solidifying our position as a key partner in recruitment processes.

One of the most remarkable achievements of 2024 was the outstanding performance of Robota.ua, which delivered a revenue growth rate of over 25%, confirming the buoyancy and potential of our Ukrainian platform. Despite the ongoing armed conflict and challenging economic conditions, Ukraine remains a market with strong demand for modern recruitment tools. Our efforts to support employers in finding the right candidates align perfectly with Grupa Pracuj's mission – facilitating access to the labour market and assisting companies in employee recruitment, retention, and development. Once the conflict with Russia comes to an end, Grupa Pracuj is positioned to become one of the principal beneficiaries of the ensuing market recovery.

We are committed to sustainable growth and are consistently diversifying our Group. As announced, the role of HR Software, that is solutions for the HR industry offered through a subscription model (SaaS), is growing. In 2024, revenue from this segment accounted for 27% of the Group's total revenue. We further strengthened our leading position among recruitment management systems in Poland, with the number of active eRecruiter customers increasing to nearly 2,100. Additionally, the strategic decision made three years ago to enter the DACH market through the acquisition of softgarden is now yielding tangible results. The double-digit growth rate and surge in the profitability of our German operations are the best confirmation of the quality and potential of this company. The integration of softgarden into Grupa Pracuj, conducted in accordance with the GP Way model, has been successfully completed, and the Group is now well-prepared to address future challenges.

We leverage our experience and continue to drive the Group's growth through acquisitions. Recent transactions are part of a broader strategy to develop and integrate advanced technologies that support recruitment and talent management, and to strengthen our position in new market areas, such as post-hire.

Amid significant market volatility, it is crucial to skilfully balance stable growth and adaptability. The past year has demonstrated that we are able not only to adapt to new realities but also leverage this time to bolster our technological capabilities, develop innovative products, and build long-term value for our shareholders. It is this unique combination of stability and flexibility that forms the strength of Grupa Pracuj and enables our success in navigating a demanding business environment.



That is why we are not slowing down – more challenges and opportunities lie ahead. With a strong foundation, innovative solutions, and a passionate team, we are well-positioned for continued growth.

I would also like to extend my gratitude to our Employees – thanks to you, Grupa Pracuj is stronger today than ever before. Your commitment, creativity and determination drive us to continually move forward. Together, we are building a unique organisation that not only adapts to change but also actively shapes the future of the labour market.

Przemysław Gacek

President of the Management Board

SELECTED FINANCIAL DATA

Grupa Pracuj S.A. Group

Selected consolidated financial data for the years ended 31 December 2024 and 31 December 2023

Financial results

	PLN thousand		EUR thousand	
	2024	2023	2024	2023
Revenue from contracts with customers	770,015	724,398	178,899	159,968
Operating profit	297,030	281,794	69,009	62,228
Profit before tax	265,270	231,721	61,631	51,171
Net profit attributable to:	208,796	187,726	48,510	41,455
Owners of the Parent	204,281	185,029	47,461	40,860
Non-controlling interests	4,515	2,697	1,049	596
Total comprehensive income attributable to:	198,151	148,329	46,037	32,755
Owners of the Parent	193,636	145,632	44,988	32,160
Non-controlling interests	4,515	2,697	1,049	596

Cash flows

	PLN thousand		EUR thousand	
	2024	2023	2024	2023
Net cash flows from operating activities	287,802	322,905	66,865	71,307
Net cash flows from investing activities	(39,312)	(22,141)	(9,133)	(4,889)
Net cash flows from financing activities	(217,940)	(246,514)	(50,634)	(54,437)
Total net cash flows	30,550	54,250	7,098	11,980

Financial position

	PLN thousand		EUR thousand	
	31 December 2024	31 December 2023	31 December 2024	31 December 2023
Non-current assets	721,216	754,564	168,784	173,543
Current assets	322,576	274,145	75,492	63,051
Total assets	1,043,792	1,028,709	244,276	236,594
Equity attributable to owners of the Parent	431,308	363,145	100,938	83,520
Non-controlling interests	50	38	12	9
Non-current liabilities	216,967	285,530	50,776	65,669
Current liabilities	395,467	379,996	92,550	87,396
Total equity and liabilities	1,043,792	1,028,709	244,276	236,594

Grupa Pracuj S.A.

Selected separate financial data for the years ended 31 December 2024 and 31 December 2023

Financial results

	PLN thousand		EUR thousand	
	2024	2023	2024	2023
Revenue from contracts with customers	490,390	469,706	113,933	103,724
Operating profit	247,753	255,178	57,561	56,351
Profit before tax	233,919	209,760	54,347	46,321
Net profit	188,045	172,870	43,689	38,175
Total comprehensive income	186,624	173,162	43,359	38,239

Cash flows

	PLN thousand		EUR thousand	
	2024	2023	2024	2023
Net cash flows from operating activities	206,125	255,389	47,889	56,397
Net cash flows from investing activities	(13,730)	(6,482)	(3,190)	(1,431)
Net cash flows from financing activities	(212,619)	(242,039)	(49,398)	(53,449)
Total net cash flows	(20,224)	6,868	(4,699)	1,517

Financial position

	PLN thousand		EUR thousand	
	31 December 2024	31 December 2023	31 December 2024	31 December 2023
Non-current assets	780,351	798,316	182,624	183,605
Current assets	132,515	116,592	31,012	26,815
Total assets	912,866	914,908	213,636	210,420
Total equity	472,477	408,894	110,573	94,042
Non-current liabilities	192,591	260,969	45,072	60,020
Current liabilities	247,798	245,045	57,992	56,358
Total equity and liabilities	912,866	914,908	213,636	210,420

Selected financial data from both the consolidated and separate financial statements for the year ended 31 December 2024 have been translated into euros using the following methodology:

- items of consolidated statement of financial position and the separate statement of financial position were translated at the exchange rate effective on the last day of the reporting period:
 - the exchange rate on 31 December 2024: EUR 1 = PLN 4.2730,
 - the exchange rate on 31 December 2023: EUR 1 = PLN 4.3480;
- items of the consolidated statement of comprehensive income, the consolidated statement of cash flows, the separate statement of comprehensive income, and the separate statement of cash flows were translated at the exchange rates representing the arithmetic mean of the euro exchange rates quoted by the National Bank of Poland for the last day of each month in the reporting period:
 - the average exchange rate for the year ended 31 December 2024: EUR 1 = PLN 4.3042,
 - the average exchange rate for the year ended 31 December 2023: EUR 1 = PLN 4.5284.

GENERAL INFORMATION ABOUT THE GROUP

About Grupa Pracuj

Grupa Pracuj spółka akcyjna ('Grupa Pracuj S.A.', 'Grupa Pracuj', the 'Company') is the parent of the Grupa Pracuj S.A. Group (the 'Group').

The Group is a leading HR technology platform that operates online job posting sites and HR Software SaaS solutions, offering various services to assist organisations in employee recruitment, retention, and development. The Group helps its users find the right employment to fulfil their potential and develops world-class technologies shaping the future of the HR market.

The Group has been active for 24 years in Poland, 18 years in Ukraine, and, as of 2022, has expanded its operations to the DACH region (Germany, Austria and Switzerland), with a total workforce of approximately 1,100 employees. Its brands form an advanced digital ecosystem for the HR industry.

The Group comprises, among others, the largest Polish recruitment portal Pracuj.pl, Ukraine's top recruitment platform Robota.ua, as well as the recruitment management systems eRecruiter from Poland and softgarden from Germany, both of which operate under a SaaS (Software as a Service) model.

Pracuj.pl is the largest Polish online job board, with a leading market share by revenue. It is the undisputed leader on the market of job postings for specialists and managers (White Collars), strengthening its position on the market of job postings for manual workers (Blue Collars). On average, the platform hosts approximately 64.4 thousand job vacancies each month, with nearly 60.0 thousand employers – including leading Polish and international companies – using its paid services. Since 2021, Pracuj.pl has been supported by **the:protocol**, a recruitment website for IT professionals.

Robota.ua is Ukraine's leading online recruitment platform, offering a universal profile that includes job postings for both popular and specialised professions. It has been part of the Grupa Pracuj portfolio since 2006. In 2024, the platform featured an average of more than 103 thousand job advertisements daily, actively serving around 90 thousand customers, including over 25 thousand customers who placed paid job postings within 12 months.

eRecruiter is a leading Polish recruitment support system operating under the SaaS model. The system is regularly used by over 2,000 companies across various industries. eRecruiter offers tools for managing the entire recruitment process, including publishing job postings, verifying competencies, managing candidate databases in compliance with data protection regulations, and assessing applicant competencies. The system optimises recruitment processes by automating activities and integrating with multiple HR tools, serving as the core of an effective, automated HR ecosystem within an organisation.

softgarden is a leading SaaS system in Germany, with a presence in other European markets. Acquired by Grupa Pracuj in 2022, softgarden provides comprehensive solutions for innovative recruitment. Its features include tools for recruitment planning and management, career-site development, employer reviews, and employee referral systems. The platform also offers advanced multiposting technology, enabling automated job postings across multiple recruitment platforms. The services offered by softgarden are trusted by over 1,800 employers.

Structure of the Group

Grupa Pracuj S.A. (the "Company") has direct or indirect control over all companies in the Grupa Pracuj S.A. Group. As at 31 December 2024, the Group consisted of: (i) the Company, (ii) wholly-owned direct subsidiaries of the Company: eRecruitment Solutions sp. z o.o., BinarJobs sp. z o.o. w likwidacji, and Spoonbill Holding GmbH, (iii) wholly-owned indirect subsidiaries of the Company: HRlink sp. z o.o. (through eRecruitment Solutions sp. z o.o.) as well as Spoonbill GmbH, softgarden e-recruiting GmbH and absence.io GmbH (through Spoonbill Holding GmbH), and (iv) 67%-owned subsidiaries of the Company: Robota International TOV and Snowless Global Ltd. The Company is the Parent of the Group.

Structure of the Grupa Pracuj S.A. Group

Company	Registered office	Principal business	Ownership interest	
			31 December 2024	31 December 2023
Parent:				
Grupa Pracuj S.A.	Poland	web portals		
Direct and indirect subsidiaries:				
eRecruitment Solutions sp. z o.o.	Poland	IT services	100%	100%
BinarJobs sp. z o.o. w likwidacji	Poland	web portals	100%	100%
Spoonbill Holding GmbH	Germany	activities of holding companies excluding financial holdings	100%	100%
Spoonbill GmbH	Germany	activities of holding companies excluding financial holdings	100%	100%
softgarden e-recruiting GmbH	Germany	IT services	100%	100%
absence.io GmbH	Germany	IT services	100%	100%
HRlink sp. z o.o.	Poland	IT services	100%	-
Robota International TOV	Ukraine	web portals	67%	67%
Snowless Global Ltd	Cyprus	licensing activities	67%	67%
eRecruitment Solutions Ukraina TOV	Ukraine	activities related to databases	-	100%

On 4 January 2024, eRecruitment Solutions sp. z o.o. concluded an agreement to purchase the entire shareholding in HRlink sp. z o.o. of Szczecin previously held by Agora S.A. of Warsaw and a group of private individuals. In the transaction, 100% of shares in HRlink sp. z o.o. were acquired for PLN 7.8 million.

On 10 June 2024, BinarJobs sp. z o.o. was officially placed into liquidation, as recorded in the National Court Register. Consequently, the company's name was changed to BinarJobs sp. z o.o. w likwidacji (in liquidation).

On 16 September 2024, eRecruitment Solutions sp. z o.o. completed the sale of all its shares in the share capital of eRecruitment Solutions Ukraina TOV.

Changes in the composition and structure of the Group after the reporting date

On 4 March 2025, Grupa Pracuj S.A. signed an agreement to acquire all shares in Kadromierz sp. z o.o. based in Wrocław, previously held by Pracuj Ventures based in Warsaw and by private individuals. A total of 65.5% of shares in Kadromierz sp. z o.o. were purchased in the transaction, for an aggregate price of PLN 20.2 million, with the intention to increase the shareholding to 100% within the next three years.

Operating segments of the Group

The Group identified the following operating segments as at 31 December 2024:

- Segment Poland – the segment comprises entities that earn revenue in the Polish market. This segment includes the following entities: Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o., HRlink sp. z o.o. and BinarJobs sp. z o.o. w likwidacji. The entities comprising this segment offer comprehensive recruitment and employer branding projects, as well as systems for managing HR processes, offered in the SaaS (Software as a Service) model;
- Segment Ukraine – the segment comprises entities that earn revenue in the Ukrainian market. This segment includes the following entities: Robota International TOV ('Robota'), and Snowless Global Ltd (an entity registered in Cyprus, providing licensing services for Robota International TOV). The companies operating on the Ukrainian market offer end-to-end recruitment projects;
- Segment Germany – the segment comprises companies that earn revenue mainly in the German market. This segment includes the following entities: Spoonbill Holding GmbH, Spoonbill GmbH, softgarden e-recruiting GmbH and absence.io GmbH ('softgarden group', 'softgarden'). Companies active in the German market primarily provide systems designed to manage and facilitate recruitment processes. Additionally, they offer services to support the management of working hours and absences, as well as services for the publication of recruitment ads on online portals (multiposting), predominantly within the DACH region.

Changes in the composition and structure of the Group after the reporting date

As at the issue date of this report, Segment Poland included the aforementioned entities generating revenue in the Polish market, and Kadromierz sp. z o.o.

Business model

The majority of the Group's revenue is derived from job advertisements posted by employers and recruitment agencies on its online recruitment platforms (Pracuj.pl and the:protocol in Poland, and Robota.ua in Ukraine), as well as from providing Talent Acquisition System (TAS) services – eRecruiter and HRlink in Poland, and softgarden in the DACH region – all of which operate under the SaaS model.

Recruitment platforms (Poland and Ukraine)

The Group's core business, which involves operating online recruitment platforms, is based on a two-sided business model. Increased job postings by customers – primarily employers and recruitment agencies – attract more users, namely potential job candidates. This, in turn, enhances the visibility of job postings, creating a positive feedback loop, often referred to as a "snowball effect", which benefits employers by improving their access to potential candidates.

- From the client's perspective, the Group's recruitment platforms allow for the publication and updating of job postings, as well as the sharing of other relevant information for potential candidates. Additionally, clients gain access to a range of employer branding tools and recruitment support systems. Clients also benefit from advanced analytical tools, which use AI and Big Data technologies to provide actionable insights into job advertisement performance.
- For job seekers, the platforms offer extensive databases of job listings, allowing precise searches tailored to individual preferences. The platforms facilitate efficient application processes, featuring convenient options like easy-apply and multi-apply functionalities, as well as referral programmes. Moreover, users of Pracuj.pl benefit from a specially designed CV and profile builder, as well as additional guidance on the various stages of the recruitment process. The Robota.ua job board is available via its main website and mobile application, as well as through popular communication platforms like Telegram, Viber, and Diia, significantly improving accessibility.

Sales channels

The Group delivers services through various sales channels, tailored to its diverse and growing client base. These include direct sales, inside sales (telemarketing), e-commerce for self-service job postings, and a dedicated channel for recruitment agencies, referred to as personnel consulting agencies ('PCAs').

Dedicated customer service teams offer assistance to the Group's clients. These teams are supported by business analysis departments responsible for data collection, compilation, and real-time sales analysis. The business analysis team is also responsible for identifying and monitoring market trends.

Customer characteristics

The Group segments customers based on workforce size. The number of active customers – those who have used the Group's job board products and services within the past 12 months – currently totals over 160,000. Notably, these customers represent diverse sectors, including finance, marketing, sales, administration, HR, IT, manufacturing, logistics, and construction. This diversification enhances the Group's resilience to economic downturns in individual industries.

User characteristics – employees and job seekers

In the HR market, employees and job seekers are typically classified using 'collar colours' terminology. The most common classifications include:

White Collars refers to professionals involved in management, administration, and tasks typically requiring higher education and specialised knowledge. Typical roles in this category include positions in sales, marketing, public relations, IT, finance and banking, law, engineering, healthcare, arts, education, telecommunications, and business management. They are predominantly office-based.

Pink Collars refers to service sector positions involving direct interaction with customers, typically without requiring higher education. Typical positions include customer service roles in retail establishments (excluding banking and telecommunications), beauty salons, general administrative and clerical roles, and jobs within the HoReCa sector (hospitality and gastronomy).

Blue Collars refers to skilled manual workers employed in industries such as transport, manufacturing, and construction. This work is physical and skill-based, often taking place in factories, workshops, or on construction sites. Examples include drivers, vehicle mechanics, construction workers, welders, production line operators, and machine operators. This category includes tradespeople who generally require specialised training and professional experience.

The classification of job postings into White, Pink, and Blue Collar categories determines the sales approach, available services, and supplementary products designed to boost visibility and reach, consequently affecting responsiveness (applications per posting) and ultimately determining the average price of recruitment projects. This classification approach significantly shapes the business model of the Company and the Group.

Transactions and payments

Customers pay for the ability to publish a recruitment project, which may consist not only of a job advertisement but also one or more add-ons selected from a wide range of options – ranging from refreshing or highlighting the advertisement to posting it in multiple locations simultaneously. Larger customers typically opt to purchase bulk packages of recruitment projects for use within a specified period (usually one year) and pay for these packages upfront (contract liabilities). If any portion of the purchased package remains unused after the designated period, it expires. Revenue from sales is recognised at the time the recruitment project is published or upon its expiration. Details of settlements with customers on this account are described in Note 2.2 to the consolidated financial statements for the year ended 31 December 2024. In addition, a freemium model is available in Ukraine, allowing every customer to publish one free job advertisement per month.

HR Software (Poland, Germany, Austria, Switzerland)

Talent Acquisition Suites (TAS) are recruitment management systems. These toolkits support HR teams throughout the recruitment process – from swift, automated job postings across multiple platforms (multiposting), sourcing and screening applications, assessing candidate skills, engaging with candidates, collaborating with stakeholders outside HR, through to hiring and reporting outcomes (referred to as the pre-hire phase of recruitment, spanning from the decision to recruit to extending a job offer). They also manage HR processes such as employee onboarding and working hours management (post-hire phase).

Customer characteristics

TAS systems are used by corporate customers (employers). The Group segments its Software customers primarily based on two criteria: the number of employees at the given company and the average number of recruitment processes conducted over a specific period (usually a month or a year).

Transactions and payments

Access to recruitment management systems is provided through subscription arrangements, with payment terms varying across different markets. Depending on the specific agreement, clients either pay monthly or annually in advance. Subscription fees typically depend on the number of users at the client's company and any selected additional services or modules.

A key metric used to assess revenue stability and predictability in SaaS businesses is Monthly Recurring Revenue (MRR). MRR denotes the revenue generated from subscriptions each month, serving as a reliable indicator of consistent income streams.

Key developments, agreements and initiatives for the Company and the Group in 2024

Recruitment platforms

- Pracuj.pl launched a new version of its mobile app, featuring an innovative functionality called Pracuj Stories, inspired by solutions known from social media.. The refreshed application interface enhances job search efficiency through personalised job recommendations, addressing the needs of younger users.
- As part of the second phase of the Pracuj 3.0 initiative, specialised career paths tailored for IT professionals, sales employees, and manual workers, were introduced in 2024. These enhancements aim to further personalize the user experience on Pracuj.pl, addressing the distinct requirements of key segments.
- Pracuj.pl introduced new solutions to extend the reach of recruitment projects internally through the platform's own tools (Pracuj Booster) and externally through additional outreach (Zasięg+). As a result of these enhancements, job postings have seen their effectiveness improve by an average of over 25%.
- In 2024, an improved automated application status feature was introduced on Pracuj.pl, allowing candidates to monitor their application progress through each recruitment stage. This tool enhances the transparency of the recruitment process and fosters trust between candidates and employers from the very first interaction.
- Additionally, the platform improved its proprietary AI-based recommendation programmes. As a result, as many as 53% of clicks on the apply button came from recommendations generated by artificial intelligence.
- In 2024, Robota.ua adjusted its product and service pricing, which increased the average price per recruitment project while maintaining its leading position in terms of the number of posted job advertisements.
- Facing a limited talent pool, Robota.ua focuses on implementing new tools to support employers and stimulate candidate engagement. To this end, the platform has partnered with the Diia app to improve engagement with potential employees.

HR Software

- In January 2024, eRecruitment Solutions sp. z o.o. acquired 100% of the shares in HRlink sp. z o.o., which provides its customers with an Applicant Tracking System facilitating recruitment processes. The acquisition marks a strategic expansion of the SaaS product portfolio in the Polish market. Currently, eRecruiter is among the most popular recruitment management platforms in Poland, with usage extending to customers in other European countries.
- In June 2024, eRecruiter celebrated its 15th anniversary. When it first launched, job seekers primarily relied on newspaper classifieds, handwritten cover letters were common, and the labour market was marked by uncertainty stemming from the 2008 financial crisis. Today, eRecruiter is the most popular Applicant Tracking System in Poland. It continually enhances its offering by introducing new features powered by advanced technologies, such as the AI Assistant, which suggests improvements to recruitment processes using partner solutions available through the eRecruiter Marketplace.
- In 2024, eRecruiter in Poland and softgarden in the DACH region launched their preboarding and onboarding (post-hire) modules, enabling customers to more effectively manage the integration of new employees.
- Both systems received recognition and strengthened their market positions according to the Fosway 9-Grid™ 2024 report, which evaluates and classifies HR Tech solution providers. The report features a graphical market map positioning suppliers based on their performance and potential. This enables customers to quickly compare providers across criteria such as innovation, technological capabilities, customer satisfaction, and market impact.

THE GROUP'S STRATEGY AND DEVELOPMENT DIRECTIONS

Mission, vision and values of the Group

Mission

The Group's mission is to provide support to organisations throughout recruitment, employee retention and employee development processes, while also helping individuals in discovering the best job opportunities and unlocking their full professional potential, utilising modern and highly efficient technologies.

The Group facilitates effective matching of candidates and employers, mindful of their respective needs within the job market. On the one hand, it aids job seekers in securing employment by encouraging them to pursue their desired positions with fair remuneration and clear career progression, while connecting them with verified employers. On the other hand, through recruitment services and recruitment management systems – including HR department support systems offered in the SaaS (Software as a Service) model – the Group helps employers identify candidates closely matching their requirements.

Vision

The Group's vision is to become the leading HR Tech platform in Europe.

Values

The success of Grupa Pracuj is driven by the consistent pursuit of goals, commitment to core values, and continuous innovation and organisational development. These values serve as guiding principles, defining how relationships are maintained with customers, business partners, and within the team, fostering a culture of cooperation and mutual trust.



The adopted operating model promotes innovation, effective collaboration, and flexibility in a dynamic business environment, creating a diverse and supportive workplace. The strong recognition of the Group's brands and its market position are instrumental in attracting top talent. The team's expertise and dedication have been key success factors for years, contributing to the Group's dynamic growth and results.

Key strategic assumptions

The Group's goal is dynamic, continuous development, aligned with the values that guide the companies' daily operations, while building lasting, trusting relationships with all stakeholders.

Technological and product development: The Group focuses on technological advancement, particularly within the area of HR Software. More than a third of the Group's team are IT specialists engaged in product innovation and the adoption of new technologies. The Group emphasises innovation in HR process digitalisation, providing a comprehensive suite of tools designed to aid customers in recruitment, retaining talent and fostering employee growth.

International expansion: The Group's growth strategy extends beyond Poland into international markets across Europe. The Group is consistently expanding its HR technology ecosystem both through organic growth and acquisitions.

Creating a cohesive ecosystem: Through the development and integration of diverse products and services, the Group aims to build a unified technological ecosystem. The objective is to provide comprehensive HR technology solutions that assist organisations in employee recruitment, retention, and development. This strategy involves offering products suitable for both large enterprises and small- to medium-sized businesses. Additionally, it fosters knowledge exchange and mutual learning, exemplified by the implementation in Poland of the career site service developed by the German team.

Emphasis on values and mission: The Group's clearly defined values unite the team and create a supportive work environment across all Group companies, leveraging the Group's diversity as a strength. Grupa Pracuj's mission is to assist organisations in recruiting, retaining and developing staff by employing the most efficient and modern technologies.

GP Way: A culture, honed through years of experience, that forms the backbone of the Group's operations, encompassing everything from day-to-day activities and fostering relationships with customers and users, to the added value that comes with being part of the Group, for both the companies and the talent within. Grounded in operational efficiency, the Group's distinctive approach includes proficiency in sales and HR customer service within a high-touch model, a culture dedicated to employee engagement and results, the development and monetisation of products tailored to diverse customer needs, as well as an entrepreneurial mindset throughout the entire product development and value-creation process.

Strategic directions 2025+

The Group's strategic goal is to strengthen its position as Europe's leading HR technology platform, supported by complementary brands that play a key role in their respective markets. Grupa Pracuj is the leader in online recruitment, operating recruitment platforms in Poland and Ukraine, and the largest provider of Talent Acquisition Systems (TAS) in the DACH region and Poland, further strengthening its position as a key HR technology player in Europe. Given the dynamic market conditions across Europe and globally, the Management Board intends to diversify revenue streams and progressively enhance the Group's competitive advantage within its existing markets, focusing on two robust business segments:

- Recruitment platforms characterised by stable, high margins and substantial barriers to entry;
- HR Software – HR process management systems offered via the SaaS model, demonstrating strong resilience to economic fluctuations and macroeconomic conditions.

The Management Board aims to grow HR Software revenue to represent 30% of total revenue by 2025, with a long-term goal of increasing this share to 50%. The Group's sustainable growth will be driven by organic expansion, strategic acquisitions in the HR Software segment, and further international expansion. Over the next few years, the Company targets consolidated revenue of PLN 1 billion while sustaining an adjusted EBITDA margin above 40%. This ambition remains a priority, though the timeline for its realisation will depend on market conditions. In less favourable economic conditions, achieving this goal may take longer.

RISK FACTORS AND RISK MANAGEMENT

Risk management

The risk management system, comprising a set of policies, processes, and tools, is integral to the effective and secure operation of the Group. Its purpose is to mitigate negative impacts on the Group's operations by effectively identifying, classifying, and assessing risks, thus providing a stable environment for continued growth and achieving strategic objectives.

Risk identification covers all areas of the Group's business. Risk assessments cover all processes, particularly those of strategic significance, processes planned for implementation, and those undergoing or planned to undergo substantial changes. The Management Board primarily assesses risks in the context of organisational challenges, an approach that strengthens the Group's market position and encourages further development.

The Group identifies risks across three levels: strategic (long-term business decisions related to strategy, investments and expansion), operational (current Company activities), and financial. For a detailed description of financial risks, see Note 5.5 to the consolidated financial statements of the Group for the year ended 31 December 2024.

Strategic and operational risks are evaluated in terms of their impact on achieving business and financial objectives, reputation, operational continuity, and their probability of occurrence. Strategic risks are assessed over one-year and three-year horizons, while operational risks are reviewed annually.

The risk assessment process is designed, among other things, to verify the effectiveness of implemented safeguards. If a risk is assessed as high or critical, this may indicate that existing safeguards are insufficient or ineffective, requiring the implementation of a risk management plan (if the nature of the risk allows). Risks that remain high or critical despite existing safeguards, and for which additional management plans cannot be implemented, undergo further evaluation by the Risk Committee.

Additionally, Key Risk Indicators (KRIs) defined for strategic risks in each business area are reported quarterly to the Management Board. They reflect the current level of risk for business activities or processes, simultaneously highlighting negative events in real time.

The Management Board periodically analyses the effectiveness of the Company's and the Group's risk management systems, with these analyses reviewed by the Supervisory Board upon recommendations from the Audit Committee.

In 2024, the Company reviewed its risk management processes, implemented necessary improvements, and completed the deployment of a dedicated risk management IT system. This improved the oversight of the process and enabled more effective monitoring of risks throughout their lifecycle. Ensuring data consistency, accuracy, and completeness improved data control.

In 2024, the Company performed an operational risk analysis using its risk management IT system. It reviewed identified risks, assessed their severity, and verified existing safeguards. Additionally, it established risk management plans designed to implement further measures aimed at reducing the likelihood of risks materialising. Both the risks and the implementation of these plans are regularly monitored. The Company is also continuing efforts to further enhance its risk management process.

The softgarden group has implemented an ISO 9001:2015 quality management system, supporting risk management through a risk-based approach as a core component. Risk management activities are integrated into the processes of the quality management system.

At Robota.ua, risk management primarily occurs at the managerial level, based on current operational circumstances. The Ukrainian company's performance and risks are discussed at least once a month during Leadership Team meetings, attended by the Company's Management Board.

Prioritisation in risk management

Risks within the Company are verified at multiple levels, with the Risk Officer responsible for identifying risks and assessing the potential threats and consequences of their materialisation. Subsequently, a representative from the Security and Risk Management Department verifies whether the risk has already been identified, after which the Risk Owner decides whether to accept, modify, or mitigate it. Risks classified as high or critical are prioritised, and developing risk management plans for these risks is mandatory. Risks that remain high or critical despite applied safeguards and for which no additional management plans can be implemented are subject to further evaluation. To maintain an effective risk management process, risks and associated management plans are subject to ongoing monitoring.

The Management Board is responsible for maintaining an effective risk management system, supported by the Director of Information Security and Risk Management. The Management Board periodically reviews the risk factors relevant to the Company and the Group. The risk management process is overseen by the Audit Committee. The Management Board considers identified strategic and operational risks both in day-to-day operations and when defining the Group's strategic direction. The Management Board is also responsible for the proper functioning of the risk management process, and determines the level of risk tolerance within the organisation. Additionally, the Audit Committee advises on the regular monitoring of risks and the proper execution of this process.

The roles and responsibilities related to risk management are clearly illustrated below:



Internal control system and risk management

Internal risk control

The Company maintains an internal control system primarily covering those areas of the Company's and the Group's activities where establishing control mechanisms is essential for monitoring and minimising risks.

The primary objective of the internal control system is to ensure efficient and effective achievement of the Company's operational goals, reliability of its financial and sustainability reporting, and compliance with legal requirements. The Company's Management Board is responsible for the effectiveness of the Group's risk management system.

Material risk factors

Intentional disruption from cyber-attacks or personal data leakage may compromise the proper functioning of the Group's websites and systems [high].

The nature of the Group's operations, which involve the processing of significant amounts of personal data and extensive use of technology and the Internet, expose the Group to the risk of information security breaches. The main causes of data security risks include:

- Use of insufficient security and safety monitoring mechanisms,
- Errors in device configurations and system access controls,
- Incorrect infrastructure change management process,
- Insufficient employee awareness,
- Lack of or ineffective incident response procedures;
- Irregularities or breaches on the part of key third-party vendors,
- Lack of or irregularities in the process of security assessments, system audits and process reviews.

The Group is subject to extensive legal regulations concerning personal data use, necessitating strict compliance with data protection and privacy laws. Given the extensive regulatory environment, actual or perceived non-compliance with applicable laws or obligations could damage the Group's reputation with customers, increase costs, and negatively affect its operations, financial position, or growth prospects. Any leakage of data stored by the Group could result in regulatory penalties and adversely affect its credibility.

Key measures implemented by the Group to mitigate the risk include:

- Implementation of a security management system,
- A dedicated information security team,
- Implementation of a security monitoring process;
- Deployment of security systems to prevent breaches and data leaks,
- Regular penetration tests and security audits conducted by internal and independent external specialists;
- Regular employee training on information security;
- Routine reviews of user access rights and authorisations using an access control system,
- Process for monitoring vulnerabilities and the status of system and network component updates;
- Verification of vendors to ensure they meet the required security standards.

Unforeseen ICT incidents could cause irreversible disruption to the proper functioning of the Group's services, websites, and systems [high].

The Group operates and provides customer services using advanced IT infrastructure. Interruption, disruption, or unexpected loss of information systems critical to the Company may result from various causes, including:

- Equipment failures;
- Ineffective business continuity processes or lack thereof;
- Infrastructure architecture inadequate for effective disaster recovery;
- Cyberattacks;
- Physical attacks or other critical disruptions caused by third-party actions;
- Unavailability of third-party services.

Delivering services online depends on the stable operation of IT platforms, infrastructure, and equipment (including hardware, software, and applications) provided by third-party suppliers, posing further risks to service continuity. Consequently, there is a risk of temporary service disruption or a compromised ability to fully restore operations.

Key measures implemented by the Group to mitigate the risk include:

- A data centre that meets the highest security standards;
- Backup systems;
- Device and server redundancy;
- Protection against Distributed Denial of Service (DDoS) attacks;
- Capability to activate infrastructure with alternative providers;
- Use of supported components and up-to-date software;
- Safeguards against unauthorised data encryption and minimisation of administrative privileges.

Measures undertaken to mitigate the effects of a decline in the economic environment may not be fully effective [medium]

A deterioration in the economic situation in Poland or Europe could have an adverse effect on the Group's financial position and operations. The Group primarily operates in Poland and expanded its presence into the German market in 2022. The Group's business performance is closely tied to demand for employees and overall labour market conditions. A favourable economic situation promotes increased employment and motivates customers to post more job vacancies. At the same time, jobseekers increasingly use the Group's platforms to access attractive job opportunities. A potential financial crisis, economic downturn, or fluctuations in financial markets could result in higher unemployment rates and lower disposable incomes. Such developments may lead to reduced consumer and business spending, adversely affecting the willingness of individuals to seek new employment opportunities, thereby negatively impacting traffic to the Group's platforms. Additionally, the deteriorating financial condition of the Group's customers may lead to a decline in the number of job postings. By continuously analysing market conditions and trends, the Company can flexibly respond to changing circumstances and customer preferences through cost optimisation measures, as well as appropriate adjustments to pricing and product offerings.

The Group has implemented the following key measures to mitigate this risk:

- Scenario-based cost budgeting;
- Developing short-, medium- and long-term scenarios for the organisation;
- Regular monitoring of revenue and costs;
- Sales model tailored to specific market conditions.

The Group may experience reduced availability or loss of key personnel [medium]

The Group faces the risk of losing access to key personnel, as it operates in an industry where employee skills are critical to business success. This challenge is intensified by a limited pool of qualified candidates, particularly highly skilled specialists in IT, marketing, sales, and customer service, who possess the requisite professional expertise. The loss of a significant number of personnel in critical areas, such as product development, technology, marketing, sales, and customer service, combined with difficulties in promptly recruiting qualified replacements, could disrupt operations and hinder the Group's ability to swiftly respond to new market challenges.

The Group has implemented the following measures to mitigate this risk:

- Employee development policy featuring clearly defined career paths;
- Periodic review of job evaluations and alignment of salary structures with prevailing market standards;
- Regular reviews to identify key positions and potential successors.

The Group may be unable to continue its operations in Ukraine [medium]

The Group conducts operations in Ukraine, mainly through the Robota.ua website. The ongoing military conflict in Ukraine, which began in February 2022, has resulted in a substantial loss of the country's production capacity, leading to a significant reduction in GDP and a deteriorating labour market. The continuing conflict presents significant uncertainty, including the risk that Ukraine could lose control over part or all of its territory. Such developments could adversely affect the Group's operations in Ukraine, potentially leading to their complete cessation in the worst-case scenario.

The Group has implemented the following measures to mitigate this risk:

- A sales strategy specifically tailored to the current situation in Ukraine;
- Regular monitoring of revenue and costs;
- Analysing cash flow trends in both the short and long term.

The Group's market position may deteriorate as a result of the activity of its competition or technological changes in the industry [low]

The Group companies continuously analyse the market to monitor trends and identify factors impacting the HR industry. Each company within the Group takes steps to mitigate risks associated with the activities of competitors by implementing carefully planned sales, marketing, product, and investment strategies.

The market for recruitment services in Poland is highly competitive, with numerous entities offering services both online and through traditional channels. The Group continuously analyses the potential impact of new competitors entering the online recruitment market.

The Group operates in an industry characterised by rapid technological advancements, which may heighten competitive pressures as new technologies emerge. The Group's competitiveness and success rely on continuously enhancing its technology platforms with new products and features that improve service quality. Consequently, the Group faces the risk of negative operational and financial impacts if it fails to make timely, appropriate strategic decisions, or if it makes incorrect decisions based on inadequate assessment. This risk encompasses the failure to adequately identify, assess, and effectively integrate new technologies into the Group's operations. Such failures could diminish the appeal of the Group's services to existing and potential customers and result in loss of market share.

The Group has implemented the following measures to mitigate this risk:

- Ongoing monitoring of HR trends and market developments, both domestically and internationally;
- Analysis of job advertisement data and continuous assessment of customer and candidate requirements;
- Development of a targeted product strategy combined with a tailored pricing policy;
- Measures to protect and retain the Group's specialist expertise and know-how.

In the event of regulatory changes the Group may fail to effectively adapt to new formal and legal requirements [low]

The Group is exposed to various risks, including administrative penalties and sanctions, such as suspension or delisting of its shares from trading on the Warsaw Stock Exchange (WSE). This risk may result from incorrect interpretation of legal regulations, business decisions leading to non-compliance, insufficient time to implement mandatory regulatory changes, or ineffective compliance with stock exchange reporting obligations.

The Group has implemented the following measures to mitigate this risk:

- Maintaining an experienced legal and compliance team;
- Ongoing monitoring of legislative developments relevant to the Company and the Group;
- Implementing policies and procedures aimed at reducing regulatory and compliance risks;
- Conducting employee training to increase awareness of legal obligations.

The Group's acquisitions or internal investments may fail to yield expected profits [low]

The Group's strategy aims for stable growth, prioritising innovation to continually enhance its product portfolio. The Group also seeks to capitalise on new growth opportunities by expanding into new markets or business segments. Misjudgements regarding operational or legal assessments of growth potential, insufficient internal capabilities, adverse macroeconomic impacts, or ineffective risk assessments could harm the Group's reputation and financial position.

The key measures implemented by the Group to mitigate this risk are as follows:

- An investment strategy aligned with the Group's strategic development goals;
- A thorough due diligence process;
- An experienced legal and investment team;
- Multi-tiered investment approval process;
- Group-wide financial audits encompassing all new investments and acquisitions;
- A structured performance reporting process for new investments and acquisitions.

ANALYSIS OF 2024 RESULTS

Summary of operations

In 2024, the Group's revenue amounted to PLN 770 million, an increase of 6.3% compared with 2023:

- Revenue of Segment Poland increased by 6.4%, mainly due to an effective pricing policy tailored to individual customer segments and sales channels. The number of published recruitment projects remained close to the previous year's level, primarily due to the stable number of job postings in the White Collar segment. This was driven by limited new job creation by employers, while staff turnover remained stable.
- Despite challenging conditions caused by the ongoing armed conflict, Segment Ukraine recorded year-on-year revenue growth of 25.7%. This was mainly driven by effective pricing policies and an increase in the number of paid recruitment projects, reflecting acute labour shortages.
- The economic slowdown and the strengthening of the Polish currency resulted in Segment Germany's revenue remaining broadly unchanged compared with the previous year. On a net basis (after deducting the cost of advertising sold), revenue from Segment Germany increased by 7.6% year on year, reaching PLN 146.1 million. Expressed in euros, Segment Germany's net revenue grew by 13.1% year on year, to EUR 33.9 million.

Consolidated adjusted EBITDA in 2024 amounted to PLN 346.9 million vs PLN 330.4 million in 2023, an increase of 5.0% year on year. The adjusted EBITDA margin was 45.0% in 2024, compared with 45.6% in 2023.

In 2024, the Group reported a consolidated net profit of PLN 208.8 million, an increase of 11.2% year on year, driven primarily by higher operating profit. The Group's net profit, adjusted for the effect of remeasurement of the fair value of shares in Beamery Inc., was PLN 248.1 million, up 17.3% year on year.

Non-recurring items significantly affecting comparability of financial results:

2023:

- Remeasurement of the fair value of Beamery Inc. shares by PLN 23.9 million, after accounting for deferred income tax.

2024:

- Remeasurement of the fair value of Beamery Inc. shares by PLN 39.3 million, after accounting for deferred income tax.

Market environment

Economic situation and macroeconomic factors

Poland

According to the preliminary estimate from Statistics Poland¹, Poland's real gross domestic product (GDP) in the fourth quarter of 2024 was 3.2% higher year on year. The full-year GDP growth rate in 2024 reached 2.9%, compared with only 0.2% in 2023. Economists surveyed by the National Bank of Poland in December 2024 anticipate accelerated economic activity², forecasting Poland's real GDP growth to reach 3.3% annually over the period 2025–2026 (central forecast).

The registered unemployment rate in Poland remains low. According to Statistics Poland data³, the rate was 5.1% in December 2024, unchanged from the previous year. The number of registered unemployed in December 2024 was 786.2 thousand, down by 0.3% compared with December 2023 (788.2 thousand).

According to Eurostat⁴, the unemployment rate in Poland measured by EU standards was 2.7% in December 2024, compared with 3.0% in December 2023. This rate was among the lowest in the European Union, with only the Czech Republic reporting a lower rate at 2.6%. By comparison, the average unemployment rate in the EU27 was 5.8% in December 2024, while the unemployment rate for the Eurozone (20 countries) was 6.2%.

According to Statistics Poland⁵, the average nominal gross monthly wage in the enterprise sector (companies employing more than nine persons) was PLN 8,549.18 in the fourth quarter of 2024, representing a 10.2% increase year on year. The real growth in the average gross monthly wage in the enterprise sector was 5.3%.

In late 2024, the consumer price index (CPI) significantly exceeded the National Bank of Poland's (NBP) inflation target of 2.5% (with a permissible deviation of ± 1 percentage point). Statistics Poland data⁶ show that consumer prices in December 2024 rose by 4.7% year on year, with the annualised inflation rate for 2024 at 3.6% (11.4% in 2023). According to the Monetary Policy Council (MPC)⁷, inflation is expected to remain significantly above the NBP's inflation target in the coming quarters.

Germany

According to estimates by the Federal Statistical Office (Destatis)⁸, Germany's GDP declined by 0.2% year-on-year in 2024, marking the second consecutive year of economic contraction, following a 0.3% decline in 2023. Forecasts by the International Monetary Fund (IMF), published in January 2025,⁹ project Germany's GDP to rise by 0.3% in the current year compared with 2024, with anticipated year-on-year growth of 1.1% in 2026.

Germany's unemployment rate, like Poland's, remains among the lowest in the European Union, though it increased slightly last year. According to Destatis data, the unemployment rate in December 2024 was 3.2%,¹⁰ compared with 2.9% in December 2023.

¹ <https://stat.gov.pl/obszary-tematyczne/rachunki-narodowe/kwartalne-rachunki-narodowe/>

² <https://nbp.pl/statystyka-i-sprawozdawczosc/ankieta-makroekonomiczna/>

³ <https://stat.gov.pl/obszary-tematyczne/rynek-pracy/bezrobocie-rejestrowane/>

⁴ <https://ec.europa.eu/eurostat>

⁵ <https://stat.gov.pl/wskazniki-makroekonomiczne/>

⁶ <https://stat.gov.pl/obszary-tematyczne/ceny-handel/wskazniki-cen/>

⁷ <https://nbp.pl/wp-content/uploads/2025/02/Komunikat-RPP-luty-2025.pdf>

⁸ https://www.destatis.de/EN/Press/2025/02/PE25_069_811.html

⁹ <https://www.imf.org/en/Publications/WEO/Issues/2025/01/17/world-economic-outlook-update-january-2025>

¹⁰ https://www.destatis.de/EN/Press/2025/01/PE25_041_132.html

Germany's inflation rate stood at 2.6% in December 2024, with the average annual inflation rate for 2024 at 2.2%,¹¹ down from 5.9% in 2023. According to the European Commission's November 2024 forecasts¹², inflation in Germany is expected to decline to 2.1% in 2025.

Ukraine

According to estimates of the National Bank of Ukraine (NBU), the country's gross domestic product grew by 3.4% year on year¹³ in 2024, compared with 5.3% for 2023 and a strong decline of 28.8% in 2022. The NBU forecasts that Ukraine's GDP will grow by 3.6% in 2025 and 4.0% in 2026.

As reported by the Ukrainian Centre for Economic Strategy,¹⁴ based on estimates from the research agency Info Sapiens, Ukraine's unemployment rate in December 2024 stood at 14.2%, compared with 16.1% in December 2023 and 8.6% before the outbreak of the full-scale war in February 2022. Since the onset of the armed conflict, Ukraine's state statistical office has ceased publishing unemployment rate statistics.

The NBU estimates that the inflation rate (CPI) for 2024 rose to 12.0%, with the average annual inflation rate for 2024 at 6.5%, compared with 12.8% in 2023. This figure exceeded the NBU's earlier projections and remains well above the inflation target of 5.0% (+/-1 percentage point). The NBU anticipates that inflation will reach the target of 5.0% by the end of 2026.

¹¹ https://www.destatis.de/EN/Press/2025/01/PE25_020_611.html

¹² https://economy-finance.ec.europa.eu/economic-surveillance-eu-economies/germany/economic-forecast-germany_en

¹³ <https://bank.gov.ua/en/news/all/inflyatsiyniy-zvit-sichen-2025-roku>

¹⁴ <https://ces.org.ua/en/tracker-economy-during-the-war/>

Operating metrics

The operating metrics presented herein are estimates provided by the Company and the Group. These metrics should not be used as a basis for forecasting the financial position and operational performance or for making direct comparisons with peers.

	2024	2023	Change (y/y)	3 months ended		Change (y/y)
				31 December	2023	
				2024	2023	
Recruitment platforms						
Pracuj.pl						
Number of recruitment projects (thousand) ⁽¹⁾	494.0	494.3	(0.1%)	112.6	112.5	0.1%
Average recruitment project price (PLN) ⁽²⁾	934.1	891.3	4.8%	957.4	932.8	2.6%
Robota.ua						
Number of recruitment projects (thousand) ⁽¹⁾	1,339.1	984.2	36.1%	336.1	302.3	11.2%
Number of no-cost recruitment projects (thousand)	760.3	487.2	56.1%	200.3	173.9	15.2%
Number of paid recruitment projects (thousand)	578.7	497.0	16.4%	135.8	128.4	5.8%
Average paid recruitment project price (UAH)	815.2	639.6	27.5%	974.7	631.1	54.5%
Average paid recruitment project price (PLN) ⁽³⁾	80.8	73.7	9.5%	95.1	69.0	37.8%

⁽¹⁾ The number of recruitment projects equals the number of credits used to post jobs on Pracuj.pl or Robota.ua. In the case of Pracuj.pl, one credit can be used to post multiple job vacancies, whereas on Robota.ua, one credit can only be used to post one job vacancy for a period of one month.

⁽²⁾ For Pracuj.pl, defined as revenue from paid recruitment projects (excluding promotional starter packs and revenue from international partners of The Network alliance) divided by the number of recruitment projects.

⁽³⁾ For Robota.ua, defined as revenue from contracts with customers in Segment Ukraine divided by the number of paid recruitment projects.

	As at 31 December 2024	As at 31 December 2023	Change (y/y)
HR Software			
Number of active customers			
Number of active eRecruiter customers	2094	1970	6.3%
Number of active HRlink customers	200	N/A	N/A
Number of active softgarden customers	1817	1630	11.5%
MRR (PLN thousand)⁽⁴⁾			
Group MRR (in the last month of the reporting period), including:	12,083	10,296	17.3%
MRR eRecruiter	3,991	3,442	15.9%
softgarden MRR	7,818	6,854	14.1%

⁽⁴⁾ The value of monthly recurring revenue in the last month of the reporting period, combined for eRecruiter, HRlink and softgarden, reported in PLN thousand at the EUR/PLN exchange rate effective for the end of the reporting period.

Pracuj.pl:

- In 2024, recruitment projects on Pracuj.pl totalled 494.0 thousand, broadly unchanged from 2023 due to stable White Collar job postings.
- The average price of a recruitment project has shown consistent growth, driven by effective monetisation strategies tailored to diverse client segments and sales channels. In 2024, the average price increased to PLN 934.1, reflecting a 4.8% year-on-year rise.

Robota.ua:

- The total number of recruitment projects on Robota.ua in 2024 rose to 1,339.1 thousand, an increase of 36.1% year on year. The number of paid recruitment projects increased by 16.4% year on year, to 578.7 thousand.
- In 2024, the average price of a paid recruitment project (in UAH) increased by 27.5% year on year. Combined with the rise in volumes, this underscores the growth potential of the Group's Ukrainian subsidiary.

eRecruiter:

- eRecruiter has reinforced its leadership position among recruitment management systems in Poland. The number of active customers using eRecruiter subscriptions continued to grow, reaching 2,094 as at the end of December 2024, representing a 6.3% increase compared with the end of December 2023.

softgarden:

- Despite the challenging macroeconomic situation in the German market, the number of active customers using softgarden subscriptions is growing at a steady pace and at the end of 2024 stood at 1,817, an increase of 11.5% year-on-year. The relatively low level of digitalisation among German companies creates opportunities to attract new customers effectively. With solutions such as softgarden, these companies can enhance recruitment process efficiency and optimise overall HR department performance.

Financial metrics

The Group also monitors the financial metrics below to assess recurring operational performance and inform strategies for improvement. The metrics selected by the Company are not mandated under International Financial Reporting Standards (IFRS) and are not calculated in accordance with IFRS.

The Group	2024	2023	Change (y/y)	3 months ended		Change (y/y)
				31 December 2024	31 December 2023	
EBITDA	332,630	316,231	5.2%	72,654	66,570	9.1%
<i>EBITDA margin (%)</i>	<i>43.2%</i>	<i>43.7%</i>	<i>(0.5 p.p.)</i>	<i>38.8%</i>	<i>38.4%</i>	<i>0.4 p.p.</i>
Adjusted EBITDA	346,892	330,442	5.0%	76,014	69,810	8.9%
<i>Adjusted EBITDA margin (%)</i>	<i>45.0%</i>	<i>45.6%</i>	<i>(0.6 p.p.)</i>	<i>40.5%</i>	<i>40.2%</i>	<i>0.3 p.p.</i>

The Group uses the following definitions for the selected financial indicators.

- *EBITDA is defined as operating profit or loss before depreciation and amortisation;*
- *Adjusted EBITDA is defined as operating profit plus depreciation and amortisation, adjusted further for share-based payment costs, acquisition-related expenses, and restructuring costs of acquired entities as disclosed in the consolidated statement of comprehensive income.*
- *EBITDA margin for a specified period is defined as EBITDA divided by revenue from contracts with customers in that period.*
- *Adjusted EBITDA margin for a specified period is defined as Adjusted EBITDA divided by revenue from contracts with customers in that period.*

Financial results

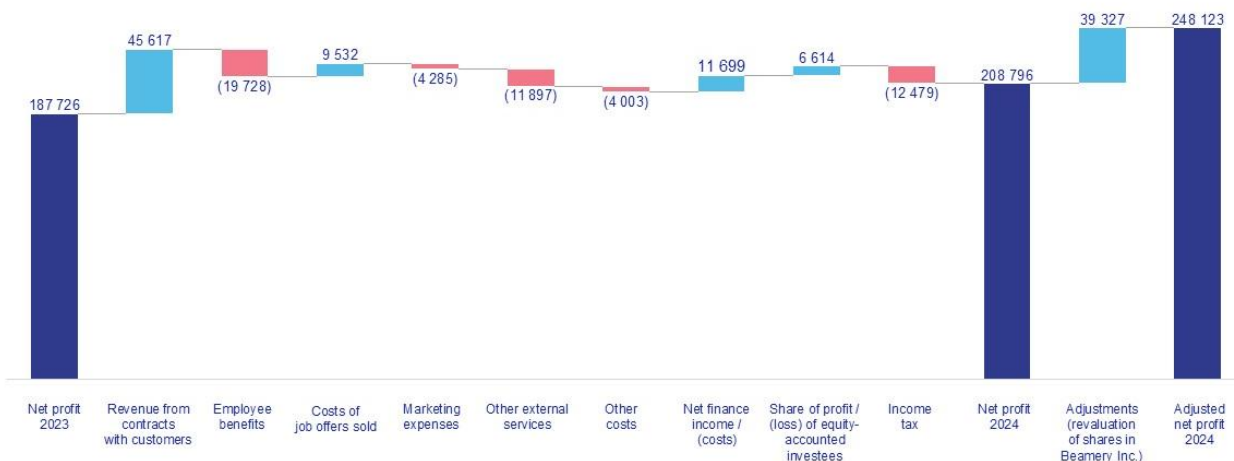
Management Board's statement on achievement of profit guidance

The Management Board of Grupa Pracuj S.A. did not release 2024 profit guidance for the Group.

Grupa Pracuj S.A. Group

In 2024, the Group generated consolidated net profit of PLN 208.8 million, representing an 11.2% increase compared with 2023. This improvement was mainly driven by higher operating profits in Segment Germany and Segment Ukraine, resulting from revenue growth in both segments. Net profit was also affected by the remeasurement of Beamery Inc. shares' fair value, which amounted to PLN 39.3 million in 2024 and PLN 23.9 million in 2023 after accounting for deferred income tax. Net profit adjusted for this remeasurement increased by 17.3%.

Net profit of the Group and impact of specific items of the consolidated statement of comprehensive income



Directors' Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024

Financial results of the Group

	2024	2023	Change (y/y)
Revenue from contracts with customers, including:	770,015	724,398	6.3%
<i>Segment Poland</i>	540,416	508,090	6.4%
<i>Segment Ukraine</i>	52,410	41,689	25.7%
<i>Segment Germany</i>	177,189	174,619	1.5%
Depreciation and amortisation	(35,600)	(34,437)	3.4%
Cost of advertising sold	(31,135)	(40,667)	(23.4%)
Employee benefits expense	(271,778)	(252,050)	7.8%
Marketing expenses	(58,372)	(54,087)	7.9%
Software-as-a-Service expenses	(14,281)	(13,326)	7.2%
Other services	(47,402)	(35,505)	33.5%
Other costs	(13,265)	(11,032)	20.2%
Other income	2,704	3,160	(14.4%)
Other expenses	(2,030)	(3,992)	(49.1%)
Expected credit losses	(1,826)	(668)	173.4%
Operating profit, including:	297,030	281,794	5.4%
<i>Segment Poland</i>	262,462	268,515	(2.3%)
<i>Segment Ukraine</i>	12,985	7,187	80.7%
<i>Segment Germany</i>	21,583	6,092	254.3%
Finance income	20,700	7,134	190.2%
Finance costs	(67,077)	(65,210)	2.9%
Net finance income / (costs)	(46,377)	(58,076)	(20.1%)
Share of profit/(loss) of investees accounted for using the equity method	14,617	8,003	82.6%
Profit before tax	265,270	231,721	14.5%
Income tax	(56,474)	(43,995)	28.4%
Net profit	208,796	187,726	11.2%

Percentage of revenue from contracts with customers accounted for by income and expenses

	2024	2023	Change (y/y)
Revenue from contracts with customers	770,015	724,398	-
Depreciation and amortisation	(4.6%)	(4.8%)	0.1 p.p.
Cost of advertising sold	(4.0%)	(5.6%)	1.6 p.p.
Employee benefits expense	(35.3%)	(34.8%)	(0.5 p.p.)
Marketing expenses	(7.6%)	(7.5%)	(0.1 p.p.)
Software-as-a-Service expenses	(1.9%)	(1.8%)	(0.0 p.p.)
Other services	(6.2%)	(4.9%)	(1.3 p.p.)
Other costs	(1.7%)	(1.5%)	(0.2 p.p.)
Other income	0.4%	0.4%	(0.1 p.p.)
Other expenses	(0.3%)	(0.6%)	0.3 p.p.
Expected credit losses	(0.2%)	(0.1%)	(0.1 p.p.)
Operating profit margin	38.6%	38.9%	(0.3 p.p.)

Revenue from contracts with customers:

- The Group's revenue increased by 6.3% compared with the previous year. This growth was primarily driven by higher average pricing of recruitment projects on Pracuj.pl and Robota.ua, as well as an increased number of recruitment projects published in the Ukrainian market. Additionally, there was consistent growth in subscriptions for the softgarden and eRecruiter systems offered under the SaaS (Software as a Service) model.
- The sustained increase in the average price of recruitment projects on Pracuj.pl (close to 5% year on year) was the primary contributor to revenue growth in Segment Poland. The number of recruitment projects remained stable year on year, recording a slight decrease of 0.1% (493.9 thousand in 2024 compared with 494.3 thousand in 2023).
- In Segment Ukraine, a significant increase in paid recruitment projects (579 thousand in 2024 compared with 497 thousand in 2023, a 16.4% year-on-year growth), along with higher average project prices, contributed positively to revenue growth.
- The number of active customers using the eRecruiter system has been steadily rising, reaching 2,094 by the end of 2024, which represents a 6.3% year-on-year increase.
- There was also an upward trend in active customers of the softgarden system, reaching 1,817 customers at the end of 2024, an increase of 11.5% year on year. This growth translated into higher SaaS revenue, up 15% year on year in PLN terms and 21% in EUR terms. The 5.3% year-on-year decrease in revenue from multiposting services (0.4% in euros) was attributable to lower customer activity in using these services.

Operating expenses:

- The 7.8% increase in employee benefits expense was primarily attributable to higher staffing levels compared with 2023, coupled with a steady rise in average salaries across the Group.
- The cost of advertising sold decreased by 23.4%, driven by a reduced number of advertisements posted through softgarden's multiposting service and a decline in the EUR/PLN exchange rate.
- The 7.9% increase in marketing expenses reflects, among other factors, higher investments aimed at further strengthening brand awareness in the Polish market through wide-reaching marketing campaigns.
- The costs of other services increased by 33.5%, mainly due to higher third-party costs for hosting services and projects designed to enhance operational efficiency. Additionally, these costs include projects related to regulatory compliance, in particular with the Act of 6 December 2024 amending the Accounting Act, the Act on Statutory Auditors, Audit Firms and Public Oversight, and certain other acts (Journal of Laws of 2024, item 1863).

Grupa Pracuj S.A.

	2024	2023	Change (y/y)
Revenue from contracts with customers	490,390	469,706	4.4%
Depreciation and amortisation	(14,284)	(11,116)	28.5%
Employee benefits expense	(143,649)	(128,565)	11.7%
Marketing expenses	(42,130)	(40,359)	4.4%
Software-as-a-Service expenses	(6,347)	(6,617)	(4.1%)
Other services	(29,868)	(23,180)	28.9%
Other costs	(6,009)	(5,397)	11.3%
Other income	1,736	1,435	21.0%
Other expenses	(1,146)	(477)	140.3%
Expected credit losses	(940)	(252)	273.0%
Operating profit	247,753	255,178	(2.9%)
Finance income	37,796	11,350	233.0%
Finance costs	(66,247)	(64,771)	2.3%
Net finance income / (costs)	(28,451)	(53,421)	(46.7%)
Share of profit of investees accounted for using the equity method	14,617	8,003	82.6%
Profit before tax	233,919	209,760	11.5%
Income tax	(45,874)	(36,890)	24.4%
Net profit	188,045	172,870	8.8%

Percentage share of operating expenses in revenue from contracts with customers of the Company

	2024	2023	Change (y/y)
Revenue from contracts with customers (PLN thousand)	490,390	469,706	-
Depreciation and amortisation	(2.9%)	(2.4%)	0.5 p.p.
Employee benefits expense	(29.3%)	(27.4%)	(1.9 p.p.)
Marketing expenses	(8.6%)	(8.6%)	0.0 p.p.
Software-as-a-Service expenses	(1.3%)	(1.4%)	0.1 p.p.
Other services	(6.1%)	(4.9%)	(1.2 p.p.)
Other costs	(1.2%)	(1.1%)	(0.1 p.p.)
Other income	0.4%	0.3%	0.0 p.p.
Other expenses	(0.2%)	(0.1%)	(0.1 p.p.)
Expected credit losses	(0.2%)	(0.1%)	(0.1 p.p.)
Operating profit margin	50.5%	54.3%	(3.8 p.p.)

Revenue from contracts with customers:

- The Company's revenue in 2024 rose by 4.4% to PLN 490.4 million. This growth was mainly due to an increase in the average price of recruitment projects (up nearly 5% year on year), despite the number of recruitment projects remaining broadly stable (down 0.1% year on year). 2024 also saw a 19.4% year-on-year increase in revenue from the sale of branding products (including Employer Profiles).

Operating expenses:

- Depreciation and amortisation expenses increased by PLN 3.2 million. This was partly due to development projects completed in 2023, enhancing service functionalities, along with increased hardware purchases and expansion of IT infrastructure.
- The rise in employee benefits expense during the reporting period mainly reflected growth in the workforce and steady increases in average salaries and wages.
- The 4.4% increase in marketing expenses resulted chiefly from higher investments in enhancing brand awareness on the Polish market through wide-ranging marketing campaigns.
- The 28.9% increase in costs of other services was primarily driven by higher third-party service costs. These related mainly to projects aimed at improving operational efficiency and ensuring compliance with external regulatory requirements, including those arising from the CSRD Directive.

Financial position

Grupa Pracuj S.A. Group

Assets of the Group

	31 December 2024	31 December 2023	Change (y/y)
Non-current assets, including:	721,216	754,564	(4.4%)
Intangible assets	92,370	88,677	4.2%
Property, plant and equipment	14,336	12,359	16.0%
Right-of-use assets	28,559	31,780	(10.1%)
Goodwill	441,340	446,128	(1.1%)
Investees accounted for using the equity method	43,730	30,725	42.3%
Other financial assets	59,691	103,810	(42.5%)
Other non-financial assets	737	840	(12.3%)
Deferred tax assets	40,453	40,245	0.5%
Current assets, including:	322,576	274,145	17.7%
Inventory	7,180	1,891	279.7%
Trade receivables	76,359	68,312	11.8%
Current tax assets	5,043	-	-
Other financial assets	14,670	191	7,580.6%
Other non-financial assets	25,031	39,995	(37.4%)
Cash and cash equivalents	194,293	163,756	18.6%
Total	1,043,792	1,028,709	1.5%

Non-current assets decreased by PLN 33.3 million from the amount reported as at 31 December 2023. Other financial assets decreased by PLN 48.6 million due to the remeasurement of the fair value of Beamery Inc. shares. The decrease was partly offset by a cash contribution of PLN 7.6 million provided to Pracuj Ventures spółka z ograniczoną odpowiedzialnością ASI sp.k. ('Pracuj Ventures'). Investees accounted for using the equity method increased by 42.3% compared with the balance at 31 December 2023. This increase was mainly due to the improved financial performance of Work Ukraine TOV. Additionally, an impairment loss on investments in associates amounting to PLN 8.4 million was reversed in Segment Ukraine, reflecting the strong earnings growth in this segment. The Ukrainian Companies reported significant revenue growth over the past two years, confirming an improvement in their market position. A sustained upward trend in financial performance, including improved profitability and stronger cash flow generation, indicates further growth potential for these investments.

The 17.7% increase in current assets compared with 31 December 2023 was mainly driven by changes in cash resulting from positive net cash flows generated in 2024 and an increase in dividends receivable. This increase was partly offset by lower other non-financial assets, reflecting the recognition of prepayments for services in Segment Germany as reductions in contract liabilities relating to future performance obligations (publication services) outside the Group's control.

Equity and liabilities of the Group

	31 December 2024	31 December 2023	Change (y/y)
Equity:	431,358	363,183	18.8%
Equity attributable to owners of the Parent	431,308	363,145	18.8%
Non-controlling interests	50	38	31.6%
Total liabilities, including:	612,434	665,526	(8.0%)
Non-current liabilities, including:	216,967	285,530	(24.0%)
Bank borrowings	175,784	239,295	(26.5%)
Lease liabilities	19,394	23,595	(17.8%)
Other financial liabilities	19,872	16,768	18.5%
Employee benefit obligations	1,917	1,838	4.3%
Deferred tax liabilities	-	4,034	(100.0%)
Current liabilities, including:	395,467	379,996	4.1%
Bank borrowings	39,534	23,543	67.9%
Lease liabilities	11,633	10,472	11.1%
Other financial liabilities	1,981	8,076	(75.5%)
Employee benefit obligations	31,063	29,785	4.3%
Trade payables	36,842	35,650	3.3%
Other non-financial liabilities	18,927	15,385	23.0%
Dividends payable	3,830	-	-
Current tax liabilities	6,984	15,432	(54.7%)
Contract liabilities	244,673	241,653	1.2%
Total	1,043,792	1,028,709	1.5%

At 31 December 2024, the Group's equity was 18.8% higher than at 31 December 2023. This growth was primarily driven by the net profit generated in 2024. The increase was partly offset by a dividend payment of PLN 136.5 million for 2023.

Non-current liabilities decreased mainly due to the reclassification of certain bank borrowings as current liabilities.

Current liabilities rose at 31 December 2024 compared with 31 December 2023, mainly due to a lower prepayment of the credit facility compared with the previous year. This increase was partly offset by a decrease in income tax liabilities following the settlement and payment of corporate income tax for 2023. The decrease in other financial liabilities relative to the prior year-end resulted from remeasurement adjustments to derivative financial instruments used by the Company as interest rate hedges. At 31 December 2024, dividends payable amounted to PLN 3.8 million, relating exclusively to non-controlling shareholders of a subsidiary within Segment Ukraine.

Grupa Pracuj S.A.

Assets of the Company

	31 December 2024	31 December 2023	Change (y/y)
Non-current assets, including:	780,351	798,316	(2.3%)
Intangible assets	25,585	17,636	45.1%
Property, plant and equipment	9,939	7,965	24.8%
Right-of-use assets	21,215	21,547	(1.5%)
Investments in subsidiaries	582,402	580,698	0.3%
Investees accounted for using the equity method	43,730	30,725	42.3%
Other financial assets	58,898	102,991	(42.8%)
Other non-financial assets	560	646	(13.3%)
Deferred tax assets	38,022	36,108	5.3%
Current assets, including:	132,515	116,592	13.7%
Trade receivables	50,726	45,261	12.1%
Current tax assets	5,043	-	-
Other financial assets	26,134	117	22,236.8%
Other non-financial assets	4,748	5,113	(7.1%)
Cash and cash equivalents	45,864	66,101	(30.6%)
Total	912,866	914,908	(0.2%)

Non-current assets decreased by PLN 17.9 million from the amount reported as at 31 December 2023. This decrease primarily reflected a PLN 48.6 million reduction in other financial assets due to the remeasurement of Beamery Inc. shares, partly offset by an increase from a cash contribution to Pracuj Ventures. Investees accounted for using the equity method increased by 42.3% compared with 31 December 2023, primarily due to improved performance in Segment Ukraine and a PLN 8.4 million reversal of impairment losses on investments in associates. By contrast, intangible assets increased due to expenditures on development projects related to enhancing the functionality of the services offered.

Current assets increased by 13.7% compared with 31 December 2023, primarily driven by higher dividends and income tax receivables. These increases were partly offset by lower cash balances, primarily due to reduced operating cash flows in 2024.

Directors' Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024

Equity and liabilities of the Company

	31 December 2024	31 December 2023	Change (y/y)
Equity:	472,477	408,894	15.5%
Total liabilities, including:	440,389	506,014	(13.0%)
Non-current liabilities, including:	192,591	260,969	(26.2%)
Bank borrowings	175,784	239,295	(26.5%)
Lease liabilities	15,064	15,978	(5.7%)
Employee benefit obligations	1,743	1,662	4.9%
Deferred tax liabilities	-	4,034	(100.0%)
Current liabilities, including:	247,798	245,045	1.1%
Bank borrowings	39,534	23,543	67.9%
Lease liabilities	7,509	6,635	13.2%
Employee benefit obligations	15,531	13,735	13.1%
Trade payables	10,726	12,715	(15.6%)
Other non-financial liabilities	13,403	11,382	17.8%
Other financial liabilities	1,981	8,076	(75.5%)
Current tax liabilities	-	11,030	(100.0%)
Contract liabilities	159,114	157,929	0.8%
Total	912,866	914,908	(0.2%)

At 31 December 2024, the Company's equity was 15.5% higher than at 31 December 2023, mainly reflecting the net profit generated in 2024. The increase was partly offset by a dividend payment of PLN 136.5 million for 2023.

Non-current liabilities decreased primarily due to the reclassification of certain bank borrowings to current liabilities.

Current liabilities rose slightly to PLN 247.8 million at 31 December 2024, mainly reflecting a lower prepayment of the credit facility compared with the previous year. This increase was partly offset by a decrease in current income tax liabilities following the settlement and payment of corporate income tax for 2023. The reduction in other financial liabilities compared with the prior year-end resulted from remeasurement adjustments to derivative financial instruments held by the Company as interest rate hedges.

Cash flows

Grupa Pracuj S.A. Group

Cash flows of the Group

	2024	2023	Change (y/y)
Net cash flows from operating activities	287,802	322,905	(10.9%)
Net cash flows from investing activities	(39,312)	(22,141)	77.6%
Net cash flows from financing activities	(217,940)	(246,514)	(11.6%)
Total net cash flows	30,550	54,250	(43.7%)

Net cash flows from operating activities

Net cash flows from operating activities declined by 10.9% year on year, primarily reflecting a slower reduction in working capital and higher income tax payments. During 2023, income tax was paid in the form of simplified monthly prepayments, with the annual settlement and payment taking place in the first quarter of 2024. Furthermore, operating cash flows in 2024 faced pressure from reduced working capital efficiency, despite improved operating results compared to the previous year. The main driver of working capital changes was a slowdown in the growth of contract liabilities, due to the accelerated utilisation of previously purchased advertisements relative to the growth in new sales.

Net cash flows from investing activities

Net cash flows from investing activities were primarily impacted by expenditures on development projects for internally developed software, costs associated with the acquisition of shares in HRlink sp. z o.o., and a contribution to Pracuj Ventures.

Net cash flows from financing activities

In 2024, net cash flows from financing activities were negative. This primarily reflected a dividend payment of PLN 136.5 million, principal and interest on the credit facility, and settlements of lease liabilities.

Grupa Pracuj S.A.

Cash flows of the Company

	2024	2023	Change (y/y)
Net cash flows from operating activities	206,125	255,389	(19.3%)
Net cash flows from investing activities	(13,730)	(6,482)	111.8%
Net cash flows from financing activities	(212,619)	(242,039)	(12.2%)
Total net cash flows	(20,224)	6,868	(394.5%)

Net cash flows from operating activities

Net cash flows from operating activities in 2024 declined by 19.3% year on year to PLN 206.1 million. This decrease was primarily attributable to slower changes in working capital and a significant increase in income tax payments. In 2023, income tax was paid in the form of expedient monthly advances, with the settlement and payment of any remaining amount occurring in the six months ended 30 June 2024. The working capital change mainly reflected slower growth in contract liabilities compared to the previous year, as customers utilised previously purchased job postings at a faster rate than new sales increased.

Net cash flows from investing activities

Net cash flows from investing activities were mainly affected by expenditures on development projects for internally developed software and a cash contribution of PLN 7.6 million to Pracuj Ventures. These outflows were partly offset by dividend income of PLN 9.8 million.

Net cash flows from financing activities

In 2024, the Company recorded negative net cash flows from financing activities. This primarily reflected dividend payments of PLN 136.5 million, principal repayments on the credit facility of PLN 48.0 million, interest payments on the credit facility of PLN 19.0 million, and payments related to lease liabilities.

Factors affecting the Group's financial and operating performance

In the Management Board's view, multiple factors influence the future development and growth of the Group and the Company. Among the most significant are:

- **Macroeconomic conditions and geopolitical environment** The stabilisation of the economic environment in the region may positively influence companies' recruitment activity. However, geopolitical uncertainty and evolving market conditions – particularly the labour market situation in Ukraine – remain significant risk factors that the Group continues to monitor closely.
- **Operational efficiency and scalability of business models** The Group's operations rely on proven, scalable revenue models and high customer retention. The consistently high quality of service and tailored offerings drive a steady increase in the value of services delivered, including subscriptions and additional solutions within the HR Software area.
- **Automation and use of artificial intelligence** Investments in process automation and AI-driven solutions, such as offer-matching algorithms and intelligent recommendations, enhance operational efficiency and elevate the user experience. The Group develops advanced recruitment and HR tools to assist employers in talent acquisition and human capital management, in line with its core mission.
- **Labour market dynamics and demand for HR solutions** The shortage of skilled workforce and the growing need to automate recruitment processes are increasing the demand for HR technologies, especially in the HR Software area. In Poland and international markets (including Germany and Ukraine), the Group tailors its offerings to evolving customer expectations, developing new solutions to enhance the personalisation of recruitment processes.
- **Robust financial position and potential for continued growth** The Group maintains a stable financial position, marked by high profitability and strong cash flows. Its ability to maintain a high cash conversion ratio and low debt levels facilitates continued investment in technological development and acquisitions supporting market expansion.
- **Clearly defined investment policy and established market position** The Group is actively pursuing acquisition opportunities to further expand, with a focus on HR Software and recruitment technologies. The success of previous acquisitions, such as softgarden, demonstrates that the Group is able to effectively integrate new entities and create value within its ecosystem. Moreover, a strong and recognisable brand, along with an established market position, enables effective expansion and enhances the Group's competitive advantages.

Labour market trends expected by the Management Board to shape the market in the near term

Dynamically changing macroeconomic conditions and the transformation of work patterns are shaping recruitment strategies and the functioning of the HR market. One of the primary challenges is the limited availability of candidates, driven by demographic changes that are gradually shrinking the labour pool across the European Union. This talent shortage intensifies competition for qualified professionals and compels employers to adapt their recruitment strategies.

Employment flexibility significantly shapes the labour market, with hybrid work being a factor in candidates' decisions when choosing an employer. The globalisation of the labour market, accelerated by the rise of remote work, is dismantling geographic barriers and intensifying the competition for talent.

As employee mobility rises and compensation becomes a critical factor in job-change decisions, employers will likely adopt more transparent compensation policies. Pay transparency will not only become an expected norm but also serve as a crucial tool for fostering trust and gaining a competitive edge in recruitment.

Simultaneously, the growing use of automation and the development of artificial intelligence technologies are playing a crucial role in optimising recruitment processes. AI-driven solutions help accelerate hiring timelines, adapt recruitment strategies to local conditions, and enhance the precision of matching candidates with job openings.

In light of these transformations, the Group's primary focus remains on building strong, lasting relationships with both active and passive candidates. By leveraging advanced automation and AI, the Group is able to personalise interactions, increasing candidate engagement and improving the efficiency of recruitment processes.

As a leader in HR Tech innovation, Grupa Pracuj continually aligns its offerings with these dynamic trends, ensuring its solutions meet the evolving needs of both employers and candidates in a changing market landscape.

Management of financial resources

The Group's capital management goal is to maintain a stable, secure, and efficient financing structure that supports the long-term operation and growth of its business. The capital management strategy considers both investment and operational needs, as well as the interests of shareholders and other stakeholders. Appropriate capital management ensures an optimal level of debt, minimising financing costs and enhancing the Group's long-term value.

To achieve a balanced capital structure, the Group may take various measures, including adjusting the dividend payout, implementing share buyback programmes, issuing new shares, or selling certain assets to reduce net debt. This approach enables the Group to maintain a robust financial position, fostering stability and providing flexibility for continued expansion. Details of the capital management policy are presented in Note 4.1 of the Group's consolidated financial statements for the year ended 31 December 2024.

In 2024, the Group maintained sufficient liquidity to meet its obligations as they fell due. Operating and investing activities were financed with the Group's own funds.

The Group uses the debt ratio as a metric to monitor its capital position, which is computed by dividing net debt by total equity. Net debt is defined as interest-bearing loans, option liabilities, derivative liabilities, dividends payable, and lease liabilities less cash and cash equivalents. Equity comprises equity attributable to owners of the Parent as well as equity attributable to non-controlling interests.

Debt-to-equity ratio

	31 December 2024	31 December 2023
Bank borrowings	215,318	262,838
Lease liabilities	31,027	34,067
Other financial liabilities	21,853	24,844
Dividends payable	3,830	-
Less: cash and cash equivalents	(194,293)	(163,756)
Net debt	77,735	157,993
Equity	431,358	363,183
Leverage (net debt to equity)	0.18	0.44

Borrowings

On 14 June 2022, the Company, as the borrower, and BNP Paribas Bank Polska S.A., Santander Bank Polska S.A. and Powszechna Kasa Oszczędności Bank Polski S.A., as lenders, entered into a term loan facility agreement. Under the agreement, the banks provided the Company with a term loan facility of up to PLN 400 million to finance general corporate purposes, including future investments and business expansion. The facility repayment date is 14 June 2027. The facility carries a variable interest rate plus the banks' margin.

For details of the facility, see Note 4.3 in the Group's consolidated financial statements for the year ended 31 December 2024.

Sureties and guarantees

At 31 December 2024, neither the Company nor its subsidiaries had issued or received any significant sureties or guarantees materially affecting the Group's financial position. The only exception relates to bank guarantees securing lease payments under office leases where the Group is the lessee. For details, see Note 7.9 in the Group's consolidated financial statements for the year ended 31 December 2024.

Liabilities for pensions or similar benefits to former members of management or supervisory board bodies

The Group has not paid and has no outstanding or potential liabilities related to pensions or similar benefits for former members of management or supervisory bodies.

CORPORATE GOVERNANCE

Corporate governance code and its application

The Company strives to maintain the highest standards of transparency, investor communication, and shareholder rights protection, exceeding legal requirements.

The Company accordingly endeavours to fully apply the principles of good corporate governance set out in the 'Best Practice for GPW Listed Companies 2021' ('Best Practice 2021'), adopted by Resolution No. 13/1834/2021 of the Supervisory Board of the Warsaw Stock Exchange dated 29 March 2021 pursuant to Section 29.1 of the WSE Rules.

The Best Practice 2021 is a comprehensive set of principles and recommendations that aim to guide listed companies in their disclosure of information and communication with investors, shaping their governance structures and internal functions and systems, engaging shareholders and conducting general meetings, managing conflicts of interest, and reporting related-party transactions. The document is available in the corporate governance section of the official Warsaw Stock Exchange website at www.gpw.pl/dobre-praktyki.

For information on the Company's compliance with Best Practice 2021 in 2024, see the Company's corporate website at <https://grupapracuj.pl/dla-inwestorow/raporty-biezace> (the DPSN tab).

Below are the principles of Best Practice 2021 not complied with by the Management Board in 2024, along with explanations.

From 1 January 2024 to 2 April 2024:

Principle	Comment on compliance
1. DISCLOSURE POLICY AND INVESTOR COMMUNICATIONS	
1.1. Companies maintain efficient communications with capital market participants and provide fair information about matters that concern them. For that purpose, companies use diverse tools and forms of communication, including in particular the corporate website where they publish all information relevant for investors.	The Company ensures fair and transparent communication with all stakeholders through direct interactions and multiple channels, including dedicated email addresses, investor newsletters, the corporate website, and investor relations services. As the Company completed its IPO in December 2021, not all documents specified in the Corporate Governance Committee's Guidelines are yet being published; however, the Company aims to align fully with these guidelines in subsequent periods.
1.3. Companies integrate ESG factors in their business strategy, including in particular:	The Company does not currently have a formally documented business strategy or equivalent policy explicitly incorporating ESG factors, including environmental considerations.
1.3.1 environmental factors, including measures and risks relating to climate change and sustainable development;	Since the Company's operations mainly involve office-based activities with minimal environmental impact, its overall environmental footprint is considered relatively low. Nevertheless, the Company remains committed to further reducing its environmental footprint and regularly implements measures to achieve this objective.
1.3.2. social and employee factors, including among others actions taken and planned to ensure gender equality, healthy working conditions, respect for employees' rights, dialogue with local communities, customer relations.	The Company does not currently have a formally documented strategy or equivalent policy explicitly incorporating ESG factors, including social and employee considerations. However, the Company actively promotes gender equality, maintains healthy working conditions, respects employee rights, and fosters positive customer relationships. Regular measures are implemented throughout the organisation to achieve these objectives.
1.4. To ensure quality communications with stakeholders, as a part of the business strategy, companies publish on their website information concerning the framework of the strategy, measurable goals, including in particular long-term goals, planned activities and their status, defined by measures, both financial and non-financial.	The Company does not currently have a formal business strategy. If such a strategy is adopted in the future, the Company commits to publishing it on its corporate website, including all information required under principle 1.4.

Principle	Comment on compliance
1.4.1. explain how the decision-making processes of the company and its group members integrate climate change, including the resulting risks;	The Company does not currently have a formally documented strategy or equivalent policy addressing the considerations specified in principle 1.4.1.
1.4.2. present the equal pay index for employees, defined as the percentage difference between the average monthly pay (including bonuses, awards and other benefits) of women and men in the last year, and present information about actions taken to eliminate any pay gaps, including a presentation of related risks and the time horizon of the equality target.	The Company does not currently have a formally documented strategy and thus does not maintain statistics related to the issues outlined in principle 1.4.2. However, the Company is committed to providing fair and equitable pay and equal access to career development opportunities to all employees, regardless of their gender. The Company determines remuneration for employees and associates based on skills, expertise, market conditions, and industry competitiveness, irrespective of gender.
1.5. Companies disclose at least on an annual basis the amounts expended by the company and its group in support of culture, sports, charities, the media, social organisations, trade unions, etc. If the company or its group pay such expenses in the reporting year, the disclosure presents a list of such expenses.	The Company does not currently have a formal Corporate Social Responsibility (CSR) or sponsorship policy, and sponsorship expenditure to date has been relatively minor compared to other Group costs. However, if these expenses become a material cost item for the Group, the Company will take steps to comply with this principle.

2. MANAGEMENT BOARD AND SUPERVISORY BOARD

2.1. Companies should have in place a diversity policy applicable to the management board and the supervisory board, approved by the supervisory board and the general meeting, respectively. The diversity policy defines diversity goals and criteria, among others including gender, education, expertise, age, professional experience, and specifies the target dates and the monitoring systems for such goals. With regard to gender diversity of corporate bodies, the participation of the minority group in each body should be at least 30%.	The Company currently does not have a formal diversity policy applicable to the Management Board or the Supervisory Board. Appointments to these bodies are based solely on candidates' relevant expertise and qualifications. In future periods, the Company intends to pursue balanced gender representation on the Management Board and Supervisory Board, considering factors such as members' specific roles, the availability of suitable candidates, and board sizes. It is important to note that the ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.
2.2. Decisions to elect members of the management board or the supervisory board of companies should ensure that the composition of those bodies is diverse by appointing persons ensuring diversity, among others in order to achieve the target minimum participation of the minority group of at least 30% according to the goals of the established diversity policy referred to in principle 2.1.	In future periods, the Company intends to pursue balanced gender representation on the Management Board and Supervisory Board, considering factors such as members' specific roles, the availability of suitable candidates, and board sizes. It is important to note that the ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.
2.7. A company's management board members may sit on corporate bodies of companies other than members of its group subject to the approval of the supervisory board.	The Company does not currently have a policy in place which would require members of its Management Board to seek the Supervisory Board's prior approval to serve on a governing body of a non-Group entity. However, the Company's Articles of Association provide that no member of the Management Board may transact or engage in any business competing with that of the Company or be a partner or shareholder in any competing partnership or serve on a governing body of a competing company or any other competing legal entity without the Supervisory Board's prior consent. This restriction also applies to engagements with a competing company in which the Management Board member holds more than 10% of shares or the right to appoint at least one member of the management board.
2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following: 2.11.5. assessment of the rationality of expenses referred to in principle 1.5;	The principle is not complied with as the Company does not apply principle 1.5. If sponsorship projects become a significant part of the Group's activities, the Supervisory Board will provide such assessment as is referred to in principle 1.5.

Principle	Comment on compliance
<p>2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following:</p> <p>2.11.6. information regarding the degree of implementation of the diversity policy applicable to the management board and the supervisory board, including the achievement of goals referred to in principle 2.1.</p>	<p>The principle is not complied with as the Company does not apply principle 2.1.</p>

4. GENERAL MEETING AND SHAREHOLDER RELATIONS

<p>4.8. Draft resolutions of the general meeting on matters put on the agenda of the general meeting should be tabled by shareholders no later than three days before the general meeting.</p>	<p>While endorsing principle 4.8, the Company does not wish to limit its shareholders' ability to propose draft resolutions on matters already placed on the General Meeting's agenda after the deadline prescribed in the principle. Instead, the Company follows the principle set out in Art. 401.5 of the Commercial Companies Code, whereby each Company shareholder may propose draft resolutions on matters placed on the General Meeting's agenda during the General Meeting.</p>
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6. REMUNERATION

<p>6.3. If companies' incentive schemes include a stock option programme for managers, the implementation of the stock option programme should depend on the beneficiaries' achievement, over a period of at least three years, of pre-defined, realistic financial and non-financial targets and sustainable development goals adequate to the company, and the share price or option exercise price for the beneficiaries cannot differ from the value of the shares at the time when such programme was approved.</p>	<p>The Company has established a share-based incentive scheme which is subject to rigorous performance metrics, including both financial and non-financial targets for the period from 2022 to 2024. Share awards under the scheme will vest after 31 March 2025. Subject to achievement of relevant performance targets, eligible persons will be entitled to acquire Company shares at a substantial discount relative to their price as at the establishment date of the scheme.</p>
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The other principles set out in Best Practices for GPW Listed Companies 2021, namely principles 1.2., 1.6., 1.7., 2.3.-2.6., 2.8.-2.10., 2.11.1.-2.11.4., 3.1.-3.10., 4.1.-4.7., 4.9.-4.14., 5.1.-5.7., 6.1., 6.2., 6.4. and 6.5., were applied by the Company between 1 January 2024 and 2 April 2024.

From 2 April 2024 to 31 December 2024:

Principle	Comment on compliance
1. DISCLOSURE POLICY AND INVESTOR COMMUNICATIONS	
1.3. Companies integrate ESG factors in their business strategy, including in particular:	<p>The Company has not yet formalised a document addressing ESG matters, including environmental considerations. Nevertheless, sustainability is a significant aspect of the Company's operations. Recognising the significance of climate change, the Company calculates the carbon footprint for the entire Group. This is done not only to minimise its environmental impact but also to establish a foundation for future initiatives aimed at neutralising the impact of its operations on the natural environment. The Company also undertakes a number of initiatives to educate and foster pro-environmental attitudes among employees.</p>
1.3.1 environmental factors, including measures and risks relating to climate change and sustainable development;	<p>The Company strives to apply the principles of corporate governance to the fullest extent possible, and therefore it is the Company's intention to formalise its stated strategic goals and to include ESG issues as well.</p>
1.3.2. social and employee factors, including among others actions taken and planned to ensure gender equality, healthy working conditions, respect for employees' rights, dialogue with local communities, customer relations.	<p>The Company has not yet formalised a document addressing ESG matters, including social and labour considerations. Nevertheless, the Company places significant emphasis on these matters and is dedicated to promoting gender equality, maintaining healthy working conditions, and respecting employees' rights. Furthermore, it is committed to fostering positive relationships with its customers and to implementing effective measures to achieve these objectives. The Company's initiatives encompass investing in the development of employee competencies, supporting female managers in their career growth, conducting periodic Work Environment and Organisational Culture Surveys, offering regular training on health and safety, including psychological well-being, and adhering to the Code of Ethics in business relationships. Furthermore, the Company actively participates in and supports initiatives aimed at fostering professional and modern recruitment practices, developing digital skills, combating inequality, and promoting knowledge sharing, as well as education for both the market and potential candidates.</p>
1.4. To ensure quality communications with stakeholders, as a part of the business strategy, companies publish on their website information concerning the framework of the strategy, measurable goals, including in particular long-term goals, planned activities and their status, defined by measures, both financial and non-financial.	<p>The Company strives to apply the principles of corporate governance to the fullest extent possible, and therefore it is the Company's intention to formalise its stated strategic goals and to include ESG issues as well.</p>
1.4. To ensure quality communications with stakeholders, as a part of the business strategy, companies publish on their website information concerning the framework of the strategy, measurable goals, including in particular long-term goals, planned activities and their status, defined by measures, both financial and non-financial.	<p>The Company does not currently have a formal business strategy. Nevertheless, the Company's Management Board conveys to market participants and stakeholders, also during earnings presentations, the strategic objectives consulted with the Supervisory Board. This communication is done to the extent necessary for them to understand the key assumptions underlying the development directions of the Company and its Group.</p>
1.4. To ensure quality communications with stakeholders, as a part of the business strategy, companies publish on their website information concerning the framework of the strategy, measurable goals, including in particular long-term goals, planned activities and their status, defined by measures, both financial and non-financial.	<p>The Company strives to apply the principles of corporate governance to the fullest extent possible, and therefore it is the Company's intention to formalise its stated strategic goals and to include ESG issues as well. If a business strategy is formally adopted, the Company undertakes to publish it, including all the required information mandated by principle 1.4, on the Company's corporate website.</p>
1.4.1. explain how the decision-making processes of the company and its group members integrate climate change, including the resulting risks;	<p>The Company does not currently have a formal business strategy or any other comparable document which would incorporate the considerations specified in principle 1.4.1.</p> <p>Nevertheless, the Company's Management Board strives to incorporate climate change and sustainability considerations into its decision-making processes. The goal is to reduce the carbon footprint of the Group companies and minimise the adverse effects of their operations on the natural environment.</p>
1.4.2. present the equal pay index for employees, defined as the percentage difference between the average monthly pay (including bonuses, awards and other benefits) of women and men in the last year, and present information about actions taken to eliminate any pay gaps, including a presentation of related risks and the time horizon of the equality target.	<p>The Company does not currently have a formally documented strategy and thus does not maintain statistics related to the issues outlined in principle 1.4.2.</p> <p>However, the Company is committed to providing fair and equitable pay and equal access to career development opportunities to all employees, regardless of their gender. The Company determines remuneration for employees and associates based on skills, expertise, market conditions, and industry competitiveness, irrespective of gender. The Company will also endeavour to comply with the Directive on equal pay and transparency, particularly by implementing transparent remuneration rules.</p>

Principle	Comment on compliance
<p>1.5. Companies disclose at least on an annual basis the amounts expensed by the company and its group in support of culture, sports, charities, the media, social organisations, trade unions, etc. If the company or its group pay such expenses in the reporting year, the disclosure presents a list of such expenses.</p>	<p>The Company does not currently have a formal CSR or sponsorship policy, and its sponsorship spending to date has been relatively insignificant compared with the Group's other cost items. If expenditures on social and sponsorship activities become significant in comparison to the Group's other costs, the Company will re-evaluate its position and contemplate disclosing an account of these expenses.</p> <p>Notwithstanding the above, the Company presents information on major CSR initiatives in its sustainability report for the financial year.</p>

2. MANAGEMENT BOARD AND SUPERVISORY BOARD

<p>2.1. Companies should have in place a diversity policy applicable to the management board and the supervisory board, approved by the supervisory board and the general meeting, respectively. The diversity policy defines diversity goals and criteria, among others including gender, education, expertise, age, professional experience, and specifies the target dates and the monitoring systems for such goals. With regard to gender diversity of corporate bodies, the participation of the minority group in each body should be at least 30%.</p>	<p>The Company currently does not have a formal diversity policy applicable to the Management Board or the Supervisory Board. Appointments to these bodies are based solely on candidates' relevant expertise and qualifications. In future periods, the Company intends to pursue balanced gender representation on the Management Board and Supervisory Board, considering factors such as members' specific roles, the availability of suitable candidates, and board sizes. The Company will also strive to meet the requirements of the Directive on improving the gender balance among directors of listed companies and related measures and ensure the diversity of the composition of the Company's bodies within the stipulated legal timeframe. It is important to note that the ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.</p>
<p>2.2. Decisions to elect members of the management board or the supervisory board of companies should ensure that the composition of those bodies is diverse by appointing persons ensuring diversity, among others in order to achieve the target minimum participation of the minority group of at least 30% according to the goals of the established diversity policy referred to in principle 2.1.</p>	<p>In future periods, the Company intends to pursue balanced gender representation on the Management Board and Supervisory Board, considering factors such as members' specific roles, the availability of suitable candidates, and board sizes. The Company will also strive to meet the requirements of the Directive on improving the gender balance among directors of listed companies and related measures and ensure the diversity of the composition of the Company's bodies within the stipulated legal timeframe. It is important to note that the ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.</p>
<p>2.7. A company's management board members may sit on corporate bodies of companies other than members of its group subject to the approval of the supervisory board.</p>	<p>The Company does not currently have a policy in place which would require members of its Management Board to seek the Supervisory Board's prior approval to serve on a governing body of a non-Group entity. However, the Company's Articles of Association provide that no member of the Management Board may transact or engage in any business competing with that of the Company or be a partner or shareholder in any competing partnership or serve on a governing body of a competing company or any other competing legal entity without the Supervisory Board's prior consent. This restriction also applies to engagements with a competing company in which the Management Board member holds more than 10% of shares or the right to appoint at least one member of the management board.</p> <p>The Company believes that since serving on its Management Board constitutes the primary professional engagement of its members, their participation in the governing bodies of other, non-competing entities does not hinder their ability to fulfil their responsibilities to the Company effectively.</p>
<p>2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following: 2.11.5. assessment of the rationality of expenses referred to in principle 1.5;</p>	<p>The principle is not complied with as the Company does not apply principle 1.5.</p> <p>If expenditures on social and sponsorship activities become significant in comparison to the Group's other costs, the Company will submit an account of such expenses to the Supervisory Board for a review of their rationality.</p>
<p>2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following: 2.11.6. information regarding the degree of implementation of the diversity policy applicable to the management board and the supervisory board, including the achievement of goals referred to in principle 2.1.</p>	<p>The principle is not complied with as the Company does not apply principle 2.1.</p> <p>If the Company establishes a diversity policy, the Supervisory Board will include in its report an evaluation of how effectively this policy has been implemented with respect to both the Management Board and the Supervisory Board.</p>

3. INTERNAL SYSTEMS AND FUNCTIONS

Principle	Comment on compliance
3.6 The head of internal audit reports organisationally to the president of the management board and functionally to the chair of the audit committee or the chair of the supervisory board if the supervisory board performs the functions of the audit committee.	The Company complies with this principle only partially. The individual in charge of internal audit is organisationally accountable to the member of the Management Board, specifically the Chief Financial Officer (CFO), and functionally reports to the Chair of the Audit Committee. This form of organisational subordination aligns with the IIA Standards and, in the Company's view, facilitates the proper execution of duties without compromising the internal auditor's independence and objectivity.
4. GENERAL MEETING AND SHAREHOLDER RELATIONS	
4.8. Draft resolutions of the general meeting on matters put on the agenda of the general meeting should be tabled by shareholders no later than three days before the general meeting.	<p>While endorsing principle 4.8, the Company does not wish to limit its shareholders' ability to propose draft resolutions on matters already placed on the General Meeting's agenda after the deadline prescribed in the principle. Instead, the Company follows the principle set out in Art. 401.5 of the Commercial Companies Code, whereby each Company shareholder may propose draft resolutions on matters placed on the General Meeting's agenda during the General Meeting.</p> <p>Although the Company aims to encourage shareholders to propose draft resolutions in line with the relevant principle when convening the General Meeting, it cannot guarantee that shareholders will comply with its suggestions.</p>
6. REMUNERATION	
6.3. If companies' incentive schemes include a stock option programme for managers, the implementation of the stock option programme should depend on the beneficiaries' achievement, over a period of at least three years, of pre-defined, realistic financial and non-financial targets and sustainable development goals adequate to the company, and the share price or option exercise price for the beneficiaries cannot differ from the value of the shares at the time when such programme was approved.	<p>The Company's existing share-based incentive scheme (established before the Company was listed) is tied to the attainment of ambitious financial and non-financial goals for the period from 2022 to 2024, but it is not linked to the achievement of sustainable development goals. Share awards under the scheme will vest after 31 March 2025. Subject to achievement of relevant performance targets, eligible persons will be entitled to acquire Company shares at a substantial discount relative to their price as at the establishment date of the scheme.</p> <p>The Company will consider applying the rule in the future.</p>

The other principles set out in Best Practices for GPW Listed Companies 2021, namely principles 1.1., 1.2., 1.6., 1.7., 2.3.-2.6., 2.8.-2.10., 2.11.1.-2.11.4., 3.1.-3.5., 3.7.-3.10., 4.1.-4.7., 4.9.-4.14., 5.1.-5.7., 6.1., 6.2., 6.4. and 6.5., were applied by the Company between 2 April 2024 and 31 December 2024.

Information policy and stakeholder relations management

The Company is committed to maintaining transparent communication with all its stakeholder groups and makes every effort to provide them with equal access to information through a variety of communication channels and tools.

The Company ensures direct and personal contact with its investor relations team and members of the Management Board. The persons responsible for investor relations provide regular updates to shareholders and investors through the investor newsletter, available in both Polish and English. Additionally, the Company's press office releases product announcements as well as corporate and industry news on a regular basis.

The Company operates a responsive corporate website that gives access to a wealth of useful information on the Company's business profile and financial condition, including relevant regulatory disclosures and, to the extent possible, disclosures required by the Best Practice 2021. The website is available in both Polish and English. In addition, the Company shares corporate information on various social media platforms, including LinkedIn, Facebook and Instagram.

The Management Board holds regular meetings with representatives of the investor community, shareholders and media upon the release of each periodic report, providing a platform for open and constructive dialogue and addressing any queries. In 2024, all earnings conferences were held online, with webcasts promptly made available on the Company's corporate website.

Throughout the year, the Management Board and the persons responsible for investor relations regularly meet with market participants, both online and in person, promptly responding to any inquiries about the Company and its operations. Company representatives also regularly participate in investor conferences, both in Poland and abroad.

The Company makes every effort to ensure that periodic reports are prepared and released as promptly as possible following each reporting date.

Internal audit and risk management systems applied in the preparation of financial statements

The Company prepares its consolidated and separate financial statements in accordance with International Financial Reporting Standards approved by the European Union (IFRS) and related interpretations promulgated as regulations of the European Commission.

Oversight of the process to prepare financial statements and periodic reports of the Group is the responsibility of the Management Board member who serves as the Group's Chief Financial Officer (and the departments that report to him).

The Company's internal control and risk management system in the financial reporting process is implemented through:

- Verification of the Group companies' compliance with uniform accounting policies regarding recognition, valuation, and disclosures in accordance with International Financial Reporting Standards approved by the European Union;
- Use of internal control mechanisms, including segregation of duties, multi-level data authorisation and verification of the accuracy of received data;
- Recording of economic events in an integrated financial-accounting system, set up to comply with the Company's accounting policies and containing instructions and control mechanisms to ensure data consistency and integrity;
- A formalised financial reporting process, with clearly defined tasks, deadlines, and assigned responsibilities;
- Application of uniform reporting templates and periodic verification of their correct application by the Group companies;
- Verification that Group companies' financial statements conform to the data entered into the consolidated worksheet used for preparing the Group's consolidated financial statements;
- Review of published interim condensed financial statements for the first half-year, and audit of the annual financial statements of the Company and the Group, by an independent audit firm;
- Procedures for the authorisation, approval and review of financial statements before their release;
- Continuous enhancement of formal internal regulations within the Group aimed at standardising and continually improving reporting processes.

Economic events at the Group are recorded in an integrated financial and accounting system. Security and accessibility of information within the system are managed at the database, application, and presentation layers, as well as the operating system level. System integration is ensured by data entry control systems. The Group continually adapts its IT system to accommodate changes in accounting standards or other legal requirements.

The preparation of separate statutory financial statements is the responsibility of the companies within the Group. The Company is tasked with compiling the Group's consolidated financial statement and the Company's separate financial statement. Once prepared, the consolidated and separate financial statements are submitted to the Chief Financial Officer for preliminary review and subsequently to the Management Board for final review and authorisation. Prior to their public release, separate and consolidated financial statements are also submitted to the Audit Committee, which is composed of three independent members of the Supervisory Board.

The Audit Committee, appointed by the Supervisory Board, is a supervisory body with certain powers and responsibilities defined by the Act on Statutory Auditors, Audit Firms, and Public Oversight of 11 May 2017. Further details on its powers and activities, including those related to risk management in financial statement preparation, can be found in the Audit Committee section of this Management Board's Report.

- monitoring the preparation of the Group's financial statements to ensure compliance with the adopted accounting policies and applicable laws;
- monitoring the preparation process of the Group's sustainability report;
- monitoring the independence of the audit firm;
- monitoring the effectiveness of the internal control, internal audit and risk management systems;
- submitting recommendations to ensure the fairness and reliability of the Company's financial reporting process.

In line with the Audit Committee's Rules of Procedure, the Committee convenes as needed, but not less frequently than once a quarter. The Chair of the Audit Committee sets the schedule and agenda of Committee meetings in consultation with other members, ensuring the Committee can effectively discharge its responsibilities. The Supervisory Board meets at least quarterly to receive reports from the Management Board on the Group's performance, including key financial and operational indicators for each segment.

To mitigate risks associated with financial statement preparation, the statements undergo review by an audit firm at least annually.

The Supervisory Board selects the audit firm to audit the financial statements, acting upon a recommendation from the Audit Committee. Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością spółka komandytowa has been appointed to audit the financial statements of the Company and the Group for 2024-2026. During audit work, the auditor makes an independent assessment of the reliability and accuracy of separate and consolidated financial statements and confirms that the internal control and risk management system is effective. The auditing firm presents the audit and review findings to the Management Board and the Audit Committee.

The Company has established procedures for the authorisation of financial statements, whereby periodic reports are first submitted to the Management Board and subsequently to the Audit Committee for review and opinion. After the Audit Committee provides its opinion and the auditing firm concludes its review or audit of the financial statements, the Management Board authorises their issue and signs them using a qualified electronic signature. Then persons designated at the Company release them to the public.

Articles of Association and amendments thereto

Grupa Pracuj S.A. operates in accordance with its Articles of Association, available at https://grupapracuj.pl/static/files/Zalacznik-nr-2_Tekst-jednolity-Statutu.pdf.

In 2024, one amendment was made to the Articles of Association. The amendment, adopted by resolution of the Annual General Meeting on 18 June 2024, clarified the provisions concerning the Supervisory Board's powers and modified the Management Board's operational rules. The modification explicitly distinguished matters within ordinary management from those beyond ordinary management, the latter requiring joint action by all Management Board Members. The amendment was registered with the National Court Register on 1 July 2024.

In accordance with the Articles of Association, the Company's governing bodies are:

- the General Meeting;
- the Supervisory Board;
- the Management Board.

Procedure for amending the Articles of Association

Amendments to the Articles of Association are made in accordance with the provisions of the Commercial Companies Code of 15 September 2020. They require a resolution of the General Meeting and must be entered in the Business Register operating pursuant to the Act on the National Court Register of 20 August 1997 (National Court Register, KRS). Typically, adopting a resolution to amend the Articles of Association requires a three-quarter majority of validly cast

votes. However, any amendment intended to increase shareholder contributions or limit special shareholder powers requires approval from all shareholders affected. Once an amendment to the Articles of Association is registered by the competent court, the Company must immediately issue a current report to disclose the change. An amendment to the Articles of Association becomes effective only once entered in the National Court Register.

General Meeting

The rules of operation of the General Meeting, including shareholder rights and the rules of their exercise, are defined in the Commercial Companies Code, the Company's Articles of Association, and the Rules of Procedure for the General Meeting.

The Company has also established 'Rules for Remote Attendance at the General Meeting', which are available on the Company's website at: <https://grupapracuj.pl/wp-content/uploads/2022/05/Regulamin-w-sprawie-zdalnego-uczestnictwa-w-obradach-WZ.pdf>. These Rules apply if the option to attend the General Meeting remotely (i.e. via electronic means of communication) is provided for in the notice of the General Meeting.

The Rules of Procedure for the General Meeting that are currently in effect are available online at https://grupapracuj.pl/static/files/Zalacznik-do-uchwaly-NWZ-nr-5_2022_Regulamin-WZ_PL_EN.pdf

The powers of the General Meeting are defined in Art. 13 of the Articles of Association. Apart from other matters provided for in the Commercial Companies Code and the Company's Articles of Association, a General Meeting resolution is required for:

- amending the Articles of Association;
- increasing or reducing the Company's share capital;
- cancelling Company shares or their buyback by the Company;
- merging or demerging the Company or changing its legal form;
- dissolving or liquidating the Company;
- disposing of, leasing, or creating an encumbrance over the Company's business or an organised part thereof;
- issuing convertible bonds, bonds carrying pre-emptive rights to Company shares, or subscription warrants;
- determining the dividend record date and dividend payment date;
- resolving matters proposed by the Supervisory Board, Management Board, or shareholders;
- appointing and removing Supervisory Board members, except for members appointed and removed directly by shareholders exercising special appointment powers;
- defining the rules of remuneration for members of the Supervisory Board;
- adopting the remuneration policy for members of the Management Board and Supervisory Board in accordance with the Public Offering Act;
- adopting incentive schemes based on shares or other securities or instruments convertible into shares, including incentive schemes for members of the Management Board.

The Articles of Association provide that the General Meeting may be held either as an annual or as an extraordinary meeting. The Annual General Meeting must be held within six months from the end of each financial year. General Meetings are held at the Company's registered office. When scheduling General Meetings, the Company carefully considers various factors to ensure maximum shareholder participation. For the purpose of communicating with shareholders regarding matters related to the General Meeting, the Company has established a dedicated email address: GSM@pracuj.pl.

The proceedings of the General Meeting are recorded and streamed live (in both Polish and English) on the Internet. A recording of the meeting is subsequently published on the Company's website.

The notice of a General Meeting is given in the form of a current report and an announcement published on the Company's corporate website 26 or more days before the date of the General Meeting. This notice must include the proposed agenda for the General Meeting, clearly specifying the matters to be discussed, along with all relevant documents, including draft resolutions accompanied by explanatory notes. The materials submitted to the General Meeting are made available by the Company on its website. Shareholders entitled to participate in the General Meeting may also access these documents at the Company's registered office by giving prior notice to: GSM@pracuj.pl.

The General Meeting is convened by the Management Board. In addition, the General Meeting may be convened:

- as an Annual General Meeting – by the Supervisory Board following the Management Board's failure to convene it within the prescribed time limit;
- as an Extraordinary General Meeting – by the Supervisory Board at its discretion;
- as an Extraordinary General Meeting – by a shareholder or shareholders holding at least 50% of the share capital or total voting rights in the Company.

In addition, a shareholder or shareholders representing at least 1/20 of the share capital may:

- Request that an Extraordinary General Meeting be convened and that specific matters be placed on its agenda. Such request must be submitted in writing or in electronic form to the Management Board, which is required to convene an Extraordinary General Meeting within two weeks from receipt of the request;
- Request that certain matters be placed on the agenda of the General Meeting. The request should be submitted to the Management Board no later than 21 days before the scheduled date of the General Meeting. It should include a rationale or a draft resolution on the proposed agenda item. The Management Board is required to promptly, but no later than 18 days before the scheduled date of the General Meeting, announce changes to the agenda made at the request of Company shareholder or shareholders. The changes are announced in the same manner as the notice of the General Meeting;
- Prior to the date of the General Meeting, submit to the Company draft resolutions on matters placed on the agenda of the General Meeting or matters to be added to the agenda. The Company shall promptly announce draft resolutions on its website.

Participation in the General Meeting is governed by the provisions of the Commercial Companies Code. Only persons who are shareholders of the Company as at the record date (i.e., 16 days prior to the scheduled date of the General Meeting), and whose shares are recorded in their securities accounts at the end of that day, are eligible to attend the General Meeting. To exercise the right to attend the General Meeting, eligible shareholders must request a certificate confirming their entitlement from the entity maintaining their securities account in which the Company's shares are held. This request must be submitted no earlier than the publication date of the General Meeting notice and no later than the first business day following the record date. The list of shareholders entitled to attend the General Meeting is available for inspection at the Company's registered office for three business days before the date of the General Meeting. A shareholder may request the list of eligible shareholders to be sent to them free of charge by electronic mail, providing an email address for delivery.

The General Meeting may also be attended by Members of the Management Board, members of the Supervisory Board, experts selected by the Management Board, as well as representatives of the media (unless the Chair of the General Meeting or the Management Board decide otherwise). Company employees providing organisational and legal support for the General Meeting, as well as representatives of the company providing technical support, may also be present during the Meeting.

Each shareholder may attend and vote at the General Meeting in person or by proxy. A proxy may exercise all shareholder rights at the General Meeting unless the power of proxy states otherwise. The power of proxy to attend and vote at the General Meeting must be granted in writing or in electronic form. An electronic power-of-proxy instrument does not need to be signed with a qualified electronic signature. A shareholder granting a power of proxy electronically must notify the Company by email at: GSM@pracuj.pl. The notice of a General Meeting published by the Company on its corporate website is accompanied by the form of a power of proxy.

Shareholders may participate in the General Meeting via electronic communication, provided this option is specified in the notice convening the General Meeting. In this case, remote participation is facilitated through a dedicated platform that enables shareholders to vote and communicate via a text messaging feature.

During the General Meeting, each shareholder entitled to participate in the meeting has the right to propose draft resolutions on the matters placed on the agenda.

The General Meeting is opened by the Chair of the Supervisory Board or a person authorised by him or her. If neither the Chair of the Supervisory Board nor a person authorised by them is present, the General Meeting is opened by the President of the Management Board or a person designated by the Management Board. The Chair of the General Meeting is elected from among those entitled to participate in the meeting. The Chair is responsible for conducting the Meeting. Each shareholder has the right to propose candidates for Chair of the General Meeting. The Chair of the General Meeting is elected through voting, conducted sequentially for each nominated candidate

Unless otherwise provided by the Commercial Companies Code or other applicable laws or regulations, resolutions of the General Meeting are passed by a simple majority of votes. Each Company share carries the right to cast one vote during voting at the General Meeting. Unless otherwise stipulated by the Commercial Companies Code or the Articles of Association, the General Meeting is considered quorate irrespective of the number of shares represented. Voting at the General Meeting is normally by open ballot. A secret ballot is required for resolutions concerning the appointment or removal of members of the Company's governing bodies or its liquidators, holding these persons accountable, personal matters, or upon request by at least one shareholder present or represented at the General Meeting.

A pledgee or usufructuary may exercise voting rights attached to pledged or usufructuary Company shares if this entitlement arises by law upon entering the pledge or usufruct transaction, or if an appropriate annotation concerning such entitlement is entered in the Company's share register.

The Annual General Meeting was held on 18 June 2024. The Meeting:

- considered and approved the Management report on the Company's and Group's activities, the separate financial statements of the Company and the consolidated financial statements of the Group for the year ended 31 December 2023;
- decided on the distribution of profit for the year ended 31 December 2023;
- gave a positive opinion on the report on compensation of the Company's Management Board and Supervisory Board members for 2023;
- approved the Supervisory Board's report on its activities in the year ended 31 December 2023;
- granted a discharge of duties to the members of the Company's Management Board and Supervisory Board;
- approved changes to the remuneration of Supervisory Board members;
- amended the Company's Articles of Association and adopted a new consolidated text of the Articles of Association;
- resolved to dissolve the share purchase reserve and transfer the accumulated funds to the Company's statutory reserve.

Supervisory Board

Composition

As at 1 January 2024 and 31 December 2024, the composition of the Company's Supervisory Board was as follows:

First name and surname of Supervisory Board member	Position	Date of appointment to the Supervisory Board for the current term
Maciej Noga	Chairman of the Supervisory Board	2 August 2021
John Doran	Member of the Supervisory Board	2 August 2021
Wojciech Stankiewicz	Independent Member of the Supervisory Board Member of the Audit Committee	2 August 2021
Przemysław Budkowski	Independent Member of the Supervisory Board Member of the Audit Committee	2 August 2021
Agnieszka Słomka-Gołębiowska	Independent Member of the Supervisory Board Chairman of the Audit Committee	11 August 2021
Mirosław Stachowicz	Member of the Supervisory Board	29 October 2021
Martina van Hettinga	Independent Member of the Supervisory Board	1 February 2023

The composition of the Supervisory Board did not change in 2024.

No member of the Supervisory Board engages in any business activities competitive with those of the Group.

Brief biographies



Maciej Noga, Chairman of the Supervisory Board

Maciej Noga is an entrepreneur, an investor and a public speaker with 24 years of experience. He co-founded Grupa Pracuj, serving in key management roles for many years. Currently, he focuses on developing Poland's largest energy solutions provider, as the principal investor and Chairman of the Supervisory Board of Grupa Pracuj. He is also an experienced HRTech expert and advisor to corporate boards. He is a co-founder and partner of several investment funds, including Poland's first philanthropic fund. As a member of Chapter Zero Poland, he is actively involved in sustainability efforts. Currently, as the main investor and chairman of the supervisory board, his professional focus is on advancing Enerwigo, Poland's largest integrated energy transition provider. Mr Noga graduated with honours from the University of Chicago Booth School of Business.



Agnieszka Słomka-Gołębiowska, independent Member of the Supervisory Board, Chairwoman of the Audit Committee

Professor Agnieszka Słomka-Gołębiowska, PhD (Habil.), is an independent supervisory board member and advisor specialising in corporate governance and sustainability. She has nearly 20 years of extensive experience serving in various roles in public and private companies operating in the finance, insurance and new technology sectors, as well as international organisations such as the UN World Food Programme or ILO. Her prior experience encompasses managerial roles in business analytics and mergers and acquisitions (M&A), as well as in aviation and defence (A&D), logistics, commercial real estate, infrastructure, and construction. She is a member of the EU Platform on Sustainable Finance. In 2019, she received the Corporate Governance Personality Award. She serves as a mentor at the Hertie School of Governance in Berlin and acts as a global ambassador for the Global Ambassadors Program – a partnership between Vital Voices and Bank of America aimed at promoting women's entrepreneurship and empowerment.



Wojciech Stankiewicz, independent Member of the Supervisory Board, Member of the Audit Committee

Wojciech Stankiewicz joined the Group in 2015, when he was appointed as a member of the Supervisory Board of Grupa Pracuj sp. z o.o. He has a wealth of experience in leading and supervising projects related to delivering corporate growth strategies, improving operations and streamlining processes at various business organisations, including banks, telecoms, retailers and consumer goods suppliers. His responsibilities have also included recruitment and professional development of personnel. He holds a master's degree from the Faculty of Foreign Trade at the Warsaw School of Economics and graduated with distinction from the MBA programme at INSEAD.



Przemysław Budkowski, independent Member of the Supervisory Board, Member of the Audit Committee

Przemysław Budkowski has extensive experience in leadership roles within the e-commerce and technology sectors, with a particular emphasis on developing B2B markets across Central and Eastern Europe. He possesses expertise in product and marketing management, as well as in the sales processes specific to the technology industry. Furthermore, through his service on various supervisory boards and remuneration committees, he has gained practical experience in implementing corporate governance principles and shaping corporate strategy at the executive level.



Mirosław Stachowicz, Member of the Supervisory Board

Mirosław Stachowicz brings a wealth of experience from his tenure on supervisory boards of both public and private entities. Since 1994, he has held pivotal management roles in FMCG companies across Central and Eastern Europe. Notably, he was the CEO of a company listed on the London Stock Exchange from 2016 to 2022, marking him as the first Polish national to occupy such a position. His academic credentials include degrees from Jagiellonian University, Johns Hopkins University in Bologna, Carleton University in Ottawa and INSEAD. Beyond his professional achievements, Mirosław Stachowicz actively contributes to community initiatives, notably founding the Onkologia 2025 think tank and serving on the management board of the Stock foundation. He works as a volunteer for the Richmond Furniture Scheme.



John Doran, Member of the Supervisory Board

John Doran has extensive experience in the investment industry, having served as a co-manager of a UK fund with a focus on scouting potential investments in the software, financial and Internet sectors. Since 2012, he has been a General Partner at TCV, leading transaction activities and providing active oversight of portfolio companies, particularly in the software and fintech sectors. John Doran holds a Bachelor's degree in Economics from Harvard College and an MBA from Harvard Business School.



Martina van Hettinga, independent Member of the Supervisory Board

Martina van Hettinga possesses over a decade of experience in driving the growth of leading companies through executive recruitment, serving as both the managing partner of a digital company and the founder of a German diversity initiative. She has extensive experience developing prominent German technology companies, having held key operational management roles. Martina van Hettinga is also active as a business angel and mentor to various top technology firms. Her academic qualifications include degrees from universities in Berlin, Paris, and London.

Rules of appointment

Members of the Supervisory Board are appointed for a joint three-year term of office that is calculated in full financial years. The mandate of a Supervisory Board member expires upon approval by the General Meeting of the financial statements for the last full financial year of their term. The mandate also ends upon the member's death, resignation or removal from office. If a member is appointed to the Supervisory Board before the expiry of its term, the member's mandate expires simultaneously with the mandates of the other Supervisory Board members. Members of the Supervisory Board are eligible for reappointment for subsequent terms, although reappointment cannot take place earlier than one year prior to the expiry of the current term.

The Supervisory Board is composed of no fewer than five and no more than eight members, who are appointed and removed from office by the General Meeting, subject to special appointment powers held by certain shareholders as specified in the Articles of Association. If the Supervisory Board is elected by block voting pursuant to Art. 385 of the Commercial Companies Code, the number of Supervisory Board members is six.

The Articles of Association confer special powers on Przemysław Gacek or Frascati Investments sp. z o.o. (or their respective universal successors), depending on whose shareholding in the Company is greater, to appoint, remove from office and suspend:

- a) as long as a total of at least 25% of all Company shares are held by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate – a majority of Supervisory Board members (including the Chair);
- b) as long as a total of at least 5% but less than 25% of all Company shares are held by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate – two members of the Supervisory Board (including the Chair);
- c) as long as a total of at least 1% but less than 5% of all Company shares are held by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate – one member of the Supervisory Board.

The General Meeting may not remove or suspend any member of the Supervisory Board appointed by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate.

If the aforementioned special appointment powers held by Przemysław Gacek or Frascati Investments expire, the Chair of the Supervisory Board will be elected by the General Meeting in a secret ballot by a simple majority of votes.

The Articles of Association also provide that as long as TCV Luxco (or its universal successor) holds a total of at least 5% of all Company shares, it (or its universal successor) holds special powers to appoint, remove from office and suspend one member of the Supervisory Board. The General Meeting may not remove or suspend the Supervisory Board member appointed by TCV Luxco (or its universal successor).

Members of the Supervisory Board who were not directly appointed by shareholders exercising the special appointment powers described above may be removed by the General Meeting at any time.

Powers and responsibilities of the Supervisory Board

In accordance with the Commercial Companies Code and the Articles of Association, the Supervisory Board is responsible for ongoing supervision of the Company in all areas of its activity. To effectively perform its duties, the Supervisory Board is authorised to review all Company documents and records, request information, documents, reports, and explanations from the Management Board and employees regarding the Company and its subsidiaries or affiliates, and inspect any of the Company's assets. The Management Board cannot restrict access to information, documents, reports, or explanations requested by the Supervisory Board members. The Company must promptly provide any requested records, documents, reports, or explanations to the Supervisory Board no later than two weeks from receiving the request, or within a longer period if specified in the request.

The detailed rules of operation of the Supervisory Board are defined in the Rules of Procedure for the Supervisory Board. In the reporting period, the Supervisory Board resolved to amend the Rules twice. The Rules of Procedure for the Supervisory Board that are currently in effect are available online at https://grupapracuj.pl/static/files/Attachment-to-Resolution-3_Regulamin-Rady-Nadzorczej_PL_EN_27112024.pdf.

Meetings of the Supervisory Board are convened and chaired by the Chair or, if absent, by a Supervisory Board member delegated by the Chair; if no such delegation has been made, meetings are chaired by the eldest Supervisory Board member. The first meeting of the Supervisory Board of each term is convened by the Management Board within 30 (thirty) days of election of the Supervisory Board. The agenda of the first Supervisory Board meeting must include determining the Supervisory Board's composition and, if the special appointment powers held by Przemysław Gacek or Frascati Investments (or their respective universal successors) as described above have expired, the election of the Chair of the Supervisory Board.

Meetings of the Supervisory Board are held on an as-needed basis but no less frequently than once per calendar quarter. The Chair of the Supervisory Board (or its other member duly authorised by the Chair) convenes Supervisory Board meetings on his or her own initiative or upon a written request from the Management Board or a Supervisory Board member. The Chair (or the other Supervisory Board member duly authorised by the Chair) must convene the meeting within two weeks of the request. If the meeting is not convened within the specified time limit, it may be convened by the requesting party.

Meetings of the Supervisory Board may be attended by members of the Management Board and other persons invited by the Chair or, in the Chair's absence, the duly authorised Supervisory Board member, unless the agenda includes matters directly related to the Management Board or its members, such as removal from office, accountability, or remuneration."

Supervisory Board meetings are convened by sending invitations either by registered mail no later than 14 days or by email no later than seven days before the scheduled date of the meeting. Supervisory Board meetings are convened by sending invitations either by registered mail no later than 14 days or by email no later than seven days before the scheduled date of the meeting. All invitations must specify the date, time, venue and agenda of the meeting, as well as the procedure for attending the meeting via electronic means of communication. At its meetings, the Supervisory Board may also pass resolutions on matters not listed in the agenda, provided no attending Supervisory Board member objects to voting on them. The Supervisory Board may hold a meeting without formal notice if all Supervisory Board members consent to holding such meeting and none objects to the proposed agenda. Supervisory Board meetings may also be attended via electronic means of communication.

Unless a qualified majority or larger quorum is required by law, Supervisory Board resolutions are adopted by a simple majority of votes cast, provided at least half of the Supervisory Board members, all duly invited, are present. In the event of a tied vote, the Chair of the Supervisory Board has the casting vote. Resolutions of the Supervisory Board may be voted on by written ballot or via means of remote communication. A resolution so passed is valid if all Supervisory Board members had access to its draft prior to the vote and at least half of the Supervisory Board members participated in the vote. Also, subject to the applicable provisions of the Commercial Companies Code, Supervisory Board members may vote on resolutions by casting their votes in writing through another member of the Supervisory Board.

The powers and responsibilities of the Supervisory Board are defined in Art. 20.4 of the Articles of Association and include without limitation:

- Assessing the Management Report on the Company's operations and the financial statements for each financial year in terms of their accuracy and consistency with the Company's records and other underlying documents;
- Assessing the Management Board's recommendations on the distribution of profit or coverage of loss;
- Assessing the Company's condition, including the adequacy and effectiveness of its internal control system, risk management system used to manage the Company's material risks, compliance system and internal audit system;
- Assessing the discharge by the Management Board of its obligation to report information to the Supervisory Board;

- Assessing how the Management Board prepares or submits information, documents, reports or explanations requested by the Supervisory Board;
- Submitting annual written reports to the General Meeting on the results of the assessments referred to above, together with information on the total remuneration of the Supervisory Board's advisors due from the Company in a given financial year;
- Approving the Rules of Procedure for the Management Board;
- Appointing, removing and suspending from duties members of the Management Board and liquidators, excluding those members of the Management Board who are appointed and removed by shareholders in the exercise of their appointment powers;
- Delegating members of the Supervisory Board to individually perform certain supervisory activities or to temporarily substitute for members of the Management Board who have resigned, have been removed from office, or otherwise cannot perform their duties;
- Approving the formation of establishments, branches, representative offices and other units of the Company in other countries;
- Reviewing and assessing draft resolutions of the General Meeting and issuing opinions on Management Board proposals addressed to the General Meeting;
- Approving liabilities to be contracted by the Company where the amount of such liabilities exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000, with the proviso that with respect to continuing obligations (i.e., obligations involving continuous or periodic performance) the liability amount is defined as the sum of the monetary benefits comprising the principal performance (excluding accessory performance) in the first 12 months of the agreement, and in the case of agreements concluded for a period of less than 12 months – for the entire term;
- Approving any acquisition or disposal of the ownership right to or perpetual usufruct of, or an interest in the ownership right to or perpetual usufruct of property where the value of such property exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000;
- Approving any disposal of assets where the value of such assets exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000;
- Creating any encumbrance over any material assets of the Company where the value of such assets exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000.00, or issuing any guarantees, sureties or promissory notes to secure liabilities of any entities other than the Group companies;
- Determining the amount of remuneration for members of the Management Board, subject to the rules of remuneration for members of the Management Board adopted by the General Meeting;
- Appointing or changing the Company's auditor;
- Granting approval for members of the Management Board to engage in any activities competing with the Company's business;
- Preparing and submitting to the Annual General Meeting opinions, information, reports and other relevant documents that should be prepared by the supervisory board of a company listed on a regulated market operated by the Warsaw Stock Exchange (in particular, in accordance with the Best Practice 2021);
- Monitoring the effectiveness of the internal control, risk management, compliance and internal audit systems and carrying out an annual assessment of the functioning of these systems, in particular on the basis of the principles laid down in the Best Practice 2021;

- Approving any material transactions with related parties (as defined in Art. 90h.1 of the Public Offering Act) to be entered into by the Company, where required under Art. 90h et seq. of the Public Offering Act;
- Developing and changing a procedure for periodic assessments of the Company's related-party transactions within the scope defined by the applicable regulations, in particular Art. 90j of the Public Offering Act;
- Developing and adopting detailed rules for the holding of General Meetings via electronic means of communication;
- Deciding on a temporary suspension of the application of the remuneration policy for members of the Management Board and Supervisory Board in accordance with the applicable regulations, in particular the Public Offering Act;
- Preparing reports on the remuneration of members of the Management Board and Supervisory Board in accordance with the applicable regulations, in particular the Public Offering Act; and
- Drafting the consolidated text of amended Articles of Association, or making other changes of an editorial nature to the Articles of Association specified in a resolution of the General Meeting.

The Supervisory Board may appoint, at the Company's expense, a third-party advisor to examine particular matters concerning the Company's operations or assets or to carry out an expert study or provide an expert opinion. The aggregate consideration that all advisors to the Supervisory Board may receive from the Company in a financial year is capped at PLN 50,000, VAT-exclusive. The procedure for appointing advisors to the Supervisory Board are defined in the Articles of Association and Rules of Procedure for the Supervisory Board. In 2024, the Supervisory Board did not use the services of any advisors.

The Articles of Association requires that at least two members of the Supervisory Board meet the independence criteria under applicable laws and regulation, in particular under the Statutory Auditors Act. Each independent Supervisory Board member is required to submit to the other Supervisory Board members and the Management a representation to the effect that he or she satisfies the applicable independence criteria under law. Where only one or none of the Supervisory Board members meets the applicable independence criteria under law and the Supervisory Board is composed of a minimum number of members permitted by the Articles of Association, the Supervisory Board is considered to have the capacity to act effectively and exercise its powers and authority and discharge its responsibilities, in particular by passing resolutions. If an independent Supervisory Board member ceases to satisfy the independence criteria during his or her term, his mandate is not affected.

According to their declarations, four members of the Supervisory Board – Agnieszka Słomka-Gołębiowska, Wojciech Stankiewicz, Przemysław Budkowski, and Martina van Hettinga – fulfil the independence criteria set forth in the Act on Statutory Auditors and maintain no material or significant connections with any shareholder possessing at least 5% of the total voting rights in the Company.

A Supervisory Board member is obligated to notify the Supervisory Board of any existing or potential conflict of interests between him or her and the Company and must not vote on a resolution on a matter which may involve such conflict. A Supervisory Board member must not accept any gifts or other benefits that could affect his or her impartiality and objectivity in decision-making or cast doubt on the independence of his or her opinions and judgements.

During the reporting period, the Supervisory Board held five meetings. The Supervisory Board meetings were conducted with a quorum present, thereby enabling the adoption of resolutions. The attendance of Supervisory Board members at meetings held in 2024 was as follows:

Date of the meeting	Number of Supervisory Board members present/ total number of Supervisory Board members	Absent Supervisory Board member
20 Feb 2024	6/7	Przemysław Budkowski
3 Apr 2024	6/7	John Doran
15 May 2024	7/7	-
10 Sep 2024	6/7	Mirosław Stachowicz
27 Nov 2024	6/7	John Doran

The Supervisory Board meetings were also attended by members of the Management Board, representatives of the leadership team and representatives of the audit firm.

During the meetings, the Supervisory Board discussed issues within its purview, as specified in the relevant provisions of the Commercial Companies Code and the Company's Articles of Association, along with matters pertaining to the Company's and the Group's day-to-day operations. As part of its activities in 2024, the Supervisory Board:

- Approved the Group's budget for 2024;
- Through the Audit Committee, monitored the audit and review of the financial statements;
- Assessed the Company's separate financial statements for the year ended 31 December 2023, the Group's consolidated financial statements for the year ended 31 December 2023, the Management Board's report on the Company's and the Group's activities for the year ended 31 December 2023, taking into account the accuracy of the documents in terms of content and compliance with relevant formal requirements, as well as their alignment with the books, documents and facts, and submitted a written report on the results of this assessment to the General Meeting;
- Adopted the report of the Supervisory Board on its activities during the year ended 31 December 2023 and submitted it to the General Meeting for approval;
- Adopted the report on the remuneration of members of the Company's Management Board and Supervisory Board for 2023 and submitted it to the General Meeting;
- Selected an audit firm to audit the financial statements for 2024-2026, taking into account the recommendation of the Audit Committee;
- Evaluated the proposal regarding the distribution of the Company's net profit for the year ended 31 December 2023, and recommended that the General Meeting pass a resolution to distribute the net profit as proposed by the Management Board;
- Conducted, in accordance with the Company's remuneration system for Management Board members, activities related to remunerating the Management Board members, including the decision to award members of the Management Board a bonus for the achievement of financial targets for 2023;
- Accepted the criteria for the Management Board members' participation in Incentive Scheme 1 for 2024;
- Appointed an audit firm to provide assurance with respect to the Company's sustainability reporting for the years 2024-2026;
- Entrusted certain supervisory activities related to sustainability matters to the Audit Committee;
- Amended the Rules of Procedure for the Company's Supervisory Board and adopted their new consolidated text;

- Amended the Rules of Procedure for the Audit Committee of the Company's Supervisory Board;
- Regularly monitored the Company's financial and operational performance, as well as key actions and decisions made by the Management Board, particularly concerning the implementation of strategic objectives, and, through the Audit Committee, also monitored the effectiveness of the Company's internal control, risk management, compliance and internal audit systems;
- Provided opinions on the Management Board's proposals to the General Meeting;
- Reviewed other matters presented by the Management Board;
- Provided opinions on the long- and short-term strategic plans and objectives presented at the initiative of the Management Board and individual business projects of the Company and the Group.

In carrying out their supervisory duties, the Supervisory Board members acted in the best interests of both the Company and its shareholders.

The Supervisory Board includes an Audit Committee. Apart from the Audit Committee, no other committees operate within the Supervisory Board.

Audit Committee

The Audit Committee, operating as a standing committee of the Supervisory Board, was established on 8 September 2021. It is composed of at least three members, who are elected by the Supervisory Board from among its members for an indefinite period. The Audit Committee meets on an as-needed basis.

As at 1 January 2024 and 31 December 2024, the composition of the Audit Committee was as follows:

- Agnieszka Słomka-Gołębiowska – Chair,
- Wojciech Stankiewicz – Member,
- Przemysław Budkowski – Member.

According to their representations, all members of the Audit Committee satisfy the independence criteria defined in the Statutory Auditors Act and in Best Practice 2021.

Furthermore, Agnieszka Słomka-Gołębiowska has made a declaration of proficiency in accounting or auditing, while Wojciech Stankiewicz has made a declaration of expertise in the industry in which the Company operates.

The Audit Committee operates in accordance with various laws and regulations, including the Statutory Auditors Act, Rules of Procedure for the Audit Committee, and Best Practice 2021.

The Audit Committee's responsibilities include:

- monitoring the preparation of the Group's financial statements to ensure compliance with the adopted accounting policies and applicable laws;
- Monitoring the Company's and Group's sustainability reporting process;
- Monitoring the effectiveness of the internal control, risk management, compliance and internal audit systems, including with regard to the Company's and Group's financial reporting and sustainability reporting;
- Monitoring the performance of financial audit activities, in particular the audit of financial statements and sustainability reporting assurance by the audit firm;
- Reviewing and monitoring the independence of the auditor and the audit firm, in particular when the audit firm also provides the Company with services other than the audit of financial statements or sustainability reporting assurance;

- Informing the Supervisory Board of the findings of the audit of financial statements and sustainability reporting assurance and explaining how the audit or assurance contributed to reliability of the Company's and the Group's financial and sustainability reporting and what role the Audit Committee played in the audit or assurance;
- Assessing the auditor's/audit firm's independence and approving the provision of permitted services other than the audit of financial statements or sustainability reporting assurance by the auditor, subject to the Audit Committee's prior assessment of any risks to and measures safeguarding the auditor's independence;
- Developing a policy for providing permitted non-audit services by the audit firm carrying out the audit, entities related to the audit firm or a member of the audit firm's network;
- Making recommendations to the Supervisory Board on the selection and appointment of auditors and audit firms in accordance with the existing policy and procedure for the selection of an auditor/audit firm to audit the Company's financial statements;
- Submitting recommendations to ensure that the financial reporting process and sustainability reporting assurance at the Company and the Group is fair and reliable.

In accordance with the Commercial Companies Code, the Audit Committee must report to the Supervisory Board on the fulfilment of its supervisory responsibilities at least once every quarter within a financial year.

In 2024, it held six meetings. Except for the meeting of 13 November 2024, which was not attended by Przemysław Budkowski, all Audit Committee members were present at every meeting. The Audit Committee meetings were held with a quorum sufficient to adopt resolutions.

The meetings of the Audit Committee were also attended by invited guests, including a Management Board member, Chief Financial Officer for Poland, Director of Legal and Compliance, Director of Cybersecurity and Risk Management, Investor Relations and ESG Manager, Corporate Communications Director, Internal Auditor, and representatives of the audit firm.

In 2024, the Audit Committee fulfilled its statutory and regulatory obligations, including:

- Analysing the Company's and Group's financial statements for the respective reporting periods, as well as the Company's and Group's activities during those periods;
- Discussing the progress of work relating to the audit of the Company's and Group's financial statements for the year ended 31 December 2023 and the final audit conclusions with the audit firm;
- Submitting a recommendation to the Supervisory Board regarding the adoption of the statements of the Supervisory Board;
- Submitting a recommendation to the Supervisory Board regarding assessment of the Company's and Group's separate and consolidated financial statements and the Management Board's Report on the activities of the Company and the Group in the year ended 31 December 2023;
- Adopting the audit firm selection policy, the audit firm selection procedure, and the policy for providing additional non-audit services in the new wording;
- Carrying out activities within the framework of the procedure for selecting an audit firm to audit the financial statements for 2024-2026;
- Monitoring the Company's internal control, risk management, compliance and internal audit systems, including the ongoing and planned activities within these functions;
- Monitoring the ongoing and planned ESG activities;
- Authorising the engagement of the audit firm to carry out agreed procedures to verify the fulfilment of certain terms and conditions of a credit facility agreement for the years 2024-2026;
- Authorising the engagement of the audit firm to assess the report on the remuneration of Management Board and Supervisory Board members for the years 2024-2026;
- Discussing the audit plan for 2024 with the audit firm;

- Discussing the internal audit plan for 2025;
- Making a recommendation regarding the selection of the current audit firm to audit the Company's separate financial statements and the Group's consolidated financial statements for 2024-2026,
- Authorising the engagement of the audit firm to review the Company's and Group's condensed financial statements for the six-month periods ending 30 June 2024, 30 June 2025 and 30 June 2026, respectively;
- Authorising the engagement of the audit firm to provide the Company with sustainability reporting assurance services for 2024-2026;
- Authorising the purchase of a payroll report by a subsidiary of the Company from an affiliate of the audit firm.

In addition, in 2024 the Audit Committee monitored the auditor's/ audit firm's independence on an ongoing basis. The Audit Committee regularly reported to the Supervisory Board during its meetings on its activities and their results.

Recommendations of the Audit Committee on the selection of the audit firm

The Supervisory Board makes its selection based on recommendations from the Audit Committee, which are issued following the Company's procedure for selecting an auditing firm, in accordance with the 'Policy for the Selection of an Auditor/Audit Firm to Audit the Financial Statements of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group' and the 'Procedure for the Selection of an Auditor/Audit Firm to Audit the Financial Statements of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group' adopted by the Company.

The Audit Committee expresses its consent for the provision of additional non-audit services in the relevant resolutions. Having first assessed the risks to and safeguards of the auditor's and audit firm's independence.

Key principles of the policy for the selection of an audit firm to audit financial statements and policy for the provision of permitted non-audit services by the audit firm, its affiliates and members of its network

On 22 March 2024, the Audit Committee adopted new versions of the following documents:

- the 'Policy for the selection of a statutory auditor/audit firm for the audit of financial statements of Grupa Pracuj S.A. and its Group',
- the 'Procedure for the selection of a statutory auditor/audit firm for the audit of financial statements of Grupa Pracuj S.A. and its Group',
- the 'Policy for the provision of permitted non-audit services to Grupa Pracuj S.A. and the companies of its Group by the statutory auditor/audit firm conducting the audit, entities associated with them, or by a member of the audit firm's network'.

These documents are effective from the moment of their adoption.

The main principles of the present policy and procedure for selecting a statutory auditor/audit firm to audit the financial statements of the Company and the Group are as follows:

- The process to select the auditor/audit firm to audit the financial statements is led by the Management Board member who serves as the Chief Financial Officer, the Audit Committee and the Supervisory Board;
- The Company is responsible for the timely commencement of the selection procedure. The Supervisory Board is required to pass a resolution on the selection of a new statutory auditor/audit firm no later than the end of June in the year in which the current audit agreement expires. A resolution concerning the extension of the mandate for auditing the financial statements of the Company and the Group to the incumbent statutory auditor/audit firm must be passed no later than the end of May in the year in which the current audit agreement expires. In the resolution, the Supervisory Board authorises the Company's Management Board to enter into an audit agreement. If the audit contract is terminated, the Company is obligated to take steps to select a new auditor/audit firm promptly and in accordance with the selection procedure;

- The policy and procedure differentiate between the procedures to be followed, including the scope of tender documentation, formal requirements, and criteria for evaluating proposals, in the case of selecting a new statutory auditor/audit firm or extending the audit engagement to the existing statutory auditor/audit firm;
- In the case of the procedure for selecting a new statutory auditor/audit firm:
 - The Company may invite any audit firms to submit proposals for the audit of financial statements by sending an invitation to tender along with the tender documentation specified in the procedure;
 - The Chief Financial Officer and the Audit Committee may conduct direct negotiations, organise meetings, and communicate with interested bidders, responding to their inquiries;
 - The Chief Financial Officer evaluates the submitted proposals in terms of their compliance with the selection criteria set out in the tender documentation and prepares a report on the selection procedure containing conclusions from their evaluations and analyses, which is then presented to the Audit Committee. The primary criteria for evaluating bids from audit firms are defined in the selection policy;
 - After reviewing the Chief Financial Officer's report, the Audit Committee recommends at least two eligible audit firms to the Supervisory Board, specifying the Committee's preferred choice and providing reasons for shortlisting the presented firms and the preference.
 - The final stage of the procedure is the resolution of the Supervisory Board and the Company entering into an audit contract with the selected audit firm. The Supervisory Board may decide to appoint an auditor/audit firm which is not included in the Audit Committee's recommendation provided that such auditor/audit firm placed its bid in the selection procedure. In such a scenario, the Supervisory Board must provide reasons for not adhering to the Audit Committee's recommendation and communicate these reasons to the General Meeting.
- In the case of the procedure for extending the audit engagement with the current auditor/audit firm:
 - The Chief Financial Officer invites the incumbent statutory auditor/audit firm to submit a proposal for audit services, sending the tender documentation defined by the procedure. The Chief Financial Officer or the Audit Committee may conduct direct negotiations, organise meetings, and communicate with the statutory auditor/audit firm regarding the continuation of the existing cooperation and answer their inquiries.
 - The Chief Financial Officer evaluates the proposal submitted by the incumbent statutory auditor/audit firm in terms of its compliance with the selection criteria specified in the tender documentation and prepares a report on the proposal's assessment, including conclusions from its evaluation and analysis, which is then presented to the Audit Committee. The primary criteria for evaluating the proposal of the incumbent audit firm/statutory auditor are defined by the policy.
 - Following the assessment of the report, the Audit Committee issues a recommendation indicating whether it advises that the engagement with the incumbent audit firm be continued.
 - The final stage of the procedure is the resolution of the Supervisory Board and the Company entering into an audit contract with the incumbent audit firm. If the Supervisory Board decides not to extend the audit engagement with the statutory auditor/audit firm recommended by the Audit Committee, it will adopt a resolution to that effect. In such a case, the procedure for selecting a new statutory auditor/audit firm is applied.
- The period of uninterrupted engagement by a reporting entity of an audit firm (i.e., its first engagement plus any renewals), or its affiliated audit firm or a member of their network operating in the European Union, to perform statutory audits may not exceed ten years. After the expiry of the maximum engagement period, the audit firm or its affiliates or members of its network may not enter into an audit engagement with the same entity for four years;

- The lead auditor is not permitted to conduct statutory audits of the same entity for more than five years. After completing the last audit of the entity's financial statements within the allowed period, the lead auditor can resume conducting statutory audits at the same entity only after a gap of three years from the completion date of the previous audit performed by the auditor.

The main principles of the policy on the provision of permitted non-audit services to the Company and the companies within the Group by the statutory auditor/audit firm conducting the audit, entities associated with them, or by a member of the audit firm's network are as follows in their current form:

- Auditors/audit firms appointed to audit the Company's and the Group's financial statements must not be engaged to provide services that are considered prohibited under applicable legislation;
- A non-audit engagement of an auditor/audit firm is considered permitted only to the extent it is not related to the Company's tax policy, subject to the Audit Committee's prior assessment of any risks to and measures safeguarding the auditor/audit firm's independence;
- Engaging auditors/audit firms (or members of their networks) appointed to audit the financial statements of the Company, its parent, or its subsidiaries to deliver non-audit services, excluding those services deemed prohibited, to the Company or its subsidiaries is considered permissible. This is subject to the Audit Committee's prior approval, contingent upon its evaluation of any potential risks to and provisions for safeguarding the independence of the auditor/audit firm. If advisable, the Audit Committee may issue guidelines on such engagements. Performing attestation services concerning sustainability reporting does not require prior approval from the Audit Committee;
- Where an auditor/audit firm has been providing non-audit services other than prohibited services to the Company, its parent or its controlled entities for a period of at least three consecutive financial years, the total consideration payable to the auditor/audit firm for such services must not exceed 70% of the average consideration paid over the last three consecutive financial years to the auditor/audit firm for the audit of the financial statements of the Company and, where applicable, its parent and/or its controlled entities and for the audit of the consolidated financial statements of the Group. For the purposes of the calculating the cap, exclusions are made for attestation of sustainability reporting and non-audit services other than prohibited services, the provision of which is required in accordance with European Union or national legislation. This restriction does not apply if the Polish Agency for Audit Oversight grants an exemption to the audit firm from the requirements of this limitation through an administrative decision, upon the firm's request.

Appointment of the audit firm

On 19 August 2024, the Company executed an agreement with Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością sp.k. of Warsaw, entered in the list of qualified auditors of financial statements under No. 130, to audit the Company's financial statements and the Group's consolidated financial statements for the financial years ending 31 December 2024, 31 December 2025, and 31 December 2026. The services contracted under the agreement also include a review of the Company's condensed financial statements and the Group's condensed consolidated financial statements for six-month periods ending 30 June 2024, 30 June 2025 and 30 June 2026, and an assurance of their tagging. The audit firm was selected by the Supervisory Board in accordance with the Company's audit firm selection policy, based on a recommendation from the Audit Committee.

Permitted non-audit services provided by the audit firm

In 2024, permitted non-audit services were provided to the Group by the audit firm engaged to audit its financial statements and by an affiliate of the audit firm. These were:

- Review of the interim condensed financial statements of the Company and the Group for the six months ended 30 June 2024;

- Assurance of the 2023 report on the remuneration of members of the Company's Management Board and Supervisory Board in terms of the completeness of the disclosures required under Art. 90g.1–5 and Art. 90g.8 of the Public Offering Act;
- Performance of agreed procedures to confirm compliance by the Company with certain covenants under the term credit facility agreement executed by the Company on 14 June 2022;
- Preparation of a remuneration report with information on salary levels for various positions in Ukraine;
- Training services.

For information on remuneration of the audit firm for the current and previous financial years, see Note 7.5 in the Group's consolidated financial statements for the year ended 31 December 2024.

Management Board

Composition

As at 1 January 2024 and 31 December 2024, the Company's Management Board consisted of:



Przemysław Gacek, President of the Management Board

Originator and founder of Grupa Pracuj. Responsible for the Group's growth strategy, mergers and acquisitions, and for management of softgarden, corporate communications and sustainability.

His professional career began in 1997. He has served as CEO of Pracuj.pl since 2000, and today heads Grupa Pracuj. From 2012 to 2015, he served as CEO of eRecruitment Solutions sp. z o.o., and from 2013 to 2019, he was a Management Board member at Emplo sp. z o.o. Member of the Supervisory Board of Job Cloud S.A. Graduate of the Faculty of Economic Sciences at the University of Warsaw and the London Business School.



Gracjan Fiedorowicz, Member of the Management Board

Joined Grupa Pracuj in 2007. Responsible for the financial policy, legal, compliance and administrative functions, and financial reporting.

Oversees the following departments: Finance, Legal, Administration and Procurement, Information Security and Risk Management, and Technology.

Has more than 21 years of experience in the Internet and telecommunications industry, finance and auditing. He worked at PricewaterhouseCoopers (2002-2007), and since 2007 has been Finance Director at Grupa Pracuj S.A. Graduate of the Warsaw School of Economics, ACCA member since 2010. Completed courses at the London Business School, INSEAD and the Leadership Academy for Poland.

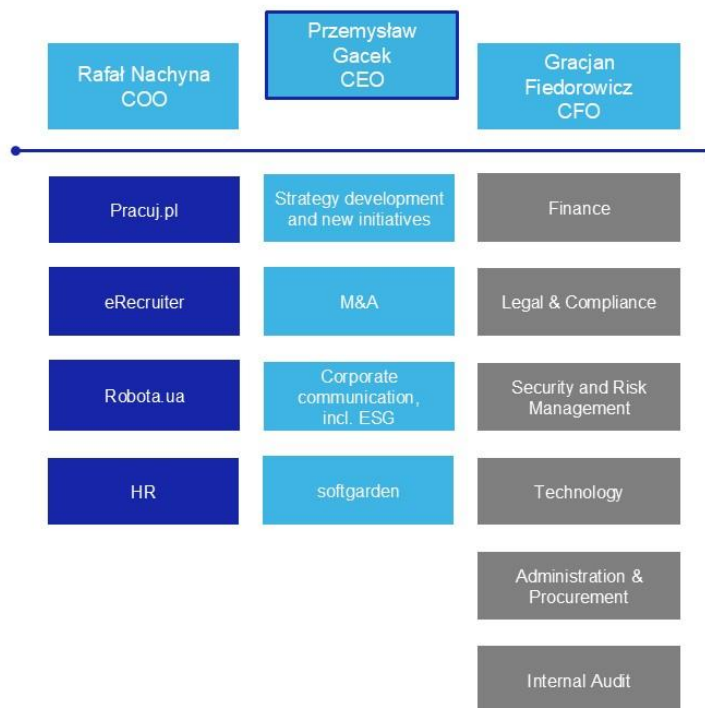


Rafał Nachyna, Member of the Management Board

Joined Grupa Pracuj in 2005, served as Sales Director at Pracuj.pl for five years. Currently responsible for the development of most of the Group's business areas. Oversees the operations of Pracuj.pl, eRecruiter and Robota.ua, among others, as well as the HR Department.

Master's degree from the Warsaw University of Technology. Completed courses at the London Business School and the Leadership Academy for Poland.

The responsibilities of the individual Members of the Management Board as of the date of issue of this Management Board's Report are presented below.



Rules of appointment

The Management Board consists of between one and seven members, including President of the Management Board, appointed for a joint five-year term that is calculated in full financial years.

In accordance with the Articles of Association, members of the Management Board are appointed and removed from office by the Supervisory Board pursuant to resolutions passed by a simple majority of votes in the presence of at least half of the Supervisory Board members, except in cases where either Przemysław Gacek or Frascati Investments (or their respective universal successors), depending on whose shareholding in the Company is greater, holds the special power to appoint and remove President of the Management Board. In such cases, Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate, may exercise this power on the condition that they hold at least 25% of all Company shares. The General Meeting has the power to remove President of the Management Board who has been appointed directly by either of the shareholders holding the special appointment power, but only for cause. The causes for removal include, but are not limited to:

- misconduct causing loss or damage to the Company, as confirmed by a final court judgment;
- permanent incapacity to continue to manage the Company's affairs; and
- final and unappealable conviction for a criminal offence.

Members of the Management Board are eligible for reappointment for subsequent terms, but such reappointment cannot occur earlier than one year before the expiry date of the current term. The mandate of a Management Board member expires upon receipt by the General Meeting of the financial statements for the last full financial year during which the member held office. The mandate also ends upon the member's death, resignation or removal from office.

Responsibilities of members of the Management Board

Pursuant to the Articles of Association, the Management Board is responsible for managing the affairs of the Company and acting as the Company's representative towards third parties. Any member of the Management Board may independently handle matters that fall within the scope of the Company's ordinary activities, without a prior resolution from the Management Board. If, prior to the handling of such a matter, even one of the other members of the Management Board objects to the handling of a particular matter, or if the matter falls outside the scope of the Company's ordinary activities, a prior resolution of the Management Board is required. In particular, matters that fall outside the scope of the Company's ordinary activities include the following:

- Incurring liabilities where the amount of such liabilities exceeds the equivalent of PLN 5,000,000, with the proviso that with respect to continuing obligations (i.e., obligations involving continuous or periodic performance) the liability amount is defined as the sum of the monetary benefits comprising the principal performance (excluding accessory performance) in the first 12 months of the agreement, and in the case of agreements concluded for a period of less than 12 months – for the entire term, with the exception of contracts made in the ordinary course of the Company's operations;
- Acquiring, subscribing for, disposing of or encumbering shares in other companies, or making other equity investments, with a value exceeding the equivalent of PLN 5,000,000 (in one or more related transactions with the same entity in a given calendar year);
- Acquiring, disposing of or encumbering significant assets of the Company with a value exceeding the equivalent of PLN 5,000,000;
- Establishing subsidiaries or branches of the Company, concluding partnership agreements;
- Cancelling liabilities owed to the Company from third parties, with a value exceeding the equivalent of PLN 2,000,000, with the proviso that with respect to continuing obligations (i.e., obligations involving continuous or periodic performance) the liability amount is defined as the sum of the monetary benefits comprising the principal performance and accessory performances in the first 12 months, and in the case of agreements concluded for a period of less than 12 months – for the entire such shorter term, with the exception of liabilities owed by the Group companies;
- Entering into a settlement, or withdrawing a claim along with a waiver of the claim, or acknowledging a claim in any judicial or extrajudicial proceeding if the value of litigation exceeds the equivalent of PLN 2,000,000;
- Taking out credit facilities or loans, entering into agreements to grant bank guarantees, granting loans, guarantees or sureties, including endorsing promissory notes, with a value exceeding the equivalent of PLN 5,000,000, excluding borrowing and granting intra-group loans;
- Entering into investment contracts and agreements that contain clauses whereby the Company grants exclusivity to third parties;
- The Company making donations with a value exceeding the equivalent of PLN 2,000,000;
- Adopting and amending internal bylaws and policies;
- Approving the Management Board's report on the Company's and Group's activities and separate and consolidated financial statements;
- Approving proposals concerning distribution of profit or set-off of loss;
- Making decisions concerning incentive schemes;
- Making decisions on collective layoffs;
- Appointing the Company's commercial proxy;

- Adopting, amending or repealing the Rules of Procedure for the Management Board;
- Allocating powers and responsibilities to the individual members of the Management Board;
- Adopting annual budgets and strategic plans;
- Adopting or changing accounting principles (policies);
- Convening the General Meeting;
- Making decisions on identifying inside information and delaying the publication of inside information;
- Matters for which the law or the Articles of Association require a resolution of the Management Board.

A Management Board resolution is not required to perform an action which is an integral part of any other action for which the Management Board already gave its consent unless the Management Board's resolution reserves otherwise.

The authority to represent the Company and make statements on its behalf is limited to the President of the Management Board alone, two members of the Management Board acting jointly, or one member of the Management Board acting jointly with a proxy.

The Management Board convenes meetings to deliberate and pass resolutions. Participation in Board meetings is also possible by means of direct remote communication. Furthermore, the Management Board may also adopt resolutions in writing or through electronic communication. Members of the Management Board may also participate in the adoption of Management Board resolutions by voting through a signed ballot delivered by another member of the Management Board. Resolutions of the Management Board are passed with a simple majority of votes. In the event of a tied vote, President of the Management Board has the casting vote.

In accordance with the Articles of Association, meetings of the Management Board are convened by President of the Management Board or its other member to whom the former has delegated such authority. Meetings of the Management Board are held on an as-needed basis but no less frequently than once per calendar quarter. The person convening a Management Board meeting is required to notify the Management Board members of the meeting, including its date, time, venue and agenda, by email, courier service or telephone or by hand with a return receipt requested. The Management Board may hold a meeting without one being formally convened provided that all the Management Board members agree to holding such meeting and none of them objects to the agenda proposed therefor.

The Management Board has the power and authority to manage all of the Company's affairs other than those which the Commercial Companies Code or the Articles of Association reserve for the General Meeting or the Supervisory Board.

The Management Board may appoint a commercial proxy, which requires consent of all of the Management Board members. The power of proxy may be revoked by any member of the Management Board.

In accordance with the Articles of Association, the Management Board is obliged to provide the Supervisory Board, without any notice therefrom, with information on:

- resolutions passed by the Management Board, including the matters resolved on;
- the current business and financial standing of the Company and other major Group companies;
- progress on the delivery of the growth strategy for the Company and other major Group companies and any material deviations from it;
- transactions or events having a material impact on the Company or other major Group companies; and
- any changes in matters that have been previously communicated to the Supervisory Board if such changes have a material impact on the Company or other major Group companies.

Depending on its nature, such information should be provided to the Supervisory Board in writing or in electronic form at least once a quarter at a quarterly meeting held by the Supervisory Board. In cases of urgency, the Supervisory Board

must be informed immediately after the occurrence of a given material event, but in any case no later than at the next Supervisory Board meeting, without the need to comply with the written or electronic form requirement for the information provided.

Without the Supervisory Board's prior consent, no member of the Management Board may transact or engage in any business competing with that of the Company or be a partner or shareholder in any competing partnership or serve on a governing body of a competing company or any other competing legal entity without the Supervisory Board's prior consent. This restriction also applies to engagements with a competing company in which the Management Board member holds more than 10% of shares or the right to appoint at least one member of the management board.

The Management Board may adopt its rules of procedure, subject to approval by the Supervisory Board.

Art. 5¹⁵ of the Articles of Association authorises the Management Board to increase the Company's share capital from time to time up to the amount of the authorised capital. The authorisation will expire three years after the registration by the competent registry court of the amendment to the Company's Articles of Association made pursuant to General Meeting Resolution No. 22/2022 of 22 October 2022, i.e., on 9 August 2025.

Key matters addressed by the Management Board in 2024

Within the framework of applicable legal regulations, including the Commercial Companies Code and the provisions of the Company's Articles of Association, the Management Board conducts the affairs of the Company, representing it and acting on its behalf. The Management Board makes decisions on matters falling within its purview, including the development and sale of products and services, the achievement of strategic objectives, the execution of investments or divestments, the operation of subsidiary companies within the Group, personnel and payroll matters and organisational issues.

The Management Board is actively engaged in the operational management of the Company and the Group, holding regular, at least weekly, meetings. At least once a month it also meets with the Leadership Team, which consists of persons overseeing the Group's critical business area, to obtain current information from the individual areas and effectively manage the Company's operations and the execution of adopted plans.

Transparency in the Group's management processes is further maintained by conducting regular meetings with employees from both the Company and its subsidiaries. At these meetings, Board members provide updates on significant initiatives and outline the rationale behind key decisions made.

Board members maintain open dialogue with the capital market and meet cyclically throughout the year with analysts and investors.

In fulfilling its disclosure and reporting obligations, the Management Board prepared and issued the separate and consolidated financial statements for the year 2023, as well as the Management Report on the Company's and the Group's activities in 2023. Additionally, interim condensed separate and consolidated financial statements and the Management Report on the Company's and the Group's activities in the six months ended 30 June 2024 were also released, along with consolidated quarterly reports for the first and third quarters of 2024. The Management Board had the annual separate and consolidated financial statements for the year 2023 audited, and the interim separate and consolidated financial statements for the six months ended 30 June 2024 reviewed by an auditor/audit firm. The Management Board also presented a recommendation on the allocation of profit for the financial year ended 31 December 2023. In fulfilling its disclosure obligations, the Management Board prepared and published 12 current reports.

The Management Board provided the Supervisory Board with regular updates on the Management Board's resolutions, the current business and financial situation of the Company and significant companies of the Group, the progress in implementing the Group's strategic objectives, and transactions or events that could impact the Group's position. In

¹⁵ https://grupapracuj.pl/static/files/Zalacznik-nr-2_Tekst-jednolity-Statutu.pdf

addition, the Management Board informed the Supervisory Board of significant changes to previously presented information.

In 2024, the Management Board passed 35 resolutions and handled the following matters, among others:

- Prepared and submitted the Group's budget for 2024 to the Supervisory Board for approval;
- Recommended the distribution of net profit for the year ended 31 December 2023 and submitted the recommendation to the Supervisory Board for assessment;
- Convened the Annual General Meeting, presented matters for consideration to the General Meeting and the Supervisory Board;
- Took measures to implement the adopted strategic directions;
- Carried out projects and business initiatives, including those described in section Key developments, agreements and initiatives for the Company and the Group in 2024;
- Executed contracts, including contracts with the Company's customers and suppliers;
- Made decisions on investment processes;
- Adopted rules, policies and procedures governing the Company's operations (not falling within the remit of other bodies), including, without limitation:
 - A personal data retention policy for Grupa Pracuj,
 - A whistleblowing procedure in accordance with the Whistleblower Protection Act,
 - Diversity Policy;
- Adopted amendment to rules, policies and procedures governing the Company's operations (not falling within the remit of other bodies), including, without limitation:
 - Grupa Pracuj Personal Data Protection Policy,
 - Grupa Pracuj Code of Ethics,
 - Code of Ethics in Business Relations,
 - Instructions for Reporting Other Irregularities,
 - Grupa Pracuj Anti-Corruption Code,
 - Grupa Pracuj Anti-Bullying and Anti-Discrimination Policy,
 - Rules for Managing the Flow and Protection of Inside Information within the Group,
 - General Principles of Cooperation with the Company,
 - Terms of Electronic Service Delivery for Job Boards Owned by the Company;
- Approved changes to the Company Social Benefits Fund;
- Granted powers of attorney;
- Analysed and made key decisions in the area of sustainable development, and accepted double materiality results;
- Attended and exercised voting rights at the General Meetings of subsidiaries and associates;
- Approved the results of a materiality analysis conducted in accordance with the CSRD, which identified significant sustainability-related impacts, risks and opportunities.

Remuneration policy

On 12 November 2021, the Extraordinary General Meeting of the Company passed a resolution to repeal the then-existing Remuneration Policy for the Management Board and Supervisory Board members, adopting a new formulation of the Policy, as referred to in Art. 90d.1 of the Public Offering Act (the 'Remuneration Policy'). The current Remuneration Policy is available on the Company's corporate website at <https://grupapracuj.pl/wp-content/uploads/2022/04/Polityka-wynagrodze%C5%84-cz%C5%82onk%C3%B3w-Zarz%C4%85du-i-Rady-Nadzorczej-Grupa-Pracuj-S.A..pdf>.

Company employees other than members of the Management Board and Supervisory Board are remunerated in accordance with internal remuneration rules and policies, which provide for different pay grades depending on the employee's position, performance and expertise. By introducing a variable component of remuneration, they allow for greater flexibility in the remuneration structure and ensure that the employer's needs are met.

Total remuneration of the Management Board members

Members of the Management Board of the Company may receive remuneration based on an employment contract, managerial contract, mandate agreement, resolution of appointment, or other legal relationship of a similar nature between the Company and the Management Board member. The Supervisory Board determines the amount of remuneration for each member of the Management Board individually and in accordance with the Remuneration Policy. This can be done through the Legal Basis for Employment or by a separate resolution, taking into consideration the responsibilities of each member of the Management Board.

Remuneration of the Management Board members due for 2024

Management Board	Total	Short-term employee benefits	Share-based payments
Przemysław Gacek	729	729	-
Gracjan Fiedorowicz	1,899	850	1,049
Rafał Nachyna	2,206	981	1,225
Total	4,834	2,560	2,274

Remuneration of the Supervisory Board members

Supervisory Board members are appointed to their roles and are compensated for their services. Remuneration for serving as a member of the Supervisory Board is not linked to the Company's results. In addition to cash compensation, members of the Supervisory Board may receive non-monetary benefits or financial instruments tied to the performance of the Company. The remuneration of Supervisory Board members is established through a resolution of the General Meeting. Supervisory Board members may be compensated through a monthly salary or a sitting fee.

Members of the Supervisory Board who also serve on the Audit Committee may receive additional remuneration in the form of a fixed monthly lump sum, as determined by a resolution of the General Meeting.

Remuneration of the Supervisory Board members due for 2024

Supervisory Board	Total	Short-term employee benefits	Share-based payments
Maciej Noga	157	164	-
John Doran	-	-	-
Wojciech Stankiewicz	114	114	-
Przemysław Budkowski	107	107	-
Agnieszka Słomka-Gołębiowska	153	153	-
Mirosław Stachowicz	84	84	-
Martina van Hettinga	100	100	-
Total	722	722	-

Diversity policy for administrative, management and supervisory bodies

The Company has not defined any diversity targets for the composition of its Management Board or Supervisory Board. Any appointments to these bodies are based solely on the relevant expertise and qualifications of the candidates. In the future, the Company aims to ensure a balanced representation of men and women on both the Management Board and the Supervisory Board, taking into account factors such as the individual merits of their members, availability of suitable candidates to fill vacancies, and the size of the Boards. The ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.

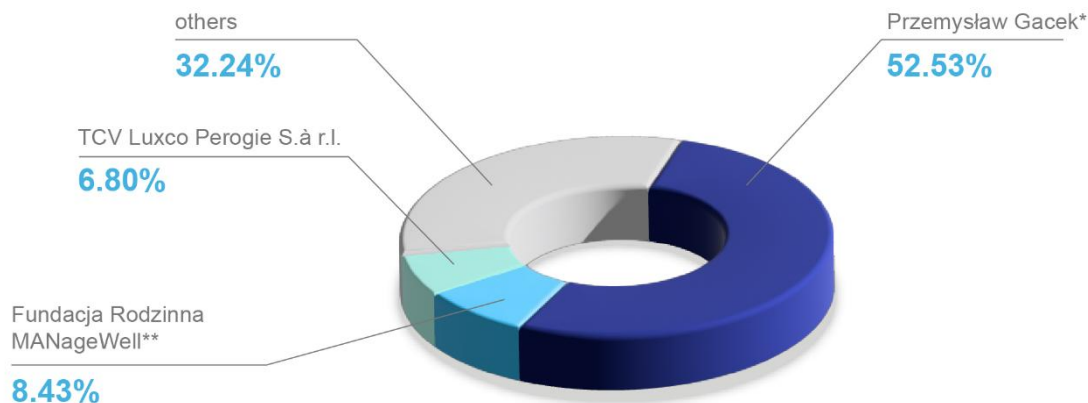
One of the fundamental values of the Group is *Respect for diversity*, which guides the Company's efforts to build a friendly and inclusive work environment, where the full potential of diversity can be unlocked. The Group is committed to undertaking initiatives aimed at increasing the representation of women, including in its management and supervisory bodies.

Employment structure of the management and supervisory bodies by gender as at 31 December 2024

Composition of the Management Board	<ul style="list-style-type: none">• 3 men• 0 women• 2 persons up to 50 years of age• 1 person over 50 years of age
Composition of the Supervisory Board	<ul style="list-style-type: none">• 5 men• 2 women• 5 people under the age of 50• 2 persons over 50 years of age

Shares and shareholding structure

Shareholding structure of Grupa Pracuj S.A. as at 31 December 2024:



* Directly and indirectly through Frascati Investments sp. z o.o., controlled by Przemysław Gacek, and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Art. 87.1.5 of the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies.

** Controlled by Maciej Noga.

The chart showing the Company's current shareholder structure has been published on the corporate website at <https://grupapracuj.pl/dla-inwestorow/akcje> (tab 'Shareholders').

As at 31 December 2024, the Company's share capital amounted to PLN 341,325,130 (three hundred and forty-one million three hundred and twenty-five thousand one hundred and thirty złoty) and was divided into 68,265,026 (sixty-eight million two hundred and sixty-five thousand twenty-six) shares, with a par value of PLN 5.00 (five złoty) per share, including:

- 48,686,990 (forty-eight million six hundred and eighty-six thousand nine hundred and ninety) Series A ordinary bearer shares,
- 18,155,860 (eighteen million one hundred and fifty-five thousand eight hundred and sixty) Series B ordinary bearer shares,
- 1,261,400 (one million two hundred and sixty-one thousand four hundred) Series C ordinary bearer shares, and
- 160,776 (one hundred and sixty thousand seven hundred and seventy-six) Series D ordinary bearer shares.

As at 31 December 2024, the total number of voting rights in the Company was 68,265,026. One share carries one vote at the General Meeting.

There are no restrictions on the exercise of voting rights in the Company other than those resulting from generally applicable laws.

All Company shares are ordinary bearer shares with no preference attached to them, in particular any preference giving special control powers.

The Articles of Association provide for no restrictions on the transferability of Company shares.

Shareholders holding 5% or more of total voting rights

To the best of the Management Board's knowledge, the following persons and entities were the major shareholders in the Company, holding 5% or more of total voting rights in the Company as at 1 January 2024:

Shareholder	Number of shares / voting rights	1 January 2024	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	35,857,913	179,289,565	52.53%
TCV Luxco Perogie S.à r.l.	4,638,861	23,194,305	6.80%
Maciej Noga	5,755,449	28,777,245	8.43%
Others	22,012,803	110,064,015	32.24%
Total	68,265,026	341,325,130	100%

* Directly and indirectly through Frascati Investments sp. z o.o., controlled by Przemysław Gacek, and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Art. 87.1.5 of the Act on Public Offering and Conditions Governing the Introduction of Financial Instruments to Organised Trading and Public Companies.

To the best of the Management Board's knowledge, the following persons and entities were the major shareholders in the Company, holding 5% or more of total voting rights in the Company as at 31 December 2024:

Shareholder	Number of shares / voting rights	31 December 2024	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	35,857,913	179,289,565	52.53%
TCV Luxco Perogie S.à r.l.	4,638,861	23,194,305	6.80%
Fundacja Rodzinna MANageWell**	5,755,449	28,777,245	8.43%
Others	22,012,803	110,064,015	32.24%
Total	68,265,026	341,325,130	100%

* Directly and indirectly through Frascati Investments sp. z o.o., controlled by Przemysław Gacek, and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Art. 87.1.5 of the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies.

** Controlled by Maciej Noga.

The person controlling the Company (through Frascati Investments sp. z o.o.) is Przemysław Gacek.

Changes in the shareholder structure after the reporting date

To the best of the Management Board's knowledge, as of the date of issue of this Management Report, the list of shareholders holding at least 5% of shares has remained unchanged since 31 December 2024.

Shares held by management and supervisory personnel

As at 1 January 2024, holdings of Company shares by its management and supervisory personnel were as follows:

Management Board members	Number of shares / voting rights	1 January 2024	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	35,857,913	179,289,565	52.53%
Gracjan Fiedorowicz	518,963	2,594,815	0.76%
Rafał Nachyna	486,935	2,434,675	0.71%
Total	36,860,811	184,304,055	54.00%

* Directly and indirectly through Frascati Investments sp. z o.o., and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Art. 87.1.5 of the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies.

Supervisory Board members	Number of shares / voting rights	1 January 2024	
		Par value (PLN)	Ownership / voting interest (%)
Maciej Noga	5,755,449	28,777,245	8.43%
Mirosław Stachowicz	112,066	560,330	0.16%
Total	5,867,515	29,337,575	8.59%

As at 31 December 2024, holdings of Company shares by its management and supervisory personnel were as follows:

Management Board members	Number of shares / voting rights	31 December 2024	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	35,857,913	179,289,565	52.53%
Gracjan Fiedorowicz	518,963	2,594,815	0.76%
Rafał Nachyna	483,935	2,419,675	0.71%
Total	36,860,811	184,304,055	54.00%

* Directly and indirectly through Frascati Investments sp. z o.o., and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Art. 87.1.5 of the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies.

Supervisory Board members	Number of shares / voting rights	31 December 2024	
		Par value (PLN)	Ownership / voting interest (%)
Maciej Noga*	5,755,449	28,777,245	8.43%
Mirosław Stachowicz	112,066	560,330	0.16%
Total	5,867,515	29,337,575	8.59%

** Through Fundacja Rodzinna MANageWell.

Changes in holdings of shares by management and supervisory personnel after the reporting date

To the best of the Management Board's knowledge, as at the date of issue of this report there were no changes in the holdings of shares by the management and supervisory personnel.

Information on agreements relating to changes in the shareholder structure

In 2024, the Company operated the following employee stock programmes:

Incentive Scheme 1

On 29 October 2021, the Extraordinary General Meeting of the Company passed a resolution establishing incentive scheme No. 1 ('Incentive Scheme 1') for members of the Management Board, the Supervisory Board and key personnel (persons employed under an employment contract or a mandate contract, regardless of the applicable law governing the contract). Incentive Scheme 1 is founded on shares issued under the authorisation granted to the Management Board to increase the share capital within the limits of the authorised share capital pursuant to Resolution No. 5 of the Extraordinary General Meeting of 22 October 2021 ('Bonus Shares 1'). To implement Incentive Scheme 1, the Management Board is authorised to issue up to 1,021,563 Bonus Shares 1, representing up to 1.5% of the share capital, and to disapply shareholders' pre-emptive rights with respect to the shares, subject to approval from the Supervisory Board. Incentive Scheme 1 aims to align the interests of key personnel with the long-term success of the Company and retain talent who play a significant role in shaping and executing the Company's strategy. Incentive Scheme 1 was implemented in 2022-2024. A participant's entitlement to receive Bonus Shares 1 will be conditionally vested at the end of each calendar year during the term of Incentive Scheme 1 and will be subject to the fulfilment of the following conditions as determined by the Management Board:

- delivery of a specific financial result in a given performance period (80%),
- delivery of a specific business objective in a given performance period (20%).

Each participant will pay the issue price per Bonus Share 1 determined as:

- a PLN-equivalent of 33% of the final price per share in the retail tranche of the initial public offering, rounded down to the nearest grosz (PLN 1/100), or
- the par value per share, that is PLN 5.00.

For detailed information on the scheme, see Note 7.1 to the consolidated financial statements for the year ended 31 December 2024.

GRUPA PRACUJ S.A. ON THE WARSAW STOCK EXCHANGE

Share price performance

Grupa Pracuj S.A. shares have been listed on the Warsaw Stock Exchange since 9 December 2021. The Company's shares are listed on the WSE main market in the continuous trading system under the ticker symbol 'GPP'. The Company's shares were added to the mWIG40 mid-cap index in June 2022.

Name	Grupa Pracuj S.A.
Abbreviation	GRUPRACUJ
Ticker symbol	GPP
ISIN code	PLGRPRC00015
First listing date	9 December 2021
Number of shares in issue	68,265,026
Free float	32.24%
Segment	Large company (capitalisation over EUR 250 million)
Sector	Internet
Indices	WIG, mWIG-40, WIG140, WIG-Poland, WIGdiv, WIG-MEDIA,

Investor Relations

The primary objective of the Group's investor relations activities, coordinated by the Investor Relations and ESG Manager, is to provide equal, non-discriminatory access to information to all its stakeholders, including capital market participants, through a range of various communication tools. Based on its experience and best practice benchmarks, and seeking to meet the market's expectations, the Company makes every effort to ensure effective communication and meaningful dialogue with the investor community.

IR activities:

- Regular quarterly meetings with the Management Board to discuss the Company's financial results and outlook for the upcoming months;
- Both group and one-on-one meetings, conducted either in-person or virtually, with members of the Management Board and persons responsible for investor relations;
- Participation in investor conferences, hosted by brokers both domestically and internationally, available as in-person or virtual events;
- Maintenance of the corporate website, ensuring it provides up-to-date, legally required information to the fullest extent possible as outlined in Best Practice, in addition to other corporate materials that detail the Company's business profile;
- Distribution of an investor newsletter, offering updates on corporate and industry news;
- Organisation of investor chats and events tailored to retail investors;
- Ongoing engagement with market analysts;
- Collection of feedback from analysts and investors.

Dividend

In recommending profit distributions, the Management Board takes into account the dividend policy described in the Company's prospectus, an analysis of the Company's current financial and liquidity position, its existing and future liabilities, as well as assessment of the Company's growth prospects. Final decision on profit allocation, including payment of dividend and its amount, rests with the Annual General Meeting.

Distribution of profit earned in 2023

Under Resolution 6/2024 of the Annual General Meeting held on 18 June 2024, the net profit earned by the Company in the year ended 31 December 2023, of PLN 172.9 million, was approved for distribution as follows:

- PLN 36.4 million was allocated to the Company's statutory reserve fund,
- PLN 136.5 million was allocated to dividend payments.

The dividend date was set for 24 June 2024, and the dividend payment was made on 5 July 2024. The dividend payout ratio in relation to the consolidated net profit was 73%. For detailed information on dividends payable, see Note 5.4 to the consolidated financial statements for the year ended 31 December 2024.

Distribution of profit earned in 2024

By the date of authorisation of this Management Board's Report for issue, the Management Board of Grupa Pracuj S.A. had not passed a resolution concerning the proposed distribution of profit for 2024.

OTHER INFORMATION

Litigation

As at the issue date of this Report, there were no significant proceedings pending before any court, arbitration authority, or public administration body concerning the liabilities or receivables of the Company or its subsidiaries.

Related-party transactions

In accordance with the provisions of the Public Offering Act, the Company's Supervisory Board has drawn up and adopted the '*Procedure for entering into transactions with related parties within the Grupa Pracuj S.A. Group and for periodic assessment of transactions entered into with related parties on arm's length terms in the ordinary course of business*'.

The procedure defines, among other things, the criteria for considering a related-party transaction as material. A material transaction is a transaction involving a transfer of resources, services or obligations between the Company (its subsidiary) and a related party, whether for consideration or free of charge, the value of which exceeds 5% of the Company's (its subsidiary's) total assets as determined on the basis of the Company's (subsidiary's) most recent authorised full-year financial statements.

In accordance with the Procedure referred to above, subject to certain exceptions, the Company may enter into a material transaction provided the transaction is approved by the Supervisory Board and information about the transaction is posted on the Company's corporate website. The exceptions include material transactions entered into on arm's length terms in the ordinary course of business. However, such transactions made by the Company (a subsidiary) are periodically reviewed by the Supervisory Board to ensure that the exemption was applied correctly.

In 2024, neither the Company nor its subsidiaries conducted transactions with related parties on non-arm's length terms. Related-party transactions were made on terms equivalent to those applied in transactions with third parties. All related-party transactions are described in Note 7.3 to the consolidated financial statements for the year ended 31 December 2024.

SUSTAINABILITY REPORTING

GENERAL INFORMATION

ESRS 2 General disclosures

BP-1 General basis for preparation of sustainability reporting

This sustainability reporting (the "Statement") has been prepared in accordance with Art. 1.23 of the Act Amending the Accounting Act, the Act on Statutory Auditors, Audit Firms and Public Oversight, and Certain Other Acts, dated 6 December 2024 (Dz.U. of 2024, item 1863) for the Grupa Pracuj S.A. Group (the "Group"), whose parent is Grupa Pracuj S.A. (the "Company", "Grupa Pracuj", the "Parent"). The document has been prepared in accordance with the European Sustainability Reporting Standards ("ESRS") introduced by Commission Delegated Regulation (EU) 2023/2772 of the European Parliament and of the Council of 18 June 2020. The statement also includes disclosures in accordance with Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment.

The scope of consolidation in this Statement for the year ended 31 December 2024 is the same as the scope of consolidation in the consolidated financial statements of the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

In this Statement, any references to:

- eRecruitment Solutions are references to eRecruitment Solutions sp. z o.o.;
- softgarden are references to softgarden e-recruiting GmbH;
- Robot are references to Robot International TOV.

The information, data and indicators presented in this Statement refer to the Grupa Pracuj S.A. Group unless stated otherwise. Where data was not available, an estimation method was applied, with each instance duly noted. This Statement provides sustainability information for the Group, covering the period from 1 January 2024 to 31 December 2024.

This Statement applies to the Group's value chain at a higher ("upstream") and lower ("downstream") level in the case of its description, calculation of Scope 3 GHG emissions and with respect to matters related to:

- ESRS S2 – Workers in the value chain;
- ESRS S4 Consumers and end-users;
- ESRS G1 Business conduct.

The Group did not use the option to omit any specific information relating to intellectual property, know-how, or the results of innovation. This Statement has received a third-party assurance.

BP-2 Disclosures in relation to specific circumstances

Time horizons

The Group has adopted the short- medium- and long-term time horizons specified in ESRS 1 section 6.4, which are defined as follows:

- short-term – up to 12 months;
- medium-term – 1 year to 5 years;
- long-term – more than 5 years.

Value chain estimation, sources of estimation and outcome uncertainty

Details on value chain estimation and the sources of estimation and outcome uncertainty are provided alongside each ESRS topic.

Changes in preparation or presentation of sustainability information and reporting errors in prior periods

This Statement is the Group's first disclosure prepared in accordance with ESRS. Therefore, no changes in the preparation or presentation of the Statement, nor any prior period errors, are reported.

Incorporation by reference

When incorporating information by reference in this Statement, the Group has done so in compliance with ESRS 1 section 9.1 Incorporation by reference, each time specifying the exact location of the required information.

Use of phase-in provisions in accordance with Appendix C of ESRS 1

The Group has decided to use phase-in provisions in accordance with Appendix C of ESRS 1 for disclosures concerning anticipated financial effects from risks and opportunities, including climate-related physical and transition risks.

Similarly, the Group does not provide information in this Statement based on other regulations or widely accepted interpretations and standards related to sustainability reporting.

Following a double materiality assessment, the Group identified as material matters covered by the following standards: ESRS E1 Climate Change, ESRS S1 Own workforce, ESRS S2 Workers in the value chain, ESRS S4 Consumers and end-users, and ESRS G1 Business conduct, and presented them in this Statement.

GOV-1 The role of administrative, management and supervisory bodies

The Management Board, as a governing body with an executive function, consisting of three persons, is responsible for the management of the organisation, including the management of impacts, risks and opportunities and methods of controlling them. The Supervisory Board, on the other hand, as a non-executive supervisory body consisting of seven persons, oversees the activities of the Management Board.

The Supervisory Board of Grupa Pracuj S.A.

The Supervisory Board maintains continuous oversight over the Company's operations across all aspects of its business. Given the role of Grupa Pracuj S.A. as the parent, the Supervisory Board also exercises indirect supervision over the operations of the entire Group.

The Supervisory Board oversees the process of risk, impacts and opportunities management and assesses the adequacy and effectiveness of that process through the Audit Committee. The Audit Committee is also responsible for overseeing, identifying and monitoring Group-wide risks.

As at 31 December 2024, the composition of the Supervisory Board was as follows:

- Maciej Noga – Chairman of the Supervisory Board,
- Agnieszka Słomka-Gołębiowska – independent Member of the Supervisory Board, Chairwoman of the Audit Committee,
- Wojciech Stankiewicz – independent Member of the Supervisory Board, Member of the Audit Committee,
- Przemysław Budkowski – independent Member of the Supervisory Board, Member of the Audit Committee,
- John Doran – Member of the Supervisory Board,
- Mirosław Stachowicz – Member of the Supervisory Board,
- Martina van Hettinga – independent Member of the Supervisory Board.

Members of the Supervisory Board are appointed for a joint three-year term of office.

For details on the appointment and powers of the Supervisory Board, see the 'Corporate governance' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024. The composition of the Supervisory Board remained unchanged as of the date of authorisation of this Statement.

Percentage of members of administrative, management and supervisory bodies by gender

In 2024, the ratio of women to men among the Supervisory Board members was 40%. 71.4% of the Supervisory Board members were in the 30–50 age group, while 28.6% were over 50 years old.

The Supervisory Board comprised four independent members, representing 57.1% of the total membership. The Supervisory Board members do not belong to underrepresented groups. There is no representation of employees or other workers in the value chain on the Supervisory Board.

Supervisory Board members' experience relevant to the sectors, products and geographic locations of the undertaking

For details on the experience of the Supervisory Board members, see the 'Corporate governance' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

Audit Committee of the Supervisory Board

The Audit Committee operates within the Company's Supervisory Board, supporting it by fulfilling permanent consultative and advisory functions. For details on the Audit Committee's role and activities in 2024, see the 'Corporate governance' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

The Audit Committee comprises:

- Agnieszka Słomka-Gołębiowska – Chairwoman of the Audit Committee and independent Member of the Supervisory Board,
- Wojciech Stankiewicz – Member of the Audit Committee and independent Member of the Supervisory Board,
- Przemysław Budkowski – Member of the Audit Committee and independent Member of the Supervisory Board.

The Audit Committee was established to strengthen the effectiveness of the Supervisory Board's oversight activities in the area of accuracy of the Company's and Group's financial reporting; the Company's financial results; the effectiveness

of the internal control system, including internal audit, compliance, and risk management frameworks; maintaining the relationship between the Company and the entity performing the audit of its financial statements and providing sustainability reporting assurance, as well as matters related to the monitoring of sustainability reporting.

General Meeting

For details on the role of the General Meeting, see the 'Corporate governance' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

Management Board of Grupa Pracuj S.A.

The Management Board's responsibilities encompass managing all of the Company's activities, representing the Company in its dealings with third parties, conducting all of the Company's affairs, and managing its assets.

As at 31 December 2024, the composition of the Management Board was as follows:

- Przemysław Gacek – President of the Management Board,
- Gracjan Fiedorowicz – Member of the Management Board,
- Rafał Nachyna – Member of the Management Board.

Employees and other workers in the value chain had no representation on the Management Board of Grupa Pracuj S.A. In the reporting period, i.e. from 1 January 2024 to 31 December 2024, 100% of the Management Board members were men. Two of them belonged to the age group of 30–50, while one of them was over 50 years old.

For information on the experience, competencies and responsibilities of the individual members of the Company's Management Board, see the 'Corporate governance' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

In the reporting period, the Company's Management Board committed to activities relating to sustainability matters. The Management Board Members participated in a double materiality analysis of these matters in order to better understand their impact on the Group's operations and stakeholders. Since October 2024, the team responsible for coordinating sustainability activities and reporting sustainability aspects has been directly accountable to the President of the Management Board, ensuring better coordination and alignment of the Group's development with sustainability priorities.

The Management Board also approved the updated versions of two documents governing ethics at the Group. The first document is the Group's Code of Ethics, which had been extended to include provisions on sustainability principles. Among the changes implemented are guidelines for employees on environmental responsibility, respect for human rights, and decision-making that considers the impact on the socio-economic environment. The other document is the Code of Ethics in Business Relationships, which outlines the ethical standards expected from the Group's business partners. It encompasses additional requirements for sustainable development and respect for human rights, which guide the Group in its relationships with suppliers and external stakeholders.

In response to the increasing importance of diversity and inclusion in the workplace, the Management Board has adopted a Diversity Policy. This document sets out a framework for the Group's initiatives aimed at promoting equal opportunities, respecting differences, and fostering collaboration within teams that bring diverse competencies, experiences, and perspectives. The Policy aims to not only boost the Group's value but also foster a work culture that promotes innovation and employee engagement.

Additionally, by a decision of the Management Board, in 2024, Grupa Pracuj S.A. became a signatory of the Diversity Charter – an international initiative under the auspices of the European Commission aimed at promoting diversity, equality, and inclusiveness in the workplace. In Poland, the Diversity Charter is coordinated by the Responsible Business Forum.

The Company's Management Board actively seeks to expand its knowledge of sustainability reaching for various sources and initiatives that support the development of competencies in this area.

By decision of the Management Board, the team responsible for the sustainability area was expanded by two experts in 2024, and reports directly to the President of the Management Board. The main tasks of its members are to:

- monitor and analyse the impact of current trends, regulations and international standards on the organisation;
- coordinate the double-materiality analysis process – identification of material impacts, risks and opportunities in the ESG area;
- report ESG issues in accordance with applicable regulations;
- identify, recommend and implement sustainability projects;
- co-create solutions to reduce environmental impact and reduce emissions;
- develop measurable objectives aligned with the results of the double materiality analysis, integrate them into the Group's long-term growth strategy, and ensure continuous progress monitoring;
- co-develop the Group's procedures and processes related to sustainable development;
- build sustainability awareness within the Group.

In response to growing regulatory requirements, the Management Board and the team responsible for sustainable development actively acquire the knowledge needed for the effective implementation of ESG principles. The aim is not only to ensure compliance with national and international reporting requirements but also to leverage sustainable development as a means to achieve business growth. The integration of ESG principles is intended to enhance the Group's competitiveness, optimise management processes, and generate tangible value for employees and stakeholders alike.

In this context, in 2024, the Group conducted a double materiality assessment in accordance with ESRS, with the support of experts from an external advisory firm. Furthermore, members of the Management Board and key employees engage in individual consultations and participate in training programmes organised by institutions such as the Association of Stock Exchange Issuers, the Warsaw Stock Exchange, and other organisations that promote expertise in sustainable development.

As a result, ESG competencies are not only developed by those directly responsible for sustainability within the Group but also across departments supporting and co-responsible for particular initiatives, including Human Resources, Finance, Legal, and Compliance.

Additionally, the Management Board systematically reviews the results of surveys conducted among customers and users, which assess, among others, their expectations relating to sustainability. These findings are compiled into reports, facilitating a comprehensive understanding of stakeholder needs and enabling the Group to tailor its activities to generate value through environmental and social initiatives. This approach supports management decisions based on reliable data.

In conclusion, the Company's Management Board effectively integrates diverse sources of expertise, including expert consultations, collaboration with advisory partners, participation in industry events, and analysis of customer surveys. This comprehensive approach enables the effective management of sustainability initiatives and the achievement of ESG objectives.

Role of management in the governance and oversight of material opportunities and risks

Decisions concerning the Group's strategic development directions, including sustainable development, are made by the Company's Management Board. All members of the Management Board participated in the double materiality assessment conducted in accordance with ESRS. The results of this assessment were formally adopted by way of a resolution of the Company's Management Board.

Sustainability-related matters, particularly those concerning own workforce, corporate governance, and information security, fall under the joint responsibility of the Management Board, the Supervisory Board, the Audit Committee, and key management personnel.

At the operational level, responsibility for reporting and coordination of sustainability-related activities is assigned to the Corporate Communications Department, which reports directly to the President of the Management Board. The individuals responsible for ESG are Head of Corporate Communications Department, IR & ESG Manager, and ESG Specialist. These individuals are responsible for coordinating sustainability initiatives across the Group, including collection and processing of data related to sustainability. They work in close collaboration with various business units within the Group.

GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The President of Grupa Pracuj S.A. Management Board is responsible for managing the Group's sustainability matters. Sustainability matters are an integral part of the Group's management processes. This is why, depending on current needs, meetings between representatives of the ESG team and the President of the Company's Management Board take place at least once every two weeks to review ongoing activities. Additionally, meetings with other members of the Management Board and key Group managers are organised as needed.

The Audit Committee plays a central role in supervising the Company's and Group's sustainability agenda. Key ESG initiatives, including both reporting and management of material impacts, risks and opportunities, are regularly discussed during its meetings. Since 2024, ESG-related matters, covering both implemented and planned initiatives, stage of project completion, and material impacts, risks and opportunities, have been systematically presented at Audit Committee meetings. Such meetings are held at least quarterly. In 2024, the Management Board, the Supervisory Board and the Audit Committee addressed, among other topics, the following sustainability matters:

- work environment surveys – analysis of impacts on own workforce;
- compensation;
- Diversity Policy;
- update of the Code of Ethics;
- update of the Code of Ethics in Business Relationships;
- employee and compliance matters, including reporting of infringements and implementation of the Whistleblower Protection Act;
- values underpinning the Group's organisational culture;
- reporting requirements under the amended Accounting Act;
- the required sustainability reporting standards;
- assessment of the Group's readiness for sustainability reporting;
- significant sustainability matters identified in the double materiality analysis;
- selection of the entity to provide assurance for the Statement.

GOV-3 Integration of sustainability-related performance in incentive schemes

Currently, the incentive scheme for the administrative, management and supervisory bodies does not incorporate sustainability-related performance criteria. Pursuant to the Remuneration Policy for members of the Management Board and Supervisory Board of Grupa Pracuj S.A. adopted by the Extraordinary General Meeting on 12 November 2021, the Supervisory Board is authorised to define the criteria for payment of variable remuneration to members of the Management Board. The criteria may be both financial and non-financial, encompassing, among others, social interests,

the Company's contribution to environmental protection, and measures aimed at preventing and eliminating the negative social effects of the Company's activities.

This matter will be analysed by the Company's Supervisory Board and Management Board in 2025.

GOV-4 Statement on due diligence

Elements of due diligence

Core elements of due diligence	Section in the Statement
Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-2, ESRS 2 GOV-3, ESRS 2 SBM-3, E1 SBM-3, S1 SBM-3, S2 SBM-3
Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 GOV-2, ESRS 2 SBM-2, E1 SBM-2, S1 SBM-2, S2 SBM-2
Identifying and assessing adverse impacts	ESRS 2 IRO-1, ESRS 2 SBM-3
Taking actions to address those adverse impacts	ESRS 2 E1, ESRS S1, ESRS S2, ESRS G1
Tracking the effectiveness of these efforts and communicating	ESRS 2 E1, ESRS S1, ESRS S2, ESRS G1

GOV-5 Risk management and internal controls over sustainability reporting

The Group operates a comprehensive risk management system that encompasses the identification and assessment of risks at both the strategic and operational levels, as well as plans to address and monitor the level of risk.

For details on risk management and internal controls, see the 'Risk factors and risk management' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

Role of the Supervisory and Management Boards in the sustainability risk identification and management system

The aim of the risk management process is to reduce the adverse effects on the Company's business by efficiently identifying, classifying, evaluating and controlling risks, thereby effectively ensuring stable conditions for ongoing development of the organisation and the fulfilment of strategic objectives.

The risk management process at the Group is managed by the Director of Information Security and Risk Management, reporting directly to the Company's CFO. The risk management process is a continuous procedure, with risk identification and assessment conducted regularly within a two- or three-year cycle. The management of subsidiaries is responsible for the risk management process within their respective entities, while the Company's Management Board holds ultimate responsibility for the assessment of the risk management process within the Group.

The Company's Management Board plays a central role in the risk identification and management system, including sustainability matters. It is responsible for the implementation and supervision of risk management processes, ensuring their effectiveness and alignment with the strategic objectives of the Company and its Group.

During Audit Committee meetings, the Director of Information Security and Risk Management provides updates on ongoing and planned risk management activities at the Company and at the strategic Group level. This enables the Supervisory Board to conduct regular evaluations of these processes and to make informed decisions regarding their improvement.

SBM-1 Strategy, business model and value chain

The Grupa Pracuj S.A. Group is a European leader in HR Technology, which supports companies in talent recruitment and management processes. As a technology-driven platform, the Group develops proprietary, innovative technologies, leveraging artificial intelligence algorithms, process automation, and data analytics (Big Data). The Group's focus is on

creating cutting-edge tools that enhance and automate HR processes, extending beyond conventional online recruitment in two key areas: recruitment platforms and recruitment management systems, delivered through a Software as a Service (SaaS) model. Grupa Pracuj has been operating for over 20 years in Poland, for over 15 years in Ukraine, and since 2022 also in Germany. As at 31 December 2024, the Group's workforce comprised 1,091 employees.

Revenue and number of employees

[PLN million]	Poland	Germany	Ukraine	Group
Revenue*	540,416	177,189	52,410	700,015
Number of employees	653	192	246	1,091

* Source: the Segments note and revenue as disclosed in the consolidated financial statements for the period 1 January 2024–31 December 2024.

Sustainable Development Strategy

In 2024, the Group managed sustainability matters primarily at the operational level. Strategic objectives for sustainable development have not yet been formally established. However, based on the findings of the double materiality assessment and the indicators and disclosures presented in this Statement, the Group will, in 2025, undertake the process of defining strategic objectives in the most important areas in terms of impact, opportunities and risks.

Business model

The Group operates using advanced technological solutions that support recruitment and professional development. Its business model is centred on delivering innovative digital services and tools that connect employers with candidates and optimise the efficiency of HR processes. For details on Group's business model, see the 'General information about the Group' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

Value chain of the Group

The Group's value chain model has been developed based on a comprehensive analysis of its activities, resources, and business relationships that contribute to the creation of its products and services. The value chain comprises activities represented by the individual operating segments of the Grupa Pracuj S.A. Group's companies.

UPSTREAM

The first stage of the value chain, the upstream part, Encompasses all operations conducted by external entities, starting from the acquisition of energy resources, and also activities such as generation of electricity and heat purchased by the Group, as well as the supply of network infrastructure and IT equipment. Tier 1, Tier 2 and Tier 3 suppliers are identified within the Group's value chain.

Tier 1 includes suppliers of network infrastructure and IT equipment, further categorised into suppliers of hosting infrastructure and services, Internet services, IT equipment for employees, IT network infrastructure, and data centre space rental. Additionally, this tier comprises providers of leased office space, marketing services, advisory services, financial and insurance services, software, and vehicle fleet services.

Tier 2 consists of electricity and heat producers and suppliers. It also includes manufacturers and suppliers of network infrastructure and IT equipment, software providers, third-party service providers/business partners (marketplace, multiposting), and car fuel suppliers.

Tier 3 primarily comprises suppliers of primary raw materials used in electricity generation, including crude oil, natural gas, coal, and renewable energy sources. This tier also includes suppliers of raw and processed materials used in the production of network infrastructure and IT equipment.

The Group's business model is technology-driven, with services delivered primarily via the Internet. As a result, electricity, network infrastructure, IT equipment, and Internet connectivity play a crucial role as input resources in the Group's operations. The availability of these resources is duly considered within the Company's risk management system.

OWN OPERATIONS

The next stage of the value chain encompasses the Group's operational processes, which drive the development of its products and services. These processes are structured into core operating activities (creation of recruitment platform services and products, recruitment management systems, multi-posting of job advertisements, as well as sales and marketing services) and support functions such as finance, legal and compliance, corporate communication, human resources, and administration.

In line with financial reporting standards, the Group defines its operating segments based on geographic regions, namely the Poland Segment, Germany Segment and Ukraine Segment. For details on their operations, see the 'Operating segments' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024.

The primary resource driving the Group's value creation is its know-how, encompassing technologies and a deep understanding of customer and user needs which underpins its competitive advantage. Consequently, employees, their expertise, and the quality of collaboration play a pivotal role in the Group's business model. The Group places significant emphasis on fostering an engaging work environment and enhancing its employer brand. Activities in this regard are further described in section 'ESRS S1 – Own workforce' of this Statement. The Group's reliance on intellectual capital as the foundation of its business model and competitive advantage is also reflected in its expenditure structure. In 2024, consolidated employee benefits expense amounted to PLN 271.8 million, representing 35.2% of the Group's total operating expenses.

Financial resources are a major driver of the Group's growth, supporting both organic expansion – through innovation and the strengthening of its competitive position, and growth through acquisitions. As at 31 December 2024, the Group held consolidated cash of PLN 194.3 million and equity of PLN 431.4 million. With total debt of PLN 77.0 million, this strong cash position ensured a safe debt level and a stable financial condition. At the same time, the Group's business model demonstrates strong cash-generating capacity, contributing positively to liquidity. In 2024, consolidated cash flows from operating activities amounted to PLN 300.5 million.

DOWNSTREAM

The next stage in the value chain is downstream, encompassing all activities related to the product or service after it is made available to end users. The Group identifies the key stakeholders in this stage as end users, including representatives of customers who have obtained paid access to recruitment portals and recruitment management systems under the SaaS model, and job seekers (both active and passive).

For more information on the Group's products and services and their impact on customers and users, see the 'Business model' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

The value chain model is primarily used to analyse the mutual relationship between the Group's impacts and environment impacts, as well as to calculate greenhouse gas (GHG) emissions.

SBM-2 Interests and views of stakeholders

The Group maintains open, two-way communication with each identified stakeholder group to facilitate continuous information exchange. This interaction underpins operations grounded in mutual respect for the needs and expectations of both parties, alongside effective business decision-making and the setting of strategic directions for the Group. The Group's key stakeholders were identified during the double materiality assessment conducted in 2024.

The materiality of each stakeholder was assessed by analysing the two-way impact perspective:

- scale of the Group's impact on the stakeholder;
- scale of the stakeholder's impact on the Group.

The Management Board is informed about stakeholder opinions and interests through various channels, including reports on customer and employee satisfaction surveys, feedback from platform users, reports from the infringement reporting system, internal reporting, direct meetings, public opinion monitoring, and recommendations from operating teams and the PR department. Members of the Management Board actively engage with investors, customers, and

business partners through regular meetings, enabling them to directly understand stakeholder expectations and concerns. The Group publishes reports that consider the impact of its operations on environment, including matters related to stakeholder relations. These reports are analysed by the Management Board and integrated into the long-term strategy. This ensures that decision-making takes into account the needs and expectations of key stakeholder groups. The Group identified eight key stakeholder groups:

- employees;
- customers;
- consumers and end-users;
- investors;
- suppliers;
- potential employees;
- media;
- financial institutions.

Method of engagement, topics addressed and purpose of stakeholder engagement

Key stakeholders	Method of engagement	Purpose of engagement and topics addressed
Employees	<ul style="list-style-type: none"> • Regular meetings with the Management Board including a question-and-answer session • Regular special-occasion meetings • Individual meetings with the Management Board or its representatives • Representatives of employees • Culture surveys • Work environment surveys • Internal communication using diverse tools • Webinars and other educational initiatives • Social media • Job fairs 	<p>Topics addressed: current results, business objectives and plans, values of the Group, working conditions, education and professional development, increased employee engagement, safety standards, equal treatment and equal opportunities for all, raising awareness of sustainable development.</p> <p>Objective: Consistent understanding of the Group's priorities and values, enhancing competencies, fostering greater employee engagement.</p>
Customers	<ul style="list-style-type: none"> • Direct communication through Customer Service Departments • Hotline and Contact Centre • Brand websites • Surveys, including satisfaction surveys • Educational meetings (physical and online) • Job fairs and employer branding events • Publications • Webinars 	<p>Topics addressed: customer needs and expectations, product and service offer, problems and challenges, quality and price of products.</p> <p>Objective: building customer satisfaction and loyalty, active and transparent communication, high-quality customer service, implementing new products and services aligned with customer needs, driving competitive advantage, providing effective sales support.</p>
Consumers and end-users	<ul style="list-style-type: none"> • Direct communication through Customer Service Departments • Hotline and Contact Centre • Brand websites • Surveys, including satisfaction surveys • Educational meetings (physical and online) • Publications • Job fairs • Webinars 	<p>Topics addressed: product experience and/or service, user satisfaction, product safety, needs and expectations, quality and functionality, price and value, after-sales service and support, innovations and future solutions, brand communication and trust.</p> <p>Objective: access to information, active and transparent communication, high user engagement and satisfaction, implementing new products and services aligned with user needs, securing a competitive advantage, attracting and retaining users.</p>
Investors	<ul style="list-style-type: none"> • Direct (physical and online) meetings with the Management Board, key managers and persons responsible for investor relations 	<p>Topics addressed: financial performance, operating performance, growth strategy, competitive position, development plans and prospects, business model, risks and challenges, sustainable development activities.</p>

	<ul style="list-style-type: none"> Earnings conferences Current and periodic reports Investor newsletter Conferences in Poland and abroad Information materials Investor relations service and the Grupa Pracuj S.A. Group corporate website Direct contact with representatives of the Company 	Objective: ensuring equal access to information for both existing and potential investors, achieving a company valuation that accurately reflects its performance and prospects, and enhancing capital market participants' understanding of the Group's business model.
Suppliers	<ul style="list-style-type: none"> Contact during tender and procurement procedures Direct contact with representatives of the Group Industry conferences Code of Business Relationships 	<p>Topics addressed: product and service quality requirements, delivery deadlines, costs and financial conditions, sustainable development and ESG standards, complaint management.</p> <p>Objective: favourable trading conditions, timely payments, transparent and fair business relationships, active and direct communication.</p>
Potential employees	<ul style="list-style-type: none"> Direct contact via Candidate Profile Career site Educational publications Industry reports Webinars Hotlines Social media Job fairs 	<p>Topics addressed: motivation and professional objectives, career development, market trends, skills and experience, job expectations, financial expectations and terms of employment, organisational culture and values, alignment with the role.</p> <p>Objective: assessing competencies and development potential, evaluating cultural fit within the organisation, identifying motivation, fostering a positive image of the Group, verification of expectations.</p>
Media	<ul style="list-style-type: none"> Regular meetings with the Management Board Press office (www.media.pracuj.pl) Regular industry publications (reports and expert materials) Interviews and current market commentaries Press releases and social media publications on the Group companies' activities 	<p>Topics addressed: information on the Group, financial results, corporate events, interviews with key managers, marketing campaigns and PR, innovation and development.</p> <p>Objective: fostering a positive image of the Group, effective communication and public relations management, building trust and relationships, promoting products and services, establishing authority and thought leadership, strengthening brand recognition.</p>
Financial institutions	<ul style="list-style-type: none"> Meetings with the Management Board Earnings conferences Current and periodic reports 	<p>Topics addressed: financing of operations, liquidity and financial risk management, terms of cooperation and operational support, financial performance and compliance with legal regulations.</p> <p>Objective: ensuring financial stability, obtaining support for projects and optimising financing costs.</p>

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

A double materiality assessment was conducted and identified material topics where the Group has a significant impact (impact materiality) or that significantly affect the Group's operations (financial materiality related to risks and opportunities). To determine the materiality and intensity of actions and to allocate appropriate resources, the material sustainability topics were categorised into two priority levels: highest and moderate.

Sustainability topics were analysed against four impact materiality criteria: scale, scope, likelihood and remediability of impact. In the case of financial materiality, the impact of a sustainability topic on the Group's growth, performance and business was examined.

The material impacts, risks, and opportunities related to the Group's sustainable development are outlined below. Unless specified otherwise, they apply across all geographical areas of the Group, are dependent on workforce, and are relevant across all analysed time horizons – short-, medium-, and long-term. This allocation reflects the consistent business model and focus on the HR technology industry in each of the Group's operating segments, high dependence on employees, customers and users with a limited use of natural resources and a relatively high pace of technological change. As a result, significant changes in impacts and the materialisation of risks and opportunities may occur even within short timeframes.

Impacts, risks and opportunities

Area: E1 Climate change

The Group recognises the role of business in addressing climate change. This is why it is committed to minimising its carbon footprint and promoting efficient resource management, with a focus on sustainable operational practices.

Material topic, description of impact, stakeholders, and area

Material topic	Description of impact	Stakeholders	Value chain part
Climate change	Potential positive impact: carbon footprint of digital services provided (impact on system and service design in a way that reduces energy demand to operate them).	Employees Customers Suppliers Investors Financial institutions	Own operations Upstream, Downstream
	Actual negative impact: greenhouse gas emissions resulting from activities such as combustion of fuels in cars, use of electricity and heat in offices and data centres.	Customers Suppliers Investors Financial institutions	Own operations Upstream Downstream
Energy	Potential positive impact – decisions on energy sources, selection of data centre service providers based on the type of energy sources powering the equipment.	Suppliers Investors Financial institutions	Own operations Upstream
	Actual positive impact: energy demand of the office space occupied by the Group – gradual relocation to energy-efficient buildings.	Suppliers Employees	Own operations Upstream
	Actual positive impact: increasing the efficiency and actual shortening of recruitment processes by implementing intuitive products and services in recruitment systems and platforms, thus reducing the digital carbon footprint of our products and services.	Customers End-users Employees	Own operations Downstream
	Actual negative impact: absence of structured decarbonisation measures to date – opportunities for implementing such initiatives will be analysed in 2025.	Customers Suppliers Employees Investors Financial institutions	Own operations Upstream Downstream

Risks

The Group identified the following risks related to climate change:

- increasing frequency of extreme heat waves, wildfires, and floods (long-term physical risks) resulting in:
- service disruptions and/or growing difficulties in accessing regular electricity supply;
- potential deterioration of working conditions and employee well-being;
- potential disruptions to IT communication systems and service delivery to customers;
- increase in energy prices due to energy transition costs and rising prices of carbon allowances;
- the need to adapt to changing carbon footprint laws and EU sustainability regulations.

Climate-related risks with an indication of the time horizons to which they relate are described in the section 'ESRS E1 Climate Change' of this Statement.

Area: S1 Own workforce

The Group has an actual, strong and direct impact on its own workforce. The Group's impact concerns the employer's obligations to protect labour rights and health and safety of employees, prevent discrimination and bullying.

Unless otherwise indicated, the stakeholders of the S1 area impacts, risks and opportunities are persons comprising the Group's own workforce, and the area where the impacts, risks and opportunities occur in the value chain are own operations.

Material topic and description of impact

Material topic	Description of impact
Own workforce	<p>Actual positive impact: adequate wage, equal opportunities, no discrimination, work-life balance.</p> <p>Potential negative impact:</p> <ul style="list-style-type: none"> • low quality of managing the cooperation with the superior • inadequate wage • lack of development opportunities • lack of work-life balance • discrimination • lack of proactive approach to increasing diversity in own workforce • misalignment between the employee benefits system and employee needs.
Working conditions	<p>Potential positive or negative impact: as an employer, the Group has an impact on determining the workload, remuneration, professional development opportunities, conditions in the premises where work is performed, access to benefits, the terms and conditions of contracts with employees.</p>
Secure employment	<p>Actual positive impact: impact on the basis of employment of employees and management staff (employment contract as the dominant and default form of cooperation, including for management staff).</p> <p>Actual positive impact: financial stability and transparency stemming from the publicly listed company status contribute positively to employment security.</p> <p>Potential negative impact: the cyclical nature of the business, with performance dependent on market conditions, may increase the risk of workforce reductions.</p>
Working time	<p>Actual positive impact: approach to working time tailored to the nature of specific roles in order to attract talent, particularly in IT functions and among Generation Z.</p> <p>Actual negative impact: preference for full-time employment, limited access to part-time or reduced working time arrangements.</p>
Adequate wage	<p>Actual positive impact: defining the rules for awarding pay rises and target remuneration levels.</p> <p>Actual positive impact: disclosure of remuneration ranges in the Group's job advertisements.</p> <p>Potential negative impact: individual financial expectations may not be met because a systemic approach to remuneration is not conducive to making exceptions.</p>
Social dialogue	<p>Actual positive impact: considering employee feedback in management decisions and organisational practices, enhancing employee satisfaction, engagement, and their sense of influence within the organisation.</p> <p>Potential negative impact: failure to consider employees' opinions may lead to frustration and reduced engagement.</p>
Freedom of association, the existence of works councils and the information, consultation and participation rights of workers	<p>Actual positive impact: providing opportunities for employees to meet with the Management Board and management staff, fostering open dialogue between each Group employee and key staff members and enabling employees to express their views on the activities of the Group and individual companies.</p> <p>Actual positive impact: creating opportunities for employees to propose initiatives and solutions aimed at improving the Group's operations.</p> <p>Actual positive impact: maintaining an internal communication system within the Group.</p> <p>Actual positive impact: participation of the Group employees' representatives in representing the interests of employees vis-à-vis the employer at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o.</p> <p>Actual negative impact: no formal representation of employees at the other Group companies.</p>
Collective bargaining, including rate of workers covered by collective agreements	<p>Potential negative impact: the absence of collective agreements may result in a negotiating power imbalance in favour of the employer, potentially disadvantaging employees.</p>
Work-life balance	<p>Actual positive impact: flexible working time arrangements, allowing employees to choose their working hours.</p> <p>Actual positive impact: the predominant hybrid working model positively contributes to work-life balance by reducing commuting time.</p> <p>Actual positive impact: fostering a positive workplace atmosphere, emphasising the quality of collaboration among employees and supporting their overall wellbeing.</p>

Material topic	Description of impact
Health and safety	Potential negative impact: employees may experience work overload and be required to perform overtime.
	Potential negative impact: a potential return to full on-site work may negatively impact work-life balance due to commuting time.
	Actual positive impact: ergonomic workstations, office equipment standard, quality of equipment necessary for effective job performance.
	Potential negative impact: insufficient attention to occupational health and safety may adversely affect the health of individuals performing work for the Group.
Gender equality and equal pay for work of equal value	Actual negative impact: limited influence over the ergonomics of remote workstations.
	Actual positive impact: the Group's Polish companies have implemented market-based pay grading systems, defining salary ranges for individual positions.
	Actual positive impact: publishing salary ranges helps to prevent wage discrimination.
	Actual negative impact: the occurrence of a pay gap.
Training and skills development	Potential negative impact: possible (also unaware) bias leading to inequalities.
	Potential negative impact: the absence of pay grading systems at the Group's entities in Germany and Ukraine may result in pay disparities for comparable roles and the risk of offering non-market-aligned remuneration, either above or below prevailing market rates.
	Actual positive impact: defining rules of access to training and development opportunities at the Group's entities in Poland and Germany.
	Potential negative impact: a misalignment between the development offer and employees' actual needs.
Employment and inclusion of persons with disabilities	Actual negative impact: no access procedure for training and development activities at the Ukrainian company.
	Actual positive impact: openness to employing and including persons with disabilities, and educating employees on cooperation with persons with disabilities and neurodivergent individuals.
Measures against violence and harassment in the workplace	Potential positive impact: systemic approach to recruitment and inclusion of persons with disabilities.
	Actual positive impact: the role of HR business partners – qualified support in difficult workforce situations.
Diversity	Potential negative impact: possible instances of discrimination and bullying.
	Actual positive impact on employee attitudes through the anti-discrimination policies and procedures, alongside open communication of respect for diversity as one of the Group's core values.
	Actual positive impact on Ukrainian workers: facilitating the return to work of those returning from the front, including veterans with health-related impairments.
	Potential positive impact: benefits of workplace diversity are an important theme in the marketing communication of the Group's brands, which may contribute to a more diverse pool of candidates responding to the Group's job offers.
	Actual positive impact: the use of English in daily communication at softgarden e-recruiting GmbH in Germany supports greater workplace diversity by facilitating employment of foreign nationals.
Privacy	Potential negative impact: the use of national languages in the Group's entities in Poland and Ukraine may limit employment opportunities for foreign candidates.
	Actual positive impact: respecting employees' right to privacy positively influences their wellbeing, psychological security, and overall job satisfaction.
	Potential negative impact: failure to respect the privacy rights of the Group's own workforce, such as the unauthorised disclosure of personal data or the use of private life information (e.g. personal views, sexual orientation, nationality, or private activities).

Risks

The Group identifies the following risks related to its own workforce:

- increased costs and reduced competitiveness related to wage pressures and limited availability of skilled labour and talent retention;
- operational uncertainty in Ukraine and unsuccessful reintegration of Ukrainian workers returning to work following military mobilisation;
- lower competitiveness as a result of reduced availability or loss of key employees;
- reduced efficiency resulting from a decline in employee motivation and engagement;
- decreased job satisfaction and increased employee turnover due to the absence or ineffectiveness of dialogue with the Group's employees;
- employee health impairment resulting from health and safety irregularities;

- loss of employees due to unequal treatment and instances of discrimination or bullying, pay gap, ineffective diversity management, or a lack of work-life balance;
- reduced competitiveness and limited access to competence due to unequal treatment of candidates or inaccurate assessment of competencies during the job interview;
- decline in employee motivation and a reduction in the Group's competitiveness resulting from an ineffective employee development and training process;
- reputational and potential legal exposure arising from limited diversity within the Group's governing bodies;
- legal and reputational risks stemming from discrimination and pay inequalities;
- suboptimal employee onboarding process – inadequate integration into the organisation may negatively impact work quality, even when the employee possesses the necessary competencies.

Opportunities

The Group identifies the following opportunities related to its own workforce:

- broader access to the talent pool, reduced employee turnover and associated costs, increased work efficiency, talent development that enhances the Group's competitive advantage by ensuring favourable working conditions, including adequate pay;
- post-war development in the Ukrainian market, enabled by a loyal and qualified local team;
- attracting talent, particularly in IT roles and among Generation Z, through a flexible approach to working time;
- enhancing efficiency and innovation by reducing employee turnover and investing in employee development;
- a high level of employee satisfaction and motivation achieved by adapting working conditions to align with the expectations and needs communicated by employees;
- increased employee motivation and efficiency, along with a reduced risk of burnout, through the promotion of work-life balance;
- access to a broader talent pool through effective diversity management, equal pay practices, the promotion of women's participation in the IT sector, and employer branding initiatives.

Risks and opportunities associated with the Group's own workforce are relevant across the short-, medium-, and long-term horizons and may materialise at any of these time horizons. For a detailed description of the risks and opportunities in this area, together with a description of how they are managed, see section 'ESRS S1 Own workforce' of this Statement.

Area: S2 Workers in the value chain

As a reliable business partner, the Group can influence employment security within its value chain by establishing standards in its relationships with contractors, conducting educational initiatives, and promoting good labour market practices. The Group seeks to mitigate such risks by monitoring its contractors and promoting compliance with applicable laws and regulations.

Material topic, description of impact, stakeholders, area

Material topic	Description of impact	Stakeholders	Value chain part
Secure employment	Actual positive impact: as a trusted and timely-paying business partner, the Group contributes positively to the employment security of workers employed by its suppliers and contractors, for whom it often represents a significant customer.	Customers Suppliers	Upstream Downstream
	Potential positive impact: given its business profile, the Group engages in educational activities, thus supporting improvements in labour market standards, which can translate into higher security of employment within its customers' organisations, among other benefits.	Customers Suppliers	Upstream Downstream

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Working time	Actual positive impact: Through its educational efforts, the Group contributes to raising labour market standards, which may, among other outcomes, encourage greater openness among its customers to offer flexible working hours as a means of attracting candidates.	Customers	Downstream
Adequate wage	Actual positive impact: promoting the publication of salary ranges in job advertisements posted via Grupa Pracuj's tools has a positive impact on remuneration transparency.	Customers	Downstream
	Potential negative impact related to the abuse of bargaining power in relations with suppliers for whom the Group is a key customer – this impact is mitigated through procurement procedures that consider not only price, but also the quality of services provided.	Suppliers	Upstream
Work-life balance	Potential negative impact related to tight deadlines for the performance of tasks outsourced to suppliers.	Suppliers	Upstream
Health and safety	Actual positive impact: by requiring contractors to comply with OHS standards.	Suppliers	Upstream
Equal treatment and opportunities for all	Actual positive impact: by defining requirements for suppliers, who are required to respect the principles of non-discrimination and promote equal opportunities for all employees.	Suppliers	Upstream
	Potential negative impact: Failure to comply with established standards in relationships with suppliers or customers may lead to workplace discrimination.	Suppliers	Upstream
Gender equality and equal pay	Actual positive impact: obliging the Group's suppliers to ensure equal treatment of employees in the workplace.	Suppliers	Upstream
		Customers	Downstream
Training and skills development	Actual positive impact: sharing educational and training materials that enhance the competence levels of customers' employees, particularly in the area of employee recruitment.	Customers	Downstream
Employment and inclusion of persons with disabilities	Actual positive impact: conducting training and educational initiatives to promote greater workplace diversity, including initiatives related to the employment and inclusion of persons with disabilities.	Customers	Downstream
Measures against violence and harassment in the workplace	Actual positive impact: providing training and implementation support for customers regarding the Whistleblower Protection Act in the context of the recruitment process.	Customers	Downstream
Diversity	Actual positive impact: establishing cooperation with entities that have implemented solutions ensuring equal treatment in the workplace and engaging in educational activities promoting diversity.	Suppliers	Upstream
		Customers	Downstream
Child labour	Actual positive impact: by defining requirements for the Group's suppliers explicitly prohibiting child labour and mandating compliance with all applicable minimum age regulations.	Suppliers	Upstream
		Potential negative impact: absence of verification of customers posting job advertisements to check whether they offer work to children or commit other human rights violations.	Customers
Forced labour	Actual positive impact: defining requirements for legal compliance and generally accepted principles of business ethics.	Suppliers	Upstream
Forced labour	Potential negative impact: absence of verification of customers posting job advertisements to assess whether the offers involve forced labour.	Customers	Downstream
Privacy	Actual positive impact: <ul style="list-style-type: none"> establishing cooperation with entities that have personal data protection solutions in place, adopting solutions to protect employees' personal data provided by customers and business partners. 	Suppliers	Upstream
		Customers	Downstream

Risks

The Group identified the following risks related to value chain workers:

- loss of customers due to low quality customer service;
- insufficient oversight of human rights and labour rights compliance among the Group's suppliers and contractors;
- customers' recruitment processes may prove ineffective if they offer inadequate terms of employment.
- inaccessibility of Group's services for persons with disabilities may reduce the available talent pool and, indirectly, influence the workforce composition of our customers.

Opportunities

The Group identified the following opportunities related to value chain workers:

- as a loyal business partner, the Group supports the employment stability of its suppliers;
- contractors who ensure adequate pay attract more qualified employees;
- contractors who support employee work–life balance are more likely to retain employees long-term;

Risks and opportunities associated with value chain workers are relevant across the short-, medium-, and long-term horizons and may materialise at any of these time horizons. For a detailed description of the risks and opportunities in this area, together with a description of how they are managed, see section 'ESRS S2 – Workers in the value chain' of this Statement.

Area: S4 Consumers and end-users

The Group has a direct impact on end users and customers. On the one hand, by providing recruitment services and recruitment management systems, it facilitates broader access to the labour market and enables users to more effectively match with relevant job opportunities. On the other hand, as a service provider, the Group is responsible for ensuring the protection of candidates' personal data and delivering high-quality services to both customers and end users – factors that directly influence the Group's reputation and financial performance.

End users and customers are important stakeholders of the Group. The impact on users materialises through consumption of content, as well as the use of the Group's services and products.

The Group exercises due care in managing its impact on end users and customers, ensuring that appropriate service standards and product quality are consistently upheld.

By facilitating access to suitable job opportunities for candidates and enabling employers to reach qualified talent, the Group contributes to enhanced occupational mobility and the overall efficiency of the labour market.

Unless otherwise indicated, the stakeholders of impacts, risks and opportunities in the S4 area are the Group's end users and customers, and the area where the impacts, risks and opportunities occur in the value chain is downstream.

Material topic and description of impact

Material topic	Description of impact
Information-related impacts on end-users: Privacy Freedom of expression Access to (quality) information	<p>Actual positive impact:</p> <ul style="list-style-type: none"> the Group's application of high standards in data security and personal data protection, combined with the verification of advertisers, ensures that its platforms constitute a secure environment for recruitment – a process which typically involves the submission of CVs containing a large amount of sensitive personal data; defining the rules for publishing content using tools provided by the Group; publication of verified job offers, publication of labour market research – the Group has access to unique data, which it shares publicly, thus contributing to the education of employers and job candidates, while also providing insights into labour market trends and conditions; facilitating access to suitable job opportunities for candidates and enabling employers to reach qualified talent, thus contributing to enhanced occupational mobility and the overall efficiency of the labour market. <p>Potential negative impact – leakage of personal data, disclosure of information about the candidate to an unauthorised person or entity.</p>
Personal safety of consumers and/or end-users	<p>Actual positive impact on adopted personal data protection solutions and verification of published job advertisements.</p> <p>Potential negative impact: publication of fake job advertisements.</p>
Health and safety	<p>Potential negative impact: allowing the publication of a job posting for a position where occupational health and safety standards are not met.</p>
Cybersecurity and data privacy breaches	<p>Actual positive impact: the Group's recruitment platforms cooperate with verified customers and do not allow anonymous job postings, ensuring that job seekers have access to a trusted and reliable source of job offers. The materiality of the impact stems from the Group's leading market position in Poland and Ukraine.</p> <p>Potential negative impact: potential leakage of candidates' personal data, potential unlawful use of personal information submitted during the application process, and publication of job offers not reflective of the actual purpose of recruitment (risk of human trafficking, recruitment for illegal activities).</p>
Social inclusion of consumers and/or end-users	<p>Actual positive impact:</p> <ul style="list-style-type: none"> enhancing access and promoting equal opportunities in the labour market. Thanks to its digital tools and broad reach, the Group's platforms support individuals from diverse social groups in finding employment, thereby contributing to their professional and economic integration; improved accessibility of job offers – enabling candidates from diverse backgrounds, including those in smaller towns or remote areas, to more easily access the labour market thanks to digital solutions; encouraging employers to publish pay ranges promotes equal opportunities and helps to reduce wage discrimination; educational activities, webinars, and tutorials facilitate career development and support users in adapting to the changing labour market; support for people with disabilities – initiatives that enhance the accessibility of the platforms (Web Content Accessibility Guidelines – WCAG) and encourage employers to hire individuals with health conditions (neurodivergent persons). <p>Potential negative impact: discrimination against specific groups of candidates by AI algorithms, employers, etc.</p>
Non-discrimination	<p>Actual positive impact: preventing the publication of, or removing, discriminatory job advertisements, while promoting equal opportunities and respect for diversity, also based on surveys conducted by Group companies.</p> <p>Potential negative impact: potential positing of job offers with discriminatory content targeting certain candidates based on factors unrelated to professional competence.</p>
Access to products and services	<p>Actual positive impact: ensuring wide access to products and services by introducing innovations and tools tailored to different user needs.</p> <p>Actual positive impact: promoting sustainable and ethical business practices in the supply of products and services, e.g., through market education.</p> <p>Potential negative impact: potential barriers to access to products and services arising from technological, economic, or social factors.</p>
Responsible marketing practices	<p>Actual positive impact through marketing communication which contributes to improving relations between employers and job seekers in recruitment processes.</p> <p>Potential negative impact: proposing to purchase SaaS software to companies with a business model in which the use of such solutions will not improve the performance of tasks.</p>

Material topic	Description of impact
	Potential negative impact: dissemination of unsolicited email communications (via Freshmail to approximately 4 million users).
	Potential negative impact: conducting an unethical or discriminatory marketing campaign or engaging in partnerships with influencers of questionable reputation;

Risks

The Group identified the following risks related to consumers and end users:

- inappropriate service to end users;
- inadequate protection of users' personal data may result in violations of data protection regulations (e.g., GDPR), leading to regulatory penalties and loss of trust;
- errors in algorithms or job offer matching processes may result in inaccurate candidate-job matches, negatively impacting the quality of customer service and reducing overall user satisfaction;
- users may publish false information, defamatory or discriminatory content, or material that infringes the rights of others, potentially resulting in reputational damage, legal liability, and adverse effects on the broader community and environment;
- publishing information that violates the privacy of other users, such as sharing personal data without consent, may lead to legal consequences and a loss of user trust;
- inappropriate behaviour by customers, such as aggressive marketing practices within employer branding or violations of the platform's terms of use, may result in the loss of positive relationships with users and reputational damage,
- recruitment fraud can harm the reputation of the platforms and reduce user confidence;
- the risk of misleading candidates through false job advertisements may contribute to unfair labour market practices and result in a loss of the Group's reputation and its position as a preferred platform for job seekers;
- interruptions in platform operations, caused by factors such as cyberattacks or personal data leakage, not only adversely affect the Group's reputation, but can also directly lead to a decline in revenue.

Opportunities

The Group identified the following opportunities related to consumers and end users:

- the growing demand for online recruitment services presents opportunities for business expansion, including geographical growth and access to new user segments;
- the introduction of new functionalities, such as personalised job recommendations, loyalty programmes, or career development tools, may enhance the engagement of the platforms' users, leading to increased loyalty and more frequent use of the Group's services;
- the growing awareness of equal opportunities and sustainable development in business enables the Group to promote values of equality and inclusiveness, potentially attracting employers seeking experienced candidates from selected market segments (such as seniors, people with disabilities, and women in the IT sector);
- the rising demand from employers and candidates for transparent employment terms creates an opportunity for the Group to offer services that promote wage transparency, which can enhance user satisfaction and strengthen customers' market positioning.

Area: G1 Business conduct

The Group follows the highest standards of ethics and corporate governance, ensuring transparency, integrity and accountability in business relations. Its activities are grounded in compliance with applicable laws and internal policies, thereby supporting sustainable development and the creation of long-term value for stakeholders. Unless stated otherwise, the impacts described in the table below refer to short-, medium- or long-term time horizons.

Material topic, description of impact, stakeholders, area

Material topic	Description of impact	Stakeholders	Value chain part
Corporate culture	Actual positive impact: identifying and defining the Group's values and a set of expected behaviours for managers and all employees, enabling clear communication and consistent enforcement of appropriate conduct.	Employees Suppliers Customers Investors	Own operations Upstream Downstream
	Potential negative impact: lack of employee awareness regarding the Group's values and ethical standards, difficulties in enforcing the desired behaviours.	Employees	Own operations Upstream Downstream
Protection of whistle-blowers	Potential negative impact: ineffective whistleblower protection.	Employees Suppliers Customers End-users	Own operations Upstream Downstream
	Potential negative impact: insufficient communication – lack of awareness of available reporting channels can discourage potential whistleblowers, hindering the timely resolution of harmful actions or circumstances.	Employees Suppliers Customers End-users	Own operations Upstream Downstream
Management of relationships with suppliers including payment practices	Actual positive impact: fulfilment of contracts and timely payment of liabilities.	Suppliers	Own operations Upstream
	Potential negative impact: possible delays in payments, taking advantage of the Group's stronger position where possible.	Suppliers	Own operations Upstream
Corruption and bribery	Actual positive impact: clear communication of zero tolerance for corruption and bribery practices, implementation of procedures in procurement processes and a gift policy, as well as procedures for handling reports on corruption or bribery incidents.	Employees Suppliers Customers	Own operations Upstream Downstream
	Potential negative impact: ineffective employee training on anti-corruption and bribery, including on a gift policy.	Employees Suppliers Customers	Own operations Upstream Downstream
	Potential negative impact: ineffective detection processes for corruption and bribery, particularly regarding whistleblower protection and the handling of incidents reported at the Group companies.	Employees Suppliers Customers	Own operations Upstream Downstream

Risks

The Group identified the following risks related to business conduct:

- unfavourable image of the Group as an employer potentially leading to difficulties in attracting talent;
- weakened competitive position following a reputational crisis;
- failure to effectively adapt to new formal and legal requirements;
- failure to effectively implement values and foster the organisational culture within the Group, including at new Group companies;
- ineffective whistleblower protection or insufficient awareness of reporting channels, leading to a risk of adverse issues being disclosed publicly by whistleblowers, without giving the organisation the opportunity to address and resolve the issue internally;
- insufficient awareness of reporting channels, leading to a risk of an issue being disclosed publicly by whistleblowers, without giving the organisation the opportunity to address and resolve the issue internally;

- improper conduct towards employees – bullying and discrimination;
- corruption incidents and misconduct in relations with business partners;
- selecting a supplier without data protection verification – risk of sensitive data leakage;
- termination of cooperation by a supplier due to irregularities in the payment process.

In the area of business conduct, the Group identifies an opportunity linked to its corporate culture, which, in the view of the Company's Management Board, constitutes a significant competitive advantage.

Risks and opportunities associated with business conduct are relevant across the short-, medium-, and long-term horizons and may materialise at any of these time horizons. For a detailed description of the risks and opportunities in this area, together with a description of how they are managed, see section 'ESRS G1 - Business Conduct' of this Statement.

Year-on-year changes in materiality

This Statement is the Group's first statement prepared in accordance with ESRS. As a result, no changes in materiality occurred relative to the previous year.

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities

In 2024, the Group conducted a double-materiality assessment. The methodology used to perform the assessment was aligned with the Act Amending the Accounting Act, the Act on Statutory Auditors, Audit Firms and Public Oversight, and Certain Other Acts, dated 6 December 2024 (Dz.U. of 2024, item 1863) and the ESRS standards. The double materiality assessment was conducted with the support of an external advisory firm, Materiality sp. z o.o. The assessment was conducted in accordance with the MAX 4 – Materiality Assessment Matrix, version 4.

It was based on a matrix analysis of the results of assessment of individual impacts, risks and opportunities from the impact materiality and financial materiality perspectives. The assessment covered the impacts, risks, and opportunities associated with all sustainability topics listed in the ESRS 1 AR 16 table.

The following sources of information were used in the assessment:

- analysis of information on the Group's business model;
- analysis of the Group's value chain model;
- a comparative analysis of nine companies operating in the job posting and HR digital tools sector, both from Poland and internationally, focusing on the material impacts, risks, and opportunities identified in their sustainability reports;
- detailed questionnaire survey conducted with thematic experts within the Group;
- a questionnaire survey and structured interviews with six representatives of the Group's external stakeholders;
- assessment of the detailed parameters of impact materiality and financial materiality carried out by external experts.

The double materiality assessment was conducted between April and July 2024. The preliminary results of the matrix analysis were validated with the team comprising the representation of Grupa Pracuj S.A.'s Management Board. The Management Board approved the results of the materiality assessment by way of a resolution of 28 November 2024.

In the process of preparing information on sustainable development of the Grupa Pracuj S.A. Group, the parent's management consulted employee representatives at the Group companies, including Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. The consultations concerned sustainability matters relevant to employees, including working conditions, the protection of employee rights, and the methods for collecting and verifying non-financial information.

The opinion of employee representatives was delivered to members of the Grupa Pracuj S.A. Supervisory Board, in accordance with Art. 63x.11 of the Accounting Act.

Grupa Pracuj maintains ongoing dialogue with employee representatives, ensuring that their perspectives are consistently considered in decision-making processes related to ESG activities.

Impact materiality perspective

The identification and assessment of impacts (actual and potential, both positive and negative) were closely linked to the Group's identified operational activities and business relationships across the entire value chain, the model of which was developed by a working group. The value chain served as the basis for analysing the actual and potential impacts generated by the Group. This analysis considered, among other elements, the Group's suppliers and service providers, its products and services, organisational structure, customers and end users of the products and services offered by the Group, as well as aspects related to the end-of-life phase of equipment and waste management.

The Group's operations, business relationships, geographical areas, and other factors contributing to an elevated risk of impacts were identified based on the Group's management structure, which corresponds to its core business segments.

Four parameters of (positive and negative) impact materiality were assessed: the scale, scope and irremediable character of the impact (together representing the severity of the impact), and the likelihood of the impact. To assess these parameters, information was gathered from the comparative analysis, interviews with stakeholder representatives, a questionnaire survey of Group representatives, and evaluations by external experts. The data from this assessment was then categorised into a five-point intensity scale: minimal, informative, important, significant, and critical. Topics with impacts assessed as important, significant, or critical were considered material from an impact materiality perspective.

Key stakeholders of the Group were identified through an analysis of the Company's business and value chain model, following an analysis of effects of the due diligence processes within the Group and based on a questionnaire survey of representatives from all principal management areas within the Group.

During the impact materiality assessment process, surveys and structured interviews were conducted with representatives of these key stakeholder groups.

Financial materiality perspective

Financial materiality was determined by identifying and assessing the risks and opportunities associated with individual sustainability topics using the following parameters:

- The magnitude of the impact of a given risk or opportunity, which determines the severity of the effect on the Group should a risk materialise, or the significance of potential benefits should an opportunity arise and be realised.
- Likelihood of occurrence of a risk or opportunity.

To assess these parameters, information was gathered from the comparative analysis, questionnaire surveys of representatives of the Group and its stakeholders, and evaluations by external experts. The data from this assessment was then categorised into a five-point intensity scale (for risks: minimal-low, medium-low, medium-high, high, critical or very high; for opportunities: minimal-low, medium-low, medium-high, significant, very significant). Topics with risks or opportunities rated at least medium-high were considered material from the financial materiality perspective.

Double materiality principle

Each sustainability topic giving rise to a material impact, risk or opportunity was considered material from a double materiality perspective and therefore reportable in compliance with relevant disclosure standards and requirements. For details on risk hierarchy, see the 'Risk factors and risk management' section of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024.

Integrating materiality assessment results into sustainability management

Following the identification of key areas as part of the 2024 double materiality assessment, the Company's Management Board initiated analytical and preparatory work aimed at defining objectives in these sustainability areas. These objectives will be integrated into the Group's growth strategy.

Changes in double materiality assessment process

This Statement is the Group's first statement prepared in accordance with ESRS. As a result, no changes in the double materiality assessment process occurred relative to the previous year.

IRO-2 Disclosure Requirements in ESRS covered by the undertaking's sustainability statements

Table of compliance with ESRS disclosures

Disclosure no.	Disclosure name	Section in the Statement
ESRS 2 – General disclosures		
BP-1	General basis for preparation of the sustainability statement	ESRS 2 BP-1
BP-2	Disclosures in relation to specific circumstances	ESRS 2 BP-2
GOV-1	The role of administrative, management and supervisory bodies	ESRS 2 GOV-1
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	ESRS 2 GOV-2
GOV-3	Integration of sustainability-related performance in incentive schemes	ESRS 2 GOV-3
GOV-4	Statement on due diligence	ESRS 2 GOV-4
GOV-5	Risk management and internal controls over sustainability reporting	ESRS 2 GOV-5
SBM-1	Strategy, business model and value chain	ESRS 2 SBM-1
SBM-2	Interests and views of stakeholders	ESRS 2 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS 2 SBM-3
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	ESRS 2 IRO-1
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statements	ESRS 2 IRO-1
ESRS E1 Climate Change		
GOV-3	Integration of sustainability-related performance in incentive schemes	ESRS E1 GOV-3
E1-1	Transition plan for climate change mitigation	ESRS E1 E1-1
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS E1 SBM-3
IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	ESRS E1 IRO-1
E1-2	Policies related to climate change mitigation and adaptation	ESRS E1-2
E1-3	Actions and resources in relation to climate change policies	ESRS E1-3

Disclosure no.	Disclosure name	Section in the Statement
E1-4	Targets related to climate change mitigation and adaptation	ESRS E1-4
E1-5	Energy consumption and mix	ESRS E1-5
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	ESRS E1-6
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	ESRS E1-7
E1-8	Determination of internal carbon pricing	ESRS E1-8
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	To be reported starting from 2025
ESRS S1 Own workforce		
SBM-2	Interests and views of stakeholders	ESRS S1 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S1 SBM-3
S1-1	Policies related to own workforce	ESRS S1-1
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	ESRS S1-2
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	ESRS S1-3
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	ESRS S1-4
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S1-5
S1-6	Characteristics of the undertaking's employees	ESRS S1-6
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	ESRS S1-7
S1-8	Collective bargaining coverage and social dialogue	ESRS S1-8
S1-9	Diversity metrics	ESRS S1-9
S1-10	Adequate wage	ESRS S1-10
S1-11	Social protection	ESRS S1-11
S1-12	Persons with disabilities	ESRS S1-12
S1-13	Training and skills development metrics	ESRS S1-13
S1-14	Health and safety metrics	ESRS S1-14
S1-15	Work-life balance metrics	ESRS S1-15
S1-16	Remuneration metrics (pay gap and total remuneration)	ESRS S1-16
S1-17	Incidents, complaints and severe human rights impacts	ESRS S1-17
ESRS S2 – Workers in the value chain		
SBM-2	Interests and views of stakeholders	ESRS S2 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S2 SBM-3
S2-1	Policies related to value chain workers	ESRS S2-1
S2-2	Processes for engaging with value chain workers about impacts	ESRS S2-2
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	ESRS S2-3

Disclosure no.	Disclosure name	Section in the Statement
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	ESRS S2-4
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S2-5
ESRS S4 Consumers and end-users		
SBM-2	Interests and views of stakeholders	ESRS S4 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S4 SBM-3
S4-1	Policies related to consumers and end-users	ESRS S4-1
S4-2	Processes for engaging with consumers and end-users about impacts	ESRS S4-2
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	ESRS S4-3
S4-4	Taking action on material impacts on consumers and end-users, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	ESRS S4-4
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S4-5
ESRS G1 Business conduct		
GOV-1	The role of administrative, supervisory and management bodies	ESRS G1 GOV-1
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	ESRS G1 IRO-1
G1-1	Corporate culture and business conduct policies	ESRS G1-1
G1-2	Management of relationships with suppliers	ESRS G1-2
G1-3	Prevention and detection of corruption or bribery	ESRS G1-3
G1-4	Incidents of corruption and bribery	ESRS G1-4
G1-6	Payment practices	ESRS G1-6

List of datapoints in cross-cutting and topical standards that derive from other EU legislation (Appendix B to ESRS 2)

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	ESRS 2 GOV-1
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)	ESRS 2 GOV-1
ESRS 2 GOV-4 Statement on due diligence paragraph 30	ESRS 2 GOV-4
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Non material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Non material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Non material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	Non material

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	ESRS E1
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	Non material
ESRS E1-4 GHG emission reduction targets paragraph 34	ESRS E1-4
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Non material
ESRS E1-5 Energy consumption and mix paragraph 37	ESRS E1-5
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Non material
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	ESRS E1-6
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	ESRS E1-6
ESRS E1-7 GHG removals and carbon credits paragraph 56	ESRS E1-7
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66	Non material
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)	Non material
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)	Non material
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)	Non material
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69	Non material
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Non material
ESRS E3-1 Water and marine resources paragraph 9	Non material
ESRS E3-1 Dedicated policy paragraph 13	Non material
ESRS E3-1 Sustainable oceans and seas paragraph 14	Non material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Non material
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Non material
ESRS 2 IRO-1 E4 paragraph 16 (a) i	Non material
ESRS 2 IRO-1 E4 paragraph 16 (b)	Non material
ESRS 2 IRO-1 E4 paragraph 16 (c)	Non material
ESRS E4-2 Sustainable land/agriculture practices or policies paragraph 24 (b)	Non material
ESRS E4-2 Sustainable oceans/seas practices or policies paragraph 24 (c)	Non material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Non material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Non material
ESRS E5-5	Non material

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
Hazardous waste and radioactive waste paragraph 39	
ESRS 2 SBM-3 S1	ESRS S1 SBM-3
Risk of incidents of forced labour paragraph 14 (f)	
ESRS 2 SBM-3 S1	ESRS S1 SBM-3
Risk of incidents of child labour paragraph 14 (g)	
ESRS S1-1	ESRS S1-1
Human rights policy commitments paragraph 20	
ESRS S1-1	ESRS S1-1
Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	
ESRS S1-1	ESRS S1-1
Processes and measures for preventing trafficking in human beings paragraph 22	
ESRS S1-1	ESRS S1-1
Workplace accident prevention policy or management system paragraph 23	
ESRS S1-3	ESRS S1-3, ESRS G1
Grievance/complaints handling mechanisms paragraph 32 (c)	
ESRS S1-14	ESRS S1-14
Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	
ESRS S1-14	ESRS S1-14
Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	
ESRS S1-16	ESRS S1-16
Unadjusted gender pay gap paragraph 97 (a)	
ESRS S1-16	ESRS S1-16
Excessive CEO pay ratio paragraph 97 (b)	
ESRS S1-17	ESRS S1-17
Incidents of discrimination paragraph 103 (a)	
ESRS S1-17	ESRS S1-17
Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	
ESRS 2 SBM-3 S2	ESRS S2 SBM-3
Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	
ESRS S2-1	ESRS S2-1
Human rights policy commitments paragraph 17	
ESRS S2-1	ESRS S2-1
Policies related to value chain workers paragraph 18	
ESRS S2-1	ESRS S2-1
Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 19	
ESRS S2-1	ESRS S2-1
Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19	
ESRS S2-4	ESRS S2-4
Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	
ESRS S3-1	Non material
Human rights policy commitments paragraph 16	
ESRS S3-1	Non material
Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	
ESRS S3-4	Non material
Human rights issues and incidents paragraph 36	
ESRS S4-1 Policies related to consumers and end-users paragraph 16	ESRS S4-1
ESRS S4-1	ESRS S4-1
Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	
ESRS S4-4	ESRS S4-4

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
Human rights issues and incidents paragraph 35	
ESRS G1-1	ESRS G1-1
United Nations Convention against Corruption paragraph 10 (b)	
ESRS G1-1	ESRS G1-1
Protection of whistleblowers paragraph 10 (d)	
ESRS G1-4	ESRS G1-4
Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	
ESRS G1-4	Non material
Standards of anti-corruption and anti-bribery paragraph 24 (b)	

ENVIRONMENTAL INFORMATION

E1 Climate change

GOV-3 Integration of sustainability- related performance in incentive schemes

Sustainability-related matters, including an assessment of performance in the context of greenhouse gas (GHG) emission reduction, have not yet been considered in determining the remuneration of Supervisory Board or Management Board members. This topic will be analysed in 2025.

E1-1 Transition plan for climate change mitigation

The Group has not yet defined a transition plan towards a sustainable economy to ensure that its strategy and business model are compatible with the transition to a sustainable economy and with the limiting of global warming to 1.5°C in line with the Paris Agreement (the 2015 international climate treaty aiming to limit global warming to well below 2°C, with an ambition of 1.5°C) and the objective of achieving climate neutrality by 2050. The Group expects to develop a transition plan within the next two years.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities

In 2024, the Group conducted a double materiality assessment, identifying material impacts and risks related to climate change. The process did not identify any material climate-related opportunities. For details of the material impacts, see section 'ESRS 2 - General disclosures' of this Statement.

The climate-related risk assessment was carried out based on expert knowledge and the application of market benchmarks. However, it was not supported by a resilience analysis of the business model against climate change scenarios. This process is planned to take place within the next two years, coinciding with the Group's plans to develop an Environmental and Climate Policy.

The identified risks pertain primarily to the Group's operations within the European Union, due to its climate targets and the increasing level of climate-related regulation and requirements.

Material climate-related risks

Risk /opportunity	Description	Management method	Stakeholders	Value chain part
Long-term climate-related physical risks				
Risk	<p>Increasing frequency of extreme heatwaves, wildfires, and floods resulting in:</p> <ul style="list-style-type: none"> • service disruptions and/or growing difficulties in accessing regular electricity supply • potential deterioration of working conditions and employee well-being • potential disruptions to IT communication systems and service delivery to customers <p>Time horizon: medium- to long-term. Dependencies on workforce in terms of expertise and skills required to</p>	<p>Implementation of crisis management procedures and business continuity plans for the Group in case of electricity supply limitations or outages.</p> <p>Selection of new office spaces adapted to climate change conditions.</p> <p>Assessment of the work environment and actions aimed at supporting employees.</p> <p>Selection of a data centre meeting the highest security standards.</p> <p>Maintenance of backup systems.</p> <p>Ability to deploy infrastructure with alternative providers.</p>	<p>Employees Customers Investors</p>	<p>Own operations Downstream</p>

understand the impacts of climate change on the Group's operations and to manage climate-related risks.

Climate-related transition risks

Policy and legal

Risk	Increase in energy prices due to energy transition costs and rising prices of carbon allowances. Necessity to adapt to evolving legal requirements. Introduction of regulations related to carbon footprint. Time horizon: short- to medium-term.	Monitoring legal regulations. Tracking energy consumption. Implementation of strategies and measures to lower electricity consumption. Employee education and promotion of desired mindsets. Gradual transition to more energy-efficient office spaces.	Investors	Own operations Upstream Downstream
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Within the next two years, the Group expects to conduct a climate risk assessment under various climate scenarios.

E1-2 Policies related to climate change mitigation and adaptation

The Group currently does not have a formally adopted policy that would relate to climate change mitigation. However, the organisation recognises the increasing importance of environmental protection efforts and the need for active participation in initiatives supporting a reduction in greenhouse gas (GHG) emissions. Accordingly, the Group plans to develop an Environmental and Climate Policy, designed to proactively manage material impacts and risks associated with climate change mitigation and adaptation. The Management Board intends to address the following key areas:

- setting environmental goals and priorities, with a particular focus on supporting the transition towards a net-zero economy, improving energy efficiency, and use of renewable energy;
- establishing mechanisms for monitoring greenhouse gas emissions, including the identification and reporting of direct emissions (Scope 1), indirect emissions from purchased energy (Scope 2), and emissions along the value chain (Scope 3);
- promoting climate-conscious behaviours through employee education, implementation of sustainable operational practices, and engagement with stakeholders to reduce the Group's climate impact;
- integrating climate-related risks into risk management processes and strategic decision-making, in line with best market practices and regulatory guidelines;
- engaging in climate partnerships through programmes, projects, and initiatives supporting the Paris Agreement goals.

Beyond minimising the negative environmental and climate impacts of the Group's operations, the purpose of the proposed Environmental and Climate Policy is to strengthen the organisation's competitive standing in the context of growing stakeholder awareness and expectations.

E1-3 Actions and resources in relation to climate change policies

In 2024, the Group did not have in place a formal climate change policy. Nevertheless, the Group companies are actively engaged in initiatives aimed at fostering awareness of digital ecology and the climate-related challenges it entails. At the core of these efforts is market education and knowledge dissemination with regard to the environmental impact of technology. The Group has not yet defined a greenhouse gas (GHG) reduction plan.

Market education through publications and reports

'The Digital Footprint of Technology'

Through its theprotocol.it brand, the Group undertakes research initiatives aimed at enhancing awareness of digital ecology and its role in both professional and everyday life. Since 2023, the 'Digital Footprint of Technology' project has been run to expand the knowledge of digital ecology and associated trends among new technology sector professionals, including both employees and employers. As part of the project, in 2024 the Group published its 'Poles on a Digital Balance Beam' report,

based on employee and job candidate opinion surveys, highlighting perspectives on digital ecology and the responsible use of new technologies. It covered the following key areas:

- cybersecurity as a factor influencing the sustainable use of technology;
- refurbishing – promoting the reuse of electronic devices to reduce electronic waste volumes;
- digital balance, particularly among younger generations, as a strategy to minimise the environmental strain caused by irresponsible use of technology.

For a detailed discussion of the results of the surveys, see <https://blog.theprotocol.it/artykul/polacy-na-cyfrowej-rownowazni-cyfrowy-slad-technologie-raport-2024>

Collaboration with the Polish Smog Alert

In 2024, the Company continued its partnership with the Polish Smog Alert, an initiative established to raise awareness about air pollution and promote the need to eliminate outdated and inefficient coal stoves. The Company is a partner of the 'Smoke Belcher Stove Ranking', which identifies the number of obsolete heating systems that should be phased out in selected cities, including Warsaw and its surrounding areas, in accordance with the local anti-smog resolutions.

Additionally, as part of the project, a survey was conducted among Pracuj.pl users to assess candidate and employee attitudes toward environmental issues and air quality. A press release based on the survey findings was published on the Company's Press Office website at <https://media.pracuj.pl/search?button=&q=polski+alarm+smogowy>. The release was distributed to media outlets and covered by nationwide publications. By publishing the research results, the Group educates the public on how poor air quality impacts health and work performance, and why it is crucial to take steps to improve it.

Objective and scope of educational activities

The main objective of the initiatives outlined above and similar activities is to raise awareness on key sustainability topics, including:

- the environmental impact of technological activities, including greenhouse gas (GHG) emissions and the consumption of natural resources;
- the importance of a sustainable approach to using technology both in the workplace and in everyday life;
- practical ways to minimise the digital carbon footprint, both on a personal and professional level.

Future plans for climate action

The Group has not yet adopted a formal climate change policy, but its educational initiatives are laying the groundwork for future strategic actions and the development of a comprehensive approach to mitigating its climate impact. These efforts will focus on:

- formalising an environmental and climate policy that will define specific goals and commitments for reducing emissions and supporting the transition toward a net-zero economy;
- expanding the scope of educational initiatives, with a particular emphasis on employee engagement, including workshops and awareness campaigns;
- integrating research findings and reports into the Group's day-to-day operations to further support sustainable decision-making within the new technology sector.

The Group's commitment to market education and digital ecology contributes to fostering climate responsibility within the technology industry. These initiatives help reduce the sector's adverse environmental impacts while promoting sustainable business practices. The above actions are primarily taken in the Polish market.

E1-4 Targets related to climate change mitigation and adaptation

Based on the organisation's emissions data for 2024, the Group will conduct a decarbonisation pathway analysis in 2025 to outline its approach to reducing emissions.

E1-5 Energy consumption and mix

The Group's total energy consumption (including fuel, electricity, and heat) in 2024 amounted to 2,665.5 MWh, of which 1,203.5 MWh was derived from fossil fuel sources, and 224.8 MWh, accounting for 8.4%, came from renewable sources.

The Group's total energy consumption by key source in 2024

Energy consumption and mix	Amount
Fuel consumption from coal and coal products (MWh)	0
Fuel consumption from crude oil and petroleum products (MWh)	1,162.8
Fuel consumption from natural gas (MWh)	74.5
Fuel consumption from other fossil sources (MWh)	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	1,203.5
Total fossil energy consumption (MWh) (calculated as the sum of lines)	2,440.8
Share of non-renewable sources in total energy consumption (%)	91.6
Consumption from nuclear sources (MWh)	0
Share of nuclear sources in total energy consumption (%)	0
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	224.8
Consumption of self-generated non-fuel renewable energy (MWh)	0
Total energy consumption from renewable sources (MWh)	224.8
Share of renewable sources in total energy consumption (%)	8.4
Total energy consumption (MWh)	2,665.5

E1-6 Gross Scopes 1, 2, 3 and total GHG emissions

Introduction

Greenhouse gas emissions were calculated in accordance with the Greenhouse Gas (GHG) Protocol, set out in:

- The GHG Protocol Corporate Accounting and Reporting Standards.
- GHG Protocol Scope 2 Guidance.
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Greenhouse gas emissions (GHG emissions) were calculated taking into account all the three scopes, including ten Scope 3 categories, as identified by the GHG Protocol, applicable to the Group.

The scopes of reported emissions included:

- Scope 1 – direct emissions from facilities used by the Group, i.e. from fuel combustion in vehicles and buildings, as well as emissions from refrigerant leaks;
- Scope 2 – indirect emissions generated by the Group's purchased electricity and heat;
- Scope 3 – indirect emissions from activities along the value chain (both downstream and upstream).

For Scope 3, greenhouse gas emissions were calculated within the following categories:

- Category 1 – Purchase of goods and services;
- Category 2 – Capital goods;
- Category 3 – Fuel- and energy-related emissions not included in Scope 1 and Scope 2;
- Category 4 – Upstream transportation and distribution;
- Category 5 – Waste generated in operations;
- Category 6 – Business travel;
- Category 7 – Employee commuting;
- Category 11 – Use of sold products;
- Category 13 – Downstream leased assets;
- Category 15 – Investments.

The emission sources for the respective categories are detailed in the table below.

For the following Scope 3 categories, greenhouse gas emissions were not calculated:

- Category 8 – Upstream leased assets;
- Category 9 – Downstream transportation and distribution;
- Category 10 – Processing of sold products;
- Category 12 – End-of-life treatment of sold products
- Category 14 – Franchises.

Detailed explanation of why the above categories were not included in the calculation of Scope 3 greenhouse gas emissions is provided in the table below.

Biogenic CO_{2eq} emissions from the combustion of fuels containing biocomponents were also identified. The volume of biogenic emissions was calculated by multiplying fuel consumption (gasoline and diesel oil) by an appropriate factor from the DEFRA database. These emissions are reported as out of scope emissions.

The calculation covers all greenhouse gases converted into standard carbon dioxide equivalent (CO_{2eq}).

The base year for the Group's emissions was 2024, i.e. the period when greenhouse gas emissions, taking into account all the three scopes, were calculated for the first time.

The overall analysis of Scope 2 greenhouse gas emissions was conducted using the market-based method.

Operational boundaries

The analysis was performed for companies of the Grupa Pracuj S.A. Group. Results were consolidated based on operational control at the Group level, thereby accounting for 100% of emissions originating from the analysed locations.

Calculation methodology, sources of data and emission factors

Emission calculation methodology

Emission source	Calculation method	Source of input data	Source of emission factors
Scope 1			
Fuels and refrigerants used in Group-owned buildings and vehicles	Average-data	Invoices (consumption of emission sources in relevant units)	(1)
Scope 2			
Scope 2 – market-based			
Electricity and heat used in the Group's buildings	Market-based for electricity and average-data for heat	Invoices (consumption of emission sources in relevant units)	(1), (2), (3), Guarantee of origin for wind energy
Scope 2 – location-based			
Electricity and heat used in the Group's buildings	Location-based for electricity and average-data for heat	Invoices (consumption of emission sources in relevant units)	(2), (4), (5)
Scope 3			
Scope 3, Category 1 – Purchased goods and services			
Purchased printer paper	Average-data	Invoices (purchase of goods)	(1)
Purchased mains water	Average-data	Invoices (consumption of emission sources in relevant units)	(1)
Purchased cloud services	Supplier-specific	Reports from supplier systems	Directly from suppliers
Other purchased goods and services which are non-measurable or for which there are no reliable emission factors	Spend-based	OpEx statement	(6)
Scope 3, Category 2 – Capital goods			
Purchased capital goods	Average-data	List of purchased IT equipment/CapEx statement	(6)
Purchased capital goods	Supplier-specific	List of purchased IT equipment	Directly from suppliers
Purchased capital goods	Spend-based	CapEx statement	(6)
Scope 3, Category 3 – Fuel- and energy-related emissions not included in Scope 1 and Scope 2			
WTT emissions – emissions from the production, transportation and distribution of the purchased fuels and energy used in own buildings and vehicles	Average-data	Same as for data used in the case of Scope 1 and Scope 2 emissions	(1), (5)
Scope 3, Category 4 – Upstream transportation and distribution			
Purchased courier and postal services	Supplier-specific	Dispatch database	Directly from suppliers
Purchased courier and postal services	Distance-based	Database: place of dispatch and reception, parcel weight	(1)
Purchased courier and postal services	Spend-based	OpEx statement	(6)
Scope 3, Category 5 – Waste generated in operations			
Waste associated with business operations – waste electrical and electronic equipment	Average-data	Waste Database	(8)

Emission source	Calculation method	Source of input data	Source of emission factors
Municipal waste	Average-data	Extrapolation of the amount of municipal waste generated	(8), (12)
Municipal wastewater	Average-data	Extrapolation of the amount of wastewater discharged	(1)
Scope 3, Category 6 – Business travel			
Transport and hotel stay at the final destination	Average-data	Business travel database (means of transport, distances, nights spent at accommodation establishments in countries travelled to)	(1), (13)
Scope 3, Category 7 – Employee commuting			
Transport of the Group's employees to the workplace	Average-data with extrapolation	Employee survey (means of transport, distances, days of office-based work)	(1), (5), (9), (11), (14)
Scope 3, Category 8 – Upstream leased assets			
Emissions included in Scope 1 and Scope 2			
Scope 3, Category 9 – Downstream transportation and distribution			
The Group is not engaged in any downstream value chain transportation and distribution activities.			
Scope 3, Category 10 – Processing of sold products			
The Group sells only digital products.			
Scope 3, Category 11 – Use of sold products			
End-user internet data transfer	Average-data	Internal reports on internet data transfer (data transfer/hours, consumption of electricity)	(7)
Scope 3, Category 12 – End-of-life treatment of sold products			
The Group sells only digital products.			
Scope 3, Category 13 – Downstream leased assets			
Consumption of electricity and heat, and floor area of space leased	Average-data	Invoices/lease contract (office space, electricity, heat)	(5), (3), (10)
Scope 3, Category 14 – Franchises			
The Group is not engaged in any franchise activities.			
Scope 3, Category 15 – Investments			
Investments	Spend-based	Investee's net revenue	(6)
 (1) https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024			
 (2) https://www.aib-net.org/sites/default/files/assets/facts/residual-mix/2022/AIB_2022_Residual_Mix_Results_inclAnnex.pdf			
 (3) https://www.ure.gov.pl/pl/cieplo/energetyka-cieplna-w-l/11407,2022.html			
 (4) https://ourworldindata.org/grapher/co2-per-unit-energy?tab=chart&country=-UKR			
 (5) https://www.kobize.pl/pl/fileCategory/id/28/wskazniki-emisyjnosci			
(6) Exiobase 3.4.			
(7) Ecoinvent 3.11.			
(8) EPA – Mixed Electronics, Statistics Poland – Environmental protection 2023			
(9) 'E-Scooter. Maximising the benefits of e-scooter deployment in cities'. August 2020. Prepared by: Climate-KIC.			
(10) CIBSE Type 3 AC Office Standard (https://www.cibse.org/knowledge-research/knowledge-portal/guide-b3-air-conditioning-and-refrigeration-2016-pdf)			
(11) 2023 Government Greenhouse Gas Conversion Factors for Company Reporting Methodology Paper for Conversion Factors Final Report https://assets.publishing.service.gov.uk/media/647f50dd103ca60013039a8a/2023-ghg-cf-methodology-paper.pdf			
(12) Statistics Poland – Environmental protection 2023			
(13) https://www.hotelfootprints.org for accommodation			
(14) https://ourworldindata.org/grapher/carbon-intensity-electricity?tab=table za 2023			

Results and discussion

Directors' Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024

The Group's total carbon footprint amounted to 9,304.5 tCO_{2eq}, of which Scope 1 emissions accounted for 3.0%, Scope 2 emissions – for 5.1%, and Scope 3 emissions – for 91.9% of the total.

Scopes 1 and 2 greenhouse gas emissions for 2024 totalled 784.0 tCO_{2eq} under the location-based (LB) method, and 756.0 tCO_{2eq} under the market-based (MB) method. The main source of Scopes 1 and 2 emissions was fuel used in vehicles and for heating purposes, accounting for 36.8% of such emissions. The next significant sources were:

- purchase of electricity – 35.8%.
- heat consumption – 27.2%;

The largest share of the Group's total emissions originated from Scope 3, amounting to 8,548.5tCO_{2eq}, representing 91.9% of the total. These are indirect emissions arising from activities along the value chain.

The most significant source of Scope 3 emissions was Category 1 – Purchased goods and services, essential for the conduct of the Group's operations, accounting for 62.1% of all Scope 3 emissions. The remaining sources represented 37.9%.

Gross Scopes 1, 2, 3 and total GHG emissions in 2024

Emission source	Amount
Scope 1 GHG emissions	
Gross Scope 1 GHG emissions (tCO _{2eq})	279.4
Scope 1 GHG emissions from regulated emission trading schemes (%)	0
Scope 2 GHG emissions	
Gross Scope 2 GHG emissions, location-based (tCO _{2eq})	504.6
Gross Scope 2 GHG emissions, market-based (tCO _{2eq})	476.6
Significant Scope 3 GHG emissions	
Total indirect (Scope 3) GHG emissions (tCO_{2eq})	
1. Purchase of goods and services	5,311.7
2. Capital goods	658.3
3. Fuel- and energy-related emissions not included in Category 1 and 2	163.8
4. Upstream transportation and distribution	5.3
5. Waste generated in operations	14.8
6. Business travel	228.0
7. Employee commuting	299.6
8. Upstream leased assets	Emissions included in Scope 1 and Scope 2
9. Downstream transportation and distribution	The Group is not engaged in any downstream value chain transportation and distribution activities.
10. Processing of sold products	The Group sells only digital products.
11. Use of sold products	266.5
12. End-of-life treatment of sold products	The Group sells only digital products.
13. Downstream leased assets	24.2
14. Franchises	The Group is not engaged in any franchise activities.
15. Investments	1,576.3
Total GHG emissions	
Total GHG emissions, location-based (tCO _{2eq})	9,332.5
Total GHG emissions, market-based (tCO _{2eq})	9,304.5

GHG emission intensity per net revenue in 2024

GHG emission intensity per net revenue *	Amount
Total GHG emissions, location-based (tCO _{2eq})/(PLN million)	12.1
Total GHG emissions, market-based (tCO _{2eq})/(PLN million)	12.1

* To assess emission intensity, an intensity indicator relative to PLN 1 million of the Group's revenue is used.

Biogenic emissions in 2024

Emission source	Amount
Gasoline – biogenic (tCO _{2eq})	15.1
Diesel oil – biogenic (tCO _{2eq})	1.4
Total tCO_{2eq}	16.5

E1-7 GHG removals and GHG mitigation projects financed through carbon credits

In 2024, the Group did not implement any GHG removals and storage projects in its own operations or the upstream and downstream value chain.

E1-8 Internal carbon pricing

With reference to disclosures prescribed by paragraph 62 of ESRS E1-8, the Group does not apply internal carbon pricing schemes.

E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

The Group omits the disclosure requirements in this standard, as permitted by Appendix C to ESRS 1.

TAXONOMY

The process of testing compliance with the requirements of the EU Taxonomy

Classification of activities

The Company reviewed the Group's operations and verified the financial information on turnover, capital expenditures and expenses. After gathering additional information from persons involved in the operational aspects of processes and services, it identified the activity referred to in Section 8.1 of Regulation (EU) 2021/2139, i.e. data processing, hosting and related activities, which was further assessed.

The analysis of financial data was carried out at the level of each Group company, and each item was reviewed individually. As a result, data concerning capital expenditure, operating expenditure and turnover was taken into account only once.

The services falling under this category are aimed at providing customers with access to systems that facilitate the management of HR areas and processes through various modules and functionalities within these systems. Additionally, these services enable the integration and automation of the systems with external applications. The services are provided in the SaaS (Software-as-a-Service) model, i.e. a subscription-based software distribution model where the user is granted access to software run by the service provider in a cloud infrastructure. The software is used online and the process does not involve multiplication of the source code. Cloud services are provided to the Group by an external unrelated service provider. Within this context, a system is understood as software owned by the Company and/or its subsidiaries. Revenue is generated from the moment a service becomes active. Additionally, if the service includes options for additional performances, revenue is also derived from these. The billing for these services is typically structured around a subscription model, where the customer is billed on a regular basis – most commonly monthly or annually.

Allocation of turnover, capital expenditures and operating expenditures

At this stage, turnover, capital expenditures and operating expenditures have been allocated to the services provided by the Group companies. Given the form of service provision, the service provision process was disaggregated (in accordance with the rules set forth in Article 1.2.2.3 of Regulation (EU) 2021/2178) into two parts: (1) provision by the Group of subscription-based services for its customers involving access to recruitment management systems, from which the Group earns revenue, and (2) cloud services (data centres) provided to the Group by third-party service providers, enabling provision of services by the Group companies. Under International Financial Reporting Standards endorsed by the European Union, the data centres do not qualify as an asset of the Group.

Verification of whether the technical screening criteria are met

As the technical screening criteria for the type of activity in question (Section 8.1 of Regulation (EU) 2021/2139) refer explicitly to data centres, which have been 'separated' as a result of the disaggregation and, under the IFRS, are independent of the Group, the verification is the responsibility of the owner of the data centre providing cloud services.

The activity comprising the service of providing access to recruitment management system has been classified as Taxonomy-eligible because of the model in which it is provided, while the technical screening criteria apply to specific assets that are outside the Group's control. The above approach warrants classification of the Group's activities comprising provision of these services as Taxonomy-compliant.

Verification of compliance with the minimum safeguard

In accordance with the objectives of the European Green Deal, just energy transition must not come at the expense of people. Hence, as a mandatory element in the classification of activities under Article 18 of EU Regulation 2020/852, an obligation was introduced to verify compliance with the minimum safeguard requirements, i.e. the existence of due diligence procedures and the fulfilment of the 'do no significant harm' principle in four areas: Human rights, including workers' rights, Anti-corruption, Taxes, and Fair competition.

The verification process has confirmed:

- The existence of due diligence procedures in the area of human rights, in particular in the areas of workers' rights, anti-corruption, taxes and fair competition;
- The absence of any court cases in the areas of human rights, including labour rights, involving corruption, taxes or unfair competition, and thus the absence of final judgments concerning those areas either with regard to the Group or members of the Company's Management Board;
- The absence of any reports concerning Group companies to the National Contact Point of the OECD for Responsible Business Conduct (NCP OECD), which was confirmed through the verification of the reports database available on the NCP's website;
- No reports submitted to the Business and Human Rights Resource Centre (BHRRC) in relation to Group companies, as confirmed by verifying the database of reports on the BHRRC website.

The evaluation criterion used in the verification process was based on the guidelines contained in the Final Report on Minimum Safeguards prepared by the Platform On Sustainable Finance, and therefore the OECD Guidelines for Multinational Enterprises on responsible business conduct.

Reporting

As a result of the process described above, it has been confirmed that the selected activities and related financial transactions are compliant with the principles set forth in Regulation (EU) 2020/852 and, as a result, key performance indicators have been identified in accordance with the principles and the format specified in Regulation (EU) 2021/2178.

Accounting rules

The following accounting rules have been adopted for the purpose of allocating turnover, capital expenditures and operating expenditures.

Turnover: based on the total consolidated revenue of the Group for 2024, as reported in the consolidated financial statements for the year ended 31 December 2024, in Note 2.2 'Revenue from contracts with customers'. The numerator is revenue from Taxonomy-eligible activity, that is revenue from the activity referred to in '8.1 Data processing, hosting and related activities', which includes revenue from the service of providing software and applications for comprehensive management of recruitment processes.

Capital expenditure (CapEx): based on the Group's capital expenditure, as reported in the consolidated financial statements for the year ended 31 December 2024, in Notes: '6.1. Intangible assets', '6.2 Property, plant and equipment', and '6.3. Right-of-use assets'. The numerator is that portion of CapEx that relates to the Taxonomy-eligible activity, including expenditures on ICT infrastructure and intangible assets related to software and application development.

Operating expenses (OpEx) are primarily comprised of non-capitalised research and development costs and all expenses necessary for the routine management and maintenance of the Group's assets, including, but not limited to: personnel costs of individuals responsible for the maintenance and repair of the Group's assets, expenses related to the repairs and refurbishments of buildings, vehicles, equipment, systems, and software, cleaning costs, and fire protection-related expenses. The numerator is that portion of OpEx that relates to the Taxonomy-eligible activity, including expenses related to maintenance of the ICT infrastructure, hosting services and non-capitalised research and development expenses.

Other information

The financial data received from individual Group companies was aggregated, and then exclusions and consolidation adjustments were made. The financial statements of all subsidiaries and associates were prepared for the same reporting periods, using consistent accounting policies. The consolidated financial statements for the year ended 31 December 2024 were prepared in accordance with the International Financial Reporting Standards endorsed by the European Union.

The reporting period applied in these disclosures is the 12 months from 1 January to 31 December 2024. Key performance indicators are presented at the Group level.

The Group is not involved in any way in the activities referred to in Sections 4.26-4.31 of Annexes I and II to Regulation (EU) 2021/2139 (activities related to the generation of energy through nuclear processes and energy production from gaseous fossil fuels).

Directors' Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024

Percentage of turnover derived from products or services related to Taxonomy-aligned activities – disclosure for 2024																				
Economic activity (1)	Code or codes (2)	Turnover (3)	Proportion of turnover, year 2024 (4)	Substantial contribution criteria						DNSH ('does no significant harm') criteria						Minimum safeguards (17)	Proportion of Taxonomy-aligned Turnover, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)	
				% Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)					
		PLN thousand	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T	
A. TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES																				
A.1 Types of environmentally sustainable activities (Taxonomy-aligned)																				
Turnover from environmentally sustainable activities (Taxonomy-aligned) (A.1)			0,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%									0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																				
Data processing, hosting and related activities	CCM 8.1	146,296	19.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								Y	17.5%		
Turnover from Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)			146,296	19.0%	0.0%	0.0%	0.0%	0.0%	0.0%									17.5%		
Total (A.1 + A.2)			146,296	19.0%																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
Turnover from Taxonomy non-eligible economic activities (B)			623,719	81.0%																
Total (A+B)			770,015	100.0%																
		Proportion of turnover / Total turnover																		
		Taxonomy-aligned per objective	Taxonomy-eligible per objective																	
	CCM	0.0%	19.0%																	
	CCA	0.0%	0.0%																	
	WTR	0.0%	0.0%																	
	CE	0.0%	0.0%																	
	PPC	0.0%	0.0%																	
	BIO	0.0%	0.0%																	

Directors' Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024

Percentage of capital expenditure on products or services related to Taxonomy-aligned activities – disclosure for 2024

Economic activity (1)	Code or codes (2)	CapEx (3)	Proportion of CapEx, year 2024 (4)	Substantial contribution criteria						DNSH ('does no significant harm') criteria						Minimum safeguards (17)	Proportion of Taxonomy-aligned CapEx, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
		PLN thousand	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES																			
A.1 Types of environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Data processing; hosting and related activities	CCM 8.1	4,504	13.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%							Y	17.9%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		4,504	13.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								17.9%		
Total (A.1 + A.2)		4,504	13.7%																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities (B)		28,426	86.3%																
Total (A+B)		32,930	100.0%																
		Proportion of CapEx/ Total CapEx																	
		Taxonomy-aligned per objective	Taxonomy-eligible per objective																
CCM	0.0%	13.7%																	
CCA	0.0%	0.0%																	
WTR	0.0%	0.0%																	
CE	0.0%	0.0%																	
PPC	0.0%	0.0%																	
BIO	0.0%	0.0%																	

Directors' Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2024

Percentage of operating expenditure on products or services related to Taxonomy-aligned activities – disclosure for 2024

Economic activity (1)	Code or codes (2)	OpEx (3)	Proportion of OpEx, year 2024 (4)	Substantial contribution criteria						DNSH ("does no significant harm") criteria						Minimum safeguards (17)	Proportion of Taxonomy-aligned OpEx, year 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
				% Climate change mitigation (5)	% Climate change adaptation (6)	% Water and marine resources (7)	% Pollution (8)	% Circular economy (9)	% Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
		PLN thousand	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES																			
A.1 Types of environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Data processing, hosting and related activities		CCM 8.1	22,401	28.7%	0.0%	0.0%	0.0%	0.0%	0.0%							Y	37.4%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)			22,401	28.7%	0.0%	0.0%	0.0%	0.0%	0.0%								37.4%		
Total (A.1 + A.2)			22,401	28.7%															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities (B)			55,633	71.3%															
Total (A+B)			78,034	100.0%															
		Proportion of OpEx / Total OpEx																	
		Taxonomy-aligned per objective	Taxonomy-eligible per objective																
CCM		0.0%	28.7%																
CCA		0.0%	0.0%																
WTR		0.0%	0.0%																
CE		0.0%	0.0%																
PPC		0.0%	0.0%																
BIO		0.0%	0.0%																

Nuclear energy related activities	
1. The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2. The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3. The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO

Fossil gas related activities	
1. The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
2. The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
3. The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

SOCIAL INFORMATION

ESRS S1 Own workforce

Definitions of terms, as used in this section:

Own workforce includes both people who are in an employment relationship with the Group ("**employees**") and people supplying labour to the Group under other arrangements ("**non-employees**"). The latter group comprises sole traders ("self-employed people"), individuals with service provision contracts with the Group, and personnel provided by external undertakings primarily engaged in employment activities.

All individuals in the Group's own workforce, including both employees and non-employees, are defined using gender-neutral language. Therefore, for the sake of simplification and to ensure clarity, this Statement uses neutral collective terms such as "employees" or "workers", without gender differentiation in the grammatical forms used.

SBM-2 Interests and views of stakeholders

The Group's workforce constitutes its key asset and a cornerstone of its sustained growth. Accordingly, the Group is deeply committed to cultivating an organisational culture anchored in respect for human dignity, equality, and fundamental rights. This culture is defined by the pursuit of ambitious yet achievable goals, direct communication, and a commitment to empowering employees to grow and thrive in an atmosphere of mutual respect. The Group fosters an engaging work environment, with a particular focus on inclusive and appreciative leadership, a collaborative atmosphere and professional development opportunities provided in the spirit of fairness and equity. This approach is embedded in the Group's strategy and business model, which recognise responsible human capital management as a fundamental driver of the organisation's long-term success.

Operating in line with the highest ethical standards, the Group integrates respect for human rights across all aspects of its operations. The protection of fundamental rights and individual freedoms is not only a moral imperative but also a strategic enabler that underpins the Group's responsible and lasting relationships with its employees, customers, business partners, and other stakeholders.

The Group's human rights commitments are codified in internal policies and procedures, including the Code of Ethics, the Diversity Policy, and the Non-Discrimination and Anti-Bullying Policy. The Group maintains a zero-tolerance approach to all forms of forced labour, child labour, exclusion, and unequal treatment. It actively promotes diversity and pay equity while ensuring a safe, inclusive, and empowering workplace.

Respect for human rights directly shapes the Group's strategy and business model by its:

- striving to ensure fair and ethical labour practices along the entire value chain;
- engaging exclusively with suppliers and business partners who demonstrate a commitment to human rights;
- embedding diversity and social inclusion across internal operations and services delivered by the Group;
- implementing mechanisms to monitor, report, and address human rights violations and other irregularities.

The Group actively encourages employee voice and participation by providing accessible channels for submitting feedback, suggestions, and initiatives related to working conditions and organisational practices. For detailed information on these channels, see section 'ESRS G1 – Business conduct' of this Statement.

At the largest Group entities, such as Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., workforce interests are represented by elected employee representatives. They are chosen through general elections held every two years. Every meeting involving employee representatives is formally recorded in minutes, ensuring transparency and the continuity of social dialogue. In 2024, consultations with employee representatives primarily concerned amendments to the internal regulations of the Company Social Benefits Fund. At the other Group companies, employees are encouraged to submit their feedback, concerns, and suggestions through generally available channels. This arrangement fosters open communication, reinforces a dialogue-based and participatory organisational culture, and enables the effective resolution of ongoing issues.

An additional form of structured dialogue within the Company, aimed at promoting occupational health and safety, is the OHS Committee, serving as a key platform for collaboration between employees and management, enabling joint efforts to identify and implement solutions related to workplace safety and health. In 2024, the OHS Committee addressed a range of critical topics, including health and safety training, health education initiatives, measures to support staff's mental health and related regulations, ergonomic workstation design, harmful factors in the work environment, and equipment layout. The OHS Committee focused on enhancing working conditions and improving the Group's overall health and safety performance.

At softgarden, a dedicated OHS Committee has also been established to safeguard employee well-being. Its primary objective is to support initiatives that foster a safe and employee-friendly workplace. The Committee provides guidance on health protection matters, identifies potential risks, and advises on the implementation of best practices in workplace safety. Through regular meetings and collaboration with employees, the Committee actively contributes to problem-solving and proposes measures aimed at mitigating occupational risks and improving working conditions.

Its activities are closely aligned with the Group's broader strategy of creating a healthy and safe working environment for all workforce members. These efforts are pursued in parallel with the commitment to uphold the highest standards of legal compliance and alignment with best market practice.

Internal communication

Open and transparent communication is a cornerstone of the Group's organisational culture. Consequently, significant emphasis is placed on this area across all Group companies, with a special focus on two-way communication and feedback. The Group regularly hosts communication meetings with employees, where summaries of to-date performance and plans for future activities are presented.

- Throughout the year, quarterly online meetings are held for all employees across the Group's international teams to review the performance and initiatives of each company. These meetings are a tool for getting across the Group's strategy and objectives to ensure they are widely understood, and for fostering a better understanding of the actions taken by other companies, facilitating knowledge exchange and collaboration. In addition, during these meetings, employees have the opportunity to address questions directly to members of the management teams from across the Group.
- At the start of each calendar year, the Group holds a kick-off meeting open to all employees. For logistical reasons, this meeting is also conducted online to ensure broad participation and accessibility across locations.
- Additionally, country-level regular meetings with management are held to provide employees with updates on ongoing operations, current projects, and organisational matters. These meetings also include opportunities for employees to raise questions.
- Once a year, the Group organises an in-person meeting in Poland, bringing together selected managers from all the Group entities. This event strengthens intercompany integration and facilitates the exchange of knowledge and experience across the organisation.
- In 2024, a series of topic-specific international workshops were also held, designed to actively engage and motivate teams. These sessions focused on knowledge and experience sharing across the Group's international structure.

In line with the internal communication standards adopted across the Group, a variety of tools are used to ensure effective, two-way communication and to foster employee engagement, serving to regularly communicate up-to-date information concerning both individual entities and the entire Group.

Given that fostering an engaging work environment ranks among the top priorities for the Group, and insights gathered from employees contribute to ongoing improvement, an annual anonymous Work Environment Survey is conducted. The survey enables the Group to assess engagement at the team level, evaluate the impact of implemented changes on employees' day-to-day work, and identify areas still requiring attention. The survey findings frequently inform specific initiatives and actions across the organisation.

In the 2024 survey conducted in Poland, the employee participation reached 89.0%. In Ukraine and Germany, the participation rates were 87.0% and 77.0%, respectively. The Group continues to achieve a high level of employee satisfaction: in 2024, the satisfaction score reached 79% in Poland, 75.0% in Ukraine, and 53.0% in Germany.

As key stakeholders, the Group's employees also actively participated in the double materiality assessment conducted in 2024. The findings from this process were used to identify material topics presented in this Statement.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Employees constitute a fundamental source of the Group's competitive advantage as a dynamic and innovative organisation. Access to highly qualified professionals, as well as the retention and development of talent, are critical enablers of the Group's growth.

Characteristics of the Group's own workforce

Workforce structure at the Group is based on job grades rather than specific categories. The majority of the personnel with employment contracts at Group companies are employed in the position of specialist – they account for 62.8% of the total head count. As at the end of 2024, specialists and experts represented 76.5% of the total head count, including 78.8% in Segment Poland, 67.0% in Segment Ukraine, and 80.7% in Segment Germany.

Own workforce structure in the segments by job grade in 2024

Job grade	Poland	Ukraine	Germany	Group
Assistant	2.8%	17.5%	0.5%	5.7%
Specialist	61.4%	52.8%	80.2%	62.8%
Expert	17.4%	14.2%	0.5%	13.7%
Manager	15.3%	12.2%	15.7%	14.7%
Director	3.1%	3.3%	3.1%	3.1%

Additionally, as at 31 December 2024, the Group's own workforce included 132 non-employees, mostly engaged under B2B contracts. For characteristics of the non-employee workers, see section S1-7 of this Statement.

Material impacts, risks and opportunities

The Group identifies and assesses impacts related to employee matters and working conditions, integrating them into its business model and its short-, medium-, and long-term objectives. Key activities in this area are regularly addressed during recurring meetings with employees, fostering ongoing dialogue and enabling the continuous collection of feedback. These impacts are described in detail in section 'ESRS 2 – General disclosures' of this Statement.

In the context of risk and opportunity management, the Group takes action to address potential risks and pursue opportunities arising from the rapidly evolving labour market and shifting workforce expectations. These aspects are managed in a systematic manner, in alignment with the established standards of corporate governance, the Group's values, and the respect for human rights.

The table below provides a detailed overview of selected identified risks and opportunities, along with the relevant monitoring and management methods. All of them concern the Group's employees and may arise in its own operations.

Material risks/opportunities, risk or opportunity description, and management method

Risk/opportunity	Description	Management method
Working conditions – Secure employment		
Risk	Limited employment security, especially in Ukraine.	Transparent employment system, access to psychological support (of vital importance in Ukraine), ongoing communication with employees, extensive internal communication and employee development tools, career path support, dedicated thematic workshops for employees, work environment surveys, work rules.
Opportunity	Competitive advantage from building a competent, highly skilled, and loyal workforce.	Transparent employment and remuneration systems, clearly defined career paths, managerial training, upskilling and reskilling initiatives, flexible working hours and remote work options, work rules, remuneration policy.
Working time		
Risk	Declining engagement levels, increased turnover, and loss of key talent due to misalignment of working time and format with expectations.	Flexible working arrangements: remote, hybrid, and office-based, tailored to individual and team needs, while ensuring opportunities for in-person meetings and knowledge sharing, flexible working hours.
Opportunity	Flexible working arrangements attract talent.	
Adequate wages		
Risk	Declining engagement levels, increased turnover, and potential loss of key talent due to inadequate, non-competitive, or unequal remuneration.	Monitoring of market pay levels, clear rules for salary raises and target salary levels in relation to market benchmarks. Publication of salary ranges in the Group's job advertisements to ensure transparency in remuneration practices.
Opportunity	High level of employee satisfaction and motivation, as well as ability to attract new talent through a transparent remuneration scheme.	
Social dialogue		
Risk	Employee frustration and declining engagement levels due to a perceived lack of influence over the Group's operations or disregard for employee feedback.	Ensuring every employee is able to engage in dialogue with the Management Board and business area leadership teams at least once per quarter through online meetings.
Opportunity	High level of employee satisfaction and motivation achieved by aligning working conditions with the expectations and needs communicated by employees, as well as a sense of influence over the Group's development and operations.	Promotion of a feedback culture. Regular work environment surveys to gauge employee engagement.
Work-life balance		
Risk	Declining employee motivation and increased turnover due to imbalance between work and private life, including as a result of excessive workload or longer commuting times due to possible return to office-based work.	Respect for defined working hours, clearly established rules for communicating employee availability, flexible working arrangements, staff engaged predominantly under employment contracts, ensuring comprehensive protection of employee rights and access to full employment-related benefits.
Opportunity	Improved work performance and greater employee motivation, positively impacting team performance and innovation.	
Occupational health and safety		
Risk	Risks related to working conditions and work organisation, including improper posture, work overload, and deficiencies in occupational health and safety training.	Occupational health and safety (OHS) management system covering procedures, instructions, regulations, and standards, OHS Committee at the Company, OHS training system, proper setup of workspaces in the Group's offices, promotion of ergonomic home office arrangements for employees using flexible working models.
Equal treatment and opportunities for all, diversity (of candidates and employees)		
Risk	Loss of employees due to incidents of unequal treatment, discrimination or workplace bullying, pay gaps, lack of equal opportunities, or unequal treatment of candidates during the recruitment process.	Respect for diversity is one of the Group's core values and a foundational element of its organisational culture. The Code of Ethics, Anti-Bullying and Non-Discrimination Policy, and Diversity Policy define the Group's approach and actions in the area of diversity, equity, and inclusion (DEI).
Opportunity	Increased access to a wider talent pool, including the attraction of women through assurance of pay equity, contributes to enhanced competitiveness and reduced employee turnover.	In Ukraine: a dedicated support programme for war veterans returning to work. In the annual work environment surveys conducted at each Group entity, diversity-related topics represent a key area under assessment. The survey findings are analysed and form the basis for planning targeted initiatives in specific areas.
Training and skills development		

Risk	Declining employee motivation and a reduction in the Group's competitiveness due to an ineffective staff development process.	Clearly defined rules of access to training. Regular monitoring of individual employee progress and development.
Opportunity	Improved work efficiency and an increase in the Group's competitiveness, particularly in the area of new technologies.	Open-access training sessions organised by Group entities; dedicated, individual development initiatives; proprietary managerial training programme.

S1-1 Policies related to own workforce

The Group applies consistent standards for the management of its own workforce, underpinned by a set of internal documents such as the Code of Ethics, policies, procedures, and rules designed to support the development, safety, and well-being of individuals performing work for the Group.

These activities are founded on the respect for human rights, in accordance with the principles set out in the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the conventions of the International Labour Organization (ILO).

At the Group companies, the following key internal documents govern matters related to the management of own workforce:

- Grupa Pracuj Code of Ethics;
- Anti-Bullying and Non-Discrimination Policy;
- Diversity Policy;
- Work rules;
- Remuneration Rules;
- Rules of the Company Social Benefits Fund at Grupa Pracuj S.A.;
- Rules of the cafeteria benefits system at eRecruitment Solutions sp. z o.o.;
- Personal Data Protection Policy;
- Whistleblowing procedure in accordance with the Whistleblower Protection Act,
- Instructions for using the e-nform reporting system;
- Recruitment Policy;
- Onboarding rules;
- Offboarding rules;
- Career development session rules.

Policies related to own workforce fall within the remit of the Management Boards of individual Group companies, while their implementation into actual practice is primarily the responsibility of their respective HR departments.

Code of Ethics

The Grupa Pracuj Code of Ethics serves as a foundational compass for ethical conduct across the organisation. As a cornerstone of our corporate culture, it articulates the behaviours we expect, the standards we uphold, and the boundaries we do not cross. Binding on all members of the Group's community – regardless of their role, seniority, or function – the Code reflects our unwavering commitment to values-driven business practices.

Among other things, the Code commits us to:

- upholding human rights, including the strict prohibition of child labour, forced labour, human trafficking, and modern slavery;
- preventing all forms of discrimination, harassment, and workplace bullying;
- building a safe and supportive work environment;
- ensuring equal opportunities in recruitment, compensation, and career advancement;
- combating corruption and avoiding conflicts of interest;
- safeguarding data and maintaining information security;
- respecting the natural environment and the interests of local communities.

The Code of Ethics is readily accessible via our internal platforms, and all employees, non-employee workers, and members of management teams are required to acknowledge and adhere to its provisions.

For a comprehensive overview of the Code of Ethics, see section 'ESRS G1 – Business conduct' of this Statement.

Respect for human rights

At every stage of the employment lifecycle – from recruitment through to the conclusion of employment – the Group places a strong and consistent emphasis on upholding human rights. Every individual working for the Group is treated with dignity and in accordance with the principles of equality, irrespective of gender, age, race, sexual orientation, or other personal characteristics.

In particular, the Group is committed to:

- promoting balanced gender distribution across all levels of the organisation;
- ensuring the right to fair remuneration, including equal pay for work of equal value;
- respecting freedom of expression, the right to freedom of association, and the right to privacy;
- maintaining zero tolerance for any form of human rights violations.

The Group categorically rejects and does not tolerate:

- child labour;
- forced labour, human trafficking, and modern slavery;
- conduct that undermines human dignity;
- any and all forms of discrimination.

Expectations regarding the respect for human rights are also extended to the Group's stakeholders through the Code of Ethics in Business Relationships.

Remediation and reporting channels

The Group has established dedicated channels for reporting irregularities and cases of misconduct, which ensure anonymity and enable the reporting of human rights violations in a secure and confidential manner. A detailed description of these mechanisms is provided in section 'ESRS G1 – Business conduct' of this Statement.

In addition, at softgarden, the Corporate Policy serves as the key document outlining the principles and values that guide day-to-day operations at the local level. For employees, this document serves as a practical compass, supporting responsible conduct aligned with legal requirements and the company's core values, while fostering a positive working atmosphere based on equality, mutual respect, and workplace security.

Anti-Bullying and Non-Discrimination Policy

The Group companies have implemented an Anti-Bullying and Non-Discrimination Policy designed to safeguard employees and other workers against bullying, discrimination (including sexual harassment), both in the workplace and in connection with the performance of work-related duties.

The Policy covers the following key areas:

- protection of affected individuals: provision of support and remedial measures for persons who have experienced bullying or discrimination;
- employer actions: implementation of procedures to prevent bullying and discrimination, including monitoring of the work environment, provision of training, and responding to reported incidents;
- employee obligations: obligation to refrain from any conduct that may constitute bullying or discrimination, and to report any observed misconduct;
- reporting procedures: enabling employees and workers in the value chain to confidentially report cases of misconduct through designated channels, such as HR business partners or dedicated reporting platforms.

The Policy applies equally to all employees and workers in the value chain, regardless of their position within the organisation.

Responsibility for the implementation of the Policy lies with the Management Boards of the respective Group companies, who are obliged to ensure its effective application. For a comprehensive overview of the Anti-Bullying and Non-Discrimination Policy, see section 'ESRS G1 – Business conduct' of this Statement.

Work rules

At: Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o. and Robota International TOV formal work rules have been established to ensure operational clarity and consistency in the organisation of work. These internal frameworks serve as essential reference points in shaping a well-structured working environment, defining mutual rights and responsibilities of both the employer and employees. The work rules apply exclusively to employees (individuals with employment contracts), and do not cover professionals engaged under civil-law contracts, such as mandate or specific-task contracts.

At other Group entities, the principles governing work organisation are set out directly in individual employment contracts.

Remuneration policy

The Group creates conditions that enable the attraction, retention, and motivation of individuals whose expertise and experience are critical to the Group's continued dynamic growth.

At Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o. and Robota International TOV, formal remuneration rules have been implemented. These documents clearly define the principles of remuneration, as well as other work-related benefits and award rules. At other Group entities, the remuneration policy is shaped by national legislation and aligned with prevailing market trends.

The remuneration framework applies to employees working under employment contracts. In collaboration with an external partner, Grupa Pracuj undertook a job valuation process. Furthermore, addressing employee needs and prioritising the transparency of internal procedures, a salary grid was developed. This grid assigns specific positions to

corresponding salary levels. The purpose of these measures is twofold: to establish compensation that reflects the nature of the job, the employee's skills, knowledge and standing within the Company, and to prevent any gender-based salary disparities.

Annually, all entities within the Group perform salary level analyses against local market benchmarks to maintain their competitive position.

Occupational health and safety policies

The Group's business activities are not associated with work performed in hazardous conditions. Work duties are primarily carried out in office-based settings. Accordingly, the most relevant occupational risks at these workplaces include inadequate workstation ergonomics, prolonged sitting, work-related stress, task monotony, noise, and improper lighting. The Group makes every effort to ensure that working conditions are designed to eliminate all potential risks to the health and safety of its workforce.

A comprehensive Occupational Health and Safety (OHS) management system is in place across the Group, encompassing procedures, instructions, regulations, and internal standards. At Pracuj Group S.A. and eRecruitment Solutions sp. z o.o., the fulfilment of OHS obligations is enhanced through the support of an external service provider. In the other companies, adherence to OHS principles is monitored by the management. All companies operate in accordance with the applicable OHS laws and regulations (including the Labour Code and other national legislation), as well as the internal provisions set down in the work rules. The Group's cooperation with an external partner specialising in occupational health and safety serves as an additional source of expertise, ensuring ongoing access to the latest best practices and developments in that field.

Protection of diversity and prevention of discrimination

The Group articulates its approach to non-discrimination, equal opportunities, and the promotion of diversity and social inclusion primarily through its Code of Ethics and Diversity Policy. These documents are rooted in the Group's shared value system, co-created by an international team comprising representatives from key business areas. Among these core values, respect for diversity

holds a central place. Equal access to employment, opportunities for professional growth, and advancement are guaranteed for all. The Group strives to foster an inclusive, supportive, and engaging work environment – one in which every employee feels safe, valued, and respected. Any manifestation of bullying or discrimination is strictly prohibited and will not be tolerated. All employees, non-employees, and business partners are entitled to fair and equitable treatment.

In 2024, the Group developed its Diversity Policy, which sets standards for shaping organisational culture and building a work environment grounded in collaboration and respect for individual differences.

In the same year, Grupa Pracuj became a signatory of the Diversity Charter, an initiative under the patronage of the European Commission. Joining the Diversity Charter represents a significant step towards embedding a culture of respect, openness, and inclusivity across the organisation.

As a member of the initiative, the Company will take part in the Diversity IN Check assessment – a tool used to measure the organisation's maturity in diversity management. The results of this assessment will offer valuable insights and serve as a basis for continued development of internal policies and practices further supporting diversity and inclusion.

The Group is committed to establishing clear principles for the creation, implementation, and regular review of internal regulations, particularly in the area of workforce-related policies. All such policies are posted on the intranet, ensuring accessibility for every employee. In the case of selected regulations, tailored training materials and e-learning courses are developed to support understanding and compliance.

The rollout of key policies includes targeted internal communication efforts aimed at reaching the broadest possible employee audience, as well as system-based monitoring to track levels of engagement with and awareness of policy content.

The Group ensures that all key policies are easily accessible to every employee. At the largest Polish entities, an e-learning system has been implemented, based on which the Group is able to track employee engagement with policy documents. Line managers are additionally notified in the event of any delays in the completion of mandatory training or policy acknowledgements by their team members.

Diversity Policy

In 2024, the Group's Diversity Policy was developed and formally adopted by the Management Boards of the Company and eRecruitment Solutions sp. z o.o., with implementation in the remaining Group entities planned for 2025.

The Group's Diversity Policy is built on the principle of equal opportunities for all employees and job candidates, regardless of their gender, age, origin, religion, sexual orientation, or other personal characteristics. The document sets out clear guidelines for eliminating discrimination, promoting gender balance at all levels of the organisation, and cultivating a work environment founded on mutual respect, inclusion, and collaboration. It also outlines specific actions designed to advance diversity and inclusiveness within the organisation. These include the adaptation of recruitment processes to ensure equal access, delivery of diversity and inclusion training, and ongoing monitoring of progress against established goals.

S1-2 Processes for engaging with own workforce and workers' representatives about impacts

The responsibility for engaging with employees rests primarily with managers and directors in charge of the respective organisational units. These interactions are grounded in direct, operational contact and tailored to the daily rhythm of work. The frequency of meetings is determined individually by teams and their leaders. For more matters of greater significance, such as changes to internal regulations or policies, this engagement expands to include consultations with employee representatives, who are invited to contribute feedback and perspectives.

The Management Board and the Leadership Team also play a pivotal role in fostering a culture of open dialogue and transparent communication. Their involvement consists in encouraging employees to take an active part in shaping communication processes. Through regular town halls, team sessions, and informal interactions, they promote a workplace culture built on openness, mutual respect, and trust. This commitment to accessibility and dialogue is reflected in the design of office spaces, which encourage direct contact between colleagues and leadership.

At the international level, English serves as the common language of communication. Organisation-wide meetings, held at least quarterly, create a space for sharing updates, aligning goals, and building cohesion across companies and business units. To ensure full accessibility, these meetings are simultaneously interpreted into local languages. This model is a cornerstone of the Group's approach to diversity management, enabling meaningful integration and agile leadership of the international workforce.

Employee voices – at all levels – are actively listened to and considered in decision-making processes that shape the future of the organisation. Input gathered through regular work environment and culture surveys, hackathons, and an annual competition for improvement and innovation ideas serves as a vital channel for bottom-up influence.

The Group companies deploy modern internal communication tools, including online surveys and an interactive intranet platform that enables two-way communication. Team needs and suggestions are continuously monitored and analysed, ensuring responsiveness in addressing evolving expectations.

In addition, employees are invited to regular dialogue sessions with HR business partners and managers to discuss individual needs, aspirations, and feedback in a constructive setting.

Review meetings are held periodically to track goal achievement and set strategic priorities for the future. These are complemented by structured feedback processes, including 360-degree evaluations for managers and 270-degree evaluations for employees. Together with their supervisors, employees develop personalised development plans that align individual ambitions with the Group's strategic needs. Through these initiatives, the Group empowers its people to co-create a workplace rooted in trust, shared responsibility, and continuous dialogue.

S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns

The Group provides multiple channels for raising concerns that are accessible to all employees. Employees are regularly reminded of their existence through internal communications, including email updates and intranet announcements. For details of the reporting procedures, see section 'ESRS G1 – Business conduct' of this Statement. All reports are treated as confidential, with access restricted to specifically designated individuals.

As part of the onboarding process, every new hire is informed about the channels available for sharing feedback, including the employee satisfaction survey and the designated whistleblowing platform for reporting any irregularities and cases of misconduct at:

- www.gp.zalezymi.pl in Poland;
- <https://whistleblower.softgarden.de> in Germany.

The system guarantees full security, confidentiality and protection of personal data.

In Ukraine, concerns can be raised directly via the dedicated email address: MarinaH@robota.ua.

The mechanisms for handling complaints and grievances related to employee matters are further described in section 'ESRS G1 - Business conduct' of this Statement.

S1-4 Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

The Group undertakes targeted actions to eliminate actual negative impacts on its own workforce. The implementation of relevant policies and monitoring mechanisms enables continuous assessment and agile strategic adjustments aimed at improving the overall quality of employment.

To mitigate material actual negative impacts, the Group has initiated and continues to implement the following actions:

- promotion of flexible work arrangements, including a hybrid work model and flexible working hours;
- provision of part-time work opportunities where legally applicable to accommodate employee needs;
- regular meetings between employees and the management team, both at the Group and company levels, with direct access to leadership facilitated;
- annual work environment surveys to gauge employee engagement;
- evaluation, planned for 2025, of the need to establish formal employee representation at the remaining Group entities;
- standardised rules of office workstation ergonomics and promotion of ergonomic practices in remote work settings;
- ongoing review and updates of the remuneration policy;
- definition of transparent principles for remuneration and salary raises, based on external market benchmarks;

- equal access to professional development and training opportunities guaranteed for all employees, irrespective of gender;
- evaluation, planned for 2025 at Robota International TOV, of the need to develop a formalised procedure for access to training and development initiatives.

Training and development initiatives across the Group, marked by the diversity of topics covered, the variety of formats offered, and their responsiveness to both individual and team needs, represent a key area of positive impact on the Group's workforce.

The Group monitors and evaluates the effectiveness of these actions through, among other things:

- systematic employee satisfaction surveys – conducted at least once a year to enable trend analysis and identify areas for improvement;
- employee feedback – open communication channels, such as regular townhall meetings and anonymous questionnaires;
- anti-discrimination and anti-bullying mechanisms – monitoring of reported cases of misconduct through the compliance system;
- reporting to the Management Board and investors – annual non-financial reports covering the effectiveness of actions related to the Group's own workforce.

A detailed overview of the actions taken to address material risks and pursue material opportunities related to own workforce is presented under heading 'Material impacts, risks and opportunities' of this section.

The Group ensures that its business practices, including sales strategies, procurement procedures, and data management policies, do not cause or contribute to any material negative impacts on its workforce.

As part of its operational processes, the Group applies policies aimed at safeguarding the physical and mental health of employees, particularly by:

- avoiding the implementation of sales targets or commercial policies that could create undue pressure and lead to burnout. Sales targets are set in consultation with teams to ensure they are realistic and aligned with team capacities;
- applying working time standards in procurement management and supplier cooperation that take into account the capabilities of administrative and legal teams;
- processing employee data in accordance with the Personal Data Protection Policy.

The Group allocates adequate resources to effectively manage its impact on workforce members. Key actions include:

- Human resources – HR teams operating across all Group companies are responsible for implementing and monitoring policies related to working conditions, diversity, training, and remuneration schemes. In addition, the ESG (Sustainability) Team monitors the Group's impact on human rights and employee well-being. A significant role in the process is also played by the Company's OHS Committee.
- Financial resources – the Group invests in professional development and training programmes, including managerial skills and reskilling initiatives. Particular emphasis is placed on training focused on preventing bullying and discrimination, as well as well-being benefits such as psychological support.
- Organisational resources – the Group applies a comprehensive set of policies, including the Code of Ethics, the Anti-Bullying and Non-Discrimination Policy, and the Diversity Policy. Dedicated whistleblowing channels are also in place. Regular work environment surveys are conducted to assess the levels of satisfaction, engagement, and perceptions of diversity within the organisation.

S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

In 2025, the Group is focusing on strengthening its organisational culture, which fosters both high performance and employee engagement. To this end, IT tools facilitating talent management are being deployed, alongside performance and leadership potential assessment processes, enabling more effective succession planning and the development of future leaders. Furthermore, actions supporting talent development and their long-term career paths within the organisation are being defined and implemented.

Employee engagement remains one of the Group's top priorities. Therefore, in Poland, Germany and Ukraine, a work environment survey will be conducted to identify key areas requiring change or development efforts. The results will be analysed and communicated to management teams and employees, serving as the basis for dedicated workshops and working groups tasked with developing solutions to the most pressing challenges. Initiatives will also be implemented to enhance engagement and foster a stronger sense of belonging within the organisation.

An important step will also involve standardisation of the onboarding process, enabling new hires to find their feet more quickly and effectively begin their journey in the organisation. Current practices at the Group companies are being reviewed, followed by the development of training materials, such as presentations, documents, e-learning modules and assessments. This new standard will be rolled out across the Group to ensure a consistent and effective onboarding experience for all new joiners.

In addition, the HR departments of the respective companies will concentrate on communication and managerial training as part of the GP Leader Profile initiative, which has led to the development of a competence matrix and support pathways for managers across Grupa Pracuj, based on the Group's value system. The initiative aims to support purposeful development of managerial career paths spanning three areas: self-improvement, team leadership, and contribution to organisational growth.

In 2025, the Group will define medium- and long-term targets for managing material impacts, risks, and opportunities related to its own workforce.

S1-6 Characteristics of the undertaking's employees

Detailed information on the Group's employees is provided in the tables below.

The Group's employee head count by gender

Gender	Number of employees as at 31 December 2024
Male	449
Female	642
Other	0
Not reported	0
Total	1,091

Starting from the 2024 reporting year, the Group presents the number of employees on a head-count basis. In previous years, the number of employees was reported as full-time equivalents (FTEs), understood as individuals engaged under employment contracts, excluding those on extended leave (such as maternity/parental leave, unpaid leave and sickness absences exceeding 30 days). In 2023, the Group had 963 active employees, while the total head count, including both active and inactive employees, amounted to 1,043.

The decision to present the employee head count rather than FTEs was prompted by the intention to provide a more appropriate reflection of the scale of the Group's impact on the community compared with the FTE-based approach.

The Group's employee head count by segment

Gender	Number of employees as at 31 December 2024			
	Segment Poland	Segment Germany	Segment Ukraine	Group
Male	248	120	81	449
Female	405	72	165	642
Other	0	0	0	0
Not reported	0	0	0	0
Total	653	192	246	1,091

The Group's employees head count by contract type, working time, and gender

Gender	Male	Female	Other	Not disclosed	Total
Number of employees*, including:	449	642	0	0	1,091
Number of permanent employees	413	585	0	0	998
Number of temporary employees	36	57	0	0	93
Number of non-guaranteed hours employees **	1	0	0	0	1
Number of full-time employees	416	611	0	0	1,027
Number of part-time employees	32	31	0	0	63

*Number of employees as at 31 December 2024.

** Non-guaranteed hours employees are employed by the undertaking without a guarantee of a minimum or fixed number of working hours. Casual employees, employees with zero-hour contracts, and on-call employees are examples that fall under this category.

The Group's employee head count by contract type and by region

Region	Poland	Germany	Ukraine	Total
Number of employees	653	192	246	1,091
Number of permanent employees	573	179	246	998
Number of temporary employees	80	13	0	93
Number of non-guaranteed hours employees *	0	1	0	1
Number of full-time employees	642	159	226	1,027
Number of part-time employees	11	32	20	63

In 2024, the number of employees who left the Group was 148, with the rate of employee turnover at 15%. The rate of employee turnover was calculated as the number of employees who left (head count) as at the last day of the year divided by the total number of employees as at that day. In the reporting period, the number of newly hired employees at the Group was 154.

S1-7 Characteristics of non-employee workers in the undertaking's own workforce

In 2024, the number of non-employees in the Group's workforce amounted to 132, including 28 women and 104 men. A majority of the non-employees (91.7%) supplied labour under business-to-business (B2B) contracts. The remaining 8.3% comprised individuals engaged under civil-law contracts and those provided by temporary employment agencies.

Number of non-employees in the Group's own workforce

Number of non-employees as at 31 December 2024	Group
Total number of non-employees in the Group's own workforce (head count), including:	132
Number of workers with B2B contracts	121
Number of workers provided by temporary employment agencies	5
Number of workers with civil-law contracts (mandate and specific-task contracts)	6

S1-8 Collective bargaining coverage and social dialogue

At the Group, there are no trade unions or works councils, and no collective bargaining agreements or social agreements in place.

At the largest Polish companies, i.e. Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., employee representatives have been appointed and are invited to take part in consultations on key employee matters.

S1-9 Diversity metrics

The Group's top management comprises managers and directors.

Gender distribution in number and percentage at the Group's top management level

Number of employees at top management	Group
Female	96
Percentage of employees at top management)	49%
Male	98
Percentage of employees at top management)	51%
Other	0
Percentage of employees at top management	0%
Not disclosed	0
Percentage of employees at top management)	0%

Number of employees by age group

Number of employees	Group
Total number employees, including:	1,091
Age group: under 30 years old	314
Percentage of employees under 30 years old	29%
Age group: 30-50 years old	744
Percentage of employees 30-50 years old)	68%
Age group: over 50 years old	33
Percentage of employees over 50 years old	3%

S1-10 Adequate wages

In 2024, all of the Group's employees were paid above the adequate wage, determined in line with the minimum wage benchmarks published by Statistics Poland and its counterparts in other countries where Group companies operate. The percentage of the Group's employees paid below the adequate wage was 0.0%.

S1-11 Social protection

The Group's employees are covered by social protection against loss of income provided by the countries where Group companies operate. In 2024, all employees (individuals with employment contracts) were covered by social protection through public programmes. In addition, Grupa Pracuj S.A. operates a Company Social Benefits Fund. Employees may apply for non-wage social benefits if they are facing difficult life, family, or financial circumstances, for instance if they are affected by unforeseen life events such as serious or chronic illness, accidents, or the death of a close relative.

Due to specific local conditions, Robota International TOV has implemented a support and reintegration programme for war veterans, aimed to support individuals returning to work after active military service. It provides access to legal consultations, psychological counselling, and financial assistance. As part of the programme, the company also provides quarterly training sessions to raise awareness among employees and other workers about the challenges faced by veterans. Employees performing military service continue to receive regular remuneration from the company.

S1-12 Persons with disabilities

The percentage of employees with disabilities in the Group's own workforce was 2.3% (of whom 1.1% were women and 1.2% were men).

S1-13 Training and skills development metrics

The Group is committed to ensuring that every employee has the opportunity to learn, receive constructive feedback, and enhance their potential, skills and competencies. Within the training and development area, a variety of initiatives are undertaken to improve employee skills and competencies, adhering to the 70/20/10 model. This approach facilitates and encourages individuals to take responsibility for personal development through diverse activities. According to the model, 70% of learning comes from experience, 20% from others, and 10% from formal development activities such as participating in training sessions, conferences and courses.

Formal development initiatives offered to employees include internal and external training focused on both soft skills and technical expertise, participation in conferences, enrolment in postgraduate courses, participation in coaching sessions, involvement in mentoring programmes and meetings, purchase of specialist literature and periodicals, and language proficiency enhancement classes.

Furthermore, employees have the opportunity, as part of the development initiatives funded by the Group, to purchase access to an e-learning platform of their choice that supports the achievement of business objectives within their specific area of expertise.

Apart from the standard forms of training, every year a range of other development-focused programmes are launched, such as Your Growth Festival, webinars with experts, discussion panels, and knowledge sharing. Our employee development plans take into account the analysis of workforce development needs and also address issues identified in the Work Environment Survey, as well as current market trends.

At the Company, a unified standard for development sessions has been introduced, harmonising knowledge and approaches, establishing frameworks and defining the responsibilities of both managers and employees concerning development.

A career development session is an individual meeting between an employee and their immediate supervisor, during which they discuss conclusions reached on the basis of information obtained from the 270- and 360-degree evaluation. Furthermore, they plan and record specific development goals and activities for the coming year (taking into account the employee's needs and the organisation's capabilities). The sessions are an opportunity to summarise and plan various development activities, which are then implemented and monitored over the year, including during ongoing one-on-one meetings between the employee and manager. Career development sessions are held on an annual basis.

The 270-degree and 360-degree evaluations cover all employees of the company after the onboarding period (the 360-degree evaluation is dedicated to managers, while the 270-degree evaluation is for employees who do not manage a team). During the process, employees receive feedback from a range of respondents, including their immediate superior, colleagues and subordinates. This helps them understand how their general and managerial competencies are perceived by others. The 270- and 360- degree evaluations not only facilitate professional development, but also foster a culture of open communication and constructive feedback.

A tool that supports building the organisation's culture based on open and honest feedback is the Insights Discovery test. The Insights Discovery model is employed both in projects involving individual development of employees and in initiatives designed to increase the effectiveness of entire teams. An in-house team of accredited Insights Discovery consultants ensures that each new employee is provided with a personal Insights Discovery report during the Quarterly Onboarding phase. The report helps them understand their operating style and how it affects their relationships with others in the workplace. Each person is offered an opportunity to have a one-on-one session to discuss their personal profile and make an in-depth analysis of their preferences regarding communication and cooperation with colleagues.

Percentage of employees that participated in regular performance and career development reviews; such information is broken down by gender; and the average number of training hours per employee and by gender

Gender	Female	Male	Other	Not disclosed	Total
Percentage of employees that participated in regular performance and career development reviews	84%	77%	-	-	-
Average number of training hours per employee	31	34	-	-	-

S1-14 Health and safety metrics

In 2024, there were no minor, serious, or fatal accidents at the Group, nor were there any occupational diseases identified.

S1-15 Work-life balance metrics

All of the Group's employees (in Poland and on the other markets – Ukraine and Germany) are entitled to take family-related leave.

Percentage of employees entitled to take family-related leave and percentage of entitled employees that took family-related leave at the Group

Gender	Female	Male	Other	Not disclosed
% of employees entitled to family-related leave	100%	100%	-	-
% of employees that took family-related leave	12%	6%	-	-

S1-16 Remuneration metrics (pay gap and total remuneration)

The gender pay gap at the Group, calculated by subtracting the mean hourly pay rate for women from the mean hourly pay rate for men, dividing the difference by the mean hourly pay rate for men, and then multiplying the result by 100, amounted to 32%.

That value is significantly influenced by the Group's employment structure: approximately one-third of the workforce are IT experts, a professional group that commands higher remuneration across all levels and remains predominantly male.

Moreover, the top management positions are primarily held by men, which further contributes to the disparity in average pay levels. The calculation methodology does not differentiate across organisational levels but encompasses the entire workforce, including inactive employees such as those with long-term sickness absence or on parental leave – a group largely composed of women, whose pay is not subject to regular indexation during such periods.

For internal monitoring purposes, the Group also applies a refined methodology that takes the above-mentioned structural factors into account and, in the Management Board's opinion, offers a more accurate representation of the actual gender pay gap. According to this methodology, pay disparities are significantly less pronounced, and in some organisational tiers, a reverse pay gap is observed – that is, women earn, on average, more than their male counterparts.

The Management Board is strongly committed to ensuring equal opportunities and eliminating all forms of discrimination. As part of this commitment, an in-depth pay gap analysis will be conducted in 2025 and its findings will inform a dedicated action plan aimed at further narrowing disparities within the Group's remuneration system.

In 2024, the ratio between the total annual remuneration of the Group's highest paid individual and the median remuneration for its employees (excluding the highest-paid individual) was 16.

S1-17 Incidents, complaints and severe human rights impacts

The Group monitors and reports the number of complaints related to employee matters. In 2024, no incidents of discrimination, including harassment, were identified. Furthermore, no serious incidents were reported in 2024 that would constitute violations of the principles set out in the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises.

The total amount of fines, penalties, and compensation for damages as a result of the incidents and complaints disclosed above was PLN 0.

ESRS S2 Workers in the value chain

SBM-2 Interests and views of stakeholders

As a leading European HR technology platform, the Group operates within a broad and interconnected value chain involving numerous entities. In its operations, it relies primarily on the expertise and experience of its workforce, as well as the technologies and IT network infrastructure it uses. The Group's key suppliers are technology companies, providing both products (IT hardware network infrastructure) and services (hosting and software development services). Additionally, the Group collaborates with marketing, utility and other service providers.

Identification of stakeholders in the value chain

The primary categories of value chain workers identified by the Group are employees of its suppliers, contractors, and business partners, as well as individuals employed by its customers, including end-users of the Group's services. These are predominantly white collar workers.

Key categories of employers of the Group's value chain workers include:

- suppliers of IT hardware, software, and network infrastructure;
- service providers, including providers of marketing and advertising services;
- utility suppliers;
- energy producers and suppliers;
- office space managers;

- entities using the Group's services and products.

While the stakeholders in the Group's value chain are mainly white collar workers, the Group also considers the potential impact of its operations on other workforce segments, such as manual workers engaged in supplying network infrastructure or logistics. Although the Group does not have a formalised process for engaging with value chain workers, it ensures they have access to dedicated channels to report irregularities and instances of misconduct, as detailed in section 'G1 – Business conduct' of this Statement.

The Group remains open to engage with the value chain workers. In 2024, the most comprehensive initiative in this area was the double materiality assessment. During the process, suppliers, contractors and business partners were invited to participate in surveys and interviews to provide feedback on collaboration with the Group and on its sustainability efforts. A key focus of the assessment was understanding the impact of the Group's operations on its value chain workers, particularly regarding terms of employment, workplace safety, and professional advancement opportunities. The process also identified opportunities and risks associated with workers in the Group's value chain, and evaluated their materiality from both the Group's and stakeholders' perspectives.

The insights gathered covered both current practices and key sustainability challenges. Findings from this assessment were incorporated into the final materiality report and will be used in the process of defining the Group's sustainability goals, which is planned for 2025.

Beyond goal setting, the Group is implementing a range of initiatives as part of its day-to-day operations to advance positive impacts and reduce negative impacts on its value chain workers. These ongoing efforts are outlined below.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The Group integrates potential impacts on workers in its value chain into both its operations and strategic decision-making, which is reflected in its initiatives and procedures, including:

- the Code of Ethics in Business Relationships, which outlines the standards expected of the Group's suppliers and contractors, particularly regarding labour rights and occupational health and safety; for more information, see section 'ESRS G1 – Business conduct' of this Statement;
- procurement procedures, including the Supplier Due Diligence process, which involves supplier screening in terms of respect for labour rights and diversity practices; for more information, see section 'ESRS G1 – Business conduct';
- anti-corruption procedures, also covered in section 'ESRS G1 – Business conduct';
- regular customer and end-user opinion surveys, described in section 'ESRS S4 – Consumers and end-users' of this Statement.

The Group's Code of Ethics, which applies to all individuals working for the Group, includes commitments relating to value chain workers, such as:

- respecting human rights, fundamental freedoms and democratic values and standards;
- prioritising the safety, wellbeing and dignity of own employees and value chain workers;
- ensuring transparent business practices and acting with integrity in customer relationships;
- delivering high-quality services that are both safe and legally compliant;
- vetting suppliers and engaging only those who meet the highest standards;

The Group ensures that these commitments are upheld by its employees and by individuals working across its value chain. Suppliers are expected to conduct business in accordance with the highest standards of business ethics, aligned with applicable laws and international norms.

As a trusted and timely-paying business partner, the Group contributes positively to the employment security of workers employed by its suppliers and contractors, for whom it often represents a significant customer. Furthermore, given its business profile, the Group engages in educational activities, thus supporting improvements in labour market standards, which can translate into better terms and security of employment within its customers' organisations.

Through these actions, the Group fosters value creation across the value chain, promoting sustainable development, responsible business practices, and the wellbeing of workers.

Workers in the Group's value chain can be broadly divided into two main categories:

Workers working for entities in the Group's upstream value chain

Workers working for entities in the Group's upstream value chain (suppliers and input providers) include employees of organisations supplying products and services supporting the Group's operations. The Group collaborates with a wide range of providers in the areas of technology, IT systems, marketing, recruitment, and data analytics. These workers typically include:

- IT and software development specialists, who provide advanced technological solutions supporting the Group's platforms, applications and products;
- employees of manufacturers and suppliers of network infrastructure and IT hardware used in the Group's operations;
- marketing and communication service providers, such as digital marketers, graphic designers, copywriters, and analysts, who support the Group's promotional activities;
- consultants and analysts from research and advisory firms, who provide labour market insights and contribute to the development of the Group's strategy;
- data protection and compliance professionals, responsible for ensuring legal compliance and users' personal data protection across the Group's platforms, applications and systems.

Workers working for entities in the Group's downstream value chain

On the downstream side (customers and end-users), the Group provides services to corporate customers, whose employees are at the same time the end-users of the Group's products and services. The Group's products and services are also used by job seekers participating in recruitment processes conducted through the Group's platforms. The main categories of workers in this segment of the Group's value chain include:

- HR and recruitment professionals employed by the Group's customers, who use its job listing and talent recruitment platforms and recruitment management systems. The Group's services give them access to a broad talent pool and facilitate process efficiency;
- job seekers – this group are not formally workers but are considered end- users of the Group's services, accessing its platforms to search for employment and support their career development;
- recruiters working for human resource consulting agencies, who use the Group's tools, such as job posting on its platforms, to perform their core work.

The Group is committed to fostering a sustainable value chain, which means working with partners and supporting end-users by offering high-quality services (one of the cornerstones of the Group's value system), upholding ethical standards, and providing meaningful support for professional growth. Its platforms bridge both sides of the labour market, responding to customers' recruitment needs and advancing candidates' career journeys.

The Group's business model is designed to create value for all stakeholders, including its own workforce as well as business partners and platform users. This approach benefits not only customers but also the broader communities in which the Group operates.

To enhance the experience and efficiency of recruiters, the Group regularly gathers feedback on their needs and expectations through surveys and evaluation tools. These efforts help identify areas for improvement, such as user-friendliness of the recruitment platforms, availability of recruitment support tools, and technical support responsiveness. The insights inform targeted improvements that streamline recruiters' daily tasks and enhance the effectiveness of recruitment processes, contributing to overall user satisfaction.

As at 31 December 2024 and at the date of this Statement, no research has conclusively shown any potential negative impacts on the Group's value chain workers, or any related risks that could be directly linked to the Group's business model or strategy.

Areas exposed to increased risks of human rights violations

The Group has not identified any workers in its value chain operating in areas for which there is a significant risk of child labour or forced labour. However, due to the complexity of global supply chains, including those related to IT hardware manufacturing, it is not possible to fully rule out the presence of such human rights violations across the entire value chain.

Impacts, risks and opportunities

The Group identifies and assesses impacts related to workers working for entities in its value chain, integrating them into its business model and its short-, medium-, and long-term objectives. These impacts are described in detail in section 'ESRS 2 – General disclosures' of this Statement.

The material risks and opportunities related to workers in the Group's value chain are outlined below. Unless stated otherwise, they apply across all areas of the Group's operations, may materialise over any of the time horizons under analysis: short-, medium-, or long-term, and arise from the Group's dependency on value chain workers.

Material risk/opportunity, description of the risk/opportunity, management method, stakeholders, and area

Risk/opportunity	Description	Management method	Stakeholders	Value chain part
Working conditions				
Risk	Poor quality of customer service may lead to a loss of trust among both customers and business partners.	Customer service training, customer satisfaction monitoring, communication of Group values, Group Code of Ethics.	Value chain workers Customers	Downstream
Risk	Insufficient oversight of human rights and labour rights compliance among the Group's suppliers and contractors. Their failure to meet ethical and legal standards may result in workers in the Group's value chain being exposed to violations such as unfair wages, discrimination, unsafe workplaces, or inadequate terms of employment.	Code of Ethics in Business Relationships. Supplier Due Diligence process.	Value chain workers Suppliers	Upstream
Secure employment				
Opportunity	Being a reliable business partner contributes to improved employment stability, which can positively impact	Code of Ethics in Business Relationships.	Value chain workers Suppliers	Upstream Downstream

	the quality of services provided to the Group.	Payment practices: timely payments to suppliers.		
Adequate wages				
Risk	Customer's recruitment processes may prove ineffective if they offer inadequate pay.	Educational initiatives, promotion of job postings with specified salary ranges.	Value chain workers Customers	Downstream
Opportunity	Contractors who ensure adequate pay attract more qualified employees, which has a positive effect on the quality of services provided to the Group.	Code of Ethics in Business Relationships. Supplier Due Diligence process. Employer-targeted educational initiatives.	Value chain workers Suppliers	Upstream
Work-life balance				
Opportunity	Contractors who support employee work-life balance are more likely to retain employees long-term, which has a positive effect on the quality of services provided to the Group.	Code of Ethics in Business Relationships. Supplier Due Diligence process. Employer-targeted educational initiatives.	Value chain workers Suppliers	Upstream
Gender equality and equal pay for work of equal value				
Risk	Customer's recruitment processes may prove ineffective if they offer inadequate terms of employment.	Labour market education on job seeker's expectations, support in crafting attractive job advertisements, including oversight of non-discriminatory content.	Customers	Downstream
Employment and inclusion of persons with disabilities				
Risk	Limited accessibility of our services for persons with disabilities may reduce the available talent pool and, indirectly, influence the workforce composition of our customers.	Implementation of WCAG accessibility standards across the Group's platforms. User and customer needs surveys.	Value chain workers Customers	The Group's operations Downstream

S2-1 Policies related to value chain workers

The primary policy governing matters related to the Group's value chain workers is the Code of Ethics in Business Relationships. Defining the framework and minimum standards expected of the Group's business partners, it is a mandatory component of contracts with suppliers. This practice is founded on the belief that responsible and transparent business conduct based on legal compliance, accountability, transparency and clear communication is a prerequisite for sustainable development. The Code defines the core values and principles of conduct that the Group expects its business partners to uphold in their activities and their relationship with the Group. The document was created based on the values and principles followed in building an ethical work environment:

- expecting compliance with the law;
- counteracting corruption and conflicts of interest;
- building a safe and friendly work environment;
- meeting appropriate standards for information security and protection of business secrets;
- personal data protection;
- preventing unfair competition;

- reporting irregularities and instances of misconduct related to cooperation.

Each of these areas includes specific commitments and clearly defined expectations toward business partners, which constitute the minimum standards they are required to follow, as well as examples of behaviours and practices that the Group explicitly does not tolerate.

The structure of the Code of Ethics in Business Relationships was developed based on the Group's internal value system and in line with the OECD Guidelines for Multinational Enterprises. The Code forms part of the Group's broader due diligence process, which is designed in accordance with the UN Guiding Principles on Business and Human Rights.

The Code also includes an explicit rejection and prohibition of child labour and forced labour in any form.

Oversight of the Code's implementation, review, and updates is the responsibility of the Pracuj Group's Compliance Officer. Implementation across the Group's subsidiaries is overseen by the respective Chief Financial Officers of each company. The Code is available at the following address: <https://grupapracuj.pl/grupa-kapitalowa/informacje-prawne>

Supplier Due Diligence process

In 2024, the Company implemented the Supplier Due Diligence process, designed to reduce risks in supplier relationship management. The process also enables the Group to:

- screen selected suppliers against the Pracuj Group's standards and legal requirements in areas such as compliance, sustainability, and the management of environmental, social, and labour issues;
- mitigate business risk, ensure compliance with the required standards, and reduce the risk of engaging with unreliable contractors;
- protect the Group from tax liability for a dishonest supplier's obligations, financial losses or reputational harm resulting from such suppliers' activities, or legal sanctions;
- identify the supply chain.

The screening is applied to all suppliers who are responsible for network an IT infrastructure, technology processes, and any activities involving responsibility for data. The process also covers suppliers considered material based on the value of their transactions with the Group. It helps safeguard the Company's data, reduce cybersecurity risks, and verify compliance with the Group's standards for business relationships.

Only suppliers who successfully pass the screening are invited to continue in the procurement process, which concludes with the signing of a contract and the formal acceptance of the Group's Code of Ethics in Business Relationships.

To support employees, the Procurement Department has developed a Procurement Guide that serves as a step-by-step instruction on how to handle the supplier selection process correctly. A complementary resource, the Supplier Cooperation Best Practices toolkit, further supports day-to-day supplier interactions.

The Group plans to implement the Supplier Due Diligence process at eRecruitment Solutions Sp. z o.o. by the end of 2025.

S2-2 Processes for engaging with value chain workers about impacts

The Group's processes for engaging with value chain workers in relation to the impacts described in ESRS 2 include:

- screening of suppliers and contractors, with particular attention to their respect for human rights, equal treatment of employees, and health and safety standards;
- educational initiatives, including education on pay transparency and sharing findings from research and surveys on employees' and job candidates' needs;
- following high-quality customer service standards;

- conducting surveys assessing customer and user satisfaction and needs;
- payment practices (timely payments) and transparent procurement procedures, which support the security of employment for the Group's suppliers' workforce.

The Group has not established a general process for engaging with value chain workers. However, their perspectives are taken into account in the Group's decisions-making processes and activities, particularly those of individuals working for the Group's customers and users of the Group's platforms, applications and systems (prospective employees of the Group's customers). Engagement with these stakeholders on customer service, as well as their feedback and expectations, have a significant impact on the development of the Group's products and services and on its business model.

As regards the mitigation of potential negative impacts, the Group also engages with suppliers directly, at the procurement stage. This involves screening of the Company's key supplies as part of the Supplier Due Diligence process. In addition, the provisions of the Code of Ethics in Business Relationships are incorporated into contracts with the Company's key suppliers.

S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns

The Group has not identified any material actual negative impacts affecting workers in its value chain.

The Code of Ethics in Business Relationships, implemented across the Group's largest Polish companies, contains information on the path for reporting irregularities and cases of misconduct, which is described in more detail in section 'ESRS G1 – Business conduct' of this Statement.

In addition, individuals who perform services for the Group have access to direct communication channels, hotlines, and topic-specific email addresses. .

Methods of communication and engagement with value chain workers

Value chain workers	Main communication and engagement methods
Customers – employees of customers using the Group's products and services	<ul style="list-style-type: none"> • Direct communication through Customer Service Departments • Hotline and Contact Centre • Brand websites • Surveys, including satisfaction surveys • Educational meetings (physical and online) • Publications • Webinars
Suppliers – employees of suppliers	<ul style="list-style-type: none"> • Contact during procurement procedures • Direct contact with representatives of the Group • Industry conferences

The Group has not assessed whether value chain workers are aware of and trust the structures and processes put in place for them to raise concerns and report irregularities and cases of misconduct. For information on the Group's whistleblower protection policy, which also applies to value chain workers, see section 'ESRS G1 – Business conduct' of this Statement.

S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions

The Group has not identified any material actual negative impacts affecting workers in its value chain.

With regard to identified potential negative impacts, the Group takes measures to prevent such impacts by:

- implementing and following best practices and procedures for procurement processes and adhering to the Code of Ethics, which helps prevent potential negative impacts related to exerting excessive negotiating pressure on suppliers for whom the Group is a key customer;

- setting realistic delivery timelines based on reasonable estimates of task duration, thereby reducing potential negative impacts associated with overly tight deadlines for suppliers;
- communicating the Group's ethical standards and incorporating the Code of Ethics in Business Relationships as an integral part of supplier contracts, which reduces potential negative impacts of violating standards of conduct in relations with suppliers and customers. Failure to uphold these standards may lead to discrimination in the workplace, which adversely affects the morale of the Group's contractors, their reputation, and business relationships;
- ensuring a high standard of customer service, as measured by the Net Promoter Score (NPS).

The Group's positive impacts on workers in its value chain primarily stem from its role as a reliable business partner, its enforcement of high ethical standards among contractors in accordance with the Code of Ethics in Business Relationships, and its educational initiatives and promotion of best practices in the labour market, including in the areas of equal opportunities, diversity, and pay transparency. These efforts are described above, also in the context of managing risks and pursuing opportunities.

The Group identifies what action is needed and appropriate in response to a particular actual or potential impact on value chain workers by analysing customer and user feedback and insights from supplier surveys conducted as part of the Supplier Due Diligence process, as well as by reviewing market best practices.

In 2024, the Group did not receive any reports of severe human rights issues and incidents connected to its upstream and downstream value chain.

S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The Group has not yet established specific targets related to its relationships with value chain workers. In 2025, an analysis will be carried out to define measurable sustainability targets.

ESRS S4 Consumers and end-users

The Group does not identify consumers as defined in the ESRS standards in connection with its operations, but it identifies end-users:

- employers (hereinafter referred to as customers);
- employees of corporate HR departments and HR consulting agencies (hereinafter referred to as customers);
- job seekers (job candidates).

SBM-2 Interests and views of stakeholders

As a leader in recruitment technologies, the Group offers digital solutions that support recruitment processes, connecting people with job opportunities and helping employers attract the right talent. Strong relationships with all users of the Group's services, i.e. customers and candidates, are at the heart of the Group's strategy and business model, and their trust is the cornerstone of its long-term growth.

The Group's mission is to provide support to organisations throughout recruitment, employee retention and employee development processes, while also helping individuals in discovering the best job opportunities and unlocking their full professional potential, utilising modern and highly efficient technologies. Beyond delivering high-quality products and services, the Group is committed to ensuring they are safe, accessible, and easy to use for everyone. The Group

prioritises responsible and inclusive market practices, which are central to its mission. Its goal is to be a trusted and responsible partner to employers, job seekers, and end-users.

The Group ensures transparent and clearly defined terms of use for its products and services. The terms and conditions cover purchasing, return, and complaint procedures, as well as standards for consumer rights protection. These activities are fully aligned with applicable legal requirements and principles of responsible business conduct.

The GP Way, a distinctive operating model developed and used by the Group, is built on operational excellence across key areas of its activity. A key strength lies in the Group's ability to deliver a high-touch sales and service experience for HR customers by focusing on building long-term relationships based on trust and consistently high standards of support. Equally important is a strong organisational culture that prioritises employee engagement and tangible results. Another strategic focus is on discovering, developing, and monetising products tailored to different customer segments and their unique needs. Through this model, the Group successfully combines service quality, meaningful customer relationships, and product innovation,

The Group predominantly offers its services through four channels, tailored to meet the diverse requirements of its expanding customer base:

- direct sales,
- inside sales,
- e-commerce (self-service job postings),
- HR consulting agencies.

Customer service teams provide ongoing support to the Group's existing customers. They are supported by business analytics teams, responsible for collecting and analysing available data, including real-time sales statistics. These teams also play an active role in identifying and tracking market trends.

Customers have ongoing access to expert support, regardless of the sales channel they use, including in the case of self-service job postings via the e-commerce platform. This ensures they receive professional guidance throughout the recruitment project, which enhances both the quality of service and the effectiveness of the solutions provided.

Customers also have access to dedicated contact channels, designed to be intuitive and responsive to their needs. These channels offer technical assistance, expert advice, and quick responses to questions or issues, enabling an open line of communication and allowing the Group to respond to feedback and suggestions.

The Group places strong emphasis on inclusivity and responsible market practices, ensuring equal treatment of job candidates and transparency in recruitment processes. Its systems and services are designed with accessibility in mind and adapted to accommodate diverse user needs. Regular market research, including surveys and direct interviews, enables the Group to monitor customer and candidate expectations and identify evolving market trends. Insights from this research inform continuous product development and the implementation of innovative solutions that enhance recruitment efficiency. New products and services not only streamline the application and selection process, but also support employers in building recruitment strategies and managing talent in line with the highest ethical standards.

Candidates are offered solutions tailored to their individual preferences, including personalised job listings and tools that make applying for roles fast and intuitive.

The Group's recruitment management systems are built for easy integration with customers' existing systems, helping to streamline the hiring process. These tools are designed to make recruitment more effective, enabling effective candidate selection and efficient process management.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The Group actively involves end-users in the process of identifying material sustainability matters. Through research and stakeholder engagement, the Group gathers insights into their views and expectations, which are used to adapt the

Group's products and services to better meet the needs of end-users, with a particular focus on individuals at risk of digital or social exclusion. The Group takes into account impacts on end-users in its operations, strategy and business model.

End-user profiles

Within the Group's value chain, customers and job seekers are key categories of stakeholders using its recruitment products and services. The Group caters to both organisations seeking job candidates and individuals, i.e. job seekers who use its platform to find employment or advance their careers. These stakeholder categories are characterised below based on the value chain model:

Customers – employers and HR consulting agencies

The Group's customers – purchasers of its products and services – primarily include employers and HR consulting agencies that rely on the Group's tools to effectively reach job candidates and manage recruitment processes. These organisations vary in size, from small and medium-sized enterprises to large corporations, and operate across multiple industries. For a detailed description of customers, see section 'ESRS 2 – General disclosures' of this Statement.

Customer needs and expectations

Needs	Expectations
Efficient recruitment processes	User-friendly tools that facilitate quick job postings, candidate selection, and candidate profile analysis
Access to a diverse candidate pool	An extensive database of job candidates (users) that includes both seasoned professionals and entry-level candidates, ensuring effective matching to specific job requirements
Technical and advisory support	Support for optimal use of the recruitment platforms and Applicant Tracking Systems (ATS)
Complementary services	Access to additional services complementary to recruitment activities, such as employer branding support and career website development

The Group's products and services streamline recruitment processes for customers, enabling them to save time and reduce hiring costs, and offering access to a diverse candidate pool, in an ethical manner and in full compliance with legal standards.

End-users of recruitment platforms – job seekers, employees of corporate HR departments and HR consulting agencies

The Group's recruitment platforms serve a diverse range of end-users, including individuals seeking employment or career advancement at various career stages, ranging from entry-level candidates to experienced professionals. Another category in this end-user group are employees of corporate HR departments and HR consulting agencies using the Group's recruitment management systems.

Needs and expectations of end-users of recruitment platforms

Needs	Expectations
Easy access to attractive job opportunities	Easy and user-friendly access to current job listings tailored to job seekers' qualifications, career preferences, and location Job postings with specified salary ranges

Career development support	Resources such as career-building tools, CV creation assistance, educational content, guides, and salary calculators
Personal data security and privacy protection	Strict adherence to privacy regulations, transparent data use policies
Transparent recruitment process and application status updates	Clear communication throughout the recruitment process, providing feedback at each stage

The Group's recruitment platforms enable candidates to easily browse and apply for job opportunities, significantly reducing the time spent on job searching. In addition, the Group offers access to free tools such as gross/net salary calculator, maternity leave calculator or CV builder, and provides educational content to users via its website at <http://www.porady.pracuj.pl>.

End-users of recruitment management systems: employees of HR departments at organisations using the systems on a SaaS basis, and job seekers

Employees of HR departments at organisations using the Group's recruitment management systems on a SaaS basis include specialists and managers handling talent acquisition, overseeing recruitment processes, and managing human resources. Their responsibilities vary based on the organisation's size and industry, ranging from operational recruitment tasks to strategic human capital management. The category of job seekers using recruitment management systems overlaps with the category of job-seekers using recruitment platforms. Their needs and expectations are the same as those described above.

Needs and expectations of end-users of recruitment management systems

Needs	Expectations
Automated and optimised recruitment processes	Improved efficiency of tasks such as vacancy requisitions, job postings, candidate pre-selection, and information exchange within recruitment teams
Automated candidate communication	Personalised messaging, scheduling online recruitment meetings, and providing feedback at each recruitment stage
Generation of recruitment reports	Quick access to statistics on recruitment process stages, candidate evaluations, managers' decisions, and process durations
Data security and compliance with regulations	Compliance with the General Data Protection Regulation (GDPR) and the Whistleblower Protection Act, mitigation of legal risks
Automated onboarding processes (including pre-onboarding)	Enabling new hires to prepare for their roles even before their official start date
Training and support	Training and assistance throughout the collaboration process, from purchase, through to user onboarding, to the use of the system
Integration with customers' HR systems	Interoperability of recruitment tools with other HR systems within the organisation, enhancing data flow and automating human resources management processes.

The Group's recruitment management systems enable candidates to effectively apply for job opportunities and allow HR professionals to efficiently browse applications, significantly reducing the job search time for job-seekers and decreasing the workload and time recruiters spend finding suitable candidates.

Mutual relations and creating value across the Group's value chain

The Group acts as a vital link between employers and job seekers, enabling both groups to benefit from the value delivered through its products and services:

- employers have access to an extensive talent pool and tools that streamline candidate selection, facilitating efficient recruitment of suitable employees;
- candidates can find suitable job offers and receive support in their professional development, which enhances their prospects in the job market.

By addressing the interests and needs of both sides, the Group builds responsible and trusted relationships throughout its value chain. Adhering to the highest ethical and legal standards, it contributes to the sustainable development of the labour market and promotes social and professional inclusion. This includes advocating for the use of feminine job titles (feminatives) and integrating whistleblower protection features into products.

Impacts, risks and opportunities

The Group identifies and assesses impacts related to consumers and end-users, integrating them into its business model and its short-, medium-, and long-term objectives. These impacts are described in detail in section 'ESRS 2 – General disclosures' of this Statement.

Material risks and opportunities related to consumers and end-users served by the Group are outlined below. Unless stated otherwise, these risks and opportunities:

- apply across all areas of the Group's operations;
- involve customers and end-users as stakeholders;
- originate from the Group's own operations and the downstream segment of its value chain;
- can materialise over any time horizon, short-, medium-, or long-term;
- are dependent on workers.

Material risks/opportunities, risk or opportunity description, and management method

Risk/opportunity	Description	Management method
Information-related impacts on consumers or end-users		
Privacy		
Risks	Inadequate quality of services to end-users, including job-seekers and employers, could damage the reputation of the Group, affecting future business opportunities.	Monitoring of service quality and customer satisfaction. Customer service training and sharing best practices during regular team meetings. Implementation of the Pracuj Group Code of Ethics and values – one of the values is "Customer focus".
Risk	Legal and reputational risks due to insufficient protection of customers' and users' personal data.	Implementation of an information security management and monitoring system. A dedicated information security team. Establishment of a security monitoring process. Penetration testing and security audits conducted by both internal and independent external experts. Recurrent information security training for employees. Reviews of user access rights and authorisations using an access control system. Establishment of a monitoring process for vulnerabilities and the update status of systems and network components. Verification of suppliers to ensure they meet the required security standards.

Risk/opportunity	Description	Management method
Risk	Fraudulent acquisition of candidates' data by a customer.	Implementation of terms and conditions of service and a dedicated mechanism for reporting irregularities and cases of misconduct.
Opportunity	Building a competitive edge by ensuring high standards of data protection and user privacy, fostering customer trust.	<p>Compliance with personal data protection laws.</p> <p>Investment in modern data protection technologies (e.g. encryption, access control, firewalls) to prevent unauthorised access.</p> <p>Analysis of customer and user needs related to personal data protection and privacy, and development of products addressing those needs.</p>
Freedom of expression		
Risk	<p>Reputational risks due to:</p> <ul style="list-style-type: none"> False or defamatory content – users may post false, defamatory or discriminatory statements, potentially leading to reputational damage, legal consequences, and negative community impact. Violation of privacy – unauthorised disclosure of personal data may result in legal consequences and erode user trust. Inappropriate customer behaviour, e.g. aggressive employer branding or violations of platform rules, which may result in reputational damage and adversely affect relationships with users. 	<p>Each brand within the Group has established clear terms of service for their services and systems, defining unacceptable forms of user expression.</p> <p>There are dedicated reporting systems and procedures in place to ensure timely response to violations.</p> <p>The Group monitors media and social media mentions of the Group and its companies, and has a crisis communication procedure in place.</p>
Access to (quality) information		
Risk	Deliberate disruption of the Group's online platforms and systems, for example through cyberattacks or personal data leakage.	<p>Implementation of advanced IT security measures, including multi-layered protection and data encryption.</p> <p>Continuous IT system monitoring and collaboration with cybersecurity teams to detect and respond swiftly to threats.</p> <p>Regular training on data protection and digital security for employees and external service providers.</p>
Risk	<p>Publication of misleading or fraudulent job advertisements, which could damage the reputation of the brand and the entire Group, and lead to unethical practices in the labour market.</p> <p>The risk is also related to occupational health and safety.</p>	<p>Content verification – ongoing review and moderation of job listings to eliminate misleading or fraudulent advertisements.</p> <p>Cooperation with verified customers – cooperation exclusively with reliable and verified employers to reduce the risk of unethical recruitment practices.</p> <p>Terms and conditions for job posting – clear guidelines on job posting, including on incorporation of required elements and compliance with labour market regulations.</p>
Opportunity	<p>A curated pool of job candidates and verified job offers.</p> <p>Strengthening the Pracuj Group's position as a trusted recruitment platform, which supports attracting more users and business partners.</p>	<p>Implementation of terms and conditions for job posting.</p> <p>Implementation of a job posting verification procedure.</p>
Social inclusion of end-users		
Non-discrimination		
Risk	Discriminatory job advertisements or limited accessibility of the Group's platforms and services for users with specific needs (e.g. lack of transparency, gender inequality, or discrimination).	Implementation of a job posting verification procedure to ensure compliance with principles of equal treatment.

Risk/opportunity	Description	Management method
		<p>Education of employers and users through webinars and awareness content that promotes diversity and non-discrimination in recruitment.</p> <p>Availability of channels for reporting irregularities and cases of misconduct.</p> <p>Ensuring accessibility of the platforms to people with disabilities, including through the implementation of WCAG accessibility standards.</p>
Opportunity	Expanding the candidate base through effective promotion of equality, diversity, and non-discrimination.	<p>Implementation of equal treatment verification procedures for job postings.</p> <p>Support for groups at risk of labour market discrimination and exclusion through employer and user education (e.g. webinars, publication of content promoting diversity and anti-discrimination in recruitment processes, promotion of job postings with specified salary ranges).</p> <p>Ensuring accessibility of the platforms to people with disabilities, including through the implementation of WCAG accessibility standards.</p>
Access to products		
Opportunity	Adapting the Group's offering to a wide range of customers may open new markets and foster customer loyalty.	Research and education on diversity and different needs of specific employee groups.
	Enhancing competitiveness through easily available and sustainable solutions can distinguish the Group from competition.	<p>Development of products and services informed by findings of user needs analysis.</p> <p>Ensuring accessibility of the platforms to people with disabilities, including through the implementation of WCAG accessibility standards.</p>
	Commitment to social responsibility and aligning the Group's offering with the needs of various customer groups contributes to its positive image and builds trust.	Image-building CSR initiatives, including educational campaigns, partnerships with foundations focused on education and labour market equality, and support for projects such as assistance for people affected by the war in Ukraine.
Responsible marketing practices		
Risk	Lack of understanding of customer needs or perspectives.	Development of products and services informed by findings of user needs analysis.
	Failure to deliver or ineffective delivery of advertising services for customers.	Ongoing monitoring of the effectiveness of campaigns organised for customers.
	Reputational risks resulting from unethical or discriminatory marketing campaigns, or from partnerships with controversial influencers.	Implementation of the Code of Ethics in Business Relationships, defining expectations for business partners.
Opportunity	Adapting the Group's offering to a wide range of customers may open new markets and foster customer loyalty.	Development of products and services informed by findings of user needs analysis.
	Enhancing competitiveness through easily available and sustainable solutions can distinguish the Group from competition.	Ensuring accessibility of the platforms to people with disabilities, including through the implementation of WCAG accessibility standards.
	Commitment to social responsibility and aligning the Group's offering with the needs of various customer groups contributes to its positive image and builds trust.	Image-building CSR initiatives.

S4-1 Policies related to consumers and end-users

All companies within the Group have detailed terms and conditions of service that set out the rules governing access to and use of the Group's products, platforms, and applications. These documents are available to customers and end-users, and aim to ensure clarity, transparency and full alignment with applicable legal requirements, ethical standards, and the Group's Data Protection Policy and Information Security Policy. Furthermore, the Group enables users of its recruitment platforms to submit job postings using a dedicated form. This allows the Content Management Team to review submitted job advertisements for potential violations of the Pracuj.pl platform's content rules, service terms, or applicable laws. Any advertisements found to be non-compliant are removed. In 2024, 70 such cases were identified. The process for reviewing these reports is described in the Group's Procedure for Handling Reports of Illegal or Non-compliant Content.

The terms and conditions of service also define the purchasing process for services, how those services are delivered, and the respective rights and responsibilities of the provider and the customer or user. In particular, they include guidance on submitting complaints, terminating contracts, and accessing technical and customer support. To ensure a high-quality experience, the Group offers users comprehensive assistance at every stage, fostering both trust and satisfaction.

In all interactions with customers and end-users, the Group applies the standards outlined in its Code of Ethics, as described in detail in section 'ESRS G1 – Business conduct' of this Statement. These include respect for human rights, a commitment to personal data protection and privacy, and transparency in engaging with partners and stakeholders.

The Group makes an effort to ensure a high level of protection for consumers and other persons using its services who benefit from equivalent protections under the Consumer Rights Act. Accordingly, its internal documents incorporate the relevant provisions of Polish and EU consumer protection law, in particular the Consumer Rights Act. All policies and documents are written in clear and accessible language, in line with legal design principles.

Through these measures, the Group builds lasting, trust-based relationships with users, grounded in transparency, social responsibility and full respect for user rights.

S4-2 Processes for engaging with consumers and end-users about impacts

The Group places great importance on fostering open and transparent relationships with customers and end-users. To this end, it has established structured processes designed to better understand their needs and to monitor the Group's impact on user experience.

Key processes for engagement

The Group regularly gathers feedback through satisfaction surveys and user research, including interviews and both qualitative and quantitative studies. These insights support ongoing refinement of products and services to better meet user expectations. In 2024, users of the Pracuj.pl recruitment platform and the eRecruiter.pl recruitment management system submitted over 10,000 satisfaction surveys related to service quality. The Group also monitors user opinions across social media and other digital channels, enabling the early identification of user needs and emerging market trends.

User involvement in product development

The Group actively involves end-users in the development of its platforms and testing of new features. Through beta testing and pilot implementations, users are invited to provide suggestions and recommendations, with their input directly informing further development. This collaborative approach ensures that solutions are better aligned with consumer needs, while also strengthening satisfaction and trust in the Group's services.

Communication and user support channels

The Group provides users with access to a range of support options, including a hotline, live chat, social media, and dedicated email addresses. Customers and end-users can easily ask questions, report issues, or share feedback regarding the platforms. A trained support team ensures prompt and comprehensive assistance tailored to their needs.

By using advanced Customer Relationship Management (CRM) systems, the Group can monitor notifications and reports submitted by users and consumers, analyse their needs, and respond effectively to any issues related to service quality.

Responding to security and compliance-related concerns

Data security and regulatory compliance are treated as top priorities by the Group. Therefore, users are provided with dedicated channels to report concerns related to privacy, personal data access, or system security.

Each report is carefully reviewed, and any irregularities are addressed immediately, ensuring that users feel safe and that their privacy is respected and protected at all times.

How user engagement informs the Group's activities

By actively engaging with customers and end-users, the Group is able to respond to evolving market needs and to foster long-term, trust-based relationships. Insights gathered from user feedback directly contribute to the development of products and services that enhance customer satisfaction and strengthen the Group's position as a responsible partner in the recruitment services market.

Through these ongoing efforts, the Group supports its broader sustainability objectives by delivering services that are not only secure and accessible, but also designed with user satisfaction at their core.

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

The Group ensures that customers have accessible and reliable ways to raise concerns, ask questions, or provide feedback, such as hotlines, dedicated online forms and email. These contact options are clearly communicated via the Group's websites, making it easy for users to seek support when needed.

In addition, the Group provides a formal grievance mechanism, which enables customers to report irregularities and cases of misconduct, as described in detail in section 'ESRS G1 – Business conduct' of this Statement.

The Group handles all submissions with care and transparency, ensuring prompt follow-up actions. These practices are central to building trust and ensuring that the Group's operations align with the highest ethical and regulatory standards.

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

The Group has not identified any material actual negative impacts affecting end-users. With regard to identified potential negative impacts, the Group takes measures to prevent such impacts in the following areas:

1. Data privacy and security

The Group applies strict personal data protection procedures in full compliance with the Personal Data Protection Act and other relevant privacy laws. Group companies implement advanced security technologies and access control protocols to ensure the safety and integrity of user data.

2. Monitoring satisfaction and managing customer relations

The Group continuously monitors customer and end-user satisfaction through surveys, interviews, and Net Promoter Score (NPS) metrics. Regular collection of user feedback enables the Group to identify key needs and expectations, adapt its service offering, and enhance the overall service quality.

3. Transparency and user education

The Group is committed to transparent communication about how its services work. Users are provided with straightforward information on terms of use and platform features, along with educational resources such as user guides and manuals, helping them understand and safely use the Group's services.

4. Grievance and complaint mechanisms

Users can raise concerns, submit complaints and report irregularities and cases of misconduct through dedicated contact channels. These mechanisms are designed to ensure confidentiality and prompt response, reinforcing customer trust and enabling immediate corrective action when issues are identified.

5. Protection of users against advertisers' misconduct

All job postings published on the Group's platforms undergo review to ensure they meet both legal requirements and the Group's ethical standards. To further protect users from data misuse, Robota has introduced privacy-focused features that allow job candidates to apply without disclosing sensitive personal information such as their name or phone number.

Fostering responsible user relationships

Through strong quality assurance practices and user protection measures, the Group strives to build long-term relationships with customers based on trust. These efforts help improve user satisfaction and reinforce the Group's reputation as a dependable and responsible provider of recruitment services.

As a leader in HR technology, the Group is also actively involved in educational activities, supporting customers (employers) by strengthening their recruitment capabilities, and platform users (job candidates) by raising their awareness of the labour market.

Key educational initiatives

For customers (employers, recruiters, HR teams)

1. Webinars and online training

- regular webinars hosted by HR experts, covering recruitment trends, employer branding, labour market analysis, and use of digital tools in recruitment processes;
- training sessions for customers on how to use the Group's recruitment management systems effectively.

2. Reports and market analysis

- publication of research reports on labour market trends, salary benchmarks, and candidate preferences, including 'Specialist Labour Market Report';
- employer-focused research across different market segments, offering insights into current recruitment trends.

3. Expert content and knowledge resources

- educational materials such as articles, e-books, and case studies, published on blogs and in dedicated knowledge centres for customers.

For job seekers

- educational programmes supporting career development;
- workshops and webinars on CV writing, interview preparation, and career planning;
- mentoring programmes and partnerships with universities to support student career readiness;
- knowledge platforms and career guides;

- a wide range of educational resources available on the Group's recruitment platforms, including job market guides, career change advice, and career management tips;
- awareness-building content on new work models, such as hybrid work and work-life balance;
- job-seeker experience research;
- conducting and publishing research on job seekers' experiences, their expectations toward employers and terms of employment;
- collaboration with labour market experts on research reports.

Through its educational efforts, the Group actively contributes to the development of the labour market by strengthening the skills of recruiters and raising awareness among candidates. Education is a key element of the Group's communication with both job seekers and employers, helping to build a more transparent and inclusive labour market.

S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The Group has not yet established specific targets related to its relationships with end-users. In 2025, an analysis will be carried out to define measurable sustainability targets.

CORPORATE GOVERNANCE INFORMATION

ESRS G1 Business conduct

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities

The Group identifies and assesses impacts related to business conduct, integrating them into its business model and its short-, medium-, and long-term objectives. These impacts are described in detail in section 'ESRS 2 – General disclosures' of this Statement.

Material risks and opportunities related to the Group's business conduct are outlined below. Unless stated otherwise, these risks: apply across all areas of the Group's operations, can materialise over any time horizon, short-, medium-, or long-term, arise from dependency on value chain workers.

In the area of business conduct, the Group identified an opportunity linked to its corporate culture, as described in this section. This culture may serve as a source of competitive advantage by positively influencing employees and attracting new talent.

Description of the risk, management method, stakeholders, and area

Description	Management method	Stakeholders	Value chain part
Corporate culture			
Failure to effectively implement values and foster the organisational culture within the Group, including at new Group companies.	Code of Ethics, communication activities, workshops for employees, work environment surveys.	Employees	Own operations
Unfavourable image of the Group as an employer.	Communication activities, both internal and external (employer branding), alongside a strong focus on maintaining a high-quality work environment.	Employees Potential employees Media	Own operations Upstream Downstream
Reputational crisis, including cooperation with a partner of questionable reputation.	Implementation of Supplier Due Diligence and the Code of Ethics in Business Relationships.	Investors Customers Suppliers	Own operations Upstream Downstream
Failure to effectively adapt to new formal and legal requirements.	Monitoring regulations, consulting external experts.	Investors Customers	Own operations Downstream
Protection of whistleblowers			
Risk of ineffective whistleblower protection.	Whistleblower protection procedure.	Employees Suppliers Consumers End-users Customers Media	Own operations Upstream Downstream
Insufficient awareness of reporting channels, leading to a risk of an issue being disclosed publicly by whistleblowers, without giving the organisation the opportunity to address and resolve the issue internally.	Communication of available reporting channels.	Employees Suppliers End-users Customers Media	Own operations Upstream Downstream
Improper conduct towards employees – bullying and discrimination.	Anti-bullying procedures.	Employees	Own operations
Management of relationships with suppliers including payment practices			
Selecting a supplier without data protection verification – risk of sensitive data leakage.	Supplier Due Diligence.	Employees Suppliers	Own operations Upstream
Irregularities in the payment process – risk of termination of cooperation by the supplier.	Payment management procedures and payment systems.	Employees Suppliers	Own operations Upstream
Corruption and bribery			
Corruption incidents and misconduct in relations with partners/suppliers.	Procurement procedures, Code of Ethics in Business Relationships, Code of Ethics.	Employees	Own operations

Description	Management method	Stakeholders	Value chain part
		Suppliers	Upstream
		Customers	Downstream

G-1 – Corporate culture and business conduct policies

Organisational culture has been a cornerstone of the Group's operations for nearly 25 years. Its approach to work, innovation, and a system of principles guiding the behaviour of Group representatives in interactions – not only with customers, but with all stakeholders – is reflected, among other things, in the Grupa Pracuj Code of Ethics and the Code of Ethics in Business Relationships.

The Group fosters a dynamic organisational culture that enables it to adapt effectively to changing market conditions and its operating environment. This adaptability supports a transparent management model and facilitates the clear identification of development directions across the short-, medium-, and long-term horizons.

A clear and transparent strategy and healthy communication are at the heart of creating a culture that gives employees a sense of stability and opportunities for dynamic action. The Group makes every effort to provide them with equal access to information through a variety of communication channels and tools relying on bilateral dialogue.

Leadership Team

The development of corporate culture is one of the key management functions within the Group. The Group has a Leadership Team comprising representatives of all key business areas.

- Przemysław Gacek – President of the Management Board/Chief Executive Officer;
- Rafał Nachyna – Member of the Management Board/Chief Operating Officer;
- Gracjan Fiedorowicz – Member of the Management Board/Chief Financial Officer;
- Agnieszka Bieniak – Chief People Officer;
- Maciek Chwiłoc – Chief Technology Officer;
- Radosław Iwańczuk – Chief Commercial Officer, Pracuj.pl;
- Paweł Moszyński – Chief Strategy & Product Development Officer, Pracuj.pl;
- Kirill Mankovski – Chief Executive Officer, softgarden;
- Valeriy Reshetnyak – Chief Executive Officer, Robota;
- Adam Wielebski – Chief Executive Officer, eRecruiter.

The Leadership Team holds monthly meetings to review performance and address key challenges both at the Group level and within individual business units. The Team also makes strategic decisions that are crucial to the development of the entire organisation and ensures that the GP Way philosophy is embedded in all activities across the Group. The Team serves in an advisory capacity, supporting the Management Board throughout the decision-making process, while also facilitating the exchange of knowledge and information to enhance collaboration across individual business areas.

For a detailed description of the functions of the Leadership Team, see section 'ESRS 2 – General disclosures' of this Statement.

GP Way

A culture, honed through years of experience, that forms the backbone of the Group's operations, encompassing everything from day-to-day activities and fostering relationships with customers and users, to the added value that comes with being part of the Group, for both the companies and the talent within, led to the formulation of the GP Way – the Group's unique operational ethos.

It is a set of unique characteristics that define the organisation's day-to-day operations and interactions with external stakeholders, delivering added value to companies that join the Group through acquisition processes.

Grounded in operational efficiency, the Group's distinctive mode of operation encompasses elements such as proficiency in sales and customer service within a high-touch model, a culture dedicated to employee engagement and attaining goals, along with the identification, development, and monetisation of products suited to diverse customer groups and needs, coupled with an entrepreneurial approach across the entire product development and value creation chain.

The Group pursues its mission and vision guided by key values of its organisational culture. These values represent a foundational element of the Group's organisational culture, forming the basis of its ethics system. They guide how daily responsibilities are performed, inform decision-making, and define the attitudes that should be promoted.

1. Customer in focus

- listen to the needs of customers;
- act proactively and swiftly;
- foster open communication based on mutual respect;
- develop solutions/products that meet the real needs of customers – prioritise simplicity.

2. Courage to act and learn from mistakes

- step out of your comfort zone;
- question the status quo;
- take calculated risks;
- learn from mistakes and speak about them openly;
- share your opinions.

3. Responsibility for commitments, actions and outcomes

- keep your promises;
- seek support when encountering obstacles;
- be realistic;
- appreciate achievements and accept brutal facts and failures;
- don't give up.

4. Agility in learning and adapting to the changing environment

- set goals, monitor their achievement and adjust your actions;
- accept change as part of life;
- remember, done is better than perfect;
- never stop developing.

5. Respect for diversity

- treat people with respect, regardless of race, age, gender, nationality, sexual orientation, religion, etc.;
- support people facing physical and mental ailments, in an inclusive environment;
- be curious and open to different points of view;
- control your emotions and pay attention to the emotions of others.

6. Positive vibe at work

- maintain a positive attitude;
- give constructive criticism and honest feedback in a positive way;
- celebrate successes and appreciate colleagues;
- work hard, play hard.

Compliance

Responsibility for compliance management, mapping and mitigation of compliance risk and fulfilment of legal requirements at Grupa Pracuj lies with the Compliance Officer.

The Group is consistently developing its ethics system, grounded in applicable legal frameworks, including the respect for human rights and voluntary commitments outlined in adopted policies, codes of conduct, and reporting systems for legal violations and irregularities.

Compliance objectives

In 2025, the Group plans to further develop its compliance system at both the Company and Group level. Key priorities include addressing the legal challenges introduced by new European regulations, specifically the AI Act and the Data Act.

Planned initiatives include the preparation and adoption of a Compliance Policy at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., along with an audit of risks related to corruption, conflicts of interest, and fraud at both companies. Additionally, a compliance risk assessment will be conducted in Poland, Germany, and Ukraine. The outcomes will serve to identify key compliance areas requiring attention in 2025.

To ensure alignment with personal data protection regulations, the Group also plans to undertake a comprehensive review of GDPR compliance across all its entities.

Compliance policies and procedures

The Company and the Group companies have in place the following compliance policies and procedures:

- Grupa Pracuj Code of Ethics;
- Code of Ethics in Business Relations;
- Anti-Corruption Code;
- Non-Discrimination and Anti-Bullying Policy;
- Gift Policy;
- Instructions for Reporting Irregularities;

- Whistleblowing Procedure under the Whistleblower Protection Act.

The above documents were adopted by the Company and its key Group entities, including eRecruitment Solutions sp. z o.o., softgarden, and Robota. In light of the specific requirements of Polish whistleblower protection legislation, the reporting of irregularities at the Polish companies is governed by two internal documents: the Whistleblowing Procedure in accordance with the Whistleblower Protection Act and Instructions for Reporting Other Irregularities.

Each new employee and non-employee worker of Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. is required, as part of the onboarding process, to familiarise themselves with the applicable compliance procedures through e-learning training. In 2024, 94.44% of new employees and non-employee workers completed the training. The training is run every month on the LMS e-learning platform.

The other companies have their own onboarding procedures. At Robota and softgarden, all newly hired employees are introduced to the relevant compliance documents as part of the onboarding process. Since the second half of 2024, this process has been conducted via the Learning Management System (LMS), enabling the companies to monitor training completion. At softgarden, each new employee receives a Policy Handbook, which is confirmed via DocuSign.

Code of Ethics

The Group conducts its operations in accordance with applicable laws and its adopted ethical values and principles. Transparency, integrity, and a commitment to the highest standards form the foundation of the Group's activities. The principal document guiding ethical conduct is the Grupa Pracuj Code of Ethics, which outlines a set of behavioural principles and standards that shape the Group's organisational culture and support its sustainable and responsible development. The Code offers practical guidance and examples to support the application of its ethical principles in day-to-day practice.

It applies to the entire Company community, regardless of role or seniority, and ensures a consistent approach to ethical issues across the Group, thereby reinforcing trust in relationships with employees and non-employee workers. The document is available via the Company's intranet.

In 2024, the Company decided to update the Code, aligning it more closely with formulated group values and the sustainability area, with particular emphasis on human rights, diversity, and environmental matters.

The Code of Ethics governs the following areas of the Company's business:

- group values;
- whistleblowing;
- protection of human rights;
- safe and friendly work environment;
- respect for diversity;
- employee development and open communication;
- customer in focus;
- value chain security;
- business integrity;
- safeguarding the Company's interests and protecting business secrets;
- information security;
- personal data protection;

- sustainable development.

After its alignment with local legal requirements, the Code of Ethics was formally implemented as a binding document across all major Group companies. In 2024, its implementation was completed at Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o., and softgarden e-recruiting GmbH. In January 2025, the Code was also introduced at Robota International TOV.

At Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., responsibility for the implementation of the Code of Ethics lies with the Compliance Officer. At softgarden e-recruiting GmbH and Robota International TOV, the Chief Financial Officer is responsible for its implementation. In 2024, the new Code of Ethics was approved by 92.6% of employees and non-employee workers of the Polish companies (Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o.). To enhance employee familiarity with the updated Code and related compliance procedures, e-learning training was introduced in the first quarter of 2025.

The Code of Ethics is complemented by additional internal regulations that clarify the key areas of compliance management, such as the Non-Discrimination and Anti-Bullying Policy, Anti-Corruption Code, Gift Policy, the Whistleblowing Procedure in accordance with the Whistleblower Protection Act, and the Instructions for Reporting Other Irregularities. All Company employees and non-employee workers are required to read and comply with those documents.

In addition to the Code of Ethics implemented in 2024, softgarden also applies additional regulations, such as the Anti-Bullying and Non-Discrimination Policy (Antimobbing & Antidiskriminierungspolitik), Anti-Corruption Code (Antikorrupionskodex), Gift Policy (Geschenkepolitik), and Instructions for Reporting Irregularities (Anweisung für die meldung von unregelmäßigkeiten).

The regulations in place at Robota include the Anti-Corruption Code (Антикорупційний кодекс тов "Робота Інтернешнл"), Policy for Preventing and Combating Harassment and Discrimination (Політика попередження і боротьби з домаганнями та дискримінацією в тов "Робота Інтернешнл"), Gift Policy (Політика щодо подарунків тов "Робота Інтернешнл"), and Instructions for Reporting Irregularities (Інструкції щодо звітування про порушення).

Preventing discrimination and respect for human rights

Respect for diversity and the promotion of equal opportunities are among the key values guiding the Group in its day-to-day activities. Preventing workplace bullying and discrimination constitutes an essential component of our compliance management model, and employee matters are one of the most important areas of responsibility.

A priority is the fair and transparent treatment of all employees and business partners. The Grupa Pracuj S.A. Group has a zero-tolerance policy towards any form of workplace bullying or discrimination. The anti-bullying and non-discrimination principles are set out in the Code of Ethics, and described in detail in the Anti-Bullying and Anti-Discrimination Policy. Its provisions are based on the Labour Code. The Policy provides a clear definition of workplace bullying and discrimination, along with examples of behaviours and situations that may be classified as such. It also outlines the employer's responsibility to prevent bullying and discrimination in the workplace.

All Grupa Pracuj employees are required to read and adhere to the Policy.

Conflicts of interest

The Group has established internal standards for identifying and managing potential conflicts of interest, defined as situations where personal interests or relationships (e.g., familial ties) may compromise the objectivity of decision-making. All employees are required to report any actual or potential conflict of interest to the Compliance Team. Conflicts of interest are addressed in accordance with the internal Anti-Corruption Code.

This topic will also be covered during Code of Ethics training for all employees and non-employee workers of Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o.

At Robota and softgarden, all newly hired employees are introduced to the Anti-Corruption Code as part of their general compliance training. However, no dedicated training has yet been conducted specifically for management staff in relation to the Anti-Corruption Code.

G1-2 Management of relationships with suppliers

Code of Ethics in Business Relationships

To uphold suitable compliance standards in our supply chain, Grupa Pracuj adheres to a Code of Ethics in Business Relationships. This code, a compulsory element of agreements with our suppliers, outlines the framework and minimum standards anticipated from our business partners. The Code is founded on the belief that responsible and transparent business conduct based on respect for the law, accountability, transparency and clear communication is a prerequisite for sustainable development. The Code outlines the crucial values and principles of conduct that we expect our trading partners to uphold in their activities and relationship with the Group. The document was created based on the values and principles followed in building an ethical work environment:

- compliance with the law;
- counteracting corruption and conflicts of interest;
- building a safe and friendly work environment;
- information security and protection of business secrets;
- personal data protection;
- preventing unfair competition;
- reporting irregularities and instances of misconduct related to cooperation;
- care for the environment.

Within each identified area, specific expectations towards business partners are outlined, constituting minimum standards they should adhere to in their operations, along with examples of behaviours and situations that are unacceptable.

In 2024, the Code was extended to include provisions on care for the environment. The new Code has been implemented at Grupa Pracuj, eRecruitment Solutions, softgarden, and Robota.

Supplier Due Diligence

In 2024, a Supplier Due Diligence process was implemented at Grupa Pracuj to mitigate risks related to managing relationships with suppliers. The process also enables the Group to:

- screen selected suppliers against the Group's standards and legal requirements in areas such as compliance, sustainability, and the management of environmental, social, and labour issues;
- mitigate business risk, ensure compliance with the required standards;
- reduce the risk of engaging with unreliable contractors;
- protect the Group from tax liability for a dishonest supplier's obligations, financial losses or reputational harm resulting from such suppliers' activities, or legal sanctions;
- identify the supply chain.

The Supplier Due Diligence process is currently applied for procurement projects whose annual value exceeds PLN 100,000 and for all technological purchases.

Only suppliers who successfully pass this screening are invited to continue in the tender process, which concludes with the signing of a contract and the formal acceptance of the Group's Code of Ethics in Business Relations.

To support employees, the Procurement Department has developed a Procurement Guide that serves as a step-by-step instruction on how to handle the supplier selection process correctly. A complementary resource, the Supplier Cooperation Best Practices toolkit, further supports day-to-day supplier interactions.

The Supplier Due Diligence process is planned to be implemented at eRecruitment Solutions Sp. z o.o. by the end of 2025.

G1-3 Prevention and detection of corruption and bribery

The Group does not accept any manifestations of corruption and other forms of bribery, and takes active measures to counter such practices.

Detailed regulations on counteracting corruption are set forth in our Anti-Corruption Code. The document clearly specifies:

- the definitions of benefits and corruption, including the methods of exerting influence;
- the specific actions that are forbidden and the business sectors most susceptible to corruption;
- the correct protocols for communication with suppliers and customers, as well as the regulations governing tender participation.

It details strategies for preventing and addressing corruption, along with advice on the steps to take when encountering or becoming the target of corrupt behaviour. Furthermore, it outlines the potential legal ramifications for those engaged in such activities. As part of adherence to the Anti-Corruption Code, all employees and non-employee workers of Grupa Pracuj are required to:

- comply fully with all anti-corruption rules and regulations;
- refrain from offering or accepting any benefits, and from condoning any actions or forms of influence that could be perceived as corruption;
- respect the policies and ethical standards of external entities, including refraining from sending gifts or initiating certain types of meetings if such practices are not accepted by the other party;
- resolve any potential conflicts of interest in line with the principles set out in the Anti-Corruption Code;
- Contact the Compliance Team in the event of any doubts.

The proactively enforced anti-corruption policy also includes specific guidelines on accepting and offering gifts, invitations and hospitality, all of which are further elaborated in the Gift Policy. According to the Gift Policy, occasional gifts may be offered or received as long as the following conditions are met:

- the market value of the gift does not exceed PLN 200 gross;
- no benefits are expected in return;
- the giving or receiving of the gift does not create a risk of conflict of interest;
- the giving or receiving of the gift complies with the internal regulations of the Grupa Pracuj S.A. Group and the recipient, as well as with reasonable market practices;
- the gift is not presented to individuals holding public office, nor is it offered in an impersonal manner to any public administration or law enforcement agencies.

The Policy also features a catalogue of acceptable types of gifts and mandates consultation with the Compliance Team in case of any doubts.

The Anti-Corruption Code and Gift Policy have been implemented at Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o. and, after alignment with local legal requirements, at softgarden and Robota. The alignments were made regarding the threshold values for gifts.

Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. plan to address topics related to counteracting corruption and bribery as part of compliance training for all employees, scheduled for the first quarter of 2025.

To ensure proper safeguards against corrupt practices in relations with business partners, Grupa Pracuj incorporates anti-corruption clauses in its standard contract templates. The clauses have been customised for the specific types of agreements made within the Company. According to these clauses, business partners are required to exercise due diligence in fulfilling contracts, comply with legal regulations relevant to the subject of collaboration with Grupa Pracuj, and adhere to all applicable anti-corruption laws and regulations. This obligation extends to ensuring that none of the compensation received is allocated towards covering expenses related to offering benefits.

In business relations, the Group does not accept:

- offering or giving gifts or providing services to employees with the intention of increasing the likelihood of initiating cooperation with the Group or influencing business decisions during the course of such cooperation;
- using information obtained in the course of cooperation for the purpose of obtaining benefits not arising from the agreement between Group companies and the entity;
- money transactions, especially cash transactions, which are not made in the performance of the agreement or which are not documented in accordance with the Group's established procedures;
- engaging in cooperation individuals whose affiliations (e.g., political or family ties) could potentially harm the Group's reputation.

Reporting irregularities and violations of law

Grupa Pracuj is committed to preventing any form of misconduct, whether in its own organisation and in its relations with business partners. The Company aspires to maintain a safe and respectful workplace, where employees can thrive, and to maintain the utmost level of professionalism and integrity in interactions between team members and with customers and other stakeholders.

The reporting system in Poland allows both Group employees and business partners to report irregularities and legal violations, either anonymously or by name. It is a confidential and completely secure channel designed for reporting a variety of issues, including violations of laws or ethical standards. It is available 24/7 and accessible from any device.

The platform for handling the reports is <https://gp.zalezymi.pl/>. Reports can be submitted through an online form.

The system enables efficient management of incoming reports by continuously monitoring their resolution process and overseeing the implementation of corrective actions where needed. Reports are managed by the Compliance Officer and their team, who are obliged to maintain strict confidentiality regarding the handling of reports and the conduct of investigations. Every case is meticulously and thoroughly examined by a dedicated committee. Following this analysis, a report on the committee's findings is submitted to the Management Board of Grupa Pracuj. The Management Board then decides on the necessity and manner of implementing corrective measures, guided by the recommendations contained in the report. The Company strictly prohibits any form of retaliation and offer protection against reprisal to those who report actual or suspected irregularities in good faith. In the performance of legal obligations under the Whistleblower Protection Act of 14 June 2024, in 2024 a Whistleblowing Procedure was implemented at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. pursuant to that Act.

The procedure for managing reports, granting the reporting individual the status of a whistleblower, and conducting internal investigations is comprehensively outlined in the Whistleblowing Procedure in accordance with the Whistleblower Protection Act and Instructions for Reporting Other Irregularities.

In 2024, Grupa Pracuj S.A. received one report. Following an investigation, no irregularities were found.

Due to differences in law between the countries where the Group companies operate, softgarden and Robota have implemented whistleblowing procedures in accordance with their respective local legal requirements.

Since 2023, softgarden has had in place the Instruction for Reporting Irregularities (Anweisung für die Meldung von Unregelmäßigkeiten), the content of which is aligned with the provisions of the German Whistleblower Protection Act (HinSchG). The platform for reporting irregularities was implemented in 2023 and is available at <https://whistleblower.softgarden.de>. In 2024, no irregularities were reported.

At Robota, reports can be sent to a dedicated email address, in accordance with the internal Instruction for Reporting Irregularities (Інструкції щодо звітування про порушення). As Ukrainian legislation does not currently include provisions on whistleblower protection, the procedure adopted by Robota is implemented on a voluntary basis. In 2024, no irregularities were reported.

G1-4 Incidents of corruption or bribery

In 2024, there were no incidents of corruption or bribery at any Group company.

G1-6 Payment practices

In accordance with business ethics principles and applicable legislation, including the Act on Counteracting Excessive Delays in Commercial Transactions, the Group is committed to ensuring timely payments, particularly in relation to small and medium-sized enterprises (SMEs), but it does not have a formal policy specifically aimed at preventing payment delays. Currently, it is analysing various scenarios for the potential implementation of such a policy, considering both operational aspects and regulatory compliance.

The Group generally adheres to standard payment terms, observing contractual payment deadlines. None of the companies categorise suppliers into predetermined groups.

The average payment period at Grupa Pracuj and eRecruitment Solutions taken together is 15 days. Invoices for services performed and goods delivered are paid on average within 14 days. In addition, 80% of invoices are paid within the set time limit.

In a vast majority of cases (approximately 97%), payments at Robota are made within 30 days.

At softgarden, due to the existence of two business models (recruitment process management system and multiposting service), the average payment period for publishers (recruitment platforms) is 25 days. On average, services are paid 17 days after receipt of the invoice, representing approximately 5% of the annual invoices. The remaining invoices are paid within 23 days of receipt (approximately 16% of the annual invoices).

In 2024, no court proceedings were pending or initiated against the Group companies in connection with delays in payments.

