

AS "DELFINGROUP" PERSONNEL POLICY NO. 3PL6-0

AS DelfinGroup, Personnel the purpose of the policy is to establish fair, systematic and effective principles and guidelines in personnel management. The goal of DelfinGroup personnel management is to attract the best specialists in their field, promote their talent development and ensure high motivation. A successful company has a successful employee. Achieving HR goals motivates successful employees. A successful and highly motivated employee raises the level of service quality, thereby realizing DelfinGroup's strategic goals.

1. PERSONNEL PLANNING

- 1.1. Personnel planning is carried out in a timely and systematic manner, adapting personnel resources and their competencies to DelfinGroup's strategy.
- 1.2. The personnel planning process is based on DelfinGroup's strategy and Personnel Development Strategy.
- 1.3. In the process of personnel planning, the knowledge and skills of the existing personnel are evaluated, the identified shortcomings and actions taken to eliminate them, as well as the number of specialists to be recruited and their competencies are defined.

2. PERSONNEL SELECTION

- 2.1. The following principles are observed in personnel selection:
 - 2.1.1. Equality – candidates' competencies, knowledge and work experience are taken into account in the selection; no discrimination of any kind based on gender, ethnicity, skin color, age, special needs, sexual orientation, gender identity, religious or political beliefs is allowed.
 - 2.1.2. Systematic approach - the selection process is organized sequentially in stages: understanding the needs of DelfinGroup, creating a position profile, evaluating internal and external resource options, i.e. the relevance of the applicant's competence, education and work experience to the specific position, taking into account the common understanding of the applicant's and the company's values.
 - 2.1.3. Long-term cooperation - it is in the company's interest to hire candidates whose competence set and self-motivation would resonate as talent development for DelfinGroup in the long-term, which would be at least two years.
 - 2.1.4. DelfinGroup is aware that only appropriate competences and skills will not be enough for a candidate to successfully integrate into the collective in the long term. During the selection process, attention is paid to the candidate's understanding of the value system as a whole, the values and goals defined by DelfinGroup are discussed, as well as how they might interact with the candidate's individual beliefs and goals.
- 2.2. The personnel selection process is provided by the Personnel Department, based on the Personnel Provision Plan and/or the request of the company's board and heads of structural units.
- 2.3. In order to ensure a more efficient and high-quality process, the Personnel part may decide to outsource the selection of strategically important or highly demanded positions in the labor market.

3. PERSONNEL EVALUATION

- 3.1. The process of evaluating the personnel's work performance is a prerequisite for the implementation of the company's strategy and the fulfillment of individual and/or structural unit tasks.
- 3.2. The basis of personnel performance evaluation is the definition of the period, the determination of the individual goals of the employees and the evaluation of the results of the employees for the corresponding period.
- 3.3. Evaluating the employee's work performance and providing feedback on the results is the daily responsibility of the direct manager.
- 3.4. The evaluation of the employee's work performance may affect the variable part of the employee's monthly and quarterly pay and/or the fixed part of the pay at the annual salary review.
- 3.5. At DelfinGroup, regular personnel evaluation is organized, including a conversation between the employee and his direct supervisor at least once a year, including a mutual assessment of work performance, work tasks and achievable goals for the next period, as well as the employee's development plan.

4. PERSONNEL MOTIVATION

- 4.1. The purpose of personnel motivation is to attract, retain and develop professional and talented employees, board and council members, thus ensuring the implementation of DelfinGroup's strategy, sustainability and transparency of financial use. The basis of successful work performance and excellent results is the formation of a positive attitude towards the company and good relations with colleagues - those in which there is trust, the desire to

cooperate, and openness. DelfinGroup's values are embedded in its goals and achievable results in all areas of activity, as well as in the learning approach and relations with employees, the company's internal culture and external image.

- 4.2. Staff motivation in the company is implemented by means of monetary and non-monetary motivation.
- 4.3. The framework of personnel monetary motivation is determined by DelfinGroup's Remuneration Policy, the implementation of which is ensured by the company's board.
- 4.4. According to the Remuneration Policy, the remuneration evaluation takes place once a year. The evaluation is based on data from an external salary study (available every two years); based on the salary market situation and/or taking into account the effect of inflation.
- 4.5. Staff options are used to reward DelfinGroup employees, board and council members for successful work results, significant investment and loyalty to DelfinGroup, motivating the company's employees, increasing the interest of DelfinGroup employees, DelfinGroup board and council members in effective management.
- 4.6. In accordance with the Personnel Option Rules, the allocation of personnel options is implemented in addition to the existing DelfinGroup Remuneration Policy and Non-Monetary Incentive Plan, it is implemented in a planned manner in accordance with the criteria for the allocation of Personnel Option Rules.
- 4.7. The framework of the non-monetary motivation of the staff is determined by the DelfinGroup Non-Monetary Motivation Plan, the implementation of which is ensured by the DelfinGroup Board.

5. STAFF DEVELOPMENT

- 5.1. The professionalism of the staff is the main factor of the company's competitiveness, the maintenance of which at the necessary level requires the systematic and constant development of skills and knowledge, promoting the development of its experience and competences.
- 5.2. DelfinGroup is interested in the further development and growth of the employee as a person. Personnel development at DelfinGroup is implemented through training and an individual approach, especially considering the company's critical business functions.
- 5.3. Personnel training is implemented in accordance with structural management and is aimed at improving competences, which is ensured by the board of DelfinGroup.
- 5.4. The goal of DelfinGroup's personnel development and talent management is to respect and evaluate the performance and development potential of each employee, promoting employee growth opportunities.
- 5.5. Career development is organized according to the needs of DelfinGroup and is implemented in a planned manner.
- 5.6. The career management framework is determined by the Personnel Development Strategy and its supplementary regulation.

6. ENSURING PERSONNEL POLICY IMPLEMENTATION

- 6.1. The board of DelfinGroup ensures the implementation and observance of the personnel policy, develops and maintains the related internal regulatory documents.
- 6.2. The Board of DelfinGroup supervises the implementation of the Personnel Policy, and also proposes changes and/or additions to it. Once a year, the company's board conducts a monitoring self-assessment, if necessary, an independent auditor may be engaged.
- 6.3. The board of DelfinGroup provides consultative support to the heads of structural units in matters of personnel development and ensures that the development processes are implemented.

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