

## HUMAN RESOURCES POLICY

### 1. OBJECTIVES AND PRINCIPLES

- 1.1. The purpose of the Human Resources (hereinafter HR) policy is to establish fair, systematic and effective principles and guidelines for the management of human resources.
- 1.2. The objective of HR management is to attract the best experts in their field, develop their talents and ensure high motivation.
- 1.3. HR management guidelines:
  - 1.3.1. A successful company has successful employees;
  - 1.3.2. Achieving HR management objectives motivates successful employees.
  - 1.3.3. A successful and highly motivated employee raises the level of service quality, thus achieving DelfinGroup's strategic objectives.

### 2. HR PLANNING

- 2.1. The HR planning is carried out in a timely and systematic manner, aligning human resources and competencies with the strategy of DelfinGroup.
- 2.2. The HR planning process is based on the DelfinGroup strategy and the HR strategy.
- 2.3. The HR planning process assesses the knowledge and skills of the existing staff, identifies gaps and actions to address them, and defines the number of experts to be recruited and their competences.

### 3. RECRUITMENT

- 3.1. The following principles apply to the recruitment:
  - 3.1.1. Equality - selection is based solely on candidates' competences, knowledge and work experience: no discrimination on the grounds of sex, ethnicity, colour, age, special needs, sexual orientation, gender identity, religious or political beliefs is tolerated.
  - 3.1.2. Systematic approach - the selection process is organised in a sequence of stages: understanding needs of DelfinGroup, creating a job profile, assessing the internal and external resources, i.e., the applicant's competences, education and work experience for the job, taking into account the applicant's and the company's shared understanding of values.
  - 3.1.3. Long-term collaboration - developing employee talent, based on the employee's set of competences and self-motivation, to sustain the working relationship for at least two years.
  - 3.1.4. Shared values - DelfinGroup recognises that just having the right competencies and skills might not be enough to help a candidate succeed within company in the long term. The selection process focuses on the candidate's understanding of the value system as a whole, discussing the values and goals defined by DelfinGroup and how they might interact with the candidate's individual beliefs and goals.
  - 3.1.5. Creating a good candidate experience is an integral part of the recruitment process.
- 3.2. The recruitment process is carried out by the HR Department based on the HR Recruitment Plan and/or requests from the Management Board and Heads of Units.
- 3.3. To ensure a more timely and high-quality process, the HR Department may decide to outsource the recruitment of strategically important or high-demand categories of positions.

### 4. STAFF APPRAISAL

- 4.1. The process of assessing staff performance is a prerequisite for implementing the company's strategy, and for achieving departmental and individual objectives.
- 4.2. Staff performance appraisal is based on defining a period, setting individual objectives and evaluating staff performance for the period.
- 4.3. Evaluating employee performance and providing feedback on results is a daily responsibility of the line manager.
- 4.4. DelfinGroup organises regular staff appraisals at least once a year. The discussion between the employee and the line manager includes a mutual evaluation of performance, the setting of objectives and targets for the next period, and a development plan for the employee.

### 5. MOTIVATING STAFF

- 5.1. The objective of motivating staff is to attract, retain and develop professional and talented employees, members of the Management Board and Supervisory Board, ensuring the implementation of DelfinGroup's strategy, sustainability, transparency in the use of funds and the maintenance of a consistently high reputation. Successful

performance and excellent results are based on a positive attitude towards the company and good relations with colleagues - one of trust, cooperation and openness. DelfinGroup's values are embedded in the objectives and deliverables of all areas of our business and are reflected in our approach to training and employee relations, internal culture and external image.

- 5.2. The company motivates its staff through monetary and non-monetary incentives.
- 5.3. The framework for staff monetary incentives is set by DelfinGroup's Remuneration Policy, which is implemented by the Management Board.
- 5.4. Staff options are used to reward DelfinGroup employees, members of the Management Board and Supervisory Board for their achievement of objectives, significant contribution and loyalty to DelfinGroup, to motivate the company's employees, to increase the commitment of DelfinGroup employees, DelfinGroup members of the Management Board and Supervisory Board to effective management.
- 5.5. In accordance with the Employee Share Option Rules, the granting of staff options is implemented in addition to the Remuneration Policy and the Non-Monetary Incentive Plan.
- 5.6. The framework for non-monetary incentives is set out in the DelfinGroup Non-Monetary Incentive Plan, which is implemented by the Management Board of DelfinGroup.

## 6. STAFF DEVELOPMENT

- 6.1. The professionalism of staff is a key factor in a company's competitiveness, and maintaining it at the required level requires the systematic and continuous development of skills and knowledge, promoting the development of their experience and competences.
- 6.2. DelfinGroup's HR development and talent management aims to respect and value each employee's performance and development potential, promoting opportunities for the growth.
- 6.3. DelfinGroup is interested in the development and growth of the employee as a person. Staff development at DelfinGroup is carried out through training, with particular focus on the company's critical business functions.
- 6.4. Staff training focuses on competency development, delivered by DelfinGroup's HR Director.
- 6.5. Career development is organised in line with DelfinGroup's strategy, needs and HR strategy.
- 6.6. The framework for HR development and management is set by the HR Strategy and related policies and procedures.

## 7. IMPLEMENTATION OF THE POLICY

- 7.1. The DelfinGroup Management Board ensures the implementation of and compliance with the HR Policy.
- 7.2. The DelfinGroup Supervisory Board monitors the HR Policy and proposes changes and/or additions to it.
- 7.3. The HR Director shall draw up and maintain the internal normative documents related to the HR Policy.
- 7.4. DelfinGroup's Management Board provides advisory support to the Heads of Units on staff development issues and ensures resources for the implementation of development processes.
- 7.5. The Management Board ensures that the principles set out in this policy are implemented and complied with by all Group companies.
- 7.6. The Management Board shall ensure that the HR Policy is updated as necessary, but at least every 3 years.