

6

Being a benchmark employer

- 01 Who are our people?
- 02 Recruitment-related activities
- 03 Live diversity
- 04 Prepare for the future
- 05 Empower the individual path
- 06 Recognise with fairness and competitiveness
- 07 Innovate in the way of working
- 08 Protect through the best working conditions
- 09 Integrate work and personal context
- 10 Support employees and their families
- 11 Promote inclusion
- 12 Act ethically



Among the topics identified as material in the 2023 double materiality study were **compensation and benefits** and **employee training and development**. For more information on the materiality study, see Chapter **About the Report**. ▶





Jarosław Sobczyk,
Board Member,
Chief People Officer

As a company for which sustainability is one of the fundamentals of operations, we understand that our responsibility begins with ourselves - the Biedronka team. That's why Biedronka's HR strategy plays an important role in achieving our sustainability goals, and employees are a key part of it. In implementing our strategy, we focus on building a work environment that fosters talent development, supports diversity and promotes a culture of responsibility. We make every effort to create a space that allows employees to develop their competencies and realise their potential. At the same time, we constantly strive to have a positive and lasting impact on the lives of the people who contribute to our business, as well as on the lives of their families. In 2023, we had great success - around 33,000 Biedronka's employees benefited from our offer, unique in the market, of free blood tests including cancer markers, hormone levels and vitamins and minerals. I am proud of our employees, who have shown that they perfectly understand how important prevention is in taking care of health and well-being.

Key figures in 2023

80,988

employees

13,739

workers who are
not employees

53

hours of training on average
per employee


80,960

medical examinations of
employees



4,266,527

hours of training

Jerónimo Martins' Benchmark Employer - Global HR Commitments 2021-2023

| Commitment | Biedronka's progress at the end of 2023 | Implementation phase | Report page |
|--|--|---|-------------|
| <p>1. Promote the integration of personal and professional life and a flexible and healthy work environment, by implementing the flexibility policy and providing mental health services to more than 90% of employees. Additionally, the Group aims to achieve a wellbeing index and an engagement index equal to or greater than 75%.²⁰</p> <p>²⁰ Global wellbeing index and global engagement index: measured through the group-wide employee satisfaction survey, considering the result of the "wellbeing" and "engagement" sections, respectively.</p> | <p>In 2023, a flexible working time policy was officially implemented in all Group companies, which includes flexible working hours and remote work. 100% of our employees have access to mental health support services, including the Calm Your Mind (Spokojna Głowa) online programme and psychological consultations as part of the Let's take care of our health together (Razem Zadbajmy o Zdrowie) programme. As part of the effort to achieve a satisfaction and engagement index in the Group-wide Employee Satisfaction Survey greater than 75%, in 2023 the results of the last survey were analysed at the Group, Company and team levels and action plans were developed and implemented.</p> | Partially achieved | p. 119 |
| <p>2. Reinforce the support given to employees in situations of vulnerability due to social and/or family emergencies, ensuring that more than 90% of emergency requests have a response and, depending on their nature, an action plan.</p> | <p>100% of requests for social and/or family emergencies are answered through the Employee Assistance Services. Through Możesz Liczyć (You Can Count on Biedronka), 26,249 employees in vulnerable situations were supported over the 2021-2023 cycle.</p> | <p>100%</p>  | p. 120 |
| <p>3. Promote respect for human and labour rights across the Group, through regular awareness-raising and communication actions, ensuring:</p> <ul style="list-style-type: none"> • a training module on the Code of Conduct for all employees, • a global training programme on human rights and labour rights for employees in management positions, • that 100% of new employees receive the Code of Conduct and the Anti-Corruption Policy, and that they sign their acknowledgement. | <p>A training module on the Code of Conduct and a global training programme on human and labour rights are under development.</p> <p>In 2023, 100% of employees who joined Biedronka received the Code of Conduct and Anti-Corruption Policy and confirmed that they had read and understood its contents.</p> | Partially achieved | p. 123 |

| Commitment | Biedronka's progress at the end of 2023 | Implementation phase | Report page |
|---|---|---|---------------|
| <p>4. Prepare the Group for the future of work in the age of digitalisation, ensuring the development of employees and leaders through:</p> <ul style="list-style-type: none"> • a minimum number of 50 hours/employee of training, which includes training in leadership programmes and training courses carried out through the Group's self-development platform, • the creation of development plans for 80% of the managers. | <p>In 2023, we fulfilled this commitment beyond our target, achieving an average of 53 hours of training. Development plans for managers were prepared in 2022 and implemented in 2023. 90% of eligible employees have created their plan.</p> | <p>100%</p>  | <p>p. 106</p> |
| <p>5. Creating opportunities for people at disadvantage in accessing the labour market, in particular immigrants or refugees, people at risk of social exclusion and people with disabilities.²¹</p> <p>²¹ A commitment created for Portugal that has been adapted by Biedronka.</p> | <p>We help the largest group of our foreign employees from Ukraine to adapt to work as quickly as possible, also by preparing internal materials in Ukrainian. In addition, we have launched a dedicated hotline in Ukrainian, which supports candidates in the recruitment process.</p> | <p>100%</p>  | <p>p. 122</p> |
| <p>6. Strengthen the promotion of gender equality across the Group through:</p> <ul style="list-style-type: none"> • improving methodologies for determining and monitoring disparities between men and women, • reducing wage inequality between men and women, measured by the gender pay ratio²² and based on the year 2021 (97.6%), and also reporting this indicator for Biedronka, • training at least 50% of managers in relevant content such as unconscious bias. <p>²² The salary difference between women and men in the universe of employees of the Jerónimo Martins Group, based on comparable realities. It is expressed by considering the average salary of women as a percentage of the average salary of men, with 100% being the salary ratio that represents total gender equity.</p> | <p>Monitoring the main gender-related indicators and improving the methodology for identifying and monitoring inequalities were priorities throughout the 2021-2023 cycle. In 2023, a global diagnosis of all management practices from a gender equality perspective was launched to better identify potential inequalities and take action in their context. Across the JM Group, the global gender pay equity ratio continued to increase reaching 98.5% at the end of 2023 (an increase of 0.9 p.p. compared to 2021), thus moving closer to full equality. A training module on unconscious bias is under development.</p> | <p>Partially achieved</p> | <p>p. 112</p> |

| Commitment | Biedronka's progress at the end of 2023 | Implementation phase | Report page |
|---|--|---|---------------|
| <p>7. Strengthen workplace safety across the Group to prevent fatalities and accidents at work, reaching, by 2023 and globally, a reduction in the frequency index²¹ to 12.50 and the severity index²² to 0.30, based respectively on 13.26 and 0.31 in 2021</p> | <p>The Group achieved a frequency index of 13.05 in 2023, which corresponds to a decrease of 0.21 compared to 2021. The severity index was 0.32, with the number of loss of working days increasing in all countries. Biedronka achieved a frequency index of 7.45 in 2023 and a severity index of 0.32. We remain committed to analysing incidents and establishing concrete actions so that this severity can also decrease.</p> | <p>100%</p>  | <p>p. 117</p> |
| <p>8. Foster a culture of recognition across the Group, ensuring:</p> <ul style="list-style-type: none"> • salaries' competitiveness through internal and external diagnostics every two years, • at minimum, 85% of the Group's employees benefit from at least one recognition programme. | <p>In the 2021-2023 cycle, we assessed the level of competitiveness of salaries compared to the standards in each country and for each company and ensured regular monitoring. By the end of 2023, across the JM Group, 89% of employees had received at least one recognition in the form of an annual performance bonus and/or incentive scheme.</p> | <p>100%</p>  | <p>p. 112</p> |

Who are our people?

2-7

202-2

In 2023, we employed 80,988 people at Biedronka – almost a thousand more than in 2022. Compared to the previous year, over 3.8% more employees signed permanent contracts, and 1.2% more worked full-time. In addition, we are aware how important knowledge about the local market is. Therefore, 54 out of 70 senior managers working in our chain (77.1%) are Polish.



2-7

Total number of employees, by type of contract and gender¹

| | | Permanent contract | Fixed-term contract | Total |
|-----------------------------|-------|--------------------|---------------------|--------|
| 2022 | | | | |
| | Women | 43,577 | 24,088 | 67,665 |
| | Men | 8,100 | 4,314 | 12,414 |
| | Total | 51,677 | 28,402 | 80,079 |
| 2023 | | | | |
| Eastern Macroregion | Women | 15,888 | 7,892 | 23,780 |
| | Men | 2,992 | 1,526 | 4,518 |
| | Total | 18,880 | 9,418 | 28,298 |
| Western Macroregion | Women | 14,462 | 7,315 | 21,777 |
| | Men | 2,458 | 1,230 | 3,688 |
| | Total | 16,920 | 8,545 | 25,465 |
| Southern Macroregion | Women | 14,572 | 8,002 | 22,574 |
| | Men | 2,378 | 1,225 | 3,603 |
| | Total | 16,950 | 9,227 | 26,177 |
| Offices | Women | 545 | 91 | 636 |
| | Men | 359 | 53 | 412 |
| | Total | 904 | 144 | 1,048 |

¹ Number of persons employed on the last day of the calendar year

2-7

Total number of employees by workload and gender^{1,2}

| | | Full-time | Part-time | Total |
|---------------------------------|-------|-----------|-----------|--------|
| 2022 | | | | |
| | Women | 54,034 | 13,631 | 67,665 |
| | Men | 11,365 | 1,049 | 12,414 |
| | Total | 65,399 | 14,680 | 80,079 |
| 2023 | | | | |
| Eastern Macroregion | Women | 19,810 | 3,970 | 23,780 |
| | Men | 4,166 | 352 | 4,518 |
| | Total | 23,976 | 4,322 | 28,298 |
| Western Macroregion | Women | 18,556 | 3,221 | 21,777 |
| | Men | 3,427 | 261 | 3,688 |
| | Total | 21,983 | 3,482 | 25,465 |
| Southern Macroregion | Women | 16,036 | 6,538 | 22,574 |
| | Men | 3,152 | 451 | 3,603 |
| | Total | 19,188 | 6,989 | 26,177 |
| Offices | Women | 631 | 5 | 636 |
| | Men | 393 | 19 | 412 |
| | Total | 1,024 | 24 | 1,048 |

¹ Biedronka does not have non-guaranteed hours employees.

² Number of persons employed on the last day of the calendar year

Recruitment-related activities

401-1

In 2023, we received more than 400,000 applications for a job at Biedronka, of which we hired 20,148 people. During the same period, 19,154 employees left our team. The chain's employee turnover rate was 24%.

We reach potential employees using a variety of online, offline and in-store media communication channels. One of the leading sources for attracting candidates is our career website www.pracawbiedronce.pl. The main online tools we use for communication include our employer social media profiles: our #biedronkatomy profile on Instagram and Praca w Biedronce on Facebook. Since June 2023, we have been showing on Biedronka's profile on TikTok, work in our company from the perspective of our employees. We are also present on the Spotify channel, on the Biedronka to WE profile, where we publish podcasts about, talent and development programmes and ESG. In addition, we use job portals such as olx and pracuj.pl In the offline area, we use various forms of advertising, such as our in-store channels in 3,500 stores, as well as banners, billboards, posters and advertising in public transport. We also actively participate in job fairs across the country and cooperate with the academic community.

In 2023, we implemented the third edition of the multichannel employer branding campaign "Biedronka to MY. Codziennie" (Biedronka is US. Every day), also known as "Trzynastozgłoskowiec" (Thirteen-syllable verse). The campaign reached a wide audience covering 13.2 million people via radio, 6.6 million online and 13.5 million via television. In addition, 60,000 digital spots were aired as part of OOH (Out-Of-Home) advertising in 24 locations and 24 press articles were published, reaching an audience of more than 6 million. The campaign was also highly visible on social media, reaching the highest levels of reach and engagement on our Facebook (#Pracaw-Biedronce) and Instagram (#BiedronkatoMY) profiles in April 2023. As part of the campaign, we held an internal competition for employees, in which more than 500 people participated.

The effectiveness of the campaign was confirmed by the improvement of the Premium Employer Brand index in 2023 by 6 percentage points compared to 2019. The index is influenced by three factors: brand recognition, willingness to work for the brand, and perception of the brand as a potential good employer.

401-1

Number of new hires¹

| | | Total number of employees | Number of new hires | Percentage of new hires |
|-----------------------------|-------|---------------------------|---------------------|-------------------------|
| 2022 | | | | |
| | Women | 67,665 | 18,505 | 27% |
| | Men | 12,414 | 4,568 | 37% |
| | Total | 80,079 | 23,073 | 29% |
| 2023 | | | | |
| Eastern Macroregion | Women | 23,780 | 5,529 | 23% |
| | Men | 4,518 | 1,363 | 30% |
| | Total | 28,298 | 6,892 | 24% |
| Western Macroregion | Women | 21,777 | 5,062 | 23% |
| | Men | 3,688 | 1,113 | 30% |
| | Total | 25,465 | 6,175 | 24% |
| Southern Macroregion | Women | 22,574 | 5,775 | 26% |
| | Men | 3,603 | 1,162 | 32% |
| | Total | 26,177 | 6,937 | 27% |
| Offices | Women | 636 | 86 | 14% |
| | Men | 412 | 58 | 14% |
| | Total | 1,048 | 144 | 14% |

¹ Percentages in the indicator are presented as rounded figures.

| | Total number of employees | Number of new hires | Percentage of new hires |
|-------------|---------------------------|---------------------|-------------------------|
| 2022 | | | |
| <=24 | 7,883 | 6,215 | 79% |
| 25-34 | 23,789 | 7,382 | 31% |
| 35-44 | 29,229 | 6,319 | 22% |
| 45-54 | 15,439 | 2,620 | 17% |
| >=55 | 3,739 | 537 | 14% |



| | Total number of employees | Number of new hires | Percentage of new hires | |
|-----------------------------|---------------------------|---------------------|-------------------------|-----|
| 2023 | | | | |
| Eastern Macroregion | <=24 | 2,603 | 1,868 | 72% |
| | 25-34 | 8,044 | 2,137 | 27% |
| | 35-44 | 10,279 | 1,927 | 19% |
| | 45-54 | 5,865 | 806 | 14% |
| | >=55 | 1,507 | 154 | 10% |
| Western Macroregion | <=24 | 2,574 | 1,795 | 70% |
| | 25-34 | 7,059 | 1,877 | 27% |
| | 35-44 | 9,032 | 1,653 | 18% |
| | 45-54 | 5,243 | 723 | 14% |
| | >=55 | 1,557 | 127 | 8% |
| Southern Macroregion | <=24 | 2,360 | 1,854 | 79% |
| | 25-34 | 7,169 | 2,151 | 30% |
| | 35-44 | 9,815 | 1,941 | 20% |
| | 45-54 | 5,697 | 860 | 15% |
| | >=55 | 1,136 | 131 | 12% |
| Offices | <=24 | 67 | 45 | 67% |
| | 25-34 | 440 | 68 | 16% |
| | 35-44 | 355 | 28 | 8% |
| | 45-54 | 152 | 3 | 2% |
| | >=55 | 34 | 0 | 0% |

401-1

Employee turnover¹

| | | Total number of employees | Employee terminations | Employee turnover rate |
|-----------------------------|-------|---------------------------|-----------------------|------------------------|
| 2022 | | | | |
| | Women | 67,665 | 15,690 | 23% |
| | Men | 12,414 | 4,325 | 35% |
| | Total | 80,079 | 20,015 | 25% |
| 2023 | | | | |
| Eastern Macroregion | Women | 23,780 | 5,117 | 22% |
| | Men | 4,518 | 1,513 | 34% |
| | Total | 28,298 | 6,630 | 23% |
| Western Macroregion | Women | 21,777 | 4,967 | 23% |
| | Men | 3,688 | 1,160 | 32% |
| | Total | 25,465 | 6,127 | 24% |
| Southern Macroregion | Women | 22,574 | 5,131 | 23% |
| | Men | 3,603 | 1,161 | 32% |
| | Total | 26,177 | 6,292 | 24% |
| Offices | Women | 636 | 64 | 10% |
| | Men | 412 | 41 | 10% |
| | Total | 1,048 | 104 | 10% |

| | | Total number of employees | Employee terminations | Employee turnover rate |
|-------------|-------|---------------------------|-----------------------|------------------------|
| 2022 | | | | |
| | <=24 | 7,883 | 4,672 | 59% |
| | 25-34 | 23,789 | 6,582 | 28% |
| | 35-44 | 29,229 | 5,721 | 20% |
| | 45-54 | 15,439 | 2,381 | 15% |
| | >=55 | 3,739 | 659 | 18% |

¹ Percentages in the indicator are presented as rounded figures.

| | | Total number of employees | Employee terminations | Employee turnover rate |
|----------------------|-------|---------------------------|-----------------------|------------------------|
| 2023 | | | | |
| Eastern Macroregion | <=24 | 2,603 | 1,448 | 56% |
| | 25-34 | 8,044 | 2,082 | 26% |
| | 35-44 | 10,279 | 1,936 | 19% |
| | 45-54 | 5,865 | 913 | 16% |
| | >=55 | 1,507 | 251 | 17% |
| Western Macroregion | <=24 | 2,574 | 1,383 | 54% |
| | 25-34 | 7,059 | 1,958 | 28% |
| | 35-44 | 9,032 | 1,748 | 19% |
| | 45-54 | 5,243 | 809 | 15% |
| | >=55 | 1,557 | 229 | 15% |
| Southern Macroregion | <=24 | 2,360 | 1,428 | 61% |
| | 25-34 | 7,169 | 1,886 | 26% |
| | 35-44 | 9,815 | 1,924 | 20% |
| | 45-54 | 5,697 | 852 | 15% |
| | >=55 | 1,136 | 202 | 18% |
| Offices | <=24 | 67 | 12 | 18% |
| | 25-34 | 440 | 49 | 11% |
| | 35-44 | 355 | 35 | 10% |
| | 45-54 | 152 | 9 | 6% |
| | >=55 | 34 | 0 | 0% |

Live diversity

Since 2022, we have been the largest employer in Poland, both among private companies and state-owned enterprises. At the end of 2023, we employed

80,988

people.

At Biedronka, we live a culture of diversity, making sure that every employee feels respected and valuable. Applicable provisions guaranteeing a diversity-centered approach are included in our company's most important documents, including the Jerónimo Martins Group Code of Conduct. This makes our organisation a place where diversity is a foundational value, promoting inclusiveness and equality.



BIEDRONKA STANDARDS

Diversity IN Check 2023 survey

We are listed among Poland's most advanced employers in terms of managing diversity and creating an inclusive work environment as the only retail chain. The Diversity IN Check 2023 list is a compilation based on a survey conducted by the Responsible Business Forum based on internationally recognised standards and guidelines, including: Sustainable Development Goals, ISO 26000 and ISO 30415, GRI Standards, and OECD guidelines. In 2023, only 36 Polish companies made it to the list.

405-1

Diversity of governance bodies and employees, by employee category, gender, age and other diversity related factors

Our team is made up of people of all ages, education and backgrounds. Those aged between 35 and 44 are the largest group of our employees – 29,481 people. Women are the largest group - 68,767 people - accounting for 85% of all employees. Top and mid-level managers are 1,533 people, of whom 53% (809) are women. Among the members of the Executive Committee, 82% are men and 18% are women.

| Employees by employment structure and gender ¹ | Percentage of employees in each category against the total number of employees in the organisation | | | Total percentage share of employees in a given category | Percentage of employees in each category against the total number of employees in the organisation | | Total percentage share of employees in a given category |
|---|--|------------------------|-------------------------|---|--|------------------------|---|
| | Women | Men | Women | | Men | | |
| | 2022 | | 2023 | | | | |
| Executive Committee | 0.001% (1) | 0.01% (11) | 0.02% (12) | 0.0025% (2) | 0.0111% (9) | 0.0136% (11) | |
| Top and middle managers | 0.74% (595) | 0.78% (622) | 1.52% (1,217) | 0.999% (809) | 0.894% (724) | 1.893% (1,533) | |
| Store, distribution centre and office employees | 83.75% (67,069) | 14.71% (11,781) | 98.46% (78,850) | 83.91% (67,956) | 14.18% (11,488) | 98.09% (79,444) | |
| Store employees | 81.16% (64,988) | 7.88% (6,284) | 89.04% (71,272) | 81.59% (66,077) | 7.89% (6,394) | 89.48% (72,471) | |
| Distribution centre employees | 1.44% (1,151) | 6.17% (4,885) | 7.61% (6,036) | 1.48% (1,199) | 5.67% (4,594) | 7.15% (5,793) | |
| Office employees | 1.89% (930) | 1.45% (612) | 3.34% (1,542) | 0.84% (680) | 0.62% (500) | 1.46% (1,180) | |
| Total | 84.5% (67,655) | 15.5% (12,414) | 100.00% (80,079) | 84.91% (68,767) | 15.09% (12,221) | 100% (80,988) | |

¹ Due to the very low values of some indicators relative to the total number of employees, the values have been expressed in thousandths.

| Employees by employment structure and age ¹ | Percentage of employees in each category in relation to the total number of employees in the company in that age category | | | | | | | | | |
|--|---|--------------------|--------------------|--------------------|------------------|------------------|--------------------|--------------------|--------------------|------------------|
| | <=24 | 25-34 | 35-44 | 45-54 | >55 | 18-24 | 25-34 | 35-44 | 45-54 | >=55 |
| | 2022 | | | | | 2023 | | | | |
| Executive Committee | 0% (0) | 0% (0) | 0.002% (2) | 0.01 (8) | 0.002% (2) | 0% (0) | 0% (0) | 0.0025% (2) | 0.0099% (8) | 0.0012% (1) |
| Top and middle managers | 0.001% (1) | 0.35% (284) | 0.76% (606) | 0.36% (290) | 0.04% (36) | 0.005% (4) | 0.414% (335) | 0.933% (756) | 0.490% (397) | 0.051% (41) |
| Store, distribution centre and office employees | 9.84% (7 882) | 29.35% (23 505) | 35.74% (28 621) | 18.91% (15 141) | 4.62% (3 701) | 9.38% (7600) | 27.63% (22377) | 35.47% (28723) | 20.44% (16552) | 5.18% (4192) |
| Store employees | 8.66% (6 936) | 25.77% (20 633) | 32.59% (26 096) | 17.67% (14 148) | 4.36% (3 489) | 8.420% (6819) | 24.351% (19721) | 32.612% (26412) | 19.187% (15539) | 4.914% (3980) |
| Distribution centre employees | 1.07% (859) | 2.83% (2 269) | 2.48% (1 989) | 0.99% (791) | 0.23% (187) | 0.859% (696) | 2.618% (2120) | 2.394% (1939) | 1.054% (854) | 0.227% (184) |
| Office employees | 0.11% (88) | 1.11% (887) | 1.43% (1 144) | 0.62% (500) | 0.08% (63) | 0.105% (85) | 0.662% (536) | 0.459% (372) | 0.196% (159) | 0.035% (28) |
| Total | 9.84% (7 883) | 29.71% (23 789) | 36.5% (29 229) | 19.28% (15 439) | 4.67% (3 739) | 9.39% (7604) | 28.04% (22712) | 36.40% (29481) | 20.94% (16957) | 5.23% (4234) |

¹ Due to the very low values of some indicators relative to the total number of employees, the values have been expressed in thousandths.

Workers who are not employees

2-8

At the end of 2023, we cooperated with 13,739 workers who were not employed directly by us but worked for the Biedronka chain and assisted in our stores, distribution centres and logistics processes. Most of them were hired by temporary employment agencies whilst others were under our business partners. In the stores, their assis-

tance involved primarily unloading operations and shelf filling. At the distribution centres, they were involved in the picking of orders, performing auxiliary activities and outsourcing logistics processes. When using the services of a temporary employment agency, we always sign an agreement that governs, among other things, occupational health and safety and general data protection issues. The agencies must also provide written acknowledgment of the Group's Code of Conduct and Anti-Corruption Policy.

401-3

In 2023, 3,257 employees – 3,018 women and 239 men – took parental leave.

| | 2022 | | | 2023 | | |
|---|--------|--------|--------|--------|--------|--------|
| | Women | Men | Total | Women | Men | Total |
| Employees entitled to parental leave | 67,665 | 12,414 | 80,079 | 68,767 | 12,221 | 80,988 |
| Employees who took parental leave | 4,824 | 326 | 5,150 | 3,018 | 239 | 3,257 |
| Employees who returned from parental leave | 1,865 | 289 | 2,154 | 1,869 | 212 | 2,081 |
| Employees who returned from parental leave and remained in the Company 12 months after their return | 1,817 | 419 | 2,236 | 1,608 | 221 | 1,829 |
| Retention rate ¹ | 92% | 78% | 89% | 86% | 76% | 85% |
| Return to work rate ² | 39% | 89% | 42% | 62% | 89% | 64% |
| Rate of employees still on parental leave ³ | 46% | 10% | 43% | 36% | 10% | 34% |

¹ The retention rate corresponds to the percentage of employees who returned from parental leave in 2022 and are still working in the Group 12 months later.

² The return to work rate corresponds to the percentage of employees who returned from parental leave based on the number of employees who took parental leave in the period.

³ The rate of employees still on parental leave corresponds to the percentage of employees who have not yet returned from leave based on the number of employees who took parental leave in the period.

Fostering knowledge transfer between generations



We nurture the development of pupils and students, share knowledge and enable young talents to learn about the retail industry from the inside out. All activities performed in cooperation with the school and academic community take place within the framework of the **Biedronka Campus**. In 2023, we participated in dozens of job fairs and events for students across Poland, which enabled us to meet thousands of young people interested in starting a career with our company. We also collaborated with selected student organisations, including Our Future Foundation or the Club of Logistics and Transport Graduates (KALIT). Within the framework of joint activities, we were the main partner of the University Logistics League and the Young Logistics League.

Management Trainee is a two-year management programme for graduates and final year students, offering an accelerated career path. The Management Trainee programme also creates a strong environment for young talent in our company, which contributes to the long-term success of the organisation. It has been implemented throughout the Jerónimo Martins Group for many years. In 2023, final year students and graduates up to 2 years after graduation could apply to 9 areas, such as HR, marketing, procurement, finance, supply chain and logistics. We were looking for ambitious individuals to take on the position of junior manager after 2 years of the programmes. We prepared a dedicated development path for them, including the development of soft skills and specialised competencies necessary for their area of activity. As part of the programme, participants receive training in the store, at the distribution centre and work with Operations and Sales Managers. In 2023, we received 2,500 applications, from which we invited 10 people to participate in the programme.

“Owocne wakacje” (Fruitful Summer Holidays) is a three-month paid summer internship programme, during which students carry out challenging projects in various areas of the company. Each year, open enrolments respond to the business needs of the organisation, and interns support the performance of tasks that directly contribute to the operation of our chain. In 2023, 78 people joined the company under the Fruitful Summer Holidays programme. During the internship, each participant has a dedicated mentor to guide and support them. At the end of September, interns present their projects, which are subject to evaluation.



IT School is a six-month traineeship programme organised at the head office in Warsaw and at the Data Processing Centre in Kostrzyn near Poznań. In 2023, its first edition was held, offering a total of four admissions — two at each location, for which about 1,000 people signed up. We were looking for students majoring in computer science and related fields. As part of the induction, participants learnt in detail about the company's IT structure, including the areas of: Infrastructure, Architecture and Applications. The trainees worked under the guidance of mentors who were responsible for their induction, daily work and completion of agreed tasks. All the four people hired have remained with the company and are still employed. Due to the success of the first edition, the programme will also continue in 2024.

The Academy of Finance is an 18-month traineeship programme for final year university students. The programme is aimed at individuals with experience in finance or accounting. In 2023, four admissions were available in the programme and all were filled. Trainees have the opportunity to work in various areas related to finance, which allows them to gain more experience and a broader perspective, and to choose the final area for their future career path.



BIEDRONKA STANDARDS

Cooperation with higher education institutions and secondary schools

In 2023, we developed our cooperation with secondary schools and higher education institutions (HEIs), as a partner or patron. As part of our cooperation with the Warsaw University of Technology, the Warsaw School of Economics, the Poznań University of Technology, WSB Merito in Warsaw and Poznań, the University of Economics in Katowice, the Poznań School of Logistics, the Warsaw School of Engineering and Health, the Warsaw University of Life Sciences, the Poznań University of Economics, we participated in various events, including lectures, workshops, fairs for students at HEIs, promoting careers at Biedronka, sharing expert knowledge in key business areas of the largest employer in Poland, a leader in the retail industry.

We work actively to expand the range of courses offered under our patronage at schools in Łódź, Swarzędz and Olsztynek. As part of those activities, Biedronka's experts gave lectures to students, during which they talked about their work areas and shared their experience. School youth also visited us during study tours of Distribution Centres and stores.



BIEDRONKA STANDARDS

"Summer jobs. Paid by the hour" ("Praca wakacyjna. Płacimy za godziny.") campaign.

As every year, during the holiday months, we offer the opportunity to combine work with staying in tourist destinations. In 2023, we recruited external candidates for our stores, and allowed employees from other cities the opportunity of secondment to one of the seasonal stores located at the seaside, in the mountains and in the Masuria Lake District. Throughout the summer holidays, we relied on this form of cooperation to employ more than 600 people in about 200 stores.

Prepare for the future

Our approach to employee training and development policies has been transformed. We are moving from an organisation that sets specific learning and development programmes from the top-down to an ecosystem where every employee is continu-

ously improving their skills, taking initiative and being responsible for their own development. Our goal is to create a dynamic learning organisation that provides every employee with opportunities to grow every day.

404-1

Average hours of training per employee, by gender and employment structure¹

| | Women | Men | Total | Women | Men | Total |
|---|-----------|---------|-----------|-----------|---------|-----------|
| | 2022 | | | 2023 | | |
| Executive Committee | 0 | 195 | 195 | 116 | 44 | 160 |
| Top and medium managers | 17,431 | 20,042 | 37,473 | 22,703 | 19,295 | 41,998 |
| Store, distribution centre and office employees | 3,873,941 | 522,448 | 4,396,389 | 3,707,176 | 517,193 | 4,224,369 |
| Store employees | 3,855,518 | 490,296 | 4,345,814 | 3,683,251 | 480,647 | 4,163,899 |
| Distribution centre employees | 4,937 | 24,638 | 29,575 | 7,154 | 27,091 | 34,245 |
| Office employees | 13,486 | 7,514 | 21,000 | 16,770 | 9,455 | 26,225 |
| Total average | 58 | 44 | 55 | 54 | 44 | 53 |

¹ In the first rows of the table there is the total amount of hours provided to all the employees in that specific category

In 2023, every employee of our chain participated, on average, in 53 hours of training courses.

404-2

It is crucial for us to ensure employee development by providing modern knowledge using digital tools, in line with the latest trends, enabling broad and flexible access to educational resources. Our investment in digital education platforms such as EduAction makes it possible to reach more and more employees with training and development content. EduAction can be accessed by all network employees from all devices, both corporate and private, at any time. The platform globally provides 5,375 mandatory and optional training materials in a variety of formats such as e-learning, video and in-person training support documents, videos, podcasts, pdfs and articles. The platform includes onboarding programmes for new hires, training to help them with daily work, general development training, and a set of current procedures. By the end of 2023, 98% of active employees had logged on to the EduAction platform.

In addition, through a series of programmes for young people, we discover, support and develop their potential, providing them with the necessary resources to reach their full potential, bring innovation and fresh perspectives to the company, and shape the future of the industry through continuous learning and professional development.

In December, we organised Eco Inspiration Days, an event aimed at environmental education and raising awareness among all employees. During these days, attendees had the opportunity to learn about the company's various environmental initiatives, such as CO₂ reduction and sustainable resource management, participate in workshops and listen to presentations by invited experts. The event was well attended and well appreciated. Each day, a thousand participants actively took part in various activities related to the event.

Development of management competences

We believe in the development of our employees, helping them to improve their skills and offering opportunities for career advancement within our company. This is particularly noticeable in the case of our managers, where as many as 90% of them started their careers in operational positions.

We strive to make our company a place where employees have broad opportunities for growth, not just limited to performing daily tasks. They are encouraged to continuously educate themselves, learn new skills, improve the experience they already have, and exchange knowledge with other employees in different stores or departments. The dynamic growth of the organisation requires a focus on leadership development. To this end, we create and conduct a wide range of programmes, workshops, training courses locally and internationally.



Selected management training programmes:



Biedronkowa Akademia Zarządzania (Biedronka Management Academy) – a programme that enhances the skills of store managers and their deputies, including areas such as organising their own work, managing the work of their subordinates, employee training, and building relationships. In 2023, 804 store managers and 664 deputy store managers and other employees from key roles completed the Academy. Biedronkowa Akademia Zarządzania 2.0 (BAZ Advanced) was created based on the training needs of store managers with many years of experience in their positions, whose ambition is to build even better teams.

Akademia Zarządzania SOM (SOM Management Academy) – management programmes for those new to the role of sales and operations managers (SOM). Participants in this training have the opportunity during classes to develop in the areas of management, team building, planning and monitoring. The training also addresses the topic of mental resilience. In 2023, 129 people participated in the Academy.

Biedronkowa Akademia Handlowa „BAH Advanced” (“BAH Advanced” Biedronka Commercial Academy) – a training programme launched in cooperation with the Warsaw School of Economics (SGH). During classes conducted by experts in the field, Operations managers have the opportunity to expand their knowledge of building relationships with customers. They learn to identify their current needs – both those related to shopping and those broadly defined as “customer experience”. In 2023, 41 people took part in the BAH Advanced classes.

Biedronkowa Akademia Logistyki (Biedronka Logistics Academy) and Akademia Rozwoju (Development Academy) – training programmes dedicated to the management of the Logistics Department. Within the framework of the subject matter covered, concerning “self-management and managing others”, participants enhance their cooperation, motivation, employee development, and other skills. In 2023, 100 people took part in the training.



Programme Sukses (iJa) (Success(ion) Programme) – a development programme dedicated to employees after a Management Development Review, designed to manage talent and succession in the organisation. It consists of three modules that focus on the strategic competences of the future and value management and support the creation of career plans for participants. The main goal of the programme is to build leaders' self-awareness, including through the use of the Gallup test. In the 2023 edition, 70 employees from various departments and positions – from coordinators to directors – participated in the programme. The workshops and the final event were held in the form of live streaming sessions.

The Office Management Academy is a programme for new managers. Its objective is to equip them with the skills and tools necessary for the position. It consists of three modules, each addressing different issues. The first module covers building accountability and employee engagement, giving feedback, defining the manager's role and dealing with pressure. The second module focuses on the boss-team relationship and analysing the results of an employee strengths and weaknesses' survey that participants complete before the training. The final module is a simulation game where participants apply the knowledge they have gained in practice, building strong leadership and unity in the team.

This year's programme also includes topics related to artificial intelligence, the implementation of a growth mindset in the company's strategy and organisational culture, and analysis of the macroeconomic situation.

In collaboration with leading training providers, we also organise international programmes that enable participants to develop their skills and strengths in a comprehensive manner.

Be a Leader

In partnership with the Centre for Creative Leadership, we offer three programmes to which we invite employees in a range of positions, from coordinators and junior managers to senior managers and department heads. Each programme is based on the results of a 360 survey that participants send to their managers and colleagues. The training starts with a kick-off meeting, includes two on-site modules (4 days in total) and a final take-off meeting where participants take stock of the programme. Between modules, there are 1:1 sessions with a coach to discuss the results of the 360 surveys.

Be a Leader - Leading Self - a programme for coordinators and junior managers to develop self-awareness, learning, collaboration, and communication skills. During the training, participants learn tools for communication, feedback, confidence building, mental toughness, and personal effectiveness.

Be a Leader - Leading Others - a programme for managers who lead a team to help them achieve work-life balance. Participants develop skills such as self-awareness, developing themselves and others, coaching and giving constructive feedback.

Be a Leader - Leading Teams is a programme designed for senior managers and directors who lead teams to strengthen leadership, improve conflict management skills, strategic management skills and inspire others.



Strategic Management Programme - a programme designed for senior managers, developed in partnership with prestigious universities in Lisbon and Chicago. It covers topics such as Design Thinking and Growth Mindset and promotes continuous personal and professional development. It consists of 2 weeks - the first in Lisbon and the second in Chicago. The programme also allows you to build valuable relationships with leaders and professionals from different sectors and is a great opportunity for managers who want to develop their management skills and perspectives on an international level.



BIEDRONKA STANDARDS

Since 2020, store employees have been assisted by "Buddies", individuals who facilitate induction and onboarding and share their professional experience. In 2023, there were about 8,000 "Buddies", including 1,911 new ones who received specialised training. Nearly 93% of employees were assigned a "Buddy", which greatly improved and contributed to the efficiency of their onboarding. In 2023, the outcome of employee onboarding processes ending with payment of a bonus to the "Buddy" improved by 12 percentage points, which testifies to the growing effectiveness of the programme. Starting in December 2022, we are running a module on sustainability as part of the onboarding process for new hires. In addition, in order to raise the level of knowledge in this area, we organised a quiz for employees on the Biedronka sustainability report, in which nearly 1,100 participants took part, and the main prize was a multifunctional cooking appliance.

Empower the individual path

Employee evaluation system

Each year, our employees are challenged to achieve new goals and develop their skills, and their progress is monitored by managers who provide them with individualised feedback on a regular basis.

The employee evaluation system allows regular monitoring and evaluation of employees' performance, which supports their professional development and identification of areas for improvement. With this system, we can manage talent more effectively and motivate employees to achieve higher standards of work.

The performance of those holding managerial positions is assessed annually, within the Performance Management Cycle (PMC). 1,158 managers were assessed with the use of the PMC system in 2023.

Other employees, including store managers and store, warehouse and office employees who are not managers, are subject to an assessment of their work and potential in accordance with the annual Work Assessment and Development Planning System. During meetings devoted to further growth opportunities, employees receive a clear message on the quality of their work and plan their further development within the structures of our company. In 2023, we promoted 8,113 people – 6,986 women and 1,127 men.

In 2023, 56,903 operational employees in stores, distribution centres and offices were subjected to annual performance evaluation, 48,092 women and 8,811 men.

404-3

Percentage of employees receiving regular performance and career development reviews, by gender and employment category.

| | Women | | Men | | Total percentage of employees in a given category | | Total percentage of employees in a given category | |
|---|-------|------|-------|------|---|------|---|------|
| | | | | | 2022 | | 2023 | |
| | Women | Men | Women | Men | Women | Men | Women | Men |
| Executive committee | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Top and middle managers | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Store, distribution centre and office employees | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Store employees | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Distribution centre employees | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Office employees | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| All employees | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Our employees are encouraged to take active part in shaping and co-creating the reality of our organisation through specific initiatives, such as:



The Bank of Ideas is an initiative that has been operating in our chain since June 2021. It provides employees with an opportunity to submit improvements, insights or concepts, which then have a chance to be implemented across the company. By the end of 2023, we had received 12,425 applications under this initiative.



#WeBiedronka is a brand ambassador programme that has been in place at Biedronka since 2020. The ambassador community includes employees from every level of the organisation – from stores, warehouses and offices. The brand ambassadors are active on LinkedIn – they inspire each other, share their knowledge and successes, and motivate each other to be active and engaged participants in the programme. As at the end of 2023, the ambassador community has more than 100 members. In 3 years, our ambassadors published nearly 3,500 posts, followed by more than 150,000 responses and comments.



STANDARDY BIEDRONKI

Based on the results of the 2022 Group-wide employee satisfaction survey, focus groups were organised with more than 100 employees from different areas of the company. Analyses and discussions from the meetings of these groups served as guidelines for the development of a company-wide action plan. Managers of individual teams were also required to communicate the results of the survey to employees and jointly develop an action plan for their areas - a total of 548 Biedronka managers developed such a plan for their teams.

Recognise with fairness and competitiveness

We take care of the attractiveness of the salaries offered, reviewing them several times during the year to ensure that they are adapted to changing market conditions. We want to ensure fair and competitive pay levels that reflect the value and performance of our employees.

2-19

2-20

We defend the importance of ensuring that our employees have a decent standard of living by putting all the efforts in differentiating our salaries from the internal market references: in 2023, the minimum take-home income for our employees varied between more **11% and 22% than the national minimum wage**. On top of that, in stores and warehouses, salaries are defined according to the job content, responsibility and the seniority level (subject to a positive assessment), which is not impacted by long-term absences such as or parental leave.

401-2

Our compensation policy is enhanced with additional benefits, which are an important part of our strategy. Through them, we are increasing our value proposition to employees and tailoring it to their individual needs. Depending on the seniority and the position held, we provide our employees with health insurance (for the employee and their family) and life insurance.

These benefits are complemented by a wide range of family support and wellbeing measures that we offer to employees, thus ensuring the comfort of our employees and their families.

202-1

Salaries of the lowest-level employees by gender in relation to the minimum wage¹

| Year | Basic remuneration | |
|------|--------------------|------|
| | Women | Men |
| 2022 | 100% | 100% |
| 2023 | 100% | 100% |

¹ The minimum wage in Poland in 2023 was PLN 3,600 gross per month and in 2022 PLN 3,010 gross per month. For statistical purposes, the basic positions in a shop were selected: shop worker, salesman-cashier, cashier and senior cashier. The indicator refers to the basic salary. As for those who are not employees, we do not have consolidated information that would allow us to assess whether the type of functions performed are subject to the minimum wage legislation



Innovate in the way of working

Internal communication

We strive to make sure that our two-way communication with employees is up to date. In 2023, our websites for employees – dlanaswjm.pl and ourjrm.com – were actively used by 99% of employees, who generated more than 47 million page views, 17.7% more than the previous year. Both websites passed a digital accessibility audit performed by an independent third-party agency specialised in these matters. The office staff portal (ourjrm.com) was made compliant with WCGA version 2.1 (Web Content Accessibility Guidelines²³) standard. At dlanaswjm.pl (aimed at all employees), we began the process of aligning our procedures and content to the aforementioned standard.

Biedronka's internal platform, dlanaswjm.pl, offers a chatbot in Polish and Ukrainian that helped answer 344,096 inquiries in 2023, 35% more than in 2022. In 2023, we launched a voicebot to handle the social security helpline. It is software that, through the use of speech recognition mechanisms, automates interaction with employees.

In March 2023, we implemented **Hello JM**, a new tool for all employees that allows them to self-manage their data: personal (including adding family members to insurance), banking (changing accounts), or professional (such as certificates of employment from previous employers). By the end of the year, more than 80% of employees had used Hello JM.

Crucial information is also provided to employees by SMS or via private messages published on our internal website. We also hold regular online meetings with Management Board members, during which employees are given the opportunity to ask questions.

New technologies in the professional development of employees

At Biedronka, we use virtual reality (VR) to train employees, which allows real on-the-job situations to be simulated in a realistic and engaging manner.

In 2023, we equipped 14 implementation and training stores in the Warsaw region with VR goggles. By using them, grid employees can gain practical skills about baking the bread in a safe and controlled environment. First, we prepared training courses on baking bread in a programmed e-environment replicating the store space. 146 employees participated in this training. Implementation of a similar training course on the use of traditional counters is planned in the future.

We also use VR technology for team manager training. The jAI platform, based on OpenAI's state-of-the-art artificial intelligence engine, analyses data from employee assessment systems. This allows AI to generate individually tailored career development plans, suggesting activities that bring employees closer to their career aspirations or help them in their current roles. Based on the competence assessment, artificial intelligence aggregates information about employees, which is used to generate training programmes for selected groups.

In 2023, we used VR technology to prepare a training course for managers looking to develop their skills in giving feedback to co-workers. The training was attended by 166 people who participated in a total of 519 training sessions.

The training was very highly rated, and 98% of respondents would like to attend another VR training in the future.

²³ This standard, developed by The World Wide Web Consortium (W3C) – an international public-interest non-profit organisation where member organisations and the public work together to develop web standards –, sets out several criteria among which those related to accessibility (audio description, sign language, characteristics for text colouring, size and spacing, among others).

Protect through the best working conditions

403-1

We are doing everything to make sure that working for our company is safe. Our Occupational Health and Safety (OHS) Management System complies with the ISO 45001:2018 standard, being this way certified by an independent third-party entity, and OHS-related requirements have been taken into consideration in all of our business processes related to preparing, storing, distributing and selling our products, as well as in all office processes. The system covers all of our 3,369 locations – stores, distribution centres, offices, and our soup factory ("Z Naszej Kuchni" plant).

OHS documentation includes procedures, manuals and occupational risk assessment processes each employee is required to familiarise themselves with. In 2023, we implemented approximately 1,453 new safety manuals and procedures.

403-2

Our Occupational Risk Assessment Team is made up of representatives of employees, including those from the OHS Department, and verifies, on an annual basis, the occupational risks identified and issues its opinions concerning risks related to all organisational or technical changes. The assessment is performed using matrices that allow specific risks to be estimated and prioritised. The outcomes of that assessment serve as the initial stage for selecting the right working equipment, drawing up manuals and preparing training materials, as well as taking adequate health-related initiatives.

Any employee can report information about hazards occurring at work through a variety of communication channels, including the Near Miss App and the Employee Service Office, as well as during a conversation with their supervisor or OHS officer. workers who are not employees have possibility to inform about all hazards by manager/coordinator.



In 2023, 9,121 safety audits were carried out at our stores, distribution centres and offices, using OHS surveys prepared in advance. We also performed 3,252 evacuation drills.

403-3

The health of our employees is a priority and we take care of it by implementing appropriate procedures and health-promoting initiatives. In 2023, we cooperated with more than 500 institutions providing a comprehensive range of occupational medicine services.

80,960

medical examinations were conducted in 2023.

Employee health data is stored, in accordance with the regulations of RODO (EU 2016/679) and used only to the extent necessary to fulfill obligations in the field of occupational medicine.

403-5**403-4**

Each employee of our chain undergoes preliminary and periodic OHS training, with the frequency and scope thereof being consistent with the legal requirements and the internal "Training Procedure". In 2023, 29,594 people took part in the training. Additionally, 30,979 employees received first-aid training.

In 2023, we also organised additional first-aid training for company car users, which covered 853 employees. In addition, we launched an electronic Health and Safety Website, available to our business associates. The website contains all the necessary information and documents related to occupational health and safety applicable to our company's premises, allowing us to keep our knowledge up-to-date and comply with the highest standards of occupational health and safety.

Biedronka has an HSW Committee, which meets every month and is attended by employee representatives. It also has 17 regional teams responsible for implementing and maintaining the HSW system.

In addition, we promote first aid knowledge among our customers by organising first aid training courses during store openings. In 2023, we delivered 66 such training courses.

403-7

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

In accordance with applicable regulations, all accidents and near misses are investigated, with relevant reports being drawn up and submitted to the Management Board. By analysing accident rates, each year we identify special risk areas, i.e. locations where the highest number of accidents occur. We strive to eliminate these risks through implemented programmes dedicated to preventing the most common causes – special risk areas.

Based on an analysis of the causes of accidents, special risk areas were designated for 2023:

- in stores - pedestrian traffic, handling shopping carts, cleaning;
- in distribution centres - operating forklift trucks, pedestrian traffic, operating semi-trailer roller doors;
- at offices - pedestrian traffic, workplace ergonomics, operating office equipment, commuting to and from work.

We introduce communication in these areas and tasks for managers. We provide preliminary and periodic OHS training for all employees.

Prevention programmes ensure that employees are aware of potential risks and act in accordance with appropriate procedures.

403-8

Employees covered by the occupational health and safety management system

| | 2023 | | | | |
|---|---------------------|---|-----------------------------|---|---|
| | Number of employees | Number of workers who are not employees | Percentage of all employees | Percentage of all workers who are not employees | Percentage of all employees and workers who are not employees |
| Number of all people covered by the OHS management system | 80,988 | 13,739 | 100% | 100% | 100% |
| Number of all people covered by the OHS management system and subjected to an internal audit | 80,988 | 13,739 | 100% | 100% | 100% |
| Number of all people covered by the OHS management system and subjected to an external audit or specialist external certification | 37,134 | 5,646 | 46% | 41% | 45% |

Work-related injuries

403-9

403-10

As in previous years, no fatal accidents were recorded in 2023 among our employees or non-employee workers. Among those with employment contracts, there were 1,461 accidents, and there were 40 accidents recorded among workers who are not employees. The most common causes of accidents included: insufficient level of concentration while performing work, inappropriate handling of equipment or distraction

in hazard zones, which resulted in upper limb wounds and superficial injuries. There were also fractures or contusions of limbs and musculoskeletal overload.

In 2023, we recorded 7²² cases of occupational diseases among our employees. All cases involved women and were associated with the carpal tunnel syndrome or chronic musculoskeletal diseases.

403-9

Work-related injuries - employees¹

| | Women | Men | Total | Women | Men | Total |
|--|------------|------------|-------------|------------|------------|-------------|
| | 2022 | | | 2023 | | |
| Fatalities | 0 | 0 | 0 | 0 | 0 | 0 |
| High consequence work-related injuries | 18 | 2 | 20 | 16 | 5 | 21 |
| Recordable work-related injuries | 1,122 | 229 | 1,351 | 1,224 | 237 | 1,461 |
| Fatality ratio (%) | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of high consequence work-related injuries | 0.19 | 0.10 | 0.17 | 0.16 | 0.25 | 0.18 |
| Rate of recordable work-related injuries | 11.58 | 11.44 | 11.56 | 12.31 | 11.96 | 12.25 |
| Total hours worked by the total workforce | 96 897 814 | 20 015 223 | 116 913 037 | 99 420 053 | 19 810 216 | 119 230 269 |

¹ According to the Polish accident classification. The accident rate is calculated as follows: number of all recorded accidents / total hours worked × 1,000,000. The number of hours worked by persons with on employment contracts.

²² The reported cases of work-related illness are referring to those that were both communicated and accepted during the reporting cycle

Work-related injuries – workers who are not employees

| | Women | Men | Total | Women | Men | Total |
|---|---------|---------|---------|---------|---------|------------|
| | 2022 | | | 2023 | | |
| Fatalities | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Number of high consequence work-related injuries | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Number of recordable work-related injuries | 25 | 13 | 38 | 27 | 13 | 40 |
| Fatality ratio (%) | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of high-consequence work-related injuries | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of recordable work-related injuries ¹ | No data | No data | No data | No data | No data | 2.21 |
| Total hours worked by the total workforce for non employees | No data | No data | No data | No data | No data | 18 122 373 |

¹ Due to the unavailability and incompleteness of information regarding the number of hours worked by persons performing work for the organisation, it is not possible to calculate accident rates, these disclosures have been omitted. Biedronka is preparing a plan to obtain and publish this information in future reports.

Integrate work and personal context

403-6

We regularly introduce programmes to promote healthy lifestyles and access to preventive examinations.

In 2023, we invited employees to join a new formula for the highly popular **"Razem zadbajmy o zdrowie"** (Let's take care of our health together) programme, which we have had in place since 2004. In this edition, each employee received an individual code for a diagnostic blood test that could be used at any facility. To increase accessibility, where diagnostic facilities were too far away, we organised group blood sampling during work. The testing package was very attractive and included cancer markers, vitamin D3, hormones and other important health parameters, and the programme was available to all our employees. As a result of this initiative, around 33,000 employees were tested (40% of all employees) in just 100 days. In addition, as part of this year's programme, Health Days were organised at more than a dozen locations (distribution centres and offices), during which employees could receive consultations with a dermatologist, nutritionist, nurse, oncology nurse and get an ultrasound scan.

The Biedronka Health Academy programme responds to the needs of employees working in offices and distribution centres, particularly those related to musculoskeletal ailments, and focuses on the prevention of occupational diseases. It offers health and safety training by physiotherapists who teach employees how to prevent musculoskeletal problems and provides physiotherapist visits and daily warm-up exercises. In 2023, 13,079 people made 31,986 appointments at 20 physiotherapy practices and took advantage of 23,820 hours of treatment provided by 52 physiotherapists. Through the Biedronka Health Academy (or programme), we trained a total of 2,886 employees. We also run a prevention programme that includes educational campaigns and training on the most common causes of workplace accidents and how to reduce them, which has covered 79,268 employees.

Donate 1.5% of income tax (Podatek od Serca) is an option to donate 1.5% of income tax to the disabled children of the company's employees.

Number of beneficiaries in 2023: 53 employees and 55 children

Recreational meetings (Spotkania integracyjne) are subsidies for joint integration and recreational outings for employees.

Number of beneficiaries in 2023: 77,241 employees

Biedronka's Sport Challenge (Wyzwanie sportowe Biedronki) is an initiative that not only integrates employees but also supports them in healthy lifestyles through sport competition, at regional and national levels. Between 8 May and 31 August., the participants competed, covering an impressive distance of more than 300,000 kilometres, helping to support the Biedronka Foundation's mission.

We strive to create a work environment conducive to mental health and focus on supporting the wellbeing of employees.



BIEDRONKA STANDARDS

Spokojna Głowa (Calm your mind), next edition

The company has had a "Calm your mind" programme in place since 2020, which was initiated by HR staff in response to the challenges of the pandemic. In 2023, we launched a new, extended edition of the programme. We held in-person events with experts in the field of mental health and resilience in three macroregion capitals and at the Shared Services Centre. In addition, participants were able to take part in one-on-one consultations with a nutritionist and physiotherapist, relaxation sessions using VR technology, and beauty workshops.

Support employees and their families

We offer a variety of support programmes to improve the lives of employees and their loved ones. Our assistance extends to all employees, especially those who are in a difficult life situation or whose health or financial standing have deteriorated considerably. We also take care of our employees' children who face serious, long-term health problems. Our activities include additional funds needed to purchase medicines, undergo therapy or rehabilitation, pay for doctor appointments, purchase specialist equipment or finance surgical procedures.

In 2023, we allocated more than PLN 156 million for employee programmes. In addition to relying on information available on our website, employees may also learn how to take advantage of our assistance programmes via the employee-dedicated website dlanaswjm.pl, a chatbot or a dedicated hotline.

We consult the selection of programmes with employees, among others, through a periodic survey of programmes for employees and their families. It is designed to gauge the level of employee satisfaction and learn their preferences, comments and suggestions. In 2023, 7,099 employees participated in the survey, 90% of whom were women. Christmas packages, topping-up e-codes, allowances and loans were identified as the most important forms of support.

Those programmes are available to all employees of our company. If the decision on offering support depends on the financial or family situation or a given employee, the matter is reviewed by the Social Committee made up of representatives of trade union organisations, the Employee Forum and the HR team. In 2023, the Social Committee held its regular monthly meetings, during which it considered various projects and applications.

At the end of 2023, we began implementing a voice assistant for the social security helpline to improve its performance, throughput, and enable shift workers to get information on employee programmes. Ultimately, the channel is to be available on a 24/7 basis. It currently operates 4 hours every weekday.



Little heroes and recreational stays

The programme supports our employees' children who face serious, long-term health problems. A particular emphasis is placed on those with current disability certificates. Aid may have the form of a financial allowance or an in-kind contribution – e.g. a subsidy to finance a holiday stay for a disabled child and its guardian.

Number of beneficiaries in 2023: 467 employees and 497 children



Support in illness

The "Support in illness" programme is an initiative that provides medical and rehabilitation benefits to employees with a disability or who have a serious life-threatening illness. The programme was created by combining two initiatives: *Wracaj do Zdrowia* (Get well soon) and *Sprawni z Biedronką* (Fit with Biedronka).

Number of beneficiaries in 2023: 226 employees



Holidays with Biedronka

Subsidies to summer camps for children aged 8-13 The Holidays with Biedronka programme is designed to support employees' families in organising their summer holidays.

Number of beneficiaries in 2023: 873 employees and 1,000 children



Support in difficult times

Non-repayable allowance for children of deceased employees.

Number of beneficiaries in 2023: 11 children



Allowances for employees

Allowances for the employees most in need form a programme designed to support people in difficult life situations. The programme offers a non-repayable allowance.

Number of beneficiaries in 2023: 5,991 employees.



Biedronka for pensioners

One-off topping up of an employee e-code or allowance for a pensioner, former Biedronka employee.

Number of beneficiaries in 2023: 59 pensioners, former Biedronka employees



Children's Day gifts

The Children's Day refreshments including a variety of healthy snacks, and the cardboard packaging, when unfolded, formed a giant puzzle board.

Number of beneficiaries in 2023: 51,000 children



School package

School starter kits for children starting their primary school education.

Number of beneficiaries in 2023: 4,211 employees and 4,257 children



Topping up e-codes

Topping up of an e-code that can be used to shop at Biedronka and Hebe stores.

Number of beneficiaries in 2023: 75,603 employees



Housing loans for employees

Interest-free housing loan for employees.

Number of beneficiaries in 2023: 6,919 employees.



Christmas package

Christmas and Easter packages for employees and their children in the form of topping up e-codes for employees.

Number of beneficiaries in 2023: 82,100 packages for children, 82,300 packages for employees, 79,002 e-code top-ups for Christmas shopping



Newborn package

Packages for newborns and their parents. The "Being born with Biedronka" programme aims to support families in the first moments after the birth of a child, providing essential items.

Number of beneficiaries in 2023: 2,695 employees and 2,720 children

Promote inclusion

People from various countries work at our stores, distribution centres and offices. At the end of the year, we had more than 3,400 foreign staff members on employment contracts, accounting for nearly 4% of our personnel. 88% of them are of Ukrainian nationality, but we also have Belarusian, Russian, Portuguese and Moldovan nationals working with us.

We help the largest group of our foreign employees coming from Ukraine to adapt at work as soon as possible also by preparing internal materials in Ukrainian. The main site for communicating with employees, dlanaswjm.pl, features a chatbot in Ukrainian that makes it easy for employees to get the information they need. In addition, we have launched a dedicated hotline in Ukrainian to support candidates in the recruitment process.

The company has three Foreign Recruitment Coordinators, one for each macroregion, who support foreign workers in all employment-related matters, including document verification, obtaining temporary residence and work permits, and ensuring the legality of their stay and work at JMP S.A. They cooperate with Labour Offices, Provincial Offices, Store or Warehouse Managers, and Recruitment Coordinators.

Act ethically

2-30

We respect and support the right of all employees to join trade unions. We recognise the importance of trade unions as important partners in social dialogue to improve working conditions and protect workers' rights. Dialogue is held regularly every quarter, regardless of any disputes. We have a separate organisational unit that is responsible for remaining in touch with employees' representatives, and the dialogue is held in accordance with our Trade Union Policy. There are 4 trade union organisations functioning in the company.

We had been involved in a collective dispute with NSZZ "Solidarność" from 2018. Throughout the dispute, we continued social dialogue on a regular basis and trade union representatives participated in periodic meetings. In April 2023, NSZZ "Solidarność" of JMP SA decided to drop the dispute. As of the end of 2023, Biedronka was not involved in any other collective dispute with any of the trade unions operating in our chain.

402-1

We inform our employees about material operational changes two weeks in advance, in line with Labour Code requirements. All collective bargaining agreements in force in Poland have termination clauses (triggered at the request of one of the parties) and review procedures that specify deadlines and procedures for various situations. In any case, this is governed by the Polish Labour Code.

Our commitment to high standards of integrity and ethics is based on respect for human rights, applicable laws in Poland, and the application of relevant international laws and guidelines, including the Universal Declaration of Human Rights, International Labour Organisation conventions, and the OECD (Organisation for Economic Cooperation and Development) guidelines for multinational enterprises, among others.

We work in accordance with the principles set out in the Code of Conduct, which defines the standards of behaviours that employees must follow regardless of their position, while developing their day-to-day jobs and including during engagement with all stakeholders, in dimensions like non-discrimination, harassment, freedom of association and collective bargaining, respect for the privacy and personal life of associates, working hours and the right to rest. It also includes rules of conduct about independence vis-a-vis political parties, cooperation with official bodies, information security and data protection, among others. For more information on ethics as well as our policies and procedures, please see [Chapter About Biedronka](#) ▶.

Approved in September 2023, the internal **Compliance Policy of Jerónimo Martins S.A.** establishes the basic framework for compliance to be achieved²⁴ by all companies forming part of the Jerónimo Martins Group, including the goals and objectives of the Compliance function, the basis for implementing and monitoring a culture of compliance, and rules of conduct for dealing with suspected fraud. In December, we opened access to e-learning training for our employees on the Compliance Policy, which 970 people had completed by the end of 2023.

2-15

2-16

We avoid conflicts of interest in accordance with the Group's guidelines. Related party transactions that may give rise to conflicts of interest require review by the Audit Committee and approval by the Jerónimo Martins Group's Board of Directors. Employees can report suspected conflicts of interest, which we record. Serious concerns about adverse impacts on stakeholders are communicated to the Management Board of JMP, which decides on taking remedial actions.

205-2

In 2023, we launched an online training course on [the Anti-Corruption Policy](#) ▶, which was completed by 63 employees. We communicate our Anti-Corruption Policy to all our suppliers and business partners. We observe the labour law and help employees understand its provisions.

As mentioned, we prioritise the safety and wellbeing of our employees and consider unacceptable any form of discrimination, mobbing or harassment. Therefore, we have consistently applied **an anti-mobbing policy** to ensure that every employee can work in an environment free from harassment, intimidation or unfair treatment. In addition, we implement **an anti-discrimination and anti-harassment policy** to ensure that all employees are treated with respect and dignity, regardless of their background, gender, sexual orientation or any other personal characteristic. These policies are an integral part of our company and help us ensure that everyone feels safe and respected in the workplace. The said documents also provide for the procedures for reporting and processing potential non-conformities after such signals are received. For more on the policies, please see [Chapter About Biedronka](#) ▶.

We enable all our employees to contact Biedronka through **the Employee Service Office (Biuro Obsługi Pracowników – BOP)**. BOP is independent of the remaining structures of the company and operates in a fully impartial manner. Details of the employees contacting BOP remain confidential and staff members are protected against any retaliation for reporting non-conformities in good faith. Reports concerning the issues raised are submitted to the Employee Relations Director who forwards them to the Management Board. In 2023, the Employee Service Office received a total of 19,479 submissions.

²⁴ Compliance means adherence to applicable legislation as well internal policies and procedures.

Jerónimo Martins' Benchmark Employer - Global HR Commitment for 2024-2026

Promote respect for human and labour rights, by:

- ensuring a training module on the Code of Conduct available to 100% of employees,
- ensuring a global training programme on human and labour rights available to 100% of managers,
- implementing an internal global policy and process of prevention and compliance with labour rights, reflecting the Labour Fundamentals Guidelines in place.

Strengthen the promotion of gender equality across the Group, by:

- deploying a global diagnosis of HR practices to identify any gender inequalities that may exist and work on the identified improvement opportunities,
- ensuring a gender pay ratio²⁵ variation of +/- 3% compared to the parity ratio (100%), globally and by country,
- ensuring a global training programme on unconscious bias available to 100% of managers.

Reinforce leadership capabilities in future generations and stimulate knowledge transfer, by:

- organising at least four yearly global sessions with senior experts, available to all young talent population,
- promoting a global Jerónimo Martins experience for the young talent population, with the definition of a new global trainee policy,
- ensuring that 90% of managers take part in at least one leadership development initiative by the end of 2026,
- embedding the Group's Values and associated behaviours in people management processes with at least two global processes reviewed and 100% of eligible employees impacted,
- implementing a mechanism to measure leadership impact in the Group.

Strengthen our recognition mechanisms and promote greater transparency about compensation, by:

- ensuring at least one recognition mechanism that values behaviours in all Companies (evolving existing ones or implementing new recognition mechanisms), covering 100% of employees by 2026,
- making available the total compensation package statement (fixed and variable remuneration and benefits) to 100% of employees by 2026.

²⁵ The salary difference between women and men in the universe of employees of the Jerónimo Martins Group, based on comparable realities. It is expressed by considering the average salary of women as a percentage of the average salary of men, with 100% being the salary ratio that represents total gender equity

Increase the number of employees in our workforce at a disadvantaged position in accessing the labour market (people with disabilities and/or impairments, refugees and migrants or people at social risk) and contribute positively to increasing social inclusion awareness within and outside the Group, promoting at least four yearly forums to share good practices in this scope.

Reinforce our internal development and mobility opportunities, increasing their attractiveness and effectiveness, by:

- creating personal development plans for at least 95% of eligible managers,
- evolving the personal development plan definition process, aligning it with individual and business needs and ensuring close follow-up (from line managers and HR) for managers in the talent pool,
- ensuring that 100% of eligible internal vacancies are published and increasing the average number of applications per vacancy,
- Rolling out a global referral programme.

Foster safe working conditions, by:

- investing in certifying at least three new workplaces/businesses following ISO 45001,
- decreasing the current frequency and severity index to 12.00 and 0.29, respectively.

Promote a flexible and healthy work environment across the Group, by:

- piloting at least one measure in the scope of new ways of working and/or hiring,
- making training in wellbeing available to 100% of managers, giving them tools to identify and manage their own issues and help their team,
- ensuring that 100% of employees have access to a structured wellbeing programme,
- supporting employees in vulnerable situations due to social and/or family emergencies across the Group, ensuring at least the same level of investment in the Social Emergency Fund, in Portugal, and in Możesz Liczyć (You Can Count on Biedronka), in Poland.