GENDER BALANCE POLICY
IN THE MANAGEMENT BOARD AND THE SUPERVISORY BOARD
OF
GRUPA PRACUJ S.A.

§1
Introduction

1. Grupa Pracuj S.A., with its registered office in Warsaw (hereinafter referred to as the "**Company**") as an entity listed on the regulated market operated by the Warsaw Stock Exchange (*Giełda Papierów Wartościowych w Warszawie S.A.*) undertakes to promote gender balance on the Management Board and the Supervisory Board, in accordance with the principles set out in Directive (EU) 2022/2381 of the European Parliament and of the Council of 23 November 2022 on improving the gender balance among directors of listed companies and related measures, and in the Act of 3 July 2026 implementing it.
2. The purpose of this Gender Balance Policy in the Management Board and the Supervisory Board (hereinafter referred to as the "**Policy**") is to ensure a fair and transparent recruitment process and to increase the participation of persons belonging to the underrepresented sex in the decision-making structures of the Company.
3. The Policy is addressed to the statutory bodies of the Company and to its individual shareholders, to the extent that they have an influence on filling positions on the Management Board or the Supervisory Board, in particular to:
   a) the General Meeting of Shareholders of the Company, to the extent that it has an influence on the appointment of members of the Supervisory Board of the Company,
   b) individual shareholders, to the extent that, under the provisions of the Articles of Association, they are entitled to nominate candidates for members of the Management Board or the Supervisory Board or to exercise a personal right to appoint and dismiss members of the Management Board and the Supervisory Board,
   c) the Supervisory Board, to the extent that it has an influence on the composition of the Management Board or the Supervisory Board of the Company, in particular through the power to:
      (i) appoint, dismiss and suspend members of the Management Board,
      (ii) delegate members of the Supervisory Board to temporarily perform the duties of members of the Management Board who are unable to perform their duties, and also
      (iii) co-opt members of the Supervisory Board.
4. The rules for appointing members of the Management Board or the Supervisory Board of the Company and their composition are governed by:
   a) the Act of 15 September 2000 – the Commercial Companies Code (unified text: Journal of Laws of 2024, item 18, as amended);

This document is a translation from the original Polish version. In case of any discrepancies between the Polish and English versions, the Polish version shall prevail.

b) the Act of 29 July 2005 on Public Offering, the Conditions Governing the Introduction of Financial Instruments to an Organised Trading System, and Public Companies (Journal of Laws of 2025, item 592, and Journal of Laws of 2026, items 176, 644 and 1034, as amended);
c) the Articles of Association of the Company;
d) this Policy.

5. For the sake of simplicity, the Policy uses grammatical forms of the masculine personal gender (e.g. “candidate”), which are to be understood as referring equally to persons of both sexes – both women and men. The use of the masculine form is of a purely linguistic character.

§ 2

Purpose of the Policy

1. The Company strives to achieve gender balance in the bodies of the Company, understood as achieving a total number of positions held on the Management Board and the Supervisory Board of the Company by persons belonging to the underrepresented sex at a level at least closest to 33% of all positions and at least one person belonging to the underrepresented sex in each of the bodies, i.e. on the Management Board and on the Supervisory Board (hereinafter referred to as the “**Gender Balance Objective**”).
2. The Company assumes that, in connection with the implementation of this Policy during the 5-year term of office of the Management Board, the achievement of the Gender Balance Objective in the composition of the Management Board will be taken into account starting from the appointment of the Management Board for a new joint term of office.
3. The Company assumes that, in connection with the implementation of this Policy during the 3-year term of office of the Supervisory Board, the minimum share of persons belonging to the underrepresented sex in the composition of the Supervisory Board, which forms an element of the Gender Balance Objective, is satisfied as at the date of adoption of the Policy. The Company will strive to maintain this state throughout the current term of office of the Supervisory Board
4. Should it be necessary to make changes to the composition of the Management Board or the Supervisory Board during the joint term of office of each of these bodies in effect at the time of adoption of this Policy, the Company will take actions bringing it closer to achieving the Gender Balance Objective.
5. The Gender Balance Objective will be achieved through the application of the principle of equal opportunities in the selection of members of the Management Board and the Supervisory Board and through fostering a culture of diversity within the organisation, in accordance with the principles set out in detail in this Policy.

§ 3

Rules for Nominating Candidates

1. Before commencing the selection process for a position in the bodies of the Company, an analysis will be conducted of the current strategy of the Company, its key business objectives and needs, and the status of achievement of the Gender Balance Objective, in order to determine the profile

of a candidate who will be suitable and will contribute to the implementation of the long-term plans of the Company.

2. The selection process for positions on the Management Board and the Supervisory Board will be based on transparent, unambiguous and gender-neutral criteria that take into account the qualifications, experience and competences of candidates, as well as the need to achieve the Gender Balance Objective.
3. The Company will ensure that all persons authorised to fill positions in the bodies of the Company and forming part of the bodies appointing members of the Management Board and the Supervisory Board of the Company are informed, before the selection process for a position commences, of the content of this Policy, the adopted criteria and the need to achieve the Gender Balance Objective.
4. The specific criteria for selecting persons for particular positions will be determined before the selection process commences and will be communicated to all persons authorised to appoint members of the bodies of the Company to whom this Policy is addressed, referred to in § 1(3).
5. In the process of selecting candidates for members of the bodies of the Company, the following criteria will in particular be taken into account, adjusted as appropriate depending on the desired candidate profile:
   a) education: higher education, including that obtained abroad;
   b) field of education and areas of competence, multidisciplinarity;
   c) proficiency of foreign languages (including English);
   d) knowledge and skills, including specialist knowledge (professional and industry-specific): resulting from education acquired both in the form of postgraduate studies, academic work or training, resulting from professional titles and qualifications or professional degrees, confirmed in the form of certificates, and gained in another manner in the course of a professional career;
   e) professional experience and length of service: taking into account both the number of years and sectoral diversity, experience gained while performing specific functions or occupying specific positions, experience related to management or supervision, and international experience,
   f) sex: with regard to gender diversity, the achievement of the Gender Balance Objective is assumed,
   g) other criteria indicated by the Company and its authorised bodies as important and justified for application in the assessment and selection of candidates for members of the Management Board and the Supervisory Board, such as leadership, managerial and communication capabilities necessary for the effective performance of the role in a given position, strategic thinking, behavioural competences, competences specific to the body / role, competences specific to the industry / region, and networking skills.
6. The Management Board should at all times include persons possessing specialist competences, in particular in the following areas relevant from the perspective of the activities of the Company:
   a) management,
   b) finance and financial supervision,
   c) financial reporting,

d) risk management,
e) human resources management,
f) sales,
g) product development,
h) marketing,
i) technology,
j) other areas necessary for the achievement of the objectives and strategy of the Company.

7. Where possible and necessary, the Company may develop and update a succession plan and succession lists that will enable ongoing monitoring and development of the internal pool of candidates for positions on the Management Board and the Supervisory Board. Succession plans and lists will be based on the identification of talent within the Company and the capital group. The Management Board may present a succession plan at a meeting of the Supervisory Board, in order for the Supervisory Board to formulate appropriate recommendations. The Supervisory Board may discuss with the President of the Management Board a list of successors for the positions of members of the Management Board, the senior management of the Company and members of the management boards of companies within the capital group.
8. Independently, the Company will conduct external recruitment, including by actively and directly encouraging persons from outside the Company with identified desired competences to take part in the recruitment, as well as by using external entities engaged in sourcing persons for key positions. To this end, the Company may outsource this process to a specialised executive search entity, with which cyclical meetings will be held to discuss the profiles of candidates for the bodies of the Company.
9. The actions of the Company, both in internal recruitment (including the development of succession plans and lists) and in external recruitment, will in each case take into account the need to achieve the Gender Balance Objective.
10. When drawing up the so-called long list of candidates, the Company will strive to include on it at least 33% of persons belonging to the underrepresented sex; however, in a situation where the selection process for a position is conducted out of the necessity to ensure the Gender Balance Objective (due to the insufficient representation in the body of persons belonging to the underrepresented sex), it is permissible to create a list of candidates composed in the majority or exclusively of persons belonging to the underrepresented sex.
11. The Company will strive to ensure that the shortlist for a given position includes at least one person belonging to the underrepresented sex.

§ 4
Rules of the Selection Process for a Position

1. The selection for a position (or the composition of the recruitment committee, if such a committee is appointed, including a committee selected from among the members of the Supervisory Board in the case of selection for positions on the Management Board of the Company) should involve

representatives of both sexes, in order to guarantee a diversity of perspectives and an equal distribution of votes with respect to sex.

2. Candidates for positions in the bodies of the Company are selected on the basis of a comparative assessment of each of them.
3. When assessing candidates for members of the bodies of the Company, the criteria concerning education, skills and professional experience will be considered as a whole, as interrelated areas that collectively determine whether a candidate possesses the knowledge, skills and experience appropriate to the functions performed and the duties entrusted to a member of the Management Board or a member of the Supervisory Board.
4. In the case of candidates with an equivalent comparative assessment result, priority will be given to a person belonging to the underrepresented sex, insofar as this is required to achieve the Gender Balance Objective, unless the selection of a candidate of the opposite sex is justified by other diversity-related principles laid down in the provisions of law and based on criteria that are not discriminatory in nature.
5. For as long as the Articles of Association of the Company provide for personal rights of certain shareholders to appoint members of the Management Board and the Supervisory Board, shareholders holding such a personal right will take into account the above rules of the selection process for a position, and where a selection made under personal rights would lead to a failure to achieve the Gender Balance Objective, the competent bodies authorised to appoint the remaining members of the Management Board and Supervisory Boards will seek to achieve the Gender Balance Objective within the scope of their own competences to appoint the remaining members. A shareholder holding such personal rights may, however, seek the opinion of the Supervisory Board or the recruitment committee in order to confirm that its selection is consistent with the principles arising from this Policy, so as to ensure the consistency of the actions of the Company in this respect.
6. A temporary deviation from the achievement of the Gender Balance Objective is permitted where it is impossible to ensure its achievement despite the actions taken by the Company in this respect, in particular in the following cases:
    a) expiry of the mandate of a member of the Supervisory Board during the term of office as a result of resignation submitted by that member or in the event of the death of that member, leading to the necessity to co-opt a new member until that member is elected by the General Meeting or by a shareholder in the exercise of a personal right;
    b) the necessity to delegate members of the Supervisory Board to temporarily perform the duties of a member of the Management Board who has been dismissed, has resigned or is, for other reasons, unable to perform their duties.

    In particular, in such cases the need to ensure the continuity of the functioning of the Supervisory Board and the Management Board may temporarily make it impossible to maintain the Gender Balance Objective. A temporary deviation from the achievement of the Gender Balance Objective does not release the Company from applying the rules of the selection process set out in § 3 and § 4 and applies only until the earliest possible change in the composition of the given body that

allows the achievement of the Gender Balance Objective to be restored. A temporary departure from the achievement of the Gender Balance Objective is disclosed, together with a justification, in the report referred to in § 7.

7. Where the reappointment, for a further term of office, of persons currently serving as members of the Management Board or the Supervisory Board is proposed, and provided that the Gender Balance Objective is achieved, the Company may dispense with conducting a detailed selection of candidates and launching new recruitment, provided that the bodies or persons authorised to make the appointment assess that the persons currently performing these functions continue to provide assurance of the proper performance of their functions on the Management Board and the Supervisory Board. Where part of the composition of the Management Board or the Supervisory Board is reappointed for a further term of office, the rules for selecting candidates for positions in these bodies set out in this Policy will be applied to the additional persons appointed to complete the composition of the Management Board or the Supervisory Board, taking into account the Gender Balance Objective.

§ 5

Career Development Programme

1. As part of the implementation of the Policy, the Company implements a career development programme aimed at ensuring equal opportunities for professional advancement for persons of all sexes, with particular emphasis on women in managerial and executive positions, which comprises the following actions:
   a) a transparent system for identifying talent in managerial positions – a regular assessment of the professional potential of employees and their achievement of objectives, conducted on the basis of objective criteria and taking into account equal opportunities for women and men in access to managerial positions,
   b) individual development plans for persons in managerial positions – the development and implementation of individual competence development paths following annually conducted competence assessments, providing support for persons aspiring to take up positions in the bodies of the Company,
   c) mentoring and coaching programmes for persons occupying managerial positions who have been highly rated in terms of potential and achievement of objectives – the organisation of initiatives supporting the development of leadership and managerial competences, with the participation of female and male mentors with managerial experience,
   d) promoting internal recruitment, building succession programmes and talent programmes, and their annual review;
   e) equal access to training – ensuring equal opportunities to participate in development training and in activities enhancing professional qualifications for all employees, regardless of sex,
   f) monitoring and reporting – regular monitoring of progress in the representation of women and men at various levels of the organisational structure and the publication of the results in the annual report on the implementation of the Policy.

§ 6

Human Resources Management Strategy

1. The Company pursues a human resources management strategy whose key objective is to achieve and maintain a balanced representation of women and men at all levels of the organisational structure — with particular emphasis on managerial and executive positions.
2. Within this strategy, the Company undertakes the following actions:
   a) gender balance in recruitment – recruitment processes are designed so as to promote the equal participation of women and men among candidates, including through gender-neutral job advertisements and the involvement of diverse recruitment teams;
   b) transparency of promotions – the Company ensures the transparency of career and promotion paths, eliminating systemic barriers that could limit the representation of women in higher positions;
   c) gender objectives and indicators – the Company sets measurable objectives regarding the participation of women and men in decision-making structures and regularly monitors progress in their achievement;
   d) an organisational culture supporting gender balance – the Company promotes the values of equal treatment and the conscious management of gender stereotypes, supporting open communication and responsible leadership;
   e) educational initiatives counteracting unconscious bias – the Company includes training on counteracting unconscious bias in its training programmes / development programmes for managers; employees are trained on diversity, equality and counteracting bias;
   f) the collection and analysis of data on employees, their skills and competences and the assessment of their potential and achievement of objectives;
   g) succession planning in the Company for managerial positions, taking into account persons belonging to the underrepresented sex;
   h) monitoring of HR data.

§ 7

Monitoring and Reporting

1. In order to ensure the effectiveness of the achievement of the Gender Balance Objective, the Company undertakes to carry out systematic monitoring and reporting of progress in the achievement of the objectives of the Policy.
2. The President of the Management Board of the Company is responsible for matters of equal treatment and for the implementation of the Policy.
3. The HR Director is responsible for monitoring the situation of women and men in the Company with regard to equal access to recruitment, training, pay rises and promotions, for monitoring the pay gap and for reporting to the Management Board strategic conclusions and action plans in this respect.

4. The Management Board of the Company prepares an annual report on the participation of representatives of each sex in the bodies of the Company, comprising at least: (i) the number and percentage share of persons of each sex on the Management Board and the Supervisory Board as at the end of the financial year, (ii) information on whether or not the Gender Balance Objective has been achieved, (iii) in the event that it has not been achieved — the reasons and a comprehensive description of the measures already adopted and planned, together with a timetable, and also (iv) a description of the selection processes conducted in the given year.
5. The report is submitted to the competent body within the time limit resulting from the provisions of law, whereby the first report will be submitted by 31 October 2026, and published on the website of the Company in an easily accessible manner.
6. The Company will implement an internal control mechanism comprising cyclical reviews of the composition of the management staff and of the promotion structure. Analysis of data concerning recruitment processes, training and promotions will be carried out every 12 months in order to identify any inequalities.
7. If irregularities are identified, the Management Board of the Company:
   a) will develop a corrective action plan whose implementation will be monitored in subsequent reports;
   b) may submit to the General Meeting of Shareholders a proposal for changes to the corporate governance of the Company, concerning in particular:
      (i) departure from fixed terms of office and the establishment of partial renewal of the Management Board and the Supervisory Board,
      (ii) shortening of the individual terms of office of members of the Management Board and the Supervisory Board,
      (iii) supplementing the composition of the Supervisory Board.

§ 8

Final Provisions

1. The Policy applies without prejudice to mandatory provisions of law. In matters not regulated by the Policy, the generally applicable provisions of law and the internal regulations of the Company shall apply.
2. The Policy is subject to regular reviews and updates in order to ensure its compliance with the applicable provisions of law and with market best practices.
3. The Policy is available on the website of the Company.
4. The Policy was adopted by the Supervisory Board of the Company by Resolution No. 2 of 2 September 2026 and shall take effect as of that date.