Learn more about our modern convenience ecosystem

Żabka Group’s ecosystem

- żabka
- żappka
- Maceń
- Dietly
- Nanó
- delio
- wygodne usługi
- jush!

OWN BRANDS

Physical

Digital

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Žabka Group’s Responsibility Strategy for 2021-2026

We create value by making people’s lives easier and by allowing them to free up their time, while promoting sustainable living for everyone, every day.

Mission

We make it easy for customers to change their habits for the better.
We make a positive impact with entrepreneurs on the economy.
We shape a purpose-led trusted organisation of empowered people.
We minimise our environmental impact across the whole value chain.

Values

Openness
Credibility
Ambition

Customers, Clients
Franchisees, Cashiers
Local communities
NGO’s, Other organisations
Suppliers, Business partners
Investors
Employees, Co-workers

Our Partners

Planet Earth

Green planet
Sustainable living for everyone, every day

Sustainable lifestyle
Mindful business impact
Responsible organisation

Calculating our impact
Risk management
Looking into the future
Artistic interpretations of ‘Conveniently and responsibly’
Supporting entrepreneurship, simplifying life

This was a special year for Żabka Group, particularly as it was our 25th anniversary. Celebrating it under the slogan ‘Support entrepreneurship. We simplify life,’ we expressed our mission at the same time as making a commitment to those groups that are fundamental to the success of our network: franchisees and customers. We aim to successfully fulfill this commitment by delivering against the goals set out in our Responsibility Strategy, including our responsibility for the natural environment and our immediate surroundings.

But 2023 was not only special for us because of our anniversary. Over the last quarter century, we have built a leading position in Poland in the areas of modern convenience, quick-commerce and diet catering. We were also established with a view to multi-dimensional development, and our ambition was always to develop our ecosystem across the wider European market.

In December 2023, we took our first steps in this direction, taking a majority stake and entering into a strategic partnership with leading Romanian food distributor DEBM Daniel Distributie. We completed the formal merger process at the beginning of 2024, as a result of which we have now expanded our business into the Romanian market. We believe that having a partner with whom we share common values, significant experience and know-how, will enable us to implement many ambitious projects in the Romanian market. This will drive the diversification and, as a consequence, the growth of our business.

Ambition engraved into the DNA of the Żabka Group

When we started operating in Romania, our Polish organisation’s pace of development did not slow down. We are the biggest modern convenience chain in our home country, maintaining a rapid rate of expansion throughout 2023 with the opening of more than 1,000 stores. Our chain now comprises more than 10,000 stores, run by ca. 9,000 franchisees.

Our direction of development is determined by the needs of the over 3 million customers who use the Żabka Group’s services every day. This is why we continuously offer them new service proposals, constantly enriching our stock and opening completely new store formats. In this year of celebration, we expanded our portfolio with the addition of Żabka Drive, Żabka Non Stop and Żabka - an island in the shopping centre.

The strategy we have adopted allows our franchisees to run local businesses that not only meet customer expectations, but, as the numbers demonstrate, are also successful in their own right. In 2023, together with our franchisees, we sustained 63,000 jobs across Poland, making us a powerful economic force in the country.

Our Responsibility Strategy is integrated into our Business Strategy, and our ambition is to create the conditions in which sustainable living will be achievable for everybody, every day. We want people who use our ecosystem’s services to be able to live both comfortably and responsibly. That is why, among other initiatives, we have launched the ‘Porcja Dobrego’ programme, an outcome of the new approach to good nutrition that we defined in 2022. We want to provide our customers with easy access to complete meals at any time of day that achieve the highest Nutri-Score of A and B. All our own brand products carry Nutri-Score labelling, and nearly half have qualified for the highest score. Since launching the programme, we have seen an 85% increase in the sale of products with a Nutri-Score of A or B.

Partnerships on the road to sustainable development

While the scale of our activity is of course related to our impact on the environment, we also want to use that scale to establish partnerships that run activities to reduce our negative environmental impact, including on the natural world. We want to share our knowledge and good practice, and you will find in this report many examples that illustrate how we are implementing our strategy and how we meet our obligations in the areas of decarbonisation, circularity, and building a committed workplace. We believe that successfully implementing our strategy requires the collaboration of entities right across the value chain. That is why we involve our business partners, franchisees, employees and customers in multiple shared projects and innovative targeted solutions that minimise our impact on the environment.

One example of such a partnership is our collaboration with Bydgoszcz and Zielona Góra as part of the ‘Zielona Odnawia’ pilot project. In this, we encourage consumers to return empty plastic bottles and beverage cans to our stores, either to the shopkeeper or to an ENOMat, a selective waste-collecting machine that’s available to customers in Lodz, Poznan and Warsaw. We believe such actions contribute to the stronger ecological awareness of consumers and the development of the circular economy.

We also use innovative solutions and technology to support our decarbonisation activities. To streamline the analysis of large amounts of decarbonisation data, last year we implemented a data management system using the Microsoft platform to report it. Now, thanks to the detailed analysis this enables of the Group’s carbon footprint, we can make decisions based on current data to implement our decarbonisation strategy more effectively than ever.
Introduction

Leadership on our ESG Strategy

We want to help customers make everyday choices that are simple and convenient for them and beneficial for the planet. This is the long-term aim of our comprehensive Responsibility Strategy, closely integrated with our business objectives, which requires us to consider non-financial factors in all our strategic and operational decisions.

We continuously seek feedback on our activities under our Strategy, closely integrated with our business objectives, which requires us to consider non-financial factors in all our strategic and operational decisions.

As a leader of modern convenience stores, our autonomous Żabka Nano stores, and Robbie, our robotic hot-dog server, add to that Macifit, our dietary catering brand, and Dietly, our boxed-diet range, and we have a full ecosystem of solutions. Our focus on innovation is constant, seeking investment opportunities and collaborative ventures to drive positive change. It’s an approach that’s reflected in the continuous acceleration programmes of our Venture Studio.

We have long understood the vital role our employees have to play in achieving our goal of creating a unique convenience ecosystem. Employee engagement is essential, requiring the involvement of everyone from front-line staff to line managers and our most senior leaders. According to the Gallup Institute Survey, our people are five times more engaged than those in the average Polish company. In fact, when it comes to an engaging workplace, we are among the top 26% of all the companies in the world – as confirmed by the Gallup Exceptional Workplace Award 2023, when we became the first Polish organisation to win such a prize. The Gallup questionnaire provides a framework that helps us understand how to create a more conducive work environment where everyone can develop their talents and work with passion.

Our NPS franchisee satisfaction scores at the end of 2023 were the best we have ever recorded. This suggests that much of what we are doing is right, including investments in the latest technology to help our almost 9,000 franchisees and their 10,000+ stores to maximise sales, minimise losses and build those ever-precious customer relationships that sustain Żabka as Poland’s biggest chain of modern convenience stores. Our close relationship with the Franchisees’ Council gives us the insights we need to understand what they want from us, be it a close dialogue, care for the environment and above all opening new stores as close as possible to new customers. It’s with our franchisees in mind that we continue to develop our network and make the franchise offer ever-more attractive.

Our journey at Żabka is focused on growth and innovation, with the development of customer-oriented programme and international expansion. We are excited to start a new chapter of expansion beyond Polish borders and bring our convenient solutions ecosystem to customers in other CEE countries - starting with Romania. As we continue to take steps forward, our ESG strategy focusing on four pillars of sustainable lifestyle, mindful business impact, responsible organization, and Green Planet, remains a focal point of our business. We believe that ESG is more than just a buzzword, with the development of customer-oriented programme and international expansion. We are excited to start a new chapter of expansion beyond Polish borders and bring our convenient solutions ecosystem to customers in other CEE countries - starting with Romania. As we continue to take steps forward, our ESG strategy focusing on four pillars of sustainable lifestyle, mindful business impact, responsible organization, and Green Planet, remains a focal point of our business. We believe that ESG is more than just a buzzword, it is ingrained into every aspect of our business. Our aim is to provide an ultimate convenience ecosystem that delivers immediate solutions to simplify life and promote sustainability, freeing up people’s free time.

Our ability to create digitally enabled convenience solutions underpins our position as leaders in providing a unique, highly personalised shopping experience for everyone in the modern convenience stores segment in Poland. With a view to connecting the digital and physical worlds, we’ve created leading e-commerce service Żabka Jush!, the Delio e-commerce solution, our autonomous Żabka Nano stores, and Robbie, our robotic hot-dog server. Add to that Macifit, our dietary catering brand, and Dietly, our boxed-diet range, and we have a full ecosystem of solutions. Our focus on innovation is constant, seeking investment opportunities and collaborative ventures to drive positive change. It’s an approach that’s reflected in the continuous acceleration programmes of our Venture Studio.

The goals covered include reducing our Scope 1 & 2 emissions and Scope 3 intensity at stores, as well as increasing the sales of own brand products that promote a sustainable lifestyle. Decarbonisation is strategically important to us, one of our obligations to financial institutions during 2023. We took a significant step forward in the digital transformation of our ESG-reporting capabilities. Our aim has long been to create and manage a transparent and simplified system for collecting, sharing, and analysing ESG data. Now we have implemented a comprehensive digital system for managing all data relating to our carbon footprint. This enables us to collect data more transparently and with greater accuracy, free up people’s free time.

We continuously seek feedback on our activities under our Strategy, closely integrated with our business objectives, which requires us to consider non-financial factors in all our strategic and operational decisions.

In 2023, we signed another ESG-linked financing agreement. This links the bank margin to our achievement of ESG goals, reflecting our commitment to sustainable business practices. The goals covered include reducing our Scope 1 & 2 emissions and Scope 3 intensity at stores, as well as increasing the sales of own brand products that promote a sustainable lifestyle.

Our focus on innovation is constant, seeking investment opportunities and collaborative ventures to drive positive change. It’s an approach that’s reflected in the continuous acceleration programmes of our Venture Studio.

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Executive Summary

01 | Sustainable Lifestyle

We launched the ‘Porcja DobreGO!’ nutrition programme to help customers make healthier food choices leading to an 85% increase in sales of products with Nutri Score A and B. A healthy food ecosystem extends beyond nutrition, so we aim to reduce waste by enabling our customers to easily purchase only the amount of food they need at any given time. We also use AI to match the goods delivered to each store with local shopping trends, making it easy for people to find what they need, thereby preventing the loss of biodiversity.

- Increase in franchisees’ NPS score as a result of co-operation with Żabka 60%
- Increase in customer NPS score by 2 points each year
- Reduce food waste operations by 25%
- Multiply the sales value of own brand products by 1.392 m by 10%
- Reduce food waste intensity in own operations by 25%
- Increase in customer NPS score by 2 points each year

02 | Mindful Business Impact

We opened 1,000+ stores in 2023, expanding our franchise network and enabling nearly 19,000 franchisees to enhance their entrepreneurship skills by running their own businesses, including new store formats and development programmes. We are developing our franchisee relationships based on cooperation and trust, growing our NPS score by 10 points. We value our franchisees’ opinions and appreciate the positive feedback from our suppliers, we have again obtained first place in the nationwide satisfaction study and received Grand Prix Retailer of the Year 2022 – Chosen by Suppliers. With suppliers in mind, we have implemented The Human Rights Policy on Anti-Bribery and Corruption and The Code of Conduct for Business Partners. Good collaboration is also about sharing knowledge and inspiring each other, which is why we host our annual Supplier Meeting and continually develop our Fair Business platform.

- Increase in franchisees’ NPS score as a result of co-operation with Żabka 61%
- 100% of business partners familiarised with the Code of Conduct
- Involve business partners responsible for 75% of purchasing and service expenditures in science-based reduction targets
- Provide nearly 1,000+ stores
- Increase franchisees’ NPS score by 10 points

03 | Responsible Organisation

Gallup ranks us among the top 26% of the world’s most engaged organisations and has given us the Gallup Exceptional Workplace Award. Our commitment to equal pay, regardless of gender makes us the first Polish company with EQUAL-SALARY certification. We undergo external assessments to serve our stakeholders and improve our sustainability practices, improving our score in every category. We have retained the EcoVadis Platinum medal, placing us among the top 1% of companies in the world for ESG integration. And we have published our fifth Responsibility Report, which is externally assured and discloses information on the implications of climate-related risks and opportunities under the TCFD framework.

- Gallup ranks us among the top 26% of the world’s most engaged organisations and gives us the Gallup Exceptional Workplace Award
- Get to top 25% of the best employers according to the Gallup Institute’s engagement survey
- 74th percentile (top 26%)
- 100% of employees trained on business ethics principles
- 99% of employees trained on cyber security-related issues

04 | Green Planet

Our circularity efforts, such as using 100% rPET bottles and recycled packaging in our own brand products and helping franchisees recycle more materials and reduce waste by maximising recycling. This has cut the amount of virgin plastic entering the market, achieving plastic neutrality in our operations for the fourth year in a row. Our pilot deposit system in Zielona Góra and Bydgoszcz encourages customers to return collection of plastic and aluminium cans, rewarding them with żapps points or a discount on the next drink. We’re also reducing dry-ice consumption, replacing it with dedicated transport. As a result, we’ve reduced emissions by 28.8% vs. the base year of 2020. We’ve been reducing GHG emissions from our fleet by replacing conventional cars with hybrid and electric ones, and installing chargers in our logistics centres, headquarters and employees homes. We’ve implemented an incentive programme promoting safe and eco-friendly driving practices, and a Travel Policy to establish rules for the movement of employees and associates. We’re also reducing dry-ice consumption, replacing it with dedicated transport. As a result, we’ve reduced emissions by 28.8% vs. the base year of 2020. With a 60% reduction in emission intensity in our stores.

- Reduce share of virgin plastic in the weight of own brand plastic packaging by 25% (vs. 2019)
- Reduce total scope 1 and 2 greenhouse gas emissions (without offset) by 25% (vs. 2020)
- Reduce franchise greenhouse gas emissions intensity by 70% (scope 1 & 2 vs. 2020)
- Reduce share of virgin plastic in the weight of own brand plastic packaging by 25% (vs. 2019)
- Reduce total scope 1 and 2 greenhouse gas emissions (without offset) by 25% (vs. 2020)
- Reduce franchise greenhouse gas emissions intensity by 70% (scope 1 & 2 vs. 2020)
Últimate convenience ecosystem

Żabka is expanding its physical and digital channels, increasing the number of customer interactions and providing vital solutions rather than just products.
About the Żabka Group

The Żabka Group is a unique ultimate convenience ecosystem, comprising solutions designed for customers who value their time and comfort. We respond to their various needs, and our services are available both via physical and digital channels. We play across three megatrends – convenient solutions, digitalisation and responsible choices. And we are always focusing our attention on the customer.

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**ŻABKA OWN BRANDS**

Our unique own brand products complement our ecosystem. We actively introduce and develop them to provide our customers with one-of-a-kind products that are not available anywhere else and trusted quick meal solutions throughout the whole day.

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*All data presented in the ‘About the Żabka Group’ section represents the results as of 31.03.2024.*
Business model

Our business model is based on creating and developing various solutions within the modern convenience ecosystem that enables us to accompany consumers at every moment of every day.

Adam Manikowski heads the modern convenience business of Żabka Polska, including the management of our store network, its expansion, marketing communication, relationships with franchisees, sourcing and logistics. As part of the structural and organisational changes in February 2024, a new business unit was established – Żabka International, managed by Anna Grabowska. This unit is responsible for developing new markets and implementing our international expansion strategy. Żabka Future covers all the digital components of our convenience ecosystem, the use of AI & data, creating innovative solutions and the Group’s M&A activity. It has since 2024 been led by Wojciech Krok. Our Strategic Leadership team plays an important governance role across the Group focusing on: Strategy and Development led by Tomasz Blicharski; Finance, led by Marta Wrochna-Łastowska, and People and Culture, led by Jolanta Bańczerowska. The corporate functions: legal, corporate affairs and value creation report directly to Tomasz Suchański. Tomasz Blicharski also oversees our Responsibility (ESG) Strategy, which is fully integrated with the Group’s Business Strategy. Members of the Management Board also lead the implementation of ESG initiatives in their specific areas of responsibility. The Group is completed by brands that have a key role in expanding the convenience ecosystem to better respond to changing consumer needs. They include: Maczfit – the leader of dietary catering in Poland, Dietly – a marketplace allowing customers to compare, select and manage box diet orders, Lite – e-Commerce – responsible for the development of rapid grocery delivery services (Żabka Jush app) and e-commerce (Delio app), and Żabka Nano, which focuses on the development of the autonomous stores format. These are complemented by our investment made in 2022 in Cool-Logistics, which specialises in transporting products at controlled temperatures. Żabka Group aspires to extend its ecosystem beyond Poland, and in December 2023 entered into a partnership with DRIM Daniel Distributie, signing an agreement to purchase a majority stake in this company, which, when approved by the Romanian regulator, will be the first step in the Romanian market, starting a new chapter in the history of Żabka.

Our strategy is based on three key areas that continue to transform society and inspire our business.

LEVERAGING AI & DATA

In our efforts to get even closer to our customers, we are continuously expanding into new locations and developing new formats that meet emerging needs and our ambitious growth plans. We ensure customers get what they want from us through our tailored and cutting-edge product offering, supported by attractive promotional campaigns. We continue to innovate, using emerging communications channels and launching new services. As a result, 90.2% of Poles recognise our brand.

RESPONSIBLE CHOICES

The comprehensive ESG Responsibility Strategy we adopted in 2020 is fully integrated with the Żabka Group’s Business Strategy. It contains a clear definition of its objectives and indicates the Group’s future direction. Our Responsibility Strategy clearly articulates our commitment to creating conditions that empower our customers to make more responsible choices, enabling them to live in sustainable way, every day.

EVOLUTION OF CONVENIENCE

In our efforts to get even closer to our customers, we are continuously expanding into new locations and developing new formats that meet emerging needs and our ambitious growth plans. We ensure customers get what they want from us through our tailored and cutting-edge product offering, supported by attractive promotional campaigns. We continue to innovate, using emerging communications channels and launching new services. As a result, 90.2% of Poles recognise our brand.
Our brands

The key objective for the Group is to provide its customers with ‘ready-to-eat’ as well as ‘ready-to-heat’ and ‘ready-to-drink’ solutions which are both convenient and nutritious. Żabka’s philosophy has led to the creation of its own brand portfolio of products not available anywhere else. The offer consists mainly of the QMS category, among others Szamamm ready-made dishes, Dobra Karma nutritious meals, Foodini smoothies, healthy S! Shots, Wycisk juices, Tomcio Paluch sandwiches and Żabka Cafe streetfood offers with hot snacks and delicious coffee.

Żabka is our core brand. Our competitive advantage lies in our carefully curated portfolio of unique own brands available only at Żabka.

Anna Grabowska
Executive Vice President of the Management Board, Managing Director of Żabka International
Value creation in ‘the Żabka Way’

We call our approach to creating and preserving value ‘the Żabka Way’. It’s a valuable property for the Group, based around the unique integration of financial, social, environmental, governance and performance factors with our own mission, vision and business model.

We believe that only this kind of integrated thinking can truly support an approach to the decisions and actions that help us consistently create value over time. It embraces how we relate through our operating and functional units with all our stakeholders and with the six essential capitals of the IIRC’s Integrated Reporting Framework: financial, manufactured, intellectual, human, social & relationship, and natural.

Here, we present the new model we have created to help us communicate more fully how we leverage our strategy, governance, performance and prospects to fully how we leverage our strategy, governance, performance and prospects to create financial and non-financial value for beneficiaries right across the external environment.

It’s an approach that we believe enables us to generate wide-ranging benefits, including improved information for our stakeholders, greater accountability, better understanding of the external forces impacting our business, and a more cohesive vision and mission.

Fast-paced, agile culture driven by relentless focus on AI & data and ESG principles as key differentiators of sustained success. żabka delivers exceptional value for all its stakeholders.
ESG Governance

No organisation can operate sustainably without an ESG strategy overseen at the highest level, implemented transparently, measured precisely and reported accurately. Here we describe our approach to ESG governance.

The Management Board is ultimately responsible for Żabka Group’s ESG leadership, identifying and managing risks and opportunities, leading strategic planning and overseeing implementation. Members lead on specific objectives under the Responsibility Strategy, which are cascaded through the organisation and used to evaluate employee performance. The ESG Committee is chaired by our CEO. Its meetings, held to consider our strategic progress and prioritise recommendations for Board consideration, are attended by Management Board members, the ESG Director and others as required.

ESG responsibilities

Since 2024, Tomasz Blicharski, Executive Vice President of the Management Board, Chief Strategy & Development Officer (from 2023 to 2024, this was the role of Anna Grabowska, former Chief Commercial Officer) has been leading a team to identify future growth strategies, ensuring that factors like consumer engagement and brand development are in line with the implementation of our Responsibility Strategy.

ESG-related risks, including climate change, are managed within our corporate risk-management system, supervised by Chief Financial Officer Marta Wrochna-Lastowska. Finance is also responsible for ESG data validation and reporting.

The members of our Supervisory Board are selected by CVC Capital Partners and Partners Group, the investment funds that are the main shareholders in Żabka Group. Like members of our Management Team, these individuals are chosen for their skills, experience and their understanding of how ESG creates impact for the organisation.

Delivering our strategy

In 2023, the Supervisory Board continued to oversee the implementation of the Responsibility Strategy that the Management Board devised in 2021. This included the delivery and review of monthly progress reports and the discussion of ESG issues at Supervisory Board meetings, all six of which were attended by all members in 2023. Our Responsibility Strategy sets out the scope of the Supervisory Board’s annual assessment of the Management Board’s performance, with its findings being directly related to members’ remuneration.

Strategic management

Our Directors are responsible for strategic management. Our organisation’s ESG Director Rafał Rudzki has been in place as ESG Strategy owner since 2021, with responsibility for supervising the groupwide delivery of the strategic objectives identified in the Responsibility Strategy and reporting to the Vice President for Strategy and Group Development. He heads up the ESG Department, which oversees the operational delivery of ESG priorities. He works alongside our ESG Reporting team, that reports directly to the CFO. Both teams constitute ESG Centre of Excellence for Żabka Group.

In an essential role relating to our TCFD responsibilities, our Director of Risk and Internal Audit, Agata Dępierska, is responsible for monitoring and supervising our management of ESG risks and opportunities, including those related to climate change.

Operational management

Several employees from across the business are actively involved in implementing those operational activities that arise from our Responsibility Strategy. Our ESG objectives are integrated into employee assessments, which are linked to a variable compensation scheme. We continue to operate the quarterly ESG monitoring, validating and reporting system created in 2021 to help us make informed decisions around our Responsibility Strategy’s future development.

Our ultimate convenience ecosystem generates value by making people’s lives easier and by allowing them to free up their time, while promoting sustainable living for everyone, every day. We have adopted a strategic approach to social and environmental responsibility by integrating ESG factors into our group’s strategies. Achieving our ESG goals requires proper governance, engagement, time, resources, and most importantly, good teamwork. It is an honour to have a role in making a positive difference for our business and all its stakeholders.

Rafał Rudzki
Sustainability Director
Management team

The Żabka Group is managed by experienced managers at every level, all supported by the Supervisory Board.

Supervisory Board

Giulia Fitzpatrick
Independent Member of the Supervisory Board

Olga Grygier-Siddons
Independent Member of the Supervisory Board

Jean-Rémy Roussel
Member of the Supervisory Board experienced in risk management, supervises the implementation of the Responsibility Strategy

Krzysztof Krawczyk
Supervisory Board Chairman

Stephan Schäli
Member of the Supervisory Board

István Szőke
Member of the Supervisory Board

Olga Grygier-Siddons
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Supervisory Board Chairman

Stephan Schäli
Member of the Supervisory Board

István Szőke
Member of the Supervisory Board

Due to an organisational change at the beginning of 2024, the Management Board has been joined by Wojtek Krok, who brings his experience in the digital and technological area, which is crucial for the functioning of the Żabka Group. The new position, and thus the area of activities within the Group, includes Tomasz Blicharski, who is now responsible for the strategy and development of the entire Group, having previously set the direction for the development of Żabka Future. A new business unit, Żabka International, is led by Anna Grabowska, who was previously responsible for consumer strategy and ESG strategy. Her experience in managing international markets and knowledge of consumer needs and the convenience area have contributed to building the Group’s success in Poland.

Management Board

Jolanta Bańcerowska
Executive Vice President of the Management Board, Chief People Officer (CPO)

Tomasz Blicharski
Executive Vice President of the Management Board, Chief Strategy & Development Officer

Anna Grabowska
Executive Vice President of the Management Board, Managing Director of Żabka International

Wojciech Krok
Member of the Management Board, Managing Director of Żabka Future

Adam Manikowski PhD
Executive Vice President of the Management Board, Managing Director of Żabka Polska

Marta Wrochna-Łastowska
Member of the Management Board, Chief Financial Officer (CFO)

Tomasz Suchański
Chief Executive Officer

Stephan Schäli
Member of the Supervisory Board

István Szőke
Member of the Supervisory Board

Giulia Fitzpatrick
Independent Member of the Supervisory Board

Jean-Rémy Roussel
Member of the Supervisory Board experienced in risk management, supervises the implementation of the Responsibility Strategy

Krzysztof Krawczyk
Supervisory Board Chairman

Stephan Schäli
Member of the Supervisory Board

István Szőke
Member of the Supervisory Board

The Supervisory Board’s role is to oversee and advise the Management Board to ensure the effective execution of the Group’s value creation strategy. The Management Board oversees the daily operations of the company while providing strategic guidance and direction. Tasked with establishing the company’s overall goals and objectives, the Board is also responsible for formulating policies and procedures to ensure their successful achievement.
Calculating our impact

There are four main ways in which the Żabka Group’s comprehensive convenience ecosystem positively impacts the Polish economy: directly - through our core operations; indirectly - through the actions of suppliers and organisations providing goods and services in aligned industries and sectors; induced - additional growth stimulated by increased household income and commercial; - driven by franchisee’s entrepreneurial activities in the commercial sector, selling goods and services to end customers. Collectively, these elements represent our total impact.

Our activities drive the growth of other industries as well as increasing demand for the goods and services we offer, generating added value in the economy and creating new jobs while sustaining existing ones. Wages paid increase household incomes and boost consumption. Our total impact is measured with the use of four indicators. These are added value, sustained employment, household revenue, and the value of paid taxes, dues and fees.

To have these effects, we purchase goods (e.g. products for sale in-store) and services (e.g. transport) that enable us to operate. We co-create positive economic outcomes for Poland’s national and local economies by working in the value chain, with business partners including our franchisees and suppliers.

### Added value

The total added-value impact of the Żabka Group and our franchisees on the Polish economy in 2023 was PLN 9.1 billion, 30% higher than in 2022. In 2023 Grupa Żabka together with its franchisees generated 0.3 % of added value in Poland.

### Employment level

Our own and our franchisees’ total impact on the labour market in 2023 took the form of sustaining more than 63,000 jobs in the Polish economy, up by 12% on recorded in 2022. Our impact extends far beyond the numbers employed directly by us and our business partners.

### Household revenue

The total income generated in households across the entire Polish economy due to our and our franchisees’ activities stood at PLN 2.9 billion in 2023, nearly 31% higher than the number generated in 2022.

### Taxes, dues and fees

During 2023, entities within the Żabka Group paid more than PLN 401 million in taxes, dues and fees. Of these, 13% went to the budgets of municipalities, powiats and voivodeships, with the balance going to the central budget.

Every year, we analyse our impact by using a proven methodology to better comprehend our contribution to the socio-economic development of Poland.
Risk management

Our ERM model covers the entire scope of risk management, financial and non-financial outcomes, so we can consider the strategic impact of all risks.

As well as defining all methods for managing risk at Żabka Group, our Enterprise Risk Management model aligns with our strategy, planning and business objectives to reflect our needs and expectations. ESG is one of our strategic pillars, making it vital that we analyse all associated risks affecting our operations and value chain.

Our risk-management system covers all activities of the Management and Supervisory Boards and our employees, with a planned response to many specific risks. It has widely increased our awareness of the risks we face, providing tools to reduce their likelihood and impact.

We regularly evaluate risks in line with our Risk Management Procedure, which ensures a consistent and effective approach. We also carry out educational activities to raise awareness of the impact of climate change on our business model and strategy, and ask employees to identify and report potential risks.

Our Risk and Compliance Committee met at least once a quarter during 2023. Key issues arising are also discussed with the Supervisory Board, on which Jean-Rémy Roussell is responsible for risk oversight.

We are aware when identifying ESG-related risks that ensuring regulatory compliance and implementing our ESG strategy may potentially generate new risks. Other factors under consideration include the lack of ready-made solutions that meet our needs, rising costs, an absence of key stakeholder involvement and changing customer behaviours. We distinguish between two areas of risk relating to our business activities: strategic, and area-specific. We create specific action plans to address and mitigate those identified as most material by the Management Board and area owners. And we assign ‘risk owners’ in our business units to oversee plan delivery, working with the Risk Manager to regularly assess and verify mitigation activities. See the table for the risks we have identified as significant.

As a result of competitors’ activities, international businesses or acquired companies, which is then monitored and remediation actions are taken in the event of any deviations. Implementation of new business units structure which improves management of new business activities.

Agata Dopiersalska
Director of the Risk & Internal Audit Department

<table>
<thead>
<tr>
<th>Key risk</th>
<th>Description</th>
<th>Impact</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy prices</td>
<td>The possibility of higher energy costs and energy supply due to factors such as regulations boosting the cost of fossil fuel, increasing European Union Allowances (EUE), heightened demand for energy and the requirement to transition to low-emission sources</td>
<td>Fluctuations in electricity prices can make budgeting and financial planning challenging. In extreme cases, if the price of electricity becomes too high, it may force Żabka to cut back on its operations.</td>
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<tr>
<td>Employees &amp; Talent access</td>
<td>Shortage of employees and candidates with the required competences.</td>
<td>Inability to achieve business goals because of reduced productivity and lower input of the company. A shortage of talented employees can make a company less competitive on the market. Negative impact on company culture, as it may lead to increased stress and pressure on existing employees.</td>
<td>Combined communication to candidates about career in Żabka Group.</td>
</tr>
<tr>
<td>Acquisition of new franchises</td>
<td>Increase in the franchisee churn rate or inability to attract new franchisees.</td>
<td>Reduced pace of expansion and, in consequence, failure to meet our strategic growth.</td>
<td>An on-going dialogue with franchisees to improve operational excellence.</td>
</tr>
<tr>
<td>Development of new business activities</td>
<td>Risk of failure of new business projects e.g. e-commerce, international businesses as a result of competitions’ activities, market activities, or adoption of incorrect project assumptions.</td>
<td>Risk of failure to achieve the business objectives assumed for the new project.</td>
<td>Active monitoring of external regulations.</td>
</tr>
<tr>
<td>External regulations</td>
<td>Risk of unfeasible external regulations being introduced e.g. commercial law, regulations concerning trading on Sundays, franchise-related regulations, introduction of new taxes and climate regulations.</td>
<td>New unfeasible regulations may result in the inability to achieve the intended business objectives.</td>
<td>Establishing internal working groups to assess and counteract the effects of adverse developments.</td>
</tr>
</tbody>
</table>

Few significant business decisions are free of risk. This is particularly true today, when so many businesses are in new territory relating to the environment and society as a whole. This is why it is so essential that we take full account of ESG-related issues when making our business decisions.
Looking into the future

We are constantly analysing the trends that are set to have the greatest impact on all our futures.

For some years, we have worked to identify the key, often interconnected forces in Poland and the wider world that will drive the greatest change for all over the years ahead. These fall under four main headings:

- Environment and climate change. This is the most important area of change we face. Climate change will transform how we produce and consume energy, driving change in food production, building design and city planning. It will enforce mass migration in some areas, and bring about new diseases for animals and humans.
- Technological change. AI and ML technologies are not only placing entire career paths under threat. They are also set to further automate multiple production and sales processes, integrating digital IOT and Blockchain solutions to create entirely new applications. We also anticipate the development of new technologies for cleaner, more efficient production and processing of raw materials.
- Geopolitical instability. International tensions will continue to impact how people everywhere live, not only in conflict zones. Along with terrible suffering, significant social, political and economic impacts include the increased scale of military rescue services, defence spending, and political action to sustain alliances. It is clear that the need to restore borders and control between areas of conflict is here to stay.
- Socio-economic change. We anticipate a more decentralised world, where the growing influence of communities will have a key role in developing and delivering local economic initiatives. This may help address the growing cost of living, finding new ways to control costs. There will be a sharper focus on sustaining mental and physical health, and new legislation will cover areas including transport, packaging, emissions and heating.

The threats arising from deep and rapid change are very real, from climate impacts to social unrest, energy crises to raw materials shortages. We all have a role in addressing these. At Żabka Group we’re investing in multiple areas, such as supporting the development of new food technologies and ready-made nutritional products and services. We’re focused on constantly deepening our understanding to sharpen our focus and cut development time.

Jan Kisielewski
Customer & Brand Strategy Director

The Trend Radar

We create value by making people’s lives easier and by allowing them to free up their time, while promoting sustainable living for everyone, every day. Our approach is informed by the Trend Radar (below), based on a report we developed with the infuture institute to identify the most important issues influencing our Responsibility Strategy now and over the next five years.

Conscious consumption

Shoppers are increasingly recognising the social, environmental and economic importance of their buying decisions. This is driving conscious consumption, where people choose products that are good for their health and the planet. With 73% claiming to read food labels, Polish consumers are increasingly rejecting ingredients like palm oil, artificial colours and MSG. They’re also buying and throwing away less, with 50% aiming to avoid waste. Climate is a major issue, with 40% of Poles now seeking waste more carefully and many recycling and avoiding disposable goods. More people are also seeking ethical accreditation - for the sources of the goods they buy, coffee and cocoa in particular.

A local focus

Local stores contribute to their communities in so many ways. They support economic growth by creating jobs, wages and tax revenues while helping to sustain local suppliers and producers. They provide important social hubs, where local people can meet, integrate and communicate. They help to boost sustainable development, supporting local ecological initiatives while enabling reductions in waste and energy consumption – particularly the fuel used on shopping trips. They can engage communities, supporting local projects, schools, sports clubs, charities and other local priorities. And they can make people’s lives easier every day by offering a central point for a wide range of essential products and services – from buying a meal to paying bills, withdrawing cash and picking up parcels.

Transparency and inclusivity

Responsible organisations care about their communities, ethical standards, the environment, fairness and the welfare of their people. Transparency and inclusivity are essential for a truly responsible culture. Transparency means employees and other stakeholders can access clear, reliable information on a company’s business and financial activities, including how it manages its resources. It also means involving employees in decision-making and being open about decisions made. Inclusivity means providing equal opportunities for everybody, regardless of age, gender or origin, enabling all to gain from the broadest possible perspective. And it means promoting a healthy work-life balance while enabling everybody to improve their skills and experience for individual and collective gain.

Protecting nature

The circular economy approach minimises waste by closing the life cycle of products, materials and resources, with products designed to be reused or recycled, with long-term use, ease of repair and using the right materials as key considerations. As well as encouraging consumers to separate waste and use recycling systems, it’s driving a shift from ownership to the subscription-based rental of products and services. The use of AI, the IOT and Blockchain to identify threats and new solutions is increasing, as more companies recognise the vital need to protect nature, support biodiversity and counteract climate change.
Artistic interpretations of 'Conveniently and responsibly'

In 2023, we were the main supporting partner of the 24. AMS Poster Gallery Competition, which has now been drawing attention to important social and cultural subjects for more than two decades. As the main partner, we awarded a special prize this year to the creator of the poster that achieves the best visual interpretation of our ESG motto 'Conveniently and Responsibly'. Almost 900 entries were received in response to this testing creative challenge.

Amazing diversity

The entries touched on many important topics relating to sustainable development, environmental responsibility and social engagement. Their sheer scope clearly showed the amazing diversity of the ways in which artists approach creative thinking and decide how to express themselves. It was tremendously exciting for all concerned.

The winning entry of our special category was created by Katarzyna Panek, with two further works receiving distinctions. These were received by Anna Czochara, and by Agata Gołębiowska and Natalia Majchrzak who worked together on their entry.

The winners not only received a cash prize from Żabka Group – their work, as well as those of the winners of all categories, will also be displayed on traditional and digital OOH media across Poland in a travelling exhibition that started in January 2024.

Bringing convenience to people’s lives

The works all demonstrate that convenient and responsible solutions can and should go hand in hand. Żabka Group proves, as do the amazing artists, that practical solutions and services can help make people’s lives more convenient whether in the real or the digital domains.

At the same time, the right responsible approach can support society and the natural environment by enabling us all to eat better, prevent food waste, engage socially and minimise negative environmental impacts.

The winner of the main award at the competition was artist Sandra Różyczka, whose entry was one of the few posters that needed no typography. According to jury chairman Maciej Buszewicz, a graphic artist and professor of the Academy of Fine Arts in Warsaw, ‘This is an illustration drawn with extraordinary freedom, with awareness of the importance of the elements of composition and everything that builds urban space. It’s very positive, warm and joyful.’

Anna Czochara
Agata Gołębiowska
Natalia Majchrzak

Katarzyna Panek
Sandra Różyczka
PILLAR 01

Sustainable Lifestyle

We make it easy for customers to change their habits for the better.
In 2023, we at Żabka Group were active on many fronts in helping our customers enjoy a sustainable lifestyle and make informed buying decisions. It all starts with good nutrition. By using Nutri-Score labelling, for example, we clearly identify those products with low levels of potentially harmful contents such as sugar, salt and preservatives.

Our ‘Porcja DobreGO!’ (portion of good food) programme aims to show people that good nutrition doesn’t need to be expensive, time-consuming or complicated. With products characterised by high fibre, protein, fruit and vegetable content, it enables customers to choose from 170 of our own brand products with a high Nutri-Score of A or B, as well as multiple healthy items created by other brand owners.

We also cater for customers such as vegans or diabetics who have special dietary needs, with our Maczfit catering service brand making it easy for everybody to order the food that suits them best. And we’re actively promoting healthy eating among young people via an educational game on the Roblox platform.

A healthy food ecosystem extends beyond nutrition alone. We aim to reduce waste by enabling our customers easily to buy only the amount of food they need at the time. We also use AI to match the goods delivered to each store with local shopping habits, making it easy for people to find what they want and need and so reducing any unnecessary environmental impact.

We also enable our customers to maximise the benefit of visiting our stores, with a particular focus on making the shopping experience as different as possible from the competition. Not only does our approach mean the average visit only takes each customer around two minutes. It also packs in the greatest possible convenience – for example, through our Kawona-ment coffee-subscription mechanism and our WoshWosh shoe-cleaning and repair service.

To ensure access to nature’s resources for future generations, we must preserve biodiversity, which is our heritage. To actively participate in the pursuit of the goals set out in the global forum, we implemented a Biodiversity Policy in 2023. The Policy sets out the general principles of conduct for the protection of biodiversity, and also indicates the main directions of activities in this area, aimed at ensuring the protection of ecosystems and preventing the loss of biodiversity including counteracting deforestation. The policy applies to both Żabka Polska and its franchisees, as well as the suppliers of own brands.

Our commitments have led us to take a closer look at our supply chain. Starting in 2023, we now only accept branded products with certified palm oil, further contributing to the preservation of rainforests and wildlife habitats. We have taken steps to improve animal welfare and promote sustainable sourcing in our own brand products. We have removed cage-laid eggs from our offerings and implemented policies to regulate the commodities used in our products, ensuring sustainable sourcing for plant ingredients, fish and seafood.
Porcja dobręGO!

We make good nutrition easier.

170
own brand label
product marked
with nutriscore
A & B

Nearly
70%
of Polish adults
regularly buy
ready-to-eat
meals

+85%
increase in sales of
products with Nutri-Score
A & B after launching
the campaign

Approximately 3 million customers visit Żabka stores daily. Many associate good nutrition with complicated meal preparation. The ‘Porcja DobreGO!’ programme aims to change this perspective. Healthy and delicious food is now right at your fingertips, even in the category of ready-to-eat meals, which our research shows are purchased by 70% of adult Poles. Żabka recognizes this trend and aims to provide its customers with wholesome products that they can consume on a regular basis. With Żabka, consumers no longer have to worry about how to eat healthily and tastily, because we do it for them.

Jakub Malec
Sustainable Food Manager

The ‘Porcja DobreGO!’ programme aims to promote well-balanced foods and delicious meals that can be a quick solution for any time of day. It offers a wide range of ready-made meals and snacks, including popular classics as well as more exotic flavours. The initiative aims to show that good nutrition doesn’t have to be time-consuming or complicated. Customers can choose from 170 own brand label products marked with Nutri-Score A & B. Additionally, special ‘Porcja DobreGO!’ signs appear on other own brand products such as Szamam, Hapa, Dobra Karma and Tomcio Paluch. Both labels allow customers to make more conscious purchasing choices for themselves and their loved ones. Our efforts to promote sustainable nutrition have been well recognised, as the ‘Porcja of Good!’ received the Sustainability Awards in the Commercial category.

A portion of good and nutritious food for any time of the day from Żabka

Žabka Group | Responsibility Report

01 Sustainable lifestyle

01 Sustainable lifestyle

Žabka Group | Responsibility Report

Žabka Group | Responsibility Report
We make a positive impact with entrepreneurs on the economy.

PILLAR 02

Mindful business impact

We make a positive impact with entrepreneurs on the economy.
Our progress

Zabka will soon reach a milestone of 9,000 franchisees, who operate their stores in all corners of Poland. New franchisees can expect comprehensive support, including a fully equipped store, training, innovative solutions such as the OptiPlan programme and the Cyberstore app and the opportunity to operate stores in various modern formats. The results of the Franchise Satisfaction Survey, conducted in December 2023, made us very happy; we have achieved the highest level of franchisee satisfaction not only in the last two years, but also since the beginning of these measurements! 44% of franchisees rated the cooperation as 9 or 10. Zabka also expands its service offerings by partnering with WoolWish to offer shoe cleaning and repair. Zabka encourages customers to prioritize shoe repair over purchasing new ones.

We believe in sustainable and collaborative action, engaging our business partners in building a partnership based on shared values, principles and trust. This is the only way our business can bring real change and enable responsible business and value creation for our customers. To strengthen our collaboration we introduced a Fair business online platform, where we support and communicate on various shared projects. We regularly gather feedback as part of the dialogue. We obtained first place in the nationwide satisfaction study (NPS), ahead of the 20 retail chains participating. Moreover, we received the Grand Prize Retailer of the Year 2023 – Chosen by Suppliers in the category Small Format/Convenience Chain and special award Sustainable Retailer of the Year. We are creating an environment of innovation and experience-sharing with scientific institutions, business incubators and business partners. In 2023 we selected 5 innovative startups for Zabka Future Lab accelerator programme: Clevon, Farada Group, Perfect Data, Alphamoon, and MuchSkills. The selected startups will benefit from a tailored acceleration path, testing their solutions in Zabka stores, autonomous Zabka Nano stores, and with our logistics partners. They will receive mentorship from over 30 experts working at Zabka Group.

In 2023 we launched the Entrepreneurship Academy, aiming to bring the franchisees all the sales, financial, organisational and people-management expertise they need to make a success of their stores. We run it in partnership with franchise-market experts and the Warsaw University of Technology’s Faculty of Management. Close to 70 franchisees participated in nearly 200 classroom-based events and more than 66 online sessions designed to teach them the entrepreneurial skills involved in running a store. As well as formal learning, the Academy also gave participants the opportunity to exchange insights, share knowledge with one another, and to leverage opportunities for personal development and self-realisation. Before completing the course, all students not only had to pass every module – they also had to take a final test and prepare the so-called Entrepreneurship Development Map – an individual entrepreneurial growth proposal for their franchise. From now on, everyone joining the franchise will be covered by a training programme of the Entrepreneurship Academy. In addition, we’re providing access for all franchisees to our special educational platform, which includes knowledge and information resources, news, training courses and webinars.

Case study

Increase in franchisees’ NPS score as a result of co-operation with Zabka

Retain total franchisees’ churn rate at same level

100% of business partners familiarised with the Code of Conduct

Involve business partners responsible for 75% of purchasing and service expenditures in science-based reduction targets.

2026 COMMITMENT

2023 RESULT

+ 10 points

16%

61%

61%
Franchise – make it simple

With good cooperation, effective education and tailored technology solutions, franchising is easier.

Nearly 9,000 franchisees cooperate with Żabka

66 franchisees certified by the Entrepreneurship Academy

About 18,000 participants of the SprzedawcaPRO programme

34 h less spent on sales tasks per month thanks to the Żabka Assistant

Franchise-centric solutions are a key part of the franchisees’ operations. These are projects that support us and our employees in a real way in our daily work, help us optimise costs and help efficiency to become second nature. I cannot imagine functioning without such tools as Cyberstore, Żabka Assistant, Remote Access, intranet for franchisees, Entrepreneurship Academy or SprzedawcaPRO. Thanks to such initiatives, our community gains a number of effective solutions. This not only fosters our individual development, it also builds strong bonds between franchisees, customers and the organisation as a whole, creating a space where we can all work closely together. It is also important to emphasise that franchisees are actively involved in delivering change, through the creation and development of franchise-centric projects. Initiatives like the Stacja Innowacja (the Innovation Station), Rada Franczyzobiorców (the Franchisee Council) and the Strażnicy Franchyzocentryczności (Guardians of Franchise-centrality) all enable us to work together with great commitment.

Izabela Jeniec-Kardasz
Head of the Franchisee Council

Selected Franchise-centric Initiatives

Intranet for Franchisees
A modern and intuitive communication tool for franchisees and above all quick access to information and knowledge about Żabka.

Cyberstore
A digital tool for franchisees available in a mobile version – providing access to basic information, necessary for managing the store, and a web version – allowing access to detailed reports and analyses.

SprzedawcaPRO
ShopAssistantPRO is a platform offering training, competitions and news for Żabka shop assistants, which aims to support the franchisee in training and motivating employees.

Entrepreneurship Academy
A series of trainings aimed at improving skills in running a store and managing staff and financial aspects.

 Żabka Assistant
A part of the OptiPlan, whose task is to support franchisees in optimising the work done in the store. It’s a tool that facilitates the organisation of the franchisees’ and their teams’ working time in the form of an application installed on the store’s tablet.

A modern and intuitive communication tool for franchisees and above all quick access to information and knowledge about Żabka.
fair business
Together we can do more. For customers, local communities and the planet.

- Domestic suppliers were responsible for 98% of the value of our procurement.
- 489 of our suppliers were domestic.
- We worked with 519 suppliers.
- 61% of suppliers by turnover familiarised with the Code of Conduct.
- No. 1 business partner*

*according to the nationwide satisfaction study (NFS), ahead of the 20 retail chains participating.

Piotr Rajewski
Trading Director

FAIR BUSINESS
Suppliers Meeting
The annual meeting serving as a platform to share our strategy and development vision and discuss our best practices with our business partners. It’s a chance to celebrate our partnership and to collectively discuss our future growth.

VENTURE STUDIO
A business unit responsible for our acceleration programmes. Startups selected to take part in these programmes receive expert help, meanwhile, their innovative products can make our consumers’ daily lives easier.

THE CODE OF CONDUCT FOR BUSINESS PARTNERS
A set of rules shaping the company’s relationships with its surrounding community. It defines ambitions and directions of development that we intend to follow together with our business partners.

HUMAN RIGHTS POLICY FOR BUSINESS PARTNERS
A document explaining how our business partners comply with internationally recognised human rights standards, including the Universal Declaration of Human Rights, International Labour Organisation conventions and others.

Read more
PILLAR 03

Responsible organisation

We shape a purpose-led trusted organisation of empowered people.
PILLAR 03

Responsible organisation

2026 COMMITMENT

Get to top 25% of the best employers according to the Gallup Institute engagement survey

2023 RESULT

74th percentile (top 26%)

Increase employee satisfaction with the company’s activities for their development (Question 12 in the Gallup Engagement Survey)

4.41 points

100% of employees trained on business ethics principles

100%

100% of employees trained on cyber security related issues

99%

Our progress

For us to deliver against our mission, our employees must be appreciated, respected and enabled to achieve their full potential. That’s why our culture is founded upon mutual respect, embracing diversity, equity and inclusion (DEI) and ensuring equal opportunities.

We apply policies and participate in initiatives that promote workplace inclusivity. We have signed the internationally recognised Diversity Charter, and the Equity Policy we introduced in 2021 guides our behaviour. We also take a systemic approach to measurement, continuously monitoring gender equity.

Our working environment is based on fairness, respect and equality across every dimension, ensuring we have no barriers affecting disabled people or gender pay. In 2023, our first audit of our Equal-Salary Certification status was successful, highlighting management and employee awareness of equity-based issues.

We were confirmed in 2023 as being in the 74th percentile of the world’s most engaged organisations. We were also the first Polish organisation to win the Gallup Exceptional Workplace Award.

Recent initiatives include ‘Żabka to ludzie’ (Żabka - the people), enabling employees and co-workers to apply our ideals outside work. Our DEI Educational Learning Programme teaches our leaders, employees and co-workers about issues from inclusive leadership to preventing discrimination.

We are building a comprehensive system of ethics, in which all employees and franchisees comply with the law, international standards and adopted regulation, including that related to anti-corruption. Following implementation of our Code of Conduct and Ethics for Employees, 100% of our people have received training.

In 2023, we included cybersecurity in our programme of compulsory training programmes, and close to 99% of employees have been trained. We have received ISO27001 certification for information security, which is now part of an Integrated Management System alongside the ISO 9001, 14001, 22001 and 50001 standards.

ŻABKA AMONG DIVERSITY LEADERS

Zabka Group is one of Europe’s most inclusive companies according to the Diversity Leaders 2024 ranking by the Financial Times and Statista, which involved a survey of more than 100,000 employees across 16 European countries. And of the 19 Polish companies that made the list, we ranked fourth – comfortably inside the top 25%.

Diversity and inclusion are key strategic areas for us, meaning our daily decisions are guided by an approach to equality that’s based on objective, fair and unbiased evaluation. We have an ongoing commitment to ensuring that everybody feels respected and appreciated, regardless of their age, gender, family situation or economic status. To make this happen, we operate a wide-ranging programme of courses and events, including quality-inclusive training for all employees, anti-discrimination webinars, and inclusive leadership training for male and female leaders.

We are the first Polish company to obtain Equal-Salary certification which proves that we support and practice equal pay in the workplace. We are also involved in several external initiatives, including the Diversity Charter and Target Gender Equity. All these efforts are aimed at creating and sustaining an organisational culture that recognises and increases everybody’s potential, all while building an environment that’s based on collaboration and shared experience.
 Żabka’s Engagement Journey

We are constantly evolving and introducing new initiatives to increase the level of our employees’ engagement. To measure our progress, we conduct a Gallup Q12 survey that includes all our employees and co-workers. The engagement score reflects the degree to which the employees identify with the organisation, its mission and values.

Żabka Group is among the top 26% of the companies in the world in terms of creating and fostering an engaging workplace, as confirmed by the Gallup Exceptional Workplace Award 2023. We are the first Polish organization with such an award. We are extremely proud of this award, especially because it is based on the opinion of those people in the best position to make it – our employees.

According to the Gallup survey, we not only know how our employees feel, but we also have the opportunity to broaden our external perspective and compare ourselves with the largest companies in the world. The award is preceded by a meta-analysis covering data from over 2 million employees in 276 organizations in 54 industries and 96 countries. This is the most comprehensive study of the workplace ever conducted.

Gallup’s questions create a framework that helps us understand what should be done to create a more conducive work environment where everyone can develop their talents and work with passion.

Judyta Pastuszka
Organisational Culture Manager

Gallup Exceptional workplace Award
94% participation rate in 2023
Over 5x more engaged than average Polish company

2018 (n-1333)
Educating managers about the meaning of engagement and how we measure it

2019 (n-1860)
Building managers’ awareness of their impact on the needs of employees

2020 (n-1855)
Focusing on working with employees in areas that need the greatest support

2021 (n-2267)
Building employee engagement as the pillar of creating responsible organization and implementation of ESG strategy

2022 (n-2267)
Development activities for managers based on 12 elements of engagement

2023 (n-2267)

Percentiles are calculated based on Gallup’s WorkGroup Level DB for each respective year.
Green planet

We minimise our environmental impact across the whole value chain.
Promoting the circular economy and gaining the insights we need to reduce our carbon footprint were two of the most significant focus areas for Żabka Group during 2023. In terms of circularity, we piloted our ‘Green Renewal’ campaign in Zielona Góra and Bydgoszcz, enabling customers to return to our stores PET bottles of up to two litres and metal cans of up to one litre. This promotes eco-aware behaviour, as does our new ‘green reusable cups’ initiative that aims to reduce costs for consumers as well as waste by offering a PLN 1 discount every time they use a reusable or recyclable cup to buy one of the millions of hot drinks we sell every year.

To gain deeper understanding of our carbon footprint, we have implemented a customised toolkit that integrates the advanced Microsoft Sustainability Manager solution with a data-aggregation application and bespoke Power BI reporting. This platform gives us everything we need for better carbon insight and reporting.

It now underpins our efforts to reduce emissions across our value chain, including our long-established plan to reduce the impact of our vehicles. This has seen us introduce more than 900 full-hybrid, 300 plug-in hybrid, and 30+ zero-emission electric cars across our wider fleet and implementing a Travel Policy with rules and best practices for our employees and associates. Together with an electric-charging infrastructure and driver motivation programme focused on economical and safe driving, it has helped us get closer to achieving our decarbonisation targets.

Other initiatives include increasing to 76.61% the proportion of our delivery trucks that meet Euro 5 and Euro 6 emission standards, and growing our fleet of refrigerated vehicles to cut our reliance on dry ice in transit. Turning to the store network, we ran a competition to encourage the reduced use of electricity, with nearly 3,000 franchisees committing to using 10% less electricity. The success of the first three-month initiative encouraged us to do it again, collectively saving over 2.7GWh towards our Scope 3 targets.
On the road to a circular economy

We know that closed-loop actions are naturally more effective when undertaken in partnership with others. This is why, as part of our Naturally Together programme, we work closely with our franchisees to collect plastic and cardboard packaging arising from our own operations and logistics. Collaboration is at the core of circularity, which is why we are establishing numerous partnerships on the road to a more sustainable tomorrow. Through our partnership with EcoBean, for example, we are bringing new life to coffee grounds. We’re also part of the Tetra Pack initiative to jointly educate people about dealing with waste arising from the multi-material packaging used for liquid food. We’re also a collaborator in the international Relooped project, working with other participants to develop innovative, resource-efficient food packaging solutions. Together we can make a real difference.

Rafał Skawski
Circularity Manager

Eco-design and recovery are key areas we need to address on our path to a circular economy. When creating a new product, we must remember to design it with future recovery and recycling in mind. This circular approach enables us to shape solutions in such a way that right from the point of manufacturing we can think about the product’s entire life cycle and the potential for reusing any resources left over from its original use. Eco-design, however, is not just about closing the material loop: it’s also about selecting only recyclable resources and reducing the quantity of them we use to bring a product to market. This approach makes it possible to create solutions that are good for the planet as well as being convenient and attractive to consumers.

Joanna Kasowska
Director of Quality & Food Management Standards
Delivering our decarbonisation strategy

Climate-related disclosure in accordance with the TCFD recommendations.

Our governance structure

The Supervisory Board oversees our business and ESG strategy, including climate-related risks and opportunities. The Steering Committee, attended by the Management Board, directly leads on our decarbonisation strategy, regularly reviewing the risks inherent in our climate-mitigation plans and GHG emissions. (See ESG Governance and Risk Management for full details.) Our Head of Decarbonisation and team are responsible for developing and implementing our decarbonisation strategy across our operations and value chain. They also supervise any related projects and engage with internal and external stakeholders. Our Operational Committee carries out decarbonisation projects and initiatives, as well as providing monthly feedback from the field. As a data-driven company, we make no decisions without the support of reliable data. We have therefore developed a monthly system to monitor, report, and validate emissions data, led by our ESG Reporting Lead and team of controllers. By collaborating with the ESG Reporting Team, members of the Operational Committee gain visibility and transparency on future emissions as well as past results. We use the international Greenhouse Gas Protocol. A Corporate Accounting and Reporting Standard to calculate our carbon footprint, Zabka’s Scope 1, 2, and 3 emissions data, as covered by the GRI 305-1, 305-2 and 305-3 indicators, are externally audited every year by an independent auditor. The graph shows the structure on which we build our decarbonisation governance.

Our strategy

A key priority is to reduce both direct and indirect emissions. This covers those from activities under our direct operational control as well as from across our entire value chain, including partners and franchisees. More recently, we have been analysing the strategic impact of different scenarios over 18-month, 10-year, and 10 years+ timescales. This is helping us identify, assess and prioritize climate-related risks and opportunities. The Steering Committee, attended by the Management Board, directly leads on our decarbonisation strategy, regularly reviewing the risks inherent in our climate-mitigation plans and GHG emissions. (See ESG Governance and Risk Management for full details.) Our Head of Decarbonisation and team are responsible for developing and implementing our decarbonisation strategy across our operations and value chain. They also supervise any related projects and engage with internal and external stakeholders. Our Operational Committee carries out decarbonisation projects and initiatives, as well as providing monthly feedback from the field. As a data-driven company, we make no decisions without the support of reliable data. We have therefore developed a monthly system to monitor, report, and validate emissions data, led by our ESG Reporting Lead and team of controllers. By collaborating with the ESG Reporting Team, members of the Operational Committee gain visibility and transparency on future emissions as well as past results. We use the international Greenhouse Gas Protocol. A Corporate Accounting and Reporting Standard to calculate our carbon footprint, Zabka’s Scope 1, 2, and 3 emissions data, as covered by the GRI 305-1, 305-2 and 305-3 indicators, are externally audited every year by an independent auditor. The graph shows the structure on which we build our decarbonisation governance.

The structure of the decarbonisation governance

Decarbonisation Team

Sustainability Director

Head of Decarbonisation

Decarbonisation Experts

Steering Committee

Board Members + rotational directors

Operational Committee

Directors and main internal stakeholders

Cross-company operational units

Reporting Team (ESG Centre of Excellence)

ESG Reporting Lead

ESG Reporting Controllers

Our key climate-related risks and response

While the financial impact of our climate risks is set to grow over the medium and long term (under scenarios assuming average temperature increases of 1.5 °C and 4.5 °C), it still remains within the ‘medium’ range. (This is with the exception of flood and rising sea level risks, which are both in the ‘low’ range.) This is due to external influences (e.g. the greater predictability of the business environment and increased regulatory pressures) and internal factors (e.g. decarbonisation activities and alignment with our Responsibility Strategy). In 2023, we built on earlier work to identify climate-related risks and determine our response in the following key areas: changes in ESG regulation impacting our business activities, increasing costs of energy, climate-related physical hazards, including medium risks such as heatwaves, droughts and convective storms, and low risks such as floods and rising sea levels.

Key climate-related risks

Category

Physical

Impact of ESG-related regulatory change on business activities

Physical / Transition

Impacts from reductions in the availability of renewable energy sources and increases in fossil fuel prices

Transitional

Supply chain diversification

Risk score according to ERM methodology: g Medium , g High , g Very High

Our response

• Defining business continuity plans, including logistics chain management ensuring contingency plans for distribution to stores

• Supply chain diversification

• Insurance plans to ensure coverage of acute risks

• Vulnerability assessments of key locations (stores and distribution centres) to extreme and chronic weather events (climate change-related physical hazard)

• Testing low energy consumption solutions in our Eko Smart stores in Warsaw, Lódz and Poznan, with further rollout if results are successful

• Dedicated resources analyse legislation related to ESG and climate change, implementing relevant requirements to ensure compliance

• Improving internal monitoring, controlling and reporting practices to ensure transparency and to increase transparency in climate reporting

• Dedicated resources analyse legislation related to ESG and climate change, implementing relevant requirements to ensure compliance

• Introducing a long-term Logistics Strategy which will determine details of the Transportation Policy

• Engaging our stakeholders in the development of initiatives to reduce energy consumption

• Feasibility study into obtaining electricity from renewable energy sources at Zabka premises

• Defining business continuity plans in case of blackouts

• Securing 100% of electricity from renewable sources by purchasing guarantees of origin

Table of key climate-related risks
Our key climate-related opportunities and response

At Żabka Group, we see climate change as one of our key risks. We also recognise, however, that it can support new business-development opportunities by making us more competitive in various areas. These include reducing energy and resource costs to meet emerging customer needs, improving reputation and attracting talent. Building engagement through educational programmes for franchisees, better internal communication for employees and sharing good practices during external events. We continue to see opportunities based on positive climate action that will help us to work with business partners (co-developing sustainable products) and start-ups (supporting innovative services), to engage customers, motivate employees, and to reduce our operating costs by using less energy.

### Key climate-related opportunities

<table>
<thead>
<tr>
<th>Category</th>
<th>Opportunity</th>
<th>Our response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource efficiency</td>
<td>REDUCING ENERGY CONSUMPTION THROUGH CLIMATE-FRIENDLY INITIATIVES</td>
<td>• Piloting and further rolling out the most successful climate-friendly and financially feasible solutions</td>
</tr>
<tr>
<td></td>
<td>INCREASED MOTIVATION OF EMPLOYEES AND BUSINESS PARTNERS BY REACHING CLIMATE-RELATED GOALS</td>
<td>• Launching the ‘Fair Business’ knowledge-sharing platform for business partners</td>
</tr>
<tr>
<td></td>
<td>REDUCING INVESTMENT COSTS IN RENEWABLE ENERGY SOURCES AND IMPROVING THE EFFICIENCY OF RENEWABLE ENERGY GENERATION</td>
<td>• Ensuring access to financing at preferable conditions over the long term</td>
</tr>
<tr>
<td></td>
<td>INCREASE IN DEMAND OF LOWER-OR-ZERO-EMISSIONS PRODUCTS</td>
<td>• Conducting a feasibility study into accessing renewable energy sources in a cost-effective and technologically optimal manner</td>
</tr>
<tr>
<td></td>
<td>INCREASE LOYALTY OF ENVIRONMENTALLY INVOLVED CUSTOMERS</td>
<td>• Widening the range of plant-based products</td>
</tr>
<tr>
<td></td>
<td>STRONG EMPLOYER BRAND DUE TO ŻABKA’S CLIMATE ENGAGEMENT</td>
<td>• Understanding customers’ needs and effective ways of communicating about environment-related matters</td>
</tr>
<tr>
<td></td>
<td>USE CLIMATE FRIENDLY INITIATIVES TO INCREASE VALUE CHAIN RESILIENCE</td>
<td>• Launching employer branding strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitoring the position of the Żabka Group against the competition meetings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Expanding our product offering with plant-based products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Announcing decarbonisation targets at the annual Business Partner Meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Conducting individual strategic planning sessions with key partners on joint activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Launching our ‘Fair Business’ knowledge-sharing platform for business partners</td>
</tr>
</tbody>
</table>

### Metrics and targets

Thanks to further investment in our vehicle fleet, including replacement vehicles and the implementation of a driver incentive programme, we kept our emissions in this area at the same level as last year. This was despite an increase in the number of cars. Our efforts over the past two years to minimise leakage in the refrigeration systems in our distribution centres, and to replace refrigerants with high global warming potential (GWP) value with those of lower GWP, have also reduced our carbon footprint. We have additionally continued our approach of providing 100% renewable electricity in our own operations, using Renewable Energy Guarantees of Origin (REGOs) to demonstrate that it has been generated from renewable sources. Consequently, our Scope 1 and 2 emissions have decreased by 28.8% compared to the 2020 baseline.

Our Scope 3 focus remained on energy-efficiency initiatives. We used closed-air refrigeration systems for beverages in almost 1,200 new stores and zero heating doors in close to 2,000 stores. Both solutions are standard in newly opened stores. In addition, we ensured that 46% of the electricity used in the stores came from renewable sources, not only by purchasing guarantees of origin but also by installing a further 100 PV installations on the roofs of our stores. As a result, the intensity of the Scope 3 emissions from our franchisees stores fell by 40% from the 2020 baseline.

To drive a smooth transformation towards decarbonisation takes the work of many people across the organisation. This is why in 2023 we placed a strong emphasis on building commitment and collaboration. Several factors have collectively resulted in outcomes we are proud to share. These include regular operational and strategic committee meetings, the digital transformation of ESG reporting including the implementation of Microsoft Sustainability Manager, and above all our cross-organisational sense of responsibility for implementing decarbonisation projects. To reinforce this engagement we have incorporated decarbonisation targets into our MBO reward system.

Katarzyna Wanat-Lipowska
Head of Decarbonisation
Decarbonising our value chain

Scope 1
Scope 1 emissions are direct GHG emissions from sources that are controlled or owned by an organisation (e.g. emissions associated with fuel combustion in boilers and vehicles).

Scope 2
Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity and heat, and result from the organisation’s energy use.

Scope 3 (upstream)
Scope 3 emissions are all indirect emissions (not included in Scope 2) in our value chain, including transport carried out by third parties, manufacturing and production of goods, products and services.

Scope 3 (downstream)
Scope 3 emissions are all indirect emissions (not included in Scope 2) in our value chain, including generation of emissions by franchisees (such as electricity consumption and refrigerant leaks).

ON THE ROAD TO A SUSTAINABLE FUTURE
Our Scope 1 emissions chiefly arise from burning fuels in our installations, or in processes like using refrigerants and operating our fleet. Our focus on hybrid cars is a key element of our fleet decarbonisation effort, and we are currently testing 100% electric vehicles. We aim to reduce fleet emissions by ~0.6 thousand tCO₂ in 2026 from current forecasts, replacing 203 vehicles between 2024 and 2026. By using a fleet of refrigerated vehicles, we are also reducing the use of dry ice in transport.

DIGITALISING OUR VALUE CHAIN
We work closely with our upstream business partners to analyse the carbon footprint of our supply chain under different categories and are continuously reviewing a database to calculate their levels of engagement with decarbonisation. We constantly develop analytics for our purchased goods and services, and two years ago created a new product card for manufacturers that includes a section on carbon footprint. We enriched our database of Category 1: Purchased good and services in line of requirements of GHG Land Sector and Removals Guidance. We are refining our analysis to meet the higher standards required by stakeholders and future regulatory changes. We are also continually studying the impact of our Scope 3 on biodiversity and are aware of the mutual impact of these two areas.

POWERED BY GREEN ENERGY
Our Scope 2 emissions come from the energy we buy from suppliers, including the electricity consumed at our HQ and distribution centres, as well as the district heating used at HQ. Under a 15-year corporate Power Purchase Agreement (cPPA) with Qair, we are committed between 2023 and 2038 to buying electricity and guarantees of origin from their wind farm and large-scale solar-power plant. This represents nearly 1.7 TWh of renewable energy. We have a similar 10-year contract with Modus for the annual supply of close to 50 GWh of green electricity.

UPGRADING FRANCHISE STORES
We work to reduce franchisee emissions, and are committed to researching and implementing effective new solutions. This includes our work at the Żabka Eko Smart laboratory, where we study the latest innovations from across the world. During 2023, we successively optimised our delivery routes to reduced GHG emissions. We are implementing closed-air refrigeration systems and zero-heating doors instore, and install photovoltaic panels wherever possible. We are also replacing refrigerants in cooling installations with alternatives offering lower global warming potential (GWP).
About the report

2023 Responsibility Report

Our materiality assessment process

We base the operations of the Żabka Group on a continuous dialogue with stakeholders. We use various communication channels to engage them in our activities relating to sustainable development and responsible business practice. Along with other factors, we have taken their opinions into account when drawing up our Responsibility Strategy. To learn and understand the environmental and social needs of all groups, and to verify our potential influence in all areas, we have conducted a study that extended far beyond employees, franchisees and customers. Having identified the most important aspects of our operations for our stakeholders, we prioritised and validated them in accordance with applicable international guidelines. Analysing the responses we received then enabled us to develop the individual pillars of our Strategy, translating into the selection of strategic objectives we assign to each of them. This is aimed at further strengthening our positive economic, social and environmental impact, both real and potential, and at reducing any negative impacts identified in the process. The list of relevant topics is the same as it was last year.
Impact and management of material aspects

01 | Sustainable Lifestyle

The Żabka Group’s sustainability initiatives positively impact society and the economy, particularly through the development of products supporting a healthier and more balanced diet, sustainable services, and solutions. These are created based on trend analyses and consumer expectations, responding to their evolving needs. This year, we not only offered healthy meals but also promoted good nutrition through the “Spróbuj Dobrego” campaign. The group’s growth has a moderate environmental impact due to increased raw material use. To reduce this, we’re working to prevent food waste and analysing our value chain for potential solutions, which are tested and implemented with our franchisees. Impacts related to the Sustainable Lifestyle pillar are managed through policies and procedures including the Animal Welfare Policy, Sustainable Palm Oil Policy, and ISO 27001 requirements. We manage impacts related to the business partners. The publication of the Responsibility Report aligns with our core value of openness and the transparency that comes with it. Initiatives like the Ecological and Sustainable Agriculture ratings, ESG goal integration into employee performance evaluations, and completion of the EQUAL-SALARY certification process, promote responsible business practices and inequality reduction in collaboration with our partners. We manage impacts related to the Sustainable Lifestyle pillar via several policies and procedures including Risk Management Policy, Tax Transparency Policy, Equity Policy, Code of Conduct and Ethics for Employees, Anti-mobbing Policy, Work Regulations, Procedure for Handling and Acceptance of Gifts and Samples, Conflict of Interest Management Policy, Work Regulations, Procedure for Reporting Irregularities, Compliance Policy, Anti-Corruption Policy, Forecasting Procedure, Procedure for Donation and Sponsorship, Procedure on Good Commercial Practices, Procedure for Verification of Business Partners and documents related to ISO 14001 and ISO 22000 compliance.

03 | Responsible Organisation

Our efforts to enhance transparency and credibility positively affect the economy, society, and environment, attracting financial institutions seeking ESG-conscious partners. The publication of the Responsibility Report aligns with our core value of openness and the transparency that comes with it. Initiatives like the Ecological and Sustainable Agriculture ratings, ESG goal integration into employee performance evaluations, and completion of the EQUAL-SALARY certification process, promote responsible business practices and inequality reduction in collaboration with our partners. We manage impacts related to the Responsible Organisation pillar via several policies and procedures including Risk Management Policy, Tax Transparency Policy, Equity Policy, Code of Conduct and Ethics for Employees, Anti-mobbing Policy, Work Regulations, Procedure for Handling and Acceptance of Gifts and Samples, Conflict of Interest Management Policy, Work Regulations, Procedure for Reporting Irregularities, Compliance Policy, Anti-Corruption Policy, Forecasting Procedure, Procedure for Donation and Sponsorship, Procedure on Good Commercial Practices, Procedure for Verification of Business Partners and documents related to ISO 14001 and ISO 27001 requirements.

02 | Mindful Business Impact

As Poland’s largest franchisor and retail chain, Żabka Group’s positive economic impact stems from fostering entrepreneurship and building partnerships for positive change. We support franchisees with a comprehensive system, including a long-term risk mitigation programme and tools for improving financial performance and effective business management. We’re reducing franchisee turnover, as our strategic commitment. Our digital Fair business platform and annual Suppliers Meeting are tools to share our experience, knowledge and good practices with our business partners. We encourage them to comply with the best standards via The Code of Conduct for Business Partners and Human Rights Policy. We support franchisees with business continuity, implementing a decarbonisation plan and paper packaging waste through the Naturally Together programme. Żabka Group manages Green Planet pillar impacts through policies and procedures like the Decarbonisation policy, Travel Policy, Energy Policy, Plastic Circularity Policy, Eco-design Policy, ISO 14001 environmental management standard, ISO 50001 energy management standard, Water Policy, and Waste Management Policy.

04 | Green Planet

Goods and services production within the convenience ecosystem moderately impacts the environment due to natural resource use in production processes. Under the Green planet pillar, we’re implementing a decarbonisation plan with our partners and initiating actions to adapt our business model to circular economy requirements. We’re reducing energy consumption, seeking green energy sources, transitioning to an electric fleet, promoting eco-driving among employees, and testing solutions for materials circularity. We’re amplifying our impact through business partnerships and encouraging customers to segregate waste from our brand products via dedicated labels on packaging. We also support franchisees in collecting plastic and paper packaging waste through the Naturally Together programme. Żabka Group manages Green Planet pillar impacts through policies and procedures like the Decarbonisation policy, Travel Policy, Energy Policy, Plastic Circularity Policy, Eco-design Policy, ISO 14001 environmental management standard, ISO 50001 energy management standard, Water Policy, and Waste Management Policy.

We have analysed in line with the four pillars of our Responsibility Strategy the impact on society, the economy and the environment of the activities we carry out. We have also defined the most significant activities according to three different viewpoints. We describe how we manage their impact in the chapters on the different strategic pillars, and present the results for 2023 in tabular form.
Stakeholder groups and their engagement

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>How we engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers and consumers</td>
<td>- We constantly grow our network and innovate store formats to better serve our customers’ daily needs.</td>
</tr>
<tr>
<td></td>
<td>- We promote healthy eating through improved own brand products and Nutri-Score labelling.</td>
</tr>
<tr>
<td></td>
<td>- We implement digital solutions to enhance customer communication and shopping experience.</td>
</tr>
<tr>
<td></td>
<td>- Customer feedback, analysed through NPS, drives our development of new tools.</td>
</tr>
<tr>
<td></td>
<td>- The Żappka app helps us understand customer behavior, tailor offerings, improve service quality, and engage customers in charity work.</td>
</tr>
<tr>
<td>Franchisees</td>
<td>- We equip our franchisees with know-how, security, and encouragement to grow their business, including the Business Insurance Programme.</td>
</tr>
<tr>
<td></td>
<td>- We provide advanced tools like OptiPlan to boost their financial performance.</td>
</tr>
<tr>
<td></td>
<td>- We value partner relations, consider Franchise Council recommendations, and aim for long-term partnerships based on financial satisfaction, safety, and motivation.</td>
</tr>
<tr>
<td></td>
<td>- We use NPS surveys to gauge franchise satisfaction and strive to improve it.</td>
</tr>
<tr>
<td></td>
<td>- We provide continuous operational and technical support and have launched the Entrepreneurship Academy to enhance franchisees’ management and sales skills.</td>
</tr>
<tr>
<td>Business partners</td>
<td>- Through collaborative data sharing with our suppliers, we are able to transform our entire value chain and make informed strategic product decisions.</td>
</tr>
<tr>
<td></td>
<td>- We build partnerships with both established organisations and startups, such as the Venture Studio programme, offering them a unique opportunity to grow alongside the largest convenience ecosystem in Poland.</td>
</tr>
<tr>
<td></td>
<td>- We hold regular dialogue with suppliers to present strategy, including our ESG agenda, review the results achieved thus far, and look for collaboration opportunities.</td>
</tr>
<tr>
<td>Investors &amp; co-workers</td>
<td>- We use NPS surveys and the Gallup Institute method to track employee satisfaction and engagement, allowing workplace improvements.</td>
</tr>
<tr>
<td></td>
<td>- Code of Conduct and Ethics for employees, and Equality Policy foster a fair, diverse work environment.</td>
</tr>
<tr>
<td></td>
<td>- We hold quarterly Council of Employees meetings, which is attended by the Management Board member in charge of People Strategy.</td>
</tr>
<tr>
<td></td>
<td>- We address training needs via Żabka Academy and maintain continuous dialogue, including Q&amp;A sessions and the “Your Żabka” intranet site for improvement suggestions.</td>
</tr>
<tr>
<td>Local Communities</td>
<td>- Our Social Engagement Strategy rests on three pillars:</td>
</tr>
<tr>
<td></td>
<td>1. Well-being - promoting responsible choices and a healthy lifestyle.</td>
</tr>
<tr>
<td></td>
<td>2. Neighbourhood - fostering communities through local initiatives and social projects, including over 900 hours of employee volunteering this year.</td>
</tr>
<tr>
<td></td>
<td>3. Equal opportunities - encouraging entrepreneurship, reducing business entry barriers, and aiding the less fortunate in job market adaptation.</td>
</tr>
<tr>
<td></td>
<td>- We pursue various philanthropic efforts, monitor charity campaigns for participation, and annually support the Great Orchestra of Christmas Charity.</td>
</tr>
</tbody>
</table>

At Żabka Group, we have identified the six stakeholder groups most affected by our scale and impact. We communicate with them regularly, taking their needs and expectations into account whenever we make important decisions about our future activities.
Recognitions

**In no event the Corporate ESG Assessment report shall be construed as investment advice or expert opinion as defined by the applicable legislation. The information contained or referred to is presented in the table at the end of the report, along with the location of their disclosure and with information on compliance with previously listed documents. The selected GRI indicators disclosed in the report have been independently verified (limited assurance engagement), in accordance with ISAE3000.**

**Entities covered by the report**

The report describes the practices undertaken by Žabka Group as part of its ecosystem. The organisational structure of Žabka Group comprises the following: Žabka Polska, Žabka Automatic Logistics, Žabka Property Fund, Žabka Development, Žabka Construction, Food Property Investment, Kaskoszt Investments, Žabka Nano, Logistics Property Investment, Retail Technology Investments, Coolit Logística, Macfitt Foods, MasterLife Solutions, Live e-commerce, Zabka Deutschland (formerly Catch a Box), Lite 24, Bocastonby Investments, Zabka IS (formerly Bacano), Froo Romana Holding (formerly Castle Romanian Holding). The detailed tasks of each entity are described on the corporate website at http://www.zabkagroup.com. All entities described in the report are included in the consolidated financial statements. Comparisons subject to non-financial reporting are defined on the basis of the internal control criteria, taking into account the significance of the impact of individual entities on relevant areas of activity. As a result of the application of these criteria, the data contained in this report pertain to Žabka Polska Sp. z o. o. entity only. The fifth edition of the ‘Conveniently & Responsibility’ Report pertaining to 2023 was published in April 2024 and presents the activities undertaken as part of the Responsibility Strategy. It also contains quantitative and qualitative data for 2023. Selected pieces of information may be related to periods other than 2023, in which case relevant comments are included in the wording of the report. Žabka Group draws up sustainable development reports on an annual basis. The previous edition of the Responsibility Report was published in April 2023.

**Adjustments to the Responsibility Strategy**

We continuously monitor and evaluate important issues for our business and adjust our priorities accordingly. We have decided to improve the way we talk about the areas in our Responsibility Strategy and simplify the narrative. By considering our goals divided into pillars rather than narrow areas as before, we are able to analyse them in a broader context. What is more, we have consolidated in our pillar 02 Mindful Business Impact the aspects of cooperation with our business partners. We are considering integrating Biodiversity aspects into our strategic and operational framework. As every year, the Group defined ESG targets and portfolio of activities that were later cascaded to the organisation.

**Information regarding the publication**

This report has been made in accordance with the latest version of the international non-financial reporting standard by Global Reporting Initiative. Universal Standards which shall only become formally effective from 2023, and in line with the recommendations of the Sustainability Accounting Standards Board (SASB). We disclose information on the implications of climate-related risks and opportunities according to the Task-Force on Climate-Related Financial Disclosures framework. Additionally, we included information on activities aimed at implementing ten United Nations Global Compact principles, in accordance with the Communication on Progress (COP) guidelines and took advantage of the recommendations contained in the publication of the World Economic Forum – Measuring Stakeholder Capitalism Towards Common Metrics and Consistent Reporting of Sustainable Value Creation. The report also includes information on our contribution to the achievement of the UN Sustainable Development Goals. A full list of GRI indicators and other supplementary guidelines the publication refers to is presented in the table at the end of the report, along with the location of their disclosure and with information on compliance with previously listed documents. The selected GRI indicators disclosed in the report have been independently verified (limited assurance engagement), in accordance with ISAE3000.
Quantitative and qualitative data

[Table 2-7] Employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of employees broken down by</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>Employed under a contract of mandate</td>
<td>46</td>
<td>18</td>
<td>64</td>
</tr>
<tr>
<td>2022</td>
<td>Employed under an internship contract</td>
<td>0.0</td>
<td>1.0</td>
<td>11.0</td>
</tr>
<tr>
<td>2023</td>
<td>Self-employed</td>
<td>361</td>
<td>543</td>
<td>904</td>
</tr>
</tbody>
</table>

[Table 2-8] Number of new employee hires by age and gender

<table>
<thead>
<tr>
<th>Age</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;30</td>
<td>257</td>
<td>397</td>
<td>654</td>
</tr>
<tr>
<td>30-50</td>
<td>144</td>
<td>144</td>
<td>288</td>
</tr>
<tr>
<td>&gt;50</td>
<td>19</td>
<td>33</td>
<td>52</td>
</tr>
</tbody>
</table>

[Table 405-1] Diversity of governance bodies and employees*

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top managerial staff &amp; management board</td>
<td>1.0%</td>
<td>0.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Independent specialists</td>
<td>16.7%</td>
<td>33.3%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Senior managerial staff</td>
<td>33.3%</td>
<td>16.7%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Managerial staff / top managers</td>
<td>16.7%</td>
<td>33.3%</td>
<td>50.0%</td>
</tr>
</tbody>
</table>

[Table 406-1] Average training hours per year per employee

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Female</th>
<th>Male</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time</td>
<td>875</td>
<td>1,334</td>
<td>1,209</td>
</tr>
<tr>
<td>Part-time</td>
<td>13</td>
<td>1</td>
<td>7.1</td>
</tr>
</tbody>
</table>

[Table 407-1] Top managerial staff according to a given criterion

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
</tr>
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</tr>
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</table>

*Total values exceeding 100% result from the numbers up or down.


In 2023, we received 24 complaints lodged within the Company (in accordance with the applicable procedures and not by external parties) and 1 complaints by regulatory authorities.

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Anti-corruption procedures cover all areas of the Company’s activity. The total number of employees and the number in each employment category differs from that in indicator GRI 3-7 due to the exclusions of long-term absences and those on notice. Anti-corruption policies and procedures have also been communicated to our co-workers and interns.

In 2023, we received 21 reports of potential violations of the Code of Ethics for employees. In all cases, an investigation was carried out in accordance with compliance procedures. The exploratory proceedings confirmed the validity of 12 allegations. The Ethics Committee issued recommendations regarding specific actions to be taken and supervised their implementation – in all cases, the actions have been implemented or are being implemented. We have also taken steps to prevent similar situations from occurring in the future, e.g. by organizing special training or requiring re-familiarization with applicable rules and policies in accordance with applicable procedures.

We are taking numerous measures to prevent corruption. We implemented an anti-corruption policy, which, together with the compliance and conduct procedure for the public sector (internal) and the codes of ethics and conduct (external), form an anti-corruption system. We build awareness among our staff – we included the issue of anti-corruption to the compliance training for employees and co-workers. In 2023, 33% of business units of the company were analyzed for threats related to corruption and we did not identify any significant risks in that area.

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Permanent differences between the accounting and tax bases on leasing and leasing back transactions, in accordance with Art. 16 sec. 1 point 15c of the Corporate Income Tax Act, do not constitute tax deductible costs.

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About the report

| [GRI 301-1] Reclaimed products and their packaging materials |
| Products and their packaging materials reclaimed within the reporting period [t] |
| 2021 | 2022 | 2023 |
| 16,756.29 | 18,186.50 | 21,606.34 |
| Products sold within the reporting period [t] |
| 16,957.49 | 18,610.95 | 11,833.75 |
| Percentage of reclaimed products and their packaging materials [%] |
| 31.7% | 10.6% |

Data taken from product packaging fee reports and waste transfer cards.

| [GRI 302-2] Energy consumption within the organisation |
| Direct energy consumption |
| 2021 [MWh] | 2022 [MWh] | 2023 [MWh] |
| Natural gas | 12,410.2 | 13,147.0 | 15,529.0 |
| LPG | 2,907 | 2,274.6 | 2,126.3 |
| Diesel | 18,662 | 18,662.4 | 19,053.4 |
| Total | 35,248 | 37,490.5 | 44,763.0 |
| Total consumption of independently generated or purchased energy by electricity (market-based) and heat |
| 2021 [thousands of m3] | 2022 [thousands of m3] | 2023 [thousands of m3] |
| Natural gas | 35,805 | 38,635 | 44,094 |
| Total | 103,568 | 117,635 | 129,181 |
| Total energy consumption in the organisation [MWh] |
| 2021 | 2022 | 2023 |
| 63,306 | 71,114.1 | 75,775.9 |

Data are taken from invoices received from suppliers that have been issued in the nominal units for each type of energy. In order to convert them into MWh, the calorific value rates provided by DEFRA for a given year were used. The indicator for natural gas has been adjusted to the units in which gas is purchased (m3).

| [GRI 302-3] Water withdrawal |
| 2021 | 2022 | 2023 |
| Withdrawal of water from the municipal network at HQ headquarters and distribution centres (thousand m3) |
| 35,830 | 38,635 | 44,094 |

Data are taken from meters installed in distribution centres. In accordance with the World Resources Institute, Poland is not included in an area of heightened water stress risk.

| [GRI 303-1] Direct (Scope 1) GHG emissions |
| Non-hazardous waste |
| 2020 | 2021 | 2022 |
| Waste generated for treatment 5,564.4 | 6,649.1 | 8,175.2 |
| Hazardous waste 0 | 0 | 0 |
| Hazardous waste treated 0 | 0 | 0 |
| Waste transported 4,767.4 | 6,016.5 | 7,799.4 |

Direct emissions from fuel combustion in distribution centres and emissions related to the fleet and refrigerants. When calculating GHG emissions for fuels, the emission factors used were obtained from the DEFRA database. For GHG emissions related to the purchased district heat, the emission factors were obtained from the DEFRA database.

| [GRI 303-3] Water withdrawal |
| 2021 | 2022 | 2023 |
| Withdrawal of water from the municipal network at HQ headquarters and distribution centres (thousand m3) |
| 35,605 | 38,635 | 44,094 |

Data are taken from meters installed in distribution centres. In accordance with the World Resources Institute, Poland is not included in an area of heightened water stress risk.

| [GRI 303-2] Water withdrawal |
| 2021 | 2022 | 2023 |
| Water withdrawn from the municipal network at HQ headquarters and distribution centres (thousand m3) |
| 35,605 | 38,635 | 44,094 |

Data are taken from meters installed in distribution centres. In accordance with the World Resources Institute, Poland is not included in an area of heightened water stress risk.

| [GRI 305-2] Energy indirect (Scope 2) GHG emissions |
| Indirect emissions of GHGs (ICCO, location-based) |
| 2021 | 2022 | 2023 |
| Goods and services purchased 1,940,973 | 2,367,308 | 2,748,238 |
| Total Scope 2 (indirect market-based emissions) 2,430,000 | 2,817,430 | 3,242,600 |

The emission intensity was calculated as the emissions in a given scope divided by the sales revenues. For Scope 2, emissions calculated on the basis of the market-based input-output) computational model, using the Exiobase database. Emission factors for WTT (well to tank) and transport and distribution were sourced from the DEFRA database.

| [GRI 305-4] GHG emissions intensity tCO2e/mPLN revenue |
| Energy-related activities |
| 2021 | 2022 | 2023 |
| Goods and services purchased 14 | 11 | 0.9 |
| Scope 3 (other indirect emissions) 169 | 109 | 147 |

The emission intensity was calculated as the emissions in a given scope divided by the sales revenues. For Scope 2, emissions calculated on the basis of the market-based input-output) computational model, using the Exiobase database. Emission factors for WTT (well to tank) and transport and distribution were sourced from the DEFRA database.

| [GRI 306-1] Water-generated |
| 2021 | 2022 | 2023 |
| Total weight of hazardous and non-hazardous waste, by method of treatment |
| Non-hazardous waste 45.2 | 0 | 0 |
| Waste treated 0 | 0 | 0 |
| Hazardous waste 15,322.7 | 13,827.8 | 9,567.8 |
| Hazardous waste treated 0 | 0 | 0 |
| Waste transported 0 | 0 | 0 |

Direct emissions from fuel combustion in distribution centres and emissions related to the fleet and refrigerants. When calculating GHG emissions for fuels, the emission factors used were obtained from the DEFRA database. For GHG emissions related to the purchased district heat, the emission factors were obtained from the DEFRA database.

| [GRI 306-1] Waste generated |
| 2021 | 2022 | 2023 |
| Total weight of hazardous and non-hazardous waste, by method of treatment |
| Non-hazardous waste 45.2 | 0 | 0 |
| Waste treated 0 | 0 | 0 |
| Hazardous waste 15,322.7 | 13,827.8 | 9,567.8 |
| Hazardous waste treated 0 | 0 | 0 |
| Waste transported 0 | 0 | 0 |

Direct emissions from fuel combustion in distribution centres and emissions related to the fleet and refrigerants. When calculating GHG emissions for fuels, the emission factors used were obtained from the DEFRA database. For GHG emissions related to the purchased district heat, the emission factors were obtained from the DEFRA database.

The quantities shown include non-hazardous waste, hazardous waste, thermal waste and category (2). The data for recycling does not include data from the collection of film and waste paper from stores, but does include data in quantities of film and waste paper from warehouses.
### [GRI 403-1] Occupational health and safety management system

We have an OSH (Occupational Health and Safety) Management System in place, which is a part of our Integrated Management System. We review processes and procedures on an ongoing basis to ensure that they are up-to-date and properly implemented. In addition, internal and external checks for compliance with legal requirements and internal and external audits take place. Additionally, we continued our Safety and Hygiene certification system, which has been with Żabka for over 3 years. We have covered all our stores, logistics centres and own brand suppliers. It was created in cooperation with an independent, accredited certification unit TÜV NORD Polska. In 2022, Mazhil, Dietly and Nano joined the programme. All stores that have successfully passed the audit have been awarded with a certificate.

### [GRI 403-2] Hazard identification, risk assessment and incident investigation

In 2023, 856 Health and Safety Patrols were performed. As a result, 1,973 irregularities were detected and 2,066 actions were taken. The completion rate of patrols was 94.6%.

### [GRI 403-3] Occupational health services

In 2023, 1,389 (489 Women, 900 Men) occupational health examinations were carried out (18% of these were initial examinations, 70% were periodic examinations and 12% were follow-up examinations). 97% of employees were given fitness for work.

### [GRI 403-4] Worker training on occupational health and safety

We have prepared Occupational Health and Safety Starter Kits for our distribution staff – they contain binders with all necessary procedures and manuals. All newly hired employees, on completion of the OHS training, receive OHS Knowledge Compendium. As supervisors should bear a great deal of responsibility for safety at work, we have developed a project called Swiadomy Przełożony (Aware Supervisor), in which we make sure they have the training, support, advice and additional materials they need. Dissatisfaction with the programme. All stores that have successfully passed the audit have been awarded with a certificate.

We have prepared Occupational Health and Safety Starter Kits for our distribution staff – they contain binders with all necessary procedures and manuals. All newly hired employees, on completion of the OHS training, receive OHS Knowledge Compendium. As supervisors should bear a great deal of responsibility for safety at work, we have developed a project called Swiadomy Przełożony (Aware Supervisor), in which we make sure they have the training, support, advice and additional materials they need. We conducted seventeen qualification audits – one employee was negatively qualified and we refused to cooperate with him. We also conducted seventy-four announced and unannounced audits. Qualification audits with regard to suppliers’ brand products revealed that three of them failed to receive a positive result, prompting us to refrain from commencing cooperation with them. If any complaints are submitted or improper product quality is reported, we perform intervention audits at our business partners – twenty-one suppliers were subjected to such audits. The introduction of additional controls is a response to the challenge of ensuring the highest quality of the food produced and is intended to reduce the number of recalls caused by quality defects. We recorded three such events – all of them related to producers’ brand products.

### [GRI 403-7] Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

78 measurements of the working environment were taken. No exceedances were found in any area. In 2023, a total of 3 inspections were carried out from the State Sanitary Inspection (no recommendations) and 4 inspections from the State Labour Inspection (recom- mendations related to the numbering of personnel files and the notification of an accident to the employer of an employee of an external company), and 2 inspections from the State Fire Service (recommendations related to the scope of the smoke extraction system).

### [GRI 403-9] Work-related injuries

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
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<tbody>
<tr>
<td>Number of fatalities as a result of work-related injury</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number of high-consequence work-related injuries (excluding fatalities)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number of recordable work-related injuries</td>
<td>32</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>Number of hours worked</td>
<td>3,544,200</td>
<td>4,074,900</td>
<td>4,059,500</td>
</tr>
<tr>
<td>Lost Time Injury Frequency Rate (LTFIR)</td>
<td>4.30</td>
<td>4.37</td>
<td>4.82</td>
</tr>
</tbody>
</table>

Data related to accidents per million hours worked DFR = (number of accidents / number of hours worked) x 1,000,000. We do not gather data concerning time of work of workers who are foremen. Hazard identification, risk assessment and incident investigation are described in [GRI 403-2] on page 79. Typical work-related risks include being hit by a forklift, and injuries include twisted limbs, contusions.

### [GRI 404-3] Percentage of employees receiving regular performance and career development reviews, according to gender and employment category

In 2023, the share of employees subject to the regular job quality assessments equalled 100% and covered all employees regardless of gender or job category.

### [GRI 416-1] Assessment of the health and safety impacts of product and service categories

The information defined by the requirements of the internal procedures, regarding the labelling of products and services, is the sourcing of components, elements and intermediates, the composition of the products, in particular regarding substances that may have a negative impact on the environment, the principles for the safe use of the product or service, the disposal of the product and its impact on the environment or society. Eight product categories are assessed in this respect, 100% are subject to information requirements. The information defined by the requirements of the internal procedures, regarding the labelling of products and services, is the sourcing of components, elements and intermediates, the composition of the products, in particular regarding substances that may have a negative impact on the environment, the principles for the safe use of the product or service, the disposal of the product and its impact on the environment or society. Eight product categories are assessed in this respect, 100% are subject to information requirements.

### [GRI 417-1] Requirements for product and service information and labelling

The information defined by the requirements of the internal procedures, regarding the labelling of products and services, is the sourcing of components, elements and intermediates, the composition of the products, in particular regarding substances that may have a negative impact on the environment, the principles for the safe use of the product or service, the disposal of the product and its impact on the environment or society. Eight product categories are assessed in this respect, 100% are subject to information requirements.

### [GRI 417-2] Incidents of non-compliance concerning product and service information and labelling

The information defined by the requirements of the internal procedures, regarding the labelling of products and services, is the sourcing of components, elements and intermediates, the composition of the products, in particular regarding substances that may have a negative impact on the environment, the principles for the safe use of the product or service, the disposal of the product and its impact on the environment or society. Eight product categories are assessed in this respect, 100% are subject to information requirements.
Independent limited assurance report

To the Management Board of Żabka Polska Sp. z o. o.

Scope

We have been engaged to perform limited assurance engagement in relation to selected non-financial information presented in the Żabka Group’s (“the Company”) “Responsibility Report 2023 (the “Report”) prepared based on GRI Guidance issued by Global Reporting Initiative.

The following non-financial information (GRI indicators) in the Report were subject to verification: 2-7, 2-8, 301-1, 301-2, 301-3, 302-1, 302-2, 303-1, 305-1, 305-2, 306-3, 401-1, 403-9, 404-1, 405-1 (“Selected Information”). The subject to our verification was only the Selected Information and other than as described in the preceding paragraph which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on the Report as a whole.

Management’s responsibility

The Company’s Management is responsible for preparation and presentation of the Report in accordance with GRI regulatory requirements.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the presentation of the Selected Information included in the Report subject to our attestation service based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. Those standards require that we act in accordance with ethical requirements, as well as, plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Selected Information is presented in accordance with GRI.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Conclusion

Based on our procedures and the evidence obtained, we have not identified anything that would indicate that the Selected Information defined in the Scope paragraph above are not in all material respects in line with the guidance of GRI.

Rafał Hummel, Partner
Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością sp. k.
Warsaw, April 23, 2024

We comply with the requirements of independence and other requirements of professional ethics in accordance with the provisions of the International Ethics Standards Board for Accountants (IESBA), which defines key principles of fairness, objectivity, professional competence, due care and confidentiality and professional conduct.

Summary of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Report and applying analytical and other appropriate procedures. Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

Our procedures performed with respect to the Selected Information were designed to obtain a limited level of assurance on which to base our conclusion and included:

• analysis and identification of Selected Information included in the Report;
• interviews with persons responsible for reporting non-financial information contained in the Report;
• comparing of Selected Information included in the Report with the received Company’s documentation;
### Fleet Fuel Management
- **SASB Code**: FB-FR-120a.1
- **2023 data**: The company does not have its own delivery fleet.

### Air Emissions from Refrigeration
- **SASB Code**: FB-FR-110b.1
- **2023 data**: 6,496 GWh
- **Percentage of refrigerants consumed with zero ozone-depleting potential**: 100%
- **Average refrigerant emissions rate**: 23% (6,496 GWh)

### Energy Management
- **SASB Code**: FB-FR-130a.1
- **2023 data**: (1) 66.2% MNG (66.4 GWh), (2) 87% electricity purchased with renewable energy in own use, (3) 57.9% all energy used in property operations come from renewable energy (100% electricity)

### Food Waste Management
- **SASB Code**: FB-FR-150a.1
- **2023 data**: 1,351 tonnes

### Data Security
- **SASB Code**: FB-FR-230a.1
- **2023 data**: (1) 24 data breaches, (2) 100% - a personal data breach is found when it involves data that identifies a specific person, (3) 170 data subjects, with the most common being franchisees and employees

### Food Safety
- **SASB Code**: FB-FR-250a.1
- **2023 data**: In 2023, there was 1 incident of high-risk food safety violations.

### Product Health & Nutrition
- **SASB Code**: FB-FR-260a.1
- **2023 data**: (1) 3 product recalls, (2) 142,967 units recalled (from the market), (3) 0% of units recalled which were own brand products

### Management of Environmental & Social Impacts in the Supply Chain
- **SASB Code**: FB-FR-310a.1
- **2023 data**: In 2023, we did not record such cases.

### Labour Practices
- **SASB Code**: FB-FR-310a.2
- **2023 data**: In 2023, there were no significant downtime at work.

### Environmental & Social Impacts in the Supply Chain
- **SASB Code**: FB-FR-430a.1
- **2023 data**: We continued to implement our policies addressing sustainable issues in our supply chain, such as: Sustainable Palm Oil Policy, The Waste Management Policy, Policy of Sustainable Sourcing of Raw Vegetable Materials, Fish and Animal Welfare Policy. We continued communication of the Code of Conduct to our Business Partners 60.52% Business Partners were familiarised with our Code of Ethics and Conduct.

### Gødgreen Spring data
- **Activity metric**: Number of (2) retail locations and (2) distribution centres
- **SASB code**: FB-FR-000-A
- **2023 data**: Stores under the Żabka brand are run by a chain of independent entrepreneurs on a franchise basis. We conduct our own operations at 8 logistics centres and 3 terminals.

- **Activity metric**: Total area of (2) retail space and (2) distribution centres
- **SASB code**: FB-FR-000-B
- **2023 data**: Total area of distribution centres and terminals is almost 127,085 m².
## General disclosures 2021

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### 2-8 Workers who are not employees
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### 2-11 Chair of the highest governance body
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### 2-12 Role of the highest governance body in overseeing the management of impacts
- Pages 19-22
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#### 3-2 List of material topics
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#### 3-3 Management of material topics
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#### Economic performance (2016)

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<td>Direct economic value generated and distributed</td>
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#### Market presence (2016)

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<tr>
<td>202-1</td>
<td>Ratio of standard entry level wage by gender compared to local minimum wage</td>
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#### Indirect economic impacts (2016)

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<tr>
<td>203-2</td>
<td>Significant indirect economic impacts</td>
<td>23-24</td>
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#### Procurement practices (2016)

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<tr>
<td>204-1</td>
<td>Proportion of spending on local suppliers</td>
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#### Anti-corruption (2016)

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<tr>
<td>205-1</td>
<td>Operations assessed for risks related to corruption</td>
<td>75</td>
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<tr>
<td>205-2</td>
<td>Communication and training about anti-corruption policies and procedures</td>
<td>75</td>
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<tr>
<td>205-3</td>
<td>Confirmed incidents of corruption and actions taken</td>
<td>75</td>
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#### Anti-competitive behaviour (2016)

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<tr>
<td>206-1</td>
<td>Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices</td>
<td>75</td>
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### Taxes 2019

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<tr>
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<tr>
<td>207-4</td>
<td>Country-by-country reporting</td>
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### Environmental topics

#### Materials (2016)

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<th>Indicator</th>
<th>Description</th>
<th>Page</th>
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<tbody>
<tr>
<td>301-1</td>
<td>Materials used by weight or volume</td>
<td>76</td>
</tr>
<tr>
<td>301-2</td>
<td>Recycled input materials used</td>
<td>76</td>
</tr>
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**Sustainable Development Goals (SDGs)**

- **SDG 8**: Decent Work and Economic Growth
- **SDG 9**: Industry, Innovation and Infrastructure
- **SDG 10**: Reduced Inequalities

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**UN Global Compact (UNGC)**

- **UNGC 1.3**: Human Rights
- **UNGC 10**: Anti-Corruption
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The 2023 Responsibility Report was compiled with the participation of many people within the organisation and beyond! Thank you!

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Any questions concerning the data contained in this Report should be submitted to the ESG Manager who coordinated the publication process.

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