



Conveniently
and Responsibly

2024 Responsibility Strategy Summary

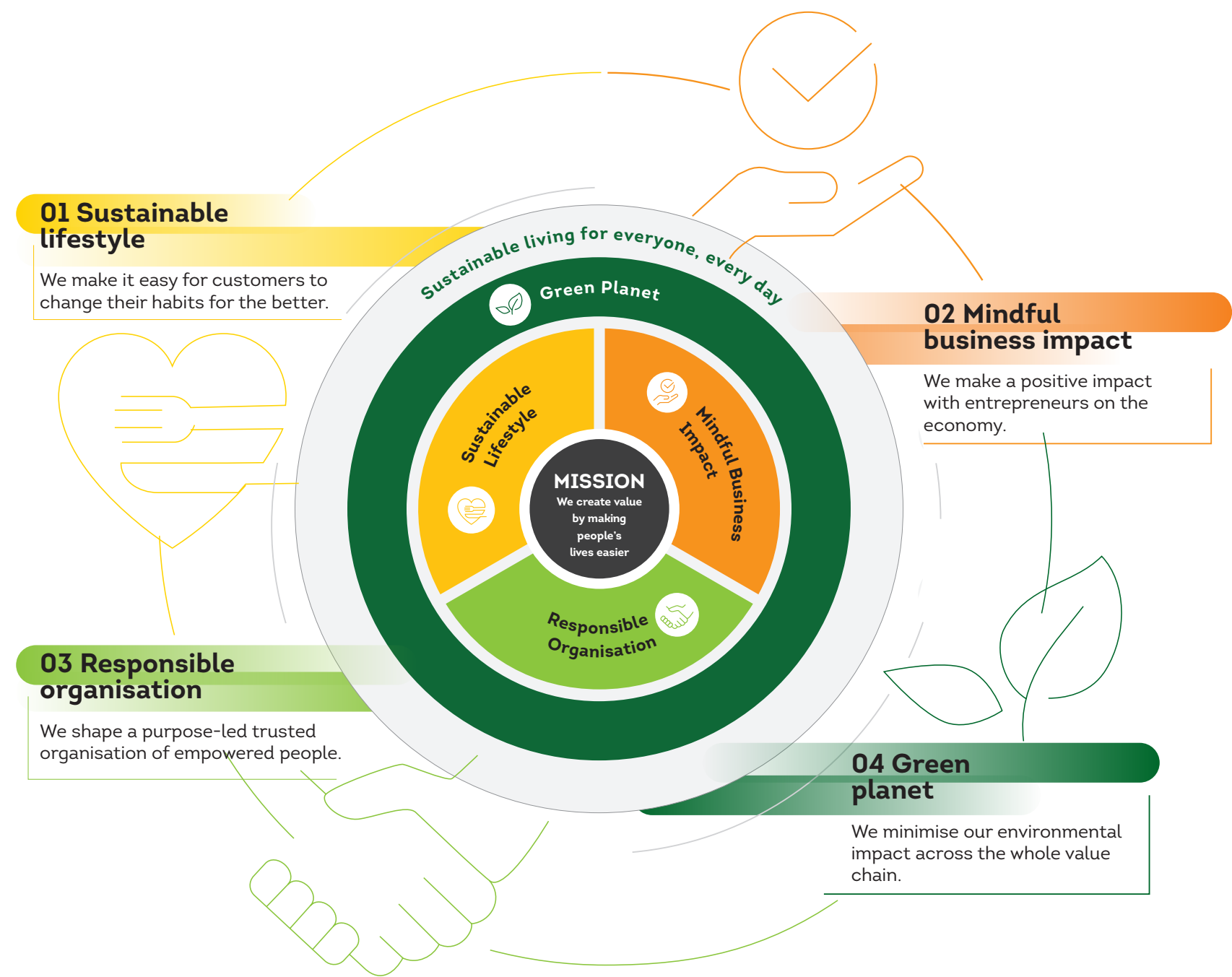
Table of contents

2024 ESG highlights	03
Sustainability reporting	04
ESG governance	05
Pillar 01 Sustainable lifestyle	06
Porcja DobreGO!	07
Pillar 02 Mindful business impact	08
Sustainable supply chain	09
Franchise - make it simple	10
Pillar 03 Responsible organisation	11
Our engagement journey	12
Pillar 04 Green planet	13
On the road to a circular economy	14
Decarbonising our value chain	15
Our partnerships	16
ESG Centre of Excellence	17

The 2024 Responsibility Strategy Summary of Żabka Polska summarises key highlights of our Responsibility Strategy implementation and ESG initiatives that influence our business and areas where we can drive transformative change. The data covers the financial year 2024. This publication is not the official 2024 Annual Report, nor is it an exhaustive summary of all potentially relevant sustainability information. For consolidated information prepared under the European Sustainability Reporting Standards for Żabka Group SA please refer to the 2024 Annual Report. The definitions of terms used in this publication are consistent with those provided in the 2024 Annual Report and can be found therein.

See more in 2024 Annual Report

Our Responsibility Strategy 2021-2026



2024 ESG highlights

At the Żabka Group, we prioritise a comprehensive understanding of the real-world implications of our strategic and operational decisions. This approach is essential for assessing the sustainability-related impacts of our actions on customers, the communities in which we operate, the environment and society at large.

Sustainability is closely integrated with our core business operations, making ESG factors pivotal in all initiatives. For instance, our own brand products focus on providing customers with easy access to nutritious food and enabling them to make more environmentally conscious choices.

Our sustainability efforts are reinforced through ongoing collaboration with key stakeholders, including suppliers, customers and communities, to foster innovation and drive impactful transformation. By engaging with these stakeholders, we ensure that our sustainability initiatives are impact and business-oriented, effective and aligned with the evolving needs of society and the environment. This approach is consistent with trends identified within the 'Responsible Choices' megatrend, which informs and guides the Żabka Group's strategic direction.

A key focus for 2024, extending into 2025, has been the gradual integration of our sustainability approach across the Group, in alignment with the ESG Framework and other established policies



Tomasz Blicharski
Group Chief Strategy
& Development Officer

and guidelines. This effort will be supported by the ESG Centre of Excellence, which we have established to synchronise our strategic activities and reporting practices in terms of sustainability.

In the following pages, you will learn how our four-pillar approach structures our sustainability planning, decision-making processes and the deployment of initiatives. The ESG agenda, as one of our four integrated business strategy enablers, will remain as an important element of our business practices.

Our mission as the Żabka Group is to create value by simplifying people's everyday lives through the promotion of a sustainable lifestyle, making a positive impact on the social and natural environment, and by implementing responsible business practices.

In 2024, the Żabka Group implemented its ESG Framework, focused on its sustainability commitments and extended the scope of Żabka Polska's ambitions adopted in the Responsibility Strategy.

The Responsibility Strategy of Żabka Polska (Żabka) sets out eight strategic commitments for the years 2021-2026, framed in four pillars related to the ESG Framework. These commitments are supported by 10 measurable operational goals that enable transparency in the measurement and reporting of our progress. Other sustainability-related topics are also managed and monitored across the Żabka Group.



Sustainability reporting

We have established a robust ESG Framework for the Żabka Group that prescribes the governance structure and designates key responsibilities related to the Group's sustainability efforts - both in terms of the execution of our strategy and sustainability reporting. The development of the ESG Framework was informed by Żabka Polska's extensive experience in the execution of its sustainability strategy and sustainability reporting process, providing a solid foundation for broader application. The expansion of sustainability practices to the entire Group ensures that we maintain oversight and accountability, and simultaneously foster innovation and responsiveness across all our operations.

A notable example of our commitment to elevating sustainability across the Group is the refinement of our ESG Centre of Excellence. Initially established within Żabka Polska, this function has been instrumental in driving our sustainability progress. With the introduction of the ESG Framework, we have expanded the Centre's mandate to operate at Group level. This transition reflects our strategic sustainability commitments and signals our intent to harmonise and enhance sustainability-related initiatives throughout the Żabka Group. The Centre of Excellence continues to serve a pivotal function, providing expertise, guidance, and support to ensure the successful implementation and monitoring of our sustainability agenda, which includes sustainability reporting.

To ensure that the interests of all stakeholders are represented, we have integrated measurable ESG targets into both the Long-Term Incentive Plan (LTIP), which is part of the variable remuneration offered in the Żabka Group, and the Short-Term Incentive Plan through the annual bonus scheme. These targets are regularly assessed, ensuring that we maintain full visibility regarding progress and any necessary actions to be taken. In 2024, we successfully achieved our goals, demonstrating commitment to integrating sustainability into our performance metrics and decision-making process.

Żabka Polska has also established a strong track record of transparency and accountability through the publication of responsibility reports. These reports provide insights into the company's sustainability-related activities and data, allowing stakeholders to access information that may affect them or their decisions. Now, from 2024, we have expanded our sustainability reporting process to encompass the entire Żabka Group. The Żabka Group conducted a comprehensive double materiality assessment, the results of which formed the basis of the report. Leveraging the upcoming regulations and best practices, we voluntarily prepared the Corporate Sustainability Reporting Directive (CSRD) report as an early adopter, putting emphasis on transparent communication. This step comes with its own unique challenges, such as the collection and consolidation of sustainability data across all entities of the Żabka Group. We are confident that the foundational expertise of Żabka Polska equips us to navigate the complexities of broader reporting and helps to ensure that the sustainability disclosures presented in this statement are robust and reliable.

By gradually aligning our reporting practices with the requirements of the CSRD, we are enhancing the clarity and credibility of our sustainability disclosures. As we move forward, we remain committed to fostering an organisational framework that puts an emphasis on rigorous sustainability reporting, ensuring that our stakeholders are well-informed and that we remain responsive to the evolving landscape of sustainability expectations. Through these efforts, we aim to contribute positively to the communities we serve and uphold our responsibility to all our stakeholders, as well as the environment.



Marta Wrochna-Łastowska
Group Chief Financial Officer

Sustainability reporting over the years

We started in 2018 from CSR Report for Żabka Polska. Since then, we have been reporting annually, adhering to internationally recognized standards and best practices. Our reports include additional features such as climate-related TCFD-aligned content and socio-economic impact, among others.



2018/19
CSR Report

2020
ESG Report

2020
Climate Report

2021
ESG Report

2021
Climate Report



2022
ESG Report

2022
Integrated Report

2023
ESG Report

2024
Annual Report

incl. climate related disclosures

incl. ESG-related contents

incl. climate related disclosures

the first publication of this type being presented as a public organisation and being prepared in line with CSRD requirements

 read our 2024 Annual Report

ESG governance

The Żabka Group defines, maintains and deploys adequate governance structures and systems to enable the effective and efficient functioning of the ESG Framework across the organisation as presented on this page.

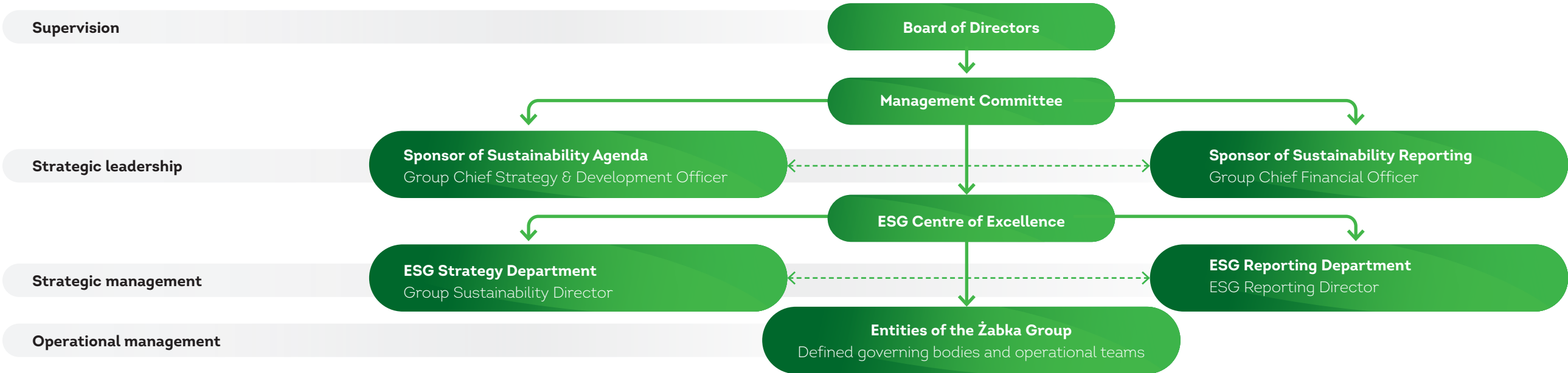
Ensuring supervision of the sustainability agenda, by a qualified appointed person sitting on the highest governing body

The qualified person is appointed by the Company’s Board of Directors to oversee the sustainability area and provide sustainability-related insights and recommendations to the Board of Żabka Group. Additionally, the Director interacts with the Group’s ESG Business Forum Members and other relevant stakeholders in an agreed manner. This responsibility has been assigned to an Independent Director, who also serves as the Chair of the Audit



With over 11,000 stores in our network, we have the opportunity at Żabka Group to make a significant positive difference in terms of ESG. The Governance aspect is the part that underpins the essential Environmental and Social improvement we’re determined to achieve, so getting Governance right is a fundamental responsibility for all of us. It’s a genuine privilege to have a role to play.

Rafał Rudzki
Sustainability Director



Committee, ensuring that ESG-related information is appropriately addressed within this committee.

The first sustainability briefing for the Company’s Board of Directors was delivered on 27 November 2024 and covered the state of readiness to implement CSRD reporting, the results of the Żabka Group’s double materiality assessment and a discussion about the preliminary work of the selected auditor. Moreover, the Board of Directors was briefed on the ESG Framework and the set of key KPIs for 2025 during the budget meeting on 18 December 2024.

Supporting the implementation of the ESG-related agenda by qualified appointed persons sitting on the Management Committee

Members of the Company’s Board of Directors and the Management Committee are selected for their skills, experience and their understanding of how sustainability creates impact on the Group.

Tomasz Blicharski, the Group Chief Strategy & Development Officer sponsors the sustainability agenda. He leads the team responsible for identifying and developing future growth strategies as well as aligning the ESG agenda with the Group’s strategy.

Marta Wrochna-Łastowska, the Group Chief Financial Officer, sponsors ESG reporting. She supervises the sustainability reporting process and manages sustainability-related risks, including those related to climate change.

Coordinating daily efforts by the Group’s ESG Centre of Excellence leaders, supported by subsidiaries’ board members, managers and operational teams

The Group Sustainability Director (Rafał Rudzki) reports to the

Group Chief Strategy & Development Officer and oversees the implementation of the Group’s sustainability-related strategic objectives and commitments. The Director co-manages with the ESG Centre of Excellence, which includes the ESG Strategy Department and the ESG Reporting Department. The ESG Reporting Director (Katarzyna Średzińska), who reports to the CFO, is responsible for the preparation, organisation and monitoring of the Group’s data collection and sustainability reporting process and ensuring that reporting is executed in accordance with current legal requirements.

Responsibility for executing sustainability-related strategies, plans and activities is delegated to the entities of the Żabka Group by Board level or to appointed operational teams while responsibility for sustainability reporting is assigned to the CFOs of each entity.

ESG responsibilities at Żabka Polska

The ESG Framework has been developed based on the best market practices, with additional consideration of special attention attributed to Żabka Polska’s establishment of the governance structure. Żabka Polska is the Group’s business unit with the most mature sustainability practices. The governance structure supports the delivery of Żabka Polska’s Responsibility Strategy. Consequently, the Group’s sustainability-governance processes outlined in the ESG Framework are modelled on Żabka Polska’s governance framework, with key responsibilities for strategy, reporting and management assigned to the same individuals.

Żabka Polska has had an operational ESG Committee since 2021, chaired by the company’s CEO. The committee’s focus is on assessing strategic progress and prioritising recommendations for the Board. These meetings are attended by Żabka Polska’s

Management Board members, the Sustainability Director, ESG Reporting Director and other stakeholders as needed. The ESG Committee operates specifically for Żabka Polska, performing its duties as outlined in previous plans. In 2024, the committee interacted as outlined in its procedure five times.



ESG reporting is more than a requirement – it’s a tool that helps us make better decisions. By tracking our goals, actions, challenges, and progress, we stay focused on what matters and ensure our efforts create real value. This transparency builds trust and helps to understand not just where we are, but where we’re going. I’m proud that my team plays a role in supporting this process and making sure our decisions are grounded in facts and aligned with our long-term ambitions.

Katarzyna Średzińska
ESG Reporting Director

01 Sustainable lifestyle

We make it easy for customers to change their habits for the better.

2026 Commitment	2024 results	
Multiply the sales value of own brand products promoting a sustainable lifestyle (in PLN)	1.8 bn	
Increase the share of own brand products promoting a sustainable lifestyle	63.4%	
Reduce food waste intensity in own operations by 25%	-27.3%	
50% of unsold food in internal operations redistributed	81.0%	
Increase in customers' NPS score by 2 points each year	35 pts	
expectations for 2024 met	expectations for 2024 partially met	expectations for 2024 not met

The targets shown apply to Żabka Polska and were selected to track the company's progress in realising its Responsibility Strategy for the years 2021-2026.

Our progress

At Żabka, we want to help people benefit from a properly sustainable lifestyle. Our approach is born out of our mission: creating value by simplifying people's lives. We strive to provide daily access to healthy, tasty food by boosting sales of own brand products that promote a sustainable lifestyle. In 2024, these efforts increased sales to 1.8 billion PLN.

We try to ensure that customers can reach for our products knowing they will not only be good for them but also for the planet. The impact on ecosystems of our own operations and those of our supply chain is continuously measured, enabling us to manage it proactively. Creating a sustainable food system goes beyond healthy ingredients and sustainable sourcing. We use AI to minimise food waste, adjust store assortments to meet local needs, and ensure unsold food is redistributed or managed effectively. In 2024, we reduced food waste intensity by 27.3% and managed 81.0% of unsold products – both via our internal operations. Our motivation to work in this way is not entirely selfless. Recent research in our key markets shows 35% of consumers are prepared to pay premium for brands they perceive as sustainable, while 50% of households are actively setting goals to reduce waste. But while recognising the commercial value of supporting sustainable lifestyles, we also believe passionately that it's the right thing to do. That's why we're committed to creating and continuously improving the conditions for sustainable living for everybody, every day, while ensuring increased efforts to improve overall customers' satisfaction measured with use of NPS score.



Our approach

Read more about our approach to managing this area, review our policies and other documents.

Working to improve nutrition for all

Our efforts to promote a sustainable lifestyle for all are very wide-ranging – and you can read about many of them elsewhere in this report. One key focus area for us in recent times has been our unique Porcja DobreGO! nutrition platform, designed to help people with busy lifestyles consciously make food choices that are good for their health and the environment.

This unique nutritionist-led programme, which we have been continuously developing since 2023, has the key central objective of demonstrating that healthy food can be tasty and time-efficient too. To do this, we have given Porcja DobreGO! branding to a significant number of foods across our own brand ranges, including Szamamm, Haps, Dobra Karma and Tomcio Paluch. In 2024, we significantly expanded the range of selected own brand products. These were all chosen for their high A or B Nutri-Score rating, their lack of artificial ingredients or their substantial proportion of important nutrients. As a result, the campaign was recognised under the Commercial category at the Sustainability Awards.

porcja dobreGO!

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

Every day more than 4 million customers visit Żabka stores. 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

Porcja DobreGO! meals are good for you, because they are:

AB CDE

with clean label

nutritionally balanced

rated Nutri-Score A, B, or C

vegan-friendly

As part of the Porcja DobreGO! programme, we are constantly developing new delicious ready-to-eat meals. In collaboration with trusted suppliers and a team of nutrition experts, we reformulate recipes and craft dishes that are both delicious and nourishing – because how we feel every day starts with what we eat. Whether it's breakfast, lunch, or a late-night bite, these thoughtfully prepared dishes are designed to satisfy the appetite of our customers any time of day.

Michał Burcon
Innovation & NPD Lead

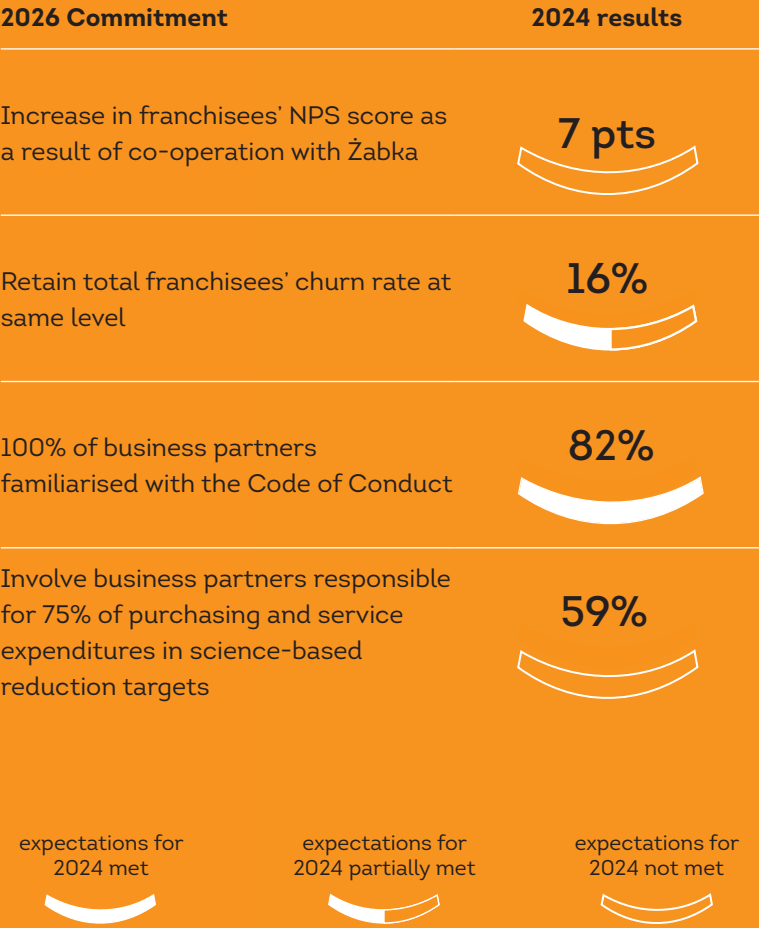
➤
PLN 1.8 bn
sales of products supporting sustainable lifestyles

➤
123
own brand products marked with Nutri-Score A & B

➤
13%
of own brand products are plant-based

02 Mindful business impact

We make a positive impact with entrepreneurs on the economy.



The targets shown apply to Żabka Polska and were selected to track the company's progress in realising its Responsibility Strategy for the years 2021-2026.

Our progress

Żabka's DNA is deeply rooted in a strong sense of responsibility for the processes that take place within our operations and our franchised stores. This is why in recent years we have implemented multiple policies, stemming from our Code of Conduct for Business Partners, that outline the rules and behavioural expectations for all the individuals and organisations we work with. These policies cover areas ranging from human rights, responsible sourcing and animal welfare, to plastic circularity and decarbonisation. To ensure that all those we work with want to develop with us in line with the principles of the Code, we strive to familiarise 100% of our business partners with it. By the end of 2024, we managed to ensure that 81.9% were familiar with it. Furthermore, we aim to involve 75% of our partners in following our lead to set science-based decarbonisation targets, with 59% of them already committed, which is slightly under expected level.

We understand that achieving these goals requires us and our business partners to work well together, and the development of our Fair Business platform plays a major role in this effort. As part of this initiative, we share good practices, inspire each other and organise workshop meetings to strive together for sustainable development. We also recognise that our stores play an essential economic and social role, not only by sustaining local jobs, suppliers and producers but also by serving as important social hubs and supporting valuable local initiatives.

The commitment and well-being of our franchisees is essential. We continually nurture our partnership and aim to increase franchisee satisfaction as measured by the NPS scale. The Franchise Satisfaction Survey for 2024 indicated that we achieved an average of 7. However, this survey conducted in December concluded with a promising score of 11. Our objective is to maintain the total franchisees' churn rate at the same level, which has been successfully achieved this year as well. We have managed successfully to keep the total churn rate consistent with last year's figures.

We are continuously developing franchisee-centric solutions to help us boost franchisee satisfaction, including Cyberstore, Żabka Assistant, Remote Access, Intranet for franchisees, Entrepreneurship Academy and SprzedawcaPro. 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 Franczyzocentryczności (Guardians of Franchise-centricity) all enable us to work together with great commitment.



Leveraging our fair business platform

It was in 2023 that we first launched our Fair Business online platform, which now serves as a hub for sharing with our suppliers and business partners our experiences, sources of inspiration and action plans related to sustainable development.

Recently, we advanced this initiative by launching a series of meetings, starting with our first-ever Fair Business Brunch, where we exchanged best practices with a group of business partners. This was followed by a Fair Business Workshop later in 2024, where we discussed the shared challenges connected with decarbonisation, in particular how to gather exact data for calculating the carbon footprint.

The primary focus of both events was decarbonisation, an area where collaboration is essential—particularly when addressing Scope 3 emissions. Our goal is to engage 75% of our partners in setting scientifically validated decarbonisation targets. To support our efforts, we invite experts from our company as well as partners to share their insights during our events.

While decarbonisation was the primary focus, the sessions also addressed the Code of Conduct for Business Partners of Żabka Polska, with which we are committed to achieving 100% compliance by 2026.

Our Fair Business platform also covers the topics of ethical business, sustainable food systems and circularity. To enhance communication and exchange best practice with our business partners, we have also launched a newsletter to which we invite everyone to subscribe.

Our approach

Read more about our approach to managing this area, review our policies and other documents.



Sustainable supply chain

Together we can do more. For customers, local communities and the planet.

We believe that strong partnerships are built not only on clear expectations, but also on open dialogue, shared values, and continuous learning. That's why we engage with our business partners through a variety of tools—from the Code of Conduct for Business Partners and the Human Rights Policy for Business Partners, to collaborative platforms, workshops, and regular newsletters. These channels help us exchange knowledge, stay aligned on evolving standards, and foster a culture of transparency and mutual respect. It's an approach that strengthens our relationships and supports our shared commitment to responsible and sustainable growth.

Joanna Kasowska
Quality Standards & Climate Protection Director



FAIR BUSINESS

A platform serving as a space for sharing experiences, inspiration, initiatives and joint actions for sustainable development with our suppliers.



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.



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.



Domestic suppliers were responsible for
98%
of the value of our procurement



We worked with over
1,500
business partners



35%
Suppliers by turnover familiarised with the Code of Conduct

2022



61%
Suppliers by turnover familiarised with the Code of Conduct

2023



82%
Suppliers by turnover familiarised with the Code of Conduct

2024

Franchise - make it simple

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



Putting us, franchisees, at the heart of innovation means creating tools and solutions that truly support our daily work. From Cyberstore and Entrepreneurship Academy to Shop Assistant PRO and Remote Access, these franchise-oriented tools help streamline operations, reduce costs and expand our business knowledge. These solutions would not have come about without our cooperation and insights, mainly through initiatives like the Innovation Station, Franchisee Council, and Guardians of Franchise-centricity. It empowers us to shape the future of our network while strengthening collaboration and building a thriving, connected community.

Krzysztof Liegmann
Head of the Franchisee Council

Selected franchise-centric initiatives



Shop Assistant PRO

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



Intranet for franchisees

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



Entrepreneurship academy

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



Quality Champions League

An annual competition to recognise franchisees who consistently maintain the highest quality standards in their stores.



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.



OptiPlan

A set of initiatives and tools designed to optimize in-store operations by improving task efficiency, standardising processes, and supporting store staff - primarily through the Żabka Assistant available on store tablets.



Good Life Programme

A program designed to encourage franchisees-as engaged neighbours-to build long-term collaborations with local partners and fellow franchisees, with funding provided for community-focused initiatives and social projects.



187

franchisees
certified by the
Entrepreneurship
Academy



Over

1,260

franchisees
benefiting from
Entrepreneurship
Academy courses



About

26,180

participants of the
Shop Assistant PRO
programme



Nearly

10,000

franchisees
cooperate
with Żabka

03 Responsible organisation

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



The targets shown apply to Żabka Polska and were selected to track the company's progress in realising its Responsibility Strategy for the years 2021-2026.

Our progress

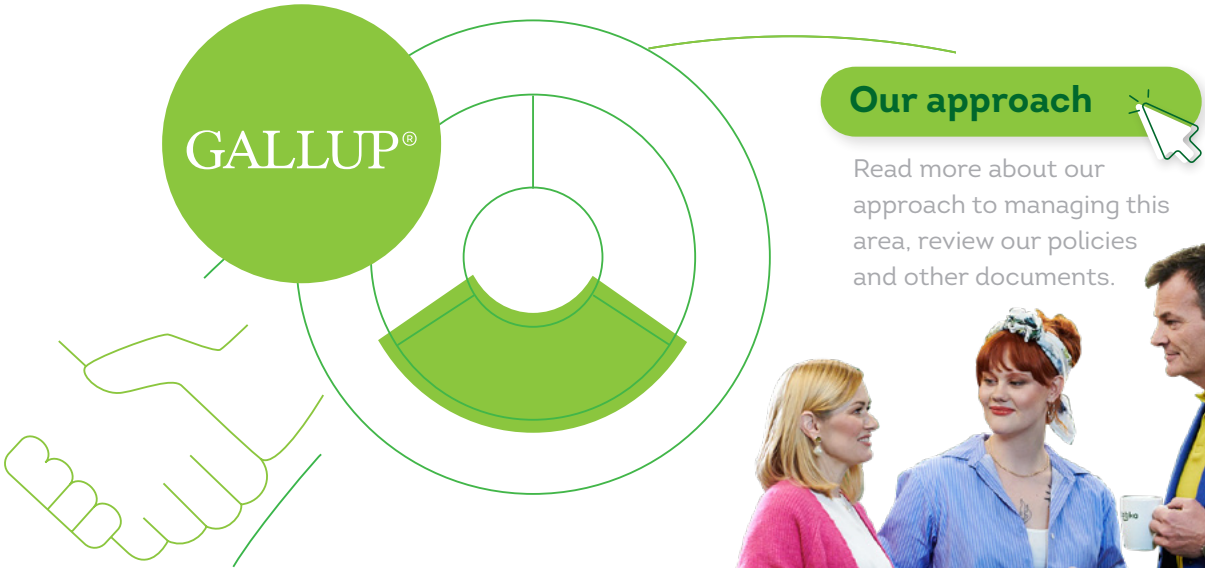
At Żabka, integrating the business strategy with the cultural component has become one of our priorities. We want to create a workplace where everyone feels engaged, where they can discover their strengths, have a chance to develop, to learn and to feel part both of the team and the organisation.

It's essential to us that our culture continues to be founded on the principles of mutual respect and equal opportunities, continuously embracing all the values of diversity, equity and inclusion (DEI). This focus helps to ensure that our working environment is always founded on fairness, mutual respect and equality in all their forms. This is regardless of every employee's age, gender, family background, economic status or disability.

It's an approach that's increasingly essential to success in the labour market, ensuring we appeal to those current and prospective employees who share our values.

To enhance our aspirations and make sure they are having a measurable effect, we regularly survey our employees' engagement levels with an annual Gallup Institute survey and several pulse surveys during the year. Moreover, we also operate a wide-ranging programme of courses and events at all levels to improve inclusivity and eradicate discrimination in all its forms.

We feel responsible for the wellbeing of our employees, but we also want to foster their sense of responsibility. We are building a comprehensive system of ethics, in which all employees and franchisees comply with the law, international standards and adopted regulations, including those related to anti-corruption. Following implementation of our Code of Conduct and Ethics for Employees, 100% of our people have received training. Cybersecurity is covered in our programme of compulsory training programmes, and 99% of employees have already been trained.



Creating a conducive work environment

Our focus on ensuring we operate a responsible organisation covers multiple elements of our business practices.

These are all brought together every year in the Gallup Q12 (12-question) engagement survey, which a record 95% of our people completed in 2024. Our employees also delivered an impressive engagement score of 4.54, reflecting a 0.13 increase. We successfully met our goal of being ranked within the top 25% of employers globally at the advanced level.

This annual survey identifies the key priorities that every team needs to address in the period ahead. To make this happen, a dedicated HR team helps all managers and their direct reports to identify the most important issues for action arising from the survey.

This then gives every manager the agenda they should work to over the forthcoming period, providing insight into what the numbers mean and delivering a roadmap for the conversations that need to be had.

As a result, the survey gives us the framework we need to create a continuously improving work environment where everybody can develop their talents and work with passion to create an organisation that gets more responsible every day. It is especially important as related KPI resulted in slightly lower performance than expected.

Our efforts have been rewarded with second place in Newsweek magazine's Top 100 Global Most Loved Workplaces® 2024. Additionally, in 2024, for the second time we received the Gallup Exceptional Workplace Award, celebrating the engagement of all Żabka's employees in the workplace.



Our 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. In this year's edition, we decided to combine the engagement survey with the inclusivity survey, as we want to look after the area of organisational culture in a comprehensive way.

Żabka Group is among 13% of companies in the world in terms of creating and fostering an engaging workplace, as confirmed by the Gallup Exceptional Workplace Award 2024. We are the first Polish organization with such an award.

Also in 2024 we were ranked second by Newsweek magazine in the Top 100 Global Most Loved Workplaces. After seven years of cooperation with the Gallup Institute on making our organisation one of the best places to work in the world, such a high position in the ranking fills us all with special pride. A place on the podium is a tribute to all of Żabka's employees, who create every day this most-loved workplace!

Judyta Pastuszka
Organisational Culture Manager



2 nd place in

★★★ GLOBAL ★★★
MOST LOVED WORKPLACES
2024 **Newsweek** 2024
CERTIFIED BY Best Practice Institute

EQUAL SALARY
certified

➤

GALLUP
Gallup Exceptional Workplace Award awarded for the 2nd time in a row

➤

95%
participation rate in 2024

Each year following the annual engagement survey, all managers, together with their direct reports and supported by a dedicated HR team, analyse team results and identify specific Q12 survey items for discussion and action. The team report serves as a road map for managers to plan the conversations they need to have with their teams and understand the meaning behind the numbers. 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.

Our Gallup Q12 progress	3.47 14th*	4.09 52nd*	4.24 63rd*	4.30 66th*	4.44 77th*	4.41 74th*	4.54 83th*
	2018 (n-1133)	2019 (n-1456)	2020 (n-1650)	2021 (n-1871)	2022 (n-2267)	2023 (n-2396)	2024 (n-2495)
	Educating managers about the meaning of engagement and how we measure it	Building managers' awareness of their impact on the needs of employees	Focusing on working with engagement in areas that need the greatest support	Building employee engagement as the pillar of creating responsible organization and implementation of the ESG strategy	Development activities for managers based on 12 elements of engagement	Emphasising collaboration with managers and the results of logistics centres employees	Analysing the results in a merged survey for employees and co-workers for the first time, achieving an aggregate score of 4.60 (87th)

*Percentiles are calculated based on Gallup's Work Group Level DB for each respective year.

04 Green planet

We minimise our environmental impact across the whole value chain.

2026 Commitment	2024 results
Reduction of share of virgin plastic in weight of own brand packaging	33.5%
Achieve packaging neutrality for own brand products	achieved
100% of own brand products packaging suitable for recycling processes	91.4%
Reduce total Scope 1 and 2 greenhouse gas emissions (without offset) by 25% (vs. 2020)	-31.2% 16,701 tCO ₂ e
Reduce franchisee greenhouse gas emissions intensity by 70% (Scope 3, vs. 2020)	-64.4% 9.9 tCO ₂ e/m PLN
expectations for 2024 met	expectations for 2024 partially met
expectations for 2024 not met	

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Our progress

At Żabka, we have a range of related targets that collectively enable us to reduce our environmental impact and so help promote a greener planet for current and future generations. Promoting the circular economy and gaining the insights we need to reduce our carbon footprint were two of the most significant focus areas of 2024.

In terms of circularity, we are on the road to a circular economy. In this area, we focused on the plastic packaging of our own brand products. Our aim is to reduce the proportion of virgin plastic in their weight and accelerate even more efforts to ensure that the packaging is suitable for recycling process.

At the same time, we are aiming for packaging neutrality, meaning that we want to collect and recycle as much plastic from the market as we introduce into it. Initiatives that particularly support these ambitions include the collection of paper and plastic fractions with our franchisees under the 'Naturally Together' programme and our 'Green Renewal' deposit scheme.

In the context of decarbonisation efforts, our goal is to reduce total Scope 1 and 2 greenhouse gas emissions by 25% and to reduce our franchisee greenhouse gas emissions intensity in Scope 3 by 70% (both compared to a 2020 baseline). To achieve this, we are focusing on cutting our emissions by reducing fuel usage in our installations, adapting our vehicle fleet, buying green electricity and associated guarantees of origin, developing a comprehensive digital system for managing all data relating to our carbon footprint.



7 AFFORDABLE AND CLEAN ENERGY



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



THE GLOBAL COMPACT
WE SUPPORT

GC 7, 8, 9



Our approach

Read more about our approach to managing this area, review our policies and other documents.

Designing with circularity in mind

As a responsible business, we strive to integrate circular economy principles as early as the design stage of our products. Our Eco-design Policy guides us in this process and helps to transform today's waste into a resource that shapes the future. The four main principles in focus are:

- Loop – the careful selection of recycled and/or recyclable materials,
- Reduce – minimising the mass and volume of packaging, while promoting the use of secondary and recyclable materials,
- Simplify – ensuring packaging is easily emptied and includes no materials or dyes that make it harder to recycle,
- Communicate – providing the right symbols and information that help consumers understand what to recycle and how best to do so.

We implement these principles in our day-to-day operations primarily through our deposit system, which supports the recycling process, as well as through the packaging transformation of our own brand products. We have also introduced our unified labelling system, informing consumers what fraction packaging is and where it should be placed in after consumption.

Looking ahead, we will increasingly use technologies like AI and the IoT to continuously reduce waste and so promote the resilience of the ecosystems.

On the road to a circular economy



COLLECTIVE PACKAGING

By switching to reusable outer packaging in ready meals and sandwiches, the plastic waste can be significantly reduced.



REUSABLE CUP

Available in all our stores and 100% recyclable. When buying coffee with your own cup, a discount of 1 PLN is applied.

We are carefully examining every process and seizing every opportunity to drive positive change. Packaging transformation is a cornerstone of our journey toward circularity. In 2024, we significantly increased the use of recycled materials in our own brand packaging. We also laid the groundwork to introduce oven-safe trays made from cPET plastic. Moreover we designed a pilot programme to collect used hot beverage cups, collaborating with recyclers to unlock new opportunities for material recovery.

Rafał Skawski
Circularity Manager



PACKAGING TRANSFORMATIONS

Increasing the proportion of secondary raw materials to primary in the packaging of own brand products, reducing the weight of packaging and better adapting them to the content.



CUP COLLECTION

A pilot programme to collect used hot beverage cups, in partnership with a recycling company, in search of new ways of material recovery.



RETURNABLE BOTTLES

To encourage customers to return glass bottles, an additional discount of 1 PLN is generated when buying beer in a returnable bottle and simultaneously making a return of one.



DEPOSIT SYSTEM

As part of a test in five Polish cities, each customer returning a single-use beverage container receives Żapps points or a discount on the next drink in a PET bottle or can.



NATURALLY TOGETHER

Cooperation with Franchisees and supporting their efforts in collecting plastics and paper for recycling.

Deposit return systems are a game-changer on our path to circularity. In 2024, Żabka Polska successfully piloted a return scheme in five Polish cities, encouraging customers to bring back PET bottles and cans to our stores. By rewarding them with Żapps loyalty points and offering discounts on future purchases, we're not only closing the loop on packaging—we're building habits that last.

Patrycja Aremke
Environmental Protection
Team Manager



More than
485,000
hot beverages sold with
own cup discount



82.3 tons
PET bottles collected
in machines and
selective collection



36.9 tons
aluminium cans
collected in machines
and selective collection

Decarbonising our value chain



In 2024, we continued to lead the way in decarbonisation by turning long-term ambition into measurable progress. In previous years, we expanded our low emission fleet and introduced charging infrastructure and incentive programs to engage our drivers in the transition. At the same time, we deepened our commitment to renewable energy through multi-year agreements that secure electricity from wind and solar sources. All these were possible thanks to cross departments collaboration – from logistics and energy to procurement and rewards. Reducing our carbon footprint is not just a technical challenge—it's a shared mission that unites our entire organisation.

Jędrzej Śmigielski
Decarbonisation Expert

Scope 1 GHG emissions

In 2024 the Żabka Polska's Scope 1 GHG emissions totalled 15,236 tCO₂e.

By the end of 2024, Żabka Polska had integrated over 900 full-hybrid, 300 plug-in hybrid and more than 30 zero-emission electric vehicles into its fleet supported by an electric-charging infrastructure and a driver motivation programme. Additionally, a fuel consumption limit introduced in 2024 has together with these initiatives furthered progress towards achieving the company's decarbonisation goals.

Our dedicated transportation solutions have been enhanced by thermal insulation at loading ramps in logistic centres. These measures improve delivery efficiency, with refrigerated vehicles reducing reliance on dry ice during transit and thereby lowering GHG emissions.

Scope 2 GHG emissions

In 2024 Żabka Polska's Scope 2 GHG emissions totalled 1,465 tCO₂e.

The key reduction efforts at Żabka Polska were focused on implementing solutions based on long-term power purchase agreements (PPAs) or similar arrangements. The company has secured long-term renewable energy through agreements with Qair and Modus, including a 15-year wind power cPPA (2023–2038), a solar power deal starting in October 2024 for nearly 1.7 TWh, and a 10-year contract for 50 GWh annually.

Photovoltaic panels were installed for the logistics centre in Kąty Wrocławskie, and panels for the logistics centre in Małopole are set to be operational in 2025. Recognising the significant energy use in its core business, the company has implemented an Energy Management System aligned with the PN-EN ISO 50001 standard to enhance energy efficiency.

Scope 3 GHG emissions

In 2024 the Żabka Polska's Scope 3 GHG emissions totalled 2,957,249 tCO₂e.

Żabka Polska collaborates with business partners to analyse and reduce the carbon footprint of the supply chain across several categories. The company continuously reviews a database to assess its partners' engagement in decarbonisation activities.

Dozens of projects have been implemented over the past two years to reduce Scope 3 GHG emissions. These include the use of renewable energy in stores, introduction of closed refrigeration systems in selected stores, zero heating doors and photovoltaic panel installations.

Additionally, in 2024 Żabka Polska calculated the carbon footprint of its product portfolio - including FLAG (forest, land and agriculture) emissions in accordance with the Science-Based Targets Initiative (SBTi).

Other initiatives were aimed at fostering supplier relationships and sharing decarbonisation know-how. This, included a series of workshops with key partners.

Reducing Scope 3 emissions is a team effort that reaches far beyond our walls. In 2024, we worked hand in hand with our technical department, franchisees and suppliers to implement real change—from closed refrigeration systems in stores to knowledge-sharing workshops and the search for new solutions with our business partners within our Fair Business platform. Collaboration is the engine behind every tonne of CO₂e we reduce.

Filip Kuśmierski
Decarbonisation Expert



1,770 tCO₂e
reduced through
decarbonisation
initiatives




More than
1,230
vehicles in our
low-emission fleet




ISO 50001
Energy Management
System


Our partnerships




Advertising Council is an entity that establishes and promotes the highest standards in advertising, protecting consumers from unethical and unfair communications.




The Polish Economic Society is an association of employers focused on unlocking the country's business potential and economic patriotism.




Polish Chamber of Commerce allows us to participate in the process of consulting draft legislation and to take part in sessions of parliamentary committees.




Polish Trade and Distribution Organisation aims to improve conditions stimulating the growth of trade protecting free competition and free access to markets.




American Chamber of Commerce in Poland is a politically neutral, non-profit organisation working to develop Polish-American economic relations.




Employers of Poland is the oldest and largest employers' organization in Poland.




Polish Coalition for Sustainable Palm Oil is a forum allowing us to work on raising awareness of palm oil from sustainable sources.




UN Global Compact is the largest global initiative bringing together companies and institutions contributing to sustainable development.




The Charter of Diversity is an international initiative under the auspices of the European Commission, with its members undertaking to promote diversity and build an inclusive organisational culture.




National Chamber of Commerce undertakes actions aimed at improving the business environment and restoring the right position for entrepreneurs in economic and social life.




Polish Lewiatan Confederation is a venue allowing us to ensure competitive business conditions, sustainable economic growth, better laws, healthy competition, increased employment and strengthened social capital.




Warsaw Enterprise Institute is a think-tank which is the expert and intellectual base of the Union of Entrepreneurs and Employers.




The Association of Business Service Leaders (ABSL) is a leading organization representing business services in Poland.




Friends of EFRAG is a network supporting high-quality corporate reporting standards and sustainable finance in the EU.




Polish Organisation of Franchisors protects the rights of and represents employers in accordance with the Code of Good Practices for the Franchise Market.




Polish Plastic Pact is a **Plastic Pact** initiative of the Ellen MacArthur Foundation. We are working towards changing the model of using plastics in packaging materials and promote the circular economy principle.




Club of Poznań Economic University's Partners is a venue to share our knowledge with students, club members and the scientific community.




The Consumer Goods Forum brings together consumer goods manufacturers and retailers. We are a signatory of the Global Food Safety Initiative (GFSI) and a member of two coalitions – with one of them preventing food waste and the other reducing the generation of plastic waste.



Krakow University of Economics is an entity which supports and coordinates the processes of cooperation with entrepreneurs and business environment institutions interested in implementing innovative solutions.



IMS Diversity Charter promotes inclusive workplace policies and practices, supporting diversity as a driver of innovation and growth.



World Business Council for Sustainable Development is a global CEO-led organization of over 200 businesses working together to accelerate the transition to a sustainable world.



ESG Centre of Excellence

The ESG Centre of Excellence plays a crucial role in advancing the company's sustainability efforts. Initially established within Żabka Polska, the Centre has expanded its mandate to operate at the Group level, reflecting the company's strategic sustainability commitments. It provides expertise, guidance, and support to ensure the successful implementation and monitoring of the sustainability agenda.



ESG Strategy Department

ESG Reporting Department

The ESG Strategy Department, led by Rafał Rudzki, Sustainability Director at Żabka Group, is responsible for defining and implementing the ESG Framework of the Żabka Group and ensuring its alignment with the company's business strategy. The team focuses on developing and executing strategic plans, managing key ESG initiatives, integrating non-financial standards into operational activities, and supporting climate transformation, including decarbonisation. Collaboration with business partners and communication with external stakeholders are essential elements of the team's activities.

The ESG Reporting Department, led by Katarzyna Średzińska, ESG Reporting Director at Żabka Group, is responsible for the development and improvement of non-financial reporting processes within the organization. The team's key tasks include ensuring the high quality and compliance of reported ESG data with applicable regulations (such as CSRD and the EU Taxonomy), verifying the credibility of the implemented strategy's outcomes, and conducting ongoing data analysis.



 Convenience ecosystem