



APPROVED
at AS "CleanR Grupa" Council meeting of 8 Apr 2026.
Decision No 2

at AS "CleanR Grupa" Board meeting of 7 Apr 2026.
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AS "CleanR Grupa" Personnel Policy

1. Introduction

AS "CleanR Grupa" (hereinafter also the Group or Subsidiary Companies of the Group) provides society with essential services. At the same time, the Group is aware that a sustainable human resources policy is an essential precondition for sustainable entrepreneurship, reputation, and trust on the part of customers, business partners, and society.

2. Scope

The Group's Personnel Policy (hereinafter the Policy) applies to all the companies directly or indirectly owned by CleanR Grupa where the Group is the majority shareholder or exercises full operational control.

3. Aim and basic principles

The aim of this Policy is to lay down fair, systematic and effective principles for human resources management to attract best employees and foster the development of their talents. The Group's mission is to serve "people and the planet", emphasizing that the care for its employees inevitably includes care for a sustainable environment.

The Group operates according to the Constitution of the Republic of Latvia, the country's labour laws and regulations, as well as the following international legal frameworks on human rights and fundamental rights at work: the UN Guiding Principles of Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, as well as the UN Universal Declaration of Human Rights and the Ten Principles of the UN Global Compact.

The Group pursues a safe working environment. The Group seeks to build a working environment in which employees feel recognized irrespective of the specifics of the job position or the nature of the work itself. The Policy follows the equal treatment principle, precluding discrimination based on sex, age, race, religious beliefs, and the like. The Group ensures an inclusive working environment where every employee has a chance to reach their potential and receive fair pay.

The Group's company culture and success is driven by its employees—the Group's workforce—who pursue the Group's Outstanding Performance Standard, which includes:

- Focus on the results.
- Intensive work.
- Productive cooperation.
- Openness to new ideas.
- Ambition to achieve more.

4. Personnel planning and selection

Personnel planning is carried out in a timely and systematic manner, in line with the Group's business strategy and by identifying the necessary competencies for future growth. During the planning process, the necessary number of employees is identified and the action plan to attract the necessary skills is worked out accordingly.

The Group uses a systemic approach to personnel planning which includes the creation of job profiles and due assessment of internal and external candidates. During the employee selection process, the Group keeps a close eye on the following:

- Eligibility review: a candidate possesses the competencies defined in the job description, the necessary work experience, and relevant traits of character.
- Suitability review: a candidate's behaviour and attitudes comply with the company culture, which is based on the Group's Outstanding Performance Standard.

To ensure business continuity, the Group identifies crucial jobs and people. During the performance review, the Group pays particular attention to ensuring short-term replaceability of these jobs / people and long-term succession.

The Group fosters long-term cooperation, and it is interested in attracting employees who are motivated to be and grow with the Group in the long run.

5. Selection and removal of independent council members and board members

The selection of the independent members¹ of the Group's Council and members of the Group's Board is a structured process, the aim of which is to ensure competent, ethical and experienced leadership, following principles of good governance:

- Suitability review: a candidate's experience, knowledge, and skills individually as well as in cooperation with the other board and council members are assessed.
- Reputation and independence: a candidate's reputation and independence in decision-making is valued highly, as well as the absence of a conflict of interest is required.
- Strategic leadership and oversight: the independent members of the Group's Council are selected to carry out the company's strategic management and oversee the work of the Group's Board, while the members of the Group's Board are selected with the aim to conduct the company's day-to-day management.

The members of the Group's Council and the Group's Board are recalled according to the Commercial Law of the Republic of Latvia, which provides the legal framework for recalling council and board members from their position.

6. Employee motivation

The Group's employee motivation system seeks to encourage people to desire and be able to make a conscious effort toward the company's goals as well as to attract and retain talented employees by ensuring a transparent use of funds, high employee engagement, and the achievement of the Group's financial and non-financial objectives. The Group motivates its employees utilizing monetary and non-monetary incentives adapted to various job positions.

The monetary incentives for employees with a material impact on operational results include a fixed monthly salary and the variable or bonus component tied to performance and/or achievement of targets. The pay structure is well-balanced not to pose a disproportionate risk to an employee's financial stability. Additionally, employees are provided with monetary (allowances, gifts) and non-monetary (paid holidays, events) benefits and flexitime if the job position permits. To foster employee well-being, the Group provides all its employees with health and accident insurance.

To strengthen long-term loyalty among board members and heads of centralized functions, the Group has devised an employee share option scheme.

7. Performance review and talent spotting

Performance review plays an important role in driving the implementation of the Group's strategy, therefore it has been introduced across all the Subsidiary Companies of the Group and is conducted no less than once a year.

The targets are set and their execution is supervised by the Targets Committee, which ensures that the set targets are well-balanced and non-conflicting at a company level. It allows to objectively assess the contribution of a business unit toward the overall results of a subsidiary company as well as the Group.

One of the desired outcomes of the performance review is to identify specialists and managers who are able to assume greater responsibility in the future and strengthen the Group's succession potential. Talent is spotted by discussing the growth ambitions and potential advancement of high-performing employees.

8. Employee development

The Group wishes its employees to develop as personalities; therefore, it seeks to create an environment in which every employee may thrive. A systematic development of employee competencies and skills is an

¹Given the Group's parent company's—AS "CleanR Grupa"—ownership structure and shareholder representation on the Group's Council, the selection procedure described in Paragraph 5 primarily applies to the selection, election, and recall of the independent council members to ensure a well-balanced composition of the council, competence diversity, and independent oversight according to good corporate governance principles.

important factor to ensure the Group's competitiveness. The development is primarily aimed at improving competencies, paying particular attention to the development of managerial skills and building of a safe workplace.

A competence development plan is worked out in line with the aspects identified at the performance review, which helps to achieve the set targets.

Career development is planned according to an employee's potential and the Group's strategic needs. The Group also fosters internal mobility, giving employees an opportunity to grow professionally and occupy new positions within the Group. In general, the Group hails employees' courage to test new ideas and consistently develop new skills, fostering an innovative approach to work processes. The Group makes sure that the knowledge on best practice in corporate culture and business ethics is consistently maintained.

9. Implementation of the Policy

The AS "CleanR Grupa" Board as a whole and the boards of each subsidiary company of the Group individually are responsible for the implementation of this Policy, allocating the necessary resources.

The heads of business units are responsible for the management, motivation, direct target setting within their team, as well as feedback provision to their team. The heads make sure that the working environment is safe, free of conflicts of interest, and based on respect. The heads are responsible for the implementation of the Policy at their business units.

The Group's Chief Human Resources and Administrative Officer and human resources specialists work out and update internal normative documents, provide methodological support to managers, and oversee the implementation of the Policy. The Group's Chief Human Resources and Administrative Officer ensures the updating of the Policy as required, but no less than every three years.