

Area	Activity	Target	Measurement	2023	2024	2025	2026	2027	2028	2029	2030	Responsibility		
ENVIRONMENTAL	Reducing carbon footprint	Reducing CO2 emissions directly related to the Group's business activity (scope 1 and 2)	Done/not done	Establishing a starting point, proposals of reduction activities	Second measurement, setting reduction targets							Administration, ESG team		
		Reducing product CO2 emissions - constructed buildings (scope 3)	Done/not done	Measurement of reference office building and setting its targets	Implementing procedures and ideas in other office projects	Monitoring	Presentation of results in the entire portfolio	Monitoring	Monitoring	Monitoring	Monitoring	All new office buildings are net-zero	Design, procurement, construction teams	
				Measurement of reference building with apartments for rent and setting its targets	Implementing procedures and ideas in other projects with apartments for rent	Monitoring	Presentation of results in the entire portfolio	Monitoring	Monitoring	Monitoring	Monitoring	All new buildings with apartments for rent are net-zero	Design, procurement, construction teams	
				Measurement of reference residential building and setting its targets	Implementing procedures and ideas in other residential projects	Monitoring	Presentation of results in the entire portfolio	Monitoring	Monitoring	Monitoring	Monitoring	All new residential buildings are net-zero	Design, procurement, construction teams	
	Ensuring a positive impact of the Group's business activity on urban greenery	Introducing guidelines on existing trees' maintenance on the design and construction stages	Done/not done	Full implementation and promotion in Echo	Full implementation and promotion in Archicom								EHS, ESG team	
		Ensuring a sufficient level of replacement plantings	Dendrologist research on the tree replacement in terms of quantity and quality	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	Replacement ratio at the minimum level of 2 (quality and quantity)	ESG Team, external research	
	Promoting green energy	Using only green energy in our offices (Kielce, Warsaw, Wrocław)	Percentage of certified/renewable energy in the total energy consumption	100%	100%	100%	100%	100%	100%	100%	100%	100%	Administration	
		Providing green energy to office and retail buildings in operation owned by the Group	Percentage of owned buildings in operation (per GLA) using certified/renewable energy	50% of the portfolio	75% of the portfolio	100% of the portfolio	100% of the portfolio	100% of the portfolio	100% of the portfolio	100% of the portfolio	100% of the portfolio	100% of the portfolio	Property Management	
		Providing green energy to CitySpace locations	Percentage of certified/renewable energy in the total energy consumption	70%	80%	90%	100%	100%	100%	100%	100%	100%	CitySpace administration	
		Providing green energy to construction sites	Percentage of certified/renewable energy in the total energy consumption	30%	60%	90%	100%	100%	100%	100%	100%	100%	Construction, Procurement	
	Preventing urban sprawl	Implementing big-scaled, urban, mixed "destination" projects (multi-stage, public area component, access to urban facilities - public transport, convenience, school/kindergarten)	Percentage of such projects in the total usable space under construction and in planning stage (by usable space)	50%	50%	50%	50%	50%	50%	50%	50%	50%	Land acquisition, design	
		Building projects within city borders with easy access to basic urban facilities (public transport, convenience, school/kindergarten)	Percentage of started residential projects - for sale and for rent (by usable space) located within city borders	100%	100%	100%	100%	100%	100%	100%	100%	100%	Land acquisition	
Buying brownfield properties for future projects (previously used for other buildings, production, etc.)		Percentage of brownfield land properties bought during the whole period 2023-2030					90%					Land acquisition		
SOCIAL	Equal opportunities for employees	Women holding key directorial positions	Percentage of women holding key directorial position	40%	45%	45-55%	45-55%	45-55%	45-55%	45-55%	45-55%	Management Boards, HR		
		Limiting pay gap between men and women on comparable posts	Women to men total annual remuneration ratio (counted in particular levels according to Kornferry Hay method)	Establishing a starting point	Max. 10 p.p. difference	Max. 9 p.p. difference	Max. 8 p.p. difference	Max. 7 p.p. difference	Max. 6 p.p. difference	Max. 5 p.p. difference	Max. 5 p.p. difference	HR		
	Wellbeing of employees	Taking care of employees' appropriate holiday rest	Number of unused vacation days	Zero unused vacation days from 2022 (and previous) at the end of 2023.	Zero unused vacation days from 2023 as at 30th September 2024	max. 12 unused days of current vacation in average at the year end	max. 10 unused days of current vacation in average at the year end	max. 10 unused days of current vacation in average at the year end	max. 10 unused days of current vacation in average at the year end	max. 10 unused days of current vacation in average at the year end	max. 10 unused days of current vacation in average at the year end	max. 10 unused days of current vacation in average at the year end	HR, Managers	
			Percentage of employees that took two weeks of continuous vacation	80%	90%	100%	100%	100%	100%	100%	100%	100%	HR, Managers	
	Zero fatal accidents on construction sites	Annual training programme based on the observations from recent year and current needs	Number of fatal accidents among the company's employees and subcontractors' employees working on construction sites	0	0	0	0	0	0	0	0	0	EHS	
	Providing high standards of social facilities on all construction sites	Increasing a level of wellbeing on construction sites	Number of construction sites with social facilities meeting internal standards	Introducing the standard into agreements with contractors and subcontractors	all new construction sites managed by the Group	all new construction sites managed by the Group	100% of construction sites managed by the Group	100% of construction sites managed by the Group	100% of construction sites managed by the Group	100% of construction sites managed by the Group	100% of construction sites managed by the Group	100% of construction sites managed by the Group	EHS, Procurement, site coordinators/directors	
Assessment of social facilities quality during ESSV visits			Introducing clear assessment criteria, base level and target	Setting targets for the future									EHS, ESG Team, Management Team	
Being a good neighbour	Establishing a system of complaints registration and their management on construction sites	Satisfaction level of workers on construction sites	Developing and introducing a satisfaction survey on construction sites	Setting targets for the future								Site coordinators/directors, ESG Team		
		Number of complaints registered	Introducing an electronic system of complaints registration on all construction sites	Monitoring	Analysis, conclusions and suggesting improvements	Setting targets						Site coordinators/directors, EHS		
GOVERNANCE	Equality and diversity in governing bodies	Increasing women presence in Archicom Supervisory and Management Boards	Percentage of women in Archicom Supervisory Board	16%			Minimum 40% in Supervisory Board or minimum 33% in Supervisory and Management Boards jointly					Equality in both boards - meaning women holding 45-55% of seats	Shareholders and Supervisory Board	
			Percentage of women in Archicom Management Board	25%										
		Increasing women presence in Echo Investment Supervisory and Management Boards	Percentage of women in Echo Investment Supervisory Board	12%			Minimum 40% in Supervisory Board or minimum 33% in Supervisory and Management Boards jointly						Equality in both boards - meaning women holding 45-55% of seats	Stakeholders and supervisory board
			Percentage of women in Echo Investment Management Board	20%										
	Development of ESG awareness in the governing bodies	Designating a management board member responsible for ESG strategy and current topics to be discussed by Management Boards and key directors	Done/not done	Done									CEO	
			Numbers of formal meetings covering the topic	2	2	2	2	2	2	2	2	2	2	Legal team, Management Boards
	Improving corporate governance and promoting ethical behaviours	ESG analysis to be discussed with the supervisory boards	Numbers of formal meetings covering the topic	1	1	1	1	1	1	1	1	1	1	Legal team, Management Boards
			Compliance with WSE Best Practices	Done/not done	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Annual review with the recommendations of changes (decreasing number of non-conformities or implementation of new Best Practices)	Compliance officer/Legal team
Ethics trainings for employees	Percentage of trained and tested employees	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Compliance officer/Legal team, Communication team		
		Internal communication materials/actions promoting and refreshing the foundations of the system	4	4	4	4	4	4	4	4	4	4	Compliance officer/Legal team, Communication team	