



PPC S.A. RECRUITMENT REPORT for the year 2023

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PPC S.A. Annual Recruitment Report for 2023

Introduction

PPC is currently going through a period of modernization and multi-level transformation on the axis of broadening the field in which it operates in order to implement its business plan with the key pillars of decarbonisation and investment in renewable energy sources, digital transformation, and a radical shift in customer service philosophy. At the same time, the global electricity sector has entered a period of radical technological and entrepreneurial changes. As such, the strategic projects included in the company's new business plan chart the company's course in the near future and ensure its long-term sustainability in view of the challenges of the new highly competitive economic and regulatory environment, as well as the high demands and constantly increasing needs of consumers.

In the direction of achieving its strategic and operational transformation, and in light of its new investment moves, its new operational structures, as well as the new specialised skills and knowledge required and not existing in the organisation, in 2023 PPC focused on strengthening its human resources, adapting its recruitment strategy to meet not only the company's development needs, but also the new challenges in the energy market. Attracting talented and skilled professionals was a key goal for improving the company's efficiency and innovation.

This Report describes the framework that governs the recruitment of PPC personnel and executives and provides the statistical data pertaining to recruitment in 2023 per area of activity and related jobs. Moreover, the report describes the strictly structured processes and criteria – the tools for ensuring objectivity and transparency in recruitment – for the selection of candidates.

Regulatory framework

Article 6 of PPC S.A.'s Rules of Operation [Committees of the Board of Directors] states that: *"Pursuant to Article 10 of Law 4706/2020 and the Company's Articles of Incorporation, the following Committees ... b. The Nomination, Remuneration and Recruitment Committee (NRRC) entrusted with the duties and operation laid down in Articles 10, 11, and 12 of Law 4706/2020 have been formed within the Company"*.

Article 10(3) of the Articles of Incorporation of PPC S.A. [Competencies of the Board of Directors] states that: *" ... Moreover, the Board of Directors, upon recommendation of the Nomination, Remuneration and Recruitment Committee, shall approve the recruitment policy of the Company, pursuant to the relevant legislation as applicable each time."*

In the context of the above, by Decision No. 131/22.11.2022, PPC S.A. Board of Directors issued the Personnel Recruitment Policy and the Executive Recruitment Policy, which apply to the filling of available jobs by external candidates who apply for positions with open-ended or fixed-term contracts. The Personnel Recruitment Procedure and the Executive Recruitment Procedure were then determined under the authorisation and supervision of the Human Resources & Organisation Division (now the Human Resources & Organisation Group Function), with the aim of serving the business strategy of PPC S.A. by attracting trained and specialised candidates capable of meeting the new challenges of the market and supporting the Company's development goals.

The fundamental principles of the Recruitment Policy are meritocracy, justice and protection of human rights, principles that are the foundation of an equal, fair and impartial recruitment procedure.

PPC S.A. respects the right to privacy and confidentiality of candidates who submit a job application to the Company. During the recruitment process, it is necessary to process and keep a personal data file in accordance with the applicable legislation on personal data protection, including the General Data Protection Regulation.

Recruitment statistics

For 2023, total recruitment amounted to 326 persons covering various sectors and roles. Specifically:

- Total recruitments: 326
- Personnel recruited: 267
- Executives recruited: 59
- Total job announcements posted: 290 (231 personnel and 59 executives)

For the Personnel and Executive Recruitment process to be effective, 269 officers from all PPC Departments were trained so that all those involved in the individual stages of the recruitment process were fully informed and trained on the company's new recruitment framework.

Recruitment process and Selection Criteria

The recruitment process for personnel and executives involves various stages, which are designed to evaluate the skills, experience and suitability of candidates for the prescribed jobs. By adopting these stages, PPC S.A. has ensured that the recruitment process is fair, objective and transparent, contributing to the creation of a capable and reliable workforce.

The basic criteria that are taken into consideration in evaluating and selecting the candidates arise from the requirements for each job and include the following categories of evaluation criteria:

- a. Education: Academic qualifications and level of degrees
- b. Foreign language skills: If required in the context of role description
- c. Specialised Certifications / specialised knowledge / professional licenses:
Depending on role and responsibilities
- d. Professional experience: Relevant experience in position and/or in related sectors
- e. Locality: Provided it is a personnel position in production or the retail network in the country's periphery
- f. Skills and Capabilities: Technical and Behavioural skills in accordance with the requirements of the role and behavioural profile required by the company, respectively

More specifically, the selection procedure for personnel is carried out systemically through a specially designed platform, and each selection criterion (a, b, c, d, e) corresponds to specific points. Each job has a unique configuration and the selection of each criterion is based exclusively on the description of each role.

The process, which was followed based on the corresponding recruitment policies for the recruitment of personnel and executives, the overall supervision of and responsibility for which lies with the Recruitment and Training Department (RTD) - included the following stages for 2023:

1. Planning and Approval of Recruitment:

During this stage, the annual recruitment needs for 2023 were collected per role and per Department, based on strategic business objectives and priorities.

Following finalisation of the plan in terms of manpower and costing at the salary level – depending on the level and specialisation of each role – the annual recruitment plan for all the Departments of the company for 2023 was submitted and approved by PPC's senior management at the end of 2022.

2. Creation of job description and setting of requirements:

Upon approval of the annual recruitment plan for 2023, the RTD, the competent Human Resources Departments (HRD), the Personnel Development and Compensation Department (PDCD) and the competent executives of each interested organisational (or business) unit:

- Defined the main responsibilities of each approved job to be filled, the salary level (in accordance with the applicable BoD Decisions), as well as the special working conditions (e.g. shifts, frequency of travel, overtime, availability in emergencies, etc.).
- Examined the job requirements and agreed on the necessary qualifications, such as level and field of academic studies, technical knowledge and capabilities, level of foreign language fluency, special IT knowledge and/or certifications, relevant experience (in a job and/or sector) and the desired behavioural skill set. Subsequently, and after finalising the job descriptions, they received approval from the competent executives of each interested business unit for posting of the jobs to be filled.
- More specifically, in the case of filling jobs for personnel, the RTD configured the application reception and management system based on the selected objective selection criteria, depending on the specifications of each job description. The configuration is unique for each job advertised.
- Decided on the composition of the interview panel and the executives who participated in each step of candidate evaluation.

3. Selection of the way of managing job filling and posting of the relevant announcement:

Depending on the specific nature of the role and/or the specific conditions of selection and recruitment, the RTD and the competent HRD decided whether management and filling of the jobs would take place internally, with own resources, or externally, through outsourcing (the reasons for outsourcing for 2023 were the following: difficulty finding candidates - voiding of an announcement, filling executive roles with a high level of technical specialisation, high demand but low supply, confidential/critical nature of executive role for PPC).

Following approval of the job descriptions, the RTD proceeded to draw up and post the relevant job announcements.

Depending on the profile of the positions to be filled, the announcements posted in 2023 were published either on the Company's website, on job searching websites (Kariera.gr) or on a professional social media platform on which the Company maintains an official account (LinkedIn).

The deadline for submission of applications is defined to at least fifteen (15) calendar days.

4. Submission of Applications

To fill positions for personnel, at this stage the applications from interested candidates per job announcement were collected via CVs sent to the company platform created and configured, per announcement – by the RTD – for submission and management of applications.

To fill executive positions, the candidates' applications per job announcement were collected via CVs sent to the special RTD (PPC – HR Department) email account for receipt and management of applications.

5. Evaluation of Applications

At this stage, candidates' CVs were evaluated based on predetermined job requirements, qualifications and specifications.

More specifically, CVs sent for personnel jobs were checked against the data declared on the platform to generate a shortlist of candidates in accordance with the points awarded under the objective selection criteria for each announcement.

6. Conducting of Interviews

When the relevance of CVs had been checked, as described in section 5, the company proceeded to hold interviews with the candidates who met the selection criteria and the job requirements.

The first round of interviews for all recruitment of personnel was conducted either in person or remotely (on screen), based on the company's Structured Interview Guide, by RTD representatives and specialised partners, as well as by experts from the interested Departments if necessary. More specifically, to fill one (1) personnel job, in the first round of interviews, at least six (6) positively evaluated candidates went through to this stage.

The second round of interviews for all recruitment of personnel was conducted either in person or remotely (on a screen), based on the company's Structured Interview Guide, by panels of the company's representatives and, more specifically, with the assistance of at least two (2) different representatives, including one (1) executive from the Human Resources & Organisation Department and one (1) executive from the competent Group Function (line manager), depending on the organisational structure of each unit. More specifically, to fill one (1) personnel job, in the second round of interviews, at least three (3) positively evaluated candidates passed through from the first-round interview.

Moreover, an optional final interview with the selected candidate may be carried out by the Chief Officer or Director concerned, depending on the organisational structure of each unit, if deemed appropriate.

More specifically for the recruitment of executives, a round of biographical interviews was conducted by a panel of company's representatives, with the assistance of at least two (2) different representatives, including one (1) executive from the RTD or one (1) executive from the competent Human Resources Department and one (1) executive from the competent Group Function or Department concerned (line manager), depending on the organisational structure of each unit.

All evaluators are kept apprised of the Conflict of Interest Policy and must notify the RTD – filling out the Conflict of Interest Form – in the event that there is a personal

relationship with a candidate to be evaluated which may affect the outcome of the evaluation to the company's detriment.

7. Completion of Candidate Selection Procedure & Preparation of Job Offer

Following completion of the interviews in each round, the participating evaluators jointly completed, by agreement in each round, the company's interview minutes with the total score of the candidates interviewed, listing them in order of evaluation of their appropriateness for the role. The interview minutes are collected and kept in an electronic file by the RTD.

Following the selection of the candidates shortlisted for the role, the RTD, in cooperation with the Personnel Development and Compensation Department (PDCD), prepared the financial offer for the position, based on the relevant BoD Decisions on remuneration of the newly recruited personnel. The preparation of the financial offer is subject to a vetting of the submitted documentation.

Based on the overall assessment/CV of the shortlisted candidates, the length of their experience in the field of their role and/or their overall experience, the category of role to which they belong and the high specialisation/complexity of their job, specialised knowledge and/or specialised certifications, the PDCD recommended the salary range, as documented in the BoD's decisions related to salary ranges, and approved the final salary per candidate. Approval of the salary of the newly recruited candidates in the financial job offer was completed by the Chief Human Resources and Organisation Officer (now Chief People and Organisation Officer PPC Group) through the signing of the job offer.

In particular, in order to prepare job offers for executives, the salary ranges were followed, based on the applicable Remuneration Policy.

8. Documentation check

Following acceptance of the formal job offer by the selected candidates and the carrying out of a positive vetting of the submitted documentation of formal qualifications, based on the described qualifications per role, by the Human Resources Management Department (HRMD), the recruitment process for personnel and executives was launched (creation of service file, drawing up of employment contract, issuing of Employee Registration Number, creation of recruitment announcement, and update of insurance funds and payroll) on the mutually agreed commencement date.

Conclusions

PPC SA remains committed to selecting the right candidates for the right position, with the ultimate goal of ensuring a technically skilled and competent workforce with high potential and capabilities, which will continue to promote the company's innovation and efficiency. The process for recruiting personnel and executives at PPC through open job vacancy announcements, clear selection criteria and the user-friendly application process give all interested parties the opportunity to submit an application. At the same time, the structured processes and the multi-level evaluation ensure selection of the most suitable candidates for each position, so that PPC can maintain high standards in its recruitment, ensuring the attraction of talent, the development of talent and, by extension - through the filling of critical positions - the company's long-term business evolution and resilience.