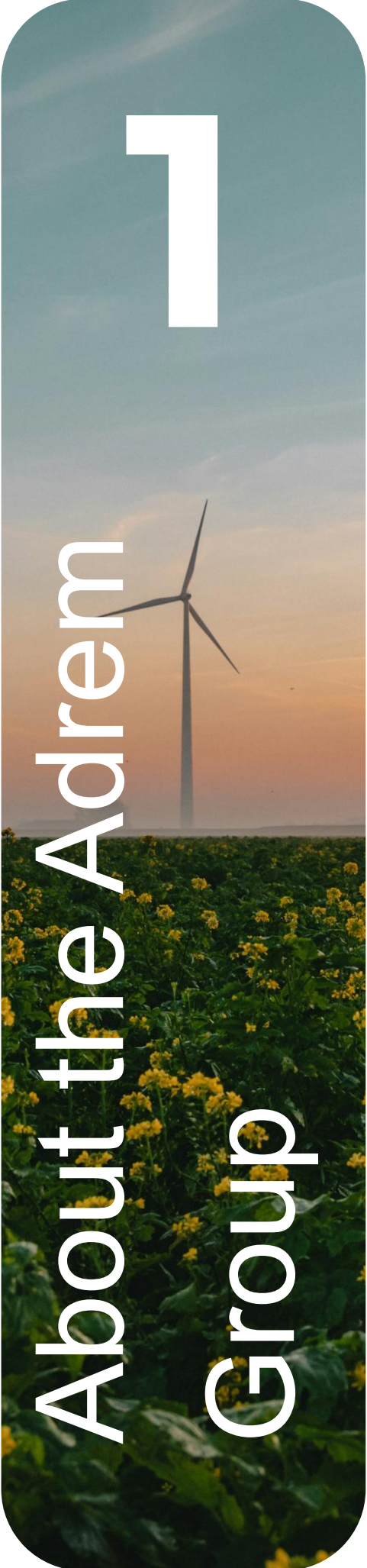


The background image shows a landscape with several wind turbines in the distance, silhouetted against a sunset sky with orange and blue hues. The foreground is filled with a dense field of green plants with small yellow flowers. A thin blue vertical line is on the left side of the image.

2023-2024 Sustainability Report



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Message of the CEO

Dear colleagues,
shareholders and partners,

We live in a time when economic success can no longer be seen separated from responsibility towards the people, the environment and the community. In a constantly changing world, we have understood that true performance is measured by the balance between technological progress and the positive impact each of us has on the society. The Adrem Group's 2023-2024 Sustainability Report reflects this balance - the way we have integrated the sustainability principles within our activities, driven by the desire to contribute to a cleaner, more efficient and more equitable economy.

Change is a constant element in our lives, and sustainability represents the way in which we do things. It is how we relate to the energy we consume, the resources we use and, most importantly, the people we work with. In more than 30 years of activity, we have evolved from a family business to a group of companies which actively contributes to the modernization of the Romanian energy system. Today, Adrem Invest, Adrem Engineering and Adrem Link have merged into a wonderful team, determined, strong, employing approximately 1000 people in 18 counties. We are all united by the same mission: supporting Romania's energy transition through innovation, efficiency and responsibility.

Throughout the past two years we have consolidated our governance structures and managed to align with the international performance standards. This report has been prepared in accordance with the **GRI Standards** and complies with the European requirements for non-financial reporting. By implementing the integrated management systems – quality, environment and occupational health (ISO 9001, ISO 14001, ISO 45001) – we have ensured a solid framework for ethics, transparency and operational efficiency.

Environmental responsibility remains one of our strategic priorities. During the reporting period, our total energy consumption was reduced from 1.289 tonnes of oil equivalent in 2023 to 1224 tonnes of oil equivalent in 2024, following the implementation of energy efficiency measures in all of the company's branches. The results were confirmed through internal and external audits, with neither non-compliances nor environmental complaints, and in 2025 we intend to implement the requirements of the **ISO 50001** Standard for Energy Management Systems. Such initiatives underscore our environmental responsibility and our contribution to the global transition towards a sustainable future.

Beyond these indicators, we believe that our power comes from the people. Both myself and my colleagues have always wanted Adrem's identity to be governed by professionalism, team spirit and respect: towards our colleagues, our partners, our suppliers, towards the environment and everything we do. Between 2023 and 2024, we continued to provide our employees with a safe, equitable working environment, free from discrimination, while strengthening the professional training and development processes, in which each colleague has the chance to learn, develop and contribute to a company which emphasizes both responsibility and trust.

Education is a field of constant investments, given our awareness of the fact that the future of energy is built by well-trained people. Programs such as „**Electrician Apprentice**”, **The Leadership School**, **Career days in the energy industry** and partnerships with organizations such as the **Romanian Business Leaders Foundation**, **YOUSTARS** or the **Leaders Foundation** illustrate our commitment to forming new generations of specialists and leaders.

The communities in which we operate are also part of our story. During the past two years, we have continued supporting projects with social, educational and environmental impact, alongside trusted partners such as the **SMURD Foundation**, **Viitor Plus**, **Narada** and **Progress Bistrița**. Our sponsorships and volunteering activities have exceeded 300.000 lei, directed at initiatives which bring value to the society. It is our strong belief that any act of commitment, no matter how small, strengthens the bridges between our company and the community and contributes to the social cohesion Romania needs so much.

From an economic perspective, we have continued to invest responsibly, with over 90% of local suppliers, thus contributing to the development of the economy. This local orientation allows us to have a more sustainable supply chain and a closer collaboration with our partners throughout the territory.

Looking ahead, we are aware of the fact that the transformation of the energy sector and the transition towards a sustainable economy are bound to bring both complex challenges, as well as wonderful opportunities for our country. We will align with this trend. For the coming years, it is our intention to keep optimizing internal processes, digitalising the operational flows and increasing energy efficiency, while complying with our commitment towards the people, the communities and the environment.

The performances within this report are the result of our colleagues' dedication and professional attitude, our partners' trust and the openness of the communities in which we operate. I would like to express my gratitude to all those who, by their hard work and responsibility contribute every day to turning our vision into reality. It is a wonderful purpose, and I am delighted that we are part of it.

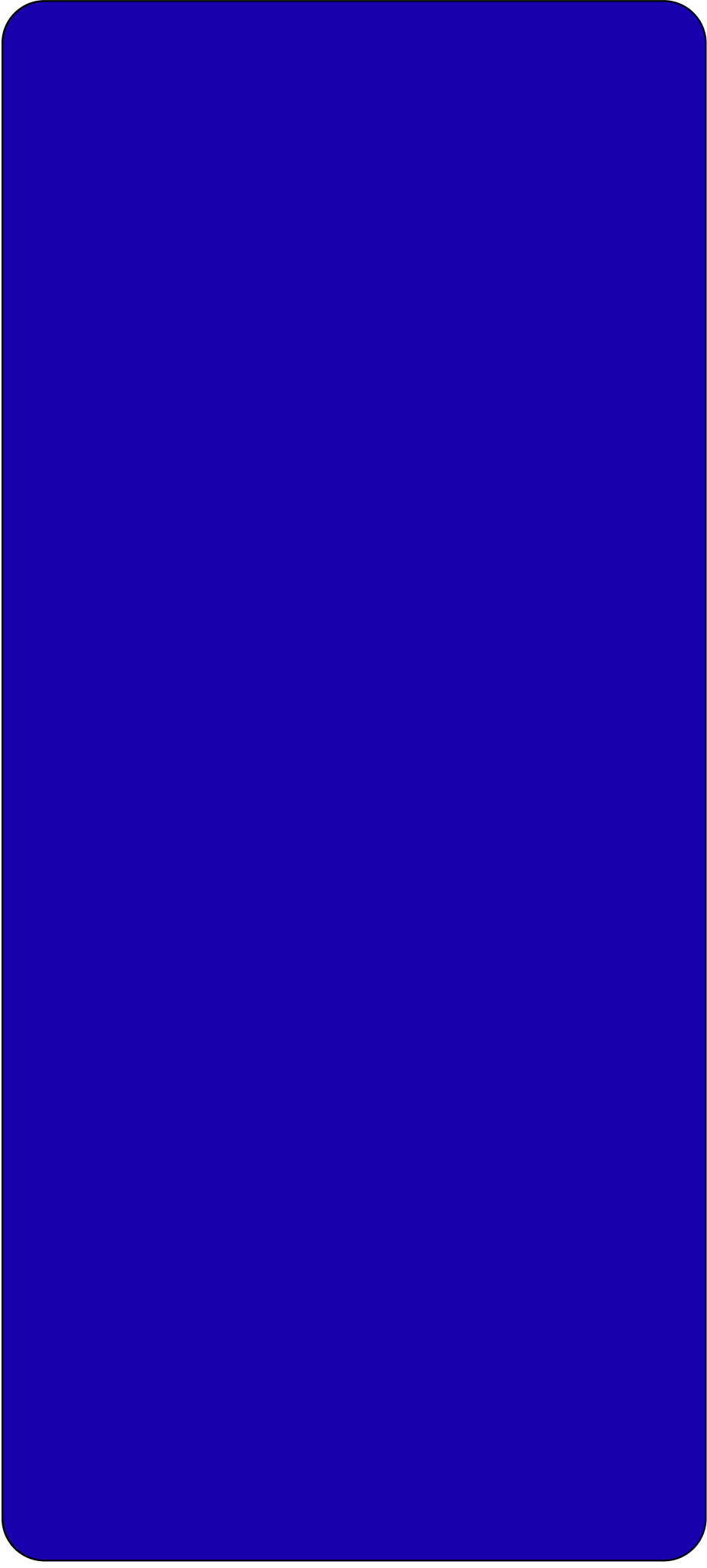
It is my firm belief that the energy of the future lies not only in technology, but also in the people. In their courage to innovate, in their desire to build and in their conviction that real progress is the one leaving a positive impact for the future generations. It is with this certainty in mind that we work towards a cleaner, better, more sustainable future for the energy sector.



Corneliu Bodea 
Chief Executive Officer
Adrem Group



1. About the Adrem Group



About the Adrem Group

Organizational Details

GRI 2-1

Adrem is a family business, set up in 1992 by brothers Adrian and Corneliu Bodea, who understood that Romanian industry needed technological innovation. The Adrem Group is currently one of the largest groups of private Romanian energy services companies and the only one that collaborates with all major energy distribution operators in Romania.

Adrem Group supports the transition towards renewable energy by providing dedicated solutions and services in the energy sector, by means of its three companies: Adrem Invest SRL, Adrem Engineering SRL and Adrem Link SRL (hereby referred to as AI, AE, AL and Adrem Group), each of them specialized in its market segment. Approximately 1.000 employees ensure the necessary expertise and skills in order to plan, develop and implement turnkey solutions, adapted to our clients' needs, with projects covering the entire country.

Adrem Invest SRL, Adrem Engineering SRL and Adrem Link SRL, hereinafter referred to as "the Companies", "the Group" or "Adrem", are limited liability companies, incorporated and operating in accordance with Romanian law, with their registered office in Bucharest, 93-95 Emanoil Porumbaru Street, Park Avenue Business Centre, 3rd floor, Sector 1, postal code 011424.

 **Adrem Invest SRL**, established in 1992, is registered with the National Trade Register Office by the Bucharest Tribunal under no. J2006001357402, with VAT number RO3020924.

 **Adrem Engineering SRL** is registered with the National Trade Register Office by the Bucharest Tribunal under no. J2013008354404, with VAT number RO31954525.

 **Adrem Link SRL**, is registered with the National Trade Register Office by the Bucharest Tribunal under no. J2016007380405, with VAT number RO36126264.

GRI 2-1

The companies are wholly owned by **ADREM ENERGY SOLUTIONS S.A.**, a Romanian legal entity, incorporated as a closed joint-stock company, which operates in accordance with Romanian law and is registered with the National Trade Register Office by the Bucharest Tribunal under no. J2021020431403, VAT number RO45254785, with its registered office in Bucharest, 93-95 Emanoil Porumbaru Street, Park Avenue Business Centre, 3rd floor, Sector 1, postal code 011424.

The Adrem Group operates across Romania in 18 counties and the municipality of Bucharest, as follows::

2023	Headquarters	Nature of ownership and legal form	Shareholders	Operational area
Adrem Invest SRL	Bucharest, Sector 1, Str. Emanoil Porumbaru, No. 93-95, 3rd floor	Commercial company with limited liability and fully privately owned	Adrem Energy Solutions S.A. – 100%	România: Argeş, Brasov, Dolj, Gorj, Ilfov, Mehedinţi, Olt, Teleorman, Vâlcea, Bacău, Botoşani, Iaşi, Neamţ, Suceava, Vaslui, Hunedoara, Timiş, Constanţa
Adrem Engineering SRL	Bucharest, Sector 1, Str. Emanoil Porumbaru, No. 93-95, 3rd floor	Commercial company with limited liability with fully privately owned	Adrem Energy Solutions S.A. – 100%	România: Braşov
Adrem Link SRL	Bucharest, Sector 1, Str. Emanoil Porumbaru, No. 93-95, 3rd floor	Commercial company with limited liability with fully privately owned	Adrem Energy Solutions S.A. – 100%	România: Arges, Dolj, Gorj, Mehedinţi, Olt, Teleorman, Vâlcea

About the Adrem Group

GRI 2-1

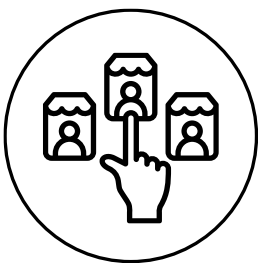
2024	Headquarters	Nature of ownership and legal form	Shareholders	Operating area
Adrem Invest SRL	Bucharest, Sector 1, Str. Emanoil Porumbaru, No. 93-95, 3rd floor	Commercial company with limited liability and fully privately owned	Adrem Energy Solutions S.A. – 100%	România: Argeş, Brasov, Dolj, Gorj, Ilfov, Mehedinţi, Olt, Teleorman, Vâlcea, Bacău, Botoşani, Iaşi, Neamţ, Suceava, Vaslui, Hunedoara, Timiş, Constanţa
Adrem Engineering SRL	Bucharest, Sector 1, Str. Emanoil Porumbaru, No. 93-95, 3rd floor	Limited liability company and fully privately owned	Adrem Energy Solutions S.A. – 100%	România: Bucharest, Braşov
Adrem Link SRL	Bucharest, Sector 1, Str. Emanoil Porumbaru, No. 93-95, 3rd floor	Commercial company with limited liability and fully privately owned	Adrem Energy Solutions S.A. – 100%	România: Argeş, Dolj, Gorj, Mehedinţi, Olt, Teleorman, Vâlcea

Activities, value chain and other business relationships

GRI 2-6

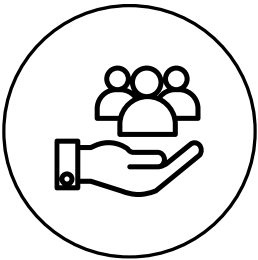
ADREM INVEST

The first of the three companies belonging to the Adrem Group, set up in 1992, Adrem Invest specialises in the development, digitalization and maintenance of electrical grids and provides complete solutions for utility networks, including the administration of measurement groups and smart metering management.



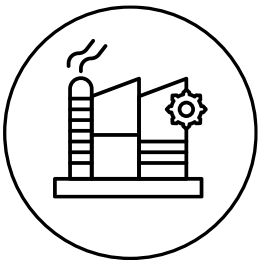
SUPPLIERS

- Materials for electrical network maintenance
- Noise attenuation filters for electrical networks
- Measuring and control devices
- Batteries for electronic meters
- Subcontractors specialized in electrical network maintenance



SERVICES FOR GRIDS

- Electric vehicle charging stations
- Smart metering, clean-up, troubleshooting
- Measurement group management
- Maintenance and works for LV and MV electrical networks
- Metrological verification laboratory for electric meters
- Meter repair workshop
- Electrical testing and analysis laboratory
- Operation services of the energy distribution grids



INDUSTRIES SERVED

- Electric Power
- Industrial Production
- Construction
- Water & Sewerage
- Electrified Transport
- District Heating
- Oil & Gas

Entities included in the organization's sustainability reporting

GRI 2-2

The Adrem Group's sustainability report for the reporting period includes consolidated information for the following legal entities:

- Adrem Invest;
- Adrem Engineering;
- Adrem Link.

These entities are considered relevant in terms of economic, social and environmental impact and reflect the main operational activity of the Adrem Group. The information presented in this report covers the sustainability data and performance of these three companies.

The scope of sustainability reporting is aligned with the consolidated financial statement, without significant differences between the two. Where certain information or data relates to only one of the entities (e.g. operational data, employees, social initiatives), this is explicitly indicated in the report.

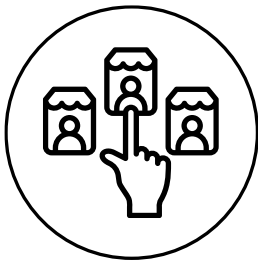
Now in its fifth reporting cycle, the Adrem Group's sustainability/ESG process is approaching a state of maturity. In this context, the company intends to regularly assess on a regular basis the organizational scope included in the reporting and gradually expand it, depending on the evolution of the group structure, the impact generated and its relevance from a sustainability perspective.

About the Adrem Group

GRI 2-6

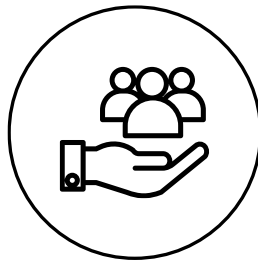
ADREM ENGINEERING

Adrem supports the digitalization of Romanian energy infrastructure, leading the local market in the field of industrial automation and performs all sorts of works ranging from complex entrepreneurship works to pieces of equipment developed within Adrem (over 3,000 own RTU equipment integrated in key projects).



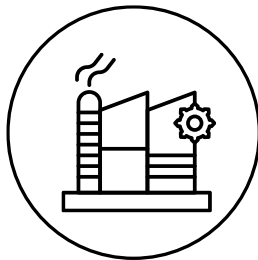
SUPPLIERS

- Electrical equipment for SCADA and automation
- Equipment for SMART Grid
- Materials for electrical networks and construction
- Software applications for SCADA and SMART Grid automation



SERVICES FOR GRIDS

- General Energy Contracting
- Energy Equipment
- Engineering and Design
- SCADA and Automation
- Intelligent Energy Network Systems – Smart Grid



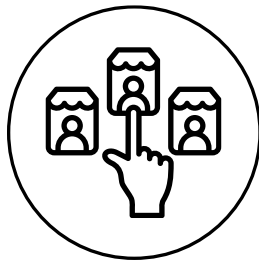
INDUSTRIES SERVED

- Electric Power
- Gas & Oil
- Water & Sewerage
- Construction
- District Heating
- Electrified Transport
- Energy Contracting

GRI 2-6

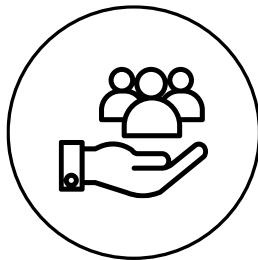
ADREM LINK

Adrem Link uses its expertise in order to develop and provide solutions for a more efficient, smart consumption, with emphasis on green energy. These solutions are intended for both B2B and B2C segments – turnkey solutions for energy efficiency, photovoltaic systems, energy management for smart cities and solutions for smart lighting. Also, Adrem Link ensures the reading of electrical meters for its 1.4 million clients in the Oltenia region.



SUPPLIERS

- Photovoltaic equipment
- Equipment for the charging stations of vehicles
- Lighting lamps
- Heating pumps and HVAC



SERVICES FOR GRIDS

- Obtaining financing for the renewable energy projects
- Photovoltaic panel installation services
- Energy audit services
- Energy management for smart cities
- SMI and BMS
- Solar photovoltaic panels and energy storage
- Smart lighting solutions
- Meter reading



INDUSTRIES SERVED

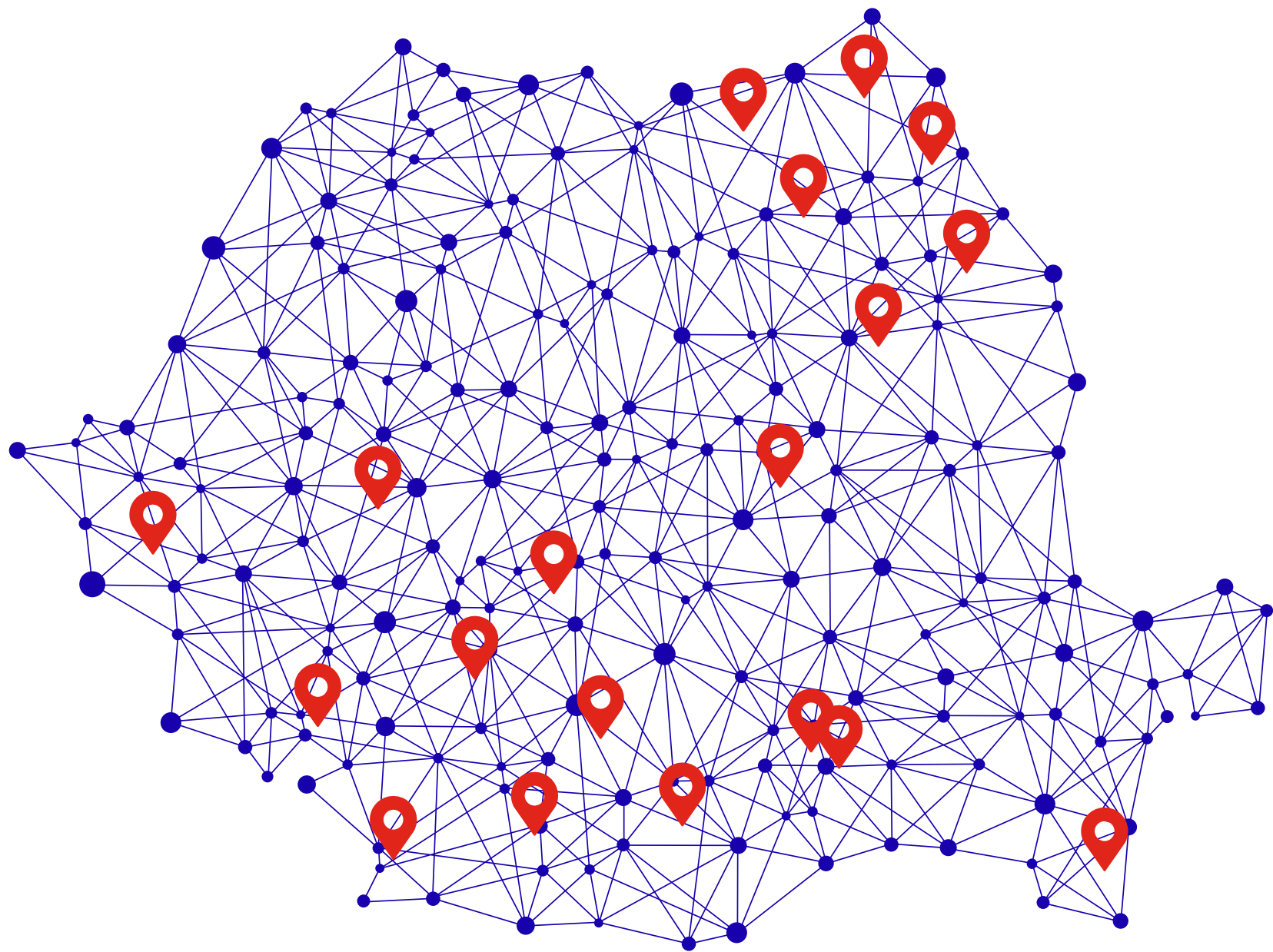
- Electric Power
- Logistics Centers
- Local Administration
- Real Estate
- Food Production
- Retail
- Construction Materials
- Gas & Oil
- Machinery, Equipment & Vehicle Manufacturing
- Chemical, Pharmaceutical & Cosmetics Industry

About the Adrem Group

Employees

GRI 2-7

During the reporting period 2023–2024, the Adrem Group had working points in 18 counties and in Bucharest, but operated throughout the country with the support of approximately 1,000 employees



ISO Certifications

Adrem Invest and Adrem Engineering have implemented an integrated management system (quality, environment, Occupational Health and Safety) and information security as per the following standards:

- **SR EN ISO 9001 2015;**
- **SR EN ISO 14001 2015;**
- **SR EN ISO 45001 2018;**
- **SR EN ISO 27001 2022.**

Adrem Link is certified in accordance with the following standards::

- **SR EN ISO 9001 2015;**
- **SR EN ISO 14001 2015.**

Auditing results of the governance system

In line with the requirements of these standards, a yearly internal audit was set, for each department of the company

External supervision or recertification audits are conducted by Lloyd's Register certification body. Supervision audits take place every year. Recertification audits are conducted after a full 3-year cycle and include all sections/departments of all companies.

No observations or non-compliance issues were reported following the external audits conducted between 2023 and 2024.

About the Adrem Group

Authorizations / Certifications / Approvals

The table below lists the authorizations/certifications/approvals held by the Adrem Group companies:

During 2025, the Adrem Group intends to implement the requirements of the **ISO 37301** standard - Compliance Management System in order to implement a culture of compliance and risk.

Company	Category	Type/class	Issuing entity	Type/class/subject	Comments	Valid till
Adrem Invest	Authorization	LIAE	ISC	2 nd degree laboratory of defectoscopy.	Re-issued in 2022, recertification every 4 years	2026
Adrem Invest	Authorization	LVM	BRML	Metrological verification laboratory	Issued in 2024 with yearly supervision	2026
Adrem Invest	Approval	Meters installation	BRML	Installation of meters	Issued in 2024 with yearly supervision	2026
Adrem Invest	Approval	Meters repairing	BRML	Meters repairing	Issued in 2023 with yearly supervision	2025
Adrem Invest	Certificate	E1	ANRE	Design of transformer substations, electrical and installation stations belonging to the electrical part of the power plants with any standardized nominal voltage.	Issued in 2023	2028
Adrem Invest	Approval	E2	ANRE	Execution of transformer stations, electrical stations and works on the electrical part of the power plants with any standardized nominal voltage	Issued in 2020	2025
Adrem Invest	Certificate	ISO 9001	Lloyds-Register-LRQA	Quality Management System	Issued in 2023 with yearly supervision	2027
Adrem Invest	Certificate	ISO 14001	Lloyds-Register-LRQA	Environmental Management System	Issued in 2023 with yearly supervision	2027
Adrem Invest	Certificate	ISO 27001	Lloyds-Register-LRQA	Information Security Management System	Issued in 2024 with yearly supervision	2027
Adrem Invest	Certificate	ISO 45001	Lloyds-Register-LRQA	Occupational Health and Safety Management System	Issued in 2023 with yearly supervision	2027
Adrem Invest	Authorization	PDIB	ANRE	Design of natural gas/biogas/biomethane installations with medium, reduced and low pressure	Issued in 2023	2028
Adrem Invest	Authorization	EDIB	ANRE	Execution of natural gas/biogas/biomethane installations with medium, reduced and low pressure	Issued in 2023	2028
Adrem Invest	Authorization		ISCIR	Installation, Assembly, Repair and maintenance, technical verifications for the use of: - Fuel consuming machines with P ≤400kW - Hot water boilers with P ≤ 400kW - Low pressure steam boilers with Q ≤0,6 t/h	Upgraded in 2019	Undetermined
Adrem Engineering	Approval	E1	ANRE	Design of electrical stations and installations of the electrical part of the power plants	Issued in 2021	2026
Adrem Engineering	Approval	E2	ANRE	Execution of transformer stations, electrical stations and works on the electrical part of the power plants with any standardised nominal voltage	Issued in 2022	2027
Adrem Engineering	Certificate	ISO 9001	Lloyds-Register-LRQA	Quality Management System	Issued in 2022 with yearly supervision	2025
Adrem Engineering	Certificate	ISO 14001	Lloyds-Register-LRQA	Environmental Management System	Issued in 2022 with yearly supervision	2025
Adrem Engineering	Certificate	ISO 27001	Lloyds-Register-LRQA	Information Security Management System	Issued in 2024 with yearly supervision	2027
Adrem Engineering	Certificate	ISO 45001	Lloyds-Register-LRQA	Occupational Health and Safety Management System	Issued in 2022 with yearly supervision	2025
Adrem Engineering	Authorization	ET	ANRE	Execution of natural gas transport and distribution systems, closed distribution systems, as well as high pressure natural gas installations	Issued in 2022	2027
Adrem Engineering	Authorization	Railroad supplier	AFER	Design of SCADA systems	Issued in 2024	2025
Adrem Engineering	Agreement	Technical design agreement	AFER	Design of a SCADA system	Issued in 2023	2025
Adrem Link	Certificate	ISO 9001	Lloyds-Register-LRQA	Quality Management System	Issued in 2022 with yearly supervision	2025
Adrem Link	Certificate	ISO 14001	Lloyds-Register-LRQA	Environmental Management System	Issued in 2022 with yearly supervision	2025

About the Adrem Group

Collective knowledge of the highest governance body

GRI 2-17

At the ADREM Group, we believe that achieving sustainability goals is closely linked to the level of professional training and continuous development of management members.

The group's top management is made up of people with strong academic training in areas relevant to the company's activities and to the context of sustainable development. There is also an internal commitment to the continuous skills development through participation in specialised courses, conferences and events.

Over the past two years, the CEO of the Adrem Group has participated in conferences on environmental and sustainability issues, and contributed to raising awareness of sustainability by sharing strategies for reducing carbon emissions and responsible resource use.

Conferences:

- 2023, Speaker – Roadmap for Sustainability Conference, organised by the French Chamber of Commerce;
- 2024; Speaker – *24Trends for 2024 Forum*, an initiative to increase community resilience in line with EU sustainability regulations;
- 2024, Green Report Conferences, Solutions for implementing the “Smart City” concept.

Through these actions, the ADREM Group ensures that the governing body has both the technical knowledge and strategic understanding required to integrate sustainability into all business decisions.

Membership associations

GRI 2-28

The Adrem Group is active in professional organizations and associations relevant to the fields in which it operates, contributing to the development of public policies, strategic dialogue and best practices in the industry.

In 2023, the Adrem Group continued to be active in professional associations relevant to the energy and entrepreneurial fields, holding membership and actively participating in initiatives, conferences and collaborative projects.

Associations and organizations of which we are members:

- CRE – Romanian Energy Center
- CNR-CME – The Romanian National Committee of the World Energy Council
- Andrei Berechet (CCO Adrem) was a speaker at a conference organized by CNR-CME;

GRI 2-28

- UGIR-1903 – General Union of Industrialists in Romania;
- A-LST-R – Association for Live Working in Romania;
- RBL – Romanian Business Leaders;
- ReThink Romania;
- CONAF – National Confederation for Female Entrepreneurship

Corneliu Bodea (CEO Adrem) was:

- moderator at the "Romania-Belgium Economic Forum"
- a member of the jury at the first marathon for entrepreneurial education dedicated to students, organized in Braşov and Piteşti.

Participation in strategic events and conferences:

- Conference on "Digitalization of processes in the energy sector“ Organized by CNR-CME, in partnership with Transelectrica and the Polytechnic University of Bucharest (25 April 2023);
 - Cyber Resilience Forum – Governmental and Business Forum held on 10 May 2023, at the "Carol I" Central University Library, Bucharest.
 - Romanian Solar Summit 2023;
- +Event dedicated to the future of renewable energy in Romania, with the participation of investors and industry players.

Through these affiliations and participations, Adrem actively contributes to:

- Fostering policies and standards in the energy industry;
- Promoting entrepreneurial education;
- Strategic dialogue between the business community, government and civil society;
- Supporting energy transition and innovation in Romania's energy sector.

In 2024, the Adrem Group continued to strengthen its presence in strategic organizations relevant to the fields of leadership, entrepreneurship, sustainability and energy. Active participation in major events, involvement in leadership education projects and the expansion of the portfolio of affiliations reflect Adrem's commitment to actively contribute to the sustainable transformation of the business environment and society.

Organizations and associations in which we have been active in 2024:

- **CEO Clubs România** (*new affiliation in 2024*)
The Adrem Group has become an active member of CEO Clubs, a leadership and networking platform dedicated to top management.
 - Adrem supported six events organized under the auspices of Superbrain (CEO Clubs | Owners Club | Executive Club).
 - Corneliu Bodea, CEO of Adrem, was a speaker at the "Defining Our Future" forum (the 20th of May 2024), where, alongside other industry leaders, he addressed the topic of social responsibility and strategic innovation.

About the Adrem Group

GRI 2-28

Leaders Foundation

Adrem continued its partnership with the Leaders Foundation, offering the Corneliu Bodea Scholarship as part of THE Leadership School Program (the 28th of July – the 3rd of August, Sibiu). 20 outstanding young people from Romania benefited from an intensive leadership training program, with practical, experiential activities and mentoring sessions.

ASPEN Institute Romania

In 2024, the CEO of the Adrem Group joined the ASPEN Institute Romania as a member, strengthening the company's strategic direction in the field of governance and sustainable leadership.

CONAF – The National Confederation for Female Entrepreneurship

Adrem has maintained an active relationship with CONAF, getting involved in initiatives dedicated to promoting entrepreneurship and education for young people.

RBL – Romanian Business Leaders

The Adrem Group continued to participate in RBL initiatives, contributing to strategic projects on the development of entrepreneurial leadership in Romania.

ReThink Romania

The collaboration with ReThink Romania continued, in line with Adrem's commitment to supporting the education and training of young leaders.



Economic Performance

GRI 3-3

Adrem Group’s impacts on the topic of Economic Performance:

Domain	GRI Standards/ Other source	Topic	Impact definition	Human Rights
ECONOMIC	GRI 201	Economic Performance	The group's economic performance leads to the economic growth of the operational area by the local taxes and duties paid by the company.	N/A
	GRI 201	Economic Performance	The group's economic performance leads to a safely lower unemployment rate in the local communities of the operational areas.	N/A
	GRI 201	Economic Performance	Disadvantageous credit conditions can lead to a halt of development and therefore to lower taxes and salaries paid by Adrem.	NO
	GRI 201	Economic Performance	Poor economic performance can lead to lower salaries and to a smaller number of available jobs.	NO
	GRI 201	Economic Performance	The lack of Economic Performance can lead to layoffs and implicitly to higher unemployment rate in the operational communities..	NO

Legend Positive impact Negative impact

The period 2023-2024 was defined by the energy crisis combined with a difficult external geopolitical context, as well as political instability. However, every crisis presents opportunities which, if well anticipated and leveraged, can bring exceptional benefits.

The market context raised challenges in our relationship with Adrem's suppliers and partners, but we remained committed to our customers and actively supported local communities. We continued to implement strategic projects at Group level, such as the one of Digital Transformation, with digitalization of the industry being one of the three major objectives in the fight against climate change, alongside decarbonization and decentralization of the energy sector.

During this period, we were well prepared to benefit from the increased demand in the green energy market in the broader context of the European programs under the European Green Deal.

About the Adrem Group

GRI 3-3

At the same time, the market's shift towards green energy highlighted the need to improve, adapt and digitalise energy distribution grids to respond to new realities: a rapid growth in solar energy prosumers and production variabilities throughout the day. These developments aligned perfectly with our strategy, and we participated in major projects for the industry:

- The installation of an Asset Management System at two energy distributors (Distribuție Energie Oltenia and Distribuție Energie Electrică România) – the strategic component of grid digitalization;
- The installation of the electricity metering data system on the OMEPA wholesale market with Transelectrica as a client – a strategic component of grid digitalization;
- The automation of the Black Sea gas pipeline with Transgaz as client, which will contribute decisively to Romania's energy security;
- The opening of a new market (water distributors) through the installation of a SCADA system and integrated management system for the client Aparegio Gorj.

Thus, a cumulative increase in operating revenues for the period 2023-2024 of over 49%, and EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) of 300% was achieved. This exceptional result confirms that our strategy met market needs and that the team has the capabilities required to execute it.

The group's financing needs have also grown alongside its operational development. Thus, in the period 2023-2024, we contracted overdraft credit lines of RON 16.8 million and an extension of our bank guarantee letter issuance capacity by RON 14 million.

Throughout this period, it became increasingly clear that our "core-business" remains robust, capable to pass all challenges, but also laying the foundation for solid future growth.

Our actions related to business performance are audited by an external company, Ecovis Romania SRL, in accordance with the legal requirements in force.

Direct economic value generated and distributed

GRI 201-1

Calculation method:

Employee wages and benefit costs = salaries and allowances according to the balance sheet;

Payments to providers of capital = interest and bank fees

Operating costs = all costs not included above, except employer taxes;

Payments to state Government = VAT payable, income tax, penalties and employer taxes recorded as payment obligations during the respective period;

Community investments = donations and sponsorships recorded during the respective period;

Retained economic value = the net profit of the period.

GRI 201-1

REVENUES	2023	2024
Adrem Invest	172.635.521	161.886.258
Adrem Engineering	87.917.800	82.293.430
Adrem Link	30.936.551	32.608.460
TOTAL	291.489.872	276.788.148
OPERATING COSTS	2023	2024
Adrem Invest	103.548.685	84.808.316
Adrem Engineering	78.178.872	55.956.704
Adrem Link	7.898.797	8.938.193
TOTAL	189.626.354	149.703.212
EMPLOYEE WAGES AND BENEFIT COSTS	2023	2024
Adrem Invest	58.037.049	71.144.818
Adrem Engineering	3.121.374	1.614.526
Adrem Link	15.658.439	16.816.832
TOTAL	76.816.862	89.576.176
PAYMENTS TO PROVIDERS OF CAPITAL	2023	2024
Adrem Invest	3.179.001	3.794.280
Adrem Engineering	1.408.766	1.590.601
Adrem Link	902.639	429.376
TOTAL	5.490.406	5.814.258
PAYMENTS TO STATE GOVERNMENT	2023	2024
Adrem Invest	16.619.836	17.580.558
Adrem Engineering	10.153.702	8.735.236
Adrem Link	6.541.771	6.620.609
TOTAL	33.315.309	32.936.403
COMMUNITY INVESTMENTS	2023	2024
Adrem Invest	214.955	179.804
Adrem Engineering	266.555	503.500
Adrem Link	169.846	225.000
TOTAL	651.356	908.304
RETAINED ECONOMIC VALUE (REVENUE-COSTS)	2023	2024
Adrem Invest	7.655.831	1.959.040
Adrem Engineering	4.942.233	22.628.099
Adrem Link	6.306.830	6.199.059
TOTAL	18.904.894	30.786.198

About the Adrem Group

GRI 201-1

GRI 201-4

	Adrem Invest		Adrem Engineering		Adrem Link	
	2023	2024	2023	2024	2023	2024
Average number of employees	613	692	13	38	240	230
Number of customers	616	174	55	61	6	8
Number of invoices issued	6926	5611	1054	828	50	72
Net turnover						
Turnover from Electrical Services	171,299,461	157,508,949	85,271,597.00	70,836,826.00	16,057	-
Turnover from Sales of Materials	39,911	13,582	1,880,531.00	9,300,986.00	11,027	54,708
Turnover from Rent Income	-	-	-	-	-	-
Turnover from Meter Readings	-	-	-	-	30,265,883	31,842,257
Total:	171,339,372	157,522,531	87,152,128	80,137,812	30,292,967	31,896,965
Total capitalization broken down in terms of debt and equity						
Asset Structure						
Intangible assets	123,157	596.237	11,401	33.666	39,907	39,729
Tangible assets	9,099,555	11.200.408	412,772	343.807	538,330	882,221
Financial assets	2,281,004	1.628.969	-	2.478.891	-	-
Current assets	85,790,914	70.052.893	67,561,999	83.167.909	10,942,119	13,450,947
Prepaid expenses	208,295	558.089	818,961	1.242.007	23,678	1,576
Total:	97,502,925	84.036.596	68,805,133	87.266.280	11,544,034	14,374,473
Liabilities Structure						
Equity	7,402,143	9.361.183	15,389,206	33.372.351	6,309,230	6,509,916
Debts	86,428,513	71.475.907	53,058,802	53.872.867	4,699,782	6,788,887
Provisions	3,672,269	3.199.506	357,125	21.062	535,022	1,075,670
Advance income	-	-	-	-	-	-
Total:	97,502,925.00	84.036.596,00	68,805,133	87.266.280	11,544,034	14,374,473
Financial assistance received from government						
	2023	2024	2023	2024	2023	2024
Value	0	0	0	0	0	0

Calculation method:
Total revenue = total revenue excluding VAT, according to the balance sheet;
Employee wages and benefit costs = salaries and allowances according to the balance sheet;
Payments to capital providers = interest costs and bank fees;
Operating costs = all costs not included above, except employer taxes;
Payments to state Government = VAT payable, income tax, penalties and employer taxes recorded as payment obligations during the period;
Community Investments = donations and sponsorships recorded during the period;
Retained economic value = net profit of that period.

Defined benefit plan obligations and other retirement plans

GRI 201-3

The Adrem Group does not have its own retirement plan, separate from the public system. All pension contributions are made within the public pension system (CAS), as per the applicable law.

Financial assistance received from government

GRI 201-4

The data for disclosure GRI 201-4 can be found in the table at the end of GRI 201-1, and the Adrem Group did not receive any government subsidies during the reporting period 2023–2024.





2. Adrem Group's Governance

Adrem Group's Governance

Adrem Group's values and principles

GRI 2-23

Adrem Group's entire activity is based on the Vision, Mission and Values embraced by each employee and they define our daily activity.

Vision

Adrem Group's vision is that of a world of balanced wellbeing achieved through work and technological progress, of people who believe in and are committed to humanity's ideals, which are centuries-old and ever closer.

Mission

Adrem companies share the mission of identifying their customer's needs and providing them with the best solutions. At the same time , each of the companies under the Adrem Group's umbrella pursues its own mission, closely aligned to the services it offers.

- **Adrem Invest** have as their main objective the safety of utility network operations.
- **Adrem Engineering** is committed to increasing the safety of energy infrastructure by developing and implementing comprehensive solutions ranging from entrepreneurial projects to designing in-house equipment.
- **Adrem Link** main objective is to provide its customers with safety and comfort, by developing products and solutions which increase efficiency and ensure an intelligent energy consumption.

Values

RIGOUR

We respond to our customers' specific needs – in accordance with the meaning of our very name in Latin "ad-rem" – by supplying turnkey services and solutions. In a project, success depends on attention to details, and each step we are taking now is subject to careful examination.

RESPECT

Respect is a fundamental value in a competitive business environment. At Adrem, we are guided by respect within the company, in terms of public relations and in any interaction with our partners

INVOLVEMENT

Each project is developed with commitment and engagement, every step of the way, from consultancy to implementation and maintenance..

AMBITION

Perseverance and ambition define Adrem's work methods. We are determined to achieve our goals, we set ambitious objectives and this is one of the reasons of our success.

RESPONSIBILITY

We recognize that each action taken by Adrem has a direct impact on our company's market reputation or on the relations with our customers, suppliers or partners. For this reason, we expect our colleagues to

GRI 2-23

demonstrate a sense of inherent responsibility, in everything the do and to approach each project with the same level of responsibility. Meeting deadlines, working at the highest standards at all times and taking accountability for mistakes stand for our vision of responsibility. All of these values were included in the Internal Regulation of each company of the Group, as well as in the Ethical Business Conduct and are communicated to each employee from the induction period onward.

Governance structure and composition

GRI 2-9

The companies are owned by Adrem Energy Solutions S.A., a Romanian legal person, set up and operating in accordance with Romanian laws, with headquarters in Bucharest, no. 93-95 Emanoil Porumbaru str., Park Avenue Business Centre, 3rd floor, sector 1, registered at the Trade Register Office under number J2021020431403, having Tax identification number 45254785.

Corporate governance is ensured through a unitary management model, in which the Sole Administrator, appointed by the Decision of the Sole Shareholder, exercises executive responsibilities through a permanent representative who also holds the position of Chief Executive Officer (CEO). The latter acts in accordance with legal provisions and the stipulations of the Articles of Incorporation.

A CEO's responsibilities include:

- Setting the direction of the main activity and company development;
- Approving annual budgets;
- Appointing, revoking managers and setting their remuneration;
- Supervising activities and assessing the managers' actions and decisions;
- Drawing the yearly activity report and implementing the decisions of the Sole Shareholder.

The executive and operational management of the companies within the Group is exercised by the Executive Directors employed in each of the companies, appointed for a limited 1-year mandate based on the Administrator's Decision. Together they form, at the level of the Group, the Management Board Team, the consultative team subordinated to the CEO.

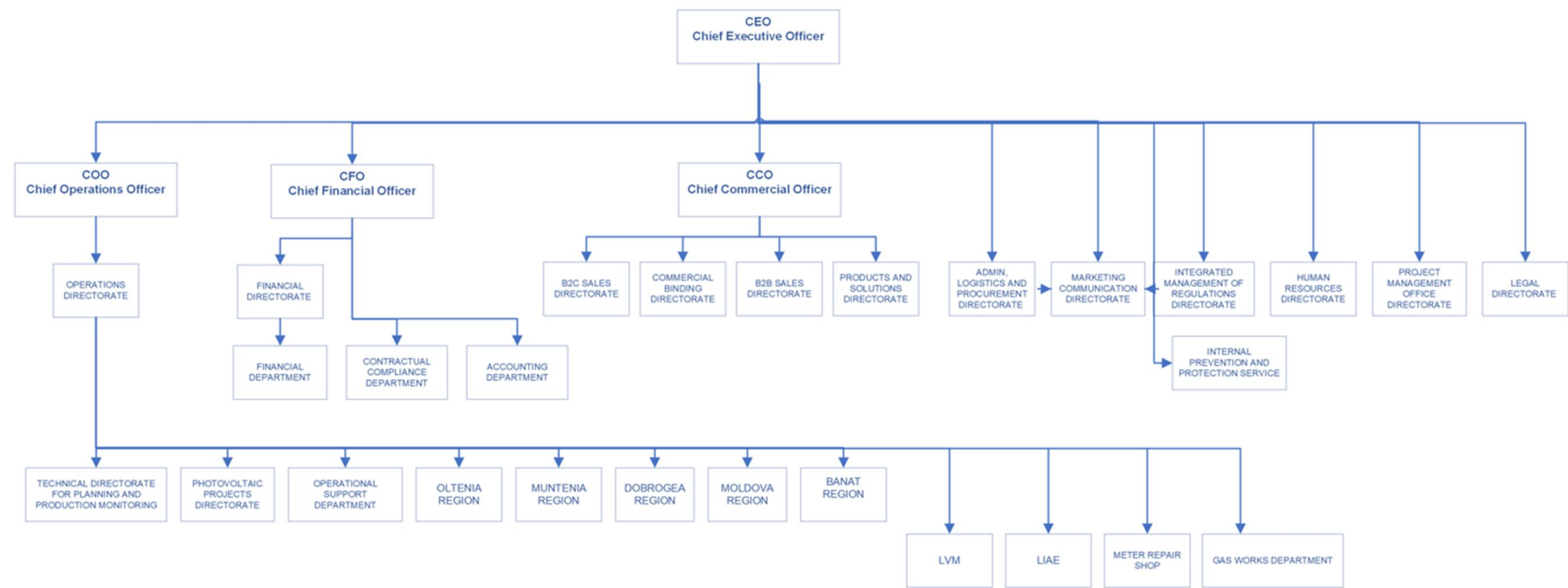
Along with the CEO, at the level of each company there is a C-Level Management team, consisting of: COO (Chief Operating Officer), CFO (Chief Financial Officer) and CCO (Chief Commercial Officer) in 2023, and in 2024: COO, CFO, CCO, CBSO (Chief Business Security Officer), CHRO (Chief Human Resources Officer) and the Top Management team consisting of Business Line Manager (the Operations Department) and the Line Managers. The line managers have skills in financial, operational, procurement, administrative, integrated management, human resources, marketing and legislation. The administrator allocates tasks to the Business Line and Line Managers.

Good governance significantly reduces the company's safety and performance risks, preventing unnecessary expenses and enhancing economic performance. Within the Adrem Group a Work Health and Safety Committee is created in accordance with Law 319/2016. WHSC convenes three times a year or as often as necessary in order to identify solutions and to set action plans for achieving the respective objectives.

Adrem Group's Governance

GRI 2-9

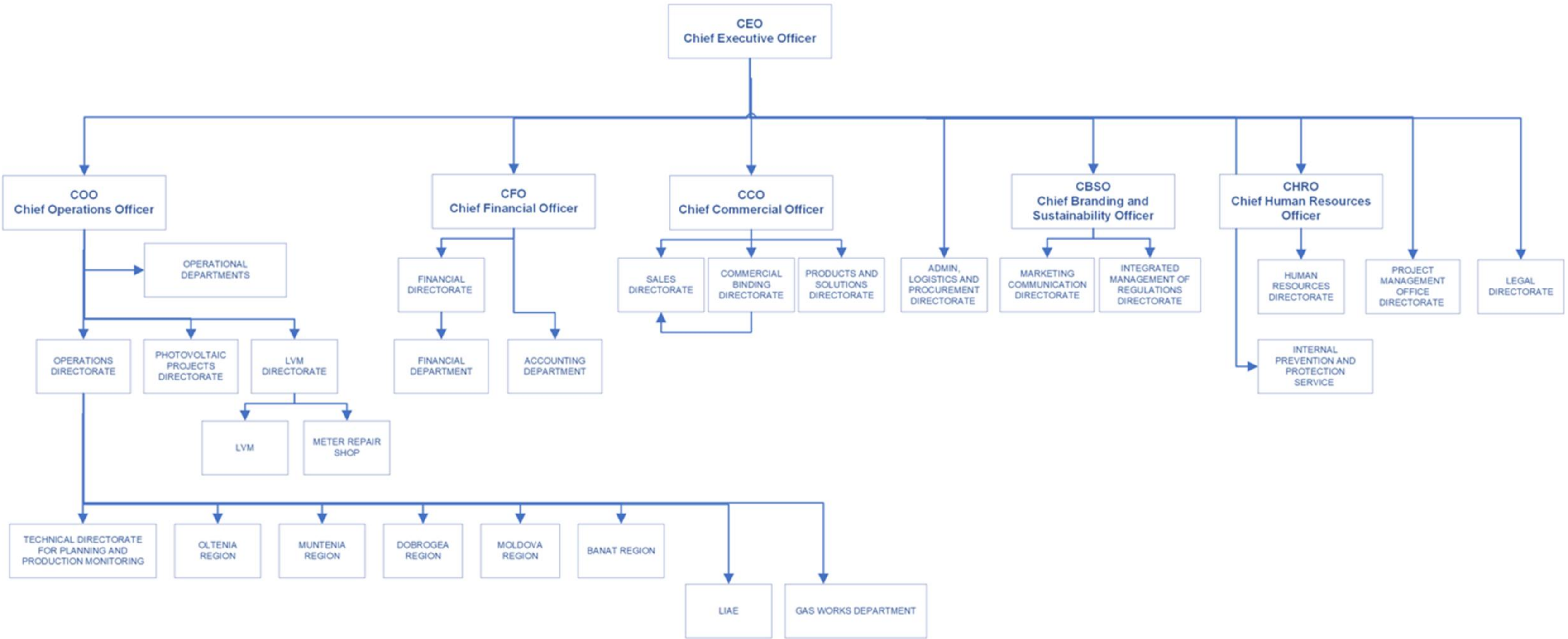
The functional structure of the Adrem Group companies in 2023 is presented in the figure below:



Adrem Group's Governance

GRI 2-9

The functional structure of the Adrem Group companies in 2024 is presented in the figure below:



Adrem Group's Governance

GRI 2-9

The managers run the daily activities and operations of the companies within the Adrem Group with functional responsibilities and attributions including the management of the Group's activity and of the internal processes, ensuring the compliance with the applicable national legislation, policies and specific regulations. Additionally, they write regular reports regarding various aspects, relevant to the functioning of the company which are sent to the CEO.

Supervising all the material topics described in the report, including those related to the management of the organisation's impact upon the economy, the environment and the people, as well as sustainability, are approached during each board meeting and integrated into the daily activities and management processes of the companies in the Adrem Group.

Throughout the entire process of sustainability reporting, the results of each step are validated by the Management Team.

GRI 2-1

Company	Shareholders	Administrators	CEO
Adrem Invest SRL	Adrem Energy Solutions S.A. – 100%	Dovema Engineering SRL	Corneliu Bodea (Dovema representative)
Adrem Engineering SRL	Adrem Energy Solutions S.A. – 100%	Dovema Engineering SRL	Corneliu Bodea (Dovema representative)
Adrem Link SRL	Adrem Energy Solutions S.A. – 100%	Dovema Engineering SRL	Corneliu Bodea (Dovema representative)

At the end of the year Adrem Group has the same shareholder structure.

Nomination and selection of the highest governance body

GRI 2-10

The strategic decisions made regarding the activity of the companies in the Adrem Group are adopted within the Annual General Meeting, summoned and conducted in accordance with the provisions of Law no. 31/1990 on trading companies. The decisions are made when most shareholders cast their votes, after having consulted with the management team, thus ensuring a participative, transparent decision-making process.

The General Meeting brings together the founding members of the Adrem Group, who contribute actively to defining the strategic directions and to consolidating the principles of corporate governance in accordance with the values of sustainability and responsibility in relation to the company's stakeholders.

Chair of the highest governance body

GRI 2-11

The CEO, after having consulted with the management team, guides the organisation to achieve its strategic objectives.

He supervises and controls the activity of the companies in the group, according to the organigrams in place, by acting in a prudent, transparent way, to their best interest.

The CEO and the members of the management team avoid situations in which their personal interests or other professional interests go against the group's superior interest. They are compelled to declare the existence of such situations and abstain from participating in decisions or debates regarding transactions or issues which may be defined as a conflict of interest. Such transactions must be approached with total prudence and transparency.

Role of the highest governance body in overseeing the management of impacts

GRI 2-12

Adrem Invest has an integrated management system for Quality, Environment and Occupational Health and Safety (OHS) according to the standards: SR EN ISO 9001:2015, SR EN ISO 14001:2015, SR EN ISO 45001:2018, SR EN ISO 27001:2013.

Adrem Group commits to handling its impact upon the environment and society in a sustainable way by a proactive, integrated approach in all of its activities.

We take it upon ourselves to constantly improve the products and services we provide, to prevent pollution and to promote a sustainability-oriented organizational culture. Our environmental and social policy aims at complying with all the applicable regulations and legal requirements, as well as with other requirements identified at an internal level including those referring to the environmental aspects which are relevant to our activity.

- In order to determine the environmental objectives and targets, the management takes into consideration the following aspects:
- competitor analysis, as well as the opportunities of improving the company's activities;
 - the resources which are necessary for achieving these objectives;
 - identifying the hazards which stand in the way of achieving these objectives;
 - identifying the environmental aspects in order to reduce our negative impact upon the environment;
 - complying with the existing legal requirements;
 - the need to train and raise the staff's awareness on Occupational Health and Safety;
 - constantly improving our OHS performance.

Adrem Group's Governance

GRI 2-12

Following the risk analysis conducted at the level of the company, we identified and hierarchized the significant environmental topics and their associated impacts. The main activities which generate environmental topics are:

- administrative activities related to the company's headquarters;
- transport activities;
- operational activities.

Fuel consumption is monitored at the level of the organization/department, with limitations imposed for each vehicle. Also, on a yearly basis, we conduct the regular technical inspections in order for our emissions to remain within the set limits.

Within the company's headquarters only domestic water is used, provided by the existing utility network, spilled back into the sewer network. It is also monitored the amount of water which is used, with an objective set to maintain a $\pm 3\%$ water / employee variation. No incidents have been recorded leading to the pollution of surface or ground water as a result of the activities conducted at the customer's location.

The companies in the Adrem Group conduct service provision activities and, in order to avoid significant environmental issues, they monthly monitor resource consumption (water, electricity, fuels and natural gas), as well as the amount of generated and capitalized waste.

At the level of our group's companies, we identified the risks and opportunities in the field of environmental and occupational health and safety, environmental impact and staff's health and safety, as well as how they can be treated.

The main risks which we identified were the following:

- emissions of harmful substances;
- potential emergency situations;
- possible accidents with serious consequences.

In the field of OHS, we assessed the occupational health and safety risks for each station, thus generating a prevention and protection plan, which includes technical, functional, hygienic and sanitary measures which enabled us to maintain the calculated risk level for our companies. We also appointed employees in charge and set time limits for implementing the set measures.

During the reporting period 2023 – 2024 we achieved the objectives in the field of OHS by:

- training our workers, up to 100% for all the 3 stages (general, workplace and regular induction);
- implementing the prevention and protection plan;
- increasing the number of OHS and ES (ES-Emergency situations) controls on the field;
- conducting awareness campaigns concerning certain OHS and ES aspects in all the company's Operational Regions, along with the Communication Department;

During the reporting period 2023 - 2024, there have been no cases of work-related injuries or work-related ill health.

GRI 2-12

According to the requirements of the standards SR EN ISO 9001:2015, SR EN ISO 14001:2015, SR EN ISO 45001:2018, SR EN ISO 27001:2013 we established a yearly internal audit schedule for each of the company's departments. External supervision or recertification audits are conducted by the Lloyd's Register certification body every 6 months, and after a full 3-year cycle each department in the Adrem group is audited.

Every year, the Adrem Group reports towards the National Environment Agency the amount of waste generated by the company's activities.

Delegation of responsibility for managing impacts

GRI 2-13

At the level of each company in the Adrem Group, a C-level team operates, which oversees the Business Line Directors and Division Directors. They are experts in key fields enabling the company to function, such as: finance, operations and internal processes, human resources, marketing, sales and strategic development.

The Administrator empowers specific competences to the C-level members, thus ensuring an efficient distribution of responsibilities and decentralized governance. The management team is coordinated by the Group's CEO, and has an a consultative role in the strategic decision-making process and acts as a direct partner in implementing the organization's vision.



Adrem Group's Governance

GRI 2-13

The activity of the management team is permanently guided by the following principles of corporate governance:

- **LEADERSHIP – The CEO** runs the company in view of achieving its business plan on the short and long term.
- **CAPACITY** – The Management team holds the proper mix of competences, experience and independence enabling its members to fulfil their tasks and responsibilities in an efficient way.
- **RESPONSIBILITY** – The Administrator regularly informs the associates and other interested parties about the Group's performance in reaching its business objectives and fulfilling its responsibilities.
- **SUSTAINABILITY** – The company is inspired by a responsible business model which it shares with all the interested parties.
- **INTEGRITY** – The Administrator and the Management team run the company towards conducting their businesses in a fair, transparent way, which cannot be negatively influenced by any interested party.

In 2024, the Management team at the level of each company consists of a Chief Operational Officer, Chief Commercial Officer, Chief Financial Officer, Chief Human Resources Officer and a Chief Brand & Sustainability Officer, appointed by the Administrator's decision for 1 year. Along with the Business Line and Department Managers, they represent the operative management body, habilitated in the fields of finance, occupational health and safety, internal operations and processes, human resources, marketing, sales and development, acting as the CEO's "right hand", with a consultative role in the latter's process of decision-making, guided by the same principles of corporate governance.

Role of the highest governance body in sustainability reporting

GRI 2-14

Each board management meeting naturally approaches the material topics of the company's impact upon the economy, the environment, the people and sustainability. They are not treated as secondary topics, but as fundamental elements of the decisions and development directions.

Throughout the entire sustainability reporting period, each stage becomes a stepping point for the organization to develop responsibly. The results are validated by the management board team, for clear directions and respected commitments. Thus, reporting is no longer a mere formality, it becomes a learning mechanism, by which a future-oriented culture is acquired and consolidated.

Conflicts of interest

GRI 2-15

The company is firmly committed to integrity, transparency and ethical governance, including in the management of potential conflicts of interests at the level of the management structure. The members of the management team must act in good faith, solely to the Group's benefit, by avoiding

GRI 2-15

the promotion of personal or third parties' interests.

More precisely:

- The members of the Management Board are bound to identify and notify any situation which may generate a conflict of interest between their personal and their professional or associated interests;
- At the beginning of each board meeting, it is reiterated the members' obligation to notify any current or potential conflict of interest;
- The members involved in such a situation must abstain from attending deliberations and making decisions related to the respective topics;
- Any transaction or decision which may involve conflicts of interest are treated with maximum prudence and transparency, in accordance with the company's governance principles.

The company shall keep monitoring these aspects in a proactive way, in order to ensure an ethical decision-making process, which is equitable and in line with the values of responsible governance.

Communication of critical concerns

GRI 2-16

Our company encourages a culture of open communication, one which is both transparent and based on trust, in which our employees, collaborators and other interested parties can communicate any critical concern related to ethical aspects pertaining to compliance, operational safety or other risks which are relevant to our activity.

After the experience acquired during the pandemics, when we had to implement quick, effective mechanisms of information and reaction, the company kept consolidating the internal communication channels, with emphasis on:

- Promoting an organizational climate which sustains the freedom of expression without the fear of reprisals;
- Integrating the respective concerns in the decision-making process, by involving the management team for a quick, efficient solving thereof.

The company shall keep developing and improving its mechanisms of internal and external communication, thus ensuring a safe, responsible framework for communicating critical concerns.

Throughout the materiality analysis, in 2024, the company's board assessed and validated the list of the 34 positive and 19 negative impacts which are relevant for Adrem's activity.

Adrem Group's Governance

Evaluation of the performance of the highest governance body

GRI 2-18

Within the Adrem group, the members of the Top Management are evaluated twice a year, in accordance with the general and specific performance indicators, set by the direct hierarchic superior of their respective position and with the activities they conduct/coordinate.

Every 6 months, the direct hierarchic superior initiates talks with the employees with the aim of evaluating their performance, he sends feedback related to their activities and sets improvement measures. He updates the indicators list as often as necessary, in order for it to convey a correct image of their activity, and communicates the changes of the list in no more than 20 days after they are modified.

The evaluation itself is conducted by the direct hierarchic superior by filling in the PES (Performance Evaluation Sheet) based on the job indicators sheet. Each PES includes: the evaluation period, the person's name and surname, his position, the Personal identification number, the evaluator's name, the department/ county they belong to, the number and name of the performance indicators, the evaluation chart, the proportion, the monthly achievement score, the evaluation score. After filling it in, each PES shall be sent to the person who conducted the evaluation and to the person who was evaluated.

Policy commitments

GRI 2-23

In Adrem, sustainability is a key component of our business model and of the strategic decisions we make. Our activity is based on the 17 Sustainable Development Goals (SDG) defined by the UN in the 2030 Agenda with a direct impact upon 5 of them:

- **ODD 4 - Quality education** – through our programs of professional development and training, we contribute to the increase of skills in the energy sector.
- **ODD 5 - Gender equality** – we promote an inclusive, fair and diverse working environment, thus supporting our employees' professional development.
- **ODD 7 - Affordable and clean energy** – by our products and services, we contribute to the modernization of energy infrastructure and to the transition to sustainable energy sources.
- **ODD 8 - Decent work and economic growth** – we ensure a safe working environment, correct remuneration and development opportunities for our employees.
- **ODD 12 - Responsible consumption and production** – we take it upon ourselves to reduce the impact upon the environment by an efficient use of resources and by including a set of sustainable practices in our operations.

GRI 2-23

When defining the corporate governance framework of the Adrem Group we took into account the 10 Principles defined by the UN Global Compact, the Declaration regarding the Employee Rights of the International Labour Organization and the Guidelines for Responsible Business Conduct (OECD).



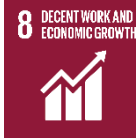
At the level of the Adrem Group, we maintain an ethical business conduct, which, along with the Internal Regulation, ensures compliance with the employees' rights:

- Elimination of any form of discrimination and promotion of equal opportunities and diversity ever since the recruitment process, up to the conclusion of our collaboration;
- Avoidance of any form of forced labour or children's employment;
- Avoidance of any form of corruption.

Adrem's ethical business conduct is an instrument enabling us to inform and raise awareness among our employees regarding human rights, in order to prevent and combat any breach of these fundamental principles. Our organizations ensure that the people who work under their control have access to the documentation regarding the integrated management system by means of staff training. All of the documented information is included in the yearly training curriculum.

The highest-level management appointed responsibilities and levels of access for the most relevant roles in the organization. They were included in the job description documents and constantly checked for proper understanding within our organization. Responsibilities and levels of access were appointed for:

- Maintaining the integrated management system and making its performance available for checking and public control.
- Providing the output elements intended by the processes which take place within the organization;
- The highest-level management to permanently watch over and relate to the performance of the integrated management system and to the existing improvement opportunities;
- Becoming a customer-oriented organization;
- Maintaining the integrity of the integrated management system when planning and implementing changes thereof.



Adrem Group's Governance

GRI 2-23

Adrem Group pays special attention to ensuring the compliance with the employee rights defined by the International Labour Organization:

ILO	ADREM GROUP
✓ Freedom of association and the effective recognition of the right to collective bargaining	<i>We pay special attention to our relationship with the "Oltenia electricity workers' trade union", which enables communication, information about our employees' expectations, approaching and debating important issues and fair negotiations for proper solutions. Adrem Group is currently negotiating through the trade union various measures such as increasing wages and paying additional benefits, as well as other organizational changes. In accordance with the provisions of the Trade Union Act, hiring decisions and actions must be agreed upon with the trade unions, which must, in their turn, be informed about them at least 30 days in advance.</i>
✓ The elimination of all forms of forced or compulsory labour	<i>Within the Internal Regulation (IR) it is stipulated that "The Employment Contract (EC) is concluded based on the parties' consent, in written form. It is registered, prior to the beginning of the activity, in the general record of employees..."</i>
✓ The effective abolition of child labour	<i>Within the Collective Bargaining Agreement (CBA) it is stipulated that, in order to be employed, staff must be at least 16 years of age."</i>
✓ The elimination of discrimination in respect of employment and occupation.	<i>Adrem Group only hires staff based on the qualities and skills which are specific to the respective position, without any discrimination. The evaluation of the employees is done according to the Internal Regulation "depending on the degree of achievement of performance indicators, whether general or specific to every position". Moreover, the IR specifically mentions each employee's right to "equal opportunity and treatment".</i>

As for respecting human rights, the activity of Adrem Group is based on the following documents:

- The Labour Code;
- The Collective Bargaining Agreement;
- The Internal Regulation;
- The Ethical Business Conduct.

Moreover, in order to notify any breach of the employees' rights, corruption, discrimination, etc. it was created an e-mail address suport.hr@adrem.ro which can be used by the employees in order to communicate any non-compliances.

The Labour Code is the document which regulates the field of workplace relations, the way control is conducted of how regulations are applied to workplace relations, as well as labour jurisdiction.

The Human Resources Department supervises that the rights and responsibilities pertaining to each employee and employer be complied with, by informing each part regarding the changes occurring within the organization /labour code etc.

Embedding policy commitments

GRI 2-24

Adrem Group promotes an organizational culture based on integrity, transparency and responsibility, according to the international frameworks defined by the UN's SDG (Sustainable Development Goals). The 10 principles defined by the UN's Global Compact, the Declaration regarding the Employees' Rights issued by the International Labour Organization and the Guidelines on Responsible Business Conduct (OECD), by implementing policies regarding a responsible, ethical business conduct. They are supported by internal regulations such as the Employees' Ethical Business Conduct and the Internal Regulation. By encouraging the identification and reporting of non-ethical behaviour, the organization actively contributes to preventing corruption and consolidating trust in its business relations with our partners, authorities and local communities in the operational areas. Through these measures, Adrem contributes not only to the consolidation of the internal governance, but also to the sustainable growth of the local communities, by promoting a fair and responsible economic environment.

According to the definition in the group's Ethical business conduct, corruption constitutes any form of abuse – either active or passive – used in view of obtaining financial advantages or other personal benefits. Adrem Group adopts a **policy of zero tolerance** for corruption deeds, and it is one of its strategic objectives that each employee be aware of the existence of this policy, in order to be able to identify and prevent potentially abusive situations and to maintain an ethical professional conduct.

By means of the Adrem's Employee Ethical Business Conduct, distributed towards all the team leaders and managers of the Adrem Group and made available on the internal intranet platform, Adrem Group created and made public an information and awareness instrument regarding the organization's anti-corruption policy. The material defines corruption deeds, by supplying examples of questions enabling their employees to know how to react when any representative of a business partner offers them a gift or provides them with a service in disagreement with Adrem's work principles. Adrem's Ethical Business Conduct encourages the employees to identify abuse situations, to act preventively, and to comply with the rule of neither accepting nor asking for favours, gifts or any form of constraint, blackmail, fraud or intimidation, including the more subtle ones.

Adrem's internal regulation stipulates that "accepting money or other undue benefits for activities conducted as part of the job description" constitutes a serious disciplinary misconduct, which is likely to determine the discipline termination of the employment contract.

None of the interested parties (either employees or external partners) recorded any instances of potential corruption deeds, bribery or any other deed which may be seen as an abuse in order to obtain private financial advantages or other benefits.

Adrem Group's Governance

The integrated management system and its processes

GRI 2-24

Adrem Invest and Adrem Engineering implemented an integrated management system (quality, environment, occupational health and safety and information security) in accordance with the following standards:

- SR EN ISO 9001 2015;
- SR EN ISO 14001 2015;
- SR EN ISO 45001 2018;
- SR EN ISO 27001 2022.

Adrem Link is certified according to the following standards:

- SR EN ISO 9001 2015;
- SR EN ISO 14001 2015.

Adrem Group uses the principles of integrated management, which ensures enhanced efficiency and adaptability.

The implementation of the IMS (Integrated Management System) consisted of the following stages:

- Identifying the necessary processes for an integrated management system;
- Identifying the input and output elements required of these processes;
- Identifying the succession and interaction between these processes;
- Identifying and applying the necessary criteria and methods in order to ensure an efficient control and operation of these processes;
- Identifying the resources available for these processes and making them available;
- Identifying the best management methods which may ensure the proper functioning, control and monitoring/assessment of the respective processes;
- Assigning responsibilities and levels of access for different processes;
- Analysing and dealing with the identified risks and opportunities;
- Assessing the new processes and implementing the necessary changes in order to achieve the intended results.

In order for the organizations to function **EFFECTIVELY**, all of their processes are set and run in close connection to the others. This **process-based approach** implied the application of a system of processes, the identification of these processes and the interactions thereof, and an interactive management style in order to achieve the intended result.

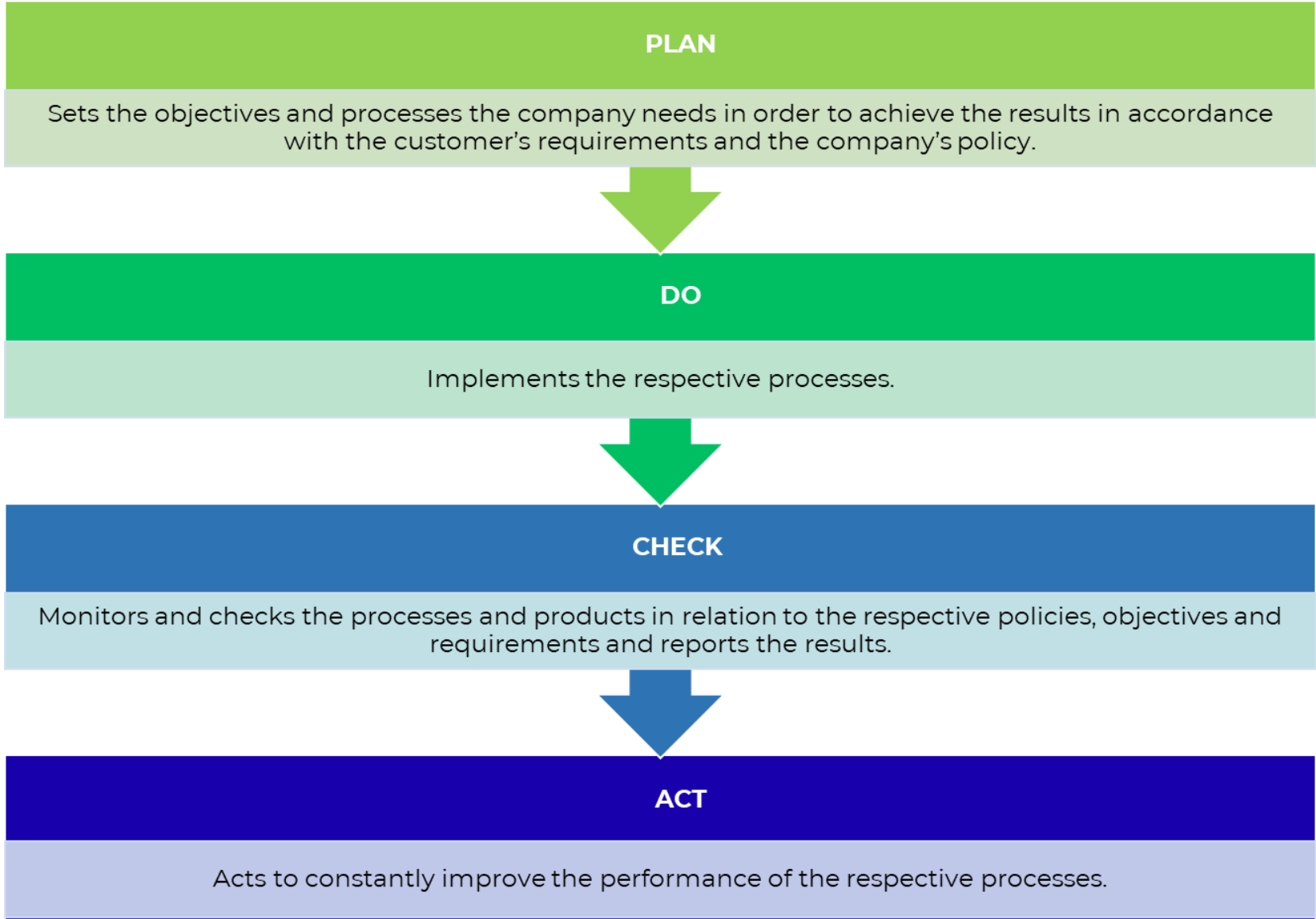
This approach implicitly implies:

- Understanding and fulfilling requirements;
- Considering processes in terms of value added;
- Achieving good results in terms of performance and efficiency;
- Constantly improving the respective processes according to objective assessment.

GRI 2-24

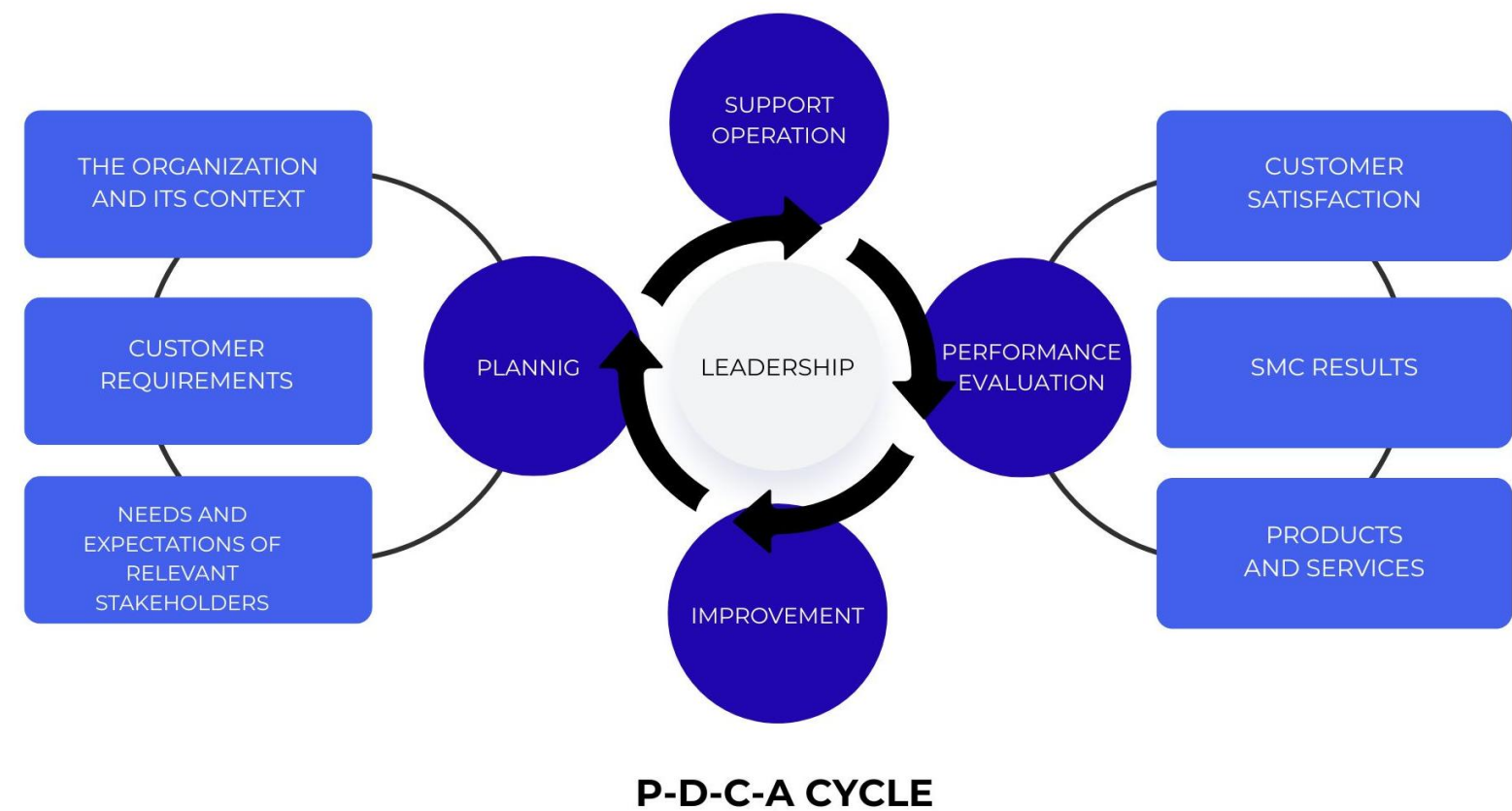
The integrated management system implies commitment at all levels and positions of the organization, starting from the highest-level management. The top management efficiently approaches all risks and opportunities by means of an integrated management system implemented in all of its departments, strategic directions and decision-making, in line with other specific priorities.

The organizations apply a cycle called PDCA – Plan – Do – Check – Act.



Adrem Group's Governance

GRI 2-24



The **process-based approach** enables the planning of the processes and of the interactions thereof. The PDCA cycle enables the company to ensure that the processes are correctly managed, with proper resources and that the improvement opportunities are determined and acted upon.

- The highest-level management has set, implemented and has been maintaining an IMS policy which:
- corresponds to the organization's scope and context and sustains its strategic direction, including the nature, size and impact upon the environment, as well as upon its activities, products and services;
 - ensures the proper framework for setting IMS objectives;
 - includes a commitment to complying with the applicable requirements;
 - includes a commitment to constantly improve the integrated management system, including for environmental protection and pollution prevention, as well as other commitment(s) to consult and involve the workers and their representatives;

The IMS policy is drawn by the CEO, while the departments' directors work on policies concerning the processes they coordinate.

These policies are:

- made available and kept as documented information for employees, partners and third parties and can be accessed directly on the company's website and/or on the server/internal intranet. The policies corresponding to the processes coordinated by each directorate are available on the server;

GRI 2-24

- communicated, understood and applied within the organizations;
- made available to the interested parties, upon request;
- are in accordance with the context, the customers' needs and those of the relevant interested parties, with the strategy of each organization and the mandatory requirements.

The Adrem Group has set strategic and specific objectives for each line of business and department.



Adrem Group's Governance

Processes to remediate negative impacts

GRI 2-25

Risk-based thinking enables the company to determine the factors which may deter its processes and the integrated management system from the planned results, to implement preventive controls in order to minimise any negative effects and make the most of the arising opportunities. Thus, in an ever growing, complex and dynamic environment, constantly complying with the requirements and taking into consideration the future needs and expectations constitute a constant challenge for the organization. In order to achieve these objectives, the organizations in the Adrem Group are ready to adopt different forms of improvement, in addition to corrections and constant improvement, such as sudden change, innovation and restructuring.

All IMS processes conducted within our organizations are divided into the following categories:

- planning, support, operation, assessment and improvement.

It is set the constant improvement of the processes and of the management system by taking into account the following principles:



FOCUS ON THE CLIENT



LEADERSHIP



STAFF COMMITMENT



PROCESS-BASED APPROCH



IMPROVEMENT



EVIDENCE BASED DECISION-MAKING



MANAGING RELATIONS WITH STAKEHOLDERS

GRI 2-25

The Adrem Group aims at maintaining:

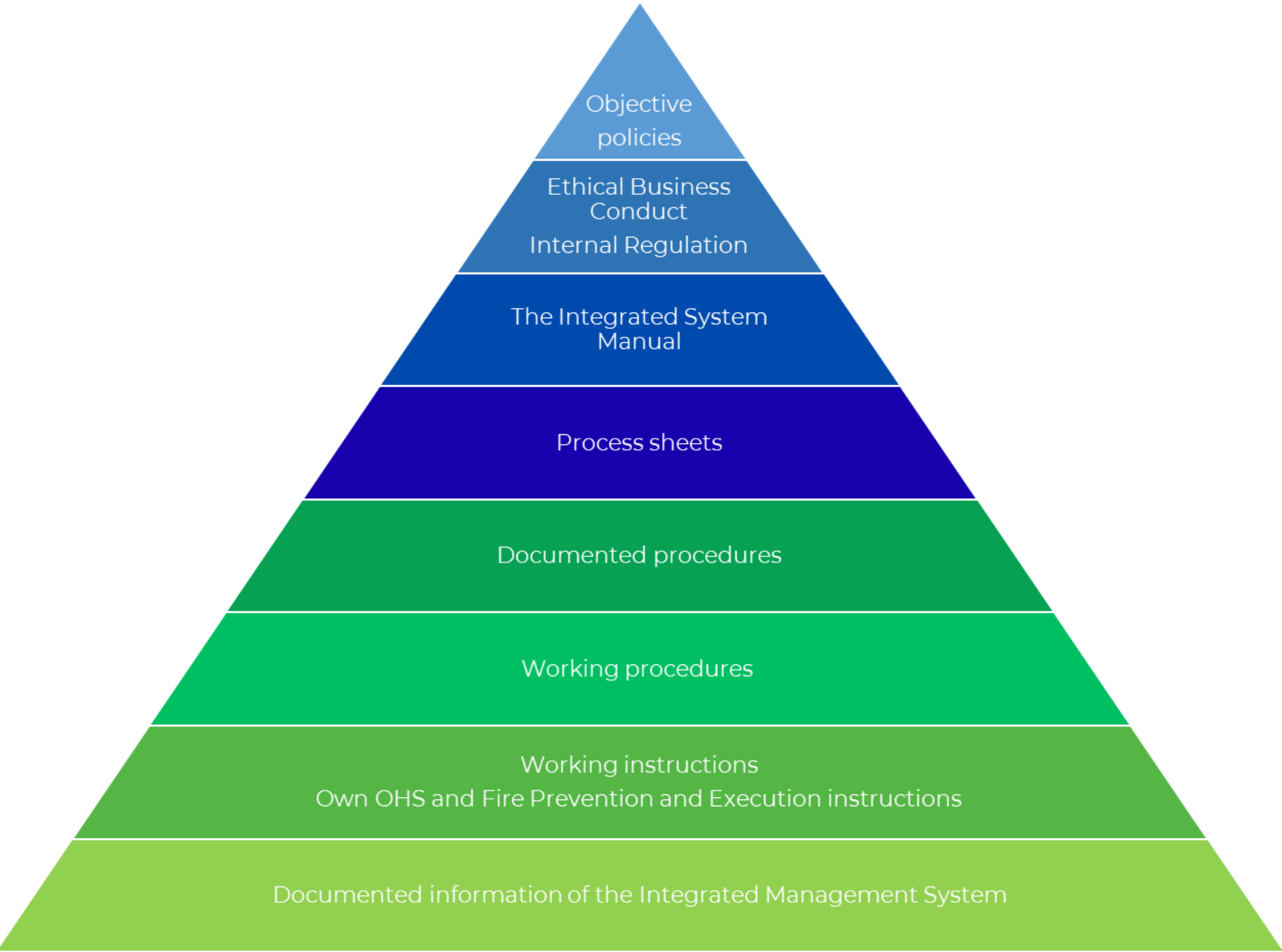
- its ability to constantly supply products and services which comply with the customer's requirements and with the applicable legal and regulated ones;
- the facilitation of the opportunity to raise customer satisfaction;
- the consideration of the risks and opportunities associated with the context and its objectives;
- its ability to prove its compliance with the specified requirements of the quality management system.



Adrem Group's Governance

GRI 2-25

The documentation of Adrem's Integrated Management System translates into:



GRI 2-25

Adrem Group encourages communication with the stakeholders, in accordance with a strategic plan, adapted to the needs and expectations which are specific to the different categories of stakeholders. The involvement of business partners is based on the principles of coherence, clarity and transparency. The company's commitment towards its partners is based on the conviction that a trust-based relationship is essential to the Group's development of business activities.

Our operations are influenced by the following stakeholders:

- Our employees, whom we treat as family members;
- Our partners and customers, to whom we are more than a mere supplier of technology and services, but also a long-term, valuable partner;
- The local authorities of the counties in which we operate, as it is our strong belief that the public and the private sector should collaborate in a transparent way;
- The communities in which we conduct our activities, given our awareness of the importance of social responsibility;
- The trade unions, given our compliance with our staff's rights and our relationship based on trust and fairness.

ANY CUSTOMER IS OUR PARTNER. We do not see ourselves as mere suppliers, but as partners who envisage the success of their projects as much as our beneficiaries.

Between 2023 and 2024, in order to make internal communication more efficient, we used various information methods, such as: SMS, telephone calls, mail, WhatsApp groups, Microsoft Teams meetings, small groups meetings, etc.

The collective bargaining agreement is a convention concluded between the employing party and the trade union's representative (for the employees) setting the working conditions, payment and other rights and obligations resorting from working relations. The main objective is to maintain permanent communication with the employees in order to become aware of their needs and to ensure a working environment in line with their professional and personal development on the long term.

The internal regulation, drawn in accordance with the legislation in force, defines the framework of the collaboration between the company and its employees, as well as the rights and employees of each of the two parties. It is made familiar to and assimilated by the company's employees ever since the beginning of their employment agreement.

Adrem Group's Governance

Mechanisms for seeking advice and raising concerns

GRI 2-26

In Adrem, we commit to maintaining an ethical, transparent working environment, providing our employees and stakeholders with safe, accessible mechanisms to be able to seek advice or to raise concerns in terms of compliance, ethics and sustainability.

The way we treat the complaints regarding the efficient management of the complaints filed by our employees, collaborators or business partners contributes to maintaining an ethical, responsible working environment.

In 2023, Adrem maintained a set of internal mechanisms for the employees and stakeholders to be able to send notifications or requests related to compliance, working relations or ethical aspects. The complaints and requests were collected via the email address sesizari@adrem.ro, and this area is also present on the www.adrem.ro website, under the Contact section, by accessing the *Complaints* subsection managed by the Client Management team, run by the Marketing department.

Each request was taken over, analysed and solved in collaboration with the departments in charge, depending on the nature of each case. During this time there has been no formal system of anonymous reporting, but the company has treated each case with full confidentiality, in order to ensure the protection of the people involved.

The existing mechanisms contributed to the promotion of a responsible working environment, oriented towards the improvement of the relationship between the company and its stakeholders.

In 2024, Adrem consolidated the mechanisms through which the employees and the stakeholders can seek advice, raise concerns or report breaches of ethical principles, compliance and sustainability.

The company implemented an internal procedure for whistleblowing, in accordance with current legislation, in order for the employees and stakeholders to be able to report in full confidentiality and protected against punishment measures.

Available channels include:

- The email: avertizor@adrem.ro
- The telephone number: 0771.229.745
- The land mail: the company's headquarters
- Meeting the designated person directly

All claims are analysed by a designated team, managing the process from registration to solution giving. The whistleblower receives a receipt notification, and the conclusions of the investigation are communicated, along with the necessary measures.

Also in 2024 it was introduced an anonymous feedback questionnaire within our internal newsletter, so that the employees may have an informal, safe and confidential channel to express their suggestions, concerns or proposals.

The sesizari@adrem.ro email address stays active for general claims or suggestions, while requests are handled by the team in Client Management Department, which is part of the Marketing Department. The

GRI 2-26

claims section can be found on the www.adrem.ro website under Contact section.

Through these multiple mechanisms, Adrem promotes an organizational culture based on transparency, ethics and responsibility, while ensuring a working environment wherein concerns may be freely raised and fairly handled.

Through these mechanisms, we aim to ensure that transparency and ethics are the essential pillars of our activity.

Compliance with laws and regulations

GRI 2-27

We handle compliance with legal and regulation requirements by constantly identifying the current laws and legislations, selecting the applicable ones, and permanently informing the management team of the latest pieces of legislation.

At the level of the Group there is the Compliance obligations register drawn and updated as often as necessary, consisting of the legal requirements (environment, OHS/ ES /requirements which are specific to the regulated area) which the company must comply with, as well as other requirements the company must or can choose to comply with. Compliance obligations can derive from compulsory requirements, such as legal or applicable ones, contractual relationships, etc.

At the level of the Adrem Group there are reports concerning the assessment of compliance with the corresponding obligations, which are updated every three months. They consist of a comparison drawn as a result of having monitored and measured the company against the values imposed by the applicable legislation (in accordance with the obligations of complying with the legal and regulatory requirements). The training regarding the compliance obligations and the reporting of the way the company managed to comply with them is based on the training programs containing specific topics.

There have been no fines nor non-monetary sanctions for failing to comply with the relevant legislation and/or regulations.



Adrem Group's Governance

Efficient Governance System

GRI 3-3

Adrem Group's impacts on the topic of Efficient Governance System:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
GOVERNANCE	Adrem own disclosure	Efficient Governance System	Good governance leads to significantly less issues related to the company's safety and performance. It also helps reduce useless expenses and brings about economic performance.	N/A
GOVERNANCE	Adrem own disclosure	Efficient Governance System	Improper governance leads to a defective decision-making process, communication barriers within the organization, and therefore to economic inefficiency and to the exposure of the company to various risks occurring in this ever complex and dynamic world.	NO

Legend

Positive impact

Negative impact

Corporate governance stands for an essential element in the efficient implementation of the group's business strategy. With the rising of operational complexity, activities have grown more diverse, and a corporate governance system was designed to provide an accurate representation of the strategic obligations and compliance requirements at all the levels of the organization.

This system incorporates clear control mechanisms, enabling the correct passage of strategic directions to operational practices. Governance is sustained by a strong framework of risk management, recurring internal audits and constant communication between the members of the management teams and the execution structures.

A central role in this process is played by the constantly audited integrated management system, covering various key aspects such as quality, environment, occupational health and safety. Through the audits and internal assessment sessions we conduct, we manage to monitor the implementation of the procedures and to permanently identify improvement opportunities.

Efficient governance is fundamental for Adrem Group, with an essential role in ensuring transparency, responsibility and integrity in all the activities we conduct. In the context of Adrem acting in strategic fields such as energy, a solid governance system contributes to the consolidation of the trust between the stakeholders, to the compliance with the existing regulations and to the achieving of its sustainability objectives.

The structure of Adrem's governance system and correlation with international frameworks

Adrem is currently in a sustained process of developing and formalising the governance system in terms of sustainability. At the end of 2024, an ESG Committee was established, responsible for coordinating key ESG initiatives and directions for the entire ADREM Group.

The strategic coordinator of our ESG activities is Simona Andron, Chief Brand and Sustainability Officer. In 2024, the team was consolidated by a new employee responsible for Internal Communication and Sustainability, and in 2025 a Sustainability and ESG specialist will be hired, to contribute to the structuring and implementation of the strategy and to the monitoring of our performance within this field.

Topics such as Sustainability/ESG are constantly approached in our management meetings, thus reflecting our strong commitment to integrate the environmental, social and governance criteria in our operational and strategic decisions. Sustainability governance is seen as a dynamic system, meant to support a constantly improving organizational culture.

In 2025, Adrem aims at:

- adopting the sustainability and ESG strategy;
- fully operationalizing the sustainable governance system and the ESG;
- developing the corresponding procedures and policies;
- ensuring an internal framework which is reporting-ready according to the GRI Standards.

Also, Adrem integrates the requirements of the Green Deal (Pactul Verde European) and aims at complying with the UN's SDG* (Sustainable Development Goals).

*For further information, please refer to the correlation between the GRI Content Index and the UN's SDG, attached to the current report.

Adrem Group's Governance

The supervision of the administration board

In 2023, Adrem formally initiated the process of integrating sustainability in its corporate governance structure. Topics such as the environment, social aspects and governance (ESG) were presented and discussed within the management team and referred to the Adrem Board for information and validation of the general directions.

The Board was informed of the need to develop an ESG strategy and to take the necessary steps to prepare it, including context analysis and the correlation of current and future European legislative requirements.

This stage marked the beginning of an active involvement of the Board in the ESG field and helped consolidate the sustainable governance system for the following years.

In 2024, Adrem's Board consolidated its role of strategic supervision of ESG initiatives. Sustainability topics are recurrently included on the agenda of our Board Meetings, reported by the Chief Brand and Sustainability Officer.

The Board validated the main directions of the ongoing ESG strategy, approved the decarbonisation objective and supported the allotment of resources for the development of internal capacities in the field of sustainability.

Also in 2024, a new person was employed for sustainability reports, thus contributing to more professional processes and to preparing the team for the future reporting requirements.

The Board continues to receive regular information regarding the progress of ESG, thus proving its constant commitment to transparent and responsible governance.

Sustainability instructions and the consolidation of capacities on the side of the staff, suppliers and stakeholders

During the reporting period between 2023 and 2024, our company has kept making our employees familiar with the fundamental concepts of sustainability and ESG governance. We acknowledge the fact that internal training and awareness are essential for integrating sustainability in our operational and strategic decisions.

In collaboration with our external partner specialising in sustainability, we organized a series of introductive workshops for the staff in various departments. The purpose of these sessions was to:

- make the participants familiar with the concepts of ESG (environment, society, governance);
- emphasize the risks and opportunities related to sustainability within our activity;
- create a common base of understanding sustainability as the starting point for integrating it.

Medium-term objectives:

While these initiatives are merely a starting point, we are fully aware of the fact that developing a sustainable governance implies ongoing efforts. Over the following period, we aim at:

- expanding our training sessions to all management levels and key positions;
- creating an internal framework for the management of sustainability;
- introducing mechanisms for monitoring progress and the impact of the conducted training sessions.

Integrating sustainability in business processes

In 2023, Adrem acknowledged the importance of integrating sustainability into its business strategy and began the preparatory steps for this transformation. Although the company did not yet have a formalized ESG strategy, the first strategic directions with an impact on sustainability were outlined.

At this stage, sustainability was treated as a transversal priority, and environmental topics such as decarbonisation were integrated into the process of strategic planning, thus setting the premises for the full integration thereof in the company's strategy.

In 2024, Adrem kept integrating sustainability into its business strategy by a more structured approach, while developing the ESC strategy. The sustainability team, coordinated by our Chief Brand and Sustainability Officer, worked on defining the strategic ESG pillars.

During this year:

- Sustainability was included into the process of strategic planning;
- Progress was made in defining the ESG action plan and in identifying the relevant KPI (Key Performance Indicators);
- The carbon footprint started being measured (Scope 1 and Scope 2) for the companies within the Adrem Group, as starting point for the definition of the Net Zero Trajectory;
- We initiated the process of accessing green financing, in relation to our ESG priorities;
- ESG topics were constantly brought to the attention of the Board and became part of the executive decisions.

The ESG is designed in parallel with the preparation for the future reporting requirements in accordance with the European norms developed by the EFRAG (European Financial Reporting Advisory Group). Sustainability started being treated not only as a compliance objective, but as a driver for innovation, efficiency and resilience as part of Adrem's strategy.

Adrem Group's Governance

Risk Management

GRI 3-3

Adrem Group's impacts on the topic of Risk Management:

Domain	GRI Standards / Other Source	Topic	Impact definition	Human Rights
GOVERNANCE	Adrem own disclosure	Risk Management	Constant risk analyses and the development of assessment and control measures ensure the group's stability from the operational, financial and staff's point of view.	N/A
	Adrem own disclosure	Risk Management	A good risk management leads to better efficiency, lower losses, reduced operational costs and therefore higher profit, and thus to a higher level of resilience.	N/A
	Adrem own disclosure	Risk Management	Failing to manage risks leads to the impossibility of anticipating potentially negative events that may impact the company, thus reducing its resilience. A proactive approach of potential risks ensures a proper management thereof as soon as they arise, thus reducing the negative impact they may have on all type of stakeholders.	NO

Legend Positive impact Negative impact

The companies within the Adrem Group set a systematic approach when considering risks, more than by merely treating them as “preventive actions”. Risk-based thinking creates the framework for these risks to be identified, taken into consideration and controlled.

By using risk-based thinking, risk consideration is integrated into the system itself, with preventive actions having become part of risk-based thinking. Preventing or reducing the unwanted effects by a timely identification and proper actions becomes proactive rather than reactive.

By considering risk as part of the entire system and processes, the likelihood of having the set objectives fulfilled is improved, with more consistent turnover.

Risk-based thinking:

- Improves leadership;
- Sets a proactive improvement policy;
- Helps comply with the current legislation;
- Helps provide quality products and services;
- Improves customers' trust and satisfaction.

GRI 3-3

Adrem Group aims at maintaining its consideration of the risks and opportunities associated with the context and objectives both from an external point of view (politics, finance, ethics, social, environmental and legal and regulatory aspects) and from an internal one (employees, operations, etc). In order to support this idea, in risk analysis we use the technique of the probability-impact matrix, which combines the two components of risk to create an overall image thereof. In the picture below there is a presentation of the matrix along with the following combined elements:



Adrem Group's Governance

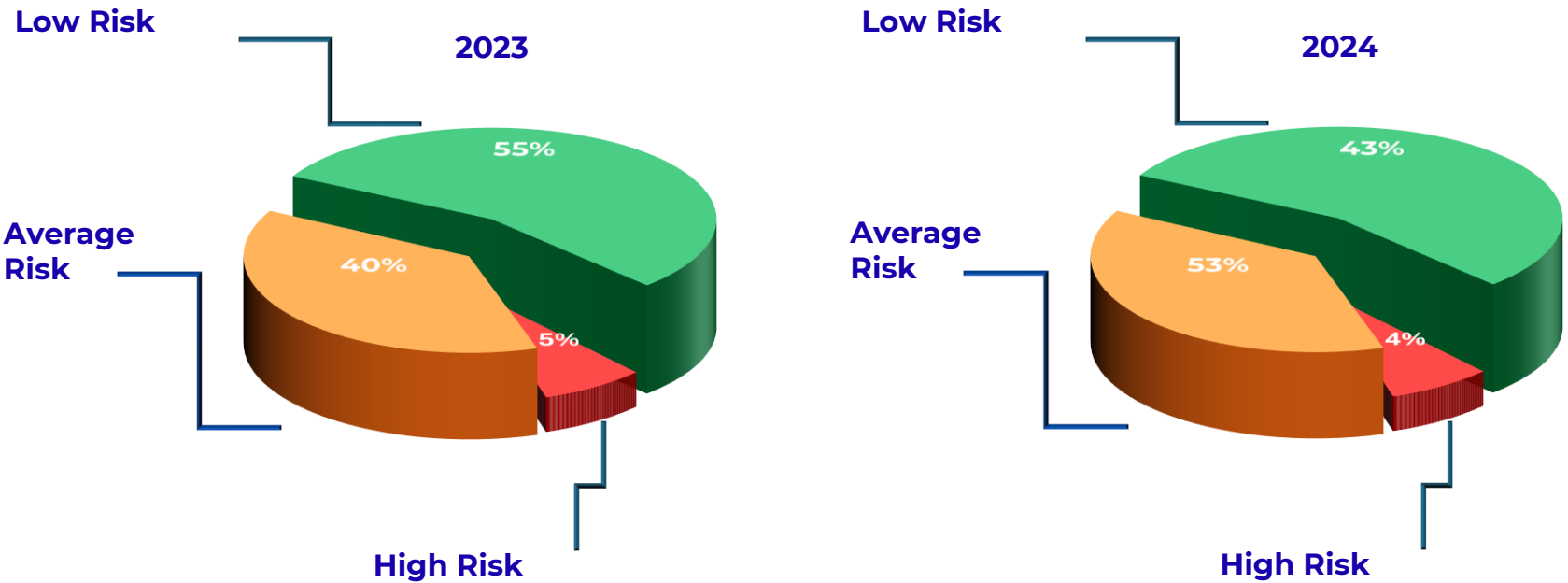
GRI 3-3

Probability – on three levels:	Impact – on three levels:
High probability 3	High impact 3
Medium probability 2	Medium impact 2
Low probability 1	Low impact 1

The result of these elements combined consists of a 3-lines and 3-columns matrix. The intersection of each line with each column represents a certain risk level. In such a matrix 3 risk categories can be identified:

- High risk: **9**;
- Medium risk: **4-6**;
- Low risk: **1-3**.

Risk share in 2023 and 2024:



Risk identification / New risks

The percent of high risks in 2023 represents new risks identified in 2023, and the 10% in 2022 were managed.

In 2024 we included in the Risk Management System new risks due to climate change, amounting to 4% as shown in the 2024 chart.

Risk mitigation strategies

The companies in the Adrem Group provide services in the energy field and there have been no negative effects identified so far, to justify the application of the Principle of Prudence. We will pay close attention to the future evolutions of the energy field which might impose the use of the Principle of Prudence.

The way risks and opportunities should be managed is described in the operational procedures. Each department identified its own, specific risks and the way they can be controlled/ reduced or eliminated.

In order to ensure the sustainable development of each field of activity and to minimise risks, we use different instruments for high performance results. Such instruments are described in detail in the sections dedicated to the quality of the services, professional training, environmental protection and good governance.

Integrating risk management in business processes

Integrating risk management in an organization's processes is essential in order to ensure a proactive, systematic approach to handling uncertainties and risks. It implies aligning the risk management activities with the organization's objectives, structure and operations.

Adrem Group aims at defining a risk management framework, to which purpose, in 2024, it drew a detailed action plan, which includes the identification, assessment, approach and monitorisation of risks.

Adrem Group's Governance

Adrem Group's risk structure analysis

Adrem Group does not currently have a formal risk management structure. We acknowledge the importance of a systematic risk management and the alignment thereof with the organization's objectives.

In 2024 we initiated the procedures which are necessary for organising and implementing a proper risk management framework. As part of this process, we are considering:

- **Setting up a compliance and risk management department:**
 - This department shall develop the necessary policies and procedures, monitor and report risks.
- **Defining a risk management framework:**
 - We shall draw a detailed action plan, which includes the identification, assessment, approach and monitorisation of risks.
- **Allotting the necessary resources:**
 - We shall ensure the allotment of the human and material resources needed for the implementation and efficient functioning of the structure.

In 2025 we aim at implementing the requirements of the ISO standard *31000 Risk Management* in view of implementing a compliance and risk culture.



Anticorruption

GRI 3-3

Adrem Group's impacts on the topic of Anticorruption:

Domain	GRI Standards / Other Source	Topic	Impact definition	Human Rights
ECONOMIC	GRI 205	Anti-corruption	Implementing anticorruption policies through internal regulations (The staff's Ethical Business Conduct, The internal regulations) and regular staff training in this respect, in order for them to identify and report such acts, to eliminate corruption and thus lead to the economic growth of the local communities within our operational areas.	N/A
	GRI 205	Anti-corruption	The occurrence of corruption acts within a company leads to financial losses, a lower market reputation, thus generating fewer business opportunities. This would lower the staff's morale, as well as productivity and profit.	YES

Legend Positive impact Negative impact

Corruption is a systematic issue which endangers the economic development of each company and of the entire society, as it deters resources from productive economic results and affects everyone's welfare. Any act of corruption has a major impact, both from an economic and a social point of view, upon a company's activity and reputation.

Corruption represents a set of immoral, illicit activities committed both by people exercising public functions, and by different groups and/or private organizations, in view of obtaining personal or collective advantages, by using different forms of constraint, such as blackmail, claiming and accepting bribery, purchasing influence or deceiving. Corruption is one of the most significant obstacles in the way of economic and social development, as it deters innovation, reduces competitiveness and affects the business environment. It is therefore essential to be aware and familiar with the existence of corruption acts and prevent them.

Adrem Group's Governance

GRI 3-3

Adrem Group believes in fair competition and in the “fair-play” spirit, which encouraged us to create an ethical business model, based on integrity and law abiding, which we share with the interested parties. We implemented an Integrated Management System, an instrument which encompasses all the processes within the Group, such as those related to quality, environment and work security, operational control or risk assessment, in order to prevent any instance of non-compliance.

Our guiding pillars: **Involvement, Responsibility, Respect, Ambition and Rigour**, help us develop long-term, trust-based business relationships and increase the reputation of the companies within the Adrem Group.

The group's direct or indirect involvement in corruption acts can significantly disturb our companies' operations. Claims or convictions can lead to any of the following:

- irreparable reputational damage;
- operation banning from certain jurisdictions;
- exclusion from the bidders list in certain auctions and projects;
- cancellation of the current contracts;
- moral claims payable to our employees.

Our policies and commitments are based on the internal regulations and the Ethical Business Conduct, drawn by the Management team and mandatory for every company in the group. A policy of zero-tolerance towards bribery, fraud, stealing and other forms of corruption is clearly stipulated in the Internal Regulation and in the Ethical Business Conduct. One of our aims is that every employee be familiar with this policy in order to prevent any abuse and to apply a correct professional conduct.

The applicable procedures at the level of the group are aimed at protecting the employees, on one hand, and, on the other hand, at helping the company standardise the working methods and draw strategic plans. Any transaction involving the companies is done at the management level in accordance with the internal regulations, standards and current legislation.

Through the Employees' Ethical Business Conduct, shared with the team coordinators and managers of the Adrem Group and made available on the internal intranet platform, it was created and made public an instrument for the staff to be informed and aware of the organization's anticorruption policy.

In 2024, the company's approach, values and ethical principles stayed the same, in line with the good practices in the field of compliance. To this purpose, it is worth mentioning the fact that we maintain the existing Ethical Business Conduct, the general provisions of which still define the way the companies comply with their main ethical values by:

- protecting individual rights;
- preventing conflicts of interests;
- compliance with the law;
- ensuring the confidentiality of data and information.

As a rule, we claim no assets for initiating, negotiating or conducting our business relationships with partners and the other stakeholders with whom we interact, as it is expressly forbidden by the Internal Regulation.

GRI 3-3

Ethical behaviour is essential for establishing good reputation and for building and maintaining the trust invested in us by our business partners, customers and interested parties.

Quality means ensuring compliance when the company is not under scrutiny, thus becoming a habit, not an isolated action.

The Anticorruption topic directly impacts the managers, employees, suppliers, customers and central and local authorities.

For the purpose of notifying any act of corruption, Adrem created two email addresses which can be used by the group's employees suport.hr@adrem.ro or by the other stakeholders sesizari@adrem.ro to signal any non-compliance situations.

In 2023 and 2024 no notification was recorded on these communication channels regarding any corruption act. For 2025 it is our intention to implement the requirements of the [ISO 37001](#) standards regarding the Anti-bribery management system and [SA 8000](#) regarding social responsibility when complying with the ESG requirements for a sustainable company.

Operations assessed for risks related to corruption

GRI 205-1

To our internal norms, such as the Internal Regulation, the Collective Bargaining Agreement or the Ethical Business Conduct we added our own working procedures and instructions, which apply to each company, as part of the Integrated Management System, with regular staff training regarding working methods and third-party approaches.

At the level of the group there is the Compliance obligations register drawn and updated as often as necessary, consisting of the legal requirements (environment, OHS/ ES /requirements which are specific to the regulated area) which the company must comply with.

Every three months Adrem draws compliance assessment reports (the obligations are updated as often as necessary), wherein the results of the ongoing monitorisation and measurement are compared to the values set by the applicable legislation. Training the staff in charge of the compliance obligations and of the compliance assessment reports is based on the training programs which cover these specific topics.

ADREM group annually assesses the risks of corruption in all of its operations, including trading activities, procurement and relationships with our suppliers and business partners. Following this assessment, the internal procedures and transactions are examined in order to identify and prevent any risk of corruption. Our zero-tolerance policy towards corruption, regulated by the Ethical Business Conduct and the Internal Regulations, forbids any form of corruption, including bribery, fraud and conflicts of interest. The implemented measures include constantly training the staff on the topic of ethics and professional behaviour, as well as permanently monitoring transactions.

In 2023 and 2024, there have been no cases of corruption involving our employees or business partners, which goes to prove the efficiency of our risk prevention system.

Adrem Group’s Governance

Communication and training about anti-corruption policies and procedures

GRI 205-2

We promote integrity and ethics in all our activities, and we inform each employee of our zero-tolerance policy towards corruption, at the time of their employment, during the induction session. The employees are informed of the group’s internal regulations, including the anticorruption policy, in order to ensure that they are aware of the company’s ethical and legal expectations.

Also, the group’s Ethical Business Conduct, which includes clear norms against corruption, is shared with all employees and can also be found on the company’s server for permanent reading.

In spite of the fact that no training sessions were organized in 2023 and 2024, ADREM takes it upon itself to constantly monitor and update the existing internal policies in order to reflect the best practices in the field of compliance and to support the prevention of any corruption act.

GRI 205-3

Confirmed incidents of corruption and actions taken

During the reporting period 2023 and 2024 Adrem Group recorded no cases of corruption involving the group’s staff or business partners.

During the reporting period 2023 - 2024 neither the external interested parties nor the employees filed any complaints regarding possible corruption acts, bribery or any other similar action that may be seen as an abuse, conducted in view of obtaining private financial advantages or other benefits.

Non-discrimination

GRI 3-3

Adrem Group’s impacts on the topic of Non-discrimination:

Domain	GRI Standards / Other Source	Topic	Impact definition	Human Rights
SOCIAL (Including Human rights)	GRI 406	Non-discrimination	Ensuring a non-discriminatory working environment can increase the employees’ level of satisfaction, commitment and loyalty towards the company.	N/A
	GRI 406	Non-discrimination	Any discriminatory act can create a hostile working environment, by breaching the employees’ rights, which is likely to decrease the productivity and quality of the company’s services and products.	YES

Legend Positive impact Negative impact

GRI 3-3

To Adrem, each employee’s diversity is valuable because it not only contributes to knowledge, but also to the development of a business which operates at a local, regional and international level. The professional ethics principles in which we believe drive us to ensure a working environment wherein communication is based on mutual respect, tolerance and appreciation of cultural, religious and social diversity.

We promote equal opportunity and a work method based on collaboration, wherein our team becomes stronger as we grow together.

Discrimination means any distinction, exclusion, restriction or preference based on criteria such as race, nationality, ethnicity, language, religion, social category, beliefs, sex/gender, sexual orientation, age, handicap, non-contagious chronic disease, HIV infection, belonging to an disadvantaged category, as well as any other criterion the purpose or effect of which is the restraint or elimination of the acknowledgement, use or exercise, under equal conditions, of human rights and fundamental freedoms or of the rights acknowledged by law, in the field of politics, economy, society and culture, or in any other fields of public life.

The Non-discrimination topic has an impact upon the managers, staff, suppliers and local authorities in the operational areas in which the Adrem Group conducts its activities.

Adrem’s Internal Regulation includes a chapter dedicated to the rules regarding the compliance with the non-discrimination principle and the elimination of any type of dignity violation.

The working relationships within our company are based on the principles of consensus and good faith. The non-discrimination policy constitutes an essential component of creating a climate of social peace within our company, wherein it is forbidden to:

- apply any form of direct or indirect discrimination of an employee;
- threat;
- offend;
- abuse verbally or physically;
- engage in sexual harassment.

Thus, any discrimination of other group employees shall be sanctioned, up to dismissal for misconduct, while complying with the applicable legal provisions.

Adrem Group's Governance

GRI 3-3

In line with the Ethical Business Conduct, Adrem Group tolerates no form of discrimination based on criteria such as gender, ethnicity, society, political convictions or religious beliefs and strongly disapproves of any stigmatising attitude that may negatively impact an employee, whether professionally, psychologically or emotionally.

As part of the recruiting and assessing processes and throughout the duration of the relationship between the employee and the company, Adrem considers its employees from the point of view of their abilities and performance, without applying any unfair treatment to those belonging to different social categories.

We want our internal and external relationships to reflect our openness towards multiculturalism and diversity, our appreciation of what we can learn from our colleagues trained in different fields, as well as a performance-based organizational climate.

Any discriminatory, uncomplying situation can be notified by our employees by using the following email address suport.hr@adrem.ro. As for Adrem's external stakeholders, they can do the same by using the email address sesizari@adrem.ro.

Incidents of discrimination and corrective actions taken

GRI 406-1

During the reporting period 2023 - 2024, there have been no cases of discriminatory actions recorded on these communication channels.

In 2023 and 2024 Adrem Group recorded no case of discrimination committed by its employees.

Ethical Business Conduct

GRI 3-3

Adrem Group's impacts on the topic of Ethical Business Conduct:

Domain	GRI Standards / Other Source	Topic	Impact definition	Human Rights
GOVERNANCE	Adrem own disclosure	Ethical Business Conduct	Adopting an ethical/responsible conduct by implementing internal policies and procedures leads to the creation of a sound, responsible working environment, increased staff commitment and improved quality of the products and services provided to our customers.	N/A
	Adrem own disclosure	Ethical Business Conduct	Any failure to comply with Ethical Business Conduct may lead to dysfunctionalities between the members of staff or in their relationship with the local authorities and therefore to lower economic performance.	NU

Legend Positive impact Negative impact

GRI 3-3

Ethical Business Conduct plays a major role in the internal and external functioning of Adrem Group, by influencing relationships with the group's employees, partners, customers and other interested parties. We constantly strive to ensure professional, responsible behaviour, by means of internal regulations and active mechanisms of prevention and monitorization.

The group's documents, such as the internal regulation, the Collective Bargaining Agreement and the Ethical Business Conduct constitute fundamental documents approved by the CEO and they define a clear set of ethical and moral values which must lay the foundation of everyday decision-making, which is seen as responsible Ethical Business Conduct. They are all part of the Integrated Management System, which is subject to an external supervision and recertification audit every 6 months by Lloyd's Register, and at the end of a full, 3-year cycle every department of every Adrem company is audited.

The group applies a zero-tolerance policy towards any form of corruption or unEthical Business Conduct. This commitment is formalized in the Employees' Ethical Business Conduct, which is made permanently available on the company's intranet, given its importance as a fundamental document setting the principles, values and professional standards all employees must comply with. The Code covers essential topics, such as:

- preventing corruption and conflicts of interest;
- protecting data confidentiality;
- promoting diversity, tolerance and inclusion;
- encouraging fair relationships with our partners and stakeholders;
- banning any kind of discrimination.

The Ethical Business Conduct also includes an educational component, providing employees with different examples of potential situations and answering questions to enable them to identify uncomplying conduct. It is constantly available on the internal communication platform and it is integrated since the very beginning of the induction process applied to our new employees.

In order to encourage reporting and preventive actions, our employees are trained to identify and avoid any kind of gifts, favours or constraints – whether they are subtle or in plain sight. Our company also firmly positions itself against any form of discrimination, stigmatisation or behaviour which may negatively affect one of our employees, be it professionally, psychologically or emotionally.

At the same time, in order to monitor and identify any potential violations of the ethical rules, it is implemented an internal audit program which assesses each department in our companies at least once a year, with meetings taking place on a regular basis or as often as necessary in order to discuss integrity matters.

Adrem Group's Governance

The Ethical Business Conduct

Adrem Group's Ethical Business Conduct is the document which sets the behavioural values approved by the organization.

- The document defines staff conduct in terms of:
- Tolerance and diversity;
- Anticorruption;
- Avoidance of any conflicts of interest;
- Data confidentiality;
- Stakeholders' relationship.

The Ethical Business Conduct was made known to all the employees by means of their email addresses and it is also available on the group's Intranet network. Its zero tolerance towards any act of corruption was included both in the Internal Regulation and in the Ethical Business Conduct.

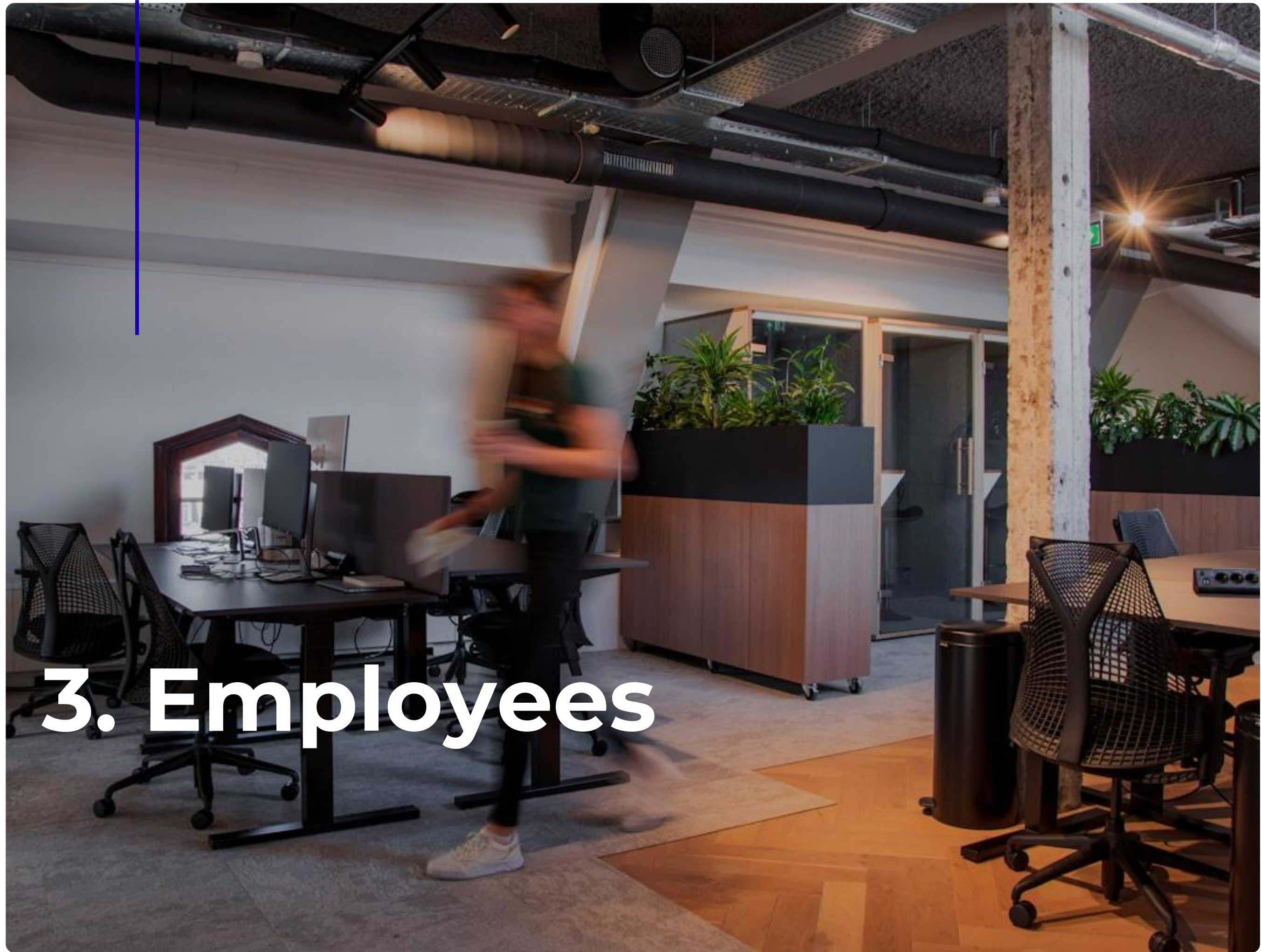
Thus, Adrem's Internal Regulation strictly forbids "receiving money or other undue advantages for activities performed as part of the job description" and defines it as a serious misconduct, which may lead to the respective employee's dismissal for misconduct.

According to the definition in the Ethical Business Conduct, corruption acts imply an either active or passive abuse, in view of obtaining private financial advantages or other benefits. Adrem holds a zero-tolerance policy towards corruption acts and one of our objectives is that this policy be known by each employee, in order to be able to identify and prevent any situation which may constitute an abuse and to take the necessary steps for a correct professional conduct.

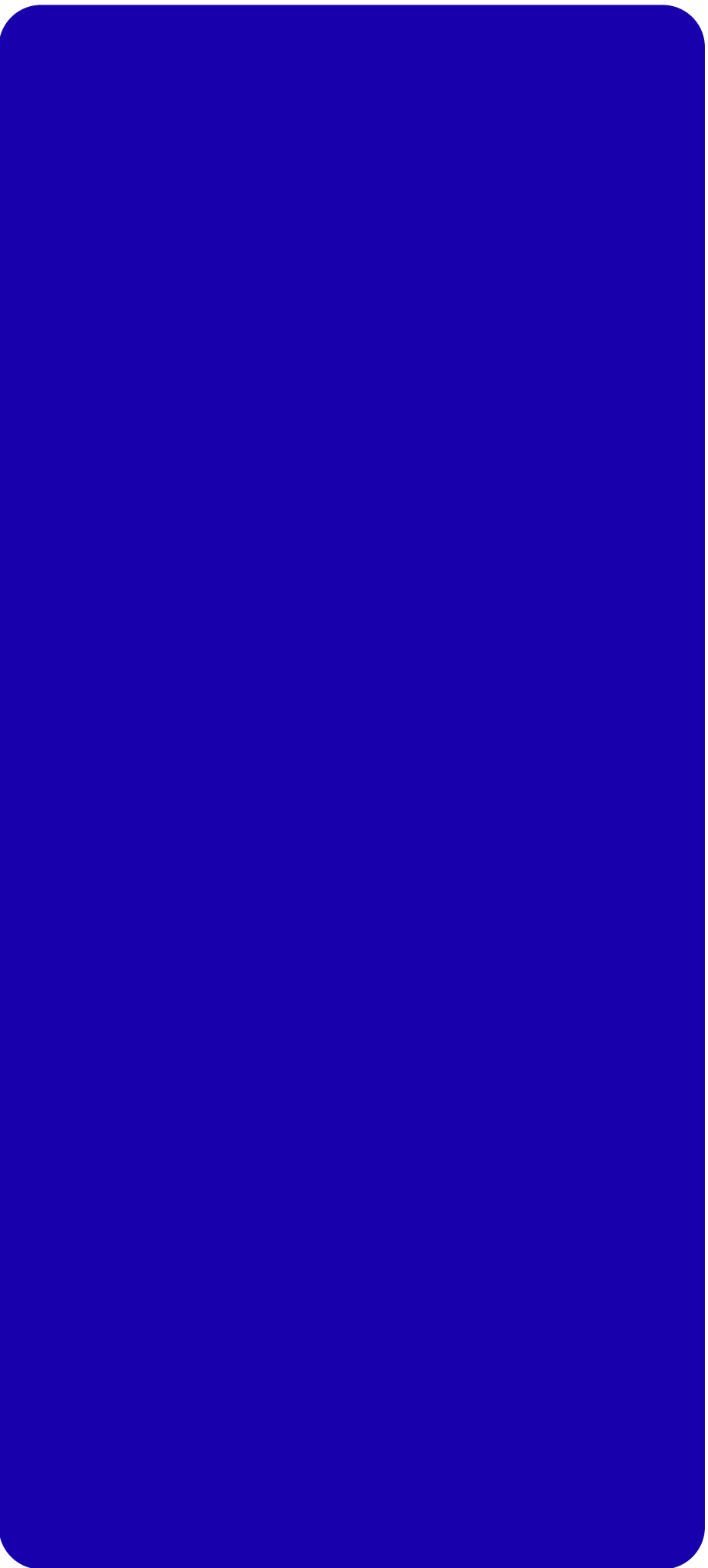
Through Adrem's Ethical Business Conduct, made available to all team coordinators and managers in the organization, posted on the internal Intranet platform, the group has created and made public an instrument which enables the employees to become aware of the organization's anticorruption policy. It defines corruption acts and supplies a series of questions for the employees to be able to answer if a business partner offers them a gift or a service which fails to comply with Adrem's working principles. The group's Ethical Business Conduct encourages employees to identify abusive situations, to act preventively and to apply the rule of neither asking for nor accepting any favours, gifts or any form of constraint, blackmail, deceit or intimidation, including the most subtle ones.

As stipulated in the Ethical Business Conduct, Adrem tolerates no discrimination on account of belonging to certain gender, ethnicity, society, politics, religion or any other criteria and strongly positions itself against any stigmatizing attitude which may affect one of the employees professionally, psychologically and emotionally.





3. Employees



Employees

Employment

GRI 3-3

Adrem Group’s impacts on the topic of Employment:

Domain	GRI Standard s / Other source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 401	Employment	By offering stable jobs with generous benefits, we are helping to reduce labour migration.	N/A
	GRI 401	Employment	Decent, stable jobs ensure a low unemployment rate in the operational areas.	N/A
	GRI 401	Employment	The creation of a demand of workforce specialised in the energy sector is currently putting pressure on the vocational training system, which is forced to adapt its curriculum to the new technologies used in renewable systems.	NO

Legend Positive impact Negative impact

Employees are the main resource of Adrem Group in all its activities, and therefore the core impact around which we think and focus the resources necessary for a safe and efficient working environment.

Human resources are central to the activities carried out by Adrem Group, having a key impact on defining and allocating the resources needed to ensure a safe and efficient working environment as an integral part of our commitment to sustainability.

GRI 2-23

The relationship with our employees is governed by full compliance with the principles set out in the Universal Declaration of Human Rights (adopted by the United Nations) and those established by the International Labour Organization (ILO) on Fundamental Rights at Work. Fundamental labour rights, as defined by the ILO, are integrated into all Adrem Group's basic internal documents and are strictly observed.

In this regard, the company has implemented clear and documented measures in order to:

- **Eradicate all forms of forced or compulsory labour:**
According to the provisions of the Internal Regulations, "Employment contract (CIM) is concluded on the basis of the consent of the parties, in writing. It is registered, prior to the commencement of work, in the general register of employees." This procedure guarantees the voluntary nature of employment and respect for individual rights;

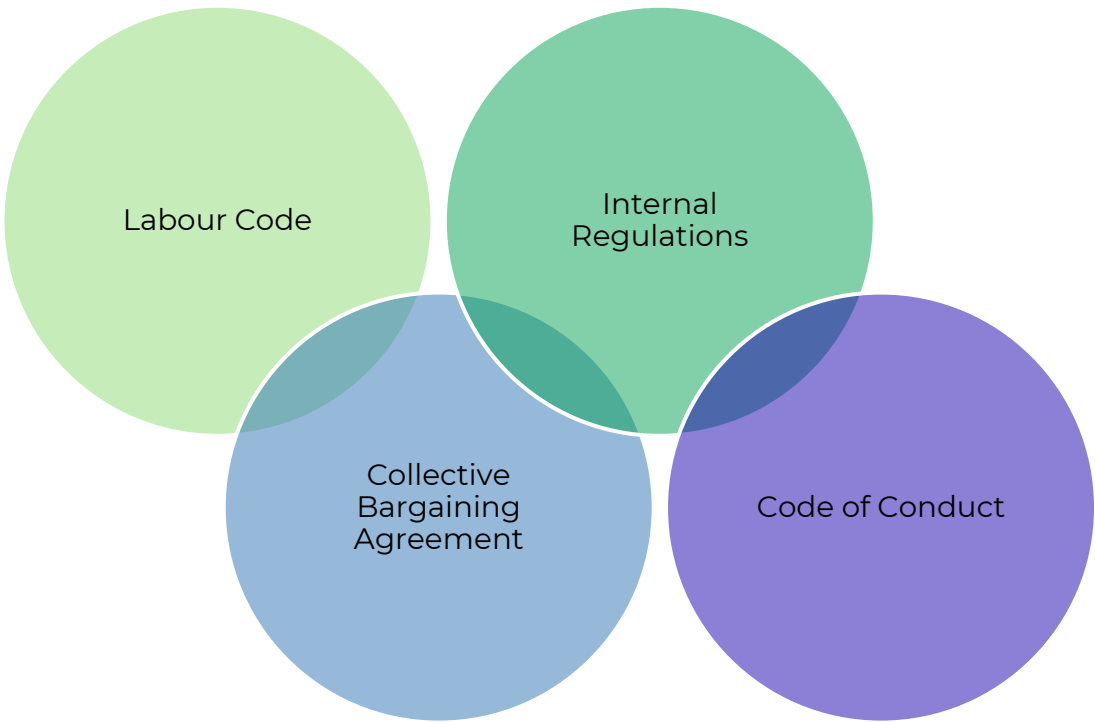
GRI 3-3

GRI 2-23

- **Abolish effectively child labour:**
In accordance with the provisions of the Collective Bargaining Agreement (CBA), Adrem Group only employs persons who have reached the minimum legal age of 16, thus contributing to the prevention and combating of child labour;
- **Eradicate the discrimination in recruitment and employment:**
The recruitment and evaluation process is based exclusively on the skills and abilities required for the position. Internal regulations stipulate that evaluation is carried out "according to the degree of achievement of performance indicators, both general and specific to each position", and the professional evaluation procedure guarantees "equal opportunity and treatment" for all employees.

To ensure compliance with these principles, the Adrem Group conducts regular internal audits and actively collaborates with state institutions in the field of labour relations, health and safety at work. During the period 2023–2024, there were no significant changes in the management approach to these issues.

With regard to human rights, the Adrem Group's activities are based on the following documents:



Employees

GRI 3-3

Furthermore, in order to report any violations of employee rights, acts of corruption, discrimination, etc., an email address suport.hr@adrem.ro has been created, which can be used by employees to report any non-compliance issues.

Prevention of human rights abuses:

GRI 2-24

Mechanisms to report and prevent the abuse

In order to ensure an ethical, safe and fair working environment, the Adrem Group has implemented clear and accessible mechanisms for reporting any non-compliance, including violations of employee rights, acts of corruption or discrimination. Employees can submit reports confidentially via the dedicated email address: suport.hr@adrem.ro.

In addition, the company has internal procedures in place whereby employees can report any violation of fundamental rights directly to their line manager or the Human Resources Department. These communication channels help prevent abuse and strengthen an organisational culture based on respect and integrity.

Open dialogue with communities

To ensure that the rights of consumers and members of the communities in which we operate are respected, the Adrem Group has set up a dedicated email address: sesizari@adrem.ro. Through this channel, anyone outside the organization can submit intimations or complaints, which are analysed and resolved in accordance with internal procedures.

Contesting Performance assessments:

Transparency in Performance assessment

The Adrem Group encourages a transparent and fair performance assessment process. If an employee disagrees with the evaluation result, he has the right to verbally challenge the decision to the direct evaluator. If the disagreement persists, the employee may submit a written appeal to the evaluator's line manager.

In cases where the appeal is upheld, the initial assessment is modified and updated in the internal system, in the common file related to the assessment process. The Human Resources Department is informed of the changes occurred and implements the necessary measures, thus ensuring the fairness and integrity of the process.

Relationship with stakeholders

During the reference period 2023-2024, the amendments made to GEO 114/2018 by GEO No. 23/2022 (amending Law 411/2004) had an impact on Adrem Invest and Adrem Engineering, employees' contribution exemptions were reduced as follows: construction workers will pay 10% CASS, and the tax on

GRI 3-3

salary income remains at 0% if the income does not exceed 10,000 lei gross income, and for employees who do not opt to transfer to Pillar II, 1% less will be deducted from their salary – 20.25% instead of 21.25%.

The Adrem Link company does not fall within the facilities of the GEO 114/2018 ordinance, which leads to the application and payment of several taxes to the state, such as:

- Social Insurance Contribution (CAS) (25%);
- Health Social Insurance Contribution (CASS) (10%) and
- Income tax (10%).

Also, Law No. 296/2023, adopted to set fiscal and budgetary measures, amended Article 157(2) of Law No. 227/2015 (Tax Code). The amendment stipulates that, starting with the income for January 2024, meal vouchers will be included in the calculation basis for the health insurance contribution (CASS) at a rate of 10%. Previously, the value of the vouchers was subject only to 10% income tax, without any related social contributions. All these taxes and duties are paid directly by the employer for each employee.

The employer's only obligation to the state budget is the labour insurance contribution (CAM), amounting to 2.25% and not included in the calculation of the gross salary.

The Adrem Group has developed a solid framework of human resources policies covering the main stages of employees' careers. These policies cover:

- **Recruitment** – ensuring a fair and transparent process for attracting talent;
- **Training** – continuous development of professional skills through training and development programs;
- **Performance assessment** – objective monitoring of results and support for individual progress.

HR documents processed	2023	2024
Adrem Invest	2,224	1,780
Adrem Engineering	147	115
Adrem Link	1,091	988

Complaints for failure to comply with the provisions of the Labour Code	2023	2024
Adrem Invest	0	0
Adrem Engineering	0	0
Adrem Link	0	0

Fines for failure to comply with the provisions of the Labour Code	2023	2024
Adrem Invest	0	0
Adrem Engineering	0	0
Adrem Link	0	0

Employees

Recruiting and staff selection

GRI 3-3

The Adrem Group aims to attract and retain the best-trained professionals who share its values and organizational culture. The main objective of the recruitment process is finding the most qualified staff capable of contributing to the sustainable development of the company.

In line with promoting internal development, the recruiting process begins with an assessment of existing employees in order to identify those who are experienced and skilled enough for the respective position. If there are no appropriate candidates for the respective position, we outsource the services to an external recruitment agency:

Employee retention average	2023	2024
Adrem Invest	81%	83%
Adrem Engineering	72%	79%
Adrem Link	84%	83%

The average quality of the recruitment process	2023	2024
Adrem Invest	96%	93%
Adrem Engineering	100%	100%
Adrem Link	90%	85%

The average staff turnover	2023	2024
Adrem Invest	6%	6%
Adrem Engineering	11%	2%
Adrem Link	11%	13%

Training and education

According to the Collective Bargaining, Adrem is obliged to offer each employee at least one professional development course every two years. The purpose is to contribute to the development of the employees' level of knowledge and professional skills, thus improving their performance. Every year, a professional training plan is drawn up including both external and internal courses. The human resource manager monitors the application of this plan in accordance with his job obligation to find and hold the training courses listed in the training schedule.

The situation of the courses carried out at the Adrem Group level during the reference period 2023–2024 is as follows :

GRI 3-3

Courses taken	2023	2024
Adrem Invest	386 people took specific training courses	161 people took specific training courses
Adrem Engineering	3 people took specific training courses	N/A
Adrem Link	107 people took specific training courses	7 people took specific training courses
Total number of courses Adrem Group	12 training courses	17 training courses

Percentage of employees receiving regular performance and career development reviews

GRI 404-3

The Adrem Group considers assessing performance to be an essential tool for professional development and employee motivation. The main objective of assessing performance procedure is to facilitate the employees' acknowledgement of the performance level they can reach and to encourage them to conduct their activity at 100% potential , both in terms of quantity and quality. The employees' performance and achievements are monitored on a monthly basis by the Human Resource Department by means of department reports.

The average ratings obtained for the reference period 2023–2024 are as follows:

Assessment average	2023	2024
Adrem Invest	95%	94%
Adrem Engineering	99%	N/A
Adrem Link	97%	97%

These results reflect a high level of involvement and performance within teams, supported by clear evaluation processes and continuous communication on performance.

Employees

Collective Bargaining Agreements

GRI 2-30

The Adrem Group supports an active and constructive partnership with employee representatives through **collective bargaining agreements**, which are agreements negotiated between the employer and trade unions. These agreements establish working conditions, salary levels, and other rights and obligations arising from employment relationships.

The main objective of these agreements is to **foster ongoing social dialogue**, which allows for the understanding and integration of employees' needs, thus contributing to the creation of a stable, fair working environment favourable to long-term professional and personal development.

Within the Adrem Group companies, all full-time employees (FTEs) who have a core role within the organisation benefit from **collective bargaining agreements (CBA)**. This contractual framework reflects the company's commitment to respecting employee rights and promoting a fair and stable working environment.

Situation of full-time employees who benefit from a collective bargaining agreement:

FTE* employees which benefit from CBA				
Company	2021	2022	2023	2024
Adrem Invest	92%	93%	94%	95%
Adrem Engineering	68%	13%	60%	3%
Adrem Link	98%	99%	99%	99%

New employee hires and employee turnover

GRI 401-1

To ensure effective and rapid integration into the organization, all newly recruited employees undergo a structured induction programme from their first day of work. This includes information on the following essential internal documents and tools:

- **The internal regulation**, which sets out the general rules of conduct and the organization of activities.
- **The new employee guide**, which provides practical and useful information for settling into the company;
- **The internal induction program** which facilitates familiarisation with organisational processes and culture;
- **The Ethical Business Conduct**, included in the induction program, which reflects the values and ethical principles of the Adrem Group.

During the **2023–2024** reporting period, the Adrem Group recorded a total number of new employees, broken down by **region, gender** and **age group**:

GRI 401-1

The regional distribution of new employees				Total
2023	Adrem Invest	Adrem Engineering	Adrem Link	
Muntenia + Main Headquarters	46	12	0	58
Dobrogea	1	0	0	1
Moldova	24	0	0	24
Transylvania	2	2	0	4
Oltenia	65	0	58	123
Banat	17	0	0	17
Total	155	14	58	227

The gender distribution of new employees				Total
2023	Adrem Invest	Adrem Engineering	Adrem Link	
Female	21	7	10	38
Male	134	7	48	189
Total	155	14	58	227

The age distribution of new employees				Total
2023	Adrem Invest	Adrem Engineering	Adrem Link	
≤30 years old	33	3	18	54
Between 31 and 50 years	87	8	29	124
≥ 51 years	35	3	11	49
Total	155	14	58	227

The gender distribution of new employees				Total
2024	Adrem Invest	Adrem Engineering	Adrem Link	
Female	23	4	4	31
Male	129	10	69	208
Total	152	14	73	239

Employees

GRI 401-1

The gender distribution of new employees				Total
2024	Adrem Invest	Adrem Engineering	Adrem Link	
Female	23	4	4	31
Male	129	10	69	208
Total	152	14	73	239

The age distribution of new employees				Total
2024	Adrem Invest	Adrem Engineering	Adrem Link	
≤30 years old	45	9	23	77
Between 31 and 50 years	70	4	33	107
≥ 51 years	37	1	17	55
Total	152	14	73	239

During the 2023–2024 reporting period, the Adrem Group closely monitored workforce dynamics, including voluntary departures and contract terminations. This analysis allows us to understand better retention trends and develop appropriate strategies to improve employee satisfaction and stability. Total number of employees who left during the 2023–2024 reporting period, by region, gender and age group :

The regional distribution of left employees							Total
2023	Adrem Invest		Adrem Engineering		Adrem Link		
	Voluntary	Involuntar y	Voluntary	Involuntar y	Voluntary	Involuntar y	
Muntenia + Main Headquarters	18	5	2	0	0	0	25
Dobrogea	3	2	0	0	0	0	5
Moldova	17	7	4	0	0	0	28
Transylvania	1	0	3	0	0	0	4
Oltenia	23	13	1	0	53	10	100
Banat	7	4	0	0	0	0	11
Total	69	31	10	0	53	10	173

The gender distribution of left employees							Total
2023	Adrem Invest		Adrem Engineering		Adrem Link		
	Voluntary	Involuntary	Voluntary	Involuntary	Voluntary	Involuntary	
Female	13	6	2	0	9	2	32
Male	56	25	8	0	44	8	141
Total	69	31	10	0	53	10	173

GRI 401-1

The age distribution of left employees							Total
2023	Adrem Invest		Adrem Engineering		Adrem Link		
	Voluntary	Involuntary	Voluntary	Involuntary	Voluntary	Involuntary	
≤30 years old	10	5	2	0	17	3	37
Between 31 and 50 years	44	14	7	0	18	2	85
≥ 51 years	15	12	1	0	18	5	51
Total	69	31	10	0	53	10	173

The regional distribution of left employees							Total
2024	Adrem Invest		Adrem Engineering		Adrem Link		
Type of leave	Voluntary	Involuntary	Voluntary	Involuntary	Voluntary	Involuntary	
Muntenia + Main Headquarters	21	15	10	8	0	0	54
Dobrogea	3	3	0	0	0	0	6
Moldova	11	3	0	0	0	0	14
Transylvania	1	0	0	1	0	0	2
Oltenia	23	19	0	0	55	27	124
Banat	11	7	0	0	0	0	18
Total	70	47	10	9	55	27	218

The gender distribution of left employees							Total
2024	Adrem Invest		Adrem Engineering		Adrem Link		
	Voluntary	Involuntary	Voluntary	Involuntary	Voluntary	Involuntary	
Female	11	6	5	4	4	3	33
Male	59	41	5	5	51	24	185
Total	70	47	10	9	55	27	218

The age distribution of left employees							Total
2024	Adrem Invest		Adrem Engineering		Adrem Link		
	Voluntary	Involuntary	Voluntary	Involuntary	Voluntary	Involuntar y	
≤30 years old	16	11	1	8	13	7	56
Between 31 and 50 years	37	15	5	0	29	9	95
≥ 51 years	17	21	4	1	13	11	67
Total	70	47	10	9	55	27	218

Employees

Benefits provided to full-time employees that are not provided to temporary or part-time employees

GRI 401-2

The Adrem Group offers full-time employees a package of advantages whether or not they work as per a limited or unlimited employment contract. Part-time employees do not benefit from such advantages.

Through these measures, the Adrem Group reaffirms its commitment to employee welfare and the promotion of a fair and motivating working environment. The benefits package includes salary and non-salary components, established in accordance with collective bargaining agreements negotiated with social partners (trade unions):

- A monthly performance bonus (different amounts for each position);
- A birthday gift ticket;
- Easter and Christmas bonuses;
- Energy worker's day bonus (the bonus is only granted to operational staff);
- A women's day gift ticket;
- A children's day gift ticket;
- Partial reimbursement of holiday tickets;
- Meal tickets;
- A work celebration bonus for uninterrupted work in the same company for 10 years or more;
- No more than 5 days of bonus holiday entitlement depending on the accumulated years of service;
- Payment of a third free day on Easter;
- Payment of a free day on the 8th of March for female employees;
- Payment for the 20th of July as a day off for operational staff;
- Marriage bonus;
- Birth or adoption bonus;
- Financial support for the family in the event of the employee's demise;
- Financial support for the demise of a 1st degree relative of the employee that was taken care of by the employee;
- Lower fares for medical subscriptions for Regina Maria network;
- Retiring employees receive, upon retirement, along with their last wage, an extra bonus depending on the accumulated years of service in the same company, as follows:
 - 1 gross wage for those employed for less than 5 years;
 - 2 gross wages for those employed between 5 and 10 years;
 - 3 gross wages for those employed between 10 and 20 years;
 - 4 gross wages for those employed for at least 20 years;

These benefits apply for any employee, regardless of his region.

Other forms of employee support offered by the Adrem Group :

- Temporary incapacity benefits: In the event of illness or accident, the employee is entitled to benefits of 50-100% of the difference between the gross basic salary and the sickness benefit.
- Assistance for special treatments: Employees who require medical treatment abroad may receive

financial support for treatment, under certain conditions, approved by the Joint Employer-Trade Union Committee .

Parental leave

GRI 401-3

The Adrem Group complies with current legislation on parental leave, offering this right to both natural and adoptive parents or legal guardians, provided that they have earned taxable income for at least 12 months in the two years prior to the date of birth, adoption or guardianship of the child.

This measure reflects the company's commitment to work-life balance and its support for employees during important stages of family life. The situation regarding parental leave in the 2023–2024 reporting period is presented below, with details on the number of employees who have benefited from this right, broken down by gender, return-to-work status and retention rate .

2023	Employees on parental leave		Employees returning from parental leave		Retention rate of employees 12 months after parental leave		Employees entitled to parental leave*	
Gender	F	M	F	M	F	M	F	M
AI	2	3	0	0	0	0	1	21
AE	0	0	0	0	0	0	0	0
AL	0	0	0	0	0	0	1	7
Total	2	3	0	0	0	0	2	28

* We took into account all employees' children aged up to 2 years. The report was prepared for employees active on the 31st of December 2023 .

2024	Employees on parental leave		Employees returning from parental leave		Retention rate of employees 12 months after parental leave		Employees entitled to parental leave**	
Gender	F	M	F	M	F	M	F	M
AI	3	6	0	3	0	0	0	26
AE	1	0	0	0	0	0	0	0
AL	1	2	0	2	0	0	0	5
Total	5	8	0	5	0	0	0	31

**We took into account all employees' children aged up to 2 years. The report was prepared for employees active on the 31st of December 2024.

Employees

GRI 401-3

Below you can find the situation for the reference period in terms of the return rate from parental leave and the retention rate after returning from parental leave:

YEAR	Company	Return to work rate from parental leave*		Retention rate after returning from parental leave**	
2023	GENDER	F	M	F	M
	AI	0%	0%	0%	0%
	AE	0%	0%	0%	0%
	AL	0%	0%	0%	0%
2024	AI	0%	50%	0%	0%
	AE	0%	0%	0%	0%
	AL	0%	100%	0%	0%

Return Rate from Parental Leave = (Total number of employees who returned from parental leave) / (Total number of employees who were expected to return) × 100

Retention Rate after Returning from Parental Leave = (Total number of employees retained 12 months after returning to work following a period of parental leave) / (Total number of employees who returned from parental leave in the previous reporting period(s)) × 100

Employees

GRI 2-7

The Adrem Group pays particular attention to its human resources, with the following structure in the reference period 2023-2024:

Active employees as of the 31st of December 2023 - Adrem Invest					Total
Contract type	Temporary employees		Permanent employees		
Gender	Female	Male	Female	Male	
Muntenia + Headquarters	0	3	49	73	125
Dobrogea	0	0	1	17	18
Moldova	0	0	4	77	81
Transylvania	0	0	3	5	8
Oltenia	0	32	41	323	396
Banat	0	13	1	13	27
Total	0	48	99	508	655

GRI 2-7

Active employees as of the 31st of December 2023 - Adrem Engineering					Total
Contract type	Temporary employees		Permanent employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	8	19	27
Oltenia	0	0	0	4	4
Transylvania	0	0	1	10	11
Total	0	0	9	33	42

Active employees as of the 31st of December 2023 - Adrem Link					Total
Contract type	Temporary employees		Permanent employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	0	2	2
Oltenia	10	61	37	135	243
Transylvania	0	0	0	0	0
Total	10	61	37	137	245

Active employees as of the 31st of December 2024 - Adrem Invest					Total
Contract type	Temporary employees		Permanent employees		
Gender	Female	Male	Female	Male	
Muntenia + Headquarters	0	2	47	77	126
Dobrogea	0	0	1	22	23
Moldova	0	15	4	72	91
Transylvania	0	0	2	5	7
Oltenia	0	52	51	309	412
Banat	0	19	1	13	33
Total	0	88	106	498	692

Active employees as of the 31st of December 2024 - Adrem Engineering					Total
Contract type	Temporary employees		Permanent employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	4	18	22
Oltenia	0	0	0	5	5
Transylvania	0	0	1	10	11
Total	0	0	5	33	38

Employees

GRI 2-7

Active employees as of the 31st of December 2024 - Adrem Link					Total
Contract type	Temporary employees		Permanent employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	0	1	1
Oltenia	11	74	33	117	235
Transylvania	0	0	0	0	0
Total	11	74	33	118	236

Notes:
Permanent contract = Employees with indefinite-term employment contracts;
Temporary contract = Employees with fixed-term employment contracts;
Full-time employees = persons employed for 8 hours/day;
Part-time employees = persons employed for 1, 2, 4 or 6 hours per day

Active employees as of the 31 st of December 2023 - Adrem Invest					Total
Working time	Full-time employees (8 hours)		Part-time employees		
Gender	Female	Male	Female	Male	
Muntenia + Headquarters	43	56	6	20	82
Dobrogea	1	17	0	0	17
Moldova	4	77	0	0	77
Transylvania	3	5	0	0	5
Oltenia	39	351	2	4	357
Banat	1	18	0	8	26
Total	91	524	8	32	655

Active employees as of the 31 st of December 2023 - Adrem Engineering					Total
Working time	Full-time employees (8 hours)		Part-time employees		
Gender	Female	Male	Female	Male	
Headquarters	5	8	3	11	14
Oltenia	0	3	0	1	4
Transylvania	1	9	0	1	11
Total	6	20	3	13	42

GRI 2-7

Active employees as of 31 st of December 2023 - Adrem Link					Total
Working time	Full-time employees (8 hours)		Part-time employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	0	2	2
Oltenia	46	196	1	0	243
Transylvania	0	0	0	0	0
Total	46	196	1	2	245

Active employees as of the 31st of December 2024 - Adrem Invest					Total
Working time	Full-time employees (8 hours)		Part-time employees		
Gender	Female	Male	Female	Male	
Muntenia + Headquarters	42	65	5	14	126
Dobrogea	1	22	0	0	23
Moldova	4	87	0	0	91
Transylvania	2	5	0	0	7
Oltenia	49	358	2	3	412
Banat	1	23	0	9	33
Total	99	560	7	26	692

Active employees as of the 31st of December 2024 - Adrem Engineering					Total
Working time	Full-time employees (8 hours)		Part-time employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	4	18	22
Oltenia	0	1	0	4	5
Transylvania	0	0	1	10	11
Total	0	1	5	32	38

Active employees as of the 31st of December 2024 - Adrem Link					Total
Working time	Full-time employees (8 hours)		Part-time employees		
Gender	Female	Male	Female	Male	
Headquarters	0	0	0	1	1
Oltenia	43	191	1	0	235
Transylvania	0	0	0	0	0
Total	43	191	1	1	236

Employees

Occupational Health and Safety

GRI 3-3

Adrem Group’s impacts on the topic of Occupational Health and Safety management:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 403	Occupational Health and Safety	Offering on-the-spot training related to occupational health and safety to employees leads to a minimal rate of workplace incidents.	N/A
SOCIAL (Including Human Rights)	GRI 403	Occupational Health and Safety	Providing new pieces of equipment and techniques for the prevention of incidents contributes to a higher level of staff occupational health and safety.	N/A
SOCIAL (Including Human Rights)	GRI 403	Occupational Health and Safety	All OHS actions ensure compliance with the employees’ rights to a decent workplace.	N/A
SOCIAL (Including Human Rights)	GRI 403	Occupational Health and Safety	The digitalisation of the prevention, protection (training – presentations, tests, electronic signature) evidence of individual protection equipment as well as other materials, all contribute to the compliance with OHS measures.	N/A
SOCIAL (Including Human Rights)	GRI 403	Occupational Health and Safety	Failing to comply with the norms of occupational health and safety leads to unavailable workforce and to higher social costs on treatments or hospitalisations.	YES
SOCIAL (Including Human Rights)	GRI 403	Occupational Health and Safety	Subcontractors' failing to comply with the OHS measures can lead to work accidents, affecting our reputation and contractual relation with our main customers.	NO

Legend Positive impact Negative impact

We place Occupational Health and Safety (OHS) at the core of all business decisions and processes, based on the consideration that people are the most important resource in the group's companies. Concern for people's health and safety is a fundamental characteristic of the Adrem Group and it shall not be compromised in favour of other aspects of the business. Furthermore, concern for occupational safety is part of the professional ethics of companies and one of the factors that determine excellent business results. Wherever we operate, we aim to apply technical and ethical standards for health, workplace safety and occupational safety for Adrem Group employees.

GRI 3-3

Preventive measures, a preventive attitude to avoid incidents and accidents by effectively improving work safety and analysing potential risk factors allow us to continuously optimise our work safety indicators. Work safety is the responsibility of management, so the lives of our employees are our top priority. The "Occupational Health and Safety" topic has a direct impact on management, employees, customers, suppliers, communities and local authorities.

The Adrem Group has managed its prevention and protection activities in accordance with the legislation in force and the ISO 45001:2018 reference standard. The obligations and responsibilities arising from the legislation and standard are approached carefully by both the employer and the employees. The purpose of Adrem's policy is to prevent the risk of accidents and illness, train employees and ensure the organisational framework and means necessary for occupational health and safety. We want to ensure that customer relations are not affected by various work events, as each event has an impact on both our company and the group's partners.

The top management has defined the occupational health and safety policy in accordance with the SR EN ISO 45001:2018 reference standard as a tool that leads the organisation to improve its performance in order to gain customer trust and achieve profit. The Adrem Group's policy on the functioning of the management system commits us to setting and periodically reviewing Occupational Health and Safety improvement goals, preventing emergencies, in line with the nature and size of the organisation, with a view to reducing the risk of accidents.

We are committed to complying with legal requirements, the standards to which we refer and the internal rules established by our internal regulations. All these things are brought to the attention of employees through internal training and regular communications.

Employees

GRI 3-3

The OHS goals set for the 2023-2024 reporting period were:

OHS goals within the Adrem Group	2023	2024
Continuous improvement of working conditions and performance in terms of occupational health and safety;	✓ GOAL ACHIEVED	✓ GOAL ACHIEVED
Improving employee awareness by achieving the target of zero work accidents;	▪ There were three accidents at work resulting in 43 days of incapacity for work	▪ There were two accidents at work resulting in 37 days of incapacity for work
0 non-compliances in external audits;	✓ GOAL ACHIEVED	✓ GOAL ACHIEVED
Conducting regular training in accordance with the regular training programs for each position in the organisation;	✓ GOAL ACHIEVED	✓ GOAL ACHIEVED
Preventing emergencies by achieving the target of 100% coverage of emergency simulations.	✓ GOAL ACHIEVED	✓ GOAL ACHIEVED

Both management and employees are responsible for complying with the legal requirements established by occupational health and safety legislation, as well as the requirements of standards and other requirements established by internal regulations. The employer's report is submitted annually to the Territorial Labour Inspectorate. Therefore, the Adrem Group approaches this topic with responsibility and complies with OHS legislation in all its activities, as well as the requirements of the ISO 45001:2018 reference standard.

In order to achieve continuous improvement in working conditions, the organisation provides the human resources necessary to carry out prevention and protection activities organised through an internal prevention and protection service and an external prevention and protection service. The Adrem Group allocates financial resources for the purchase of Personal Protective Equipment (PPE), employee training, medical examinations and the purchase of medical kits and fire extinguishers.

The complaint management mechanism is documented in the internal complaint handling procedure and is known to the entire Adrem Group.

GRI 3-3

Communication activities with employees are carried out periodically through information and awareness programs, such as the "Your loved ones are counting on you!" campaign, in which employees designated as Adrem Ambassadors for occupational safety send inspirational video messages, promoted internally, encouraging compliance with occupational health and safety regulations.

The emergency prevention activity carried out by the Adrem Group represents all the specific actions planned and carried out, in accordance with the law, in order to prevent, reduce or eliminate the risks of emergencies and their consequences, and to protect employees, the environment, goods and values.

Six emergency situations have been identified and addressed within the Adrem Group, for which intervention plans have been implemented in case they occur :

- Fire;
- Earthquake;
- Flood;
- Nuclear accident;
- Accidental oil spills;
- Accidental spills of hazardous substances (paints, thinners, etc.).

Emergency plans are developed for each of the group's sites and define the measures to be taken by the designated response teams, such as: evacuation of staff and material assets, compliance with evacuation routes and assembly points in the event of an emergency. At the same time, fire and earthquake response drills are conducted every six months. All group employees are trained in emergency response plans and are informed of the results of the response simulations.

Angajați

Occupational Health and Safety management system

GRI 403-1

Within the Adrem Group the Occupational Health and Safety management system is implemented in accordance with the requirements of the ISO 45001:2018 international standard and of Law 319/2006.

- Adrem Group commits to :
- Preventing the occurrence of accidents and diseases by identifying and assessing risks in order to determine the necessary measures to be taken for their mitigation up to the elimination of risks;
 - Conducting our activities at least in accordance with the applicable legal requirements, as well as with the Occupational Health and Safety ones adopted by the organisation;
 - Monitoring, measuring and analysing these processes;
 - Implementing the necessary measures in order to achieve the planned results;
 - Consulting with and committing employees by means of their representatives.

In 2023, Adrem Group has allocated money for PPE (Personal Protective Equipment), hygiene and sanitary materials, medical investigations, internal and external training sessions, internal and external licencing, as well as for the improvement of communication with each department by means of OHS campaigns taking place throughout 2023.

In 2024, a digitalization system for prevention and protection activities was implemented, benefiting all Adrem Group employees (training, testing, information and document signing are carried out online and confirmed by an advanced electronic signature, made available to all staff).

During the reporting period 2023-2024, 100% of the Group's employees have been covered by our OHS management system, in accordance with Law 319/2006 and the international OHS standard ISO 45001:2018 .

Hazard identification, risk assessment, and incident investigation

GRI 403-2

Hazard identification and incident investigation for the positions within Adrem Group was conducted by applying the method recommended by the National Research Institute of Occupational Safety and approved by the Ministry of Labour and Social Solidarity in 1993, in accordance with article 7 paragraph 4 letter a of Law 319/2006 providing for Occupational Health and Safety.

GRI 403-2

Adrem Group has supplied personal protective equipment (PPE) appropriate to the risks workers may be exposed to.
Examples of PPE:

- overalls;
- electro-insulating boots and protective shoes to wear against mechanic risks;
- protective headsets with face shields against the effect of electric arcs;
- gloves;
- face masks, etc .

Adrem's activity is characterised by a low to medium risk of accidents and occupational diseases according to the global levels of risk calculated at the level of each entity within the Group:

The events investigation within the Group in accordance with Law 319/2006 are reported to the territorial labour inspectorates of the counties in which they occurred. All work events are made known to Group's employees and improvements are made and corrective actions are taken by revising risk assessments as well as the prevention and protection plan, aiming at implementing them.

In 2023 and 2024, the courses of action in the event of **Near Miss** and **Stop Work** situations were monitored. In the event of identifying an imminent danger and imposing work cease by any person, the persons who issued the Stop Work order were exempt from any liability if it was found that the interruption of work was not necessary.

Company	2023	2024
AI	2.71 - accepted level	2.86 - accepted level
AE	2.34 - accepted level	2.26 - accepted level
AL	2.86 - accepted level	2.76 - accepted level

Employees

Occupational health services

GRI 403-3

The preventive and protective activities are organised in a specialised internal service, which employs dedicated staff, trained in accordance with the legal requirements, and in an external department of prevention and protection.

Those who work in the departments of prevention and protection, along with both employers' and employees' representatives identify the professional risks in the field of OHS and prepare the Prevention and Protection Plan which puts forth various measures for mitigating the identified risks.

Regular medical check-ups aim at preventing diseases and at treating potential pathologies in a timely fashion, if identified by medical investigations. Regular check-ups are conducted in accordance with the current legislation and are offered to our employees at least once a year, on the basis of contracts concluded with the best medical clinics.

Worker participation, consultation and communication on occupational health and safety

GRI 403-4

Within Adrem Group it is organised the Committee for Occupational Health and Safety (COHS), the structure of which is in accordance with the provisions of Law No. 319/2006 on occupational health and safety. The committee is made up of representatives of the employer and employees with responsibilities in the field of OHS and has the role of ensuring the active participation of employees in decision-making regarding occupational safety.

The COHS convenes every trimester or as often as necessary to analyse current situations, identify solutions and establish action plans to achieve occupational health and safety goals.

The committee's activity is regulated by an Organisation and Functioning Regulation, drawn up on the basis of the legislation in force. All employees are informed about the topics discussed at COHS meetings and can propose topics for the agenda through their representatives.

The COHS has got the following main duties :

- analysing, approving and making suggestions related to the policies in the field of occupational health and safety and to the Prevention and Protection Plan in accordance with the Internal Regulation and with the Organisation and Functioning Regulation;
- overseeing the implementation of the prevention and protection plan, including the allocation of the means which are necessary for the achievement of the provisions therein and for their effectiveness in view of improving work conditions;
- ensuring that the company's objectives in terms of occupational health and safety are measurable and in accordance with the specific policy .

GRI 403-4

The main goals are :

- constantly improving the labour conditions;
- 0 work-related hazards;
- ensuring compliance with all the labour conditions imposed by the OHS legislation and standards;
- raising the employees' awareness of OHS.



Employees

GRI 403-5

Worker training on occupational health and safety

The Adrem Group grants particular importance to the continuous training of employees in occupational health and safety (OHS) and emergency situations, from their very first day at work.

Initial training

On their first day of employment, new colleagues attend general introductory and workplace training sessions, which include:

- The applicable OHS legislation;
- The consequences of non-compliance with legislation;
- The prevention and protection plan, first aid measures, the use of fire extinguishers and the evacuation of workers;
- Specific OHS instructions;
- Practical demonstrations .

On the 2nd and 3rd day, employees participate in general and specific introductory training at the workplace in the field of emergency situations, covering :

- The applicable Emergency situations legislation;
- The company's own instructions for Emergency situations;
- The evacuation plan;
- Means of intervention in Emergency situations and use of fire extinguishers;
- Practical demonstrations;
- Periodic and specialised training.

In addition to initial training, the Adrem Group organises regular training for all employees, aiming to ;

- Inform staff about the risks and hazards associated with their work;
- Remind them of their own safety instructions;
- Consolidate knowledge of first aid measures;
- Provide additional periodic training, such as accident prevention or additional training in the event of high-level non-compliance issues.

Additional training is also organised for staff who carry out high-risk activities or who require internal authorisation, such as electricians, load binders, crane operators, lifting platform operators, etc.

In 2023 and 2024, Adrem continued its OHS campaign "Your loved ones are counting on you!" , designed along with the Communication Department, consisting of the preparation of guides of good practices at the workplace for employees, follow-up meetings were organised with the team coordinators in each region and videos were periodically sent out describing the correct ways of working and the experiences of those employees who have been appointed to be Adrem's OSH Ambassadors.

Also in 2023, training sessions on first aid were organised by SMURD volunteers. Over 90% of the group's employees participated in these courses and obtained participation diplomas.

In 2024, 10 electricians participated in courses on working at height, conducted by external providers specialising in this sector, and for 2025 we aim to increase the list of participants by at least 70 electricians

GRI 403-6

Promotion of worker health

Adrem Group pays special attention to its Employees' health by ensuring medical investigations, both for hiring and periodically. As part of the internal authorisation of our employees, additional medical examinations are carried out.

These are all conducted in accordance with the occupational risk identification sheets which are specific to each job at least once a year or following a work break period that is longer than 6 months.

The contracts concluded by Adrem with specialised clinics include care pack services for all employees which consist of price reductions, depending on the investigations requested by our employees.

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

GRI 403-7

The Group's care for OHS is part of its professional ethics system and leads to excellent business results. Wherever we conduct our activity, we implement technical and ethical standards for the workplace safety and for the employees' occupational health and safety.

We have close connections with the business environment in which we work in, and the impact of OHS on the activities and services provided to the interested parties is significant.

As the impact is significant, the Adrem Group gets familiar with our customers' procedures and instructions by concluding work conventions which stipulate that we take it upon ourselves to comply with the customer's regulations.

Workers covered by an occupational health and safety management system

GRI 403-8

100% of the employees of the Adrem group's main service providers (subcontractors) operate in accordance with the OHS management system of the SR EN ISO 45001:2018 standard.

All Group employees are 100% covered by the OHS management system, which is both internally and externally audited (by the group's customers and by the Lloyd's Register Certification Body in accordance with SR EN ISO 45001:2018).

In 2023 and 2024, we continued to assess the group's subcontractors in terms of OHS. We aim to have all Adrem subcontractors assessed in terms of their coverage by an OHS management system. The way in which their activities are audited, both internally and externally, will also be assessed. The assessment of subcontractors will be documented through the procedure of procurement and assessment of suppliers.

For the execution contracts, Adrem concluded conventions with its subcontractors in terms of OHS, ES (Emergency situations) and Environment, setting requirements imposed both by Adrem and by our customers, which they must acquire. In accordance with the requirements of the existing contracts, all reports related to OHS are drawn by the companies employing the respective workers.

No workers from outside the group have been excluded from the group's OHS management system.

Employees

Work-related injuries

GRI 403-9

At the level of the Adrem Group, there were no work accidents resulting in death in 2023 and 2024, but certain work accidents were recorded, as follows:

Company	2023	2024
Adrem Invest	0 work accidents	1 work accident (1 day of incapacity for work) Type of accident: Impact Rate of work accidents = 0.5
Adrem Engineering	0 work accidents	0 work accidents
Adrem Link	3 work accidents (43 days of incapacity for work) Types of accidents: Impact Rate of work accidents = 1.5	1 work accident (36 days of incapacity for work) Type of accident: Impact Rate of work accidents = 0.5

Methodology for calculating the accident rate

The accident rate was calculated as the ratio between the number of accidents per 1,600 hours worked by the employee during a calendar year, from which the hours of annual leave and public holidays were deducted, as well as the hours during which temporary incapacity for work was recorded, and multiplied by the number of employees, multiplied by 200,000 hours.
No workers were excluded from the calculation of the rate of occurrence of accidents at work.

$$\text{Rate of work accidents} = \frac{(\text{The number of accidents})}{(1600 \text{ hours} \times \text{total number of employees}) \times 200.000 \text{ hours}}$$

The main workplace hazards are: risks of electrocution, falls from low heights or from the same level, and animal bites or insect stings.

Workplace dangers / Identification method

The assessment of accident and disease risks related to working within the Adrem Group was done by applying the method recommended by the National Institute for Research in Occupational Protection approved by the Ministry of Labour and Social Solidarity in 1993 and in accordance with the provisions of article 7 paragraph 4 letter a of Law 319/2006 on Occupational Health and Safety.

GRI 403-9

Actions taken to mitigate risks

The following actions were taken during the reporting period:

- Digitalization of OHS and SU activities (training, testing, internal authorisation of electricians, aerial platform operators and load binders) and documentation management in the OHS digital platform;
- Supplementing the operational centres with 10 platforms with nacelles for working at height in order to replace working at height on ladders;
- Practical and theoretical training of 144 electricians on working at height and using work equipment at height (stepladders, ladder safety devices and lifelines, height rescue devices, complex safety belts, carabiners, connecting ropes);
- Rewarding staff who comply with OHS and SU regulations
 - Monthly awards for operational staff for strict compliance with OHS requirements (equipping with PPE, setting up the work area, complying with work methodology, taking all technical and organisational measures for working on electrical networks);
 - Doubling the performance bonus for operational staff if no non-compliances are identified during internal field checks;
- Increasing the number of internal OHS and SU checks in the field (approximately 1,000 checks per year);
- Application of disciplinary sanctions in case of non-compliance with OHS regulations;
- Classification of non-compliances and application of sanctions according to severity .

Risk mitigation measures

The measures taken following the accidents were the proper use of the PPE (personal protective equipment) provided, retraining of all employees and the application of disciplinary sanctions for failure to use the PPE provided. It was also decided to equip teams working at height with fall arrest devices, lifelines and clamp-type anchoring devices for ladders on poles.

Work-related ill health

GRI 403-10

No work-related illnesses have been recorded at the level of the Adrem Group over the reporting period. The Group's subcontractors did not report any cases of work-related illnesses.

Employees

Training and Education

GRI 3-3

Adrem Group’s impacts on the topic of Training and Education:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 404	Training and Education	Supporting our employees in developing their knowledge and skills in all fields of activity contributes to the development of human resources within the local communities.	N/A
SOCIAL (Including Human Rights)	GRI 404	Training and Education	Intensive professional training can affect operational activities, by making too many people unavailable for too long.	NO

Legend Positive impact Negative impact

Among the impacts identified, training and education of employees play an important role, and this is reflected in a significant proportion of the initiatives and programs implemented by the company.

During the reporting period, 2023-2024, the Adrem Group has consistently invested in the professional and personal development of its employees through a wide range of courses, training sessions and conferences tailored to the specific requirements of their positions. Training and professional development programs were carried out in various areas, including authorisations and technical training specific to the organisation, training in occupational health and safety, as well as investments in professional development and support skills, such as project management courses.

The continuous training and education of employees is one of the strategic directions of the Adrem Group, directly reflected in our sustainability initiatives and goals. We believe that human capital development is essential for long-term performance and for strengthening an organisational culture based on collaboration, innovation and responsibility.

GRI 3-3

Interdepartmental workshops

A relevant example in this regard is the interdepartmental workshop program, launched in 2020 and continued in the following years. These sessions were designed to improve communication and collaboration between teams, reducing the risk of misunderstandings caused by unfamiliarity with the work of other departments.

The workshops included

- Presentation of teams and their responsibilities;
- Explanation of working methods and activity portfolios;
- Discussion of ongoing projects, challenges encountered and solutions applied;
- Interactive Q&A sessions, where participants could ask questions and request support for joint projects.

Training and education programs

During the reporting period 2023–2024, the Adrem Group continued to invest in the professional and personal development of its employees through a wide range of initiatives tailored to the specific requirements of each role:

- Specialised courses and technical training, depending on the specific nature of the activity;
- Training and professional development programs in various areas
- Professional authorisations for regulated fields;
- Training in occupational health and safety (OHS);
- Support skills development programs, such as courses in project management, leadership or effective communication.

These initiatives contribute to increasing skill levels, retaining talent and building a resilient and sustainable organisation.

Employees

Average hours of training per year per employee

GRI 404-1

During 2023, the average hours of training per employee for Adrem Group companies ranged from 4 to 16 hours. At the same time, during 2024, the average hours of training per employee for Adrem Group companies ranged from 4 to 11 hours.

The average hours of training per employee within Adrem Group companies during the reporting period 2023–2024 is as follows:

Company	Average hours of training	
	2023	2024
	Average hours/employees	Average hours/employees
Adrem Invest	8h	11h
Adrem Engineering	16h	N/A *
Adrem Link	4 h	4h

During the reporting period 2023–2024, Adrem Group staff participated in professional training courses, as follows:

Courses completed	2023	2024
Adrem Invest	386 people took activity-specific courses	161 people took activity-specific courses
Adrem Engineering	3 persons took activity-specific courses	N/A
Adrem Link	107 persons took activity-specific courses	7 persons took activity-specific courses

In 2023, 12 professional training courses were held at the Adrem Group, and in 2024, 17 professional training courses were held, as follows:

Number of professional training courses	2023	2024
Adrem Invest	9 professional training courses	15 vocational training courses
Adrem Engineering	2 vocational training courses	N/A
Adrem Link	1 vocational training course	2 professional training courses

* Adrem Engineering staff are employed on a 1-hour/day basis, and their primary position is with Adrem Invest. For this reason, professional training activities are conducted only within Adrem Invest, with no additional training sessions planned at Adrem Engineering.

Programs for upgrading employee skills and transition assistance programs

GRI 404-2

In 2023 and 2024, the ADREM group invested in the professional and personal development of its employees through a wide range of courses, training sessions and conferences tailored to the specific requirements of the positions and technical field in which the company operates.

The training programs cover the following areas:

1. Specialised technical authorisations and training :
 - ANRE authorisation renewal courses (ANRE – The National Energy Regulatory Authority);
 - ANRE authorisation exam – to obtain or renew the authorisations required for activities in the energy field;
 - RSVTI course (Responsible for Technical Supervision and Verification of Installations);
 - Working at height course – for activities carried out in special risk conditions.
2. Health, safety and first aid:
 - Occupational Health and Safety (OHS) courses;
 - OHS platform training;
 - OHS conference;
 - First aid course – in partnership with SMURD, designed to develop emergency response skills for all categories of staff.
3. Professional development and support skills:
 - Project Management – to strengthen project coordination and organisation skills;
 - International Financial Reporting Standards (IFRS) – aimed at financial and accounting staff;
 - Digital Marketing Conference – for understanding trends in digital communication and marketing
 - Testing, assessment, consulting and coaching – aimed at management and top management staff;
 - Colourful platform training – digital human resources management system.

Employees

GRI 404-2

These programs are run both internally and in partnership with specialised external providers, and participation is selected based on the needs of the organisation, each department and each employee, within the framework of individual professional development plans.

The ADREM Group supports the transition of employees upon retirement or termination of employment through a set of specific measures, regulated in accordance with the Collective Bargaining Agreement and Internal Regulations. These measures are designed to support employees in the process of leaving professional activity, ensuring a smoother transition and adequate financial support.

Retirement benefits:

Upon retirement, employees who meet the conditions of seniority in the company are entitled to allowances, granted together with their last salary:

- 1 basic salary for less than 5 years of service;
- 2 basic salaries for 5 to 10 years of service;
- 3 basic salaries for 10 to 20 years of service;
- 4 basic salaries for 20 years or more of service.

This allowance is only granted to employees who meet the length of service requirements. In the case of early retirement, one basic salary is granted to those with at least 20 years of service. Although there is no specific retraining programme, retiring employees receive personalised support with the necessary retirement documentation and additional information on the financial options available after leaving the company.

Diversity and Equal Opportunity

GRI 3-3

Adrem Group’s impacts on the topic of Diversity and Equal Opportunity:

Domain	GRI Standards/ Other source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 405	Diversity and Equal Opportunity	Higher quality of professional activities and management decisions by including in the recruitment/promotion process all categories of age, disabilities, race/ethnicity, gender, religion/belief and culture, sexual orientation.	N/A
SOCIAL (Including Human Rights)	GRI 405	Diversity and Equal Opportunity	By having an inclusive working environment we provide access to work for multiple categories of employees.	N/A

Legend Positive impact Negative impact

GRI 3-3

The Adrem Group recognizes the negative impact that discrimination can have on the working environment, employee morale, and organizational performance. Consequently, management places particular emphasis on developing and implementing an organizational culture based on equal opportunities, diversity, and inclusion, considering these principles fundamental to business sustainability.

The Adrem Group will develop a clear policy on equal opportunities and treatment between women and men, which will define employee responsibilities and procedures for identifying, reporting, and managing cases of discrimination and harassment. This policy will ensure the consistent application of fairness principles in all processes related to recruitment, promotion, professional training, working conditions, and remuneration.

Through this approach, the company will ensure informed decision-making and promote a fair environment, preventing gender bias and strengthening its commitment to equal opportunities.



Employees

Diversity of governance bodies and employees

GRI 405-1

In 2023, at group level, the total number of active employees was 942, distributed as follows :

- 155 female employees (16%);
- 787 male employees (84%).

The gender distribution reflects the specific nature of the energy and industrial infrastructure sector, where employment is traditionally dominated by men. However, the company promotes the principles of equal opportunities and inclusion, both in recruitment processes and in internal professional development.

Below is the distribution by age and gender within the Adrem Group companies in 2023 at the top management and staff level:

Age and gender distribution of top management in Adrem Invest

2023	Male	Female	Total
30-50 years	1	3	4
≥ 50 years	6	0	6
Total	7	3	10

Age and gender distribution of top management in Adrem Engineering

2023	Male	Female	Total
30-50 years	1	3	4
≥ 50 years	6	0	6
Total	7	3	10

Age and gender distribution of top management in Adrem Link

2023	Male	Female	Total
30-50 years	0	1	1
≥ 50 years	2	0	2
Total	2	1	3

GRI 405-1

Age and gender distribution of staff in Adrem Invest

2023	Male	Female	Total
> 30 years	41	2	43
30-50 years	274	64	338
≥ 50 years	241	33	274
Total	556	99	655

Age and gender distribution of staff in Adrem Engineering

2023	Male	Female	Total
> 30 years	1	2	3
30-50 years	14	7	21
≥ 50 years	18	0	18
Total	33	9	42

Age and gender distribution of staff in Adrem Link

2023	Male	Female	Total
> 30 years	29	1	30
30-50 years	92	23	115
≥ 50 years	77	23	100
Total	198	47	245

Employees

GRI 405-1

In 2024, the Adrem Group had a total of 966 active employees, an increase from the previous year. Of these:

- 155 employees are female (16%);
- 811 employees are male (84%).

The gender distribution remained constant in absolute terms, while the overall staff structure evolved in line with the expansion of operations. This evolution highlights the need to accelerate measures to increase diversity, particularly for operational and technical positions.

At the executive management level (C-level), in 2024 the Adrem Group completed its leadership team, made up of 7 members, 2 of whom are women, reflecting a 28.6% representation of women in top management. The areas they coordinate are human resources and sustainability, which are key pillars of the group's organizational culture. The Adrem Group encourages diversity in the selection process for management positions, aiming to increase gender balance.

Below is the distribution by age and gender within the Adrem Group companies in 2024 at the top management and staff level:

Age and gender distribution of top management in Adrem Invest

2024	Male	Female	Total
30-50 years	3	3	6
≥ 50 years	4	2	6
Total	7	5	12

Age and gender distribution of top management in Adrem Engineering

2024	Male	Female	Total
30-50 years	1	0	1
≥ 50 years	1	0	1
Total	2	0	2

Age and gender distribution of top management in Adrem Link

2024	Male	Female	Total
30-50 years	0	1	1
≥ 50 years	1	0	1
Total	1	1	2

Age and gender distribution of staff in Adrem Invest

2024	Male	Female	Total
> 30 years	61	8	69
30-50 years	286	64	350
≥ 50 years	239	34	273
Total	586	106	692

Age and gender distribution of staff in Adrem Engineering

2024	Male	Female	Total
> 30 years	3	0	3
30-50 years	18	5	23
≥ 50 years	12	0	12
Total	33	5	38

Age and gender distribution of staff in Adrem Link

2024	Male	Female	Total
> 30 years	32	1	33
30-50 years	88	22	110
≥ 50 years	72	21	93
Total	192	44	236

Employees

Ratio of basic salary and remuneration of women and men

GRI 405-2

Below is the situation regarding the difference between the base salary and remuneration of women and men for top management, middle management, operational staff and specialists in Adrem Group companies during the reporting period 2023-2024

Gender-based difference of remuneration - Top Management - Adrem Invest	
2023	Male vs Female
Headquarters	F < M by 42%
Territory	N/A

Note: For some of the staff in the Top Management and Middle Management categories, a decision was made at the board meeting to split the salary expense between two companies, thus leading to a fairly large difference between the two genders.

Gender-based difference of remuneration - Middle Management - Adrem Invest	
2023	Male vs Female
Headquarters	F < M by 18%
Territory	F > M by 14%

Gender-based difference of remuneration - Operational and Specialists - Adrem Invest	
2023	Male vs Female
Headquarters	F > M by 17%
Territory	F > M by 20%

Note: The gender-based difference is due to the fact that most of the positions held by women are specialist roles, while most of the men hold executive positions

Gender-based difference of remuneration - Top Management - Adrem Engineering	
2023	Male vs Female
Headquarters	F < M by 32%
Territory	N/A

GRI 405-2

Gender-based difference of remuneration - Operational and Specialists - Adrem Engineering	
2023	Male vs Female
Headquarters	M < F by 38%
Territory	N/A

Gender-based difference of remuneration - Operational and Specialists - Adrem Engineering	
2023	Male vs Female
Headquarters	M < F by 38%
Territory	N/A

Gender-based difference of remuneration - Top Management - Adrem Link	
2023	Male vs Female
Headquarters	N/A
Territory	N/A

Gender-based difference of remuneration - Middle Management - Adrem Link	
2023	Male vs Female
Headquarters	N/A
Territory	M = F

Gender-based difference of remuneration - Operational and Specialists - Adrem Link	
2023	Male vs Female
Headquarters	N/A
Territory	M = F

Note: The level of professional experience, as well as completed studies/qualifications obtained, lead to a differentiation in remuneration.

Employees

GRI 405-2

Gender-based difference of remuneration - Top Management - Adrem Invest	
2024	Male vs Female
Headquarters	F > M by 1%
Territory	N/A

Gender-based difference of remuneration - Middle Management - Adrem Invest	
2024	Male vs Female
Headquarters	M > F by 42%
Territory	F > M by 15%

Gender-based difference of remuneration - Operational and Specialists - Adrem Invest	
2024	Male vs Female
Headquarters	F > M by 11%
Territory	F > M by 9%

Gender-based difference of remuneration - Top Management - Adrem Engineering	
2024	Male vs Female
Headquarters	N/A
Territory	M = F

Gender-based difference of remuneration - Middle Management - Adrem Engineering	
2024	Male vs Female
Headquarters	M = F
Territory	M = F

Gender-based difference of remuneration - Operational and Specialists - Adrem Engineering	
2024	Male vs Female
Headquarters	M=F
Territory	N/A

Gender-based difference of remuneration - Top Management - Adrem Link	
2024	Male vs Female
Headquarters	N/A
Territory	N/A

GRI 405-2

Gender-based difference of remuneration - Middle Management - Adrem Link	
2024	Male vs Female
Headquarters	N/A
Territory	M = F

Gender-based difference of remuneration - Operational and Specialists - Adrem Link	
2024	Male vs Female
Headquarters	N/A
Territory	M = F

Freedom of Association and Collective Bargaining

GRI 3-3

Adrem Group's impacts on the topic of Freedom of Association and Collective Bargaining:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 407	Freedom of Association and Collective Bargaining	Wage and operational negotiations with employee representatives lead to transparency and stability in labour relations, ensuring that employee rights are respected.	N/A
SOCIAL (Including Human Rights)	GRI 407	Freedom of Association and Collective Bargaining	Any violation of Employees' rights to freedom of association and collective bargaining affects the company's reputation.	NO

Legend Positive impact Negative impact

Taking into account the nature of the Adrem Group's activity, the Freedom of Association and Collective Bargaining are of interest not only to the Group's employees, but also to the companies with which it has contractual relationships.

Employees

GRI 3-3

The Adrem Group pays particular attention to its relationship with the Oltenia Electricity Workers' Union, which facilitates dialogue, understanding of employees' expectations, addressing and discussing important issues, and negotiating appropriate solutions on an equal footing.

Measures regarding salary increases and the payment of additional benefits, as well as organizational changes at Adrem, are subject to negotiation with the union. In accordance with the provisions of the trade union law, decisions and actions regarding employment must be agreed with the unions, which are informed of them at least 30 days in advance.

GRI 2-30

Membership of the trade union is uniformly and easily accessible to all Adrem Group employees, regardless of their field of activity, location or other individual characteristics of their position within the Group:

Membership of Adrem Group employees in the trade union					
ADREM INVEST		ADREM ENGINEERING		ADREM LINK	
2023	2024	2023	2024	2023	2024
85%	65%	N/A	N/A	85%	83%

Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

GRI 407-1

The Adrem Group evaluates its suppliers solely on the basis of quality and occupational health and safety criteria and does not currently have the means to assess their compliance with freedom of association and collective bargaining.

EU15

Percentage of employees eligible to retire in the next 5 and 10 years, broken down by job category and region

Employees eligible for retirement in the next 5 years:

Employees eligible for retirement in the next 5 years Adrem Invest						
2023	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Muntenia + Headquarters	0	0	0	1	0	2
Dobrogea	0	0	1	0	0	1
Moldova	0	1	0	0	0	3
Transylvania	0	0	0	0	0	0
Oltenia	0	2	3	2	0	4
Banat	0	0	0	0	0	0
Total	0	3	4	3	0	10

Employees eligible for retirement in the next 5 years Adrem Invest						
2024	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Muntenia + Headquarters	0	0	0	1	0	2
Dobrogea	0	0	1	0	0	0
Moldova	0	0	0	0	0	3
Transylvania	0	0	0	0	0	0
Oltenia	0	1	3	1	0	3
Banat	0	0	0	0	0	0
Total	0	1	4	2	0	8

Employees

EU15

Employees eligible for retirement in the next 5 years Adrem Engineering

2023	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	0	0	0	0	0
Transylvania	0	0	0	0	0	0
Oltenia	0	0	0	0	0	0
Total	0	0	0	0	0	0

Employees eligible for retirement in the next 5 years Adrem Engineering

2024	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	0	0	0	0	0
Transylvania	0	0	0	0	0	0
Oltenia	0	0	0	0	0	0
Total	0	0	0	0	0	0

Employees eligible for retirement in the next 5 years Adrem Link

2023	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	0	0	0	0	0
Oltenia	0	0	0	0	1	3
Total	0	0	0	0	1	3

EU15

Employees eligible for retirement in the next 5 years Adrem Link

2024	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	0	0	0	0	0
Oltenia	0	0	0	0	1	2
Total	0	0	0	0	1	2

The situation of employees eligible for retirement in the next 10 years is the following:

Employees eligible for retirement in the next 10 years Adrem Invest

2023	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Muntenia + Headquarters	1	2	7	3	0	3
Dobrogea	0	0	1	0	0	1
Moldova	0	2	1	0	0	15
Transylvania	0	0	0	0	0	0
Oltenia	1	5	11	10	1	53
Banat	0	1	0	0	0	1
Total	2	10	20	13	1	73

Employees eligible for retirement in the next 10 years Adrem Invest

2024	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Muntenia + Headquarters	1	1	7	5	0	4
Dobrogea	0	0	1	0	0	0
Moldova	0	1	1	0	0	14
Transylvania	0	0	0	0	0	0
Oltenia	1	4	10	8	1	46
Banat	0	1	0	0	0	1
Total	2	7	19	13	1	65

Employees

EU15

Employees eligible for retirement in the next 10 years Adrem Engineering						
2023	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	1	0	2	0	0
Transylvania	0	0	0	0	0	0
Oltenia	0	1	0	0	0	0
Total	0	2	0	2	0	0

Employees eligible for retirement in the next 10 years Adrem Engineering						
2024	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	0	0	2	0	0
Transylvania	0	0	0	0	0	0
Oltenia	0	1	0	0	0	0
Total	0	1	0	0	0	0

Employees eligible for retirement in the next 10 years Adrem Link						
2023	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	1	0	0	0	0
Oltenia	1	0	0	0	12	38
Total	1	1	0	0	12	38

EU15

Employees eligible for retirement in the next 10 years Adrem Link						
2024	Management		TESA		Execution	
Gender	Female	Male	Female	Male	Female	Male
Headquarters	0	0	0	0	0	0
Oltenia	1	0	0	0	11	31
Total	1	0	0	0	11	31



Employees

Labor/Management Relations

GRI 3-3

Adrem Group’s impacts on the topic of Labor/Management Relations:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 402	Labor/ Management Relations	Improving the employer’s brand by “eNPS survey” in order to understand better the perspective of our employees related to their own experience within the company.	N/A
SOCIAL (Including Human Rights)	GRI 402	Labor/ Management Relations	Consultation with salary representatives in terms of labour-to-management relations leads to stable workplaces and to the compliance with human and employees’ rights.	N/A
SOCIAL (Including Human Rights)	GRI 402	Labor/ Management Relations	Improving the company’s image as an employer by ensuring a high level of „employee engagement” and the development of organisational culture.	N/A
SOCIAL (Including Human Rights)	GRI 402	Labor/ Management Relations	The lack of continuous and organised internal communication can lower the employees’ level of engagement and thus affect Adrem’s organisational culture, decreasing its efficiency and customer satisfaction.	YES

Legend Positive impact Negative impact

Within the ADREM group, the connection between management and trade unions is essential in labour relations and is defined by a balance between the interests of employers and those of employees. This interaction aims to resolve any collective conflicts or labour disputes amicably, as well as to prepare any amendments to the collective bargaining agreement or new draft collective bargaining.

In order to maintain this relationship, a joint employer-trade union committee has been set up, consisting of representatives of both parties (employers and employees), who work together to resolve conflicts, negotiate certain working conditions and contribute to the smooth functioning of labour relations. The number of members is between 3 and 5 people on each side.

GRI 3-3

The joint committee has the following duties and powers:

- it interprets, by consensus, on its own initiative or at the request of one of the parties, the clauses of the CBA and issues written notes clarifying their meaning and how they should be applied;
- analyses and proposes to ADREM management measures and solutions in cases reported concerning violations of legal provisions of CBA and other agreements on labour relations;
- establishes the specific ways in which employees benefit from the provisions of the CBA;
- drafts the regulations expressly provided for in the CBA for the application of its provisions;
- analyses and proposes solutions within the limits of its powers for other problems that may arise in the application of the CBA;
- verifies, by means of surveys or at the request of one of the signatory parties, the correct application of the provisions of the CBA in correlation with other regulations on remuneration and labour relations;
- develops proposals for improving the CBA, labour legislation and remuneration;
- attempts to prevent and eliminate, where appropriate, any disputes or labour conflicts arising from the application of the CBA;
- prepares proposals for possible amendments to the collective bargaining agreement or new draft collective bargaining.

The committee meets in plenary session, usually quarterly or whenever necessary, by convocation. Depending on the content and urgency of the issues to be resolved, additional working meetings may also be scheduled.

The agenda for the plenary working meetings, the scheduling of meetings and the duration of meetings are determined by mutual agreement between the chairpersons of the two parties.

Complaints, requests and proposals received by the commission's secretariat shall be resolved within a maximum of 30 calendar days from the date of registration.

The venue for the plenary working meetings of the joint committee shall, as a rule, be the registered office of the organisation or one of its regional offices. By way of exception, the parties may agree on other venues for the meetings.

The proceedings of the joint committee shall be recorded in the minutes of the meeting. The minutes shall be signed at the end of each meeting by all representatives of the parties present at the meeting. The minutes shall not record the individual views of the members of the parties, as separate opinions shall be submitted to the chair of the respective party.

The joint committee may, on its own initiative or upon request, visit subunits to verify the application of the provisions of the CBA. All expenses related to the activity of the joint committee shall be borne by the company.

Members of the joint committee shall receive the salary rights provided for in their employment contracts, as well as delegation rights, where applicable.

Employees

Minimum notice periods regarding operational changes

GRI 402-1

Under the Collective Bargaining Agreement (CBA), all companies in the Adrem Group are required, from the moment of employment, to inform employees and include in the employment contract (CIM) the conditions regarding the notice period and its duration, applicable to both contracting parties.

In the event of significant changes in the company's operations, employees are informed in accordance with the provisions of the CBA, following a detailed analysis tailored to each individual case. After the relevant documents have been drafted, in the event of a possible termination of employment, the notice period is set as follows:

- 20 working days for employees in executive positions;
- 45 working days for employees in management positions .

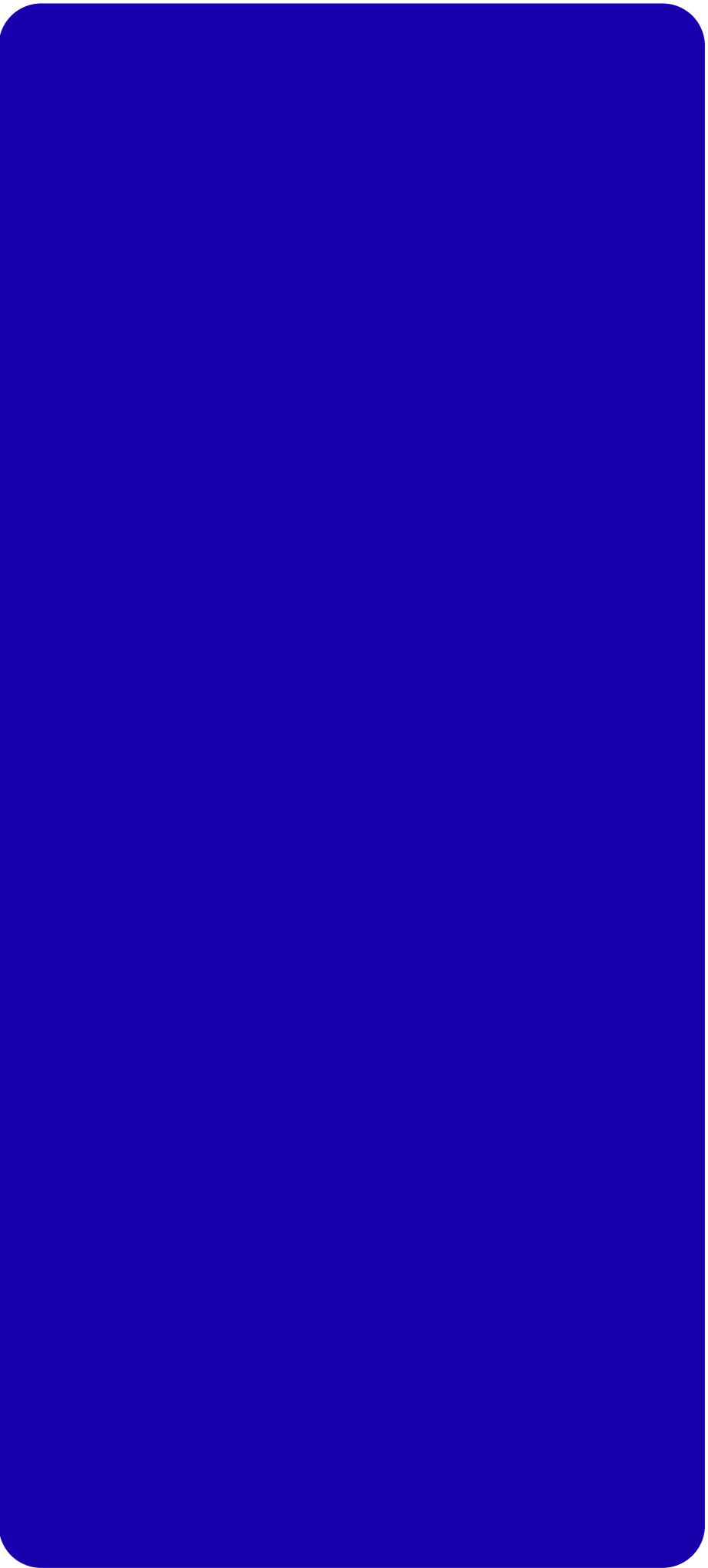
In the event of collective redundancies, the CBA stipulates that, after prior consultation with the trade unions, the employer is obliged to notify the Territorial Labour Inspectorate (ITM) in writing at least 30 calendar days before issuing the redundancy decisions.

Also, according to the Internal Regulations, any change to the essential elements of the individual employment contract requires the drafting and signing of an addendum within a maximum of 20 working days from the date of the change.





4. Environment



Environment

Energy

GRI 3-3

Adrem Group’s impacts on the topic of Energy:

Domain	GRI Standard/ Other source	Topic	Impact definition	Human Rights
ENVIRONMENT	GRI 302	Energy	By reducing energy consumption, our company gets in line with the international efforts of reducing the waste of resources and of combatting climate change by reducing the CO2 footprint.	N/A
	GRI 302	Energy	By promoting and developing energy efficiency services we actively participate to lowering our customers' carbon footprint.	N/A
	GRI 302	Energy	Given the specificity of our services, namely the fact that they imply our employees going out in the field, we have a negative impact in gas consumption, as a non-renewable resource leading to higher CO2 footprint.	NO
	GRI 302	Energy	Reducing energy consumption affects the entire classical energy industry and has a direct impact upon employees and stakeholders.	NO

Legend

Positive impact

Negative impact

Adrem Group believes that caring for the environment is highly important to the role we assume in society. This belief guides us to use our energy resources in a very responsible manner. We comply with the norms of environmental protection; we follow the laws and regulations in the communities where we operate and strive to carefully use our resources. We monitor our resource consumption on a monthly basis, particularly electric energy.

Although, according to the Romanian legal framework, the activities of Adrem Group do not generate significant environmental impacts, "Energy" is considered a material topic due to having a direct impact on management, employees, suppliers and the environment.

Top management defined the environmental policy in accordance with the SR EN ISO 14001:2015 reference standard, using it as an instrument to support performance improvement, in order to strengthen profitability and customer trust.

The management system policy defines and sets periodic analyses of the environmental improvement objectives regarding waste management and the prevention of emergency situations, in line with the organisation’s nature and size through the reduction of the level of accident risks and environmental impact.

GRI 3-3

Adrem Group is committed to continuously improving its products and services, preventing pollution, promoting a policy of reducing the negative impact of its activities on the environment, acting in line with the legal provisions and regulations, and complying with any other requirements identified by the organisation, including those related to the environmental topics.

Reducing energy consumption is a constant task for every employee in every head office of the company. Every year training is organised providing environmental instructions to all departments within our company. Adrem Group monitors the objective of reducing electricity consumption. By reducing energy consumption, the company is aligning itself with international efforts to reduce resource consumption and combat climate change by reducing its CO2 footprint.

By promoting and developing services of energy efficiency we support our customers to reduce their operational expenses and carbon footprint.

The effectiveness of our energy efficiency measures is evaluated by both an internal audits as well as external controls and audits conducted by Lloyd's Register. The audits conducted in 2023 and 2024 identified no non-compliances, observations or measures requiring a change in the management of material topic, therefore the same objectives and measures shall be maintained.

The complaints within the organisation are approached in accordance with the internal procedure “Complaint Management”. Between 2023 and 2024 as a reference interval no environment-related complaints were registered.

In 2025 we are committed to implement the requirements of the *ISO 50001 Energy Management System standard* in order to comply with ESG. requirements for sustainable companies.

Environment

Energy consumption within the organization

GRI 302-1

ADREM INVEST 2023				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	268.223,04	45.226,83	744.694,86	297.044,07
MWh/tonne	268,22	45,23	744,69	3.259,46
TOE	23,07	47,49	755,87	280,31
Total TOE=	1.106,73			

GRI 302-1

ADREM LINK 2023				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	13.879,39	116.395,78	17.269,66	10.535,96
MWh/tonne	13,88	116,40	17,27	115,61
TOE	1,19	122,22	17,53	9,94
Total TOE=	150,88			

ADREM ENGINEERING 2023				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	8.277,88	4.506,78	12.164,40	14.751,97
MWh/tonne	8,28	4,51	12,16	161,87
TOE	0,71	4,73	12,35	13,92
Total TOE=	31,71			

Cumulated Adrem Group consumption (AI, AE, AL) 2023				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	290.380,31	166.129,39	774.128,92	322.332,00
MWh/tonne	290,38	166,13	774,13	3.536,95
TOE	24,97	174,44	785,74	304,18
Total TOE=	1289,33			

Environment

GRI 302-1

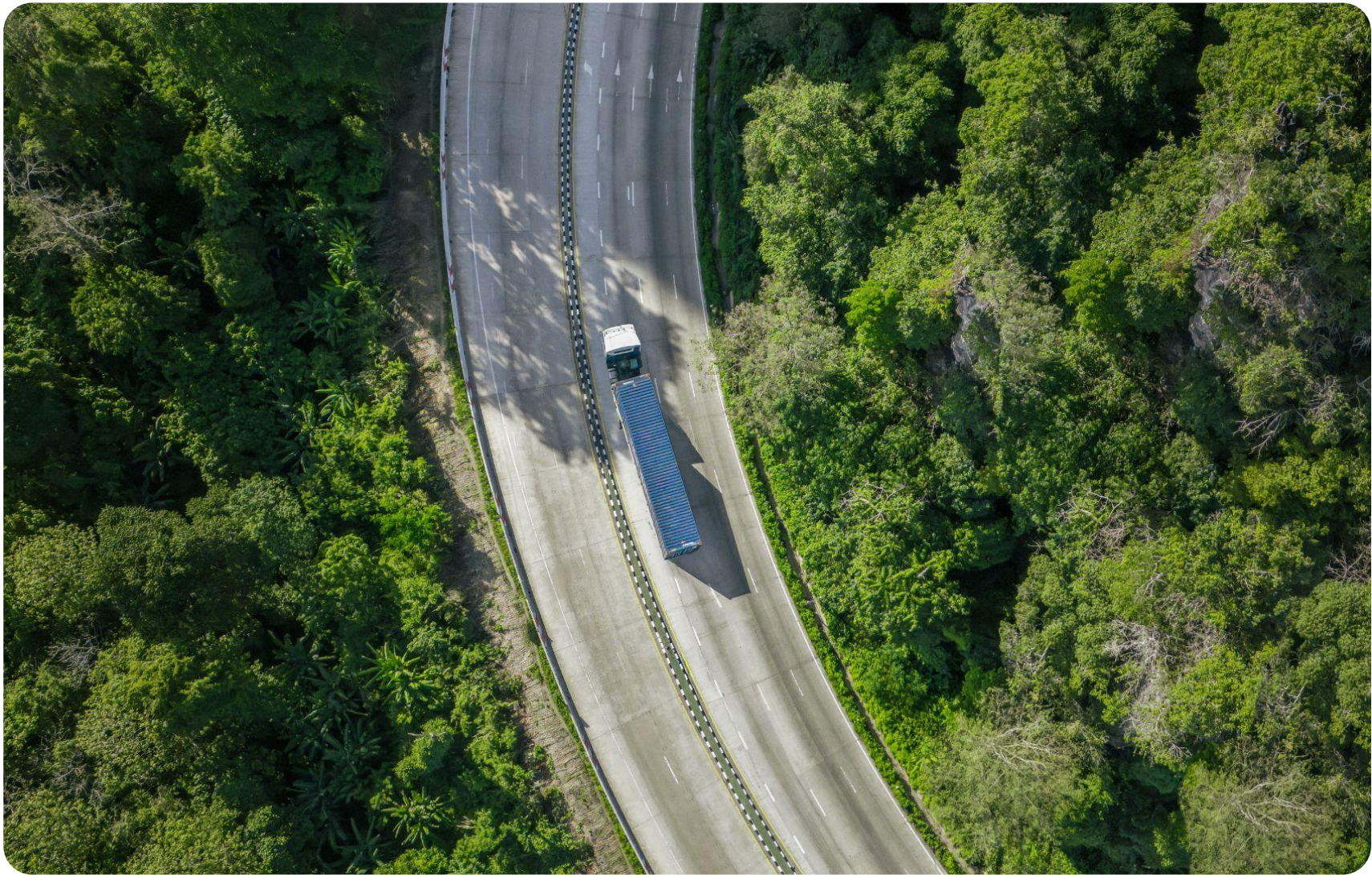
Adrem INVEST 2024				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	220,458.56	41,574.37	754,978.89	217,270.89
MWh/tons	220.46	41.57	754.98	2,384.11
TOE	18.96	43.65	766.30	205.03
Total TOE=	1,033.95			

Adrem ENGINEERING 2024				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	8,697.13	2,648.60	5,193.99	14,866.71
MWh/tons	8.70	2.65	5.19	163.13
TOE	0.75	2.78	5.27	14.03
Total TOE=	22.83			

Adrem LINK 2024				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	6,395.27	133,129.28	15,173.17	12,626.27
MWh/tons	6.40	133.13	15.17	138.55
TOE	0.55	139.79	15.40	11.92
Total TOE=	167.65			

GRI 302-1

Cumulated Adrem Group consumption (AI, AE, AL) 2024				
	ELECTRICITY (kwh)	FUEL (litres)		NATURAL GAS (cubic meters)
		PETROL	DIESEL FUEL	
	235,550.96	177,352.25	775,346.05	244,763.87
MWh/tons	235.55	177.35	775.35	2,685.79
TOE	20.26	186.22	786.98	230.98
Total TOE=	1,224.43			



Environment

Energy Intensity

GRI 302-3

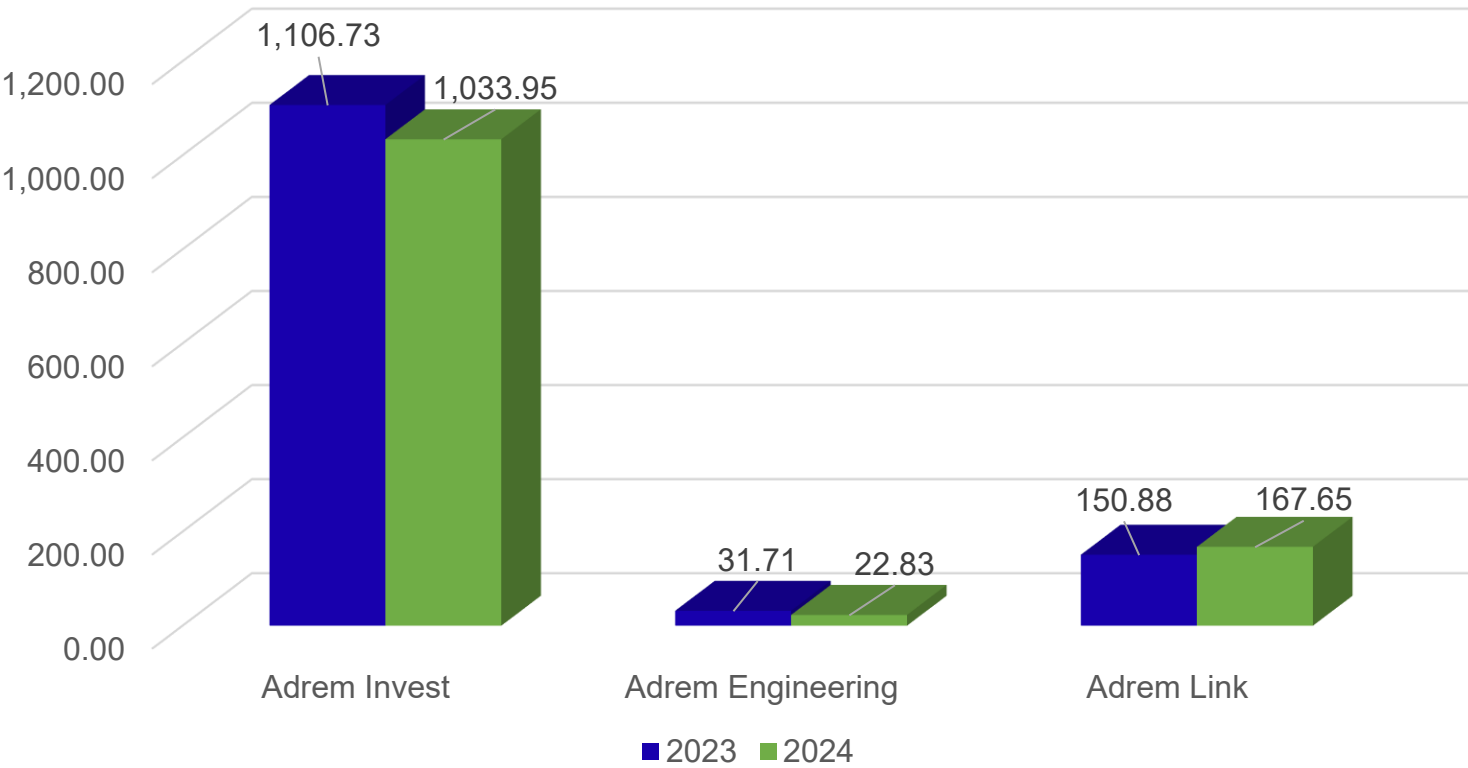
The following formula was used to calculate energy intensity:

$$\text{Energy Intensity} = \frac{\text{Total energy consumption within the company}}{\text{Number of employees as of 31.12.2024}}$$

GRI 302-3

GRI 302-4

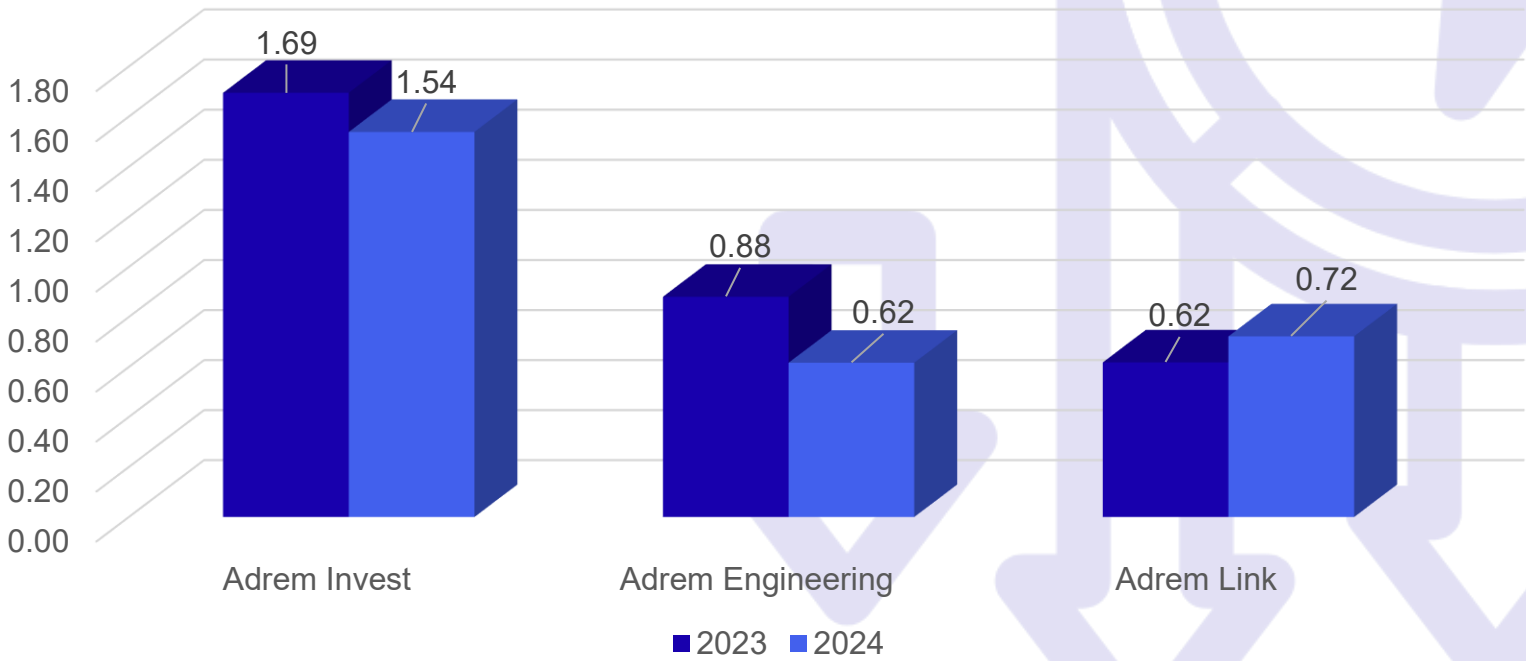
Energy consumption within the Adrem Group (TOE)



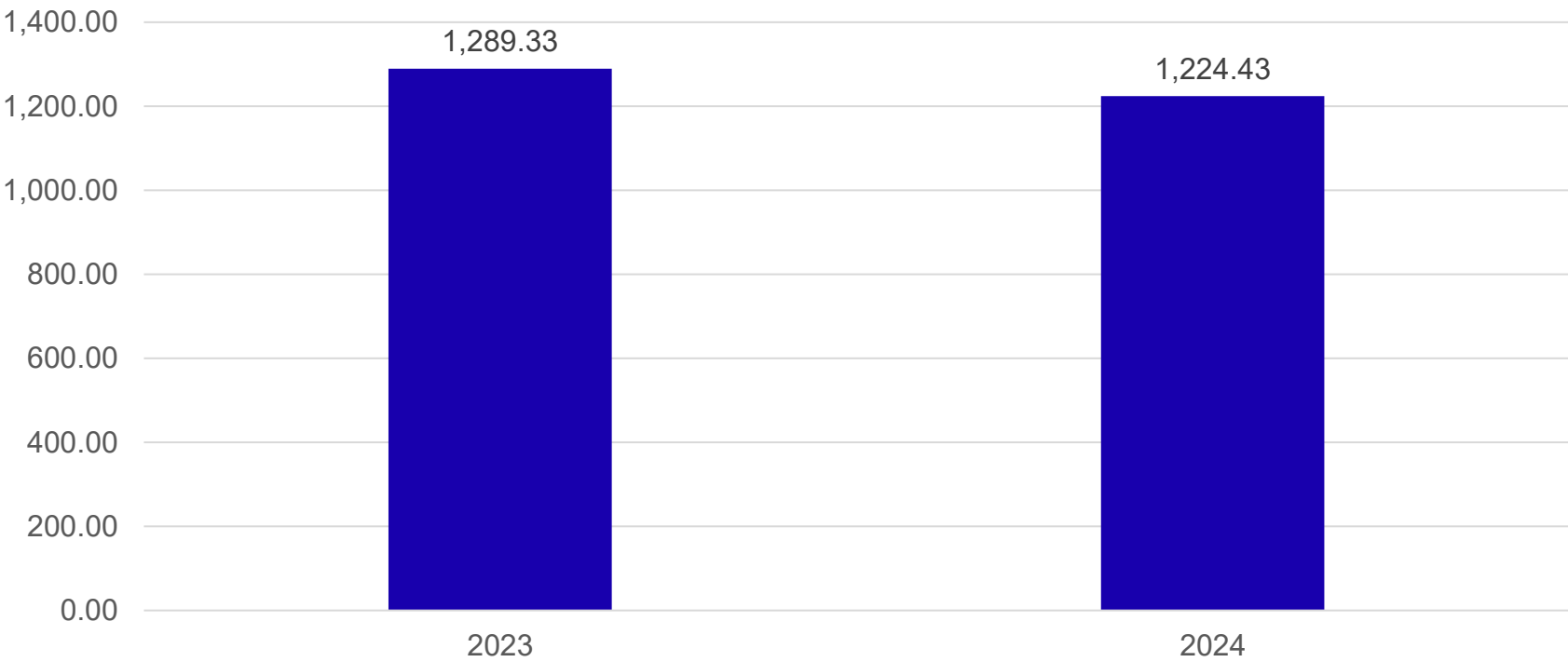
GRI 302-3

GRI 302-4

Energy consumption /employee within the Adrem Group



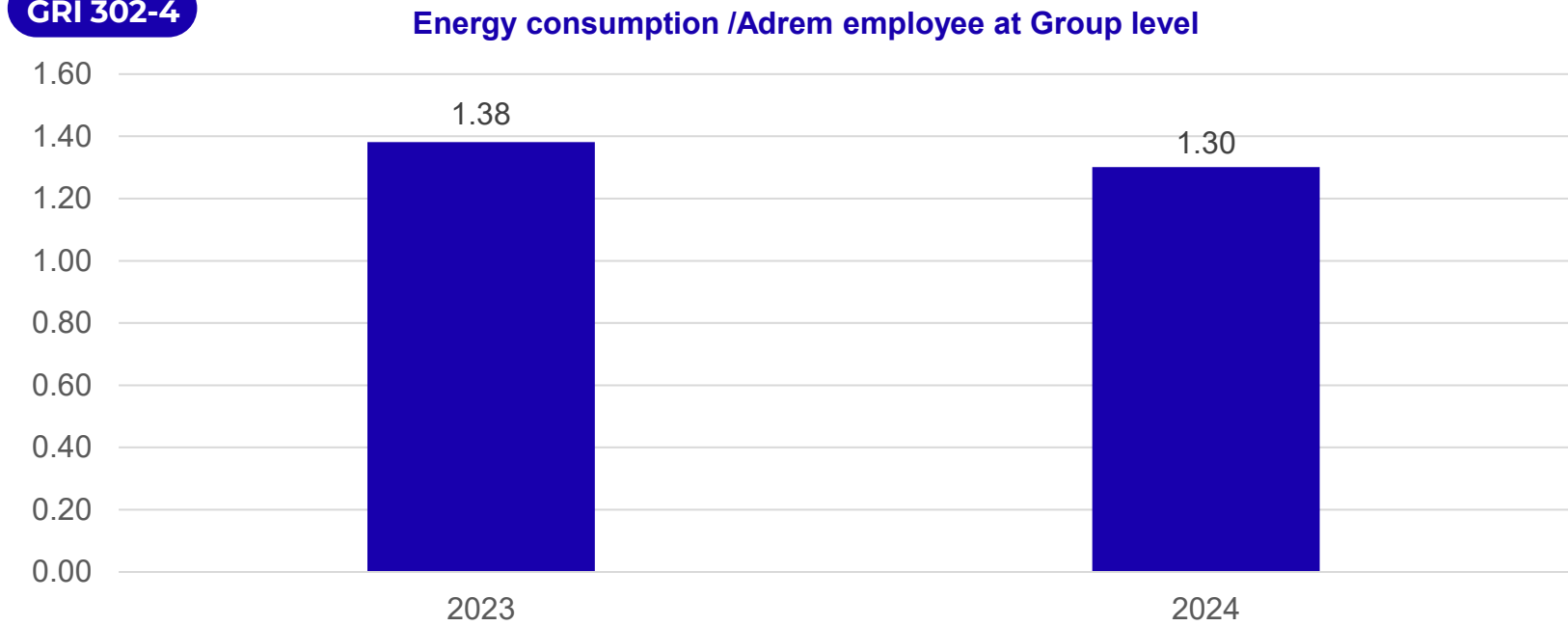
Energy consumption within the Adrem Group



Environment

GRI 302-3

GRI 302-4



Reduction of energy consumption

GRI 302-4

The total energy consumption (TOE) (Ton of Oil Equivalent) consists of the consumption used for the group’s utilities and the fuel consumption used for the company’s fleet, and shows a decrease in 2024 as compared to 2023.

The decrease of energy consumption is mainly due to a reduction of the utility consumption (energy and gas) due to updating of the company’s headquarters with gas heating units and to taking over energy consumption by the owners of some headquarters.

Having identified an increase in the level of petrol consumption in 2024 as compared to 2023 (according to the table at 302.1), the management defined a series of reduction measures, as follows:

- renewing the car fleet and changing fuel from petrol to gas and hybrid;
- implementing a more rigorous system of route planning;
- improving the monitorisation and control of car movement (by means of a GPS system);
- installing alarms in case of an overconsumption of fuel.

For Adrem Link the total energy consumption increased by 11% in 2024 compared to 2023, which is mostly due to a change of the re-invoicing percentage – changes in the sense of corrections made to consumption in accordance with the corresponding spaces:

GRI 302-4

	2023		2024	
	Energy (utilities)	Energy (fuel)	Energy (utilities)	Energy (fuel)
Adrem Invest	303,38	803,35	223,99	809,96
Adrem Engineering	14,63	17,08	14,78	8,05
Adrem Link	11,14	139,74	12,47	155,19
Total TOE	329,15	960,18	251,24	973,20



Environment

Emissions

GRI 3-3

This topic was identified and suggested by the company’s stakeholders during our sustainability engagement sessions and reflects the strategic vision of the group’s top management, that launched a project in 2024, aimed at measuring the greenhouse gas emissions (GHG) and defining a transition/decarbonisation plan. The decarbonisation of the energy sector stands for one of the most important objectives when combatting climate change and the transition towards a more sustainable economy. Given the fact that greenhouse gas emissions represent part of the group’s contribution to climate change, one of the first steps the group has taken was to measure them, and then to define the relevant objectives and the decarbonisation strategy.

In 2024, supported by our consultant EMBA Power SRL, the first cycle of carbon footprint/ greenhouse gas measurement related to the activities and business relations of Adrem Group was initiated.

The carbon footprint was measured by using the methodology of the Greenhouse Gas Protocol (GHG Protocol), a standard which lies at the foundation of the reporting requirements related to the emission of greenhouse gases in accordance with the European Sustainability Reporting Standard for Climate Change (ESRS E1). The GHG Standard Protocol, developed by World Business Council for Sustainable Development and World Resources Institute was implemented at a global level. It provides organisations with the necessary information in order to measure their own greenhouse gas emissions which affect the environment and to identify which measures can be included in the strategies for the emission reduction. Also, it enables the authorities to create a consistent, transparent framework for accounting and reporting emissions.

In accordance with the GHG Protocol recommendations, the generally accepted principles are meant to support and guide the gas accounting and reporting policy in a correct, accurate way:

- **Relevance:** Ensure the GHG inventory appropriately reflects the GHG emissions of the company and serves the decision-making needs of users – both internal and external to the company.
- **Completeness:** Account for and report on all GHG emission sources and activities within the chosen inventory boundary. Disclose and justify any specific exclusions.
- **Consistency:** Use consistent methodologies to allow for meaningful comparisons of emissions over time. Transparently document any changes to the data, inventory boundary, methods, or any other relevant factors in the time series.
- **Transparency:** Address all relevant issues in a factual and coherent manner, based on a clear audit trail. Disclose any relevant assumptions and make appropriate references to the accounting and calculation methodologies and data sources used.
- **Accuracy:** Ensure that the quantification of GHG emissions is systematically neither over nor under actual emissions, as far as can be judged, and that uncertainties are reduced as far as practicable. Achieve sufficient accuracy to enable users to make decisions with reasonable assurance as to the integrity of the reported information.

GRI 3-3

The standard defines three domains of GHG emissions, identified as scopes:

Scope 1 – direct emissions generated by the Group while conducting its business activities, originating in sources which are owned or controlled by the Group.

Scope 2 – indirect emissions originating in the consumption of energy acquired by the Group from the National Energy System through suppliers. There are referred to as indirect, because they are present in the company’s activity, but the energy sources are owned and controlled by an external entity.

Scope 3 – indirect emissions which are present in the Group’s value chain and which are not part of Scope 2. These emissions are caused by trading activities, but they do not originate in sources owned or controlled by the Group. The emissions under Scope 3 are indirect emissions which are present in the Group’s value chain, but which are not included in Scope 2, as they are caused by either trading activities or by sources which the company does not own or control.

In order to calculate the Adrem Group’s Carbon Footprint we used the requirements of the GHG Protocol Standard and of the ESRS E-1 Standard, at the level of each company in the Adrem Group.

GRI 305-1

GRI 305-2

GRI 305-3

Thus, at first, we **defined the organisational boundaries:** *approaching operational control*

ADREM Group consists of ADREM Invest, ADREM Engineering and ADREM Link.

We then moved on to the second step, namely **setting the operational boundaries:**

- Scopes 1 and 2: including the sources of direct and indirect emissions;
- Scope 3: including the indirect emissions from the relevant activities of the Group, and estimating the remaining emissions in the value chain.

When calculating the emissions caused by Adrem Group within the three scopes we identified the following greenhouse gasses: CO2 (carbon dioxide), CH4 (methane), N2O (nitric oxide), R-410A (refrigerant) for each company in the Group and at the level of the entire Adrem Group:

Environment

GRI 305-1

GRI 305-2

GRI 305-3

GRI 3-3

SCOPE	ADREM GROUP		
	Category	EMISSION SOURCES	GREENHOUSE GASES
SCOPE 1	Stationary combustion	Natural gas	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
	Mobile combustion	Petrol	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Diesel fuel	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
SCOPE 2	Fugitive emissions	Refrigerant	R-410A
	Electricity	Electricity	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
SCOPE 3	Purchased goods and services	Courier services	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
	Capital goods	Various objects	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Vehicles	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Heavy-duty machines	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Mechanisms and equipment	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Electrical equipment	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Computers, laptops, telephones, software and licences	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
	Upstream transportation and distribution	Operational leasing – petrol	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Operational leasing – diesel fuel	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Transport expenses for goods/merchandise	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Professional travels	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
	Waste generated in operations	Toner cartridges	CO _{2e} (CO ₂ ; CH ₄)
		Paper	CO _{2e} (CO ₂ ; CH ₄)
		Iron	CO _{2e} (CO ₂ ; CH ₄)
		Plastic items	CO _{2e} (CO ₂ ; CH ₄)
		Textile fibres	CO _{2e} (CO ₂ ; CH ₄)
		Wood	CO _{2e} (CO ₂ ; CH ₄)
		Concrete	CO _{2e} (CO ₂ ; CH ₄)
		Paper packaging	CO _{2e} (CO ₂ ; CH ₄)
		Dangerous packaging	CO _{2e} (CO ₂ ; CH ₄)
		Accumulators and batteries	CO _{2e} (CO ₂ ; CH ₄)
		Lead	CO _{2e} (CO ₂ ; CH ₄)
		Plastic	CO _{2e} (CO ₂ ; CH ₄)
		Domestic waste	CO _{2e} (CO ₂ ; CH ₄)
	Business travel	Train	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Hotel accommodation	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Taxi, Uber, Bolt	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
		Plane	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
	Employee commuting	Public transport (other terrestrial means of transport)	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)
	Upstream leased assets	Rented spaces	CO _{2e} (CO ₂ ; CH ₄ ; N ₂ O)



Environment

GRI 3-3

For downstream categories no data was identified at the level of the Group. Categories such as Franchises and Investments do not apply to the Group’s activity.

In order to calculate the carbon footprint, for each source of gas emissions we applied the calculation formula presented below:

$$Activity\ data\ X\ Emission\ factor = CO_2\ Emissions\ (tones)$$
$$CO_2\ Emissions\ (tones)\ x\ Global\ Warming\ Potential\ (GWP) = CO_2e\ (tones)$$

Taking into account the fact that the project of measuring greenhouse gas emissions was launched in 2024, based on the economic and financial evolutions of the Adrem Group, 2023 was chosen as a reference year for the annual inventory of gas emissions of the Group.

For the emission factors used for each source, we used:

- The values used in the National Greenhouse Gas Inventory, an inventory which each state that signed the Paris Agreement must achieve and report on a yearly basis at the Secretariat of the United Nations Framework Convention on Climate Change;
- The monetary values in the EXIOBASE database, for the estimation of the yearly emissions based on the financial value of the emission sources, a method based on expenses, the carbon footprint of which is not known, included in the categories of Purchased goods and services and Capital goods.

Based on the calculation of Adrem Group’s carbon footprint, the future objectives are going to be set, monitored and constantly assessed in order to achieve the Net Zero target and to be included in the future decarbonisation strategy defined at the level of the Group.

Direct (Scope 1) GHG emissions:

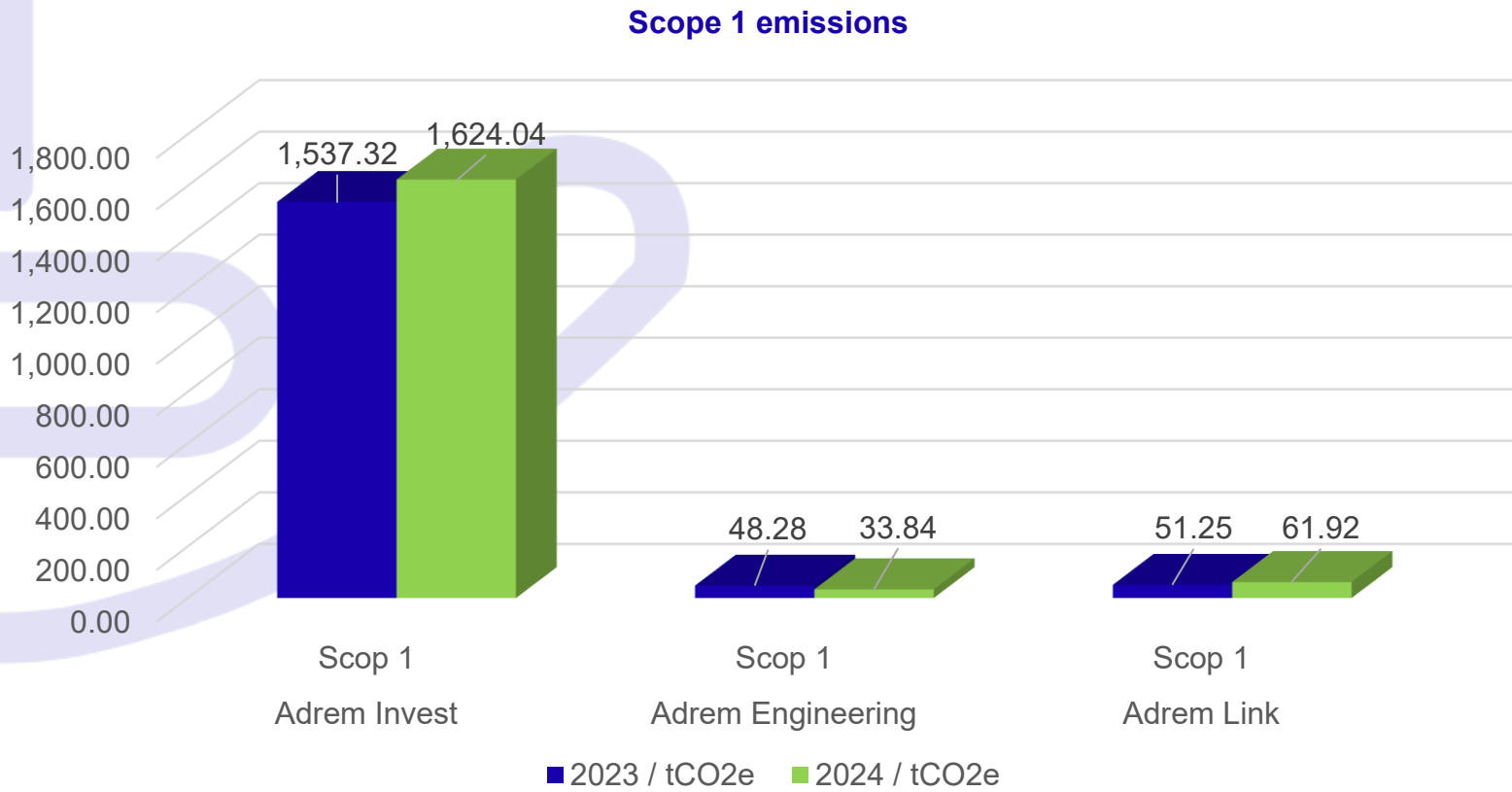
GRI 305-1 GRI 305-6 GRI 305-7

The emissions under Scope 1 include the direct emissions caused by the activity of the companies in the Adrem Group, resulting from the use of stationary combustions (methane gas), mobile combustions (petrol and diesel fuel) and refrigerants.

Given the nature of Adrem’s operations, greenhouse gas emissions mostly consist of carbon dioxide (CO2), methane (CH4) and nitrous oxide (N2O), which significantly contribute to climate change and global warming.

GRI 305-1
GRI 305-6
GRI 305-7

	2023	2024
Scope 1	tCO2e	tCO2e
Adrem Invest	1.537,32	1.624,04
Adrem Engineering	48,28	33,84
Adrem Link	51,25	61,92
ADREM GROUP	1.636,84	1.719,65



Adrem Group shall monitor these emissions and explore various initiatives in order to reduce the carbon footprint resulting from its activity

Environment

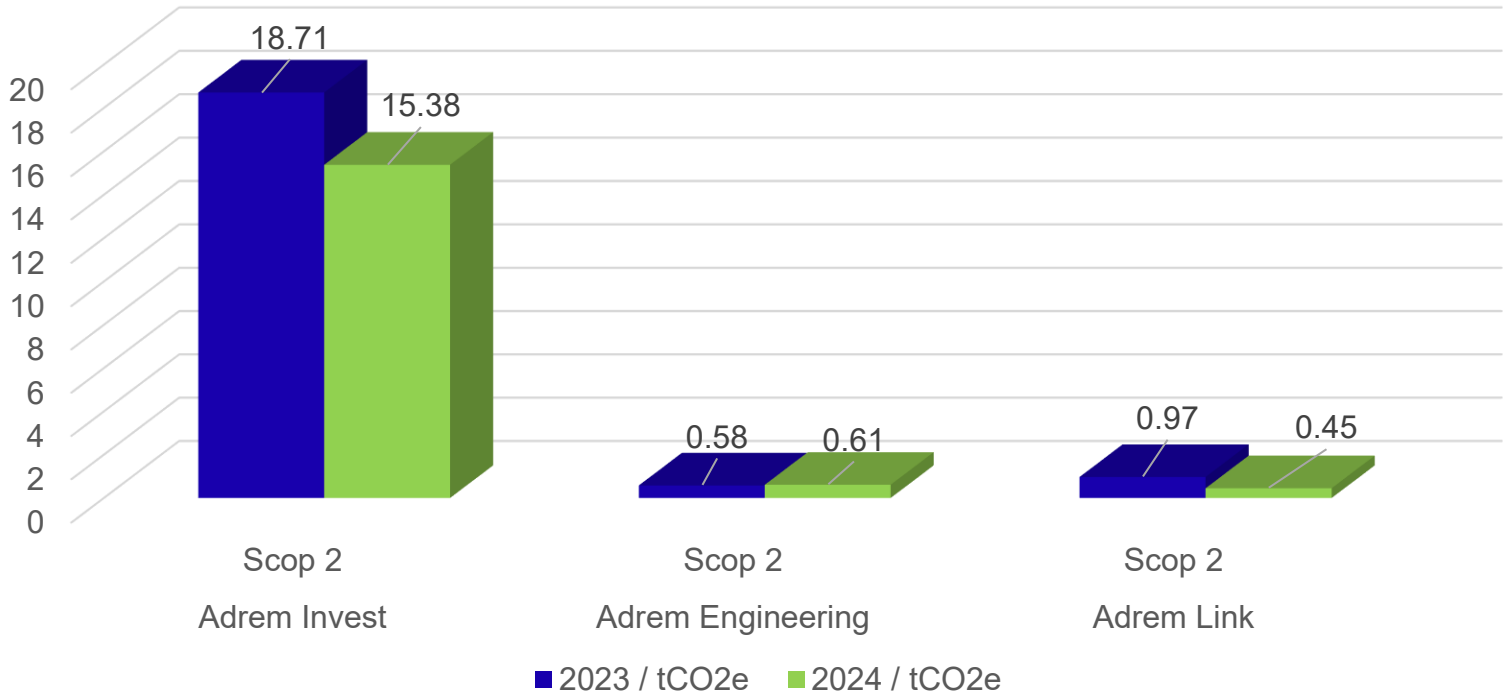
Energy indirect (Scope 2) GHG emissions

GRI 305-2

Scope 2 emissions include those indirect emissions related to the procurement of electricity, mainly for the administrative buildings used by the companies in the Adrem Group.

Scop 2	2023	2024
	tCO ₂ e	tCO ₂ e
Adrem Invest	18,71	15,38
Adrem Engineering	0,58	0,61
Adrem Link	0,97	0,45
ADREM GROUP	20,26	16,43

Scope 2 emissions



In order to determine the proportion of the renewable energy in relation to the total amount of electricity consumed in 2023 and 2024, the national proportion of 59.49% for 2023, according to the data published by the National Institute of Statistics. There is no official data for the year 2024 yet.

Other indirect (Scope 3) GHG emissions

GRI 305-3

Scope 3 emissions include all the other indirect emissions which occur within the value chain of the Adrem Group, including upstream and downstream activities.

The GHG we have emitted and measured are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Following the analysis of the specifics of Adrem’s activity we have identified as relevant and measured the emissions pertaining to the following categories of scope 3:

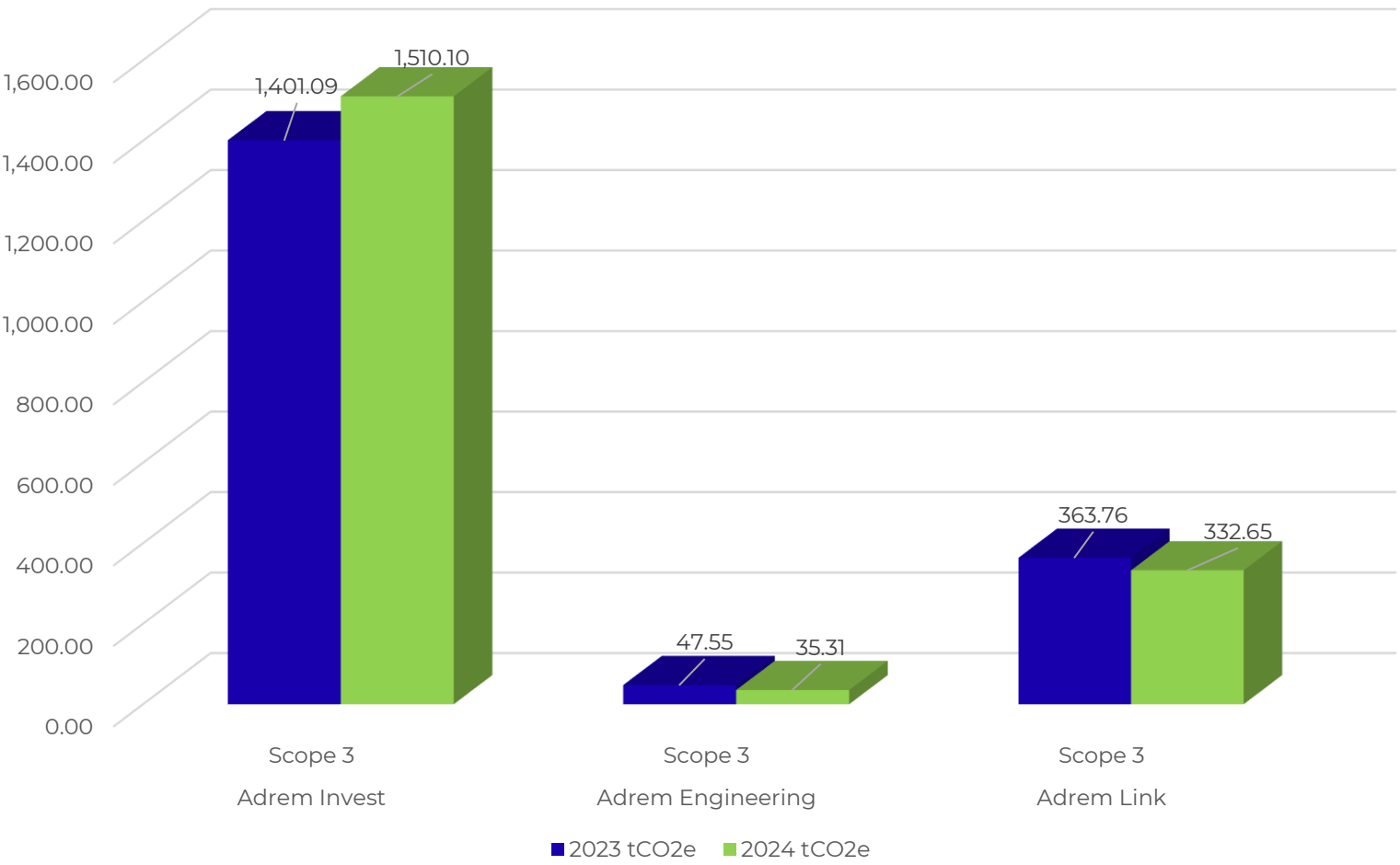
- acquired goods and services;
- capital goods;
- upstream transport and distribution;
- upstream leased assets;
- operational waste;
- business trips;
- staff commute.

Scope 3	2023	2024
	tCO ₂ e	tCO ₂ e
Adrem Invest	1.401,09	1.510,1
Adrem Engineering	47,55	35,31
Adrem Link	363,76	332,65
ADREM GROUP	1.812,39	1.878,22

Environment

GRI 305- 3

Scope 3 emissions

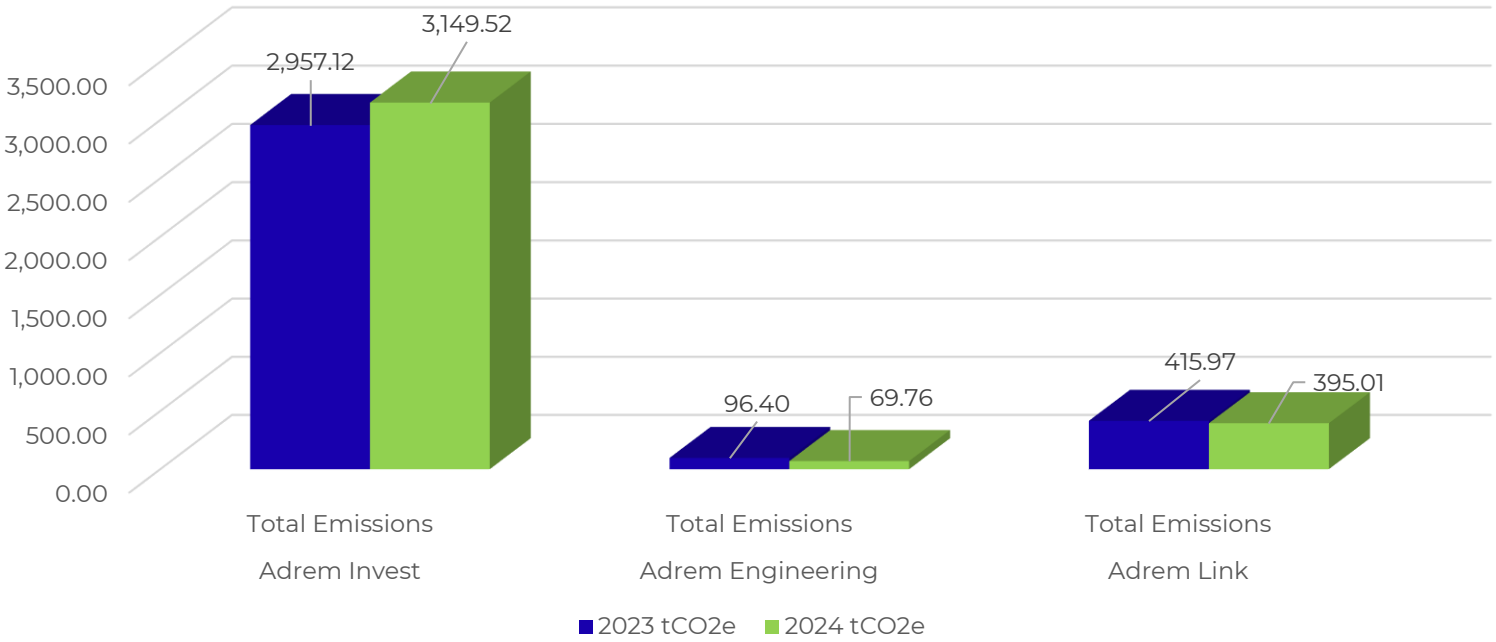


Total emissions on the companies in the Adrem Group

The situation of the total emissions generated both at the level of each company, as well as consolidated at the level of the Adrem Group can be found in the table below:

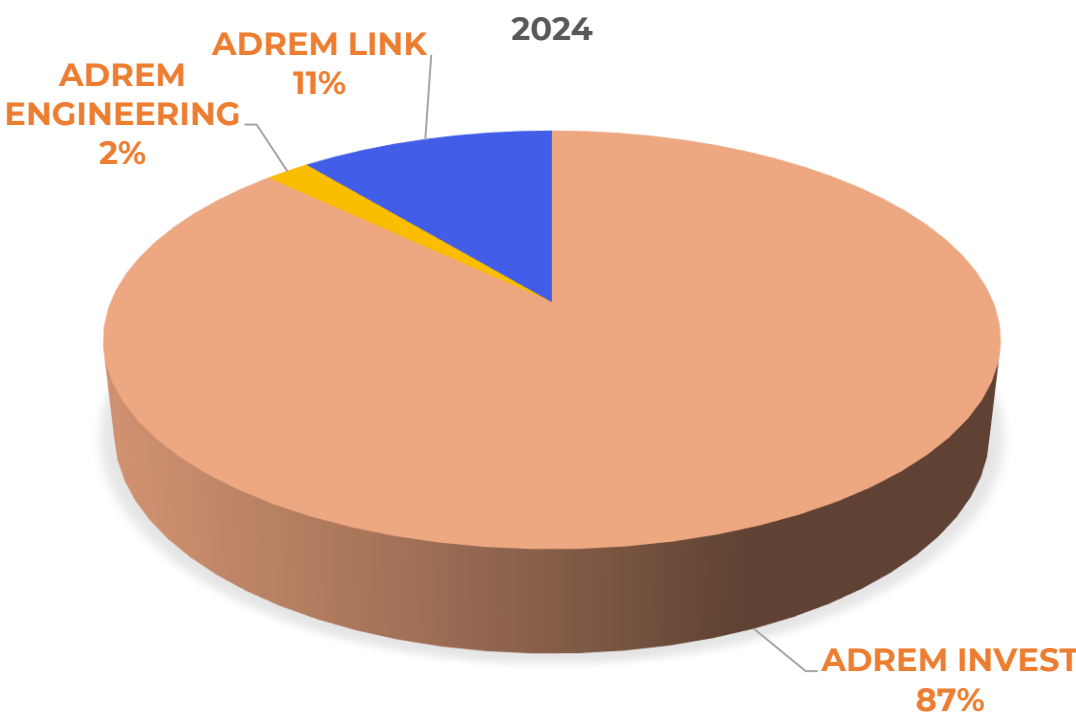
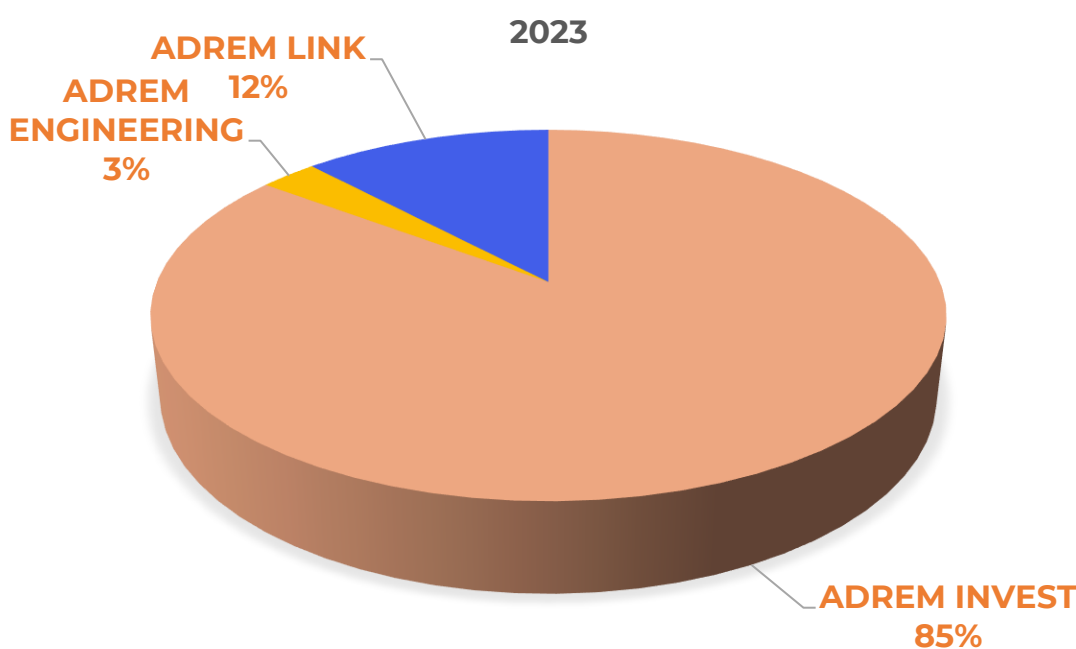
Total Emisii	2023	2024
	tCO ₂ e	tCO ₂ e
Adrem Invest	2.957,12	3.149,52
Adrem Engineering	96,40	69,76
Adrem Link	415,97	395,01
ADREM GROUP	3.469,49	3.614,30

Total Emissions Adrem Group



Environment

Companies' carbon footprint



Environment

GRI 305- 4

GHG emissions intensity

Emissions intensity is calculated by dividing the total GHG emissions (in CO₂e) to a relevant measurement unit, such as total production, income or number of employees.

Within the Adrem Group we have seen it as relevant to calculate the GHG emissions intensity in relation to 1. the company’s turnover and 2. the number of employees.

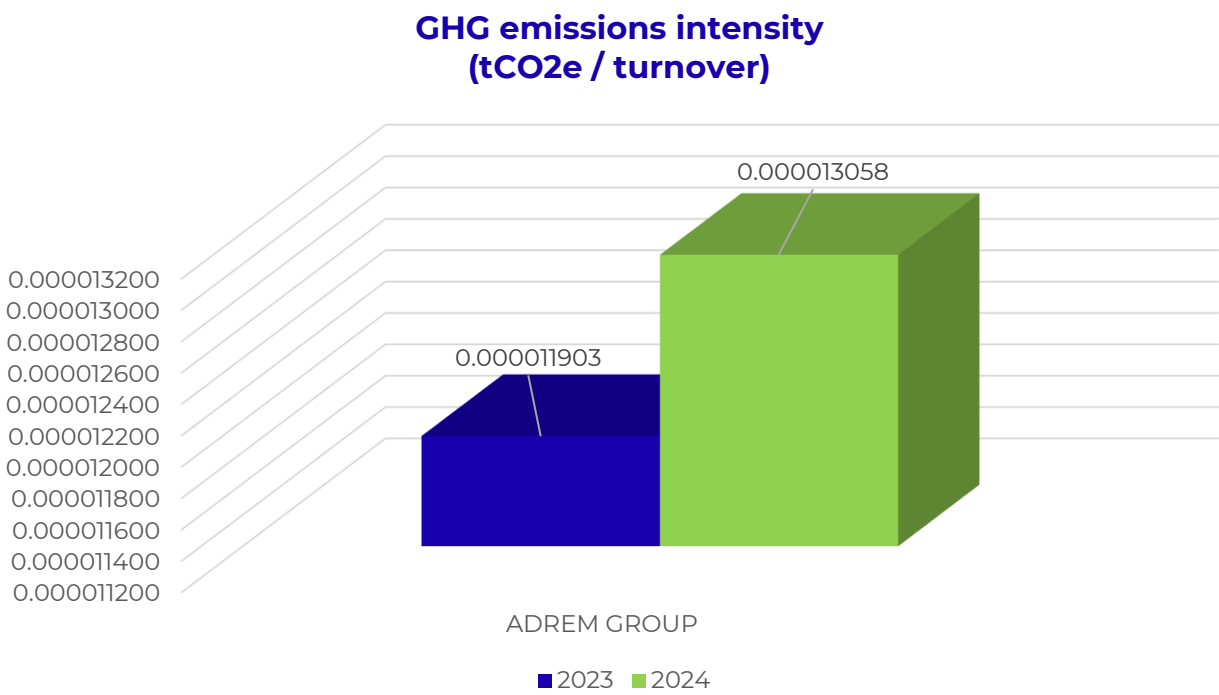
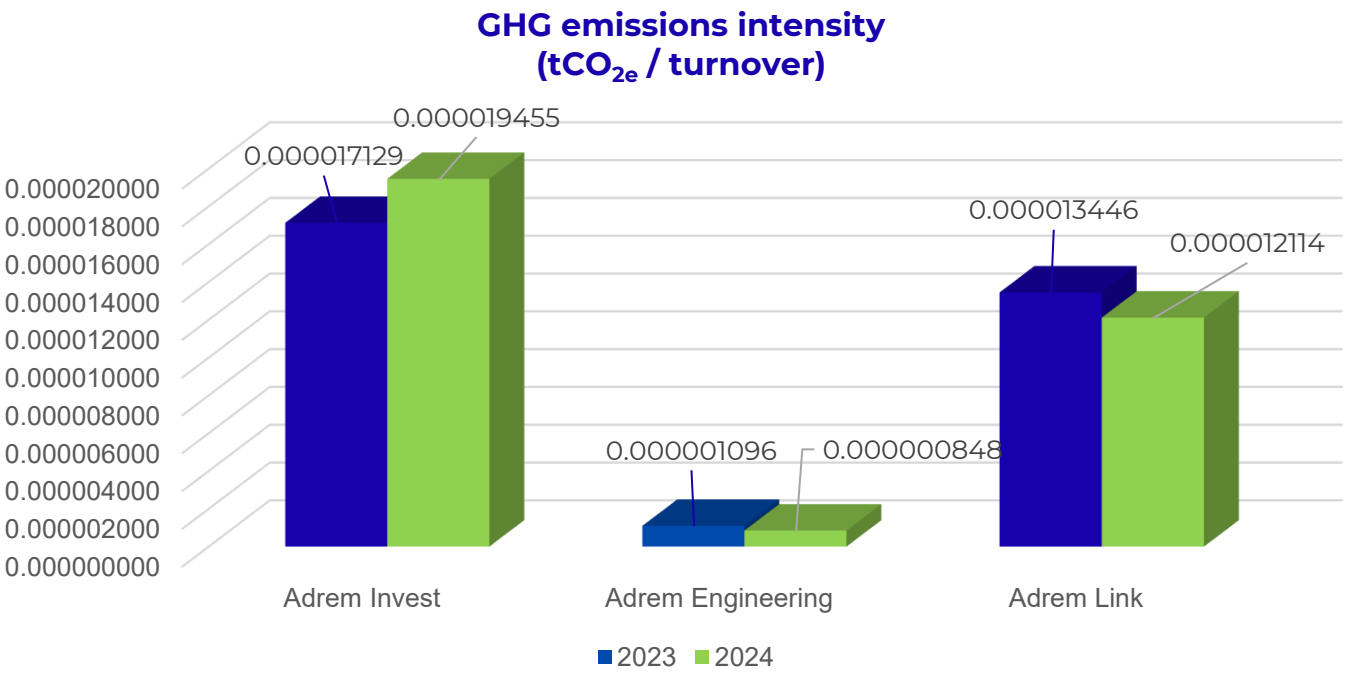
1. GHG emissions intensity in relation to the company's turnover

In order to calculate the GHG emissions intensity we used the following formula:

$$GHG\ emissions\ intensity = \frac{Total\ GHG\ emissions\ at\ the\ level\ of\ the\ company}{Respective\ turnover\ of\ the\ reference\ year}$$

GHG emissions intensity	2023	2024
	tCO ₂ e/lei	tCO ₂ e/lei
Adrem Invest	0,000017129	0,000019455
Adrem Engineering	0,000001096	0,000000848
Adrem Link	0,000013446	0,000012114
ADREM GROUP	0,000011903	0,000013058

GRI 305- 4



Environment

2. GHG emissions intensity in relation to the number of employees

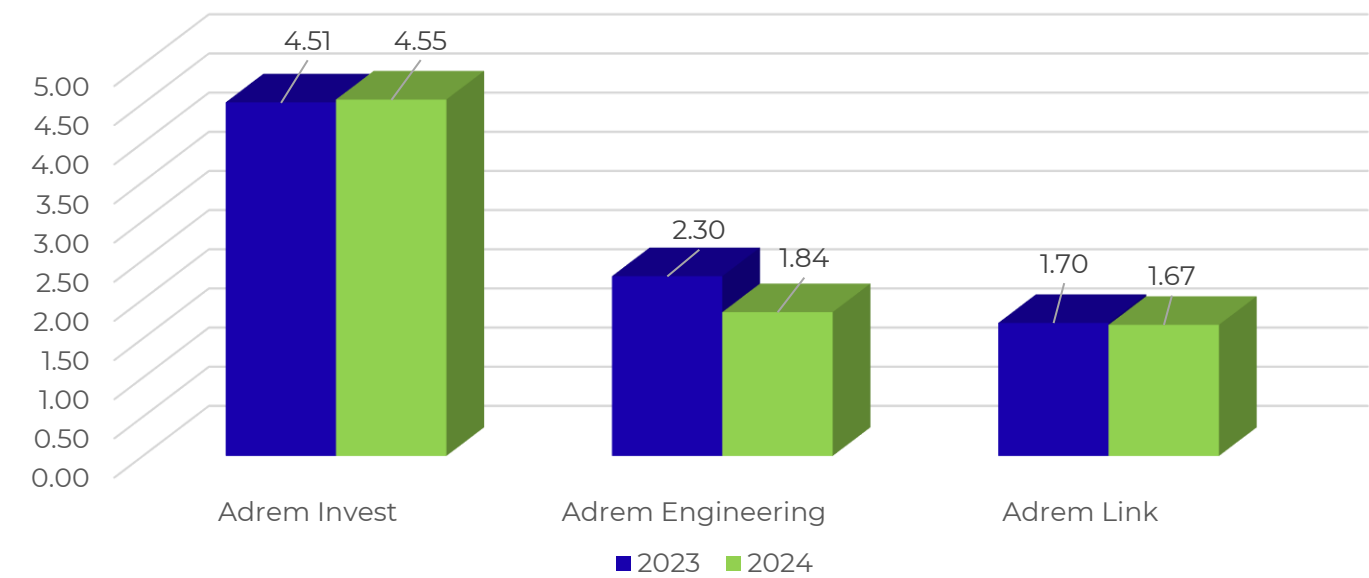
GRI 305- 4

In order to calculate the GHG emissions intensity we used the following formula:

$$\text{GHG emissions intensity} = \frac{\text{Total GHG emissions at the leve of the company}}{\text{Number of employees as of the 31st of December (reference year)}}$$

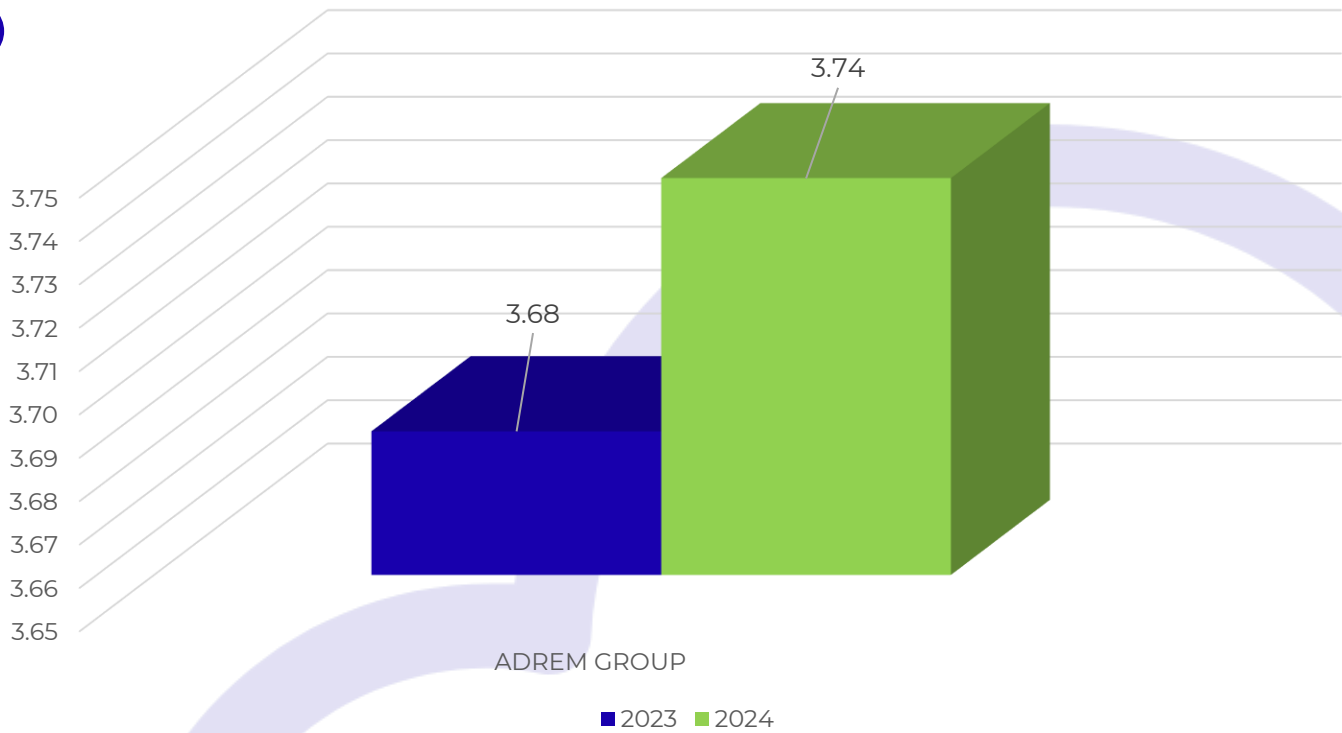
GHG emissions intensity	2023	2024
	tCO ₂ e/employee	tCO ₂ e/employee
Adrem Invest	4,51	4,55
Adrem Engineering	2,30	1,84
Adrem Link	1,70	1,67
ADREM GROUP	3,68	3.74

GHG emissions intensity for each company (tCO2e / employee)



GHG emissions intensity at the level of the Group (tCO2e / employee)

GRI 305- 4



Reduction of GHG emissions

GRI 305- 5

During 2025 we are going to define the objectives and decarbonisation strategy, starting from the analysis of the emissions sources identified during 2024.

Environment

Waste

GRI 3-3

Adrem Group’s impacts on the topic of Waste:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
ENVIRON MENT	GRI 306	Waste	Reducing the amount of waste and selectively recycling it can help protect biodiversity.	N/A
	GRI 306	Waste	Reducing the carbon footprint by mitigating the amount of waste.	N/A
	GRI 306	Waste	Reducing the consumption of natural resources by recycling waste.	N/A

Legend Positive impact Negative impact

Environmental protection is one of the key components of all the processes conducted by our companies. Thus, from the very design stage, we consider using modern equipment, new non-polluting techniques, which have a low impact upon the environment. We identify environmental topics and assess risks and associated impacts, as well as legal requirements.

The companies in the Adrem Group take it upon themselves to constantly improve their products and services, to prevent pollution by promoting a policy of reducing the negative impact of their activities upon the environment, to continuously working to comply with legal and regulatory provisions, as well as with other additional requirements identified by the organisation.

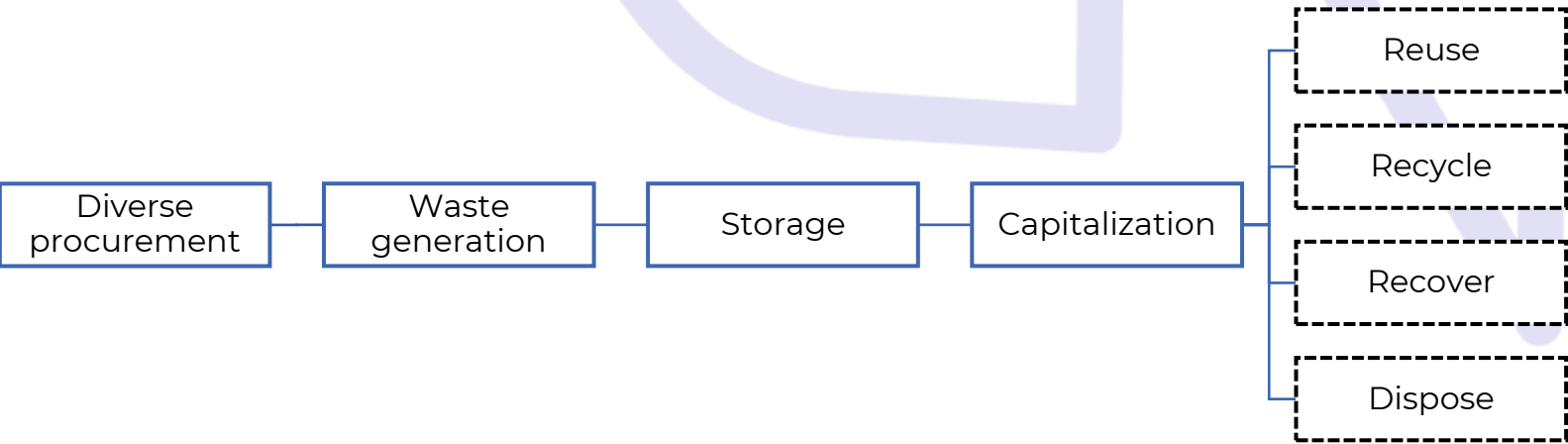
The national environmental legislation is constantly changing. Therefore, the organisation pays special attention to the legislative changes and to the way they can be transposed in waste management. Waste management has a direct impact on the company (staff and management), as well as on external stakeholders (local authorities, local communities and environment).

The top management defined the environmental policy in accordance with the reference standard SR EN ISO 14001:2015, as an instrument that guides the organization towards improving its performance to reduce its negative impacts on the environment.

GRI 3-3

Adrem’s policy related to the functioning of the management system enables us to periodically determine and analyse our objectives in terms of improving waste management, preventing the occurrence of emergency situations, as it corresponds to the organisation’s nature and dimensions, reducing the risk of accidents and its impact on the environment.

Our targets consist of capitalizing on the generated waste, by also taking into account the targets set by Ordinance no. 92/2021 related to waste regime, thus: Maintaining the amount of capitalized waste (cardboard/ plastic/ cartridges/ iron/ aluminium/ copper/ textiles/ wood/ broken concrete/ paper packaging/ dangerous packaging/mixed municipal waste) (kg of capitalized waste/kg of generated waste) to be at least 50 %/year * for the types of waste the generated amount of which is at least 100kg.



Waste recycling, recovering or disposing is conducted by authorized economic operators.

Environment

GRI 3-3

In order to correctly manage waste, record is tracked of the generated waste, according to the GD No. 856/2002, and for each type of waste, the Adrem Group concluded contracts with environmentally authorised companies for the collection (including transport) and recycling or destruction of generated waste.

Adrem staff is aware of and responsible for complying with the current legal provisions, and with the specific work instructions concerning the environment and the prevention of pollution or the occurrence of environmental accidents.

The analysis of the environmental performance we have obtained was based on how much we achieved of our related objectives and targets, on the number of non-compliances inspectors have identified during our activities, complaints, the existence of accidents, etc. The conclusions were the following:

- There have been no complaints related to environment;
- There have been no accidents or incidents related to environment;
- The frequency of car inspections was complied with, as well as the contracts concluded with the authorised car service centres to maintain cars in good condition;
- Proper waste storage places were set;
- Our activity-generated waste was capitalized on by authorised companies based on the contracts we have concluded;
- All service providers have been informed of the environmental requirements.

Between 2023 and 2024 the measures implemented, following an assessment of our compliance with the legal requirements related to the environment and other applicable requirements included these aspects:

- Implementing the measures decided upon during the management analysis meeting in accordance with the current legislation;
- Informing the employees related to the environmental issues we have identified and the legal requirements applicable;
- Procuring biodegradable products and services which are environmentally friendly, monitoring waste and the consumption of natural resources.

Every year Adrem sends a report to the National Environment Agency on the waste generated by its activities.

Adrem Group takes actions in order to protect biodiversity in light of a positive impact on the environment by:

- Reducing the amount of waste and selectively recycling it;
- Mitigating the carbon footprint by reducing the waste generated and the consumption of natural resources by recycling waste.

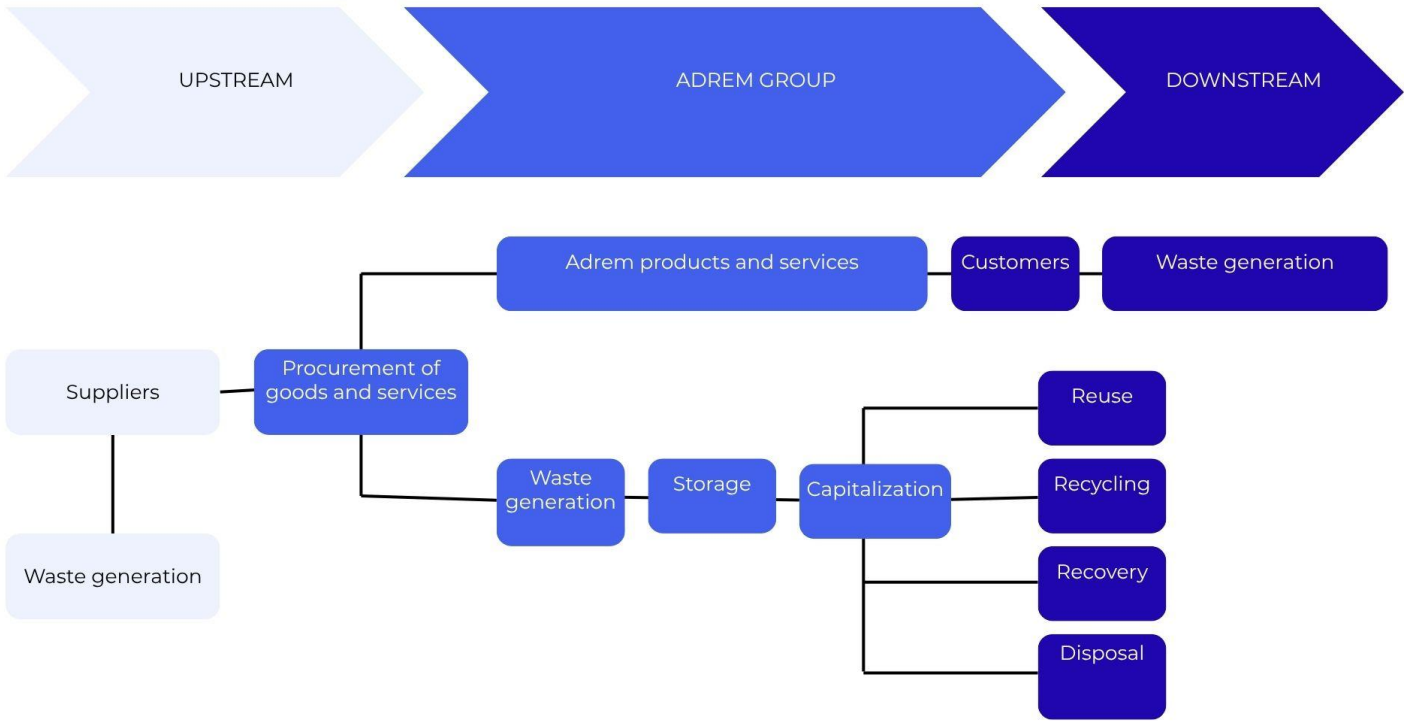
Waste generation and significant waste-related impacts

GRI 306-1

At the level of Adrem Group we identify the environmental topics and assess risks and related impacts. The waste generated by the Adrem Group mostly comes from packaging, used devices and stationery, all of which have a low environmental impact. Nevertheless, the improper management thereof could contribute to soil and water pollution, especially by the accumulation of plastic materials and electronic components. In order to mitigate these risks, Adrem implemented a waste management system which consists of: selective waste collection, a record of waste management which includes: recycling measures, returns to suppliers and controlling the disposal of dangerous waste, while complying with environmental regulations

Measures taken in order to control the topics identified within the organisation:

- 100% coverage of emergency situations with prevention and intervention plans;
- Prevention /reduction of environmental damage (incident simulations);
- Staff training;
- Collecting and disposing of waste by means of authorised companies.



Environment

GRI 306-1

The developments in waste management are closely related to the specific EU legislation. The main legislative instrument in this field is the Waste Framework Directive. It presents a hierarchy of waste management, from prevention to preparation for reuse, recycling and recovery up to the final disposal stage. The organisation's purpose is to prevent waste generation as much as possible and to mitigate the amount of waste which ends up in waste storage facilities.

Management of significant waste-related impacts

GRI 306-2

For waste management purposes, the waste hierarchy set out in the Emergency Ordinance no. 92/2021 on waste management applies. Waste management is carried out without endangering human health and without harming the environment, especially without generating risks for air, water, soil, flora and fauna, without creating discomfort due to odor and noise and without negatively affecting the landscape. A waste management procedure has been developed at Adrem Group level. Waste is collected in special storage areas, each type of waste generated being sorted into containers labeled according to waste type. Each waste generator temporarily stores waste in the designated and well-marked area, which is in compliance with environmental protection norms.

The waste generated by the organization is recovered/disposed of by authorised economic operators. Adrem Group concluded service provision contracts with companies that hold environmental licences and can ensure the recycling or disposal thereof, according to the legal provisions in place.

In terms of waste resulting from activities carried out by our subcontractors, environmental agreements are concluded and subcontractor personnel are trained in is trained in waste management and compliance with the legal provisions in place

Waste generated

GRI 306-3

Adrem Group generates only small amounts of hazardous waste, such as hazardous packaging coded 15 01 10, which is disposed by licenced companies, mitigating environmental risks. The majority of resulting waste (paper, cardboard, concrete, wood) is safe and easy to recycle, thus reducing its impact upon soil and water.

Waste is collected selectively and handled in accordance with the existing regulations, while avoiding uncontrolled storage or polluting incineration.

Waste is centralised at the level of the entire organisation and reported to the ANPM (National Environmental Agency) on a yearly basis.



Environment

Waste generated

GRI 306-3 GRI 306-4 GRI 306-5

Waste generated and capitalization degree for Adrem Invest in 2023				
Types of waste	Generated Kg	Stock as of December 2022/ Kg	Capitalization/Kg	Stock as of December 2023/ Kg
Cartridges	13	60	10	63
Paper	1,581	1,788	1,435	1,934
Iron	0	73	0	73
Aluminium	0	3	0	3
Copper	0	0	0	0
Plastic masses	20	495	20	495
Textile fibres	0	11	0	11
Wood	4,630	737	4,630	737
Concrete	732,800	750,75	806,400	1,475
Paper packaging	1,209	523	1,223	509
Hazardous packaging	53	21	53	21
Accumulators and batteries	44	1,523	0	1,567
Lead	858	182	940	100
WEEE (Waste from Electrical and Electronic Equipment)	0	4	0	4
Plastic	620	10	630	0
Household waste	133,350	0	133,350	0
Total	875,178.45	805,05.65	948,691	6,993.1
Cartridges	108%			

GRI 306-3 GRI 306-4 GRI 306-5

Waste generated and capitalization degree for Adrem Engineering 2023				
Types of waste	Generated Kg	Stock as of December 2022/ Kg	Capitalization /Kg	Stock as of December 2023/ Kg
Batteries and accumulators	0	34	0	34
WEEE	0	0	0	0
Plastic masses	0	0	0	0
Paper and cardboard	0	0	0	0
Household waste	1,946	0	1,946	0
Total	1,946	34	1,946	34
Capitalization degree	100%			

Waste generated and capitalization degree for Adrem Link 2023				
Types of waste	Generated Kg	Stock as of December 2022/ Kg	Capitalization /Kg	Stock as of December 2023/ Kg
Cartridges	0	11	0	11
Paper	8	481	0	489
Batteries and accumulators	0	87	0	87
DEEE	0	0	0	0
Household waste	3,320	0	3,320	0
Total	3,328	579,2	3,320	587,2
Capitalization degree	100%			

Environment

Waste generated

GRI 306-3 GRI 306-4 GRI 306-5

Waste generated and capitalized on by Adrem Group 2023				
Types of waste	Generated Kg	Stock as of December 2022/ Kg	Capitalized/ Kg	Stock as of December 2023/ Kg
Cartridges	13,00	71,00	10,00	74,00
Paper	1,589.34	2,269.00	1,435.00	2,423.34
Iron	0,00	73,00	0,00	73,00
Aluminium	0,00	3,00	0,00	3,00
Copper	0,00	0,00	0,00	0,00
Plastic masses	20,11	495,00	20,00	495,11
Textile fibres	0,00	11,00	0,00	11,00
Wood	4,630.00	737,00	4,630.00	737,00
Concrete	732,800.00	75,075.00	806,400.00	1,475.00
Paper packaging	1,209.00	523,15	1,223.00	509,15
Hazardous packaging	53,00	21,40	53,00	21,40
Accumulators and batteries	44,00	1,644.30	0,00	1,688.30
Lead	858,00	182,00	940,00	100,00
WEEE	0,00	4,00	0,00	4,00
Plastic	620,00	10,00	630,00	0,00
Household waste	138,616.00	0,00	138,616.00	0,00
Total	880,452.45	81,118.85	953,957.00	7,614.30
Capitalization degree	108%			

GRI 306-3 GRI 306-4 GRI 306-5

Waste generated and capitalized on for Adrem Invest 2024				
Types of waste	Generated Kg	Stock in 2023/ Kg	Capitalized/ Kg	Stock in 2024/ Kg
Cartridges	4	63	3	64
Paper	10,148	1,934.34	10,129	1,953
Iron	0	73	2	71
Aluminium	0	3	0	3
Copper	0	0	0	0
Plastic masses	1,215	495,11	1,174	536
Textile fibres	3	11	3	11
Wood	80	737	80	737
Concrete	927,700	1,475	913,100	16,075
Paper packaging	3,270	509,15	2,770	1,009
Hazardous packaging	0	21,4	0	21
Accumulators and batteries	9	1,567.1	1,502.3	74
Lead	150	100	0	250
WEEE	0	4	0	4
Plastic	440	0	410	30
Household waste	47,333.64	0	47,333.64	0
Total	990,352.14	6,993.1	976,506.94	20,838.3
Capitalization degree	99%			

Environment

Waste generated

GRI 306-3

GRI 306-4

GRI 306-5

Waste generated and capitalized on by Adrem Enginneering 2024				
Types of waste	Generated/ Kg	Stock as of 2023/ Kg	Capitalized/ Kg	Stock as of 2024/ Kg
Batteries and accumulators	0	34	0	34
WEEE	0	0	0	0
Plastic	0	0	0	0
Paper and cardboard	0	0	0	0
Household waste	2,280.36	0	2,280.36	0
Total	2,280.36	34	2,280.36	34
Capitalization degree	100%			

Waste generated and capitalized on by Adrem Link 2024				
Types of waste	Generated/ Kg	Stock as of 2023/ Kg	Capitalized/ Kg	Stock as of 2024/ Kg
Cartridges	0	11	0	11
Paper	0	489	489	0
Batteries and accumulators	0	87	0	87
WEEE	0	0	0	0
Household waste	2,124	0	2,124	0
Total	2,124	587,2	2,613	98,2
Capitalization degree	123%			

GRI 306-3

GRI 306-4

GRI 306-5

Waste generated and capitalized on by Adrem Group 2024				
Types of waste	Generated/ Kg	Stock as of 2023/ Kg	Capitalized/ Kg	Stock as of 2024/ Kg
Cartridges	4,00	74,00	3,00	75,00
Paper	10,147.50	2,423.34	10,618.00	1,952.84
Iron	0,00	73,00	2,00	71,00
Aluminium	0,00	3,00	0,00	3,00
Copper	0,00	0,00	0,00	0,00
Plastic masses	1,215.00	495,11	1,174.00	536,11
Textile fibres	3,00	11,00	3,00	11,00
Wood	80,00	737,00	80,00	737,00
Concrete	927,700.00	1,475.00	913,100.00	16,075.00
Paper packaging	3270,00	509,15	2,770.00	1,009.15
Hazardous packaging	0,00	21,40	0,00	21,40
Accumulators and batteries	9.00	1,688.30	1,502.30	195,00
Lead	150,00	100,00	0,00	250,00
WEEE	0,00	4,00	0,00	4,00
Plastic	440,00	0,00	410,00	30,00
Household waste	51,738.00	0,00	51,738.00	0,00
Total	994,756.50	7,614.30	981,400.30	20,970.50
Capitalization degree	99%			

Environment

Waste diverted from disposal

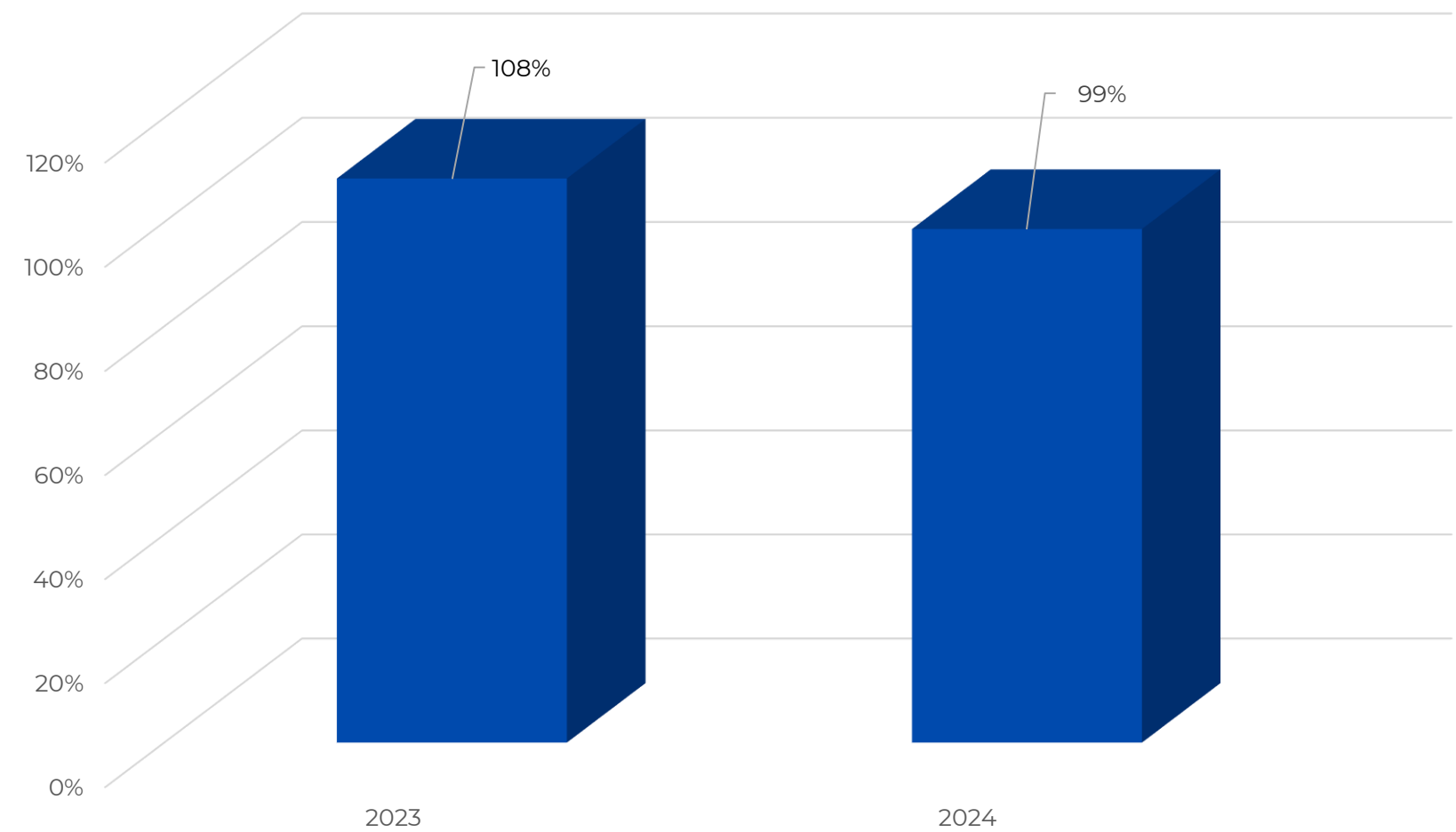
GRI 306-4

Adrem Group has signed contracts with authorized economic operators for the recovery of sorted recyclable materials, who carry out the recovery/disposal of waste generated by the organization.

Some of the waste is diverted from disposal as it is collected, sorted and directed towards recycling, reuse or energy recovery.

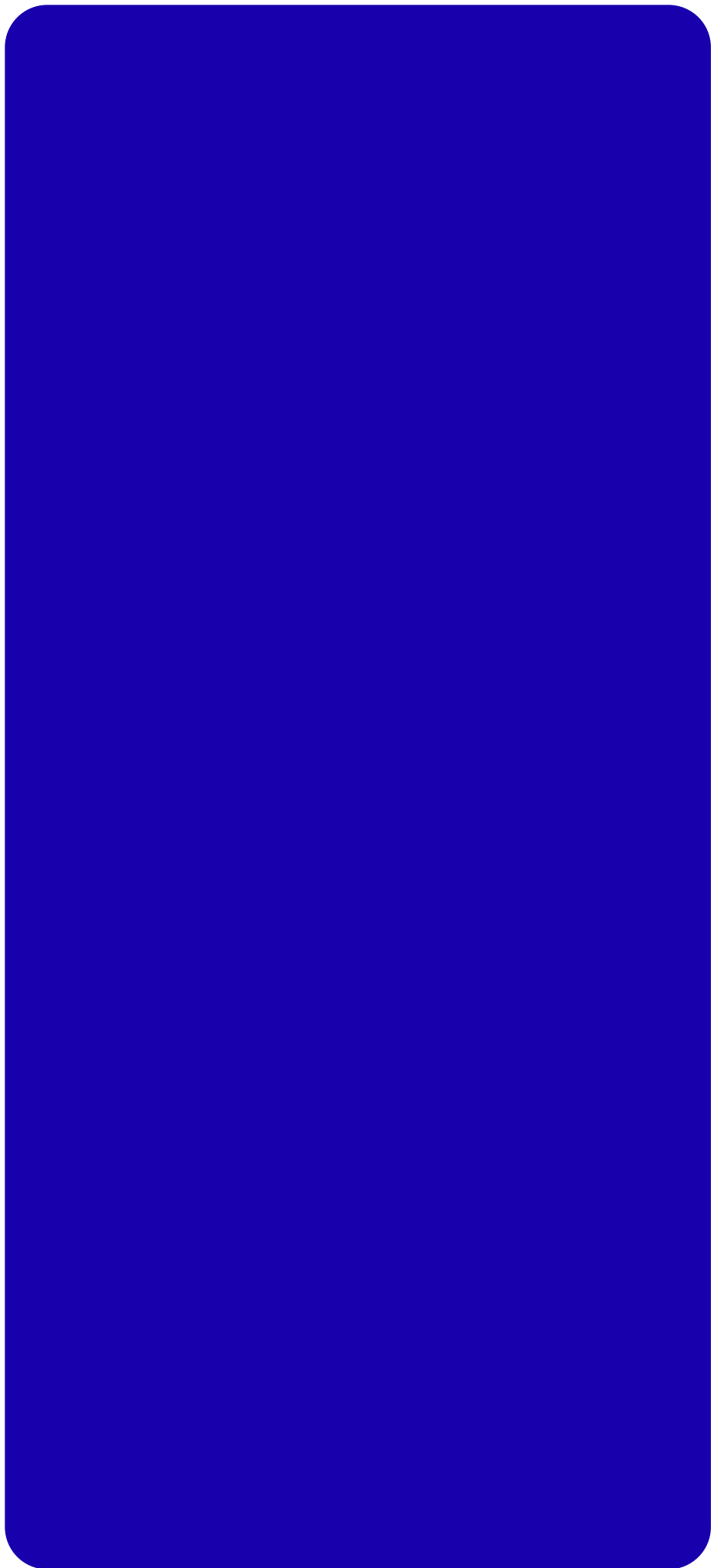
For 2025 we aim to expand our collaboration with licenced suppliers, which also provide solutions for waste recycling and capitalization and at requiring information concerning the tracking of the collected waste and the amount of diverted waste.

Waste capitalization degree for Adrem Group





5. Local Communities



Local Communities

GRI 3-3

Adrem Group's impacts on the topic of Local Communities:

Domain	GRI Standards/ Other Source	Topic	Impact definition	Human Rights
SOCIAL (Including Human Rights)	GRI 413	Local Communities	The economic growth of the operational area by means of various projects aimed at the development of local communities (CSR activities).	N/A
	GRI 413	Local Communities	Support for the educational system by teaming up with various educational institutions in view of youth's vocational training (e.g. The "Electrician trainee" training programme).	N/A

Legend Positive impact Negative impact

Adrem gets actively involved in supporting the local communities, as it sees social investments in education, the social field and environmental protection as a way to contribute to social cohesion and to the sustainable development of the society.

The company's involvement in community consists of sponsorships, volunteering and partnerships with non-governmental organisations. The decisions related to resource allocation and the selection of CSR projects are made by the Marketing and Communication department, coordinated by the Chief Brand and Sustainability Officer, after having consulted with the CEO and the management team, while taking into account the company's needs in terms of social responsibility

Sponsorships are granted, based on an internal procedure that includes clear eligibility criteria, the evaluation of projects in terms of company objectives, their impact in the community, by an internal committee, which ensures monitoring of implementation and analysis of results, with the aim of increasing the efficiency and transparency of the process.

In 2023, Adrem supported the local communities by means of partnerships with NGOs such as Narada, Viitor Plus and the SMURD Foundation, by implementing projects in the field of education, environmental protection and health. Also, the company promoted the staff's involvement in volunteering activities at a local level. Further details on this topic can be found in the subchapter "Operations with local community engagement, impact assessment and development programs".

In 2024, the company's involvement was consolidated by the extension of strategic partnerships and the launching of impactful projects in the field of technical education and youth leadership, such as: The Leadership School (Leaders Foundation), Little Edu developed by YOUSTARS, "Electrician Apprentice" and Career days in the energy industry, as well as the CEO's involvement in youth development, the organisation of dedicated workshops within the framework of the RBL (Romanian Business Leaders Foundation) and other specialised associations.

The main risks in managing community initiatives refer to:

1. The lack of transparency in reporting sponsorships. This is a constant challenge in the relationship with our partners and in public communication, affecting the project visibility and real impact.

GRI 3-3

2. Reputational risks associated with various organisations which can be involved in controversies or which fail to comply with the company's ethical standards.
3. The faulty communication of the results of the projects, which can lead to lower confidence in the efficiency and success of the initiatives it sustains, thus reducing their impact at the level of the community.

In order to meet these risks, Adrem is planning to update its sponsorships policy, with a focus on:

- Clear criteria for partner selection and a rigorous assessment of the NGOs before granting sponsorship;
- Clear objectives, responsibilities and terms set in the concluded contracts;
- The public communication of the objectives, progress and results of each partnership in order to ensure transparency and trust.

Operations with local community engagement, impact assessments and development programs

GRI 413-1

In 2023, Adrem Group conducted a series of social responsibility actions in view of supporting the local communities and of contributing to the social, educational and environmental protection development. Its actions focused on 2 main directions: the financial support of the relevant initiatives in the community and the staff's direct involvement in volunteering activities.

In the field of sponsorships, Adrem Group has supported several organisations in various sectors such as: education, health, sports and social by redirecting 308,429 lei from its income tax. Partner NGOs include:

- Progress Bistrița Foundation (the "Electrician Trainee" program);
- Smart Athletic Sports Club (Oltenia Marathon);
- Narada;
- Viitor Plus;
- Văcărești Natural Park Association;
- WATT'S UP Association;
- AVE and others.

It has also supported the SMURD Foundation (for first aid classes held for employees), the Alături de Eroi Association, Drobeta Motors, Mobexpert Foundation and other local cultural and sports organisations. The community involvement also included volunteering activities, such as a team of Adrem electricians taking part in the initiative #HartaEdu organised by Narada, which consisted of replacing the lighting system of a kindergarten in Râmnicu Vâlcea. Our company also supported the national campaign "Împreună pentru școala noastră" (Together for our school), organised in 60 schools throughout Romania, which contributed to the improvement of the school infrastructure and to the sustaining of the local community initiatives in the field of education and energy efficiency.

Such actions reflect the company's commitment to supporting the development of local communities by concrete impact initiatives by building long-term partnerships and encouraging the active involvement of its employees in projects of social value.

Local Communities

GRI 413-1

In 2024, Adrem Group consolidated its community involvement by means of a diverse portfolio of actions which had an educational, social, health and environmental impact, organized along with strategic partners. The company supported both charitable initiatives and training, volunteering and leadership promotion projects in the communities of which it is part.

The activities took place in the form of targeted sponsorships and partnerships with 10 specialized NGOs, chosen based on their activity on Adrem's pillars of interest: education, health and environment.

Adrem kept being a gold partner in the Oltenia Marathon, a sports competition with an important charitable component. Our company was represented by approximately 20 colleagues, it was visible throughout the event and contributed to raising funds for NGOs. In the same spirit of supporting education and promoting the jobs of the future, Adrem sponsored the “YOUSTARS” project, which consisted of creating 6 educational videos for children.

In the field of technical training, the company started a new partnership for the 2024-2025 edition of the Electrician Trainee program, a reference project for the development of future professionals in the energy sector. Also, Adrem got actively involved in the event called “Career days in the energy industry” organized by AIEE (the Association of Energy and Electrical Engineers), by taking part in the career fair and by having 2 members of staff as speakers. The company’s stand was visited by approximately 200 students interested in opportunities such as internship and career.

Also in 2024, the Adrem team supported participation to the Electrician's Trophy competition, by ensuring the training of competitors and by getting involved in the organizing committee as members, in cooperation with the DEER organizer. This goes to prove the commitment of the group to professional excellence in its own field of activity.

By means of these actions, Adrem continues to commit to the sustainable development of the communities in which it operates, by supporting relevant initiatives and by building long-term partnerships with a real impact in education, health, environment and professional training.

Over the following years, Adrem envisages going on the same path, by structuring a strategy of community involvement in line with the strategic directions of the company, with a focus on involvement and sustainable development.

Operations with significant actual and potential negative impacts on local communities

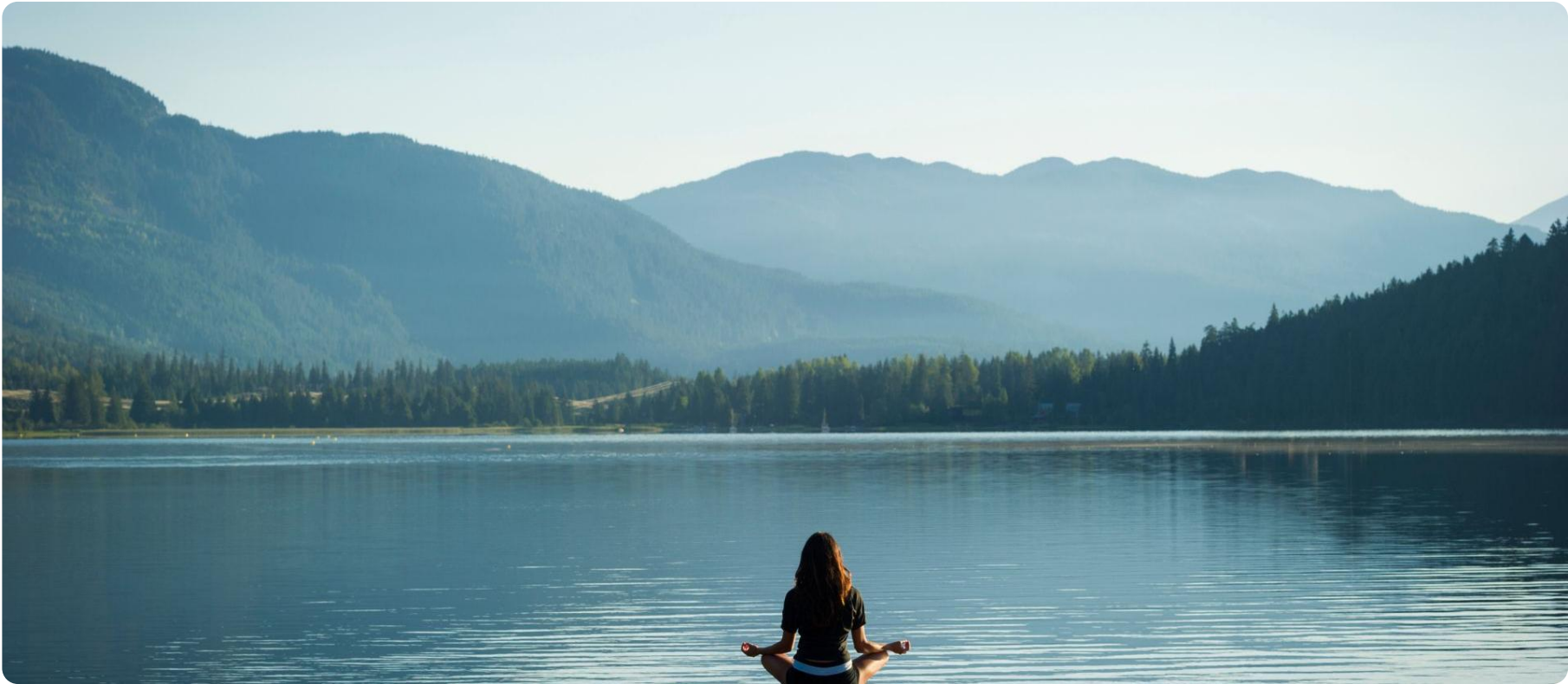
GRI 413-2

In the reference period between 2023 and 2024, Adrem Group did not identify operations which may generate significant negative impacts on local communities. The company's activities, especially those carried out in terms of the energy infrastructure and technical partnerships, were performed in compliance with the existing security regulations, legal requirements and a high standard of operational responsibility.

GRI 413-2

Adrem constantly cooperates with the local authorities, beneficiaries and communities in the areas in which it organizes its projects, in order to prevent any discomfort caused by various works or interventions.

So far there has been no record of incidents or complaints from the communities, and the company did not get involved in any case of social or environmental conflict caused by the operations it conducts. In view of constant development of the ESG framework, Adrem aims to consolidate its internal mechanisms used for the identification, assessment and monitoring of potential community risks, by integrating these processes in the system of governance and responsible reporting.



A photograph of two men in business attire shaking hands in front of a large window overlooking a city skyline. The man on the left is wearing a light-colored suit and glasses, while the man on the right is wearing a dark suit. The background shows a dense urban landscape with many windows. The image is overlaid with a semi-transparent dark blue rectangle on the right side.

6. Customers and suppliers

Customers and Suppliers

Procurement Practices

GRI 3-3

Adrem Group's impacts on the topic of Procurement Practices:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
ECONOMIC	GRI 204	Procurement Practices	Procuring from local producers supports the economic growth of the communities in the operational areas.	N/A
	GRI 204	Procurement Practices	Nearby procurement will lead to a lower CO2 footprint, by reducing product transportation routes.	N/A
	GRI 204	Procurement Practices	Proximity to the operational area favours the auditing/ control of the compliance of the supplier's activity with the existing legislation (human rights, OHS, environmental protection, etc.).	N/A

Legend

Positive impact

Negative impact

The quality of the products and services provided by the Adrem Group stands for a strategic priority, given the significant impact of its activity on the energy sector. In this sense, the Group's procurement practices play an essential part in ensuring compliance with the regulated quality standards, thus contributing to the provision of reliable, sustainable solutions on the energy market.

Ever since it was set up, Adrem Group has committed to supporting the sustainable development of the energy system, by responsible partnerships and active involvement in the communities in which it operates. This commitment is reflected in the positive economic, social and environmental impact generated by our initiatives.

Social responsibility is integrated in our business strategy, with a strong focus on workers' safety, education and environmental protection. It is our firm belief that supporting the community's values is a fundamental duty, which makes us invest constantly in order to contribute to the collective welfare and to a more sustainable future.

The companies of the Adrem Group operate on the principles of integrated management, to ensure efficiency and adaptability. All the processes within the group are regulated by a system of integrated management, implementing a series of certificates, such as:

- SR EN ISO 9001;
- SR EN ISO 14001;
- SR ISO 45001.

GRI 3-3

These standards allow us to meet the needs of our customers at the highest level, by monitoring and preventing potential non-compliances

The procurement practices have a direct impact on our business partners, and failing to align with the technical and quality standards is likely to affect the implementation of the projects, and, implicitly, the company's management and employees. A rigorous implementation of these procedures is essential when verifying our suppliers' eligibility, thus ensuring that the projects run by Adrem Group comply with the commitments it has taken on.

In certain situations, we opted for direct cooperation with equipment producers or large-scale distributors, in order to benefit from full technical support, that is both timely and specialized (the more the projects were complex, the more requirements were made).

Our procurement practices are subjected to periodic internal and external audit. Moreover, our procedure includes key performance indicators (KPIs), by means of which we assess the efficiency of the activities we organize. In exceptional situations, in which we identify breaches of organisational procedures, we implement corrective actions and the employees are supported to solve such issues in a set timeframe.

Every company within the group adopts the same procurement practices, and they are made familiar to all the organization's staff.

In 2024 Adrem Group keeps being committed to the impact of its actions on the economy, the environment and then the society as a whole, thus continuing to improve and optimize its procurement practices.

It is worth mentioning the fact that our chain of suppliers has answered positively to our needs and requirements in terms of constant improvement.

For the reference period between 2023 and 2024, as a result of the audits conducted, no non-compliances were identified in our procurement processes

Customers and Suppliers

Proportion of spending on local suppliers

GRI 204-1

Percentage of procurement budget spent on local suppliers 2023	
Local suppliers	External suppliers
92%	8%
Percentage of procurement budget spent on local suppliers 2024	
Local suppliers	External suppliers
90%	10%

Between 2023 and 2024 there has been a slight increase in the proportion of external suppliers, chosen following a rigorous selection process, with strong emphasis on both their production capacity and their financial profitability. This increase of the proportion of external suppliers was due to the fact that Adrem Group has been working directly with external producers /distributors, which enabled us to obtain the same equipment at more favourable costs than those on the local market.

Even within the context of an increase of the proportion of external suppliers, local suppliers have kept representing more than 90% of the total number of suppliers the group has been involved with, which proves the commitment of the group with supporting the national economy.

Relevant locations represent:

- The local community and relevant operational locations: they refer to the Romanian territory;
- Local suppliers: trading companies registered on the Romanian territory;
- External suppliers: trading companies registered outside the Romanian territory.

All of the above represent the strategy of the Adrem Group to maintain a balance between being open to external markets and supporting the local one.

Customer Privacy

Adrem Group's impacts on the topic of Consumer Privacy:

GRI 3-3

Domeniu	Standardul GRI / Altă sursă	Domeniu de impact	Definirea Impacturilor	Drepturile omului
SOCIAL (Inclusiv Drepturile omului)	GRI 418	Protecția datelor consumatorilor	Asigură respectarea dreptului clienților prin protejarea datelor cu caracter personal.	N/A
	GRI 418	Protecția datelor consumatorilor	Prin eventuale breșe de securitate se poate ajunge la amenzi considerabile din partea autorităților, precum și o reputație scăzută în rândul clienților.	DA

Legendă Impact pozitiv Impact negativ

Cybersecurity and the protection of personal data represent a strategic priority for the Adrem Group, given the potential risks associated to it, as well as the financial sanctions imposed by the authorities and

GRI 3-3

the negative impact it may have on the reputation the company has with its customers and partners. In this context, the group carries out projects meant to improve continually the data protection management system in accordance with the GDPR requirements. It also implements various campaigns meant to raise awareness among the workers, both in the online and offline environment in order to promote a responsible, informed organisational culture related to the risks associated with failing to comply with the existing regulations.

Taking into account the evolution of digital technology which has a profound impact on private life, the ability to store and analyse great volumes of data provides opportunities for better understanding and personalization of the experience for both the company's customers as well as its employees. In this context the company has appointed a responsible personfor the protection of personal data (DPO- Data Protection Officer), who constantly ensures the existence of security and governing measures and risk management measures in order to prevent the illegal use of data or other risks related to a breach of security.

The DPO is a person in contact with the National Supervisory Authority for the Processing of Personal Data, as well as with the people who are affected by a breach of security and who can notify any issues related to the operation of personal data or who can require the exertion of the rights provided in the GDPR.

The process of reviewing and improving the documentation of operations is a constant one. Some of the most important objectives set by and achieved by the DPO are:

- A detailed analysis of the personal data collected throughout the processes within the entire organisation;
- New or updated procedures, work instructions, processes, to keep them in line with the provisions of GDPR;
- Technical and organisational measures and norms for the security of the information implemented in order to eliminate the risk of unauthorised access to personal data.

The vision of the Adrem Group consists of making decisions based on the analysis of the identified risks and making efforts to keep them from materialising, thus ensuring a higher level of security for data protection. Our organisation ensures the compliance with the principles of responsibility and transparency, while demonstrating its ability to take on this responsibility. Therefore, the group has implemented comprehensive governance measures which are proportional and minimise the risk of breaching personal data and sustains the protection thereof.

The risks related to the privacy of our customers and employees, including data loss about customers or employees, and breaching their privacy are efficiently and transparently managed as the group has developed various policies, working instructions or procedures related to the personal data processing.

Moreover, various policies and internal procedures are in place related to the information provided to the person concerned, the protection of personal data, the correctness of data collection, guidelines on the storage of personal data, the procedure of reporting security breaches, as well as guidelines on the consent of the person concerned.

The group's website is frequently updated by adding in the GDPR section new information related to policies, definitions, contact information for the company's DPO, the rights of the person concerned, as well as other information or legal requirements imposed by GDPR.

Customers and Suppliers

Substantiated complaints concerning breaches of customer privacy and losses of customer data

GRI 418-1

The person responsible for the protection of personal data (DPO) at the level of the Adrem Group monitors the email address protectiadatelor@adrem.ro on a daily basis in order to be urgently alerted of any security breach within the system or of any other notifications/ complaints submitted by the customers/ employees.

Within the reference period 2023-2024 within the Adrem Group there have been no substantiated complaints/notifications and no security breaches of personal data.

In addition, the operator also complied with the internal policies and procedures concerning GDPR and conducted a training to new employees on personal data processing.

Communication with customers

GRI 3-3

Adrem Group's impacts on the topic of Communication with Customers:

Domain	GRI Standards / Other source	Topic	Impact definition	Human Rights
GOVERNANCE	Adrem own disclosure	Communication with Customers	The implementation of efficient processes of communication with customers increases their loyalty and improves the company's reputation.	N/A
	Adrem own disclosure	Communication with Customers	Through an external, efficient communication of group's values and principles we raise the company's visibility, transparency and reputation, thus attracting new customers and partners.	N/A
	Adrem own disclosure	Communication with Customers	The lack of proper and transparent external communication with our stakeholders can lead to a distorted image of the company's activity or of its impact on the environment, society and economy.	NO
	Adrem own disclosure:	Communication with Customers	A high volume of requests on the customers' side in a very short time can decrease employees' productivity and customers' satisfaction.	NO

Legendă

Impact pozitiv

Impact negativ

Adrem has developed a structured customer communication system, in view of creating a unitary, efficient flow in interaction management. At the core of this system is the Customer Management team, within the Marketing and Communication department, which is in close contact with the Commercial,

GRI 3-3

Technical and Legal departments, in order to ensure a coherent, fluid experience for customers. An essential element of the approach was the creation of dedicated communication channels (topic-related emails, telephone calls, direct meetings) as well as standardised working procedures for each step of the collaboration, ranging from offers to post-sale support.

In order to provide a quick, efficient answer to our customers' needs, we have developed standardised messages for requests, complaints, offers and support. In parallel, we implemented a system of complaint management, ensuring a 100% settlement rate, while indicators such as the medium duration of telephone calls and the frequency of customer interactions enabled us to constantly assess our performance. Aside from these measures, a strong emphasis was placed on interaction monitorization and optimization of the existing communication channels, in order to ensure a quick, adaptable response to our customers' requests.

Faced with various challenges, such as the high number of requests and the complexity of certain projects (such as those financed by the AFM – Environment Fund Administration or those in the photovoltaic field), Adrem's response was to initiate the development of a digital system, bound to centralise the customers' history and interactions, which is going to be launched in 2026. Until then, the company has continued to improve its communication channels and to increase its support capacity by measures such as the intensification of proactive communication and the initiation of educational campaigns in order to efficiently meet its customers' needs. Also, to reduce repetitive requests, we conducted educational and informational campaigns, and several departments were required to get involved in order to deal with special cases and complex complaints.

Basically, Adrem has approached customers' communication by means of an integrated strategy, which focuses on transparency, efficiency and adaptability. By standardising processes, by creating clear communication channels and by using various monitorization and analysis tools, our company ensures the best possible management of customers' relations, as well as a unitary experience for them.

The structure of Adrem Group's customer communication system

In 2023, Adrem established the Client Management department, integrated within the Marketing and Communication Department. The main objective was to structure a unitary, clear and efficient approach in the relationship with customers. This department actively integrated:

- An internal procedure for the management of complaints;
- Dedicated communication channels (topic-related emails, phone calls, physical meetings);
- A standardized working flow for every stage of the collaboration with the customers;
- Standardized messages for requests, complaints, offers and support.

At the same time, a fluid way of collaboration was developed between the departments: Commercial, Operational, Technical and Legal in order to provide a unitary experience to the customer.

Customers and Suppliers

In 2024, the communication system was consolidated and extended through:

- The monitoring the interactions and the optimization of the existing channels;
- The use and the intensive promotion of the topic-related email addresses (sesizari@ (complaints@), fotovoltaice@ (photovoltaic@), etc.);
- The active participation to events organized in the energy sector (e.g.: fairs, conferences), for a direct communication with the partners and customers;
- The launch of digital campaigns and newsletters meant to inform the public;
- The preparation of a new CRM system for the centralization of interactions and customers' history.

Communication channels used:

Adrem adopted a multichannel communication strategy, combining traditional and digital methods:

Promotion channels and visibility:

Media and advertorials – Presence in business and entrepreneurship magazines:

- Biz Magazine;
- Club Antreprenor Magazine;
- Cariere Magazine.

Specialized newsletters – Collaboration with CEO Club in order to integrate messages in their newsletters.

Events and fairs – Active participation to events in the energy industry:

- South East Europe Green EPC (September 2024) – We had our own stand in order to promote the EPC services;
- Other events and fairs – The intermediation of participation to such events of our colleagues from Customer Management & Business Lines (BL4, commercial and technical);

Social Media and Digital Marketing:

- Online campaigns for lead generation and brand awareness;
- Targeted promotion of EPC and photovoltaic services.

Direct communication channels with the customers:

- Telephone – The management of the direct relationship with the customers through Call Center and phone consultancy.
- Email – The use of more dedicated email addresses for different types of requests:
 - casaverde@adrem.ro – for the customers from the „Casa Verde” program (the Green House program);
 - fotovoltaice@adrem.ro – for requests and support related to photovoltaic systems;
 - sesizari@adrem.ro – for complaints and requests;
 - eficienta@adrem.ro – specially created to increase sales and brand awareness in energy efficiency sector.
- CRM & Digitalization – Using a new CRM to centralize customer information, manage requests and optimize communication; currently using a system, Bitrix, which we will replace in the future.
- Physical meetings and visits – Interactions with the customers to conclude sales, technical support

and consultancy.

Targeted segments through communication:

Adrem's communication strategy focused on the existing customers, new leads and relevant institutions, having the following main segments:

- B2B customers (business-to-business):
 - Companies interested in EPC and energy efficiency;
 - Partners from the constructions, renewable energy and entrepreneurship sector;
 - Institutions and organizations involved in programs such as Casa Verde, RePower, Electric-Up 2, AFIR (the Agency for Financing Rural Investments).
- B2C customers (business-to-consumer):
 - Physical persons interested in photovoltaic systems through non-reimbursable programs or their own financing;
 - Beneficiaries in the programs: Casa Verde 2022, 2023, 2024.
- Financial institutions and partners:
 - AFM (Environment Fund Administration) – for offset and Adrem validation as installer of photovoltaic systems in such programs.
- Banks and leasing companies – for facilitating the customers' access to financing;
- Consultancy companies – for partnerships in programs with non-reimbursable funds.

Additionally, there were created new channels and communication tactics in order to meet the needs of B2C and B2B customers, while the support activity was progressively digitalized

Relevant indicators used to assess the process of customer communication between 2023 and 2024

In 2023, Adrem started to assess its performance of its relationship with its customers by quantitative and observational indicators, such as:

- Total number of complaints and notifications: 62
 - AI: 29 | AL: 32 | AE: 1
 - 100% settlement rate;
- Medium duration of a telephone call - Energy efficiency customer : 2 minutes
 - 173 telephone calls analysed within a 3-day span;
- Medium frequency of customer interactions - Energy efficiency customer : 8 interactions per project (e.g.: offers, installation, support);
- Total number of Call Center telephone calls:- Energy efficiency customer ~ 57;
- Launching the standardized messages for the communication process (emails, offers, notifications);
- Communication channels: email, telephone calls, physical meetings, social media.

Customers and Suppliers

In 2024, performance measurement was extended and refined:

- Total number of complaints and notifications: 183
 - AI: 14 | AL: 23 | Photovoltaic systems: 146
 - 100% settlement rate;
- Satisfaction degree concerning the photovoltaic systems: 100% in 49 out of 52 notifications;
- Complex cases were documented and approached by several departments;
- The initiation of the implementation of a CRM – Customer Relationship Management.

The above indicators were gradually integrated within the performance analysis of our communication system and in our customer experience strategy, which is constantly developing, which did not allow us to conduct a unitary report for 2023/2024, nor to compare results.

In the reference period between 2023 and 2024 no formalized satisfaction questionnaires were applied (NPS (Net Promoter Score), CSAT (Customer Satisfaction Score)), but they have already been included in next year’s development plan. Also during this period we received satisfaction agreements and recommendations submitted by our customers.

The method of communication with customers following situations, notifications and complaints identified in 2023-2024

Complaints could be sent through a number of channels, in order to facilitate access for our customers and collaborators: dedicated email addresses (sesizari@adrem.ro, fotovoltaice@adrem.ro, casaverde@adrem.ro and punctually from the email address of each person in charge or the client manager), contact forms available on the website, social networks such as Facebook and LinkedIn, as well as traditional methods – fax, mail, or directly at the front desk of the main headquarters or in our locations from the territory.

Once received, complaints would be directed to the secretary’s office to be officially registered. Within no more than 48 hours after the registration of the complaint, the person concerned would receive a standardized answer, confirming the reception of the respective complaint and the initiation of the analysis process.

In order to efficiently handle the situation, the key elements of the case were identified at the following stage: the business line (BL) or the region where the situation occurred, the corresponding county, as well as the Adrem authorities involved in the respective case (such as Adrem Invest – Moldova – Iași).

If necessary, other support departments were involved as well, such as human resources, legal assistance or DMIR. The relevant information was communicated at the internal level, by email, in order for all the parties to be informed and contribute to the settlement of the case.

Based on this information, a final response was drawn for the claimant, in a clear, professional way, in order to provide an equitable, complete settlement of the case. Even after the official closing of the case, the complaint was monitored for 6 months, in order to ensure that neither recurrences nor unsolved issues appeared.

Throughout 2023, the following challenges have been identified:

- Management and development of the existing CRM system, respectively its replacement in the future;
- A high number of requests, especially within the context of the Casa Verde energy program;
- Challenges related to individual tracking of receipts per client in AFM-financed projects;
- Establishing and implementing a communication flow and process implementation between the targeted departments in order to complete the work and achieve customer satisfaction.

Implemented measures:

- Establishing the Client Management department to manage and develop the relationship with clients and partners;
- The creation of communication channels;
- Standardized messages and work flows;
- Increased collaboration between key departments (Commercial, Technical, Legal);
- The initiation of the documentation of the customer process (Customer Journey).

The year 2024 brought about both new and diverse challenges:

- An increase of complaints in the photovoltaic segment, due to the increase in the number of contracts in this direction;
- A high number of repetitive requests, which signalled the need for a clearer, more proactive communication;
- Complex cases which required several departments to be involved;
- The need for an extended support team.

Applied measures:

- Developing and implementing communication methods both with the client and internally, with the departments involved;
- Launching educational and informational campaigns;
- A detailed monitorization of complaints and the centralization thereof in a format that can be analysed;
- Initiating various partnerships in view of educating and fostering loyalty among our customers;
- The extension of the Customer Management function and the diversification of our contact channels.



7. About the Report



About the report

Reporting period, frequency and contact point

GRI 2-3

This is the fifth sustainability report drawn by the Adrem Group (Adrem Invest SRL, Adrem Link SRL and Adrem Engineering SRL) corresponding to reporting period between the 1st of January 2023 and the 31st of December 2024.

GRI 2-2

The reporting perimeter for sustainability is aligned with that used in the consolidated financial reporting, with no significant differences between the two. In cases where certain information or data are reported only at the level of a specific entity (e.g., operational data, employees, social initiatives), this is explicitly stated in the report by mentioning the name of that entity; otherwise, the data refer to the Adrem Group.

The current report includes information related to the activity of the Adrem Group and the relevant indicators which describe the positive or negative impact from an economic, environmental and social point of view, including its impact on human rights, generated by the Group's activity and business relations.

The sustainability report is drawn up in accordance with the GRI Standards and complies with the requirements of the EU Directive of the European Parliament and of the Council related to disclosure of non-financial and diversity information by certain large undertakings and groups 2014/95/EU and its transposition to Romanian legislation by the Order of the Ministry of Public Finance no. 1938/2016 and no. 3456/2018 related to the modification and completion of certain accounting regulations.

Throughout the reporting process we were assisted by our consultant, Fine Business Consulting SRL.

Thus, in order to identify the material topics which are presented in this report, in 2024 we drew up an impact materiality analysis, following which we identified the most relevant impacts (positive and negative). The analysis was drawn up according to the GRI 3: Material Topics 2021.

As aimed towards in the previous report, published in 2023 (for the period between 2021 and 2022) we hereby continue the biennial reporting of the results obtained by the Adrem Group in terms of sustainability.

For any further information regarding the Group's sustainability performance, please contact us at the email address sustenabilitate@adrem.ro.

Restatements of information

GRI 2-4

No information has been identified in our previous sustainability reports that needs to be restated.

External assurance

GRI 2-5

The sustainability report prepared by the Adrem Group for the years 2023 – 2024 was not submitted to external assurance.

GRI 3-1

Throughout the reporting period we took into account the reporting principles defined by the GRI Standards 2021 :

- **Accuracy** = The organisation shall report information that is correct and sufficiently detailed to allow an assessment of the organisation's impacts.
- **Balance** = The organization shall report information in an unbiased way and provide a fair representation of the organization's negative and positive impacts.
- **Clarity** = The organization shall present information in a way that is accessible and understandable.
- **Comparability** = The organization shall select, compile, and report information consistently to enable an analysis of changes in the organization's impacts over time and an analysis of these impacts relative to those of other organizations.
- **Completeness** = The organization shall provide sufficient information to enable an assessment of the organization's impacts during the reporting period.
- **Sustainability context** = The organization shall report information about its impacts in the wider context of sustainable development.
- **Timeliness** = The organization shall report information on a regular schedule and make it available in time for information users to make decisions.
- **Verifiability** = The organization shall gather, record, compile, and analyze information in such a way that the information can be examined to establish its quality.

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Approach to stakeholder engagement

GRI 2-29 GRI 3-1

Our business partners' engagement with the stakeholders is based on the principles of coherence, clarity and transparency, a relation of trust being essential for further developing the Group's specific activities. Our operations are influenced by the following interested parties:

- Our employees, whom we treat as family members;
- Our partners and customers, for whom we are not only suppliers of technology and services, but also a long-term, valuable partner;
- The local authorities of the counties in which we conduct our activities, given our awareness of the importance of social responsibility;
- The communities within which we conduct our activities, given our awareness of the importance of social responsibility;
- The trade unions, given our compliance with our employees' rights and encouragement of a business relation based on trust and correctness.

In 2024 we assessed and prioritized the organization's stakeholders and identified no further categories of stakeholders which were of relevance to the activity of the Adrem Group. They were consulted in relation to the impacts generated by the group's activities by means of an online questionnaire, in 3 domains: Economic, Environmental and Social, consisting of 2 parts, one of which listed the impacts we have identified, and the other included open-ended questions related to new impact proposals.

In order to prioritize our stakeholders we used the following assessment criteria for each category:

- **Accountability:** those connected to the organization by means of various contracts and/or legal, financial policies or operational regulations;
- **Influence:** those who are qualified to influence the organization's reaching of its objectives. This also includes those with formal influence (decision makers), as well as informal, internal or external;
- **Proximity:** those whom the organization can rely on in conducting its daily operations, as well as those who live close to the organization's headquarters;
- **Dependence:** those who are most dependent on the organization, customers who rely on our organization's products or services, or suppliers for whom our organization represents a significant/major customer;
- **Representativeness:** those who represent key institutions which our organization interacts with, as well as trade unions, communities, local authorities, etc.

Each stakeholder category was assessed according to the above-mentioned criteria and graded between 1 and 3, as follows:

- 1 low relevance;
- 2 medium relevance;
- 3 high relevance.

GRI 2-29 GRI 3-1

In terms of value, the average represents the prioritization level of the respective stakeholders' category and was recorded as follows:

- Between 0 and 1.90 low relevance;
- Between 1.90 and 2.50 medium relevance;
- Between 2.60 and 3.00 high relevance.

Following this prioritisation, the company's top management decided that all categories of stakeholders are relevant and engaged in consultation processes in order to set the contents of the group's sustainability report corresponding to the period between 2023 and 2024.

Stakeholder categories	Average	Prioritization
Shareholders	2,83	HIGH
Employees	2,23	MEDIUM
Customers (B2B and B2C)	2,16	MEDIUM
Authorities	2,09	MEDIUM
Suppliers	1,60	LOW
Competitors	1,56	LOW
The local community (Town halls, educational units, hospitals, etc.)	1,53	LOW
The civil society (NGOs, research institutes, academies, etc.)	1,29	LOW

Process to determine material topics

Identification, assessment and prioritisation of positive and negative impacts

In 2024, it was reiterated the process of identifying and assessing the impacts (positive or negative, existing or potential, short-term or long-term, intentional or not, reversible or not), each line of business within the Adrem Group has had on the economy, the environment and the society, including on human rights generated by the company's activity, products and services.

The impacts identified within the previous reporting period served as the basis for identifying the current impacts relevant to this reporting period.

The impacts were assessed according to the following criteria: Severity (scale, scope and irremediable character) and Likelihood, if applicable, and effect on human rights, resulting in the following hierarchy of their relevance towards the organisation. In order to easily correlate the assessments used during the analysis process, we transposed the evaluations on a scale from 1 to 10. These can be viewed starting on the next page.

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Positive impacts

GRI 3-1

GRI Standards/Other Source	Topic	Impacts definition	Internal relevance	Human Rights
GRI 403	Occupational Health and Safety	Providing new pieces of equipment and techniques for the prevention of incidents contributes to a higher level of staff occupational health and safety.	9.90	N/A
GRI 201	Economic Performance	The group's economic performance leads to the economic growth of the operational area by the local taxes and duties paid by the company.	9.88	N/A
GRI 401	Employment	By providing stable jobs, with generous benefits, we help reduce the migration of the workforce.	9.86	N/A
GRI 403	Occupational Health and Safety	Offering on-the-spot training related to occupational health and safety to employees leads to a minimal rate of workplace incidents.	9.80	N/A
GRI 201	Economic Performance	The group's economic performance leads to a safely lower unemployment rate in the local communities of the operational areas.	9.79	N/A
GRI 302	Energy	By promoting and developing energy efficiency services we actively participate to lowering our customers' carbon footprint.	9.79	N/A
GRI 302	Energy	By reducing energy consumption, our company gets in line with the international efforts of reducing the waste of resources and of combatting climate change by reducing the CO ₂ print.	9.76	N/A
GRI 403	Occupational Health and Safety	All OHS actions ensure compliance with the employees' rights to a decent workplace.	9.75	N/A
GRI 403	Occupational health and safety	The digitalisation of the prevention, protection (training – presentations, tests, electronic signature) evidence of individual protection equipment as well as other materials, all contribute to the compliance with OHS measures.	9.73	N/A
GRI 401	Employment	Decent, stable jobs ensure a low unemployment rate in the operational areas.	9.69	N/A
GRI 402	Labor/ Management Relations	Improving the employer's brand by “eNPS survey” in order to understand better the perspective of our employees related to their own experience within the company.	9.60	N/A
Adrem own disclosure	Risk Management	A good risk management leads to higher company's efficiency, lower losses, reduced operational costs, therefore higher profit and a higher level of resilience.	9.56	N/A
GRI 205	Anti-corruption	The implementation of anti-corruption policies, by means of internal regulations (the Employees' Code of conduct, the Internal regulation), regularly training staff in this direction and encouraging them to identify and report such acts lead to the elimination of corruption and thus to the economic development of the local communities in the operational areas.	9.45	N/A
GRI 404	Training and Education	Supporting our employees in developing their knowledge and skills in all fields of activity contributes to the development of human resources within the local communities.	9.40	N/A
Adrem own disclosure	Efficient Governance System	Good governance leads to significantly lower issues related to the safety and performance of the company. It also helps reduce useless expenses and brings economic performance.	9.35	N/A

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About the report

Positive impacts

GRI 3-1

GRI Standards/Other Source	Topic	Impacts definition	Internal relevance	Human Rights
GRI 402	Labor/ Management Relations	Consultation with salary representatives in terms of labour-to-management relations leads to stable workplaces and to the compliance with human and employees' rights.	9.20	N/A
Adrem own disclosure	Risk Management	Periodic risk analyses and the development of assessment and control measures ensure the group's stability from an operational, financial and staff point of view.	8.91	N/A
GRI 402	Labor/ Management Relations	Improving the company's image as an employer by ensuring a high level of „employee engagement” and the development of organisational culture.	8.80	N/A
GRI 407	Freedom of Association and Collective Bargaining	Financial and operational negotiations with trade unions will lead to stable, transparent workplaces, thus ensuring compliance with employees' rights.	8.60	N/A
GRI 406	Non-discrimination	Ensuring a non-discriminatory workplace can lead to a higher level of employees' satisfaction, engagement and company loyalty.	8.40	N/A
Adrem own disclosure	Ethical Business Conduct	Adopting an ethical/responsible conduct by implementing internal policies and procedures can lead to a healthier, more responsible working environment, to higher employee engagement and to better services and products provided to our customers.	8.22	N/A
GRI 405	Diversity and Equal Opportunity	By having an inclusive working environment we provide access to work for multiple categories of employees.	8.20	N/A
GRI 413	Local Communities	The economic growth of the operational area by means of various projects aimed at the development of local communities (CSR activities).	8.15	N/A
Adrem own disclosure	Communication with Customers	The implementation of efficient processes of communication with customers increases their loyalty and improves the company's reputation.	8.10	N/A
GRI 413	Local Communities	Support for the educational system by teaming up with various educational institutions in view of youth's vocational training (e.g. The “Electrician trainee” training programme).	8.05	N/A
Adrem own disclosure	Communication with Customers	Through an external, efficient communication of group's values and principles we raise the company's visibility, transparency and reputation, thus attracting new customers and partners.	7.98	N/A
GRI 418	Customer Privacy	The protection of personal data ensures the compliance with our customers' rights.	7.90	N/A
GRI 204	Procurement Practices	Procuring from local producers supports the economic growth of the communities in the operational areas.	7.70	N/A
GRI 204	Procurement Practices	Nearby procurement will lead to a lower CO ₂ footprint, by reducing product transportation routes.	7.10	N/A
GRI 204	Procurement Practices	Proximity to the operational area favours the auditing/ control of the compliance of the supplier's activity with the existing legislation (human rights, OHS, environmental protection, etc.).	6.80	N/A
GRI 306	Waste	Reducing the amount of waste and selectively recycling it can help protect biodiversity.	6.62	N/A
GRI 306	Waste	Reducing the carbon footprint by mitigating the amount of waste.	6.58	N/A
GRI 405	Diversity and Equal Opportunity	Higher quality of professional activities and management decisions by including in the recruitment/promotion process all categories of age, disabilities, race/ethnicity, gender, religion/belief and culture, sexual orientation.	6.40	N/A
GRI 306	Waste	Reducing the consumption of natural resources by recycling waste.	6.30	N/A

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About the report

Negative impacts

GRI 3-1

GRI Standards/Other Source	Topic	Impacts definition	Internal relevance	Human Rights
GRI 403	Occupational Health and Safety	Failing to comply with the norms of occupational health and safety leads to unavailable workforce and to higher social costs on treatments or hospitalisations.	9.85	YES
GRI 403	Occupational Health and Safety	Subcontractors' failing to comply with the OHS measures can lead to work accidents, affecting our reputation and contractual relation with our main customers.	9.75	YES
GRI 201	Economic Performance	Disadvantageous credit conditions can lead to a halt of development and therefore to lower taxes and salaries paid by Adrem.	9.49	NO
GRI 401	Employment	The creation of a demand of workforce specialised in the energy sector is currently putting pressure on the vocational training system, which is forced to adapt its curriculum to the new technologies used in renewable systems.	9.25	NO
Adrem own disclosure	Efficient Governance System	An improper governance system can lead to a faulty decision-making process and communication blockage within the organisation, thus resulting in economic inefficiency and in the company's exposure to the risks occurring in an ever more complex and dynamic world.	9.14	NO
GRI 201	Economic Performance	Poor economic performance can lead to lower salaries and to a smaller number of available jobs.	8.95	YES
GRI 201	Economic Performance	The lack of Economic Performance can lead to layoffs and implicitly to higher unemployment rate in the operational communities.	8.87	YES
GRI 205	Anti-corruption	The occurrence of potential corruption instances within a company can lead to financial damages and deteriorated market reputation, which create less business opportunities. As a result, the staff's morale will decrease, and so will their productivity, leading to further profit loss.	8.54	YES
GRI 302	Energy	Given the specificity of our services, namely the fact that they imply our employees going out in the field, we have a negative impact in gas consumption, as a non-renewable resource leading to higher CO ₂ footprint.	8.42	NO
GRI 404	Training and Education	Intensive vocational training can affect operational activities, by making too many people unavailable for too long.	8.32	NO
Adrem own disclosure	Communication with Customers	The lack of proper and transparent external communication with our stakeholders can lead to a distorted image of the company's activity or of its impact on the environment, society and economy.	8.10	NO
Adrem own disclosure	Ethical Business Conduct	Failing to comply with Ethical Business Conduct can lead to dysfunctionalities among our employees or in our relationship with the authorities, and therefore to lower Economic Performance.	8.08	NO
Adrem own disclosure	Risk Management	Failing to manage risks can lead to the impossibility of anticipating certain events which may have a negative impact upon the company, thus reducing its resilience. A proactive approach of potential risks can help ensure an effective management thereof as soon as they occur, thus reducing the negative impact they may have on any category of stakeholders.	7.93	NO
GRI 302	Energy	Reducing energy consumption affects the entire classical energy industry and has a direct impact upon employees and stakeholders.	7.82	NO
Adrem own disclosure	Communication with Customers	A high volume of requests on the customers' side in a very short time can decrease employees' productivity and customers' satisfaction.	7.82	NO
GRI 406	Non-discrimination	Any act of discrimination is likely to create a hostile working environment, by breaking employees' rights, and thus leading to lower morale, productivity and quality of the company's services and products.	6.60	YES
GRI 418	Customer Privacy	Security breaches can lead to considerable fines from the authorities, as well as to a bad reputation among the company's customers.	5.90	YES
GRI 402	Labor/ Management Relations	The lack of continuous and organised internal communication can lower the employees' level of engagement and thus affect Adrem's organisational culture, decreasing its efficiency and customer satisfaction.	5.20	YES
GRI 407	Freedom of Association and Collective Bargaining	Breaking the employees' freedom of association and collective bargaining affects the company's reputation.	4.60	YES

About the report

GRI 3-1

The impact topics ‘*Risk Management*,’ ‘*Effective Governance System*,’ and ‘*Ethical Business Conduct*’ were identified and defined by the organization in previous reporting cycles. As these are not circumscribed to the GRI Standards topics, they are reported as Adrem own disclosure in the sustainability reports.

In the financial exercise of 2024, a new sustainability topic was identified at an internal level, namely “*Communication with Customers*” suggested by the organization itself and which cannot be circumscribed in any of the topics defined by the GRI Standards. The impacts in this new topic were grouped and included in the consultation of the relevant stakeholders by means of the online questionnaire.

Stakeholder engagement

GRI 2-29

GRI 3-1

For this reporting process we used the online sustainability questionnaire as a method of stakeholder consultation.

The sustainability questionnaire represents a key tool used in the online engagement campaign. When filling in the questionnaire, the stakeholders assessed the topics which were relevant for Adrem’s sustainability report and suggested other types of impacts which were relevant to them, in the open questions section.

The stakeholder consultation in view of determining the relevance of the aspects suggested by the company for the 2024 sustainability report had the following results:

- 1638 recipients of the online questionnaire;
- 255 answers were received;
- The response rate was 15.56%.

Based on the results obtained, a hierarchy of relevance for the impact areas proposed by the company from the perspective of stakeholders was established. The results can be viewed starting on the next page.



About the report

Positive impacts

GRI 3-1

GRI 2-29

GRI Standards / Other Source	Topic	Impacts definition	Stakeholders' assessment scaled 1 to 10	Categories of stakeholders
GRI 403	Occupational Health and Safety	• Providing onsite training courses on the topic of occupational health and safety to all employees leads to a minimal rate of workplace incidents. • Supplying new pieces of equipment and technique for the prevention of incidents increases the staff's health and safety. • All actions related to OHS aim at complying with the employees' right to a decent workplace. • Digitalising the prevention, protection (training - presentations, testing, electronic signature), keeping a record of EIP (Individual Protection Equipment) and other materials which contribute to the compliance with OHS regulations.	9.2	Customers, Civil society, Mass Media
GRI 401	Employment	• Stable jobs and generous benefits reduce the migration of the workforce. • Decent, stable working conditions ensure a low unemployment rate in the operational areas.	9.1	Customers, Civil society, Mass Media
GRI 404	Training and Education	• Supporting our employees' knowledge and abilities in every field of activity contributes to the development of the human resource in the local communities.	9.08	Local community, Civil society, Customers
GRI 407	Freedom of Association and Collective bargaining	• Financial and operational negotiations with the appointed representatives lead to a transparent image of the working relationships and to a higher stability thereof, thus ensuring compliance with the employees' rights.	9.04	Central authorities, Customers, Civil society
Adrem own disclosure	Ethical Business Conduct	• Adopting an ethical /responsible conduct by implementing a set of internal policies and procedures creates a healthy, responsible working environment, employee engagement and quality of the services and products provided to our customers.	9.04	Customers, Adrem employees, Civil society
GRI 205	Anti-corruption	• Implementing anti-corruption policies, by means of internal regulations (Employees' Code of Conduct, the Internal regulation), providing constant training in this field and encouraging employees to identify and report such acts lead to the eradication of corruption and to the economic development of the operational areas.	9.02	Local community, Customers, Suppliers
GRI 306	Waste	• Protecting biodiversity by reducing the amount of waste and selective recycling. • Reducing the carbon footprint by mitigating the amount of waste. • Reducing the consumption of natural resources by recycling waste.	9.0	Local community, Central authorities, Civil society
GRI 402	Labor/Management Relations	• Improving the company's employment image by ensuring a high level of employee engagement and the development of organisational culture. • Consulting salary representatives related to working relationships leads to stable jobs and to the compliance with human and employee rights. • Improving the company's employment image by conducting eNPS surveys in view of understanding the employees' point of view related to their experience within the company.	9.0	Civil society, Mass Media, Adrem employees
Adrem own disclosure	Efficient Governance System	• Good governance leads to a significant decrease of security and performance issues. It also reduces useless expenses and brings about economic performance.	8.98	Civil society, Mass Media, Suppliers

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About the report

Positive impacts

GRI 3-1

GRI 2-29

GRI Standards / Other Source	Topic	Impacts definition	Stakeholders' assessment scaled 1 to 10	Categories of stakeholders
GRI 418	Customer Privacy	· Ensuring the compliance with the customers' rights to the protection of their personal data.	8.9	Central authorities, Customers, Suppliers
GRI 406	Non-discrimination	· Ensuring a non-discriminatory working environment can increase the level of employee satisfaction, engagement and loyalty towards the company.	8.88	Central authorities, Civil society, Customers
Adrem own source	Communication with Customers	· Implementing efficient processes in managing customer relationships increases their loyalty and consolidates the company's reputation. · Using efficient, external communication of the group's values and principles increases its visibility, transparency and reputation, thus attracting new customers and partners.	8.84	Customers, Adrem employees, Suppliers
GRI 204	Procurement Practices	· Procuring from local producers helps support the economic development of the communities in the operational areas. · Nearby procurement lowers the CO ₂ footprint because of shorter transport routes for the products. · Closeness to the operational area favours the audit/control of the compliance of the supplier's activity with current legislation (human rights, OHS, environmental protection, etc.).	8.8	Mass Media, Civil society, Customers
Adrem own source	Risk Management	· Periodic risk analyses and the development of risk assessment and control ensure the group's stability in terms of operations, finances and staff. · Good risk management improves the company's efficiency, lowers losses and operational costs and increases profit, leading to a high level of resilience.	8.76	Civil society, Adrem employees, Investors
GRI 302	Energy	· By reducing energy consumption, our company aligns with the international efforts of reducing the waste of resources and of fighting climate change by reducing the CO ₂ footprint. · By promoting and developing energy efficiency services we actively participate to lowering our clients' carbon footprint.	8.66	Local community, Civil society, Suppliers
GRI 413	Local Communities	· The economic growth of the operational area by means of various projects aimed at the development of local communities (CSR activities). · Support for the educational system by teaming up with various teaching institutions in view of youth's vocational training (e.g. The "Electrician apprentice" training programme).	8.64	Local community, Civil society, Investors, Mass Media
GRI 201	Economic Performance	· The group's Economic Performance leads to the economic growth of the operational area by the local taxes and duties paid by the company. · The group's Economic Performance leads to a safely lower unemployment rate in the local communities of the operational areas.	8.6	Local community, Central authorities, Civil society
GRI 405	Diversity and Equal Opportunity	· Higher quality of professional activities and management decisions by including in the recruitment/promotion process all categories of age, disabilities, race/ethnicity, gender, religion/belief and culture, sexual orientation. · An inclusive working environment will ensure access to work for multiple categories of employees.	8.42	Central authorities, Civil society, Customers

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Negative impacts

GRI 3-1

GRI 2-29

GRI Standards / Other Source	Topic	Impacts definition	Stakeholders' assessment scaled 1 to 10	Categories of stakeholders
GRI 403	Occupational Health and Safety	· Failing to comply with the norms of occupational health and safety leads to unavailable workforce and to higher social costs on treatments or hospitalisations. · Subcontractors' failing to comply with the OHS measures can lead to work accidents, affecting our reputation and contractual relation with our main customers.	8.86	Customers, Mass Media, Adrem employees
GRI 205	Anti-corruption	· The occurrence of corruption instances within a company can lead to financial damages and deteriorated market reputation, which create less business opportunities. As a result, the staff's morale will decrease, and so will their productivity, leading to further profit loss.	8.64	Local community, Customers, Adrem employees
GRI 402	Labor/ Management Relations	· The lack of continuous and organised internal communication can lower the employees' level of engagement and thus affect Adrem's organisational culture, decreasing its efficiency and customer satisfaction.	8.58	Civil society, Adrem employees, Customers
Adrem own disclosure	Ethical Business Conduct	· Failing to comply with Ethical Business Conduct can lead to dysfunctionalities among our employees or in our relationship with the authorities, and therefore to lower economic performance.	8.58	Civil society, Customers, Adrem employees
GRI 406	Non-discrimination	• Any act of discrimination is likely to create a hostile working environment, by breaking employees' rights, and thus leading to lower morale, productivity and quality of the company's services and products.	8.54	Central authorities, Civil society, Customers
GRI 407	Freedom of Association and Collective Bargaining	· Breaking of the employees' freedom of association and collective bargaining affects the company's reputation.	8.54	Central authorities, Civil society, Customers
Adrem own disclosure	Efficient Governance System	• An improper governance system can lead to a faulty decision-making process and communication blockage within the organisation, thus resulting in economic inefficiency and in the company's exposure to the risks occurring in an ever more complex and dynamic world.	8.52	Civil society, Customers, Adrem employees

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Negative impacts

GRI 3-1

GRI 2-29

GRI Standards / Other Source	Topic	Impacts definition	Stakeholders' assessment scaled 1 to 10	Categories of stakeholders
GRI 418	Customer Privacy	• Security breaches can lead to considerable fines from the authorities, as well as to a bad reputation among the company's customers	8.52	Central authorities, Civil society, Customers
GRI 201	Economic Performance	• Disadvantageous credit conditions can lead to a halt of development and therefore to lower taxes and salaries paid by Adrem. • Poor Economic Performance can lead to lower salaries and to a smaller number of available jobs. • The lack of Economic Performance can lead to layoffs and implicitly to higher unemployment rate in the operational communities.	8.42	Civil society, Investors, Adrem employees
Adrem own disclosure	Risk Management	• Failing to manage risks can lead to the impossibility of anticipating certain events which may have a negative impact upon the company, thus reducing its resilience. A proactive approach of potential risks can help ensure an effective management thereof as soon as they occur, thus reducing the negative impact they may have on any category of stakeholders.	8.42	Civil society, Investors, Adrem employees
Adrem own disclosure	Communication with Customers	• The lack of proper and transparent external communication with our stakeholders can lead to a distorted image of the company's activity or of its impact on the environment, society and economy. • A high volume of requests on the customers' side in a very short time can decrease employees' productivity and customers' satisfaction.	8.36	Customers, Civil society, Adrem employees
GRI 404	Training and Education	• Intensive vocational training can affect operational activities, by making too many people unavailable for too long.	8.0	Local community, Customers, Adrem employees
GRI 401	Employment	• The creation of a demand of workforce specialised in the energy field is currently putting pressure on the vocational training system, which is forced to adapt its curriculum to the new technologies used in renewable systems.	7.98	Central authorities, Civil society, Customers
GRI 302	Energy	• Given the specificity of our services, namely the fact that they imply our employees going out in the field, we have a negative impact in gas consumption, as a non-renewable resource leading to higher CO ₂ footprint. • Reducing energy consumption affects the entire classical energy industry and has a direct impact upon employees and stakeholders.	7.92	Local community, Investors, Civil society

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About the report

Topics suggested by the stakeholders

GRI 3-1

GRI 2-29

The sustainability questionnaire presented to the stakeholders during meetings or during the online campaign also included an open section for suggestions of topics relevant to the respondents in the domains: economic, social and environment, in order to identify their opinions, as well as new relevant impacts.

The answers submitted by our stakeholders within this consultation cycle were analyzed in terms of their relevance to the impact areas defined by GRI Standards or Adrem own disclosure. Later on, the suggestions made by the stakeholders were correlated with the list of topics suggested by the company, resulting in the following table:

GRI Standards/ Other Source	Categories of stakeholder's suggestions	Correlation with the GRI Standards	Percentage	Correlation with the topics identified by the company	Results of stakeholder consultation
GRI 201	Salaries and benefits	Economic Performance	15.73%	Existing in Adrem's proposed list	Material topic, to be included in the report
GRI 404	Training and Education	Training and Education	13.48%	Existing in Adrem's proposed list	Material topic, to be included in the report
GRI 305	Emissions	Emissions	12.36%	New topic suggested by the stakeholders	Material topic, to be included in the report
GRI 413	Local Communities	Local Communities	11.24%	Existing in Adrem's proposed list	Material topic, to be included in the report
GRI 302	Energy	Energy	7.87%	Existing in Adrem's proposed list	Material topic, to be included in the report
GRI 306	Waste	Waste	5.62%	Existing in Adrem's proposed list	Material topic, to be included in the report
GRI 204	Procurement Practices	Procurement Practices	5.62%	Existing in Adrem's proposed list	Material topic, to be included in the report

Legend

Economic

Environment

Social

Adrem own disclosure

Thus, apart from the organization's list of topics, following stakeholder engagement, there resulted a new relevant topic, namely greenhouse gas emissions, which is circumscribed to the GRI 305: Emissions and it was decided that it should be considered as material and to be included in the sustainability report. The interest shown by Adrem stakeholders is proof of the strategic decision made by the group to initiate in 2024 a project consisting of measuring the carbon footprint and defining the Decarbonization Strategy. The results of the project are presented in the Environment section.

About the report

Grouping impacts into topics

Following the stakeholder engagement, the positive and negative impacts were grouped into topics, resulting in the following table:

GRI 3-1

GRI Standards/ Other Source	Topic	Impacts Definition	Stakeholders' assessment	Company's assessment	Topic relevance
GRI 403	Occupational Health and Safety	• Offering on-the-spot training concerning occupational health and safety to employees leads to a minimal rate of workplace incidents. • Providing new pieces of equipment and techniques for the prevention of incidents contributes to a higher level of staff occupational health and safety. • All OHS actions ensure compliance with the employees' rights to a decent workplace. • The digitalisation of the prevention, protection (training – presentations, tests, electronic signature), EIP evidences as well as other materials, all contribute to the compliance with OHS measures.	9.03	9.80	9.42
		• Failing to comply with the norms of occupational health and safety leads to unavailable workforce and to higher social costs on treatments or hospitalisations. • Subcontractors' failing to comply with the OHS measures can lead to work accidents, affecting our reputation and contractual relation with our main customers.			
GRI 401	Employment	• By providing stable jobs, with generous benefits, we help reduce the migration of the workforce. • Decent, stable jobs ensure a low unemployment rate in the operational areas.	8.54	9.60	9.07
		• The creation of a demand of workforce specialised in the energy field is currently putting pressure on the vocational training system, which is forced to adapt its curriculum to the new technologies used in renewable systems.			
Adrem own disclosure	Efficient Governance System	• Good governance leads to significantly lower issues in the field of the company's occupational health and safety. It also helps reduce useless expenses and brings Economic Performance.	8.75	9.25	9.00
		• An improper governance system can lead to a faulty decision-making process and communication blockage within the organisation, thus resulting in economic inefficiency and in the company's exposure to the risks occurring in an ever more complex and dynamic world.			
GRI 201	Economic Performance	• The group's Economic Performance leads to the economic growth of the operational area by the local taxes and duties paid by the company. • The group's Economic Performance leads to a safely lower unemployment rate in the local communities of the operational areas.	8.51	9.40	8.96
		• Disadvantageous credit conditions can lead to a halt of development and therefore to lower taxes and salaries paid by Adrem. • Poor Economic Performance can lead to lower salaries and to a smaller number of available jobs. • The lack of Economic Performance can lead to layoffs and implicitly to higher unemployment rate in the operational communities.			
GRI 205	Anti-corruption	The implementation of anti-corruption policies, by means of internal regulations (the Employees' Code of Conduct, the Internal regulation), regularly training staff in this direction and encouraging them to identify and report such acts lead to the elimination of corruption and thus to the economic development of the local communities in the operational areas.	8.83	9.00	8.92
		• The occurrence of corruption instances within a company can lead to financial damages and deteriorated market reputation, which create less business opportunities. As a result, the staff's morale will decrease, and so will their productivity, leading to further profit loss.			

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GRI 3-1

GRI Standards/ Other Source	Topic	Impacts Definition	Stakeholders' assessment	Company's assessment	Topic relevance
GRI 404	Training and Education	• Supporting our employees in developing their knowledge and skills in all fields of activity contributes to the development of human resources within the local community. • Intensive vocational training can affect operational activities, by making too many people unavailable for too long.	8.54	8.86	8.70
Adrem own disclosure	Risk Management	• Periodic risk analyses and the development of periodic risk assessment and control ensures the group's stability from an operational, financial and staff point of view. • Good risk management leads to higher company's efficiency, lower losses, reduced operational costs, therefore higher profit and a higher level of resilience. • Failing to manage risks can lead to the impossibility of anticipating certain events which may have a negative impact upon the company, thus reducing its resilience. A proactive approach of potential risks can help ensure an effective management thereof as soon as they occur, thus reducing the negative impact they may have on any category of stakeholders.	8.59	8.80	8.70
GRI 302	Energy	• By reducing energy consumption, our company aligns with the international efforts of reducing the waste of resources and of fighting climate change by reducing the CO₂ footprint. • By promoting and developing energy efficiency services we actively participate to lowering our customers' carbon footprint. • Given the specificity of our services, namely the fact that they imply our employees going out in the field, we have a negative impact in gas consumption, as a non-renewable resource leading to higher CO₂ footprint. • Reducing energy consumption affects the entire classical energy industry and has a direct impact upon employees and stakeholders.	8.29	8.95	8.62
GRI 402	Labor/ Management Relations	• Improving the company's image as an employer will ensure a high level of employee engagement and the development of organisational culture. • Consulting salary representatives in terms of labour-to-management relations leads to stable workplaces and to the compliance with human and employees' rights. • Improving the employer's brand by eNPS surveys in order to better understand the perspective of the employees related to their own experience within the company. • The lack of continuous and organised internal communication can lower the employees' level of engagement and thus affect Adrem's organisational culture, decreasing its efficiency and customer satisfaction.	8.79	8.20	8.50
Adrem own disclosure	Ethical Business Conduct	• Adopting an ethical /responsible conduct by implementing a set of internal policies and procedures creates a healthy, responsible working environment, employee engagement and quality of the services and products provided to our customers. • Failing to comply with Ethical Business Conduct can lead to dysfunctionalities among our employees or in our relationship with the authorities, and therefore to lower Economic Performance.	8.81	8.15	8.48
GRI 413	Local Communities	• The economic growth of the operational area by means of various projects aimed at the development of local communities (CSR activities). • Support for the educational system by teaming up with various educational institutions in view of youth's vocational training (e.g. The "Electrician apprentice" training programme).	8.64	8.10	8.37

Legend Economic Environment Social Adrem own disclosure

About the report

GRI 3-1

GRI Standards/ Other Source	Topic	Impacts Definition	Stakeholders' assessment	Company's assessment	Topic relevance
Adrem own disclosure	Communication with Customers	- Implementing efficient processes in managing customer relationships increases their loyalty and consolidates the company's reputation. - By an external, efficient communication of group's values and principles we increase the company's visibility, transparency and reputation, thus attracting new customers and partners.	8.60	8.00	8.30
		- The lack of proper and transparent external communication with our stakeholders can lead to a distorted image of the company's activity or of its impact on the environment, society and economy. - A high volume of requests on the customers' side in a very short time can decrease employees' productivity and customers' satisfaction.			
GRI 406	Non-discrimination	Ensuring a non-discriminatory working environment can increase the level of employee satisfaction, engagement and loyalty towards the company.	8.71	7.50	8.11
		Any act of discrimination is likely to create a hostile working environment, by breaking employees' rights, and thus leading to lower morale, productivity and quality of the company's services and products.			
GRI 204	Procurement Practices	- Procuring from local producers supports the economic growth of the communities in the operational areas. - Nearby procurement will lead to lower CO2 emissions, by reducing product transportation routes. - Closeness to the operational area favours the audit/control of the compliance of the supplier's activity with current legislation (human rights, OHS, environmental protection, etc.).	8.80	7.20	8.00
GRI 405	Diversity and Equal Opportunity	- Higher quality of professional activities and management decisions by including in the recruitment/promotion process all categories of age, disabilities, race/ethnicity, gender, religion/belief and culture, sexual orientation. - An inclusive working environment will ensure access to work for multiple categories of employees.	8.42	7.30	7.86
GRI 418	Customer Privacy	The protection of personal data ensures the compliance with our customers' rights.	8.71	6.90	7.81
		Security breaches can lead to considerable fines from the authorities, as well as to a bad reputation among the company's customers.			
GRI 306	Waste	- Reducing the amount of waste and selectively recycling it can help protect biodiversity. - Reducing the carbon footprint by mitigating the amount of waste. - Reducing the consumption of natural resources by recycling waste.	9.00	6.50	7.75
GRI 407	Freedom of Association and Collective Bargaining	Financial and operational negotiations with the appointed representatives lead to a transparent image of the working relationships and to a higher stability thereof, thus ensuring compliance with the employees' rights.	8.79	6.60	7.70
		Breaking the employees' freedom of association and collective bargaining affects the company's reputation.			
GRI 305	Emissions	Relevant for stakeholders	N/A	N/A	N/A

Legend Economic Environment Social Adrem own disclosure

About the report

The list of material topics

GRI 3-2

Following the analysis we have conducted, Adrem Group decided to include in the sustainability report the entire list of topics identified and assessed at an internal, as well as external level, presented in the table in the previous subchapter, ranging from high to low according to the *topic relevance*:

GRI Standards/ Other Source	Topic	Topic relevance
GRI 403	Occupational Health and Safety	9.42
GRI 401	Employment	9.07
Adrem own disclosure	Efficient Governance System	9.00
GRI 201	Economic Performance	8.96
GRI 205	Anti-corruption	8.92
GRI 404	Training and Education	8.70
Adrem own disclosure	Risk Management	8.70
GRI 302	Energy	8.62
GRI 402	Labor/ Management Relations	8.50
Adrem own disclosure	Ethical Business Conduct	8.48
GRI 413	Local Communities	8.37
Adrem own disclosure	Communication with Customers	8.30
GRI 406	Non-discrimination	8.11
GRI 204	Procurement Practices	8.00
GRI 405	Diversity and Equal Opportunity	7.86
GRI 418	Customer Privacy	7.81
GRI 306	Waste	7.75
GRI 407	Freedom of Association and Collective Bargaining	7.70
GRI 305	Emissions	Relevant for stakeholders

Legend Economic Environment Social Adrem own disclosure

GRI 3-2

The new topic “Communication with Customers”, identified by the company following the assessment of impact is seen as material and was included in the sustainability report. It is not circumscribed to the topic list defined by the GRI Standards, and it shall therefore be defined at the level of the company (as Adrem own disclosure).

It shall be reported according to the requirements of the GRI 3-3: Management of material topics and the following relevant indicators:

- The structure of the communication system with customers of Adrem’s Group;
- Relevant indicators used to assess the process of communication with customers;
- Significant issues identified in the reference period of time 2023 – 2024 related to the process of communication with customers and the way they were solved.



About the report

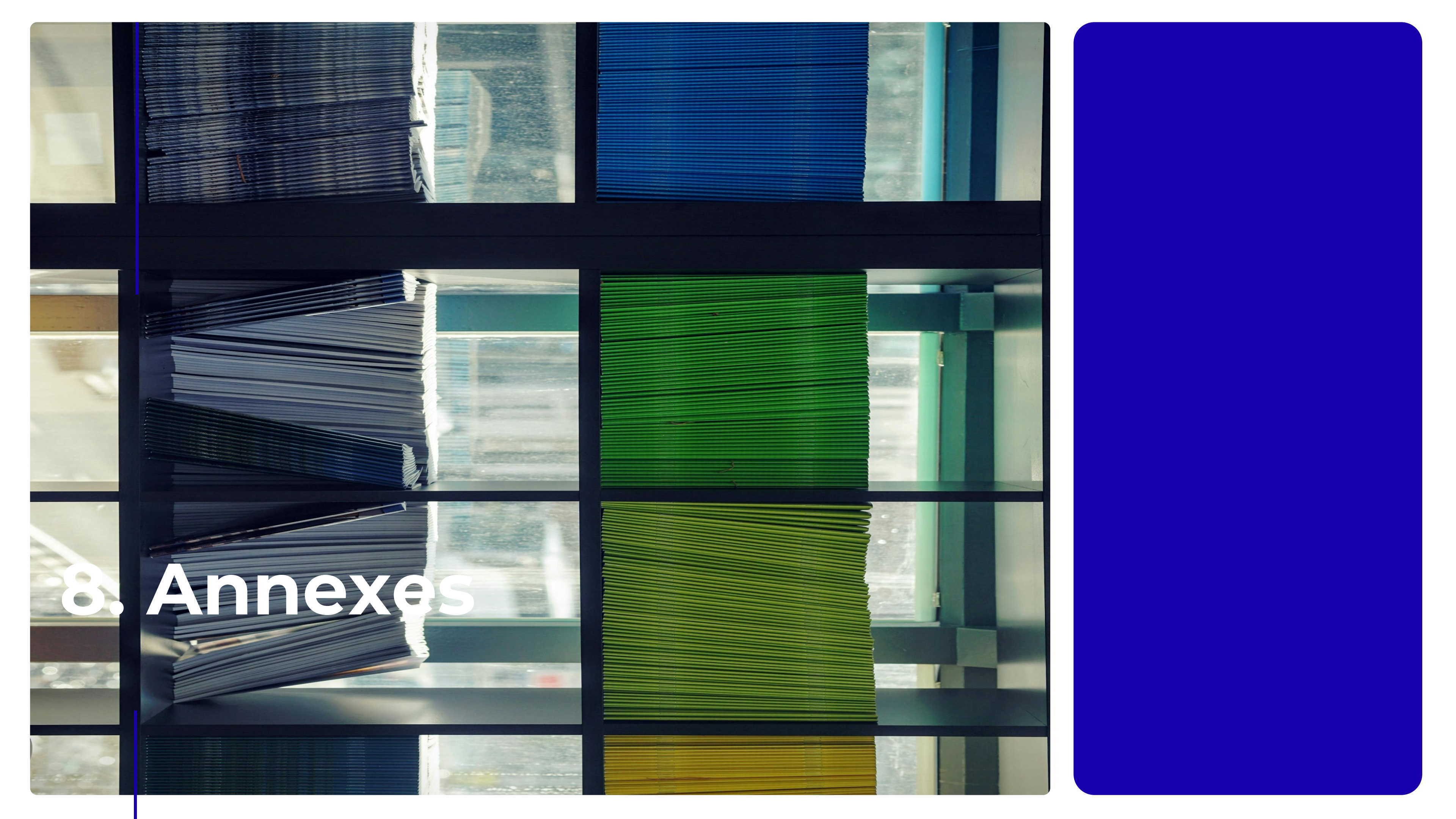
The evolution of the material topics as compared to the previous reporting cycles

GRI 3-2

We hereby present the evolution of the material topics reported by the Adrem Group until now, resulting in the following table:

GRI Standards/Other Source	Topic	Reported in 2016	Reported in 2017-2018	Reported in 2019-2020	Reported in 2021-2022	Reported in 2023-2024
GRI 201	Economic Performance	YES	YES	YES	YES	YES
GRI 204	Procurement Practices	NO	NO	YES	YES	YES
GRI 205	Anti-corruption	NO	YES	YES	YES	YES
GRI 302	Energy	YES	YES	YES	YES	YES
GRI 305	Emissions	---	---	---	---	YES
GRI 306	Waste	NO	NO	YES	YES	YES
GRI 307	Environmental Compliance	YES	NO	YES	YES	NO
GRI 401	Employment	YES	YES	YES	YES	YES
GRI 402	Labor/ Management Relations	NO	NO	YES	YES	YES
GRI 403	Occupational Health and Safety	YES	YES	YES	YES	YES
GRI 404	Training and Education	YES	YES	NO	YES	YES
GRI 405	Diversity and Equal Opportunity	NO	YES	NO	YES	YES
GRI 406	Non-discrimination	NO	NO	YES	YES	YES
GRI 407	Freedom of Association and Collective Bargaining	NO	NO	NO	YES	YES
GRI 413	Local Communities	YES	YES	YES	YES	YES
GRI 418	Customer Privacy	NO	NO	YES	YES	YES
Adrem own disclosure	Efficient Governance System	NO	NO	NO	YES	YES
Adrem own disclosure	Risk Management	NO	NO	NO	YES	YES
Adrem own disclosure	Ethical Business Conduct	NO	NO	NO	YES	YES
Adrem own disclosure	Communication with Customers	---	---	---	---	YES

Legend Economic Environment Social Adrem own disclosure



8. Annexes

Annex 1 – GRI Content Index



CONTENT INDEX ESSENTIALS SERVICE

2025

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders
The service was performed on the English version of the report.

Statement of use	Adrem Group has reported in accordance with the GRI Standards for the period 1 st of January 2023 - 31 st of December 2024.							
GRI 1 used	GRI 1: Foundation 2021							
Applicable GRI Sector Standard(s)	Not applicable							
GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSIONS / REASON FOR OMISSION			GRI SECTOR STANDARD REF. NO.	UN SDGs	
			REQUIREMENT(s) OMITTED	REASON	EXPLANATION			
General Disclosure								
GRI 2: General Disclosures 2021	2-1 Organizational details	5, 6, 18	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			N/A		
	2-2 Entities included in the organization's sustainability reporting	6, 95						
	2-3 Reporting period, frequency and contact point	95						
	2-4 Restatements of information	95						
	2-5 External assurance	95						
	2-6 Activities, value chain and other business relationships	6, 7						8.5; 10.3
	2-7 Employees	8, 44-45						
	2-8 Workers who are not employees	44-45	Omission	Not applicable	The Adrem Group does not use the services of non-employee workers, as all activities are carried out by employees with an employment contract, in accordance with current legislation.			
	2-9 Governance structure and composition	15-18						
	2-10 Nomination and selection of the highest governance body	18						
	2-11 Chair of the highest governance body	18						
	2-12 Role of the highest governance body in overseeing the management of impacts	18-19						
	2-13 Delegation of responsibility for managing impacts	19-20						
	2-14 Role of the highest governance body in sustainability reporting	20						
	2-15 Conflicts of interests	20						
	2-16 Communication of critical concerns	20						
	2-17 Collective knowledge of the highest governance body	10						
	2-18 Evaluation of the performance of the highest governance body	21						
	2-19 Remuneration policies	---	Omission	Confidentiality constraints	We cannot make public the data on remuneration policies as a result of constraints related to the confidentiality of this data, according to the contracts concluded between the company and top management			
	2-20 Process to determine remuneration	---	Omission	Confidentiality constraints				
	2-21 Annual total compensation ratio	---	Omission	Confidentiality constraints				
	2-22 Statement on sustainable development strategy							
	2-23 Policy commitments	15, 21-22, 38						
	2-24 Embedding policy commitments	22 - 24, 39						
	2-25 Processes to remediate negative impacts	25-26						
	2-26 Mechanisms for seeking advice and raising concerns	27						
	2-27 Compliance with laws and regulations	27						
	2-28 Membership associations	10, 11						
	2-29 Approach to stakeholder engagement	96, 100-105						
	2-30 Collective bargaining agreements	41, 59						



Annex 1 – GRI Content Index

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSIONS / REASON FOR OMISSION			GRI SECTOR STANDARD REF. NO	UN SDGs
			REQUIREMENT(s) OMITTED	REASON	EXPLANATION		
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	95-108	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
	3-2 List of material topics	109-110					
Economic Performance							
GRI 3: Material Topics 2021	3-3 Management of material topics	11-12				N/A	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12-13				N/A	8.1; 8.2 9.1; 9.4; 9.5
	201-3 Defined benefit plan obligations and othe retirement plans	13				N/A	
	201-4 Financial assistance received from government	13				N/A	
Procurement Practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	89-90				N/A	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	90				N/A	8.3
Anti-corruption							
GRI 3: Material Topics 2021	3-3 Management of material topics	32-33				N/A	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	33				N/A	16.5
	205-2 Communication and training about anti-corruption policies and procedures	34				N/A	16.5
	205-3 Confirmed incidents of corruption and actions taken	34				N/A	16.5
Energy							
GRI 3: Material Topics 2021	3-3 Management of material topics	65				N/A	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	66-67				N/A	7.2; 7.3; 8.4; 12.2; 13.1
	302-3 Energy intensity	68-69				N/A	7.3; 8.4; 12.2; 13.1
	302-4 Reduction of energy consumption	68-69				N/A	7.3; 8.4; 12.2; 13.1
Emissions							
GRI 3: Material Topics 2021	3-3 Management of material topics	70-72				N/A	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	70-72				N/A	3.9; 12.4; 13.1; 14.3; 15.2
	305-2 Energy indirect (Scope 2) GHG emissions	70-71, 73				N/A	3.9; 12.4; 13.1; 14.3; 15.2
	305-3 Other indirect (Scope 3) GHG emissions	70, 74				N/A	3.9; 12.4; 13.1; 14.3; 15.2
	305-4 GHG emissions intensity	76-77				N/A	13.1; 14.3; 15.2
	305-5 Reduction of GHG emissions	77				N/A	13.1; 14.3; 15.2
	305-6 Emissions of ozone-depleting substances (ODS)	72				N/A	3.9; 12.4
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	72				N/A	3.9; 12.4; 14.3; 15.2
Waste							
GRI 3: Material Topics 2021	3-3 Management of material topics	78-79				N/A	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	79-80				N/A	3.9; 6.3; 6.6; 12.4; 12.5
	306-2 Management of significant waste-related impacts	80				N/A	3.9; 6.3; 12.4; 12.5;
	306-3 Waste generated	80-83				N/A	3.9; 6.3; 6.6; 12.4; 14.1; 12.5; 15.1;
	306-4 Waste diverted from disposal	81-84					
	306-5 Waste directed to disposal	81-83				N/A	3.9; 12.4; 12.5;



Annex 1 – GRI Content Index

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSIONS / REASON FOR OMISSION			GRI SECTOR STANDARD REF. NO	UN SDGs
			REQUIREMENT(s) OMITTED	REASON	EXPLANATION		
Employment							
GRI 3: Material Topics 2021	3-3 Management of material topics	38-40				N/A	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	41-42				N/A	5.1; 8.5; 8.6; 10.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	43				N/A	3.2; 5.4; 8.5
	401-3 Parental leave	43-44				N/A	5.1; 5.4; 8.5
GRI G4: Electric Utilities Sector Disclosures	EU15 Employees eligible for retirement over the next 5 to 10 years	59-61				N/A	8.5
Labor / Management Relations							
GRI 3: Material Topics 2021	3-3 Management of material topics	62				N/A	
GRI 402: Labor / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	63				N/A	8.8
Occupational health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	46-47				N/A	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	48				N/A	8.8
	403-2 Hazard identification, risk assessment, and incident investigation	48				N/A	8.8
	403-3 Occupational health services	49				N/A	8.8
	403-4 Worker participation, consultation, and communication on occupational health and safety	49				N/A	8.8; 16.7
	403-5 Worker training on occupational health and safety	50				N/A	8.8;
	403-6 Promotion of worker health	50				N/A	3.3; 3.5; 3.7; 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50				N/A	8,8
	403-8 Workers covered by an occupational health and safety management system	50				N/A	8,8
	403-9 Work-related injuries	51				N/A	3.6; 3.9; 8.8; 16.1;
	403-10 Work-related ill health	51				N/A	3.3; 3.4; 3.9; 8.8; 16.1
Training and education							
GRI 3: Material Topics 2021	3-3 Management of material topics	52				N/A	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	53				N/A	4.3; 4.4; 4.5; 5.1; 8.2; 8.5; 10.3
	404-2 Programs for upgrading employee skills and transition assistance programs	53-54				N/A	8.2; 8.5
	404-3 Percentage of employees receiving regular performance and career development reviews	40				N/A	5.1; 8.5; 10.3
Diversity and equal opportunity							
GRI 3: Material Topics 2021	3-3 Management of material topics	54				N/A	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	55-56				N/A	5.1; 5.5; 8.5
	405-2 Ratio of basic salary and remuneration of women to men	57-58				N/A	5.1; 8.5; 10.3
Non-discrimination							
GRI 3: Material Topics 2021	3-3 Management of material topics	34-35				N/A	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	35				N/A	5.1; 8.8
Freedom of association and collective bargaining							
GRI 3: Material Topics 2021	3-3 Management of material topics	58-59				N/A	
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	59				N/A	8.8
Local communities							
GRI 3: Material Topics 2021	3-3 Management of material topics	86				N/A	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	86-87				N/A	
	413-2 Operations with significant actual and potential negative impacts on local communities	87				N/A	1.3; 2.3



Annex 1 – GRI Content Index

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSIONS / REASON FOR OMISSION			GRI SECTOR STANDARD REF. NO	UN SDGs
			REQUIREMENT(s) OMITTED	REASON	EXPLANATION		
Customer privacy							
GRI 3: Material Topics 2021	3-3 Management of material topics	90				N/A	
GRI 418: Customer privacy 2016	GRI 418 - 1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	91				N/A	16.3; 16.10
Efficient governance system							
GRI 3: Material Topics 2021	3-3 Management of material topics	28				N/A	
Adrem own disclosure: Efficient governance system	The structure of Adrem’s governance system and correlation with international frameworks	28				N/A	
	The supervision of the administration board	29				N/A	16.7
	Sustainability instructions and the consolidation of capacities on the side of the staff, suppliers and stakeholders	29				N/A	
	Integrating sustainability in business processes	29				N/A	
Risk Management							
GRI 3: Material Topics 2021	3-3 Management of material topics	30-31				N/A	
Adrem own disclosure: Risk Management	Risk identification / New risks	31				N/A	
	Risk mitigation strategies	31				N/A	
	Integrating risk management in business processes	31				N/A	
	Adrem Group's risk structure analysis	32				N/A	
Communication with customers							
GRI 3: Material Topics 2021	3-3 Management of material topics	91				N/A	
Adrem own disclosure: Communication with customers	The structure of Adrem Group's customer communication system	91-92				N/A	
	Relevant indicators used to assess the process of customer communication between 2023 and 2024	92-93				N/A	
	Significant issues identified in customer communication (2023–2024) and actions taken to address them	93				N/A	
Ethical Business Conduct							
GRI 3: Material Topics 2021	3-3 Management of material topics	35				N/A	
Adrem own disclosure: Ethical Business Conduct	The Ethical Business Conduct	36				N/A	5.1; 5.5; 8.7; 16.5;



Annex 2 – Glossary

Abbreviation	Term	Definition
—	Adrem own disclosure	It represents a material impact area that is not included in the GRI Standards but was proposed by the organization's stakeholders during the consultation process and was later also deemed relevant by the organization..
—	Sustainability	Meeting present needs without compromising the ability of future generations to meet their own needs..
—	Impact	The effect an organization has or could have on the economy, environment, or people, including human rights, which may indicate positive or negative contributions to sustainable development. Impacts can be actual or potential, positive or negative, short-term or long-term, intended or unintended, and reversible or irreversible.
—	Risk	The effect that external factors can have on the organization, influencing its ability to achieve strategic objectives, create value, and remain resilient. In the context of sustainability, risks may arise from climate change, social pressures, regulatory developments, technological transformations, or economic conditions, impacting the organization's performance, reputation, and stability..
—	Parental leave	A legal right granted to employees under Romanian law, allowing them to interrupt their professional activity to raise and care for their child.
—	Fire Prevention and Extinction	The set of technical, organizational, and educational measures applied to prevent fires, limit their effects, and ensure efficient interventions in emergencies.
—	Quality Management System	The set of processes, procedures, and resources implemented to ensure that products and services comply with customer requirements, applicable standards, and organizational objectives.
—	Workshop	A workshop is an interactive and practical session focused on a specific topic, where participants learn through discussions, activities, and problem-solving.
15 01 10	—	Code from the European Waste List, referring to packaging waste containing hazardous residues or contaminated by hazardous substances
AE	Adrem Engineering SRL	Company that is part of the Adrem Group, referred to in the report using this abbreviation; https://adremengineering.ro/inginerie-si-proiectare/
AFER	The Romanian Railway Authority	The Romanian Railway Authority is a public institution with legal personality, established in 1998, operating under the authority of the Ministry of Transport and fully funded from non-budgetary revenues; www.afer.ro .
AFM	The Environmental Fund Administration	Public institution under the authority of the Ministry of Environment, Waters, and Forests, responsible for administering environmental protection funds, financing national programs, and managing support schemes.
AI	Adrem Invest SRL	A company that is part of the Adrem Group, referred to in the report using this abbreviation; https://adreminvest.ro/
AL	Adrem Link SRL	A company that is part of the Adrem Group, referred to in the report using this abbreviation; https://fotovoltaice.adremlink.ro/
A-LST-R	Romanian Live Working Association	A professional association that brings together specialists and companies active in the field of live working, aiming to promote safety, technical performance, and best practices in electrical networks..(http://www.smartsb.ro/alstr/).
ANRE	National Energy Regulatory Authority	An autonomous public institution under parliamentary control, responsible for developing and enforcing the regulatory framework necessary for the functioning of the electricity, natural gas, and thermal energy markets in Romania.(www.anre.ro)
ANSDCP	National Authority for the Supervision of Personal Data Processing	An autonomous public institution in Romania, responsible for monitoring the application of legislation on personal data protection and ensuring compliance with fundamental rights of individuals in this area.
Aspen Institute România	Aspen Institute România	An independent organization affiliated with the Aspen Institute (USA), promoting leadership based on values, open dialogue, and the exchange of ideas among leaders from the public, private, and academic sectors.(https://aspeninstitute.ro/)
B2B	Business to business	A business model in which a company provides products or services to other companies.
B2C	Business to client	A business model in which a company provides products or services directly to consumers.
BL	Business Line	A business line or strategic unit representing a distinct category of activities, products, or services within an organization.
BRML	Romanian Bureau of Legal Metrology	A public institution subordinated to the Ministry of Economy, responsible for implementing the government's policy in the field of legal metrology.(https://www.brml.ro/)
CAM	Labor Insurance Contribution	Mandatory contribution paid by the employer, intended to finance several public funds, including those for unemployment, medical leave, work accidents, and insolvency.
Carbon footprint	—	The carbon footprint is the total amount of greenhouse gases (GHG), primarily carbon dioxide, emitted directly or indirectly by a person, activity, product, or organization over a specific period of time.
CAS	Social Security Contribution	Mandatory contribution owed to the state social insurance budget, intended to finance the public pension system.
CASS	Health Insurance Contribution	Mandatory contribution paid to the budget of the National Health Insurance Fund, intended to finance public medical services
CBA	Collective Bargaining Agreement	The collective labor agreement is a written contract concluded between the employer or employers' organization, on one side, and employees represented by trade unions or otherwise, as provided by law, on the other. It establishes clauses regarding working conditions, remuneration, as well as other rights and obligations arising from employment relationships.
CBSO	Chief Brand and Sustainability Officer	Executive responsible for sustainability strategy, brand management, and corporate communication
CCO	Chief Comercial Officer	Coordinates sales and marketing strategies and objectives, defines commercial policies, and ensures compliance with the annual budget.
CEO	Chief Executive Officer	The General Manager of the organization, responsible for strategy and executive management.
CEO Clubs România	CEO Clubs România	An organization that brings together executive directors and leaders from the Romanian and international business environment. Its purpose is to create a dialogue platform for experience sharing and collaboration among leaders, promoting business ethics, innovation, and sustainable development within the Romanian private sector.
CFO	Chief Financial Officer	The Financial Director, responsible for financial strategy and the company's economic control.

Annex 2 – Glossary

Abbreviation	Term	Definition
CH ₄	Methane	A colorless, odorless, and highly flammable gas, widely used as an energy source and as a raw material in chemical synthesis. Methane is also an important greenhouse gas.
CHRO	Chief Human Resources Officer	An executive leadership position responsible for overseeing all human resources aspects within an organization—from recruitment and talent development to compensation, benefits, and employee relations.
CIM	Employment Contract	A contract under which a natural person, referred to as the employee, undertakes to perform work for and under the authority of an employer, a natural or legal person, in exchange for remuneration known as a salary.
CNR-CME	Romanian National Committee of the World Energy Council	The national branch of the World Energy Council (WEC), which promotes dialogue and cooperation among stakeholders in the energy sector.(https://cnr-cme.ro/en/home/)
CO ₂	Carbon dioxide	CO ₂ , or carbon dioxide, is a colorless, odorless gas that is an essential component of the Earth's atmosphere (approx. 0.04%) and a greenhouse gas.
CONAF	National Confederation for Women Entrepreneurship	An employers' confederation that supports and promotes women's involvement in entrepreneurship, leadership, and economic initiatives, contributing to diversity and equal opportunities in the business environment.(https://conaf.ro/)
COO	Chief Operational Officer	Coordinates commercial or operational activities, contributing to the improvement of organizational performance.
Core-business	Core activity	The totality of essential activities and processes that define the central field of operation of an organization and generate the majority of its revenues.
CRE	Romanian Energy Committee	A professional non-governmental organization that brings together major companies, institutions, and experts from the Romanian energy sector. CRE represents Romania in its relations with international energy organizations and promotes policies for the sustainable development of the sector.(https://www.crenerg.org/)
CRM	Customer Relationship Management	A system or strategy for managing customer relationships that integrates processes, technologies, and data to improve interaction, satisfaction, and customer loyalty.
CSR	Corporate Social Responsibility	A concept through which an organization voluntarily integrates social, environmental, and ethical concerns into its economic activities and interactions with stakeholders.
CSSM	Occupational Health and Safety Committee	An internal structure established in accordance with national legislation, aimed at ensuring consultation and participation of employees and employers in matters of occupational safety and health.
DPO	Data Processor Officer	The person responsible for data protection, ensuring compliance with GDPR requirements within the organization.
Electric UP	Electric UP Program	A government funding program managed by the Ministry of Energy, intended for small and medium-sized enterprises (SMEs) and economic operators in the HORECA sector. Its goal is to support investments in renewable energy and energy efficiency.
EPC	Engineering, Procurement and Construction	A service delivery model for industrial and energy projects that integrates the engineering, procurement, and construction phases into a single contract.
ES	Emergency Situations	Events or circumstances arising suddenly that may endanger human life, health, the environment, or property, requiring immediate response and intervention measures.
ESG	Environmental, Social and Governance	A set of criteria used to evaluate an organization's performance from the perspective of its environmental impact (Environmental), social responsibility (Social), and corporate governance (Governance).
ESRS E-1	European Sustainability Reporting Standard - Climate Change	A sustainability reporting standard developed under the CSRD directive, which establishes disclosure requirements related to climate change impacts, risks, and opportunities.
Exiobase	Global Database	EXIOBASE is a detailed global database that combines information about the supply and consumption chains (supply and use/ input-output) in order to connect the impacts on the environment (such as the emissions and the extraction of resources) to the end consumer of goods and services at the global level.
FTE	Full-Time Employees / Full-Time Equivalent	A measurement unit used to express the total number of employees as full-time equivalents.
GDPR	General Data Protection Regulation	EU Regulation (EU) 2016/679 concerning the protection of natural persons with regard to the processing of personal data and the free movement of such data. GDPR establishes the legal requirements for collecting, storing, using, and protecting personal data within organizations.
GEO	Government Emergency Ordinance	—
GHG	Greenhouse Gases	Atmospheric gases that contribute to global warming by trapping infrared radiation emitted by the Earth.
GHG Protocol	Greenhouse Gas Protocol	An international standard developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), providing methodologies for measuring, reporting, and managing greenhouse gas (GHG) emissions. The GHG Protocol classifies emissions into three categories (Scope 1, Scope 2, and Scope 3) and is used globally in sustainability reporting under GRI, CDP, and CSRD Standards.
Green Deal	European Green Deal	The EU's growth strategy, launched in 2019, aiming to transform the European Union into a modern, resource-efficient, and competitive economy with climate neutrality by 2050.
GRI	Global Reporting Initiative	An international sustainability reporting framework that helps companies, governments, and other organizations understand and communicate their impact on areas such as global warming, human rights, and anti-corruption.
GRI Standards	Global Reporting Initiative Standards	A set of international standards developed by the Global Reporting Initiative (GRI), used for transparent reporting of organizations' economic, environmental, and social performance. (https://www.globalreporting.org)
HVAC	Heating, Ventilation and Air Conditioning	A technical system used for heating, ventilation, and air conditioning of indoor spaces. It includes equipment and solutions such as heat pumps, boilers, ventilation units, and cooling systems, ensuring thermal comfort and indoor air quality.
ILO	International Labour Organization	The International Labour Organization (ILO) is a United Nations agency dedicated to promoting social and economic justice by setting international labor standards (www.ilo.org)
IMS	Integrated Management System	The set of procedures, processes, and policies implemented at the organizational level to ensure compliance with international standard requirements.
ISC	State Inspectorate for Construction	https://isc.gov.ro/IC_B.html
ISCIR	State Inspection for the Control of Boilers, Pressure Vessels, and Lifting Installations	https://iscir.ro/

Annex 2 – Glossary

Abbreviation	Term	Definition
IT	Information Technology	—
KPI	Key Performance Indicators	A performance measurement tool used to assess the degree of achievement of an organization's strategic, operational, or sustainability objectives.
Leaders Foundation	Leaders Foundation	A non-governmental organization dedicated to developing leadership skills among young professionals and entrepreneurs.
LIAE	Level 2 Defectoscopy Laboratory	A specialized technical unit for detecting and evaluating internal or surface defects in materials and equipment using non-destructive testing (NDT) methods.
LV	Low Voltage	Low voltage (LV) refers to an electrical voltage with an effective value lower than or equal to 1,000 volts (1 kV). This is the voltage level at which most household and industrial electrical installations operate
LVM	Metrological Verification Laboratory	A metrological verification laboratory is an authorized unit that performs metrological checks on measuring instruments to confirm that they function correctly and comply with legal regulations. These verifications, carried out periodically or after repairs, ensure that instruments (such as scales, gas meters, and measuring devices) are accurate and reliable.
MV	Medium Voltage	Medium voltage (MV) refers to an electrical voltage range between 1 kV and 35 kV, mainly used for the distribution of electrical energy to neighborhoods, industrial areas, hospitals, and substations.
N ₂ O	Nitrous Oxide	A colorless gas with a slightly sweet odor, used in multiple fields — in medicine as an anesthetic and sedative (especially in dentistry), in the food industry as a propellant for whipped cream, and in automotive applications to increase engine power.
Net Zero	Greenhouse gas emissions reduction target	A state in which the total greenhouse gas emissions generated are equal to those removed from the atmosphere, through measures of reduction, offsetting, and permanent elimination of residual emissions. It represents the strategic objective of complete decarbonization of operations and the value chain, in accordance with international standards such as the Science Based Targets initiative (SBTi).
NPS	Net Promoter Score	An indicator used to measure customer satisfaction and loyalty, based on the question: “How likely are you to recommend our company to others?” NPS reflects customers' perception of their experience and the quality of services provided.
OHS	Occupational Health and Safety	The set of activities aimed at ensuring optimal conditions for carrying out work processes, protecting the health, physical integrity, and lives of workers and other persons involved in the work process.
PDCA	Plan–Do–Check–Act	A continuous improvement model used in management systems. The PDCA cycle involves planning objectives and processes (Plan), implementing them (Do), monitoring and evaluating results (Check), followed by adopting corrective and improvement measures (Act).
PES	Performance Evaluation Sheet	An internal tool used for the periodic assessment of employee performance, based on individual objectives and company-defined criteria.
PNRR	National Recovery and Resilience Plan	A strategic financing instrument through which Romania implements reforms and investments for green transition, digitalization, and economic and social resilience, under the European Union's Recovery and Resilience Mechanism. (https://proiecte.pnrr.gov.ro/#/home)
PPE	Personal Protective Equipment	Personal Protective Equipment (PPE) includes any type of gear intended to be worn or used by workers to protect them against hazards to their health and safety at work.
R410A	Refrigerant Gas	R410A is a refrigerant gas (commonly known as Freon) used in air conditioning systems and heat pumps, consisting of a mixture of two compounds, R32 and R125.
RBL	Romanian Business Leaders	A foundation representing the Romanian business community, whose mission is to contribute to Romania's development through a responsible, prosperous, and ethical private sector..(https://www.rbls.ro/)
ReThink România	ReThink România	A strategic platform for dialogue and collaboration between the business sector, authorities, and civil society, aimed at identifying sustainable solutions for Romania's development..(https://rethinkromania.ro/)
SCADA	Supervisory Control and Data Acquisition	A control and data acquisition system used for monitoring and managing industrial processes, such as electricity networks, production facilities, or distribution systems.
Scope 1	Direct Emissions	Scope 1 emissions are direct emissions from resources controlled and owned by the company. In other words, these are emissions released into the atmosphere as a direct result of company activities.
Scope 2	Indirect emissions	Scope 2 emissions are indirect emissions from the generation of purchased energy, from a utility provider. In other words, all GHG emissions released into the atmosphere from the consumption of purchased electricity, steam, heat, and cooling.
Scope 3	All indirect emissions	Scope 3 emissions include all indirect emissions - not covered in Scope 2 - that occur in the value chain of the reporting company, including both upstream and downstream emissions. In other words, emissions related to the company's operations. According to the GHG Protocol, Scope 3 emissions are divided into 15 categories.
SDG	Sustainable Development Goals	The Sustainable Development Goals (SDGs), also known as Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The 17 SDGs, defined in the UN 2030 Agenda, are interlinked and recognize that action in one area will affect outcomes in others, and that development must balance social, economic, and environmental sustainability (www.sdgs.un.org .)
SMART Grid	Smart electrical grid	A modern electricity distribution system that uses digital technologies, sensors, and communication solutions to monitor, optimize, and automate energy flows.
Smart Metering	—	A system for measuring the consumption of energy, water, or gas, based on digital meters that automatically transmit data to operators and consumers.
SMS	Short Message Service	—
SR EN ISO 14001 2015	Environmental Management System	An international standard specifying the requirements for managing environmental impacts and improving environmental performance.
SR EN ISO 27001 2013	Information Security	An international standard defining the requirements for implementing and maintaining an information security management system.
SR EN ISO 45001:2018	Occupational Health and Safety	An international standard establishing the requirements for an occupational health and safety management system, aimed at preventing accidents and occupational diseases.
SR EN ISO 9001 2015	Quality Management System	An international standard establishing the requirements for a quality management system focused on customer satisfaction and continual process improvement.
Stakeholders	Interested parties	Interested parties are individuals or groups whose interests are affected or could be affected by the organization's activities.
TOE	Ton of Oil Equivalent	A conventional unit of measurement used to express total energy consumption, regardless of its source (electricity, natural gas, fuels, etc.). One ton of oil equivalent corresponds to an energy quantity of approximately 41.868 gigajoules (GJ) or 11,630 kilowatt-hours (kWh).



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