



# Information to Shareholders on recruitment of the year 2025

Alina Papageorgiou  
Chief People and Organisation Officer PPC Group

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# PPC S.A. Annual Recruitment Report for 2025

## Introduction

PPC has now entered a new phase of growth, having substantially completed its organisational and operational transformation and solidifying its position as a modern energy and technology group ("Powertech") with a strong presence in Southeastern and Central Europe. At the same time, the energy sector is changing rapidly at an international level—technologically, operationally, and regulatorily—creating new demands and challenges. In this context, the strategic projects and investments being implemented by the company are key pillars for ensuring its sustainable growth, competitiveness, and adaptation to the ever-increasing needs of the market and its customers.

To support its strategic and operational transformation, as well as its new business structures and activities, PPC continued to systematically invest in strengthening its human resources during the year 2025, implementing up-to-date recruitment policies and procedures. The primary objective was to attract highly specialised executives and employees with modern skills and an orientation towards innovation, in order to meet the company's increased needs and to further enhance its operational efficiency and competitiveness.

This Report outlines the framework governing PPC's personnel and executive recruitment processes for the year 2025, presents the relevant statistical data, and analyses the applied candidate evaluation and selection procedures. Furthermore, it highlights the principles of objectivity, transparency, and equal opportunities that govern the entire staffing process of the company.

## Regulatory framework

Pursuant to Article 6 of PPC S.A.'s Rules of Operation [Committees of the Board of Directors]: *"The following Committees have been formed within the Company, pursuant to Article 10 of Law No 4706/2020 and the Company's Articles of Incorporation... b. The Nomination, Remuneration and Recruitment Committee (NRRC) entrusted with the duties and operation laid down in Articles 10, 11, and 12 of Law No 4706/2020."* (ref. 1).

Article 10, par. 3 of the Articles of Incorporation of PPC S.A. [Competences of the Board of Directors] provides that: *"... Moreover, the Board of Directors, upon recommendation of the Nomination, Remuneration and Recruitment Committee, approves the recruitment policy of the company, pursuant to the legislation as in force from time to time."* (ref. 2).

In the context of the above, by BoD/PPC S.A. decision no. 131/22.11.2022 (ref. 3), the Personnel Recruitment Policy and the Executive Recruitment Policy, which apply to the filling of available jobs by external candidates who apply for positions with open-ended or fixed-term contracts, were issued. The Personnel Recruitment Procedure and the Executive Recruitment Procedure were then determined under the authorisation and supervision of the Human Resources & Organisation Division (now the People & Organisation Group Function), (ref. 4), with the aim of serving the business strategy of PPC S.A., by attracting trained and specialised candidates capable of meeting the new challenges of the market and supporting the Company's development goals.

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

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

## **Recruitment statistics**

For 2025, total recruitment amounted to 1,140 persons covering various sectors and roles. Specifically:

- Total recruitments: 1,140
- Ordinary personnel recruited: 614
- Executives recruited: 43
- Temporary personnel recruited: 483

## **Recruitment process and selection criteria**

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

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

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

Specifically, the selection process for ordinary personnel is carried out through a specific procedure in which each selection criterion (a, b, c, d, e) corresponds to specific points. Each job has a unique configuration and the selection of each criterion is based exclusively on the description of each role.

The process followed, based on the corresponding Recruitment Policies, for the recruitment of ordinary personnel and executives, the overall supervision of and responsibility for which lies with the Recruitment Department (RD) – includes the following stages for 2025:

**1. Planning and Approval of Recruitment:**

During this stage, the annual recruitment needs for 2025 were collected per role and per Department, based on strategic business objectives and priorities. Following finalisation of the plan in terms of manpower and costing at the salary level – depending on the level and specialisation of each role – the annual recruitment plan for all the Departments of the company for 2025 was submitted and approved by PPC's senior management at the end of 2024.

**2. Creation of job description and setting of requirements:**

Upon approval of the annual recruitment plan for 2025, the RD, the competent Human Resources Departments (HRD), the Rewards & Organisational Effectiveness Department (ROED) and the competent executives of each interested organisational (or business) unit:

- Defined the main responsibilities of each approved job to be filled, the salary level (in accordance with the applicable BoD Decisions), as well as the special working conditions (e.g. shifts, frequency of travel, overtime, availability in emergencies, etc.).
- Examined the job requirements and agreed on the necessary formal qualifications, such as level and field of academic studies, technical knowledge and skills, level of foreign language proficiency, specific knowledge of information systems and/or certifications, relevant experience (in a job and/or industry) and the desired behavioural skill set. Subsequently, and following the finalisation of the job descriptions, they received approval from the competent executives of each interested business unit for posting of the jobs to be filled.
- Specifically, for the recruitment of ordinary personnel, the RD posted job announcements and managed the applications based on the predetermined objective selection criteria, depending on the specifications of each job description.
- They decided on the composition of the interview panels and the executives who participated in each step of candidate evaluation.

**3. Selection of the job-filling management method and posting of the relevant announcement:**

The RD and the competent Human Resources Department, depending on the particular features of the role and/or the specific selection and hiring conditions, have decided on whether the management and filling of jobs would be handled internally, using in-house resources, or externally, through outsourcing (the reasons for outsourcing in 2025 were the following: difficulty in finding candidates – job posting declared unsuccessful, filling of executive-level roles of high technical specialisation, high demand but low supply, confidential nature of executive role, and roles of significant weight/material importance to PPC).

Following approval of the job descriptions, the RD proceeded with drafting and posting of the relevant job announcements.

Depending on the profile of the positions to be filled, the announcements posted within 2025 were published either on the Company's website, on job searching websites (e.g. Kariera.gr) or on widely used professional networking platforms where the Company maintains an official account (e.g., LinkedIn).

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

#### **4. Submission of Applications**

For ordinary personnel and executive positions, the RD at this stage collected applications from interested candidates for each job posting through the submission of a relevant CV.

#### **5. Evaluation of Applications**

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

#### **6. Conducting of Interviews**

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

The first round of interviews for all recruitment of ordinary personnel was conducted either in person or remotely (video conference), based on the company's Structured Interview Guide, by RD representatives and specialised partners, as well as by experts from the interested Departments, where necessary. Specifically, for filling one (1) ordinary personnel position, at least six (6) positively evaluated candidates who reached this stage (if any), advanced to the first round of interviews.

The second round of interviews for all recruitment of ordinary personnel was conducted either in person or remotely (video conference), based on the company's Structured Interview Guide, by panels of company's representatives, specifically, with the participation of at least two (2) different representatives: one (1) executive/specialised partner from the relevant Human Resources Department and one (1) executive from the interested Division or Department of the Group (line manager), depending on the organisational structure of each unit. Specifically, for filling one (1) ordinary personnel position, at least three (3) positively evaluated candidates from the first-round of interviews (if any) advanced to the second round of interviews.

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

Specifically for the recruitment of executives, at least one round of biographical interviews was conducted by panels of company's representatives, and, in particular, with the participation of at least two (2) different representatives:

one (1) executive from the RD or one (1) executive from the relevant Human Resources Department and one (1) executive from the interested Division or Department of the Group (line manager), depending on the organisational structure of each unit.

All evaluators are kept apprised of the Conflict of Interest Policy and must notify the RD – filling out the Conflict of Interest Form – in the event that there is a personal relationship with a candidate to be evaluated which may affect the outcome of the evaluation to the company's detriment.

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

Following completion of the interviews, the participating evaluators jointly completed, by mutual consent, the company's available interview minutes, which are kept in electronic form by the RD.

Following the selection of the candidates shortlisted for the role, the RD, in cooperation with the Rewards & Organisational Effectiveness Department (ROED), prepared the financial offer for the job, based on the relevant BoD Decisions and the applicable Collective Labour Agreement, as implemented from April 1st, 2024 regarding the remuneration of the newly recruited personnel. The preparation of the financial offer is subject to a vetting of the submitted documentation.

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

For preparing job offers for executives, the salary ranges under the applicable Remuneration Policy were applied.

## **8. Documentation check**

Following acceptance of the formal job offer by the selected candidates and the carrying out of a positive vetting of the submitted documentation for formal qualifications, based on the described announcement per role, by the HR Operations Department (HROD), the recruitment process for ordinary personnel and executives was launched (creation of employee file, drawing up of employment contract, issuing of Employee ID, drafting of recruitment announcement, and notification of insurance funds and payroll) on the mutually agreed commencement date.

## Conclusions

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