

# SUSTAINABILITY REPORT

## 2024

„We don't need to engage in grand, heroic acts to contribute to change.

Small actions, multiplied by millions of people, can change the world.“

Howard Zinn



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## Towards Sustainability in a Responsible Way



**Ing. Vladimír Trochta**

Chairman of the Board of Directors,  
OSTROJ a.s.

Ladies and gentlemen,

Life is changing, and with the accelerating pace of our times - where the media extensively highlight terms such as sustainability, environment, or biodiversity - the question often arises, not only in the field of engineering, whether it is possible to combine business success and company growth with success in the area of long-term sustainability.

Sustainability is not a new concept, as it might seem. The term sustainability reaches deep into human history, just as it does at OSTROJ, where we prefer the word responsibility over sustainability.

We strive to be an environmentally responsible company, fully aware of the negative impact of our activities - not only on the environment. That is why we continuously implement a range of measures and investments to enhance the sustainability of our practices and processes, gradually minimizing these impacts.

Merely complying with legal and regulatory requirements under the threat of financial penalties cannot be the approach of a modern, socially responsible company.

Among the significant measures, I consider the implementation of solutions that lead to reducing energy and water consumption, minimizing waste

production, supporting recycling, and introducing environmentally friendly technologies.

Key aspects in the development and production of our products are primarily high-quality, durable, and long-lasting materials, as well as a modular design aimed at interchangeability and repairability of individual components.

We provide service support and guarantee spare parts throughout the entire service life of machines and equipment, ensuring that our products can serve as long as possible.

I am convinced that a lasting contribution also lies in spreading awareness of responsible behavior among our employees, as our consumption habits must shift toward a more sustainable model.

I believe that together with our employees, we can achieve long-term positive change.



## About the Report

The sustainability report is prepared on an individual basis, meaning only for OSTROJ a.s., without including the results of its subsidiary, TLO a.s.

The provided information is prepared in accordance with the European Sustainability Reporting Standards (ESRS).

Information about the preceding and subsequent parts of the value chain includes only significant sustainability issues, aiming to enable readers to understand the company's key impacts, risks, and opportunities.

In the Sustainability Report, we have not applied any exemptions nor omitted any sensitive or confidential information.

The Sustainability Report has been approved by the company's management and the board of directors of OSTROJ a.s.

### Time Horizons

Our initiatives and activities aimed at achieving the set goals are planned within various time horizons: short-term (less than 1 year), medium-term (1-3 years), and long-term (more than 3 years).

Given the nature of our industry and strategic goals, we have decided to use these time horizons, as they allow us to plan and implement key initiatives more effectively.

### Estimate of the Value Chain

The indicators do not include data on the preceding and subsequent parts of the estimated value chain using indirect sources.

### Sources of Uncertainty in Estimates and Results

In the calculation of the company's carbon footprint, emissions from a few emission-insignificant activities were estimated.

### Changes in the Preparation or Presentation of Sustainability Information

This year, we are publishing the information for the first time.

### Errors in Reporting from Previous Periods

This year, we are publishing the information for the first time.

### Disclosure of Information Derived from Other Legal Regulations or Generally Accepted Sustainability Statements

The sustainability report does not contain any information derived from other legal regulations or generally accepted standards and frameworks for sustainability reporting.

### Incorporation of Information via Reference

To fulfill the E1-6 requirement on gross emissions within Scope 1, 2, and 3, as well as total greenhouse gas emissions, we have used a reference to the OSTROJ a.s. [Carbon Footprint Report](#).



# How We Manage Sustainability

## Sustainability Committee

Our pillars of sustainability include a committee that possesses the necessary information and competencies to develop sustainability strategies and goals.

Sustainability strategies and goals are carefully designed to align with the overall objectives of the Company.

The committee conducts an annual review of the sustainability strategy, identifies new opportunities for improvement, and defines risks as part of [the double materiality assessment](#).

## Sustainability Guarantee

To ensure that the pillars of sustainability remain strong, the sustainability guarantor coordinates the committee's activities and presents a proposal for the sustainability strategy and goals to the company's management, based on discussions and meetings of the sustainability committee.

## Company Management

The management incorporates the proposed sustainability strategy into the company's strategic business plan.

## Chief Executive Officer

Presents the proposal for a three-year strategic business plan to the board of directors. Ensures that the approved strategic business plan is effectively implemented across the entire company.

## Board of Directors

The board of directors is the statutory body of the Company, responsible for business management and overseeing company activities, including sustainability topics.

Approves the Three-Year Strategic Business Plan and Decides on the Implementation of Sustainability Projects.

The specific authorities of the board members are outlined in [the Company's Articles of Association](#).

The board of directors consists exclusively of men, with all four members being independent.

The independence of the board members is essential for ensuring transparency and objectivity in the company's decision-making processes. It helps prevent conflicts of interest and guarantees that decisions are made in the best interest of the company and its shareholders.

### BOARD OF DIRECTORS

4 men   0 women

100 % independent

### CHIEF EXECUTIVE OFFICER

1 man   0 women

### COMPANY MANAGEMENT

9 men   1 woman



## Risk Management and Internal Controls in Reporting

We monitor and evaluate our risks in the reporting process and define internal controls over data disclosure.

We use a risk assessment methodology that helps us set risk priorities based on their significance.

Identified Potential Risks for 2024:

- data processing may be incorrect;
- calculations may be inaccurate.

The results of risk assessment and internal controls are incorporated into relevant internal functions and processes to ensure their effectiveness.

We regularly report these findings to the board of directors and company management to ensure they are informed about the current situation and can make well-informed decisions.

The board of directors relies on an appointed internal auditor as a key governance mechanism, ensuring independent and objective findings.

## Statement on Due Diligence

OSTROJ a.s. is built on strong values, placing great emphasis on compliance with legal regulations, ethical principles, and our corporate social responsibility.

The company's policy is therefore centered on delivering high-quality products and services, environmental care, efficient energy management, workplace safety and employee health protection, data security, and sustainable development.

Our corporate compliance management system (CMS) commits us to preventing, detecting, and addressing behaviors that would be contrary to good ethics, legal regulations, and our corporate culture.

All employees are required to act in accordance with binding rules defined in legal regulations, our [Code of Ethics, Compliance Code, Anti-Corruption Code](#) and the company's internal policies.

Respect and mutual appreciation are fundamental values for us, ensuring a positive and ethical work environment.

We do not tolerate unlawful conduct and always strive to take all necessary measures to eliminate such behavior. In accordance with Act No. 171/2023 Coll., on the Protection of Whistleblowers, we have implemented [Internal Reporting System](#) for reporting unlawful activities.

We are also aware of our [Social responsibility](#), not only towards our employees, whom we consider members of one large OSTROJ family, but also towards the region where our company is headquartered and operates, as well as the people who live and work there.



# Company Profile

OSTROJ a.s. is a purely Czech company headquartered with its production plant in Opava.

We have been active in the engineering market since 1948. By combining traditional know-how with modern technologies, we supply products to the Czech market, the European market, and in recent years, also to the American market.

We emphasize transparency, fairness, and responsibility, both in the Czech Republic and beyond its borders. The company has maintained its business focus and continues to specialize in high-quality and durable products and components. These range from mining machines for deep coal and ore extraction to specialized equipment for underground construction, automated industrial lines, ground support technology, hydraulic cylinders, shafts for electric motors, complex machined and painted welded structures, comprehensive tooling solutions, precision-machined parts, and die forgings for the automotive industry. Our production activities also include galvanic zinc coating and chrome plating.

## We have full control over development and production - from the initial design to the finished product.

The manufacturing process begins with the delivery of raw materials, primarily metallurgical materials, continues through the production phase, and concludes with the shipment of finished products to the customer.

### Suppliers

We collaborate only with suppliers who prioritize environmental responsibility, ensure compliance with human rights standards, and actively work to prevent corruption.

### Transportation

We optimize the supply of input materials based on proper production planning in the ERP system. We utilize a consolidated shipment system.



### Recycling and Circular Economy

By recycling materials used in processes and at the end of product life cycles, we reduce negative environmental impacts.



# Integration of Sustainability into OSTROJ 2030 Business Strategy

OSTROJ 2030 is our strategic business plan that aligns our commercial vision with key sustainability commitments, in which we aim to achieve success.

The cornerstone of the OSTROJ 2030 business strategy is increasing the share of sales from our own products in the company's total revenue.

A long-standing link between our business strategy and sustainability strategy is the commitment derived from the mission and values of OSTROJ a.s. We focus on producing high-quality and reliable machines and equipment with a long service life for various industrial sectors.

We will focus on the sale of our own products with an emphasis on a proactive approach to business partners, aiming to "tailor" equipment to customers' needs with higher added value, thereby achieving better business results for the company.

The implementation of our business strategy includes strengthening mutual communication with customers and effectively utilizing human potential, ensuring that each employee performs the work they excel at and for which they are best suited.

That is why sustainability commitments are an integral part of the OSTROJ 2030 business strategy:

## 1. Decarbonization Without Offsets

Real action, no shortcuts.

## 2. Employee Retention

Employee satisfaction, success for all.

## 3. Employee Safety

Green light for safety, health comes first.

## 4. Strong Brand Identity

We innovate for a better future.

## Monitoring Progress

Every strategy must have a clearly defined goal with specific steps, including the designation of responsible individuals for implementation.

The implementation of individual initiatives and steps is monitored by the Process Manager, who reports directly to the CEO.

This approach ensures that all aspects of the OSTROJ 2030 business strategy are properly implemented and that we are progressing towards our established goals.

Regular monitoring enables the swift identification of potential deviations and the implementation of necessary corrective measures.

Performance Key Indicators (KPIs) are incorporated into the evaluation of company leadership as part of the variable salary component to support the achievement of OSTROJ 2030 business strategy goals.



## Communication as the Foundation

We uphold the belief that satisfied partners contribute to our success and sustainable business practices.

We maintain regular dialogue with stakeholders at various levels, leading to a wide range of recommendations, proposals, measures, and other initiatives that help us define sustainability commitments.

We annually review and maintain the Stakeholder Register for QMS, EMS, and HMS to ensure effective communication of essential information.

We are open to communication with the wider public and welcome ideas and insights related to the sustainability of our business at the email address [esg@ostroj.cz](mailto:esg@ostroj.cz), which is also listed on our website [OSTROJ a.s.](#)

STAKEHOLDER	METHOD OF COMMUNICATION	TOPICS
Core Employees & Trade Unions	Meetings with CEO, team meetings, OSTROJAK Magazine, corporate RON Portal, social media, Green Box, notice boards, union negotiations, training programs.	Health & safety, compensation & benefits, financial performance, investments & growth.
Board of Directors & Shareholders	Board meetings, general assembly.	Strategic business plan, executive decisions, annual report.
CEO and Company Leadership	Executive meetings, CEO decisions, controlling days.	Strategic business plan, economic performance, capital expenditures (CAPEX), employees.
Customers	Customer satisfaction assessment, sustainability evaluation, social media, website, exhibitions and trade fairs, promotional materials, media outreach, e-mail and phone support, open house days.	Quality, sustainability, profitability, social responsibility, ethical business practices.
Suppliers	Supplier questionnaire, supplier rating, exhibitions and trade fairs, website, e-mail and phone communication, supplier audits.	Quality, price, sustainability and ethical business practices.
Local Communities	Job fairs, open house days, website.	About OSTROJ & corporate social responsibility.
Educational Institutions	Internships and student training, collaboration with selected schools, educational programs, talent development.	Social responsibility, health & safety and inclusion.
Associations & Industry Unions	Conferences.	About OSTROJ.
Public Administration Authorities	Data mailbox, e-mail, phone contact, local investigations, regulatory inspections, audits.	Legislative requirements.
Media	Press releases, TV reports, press conferences.	About OSTROJ.



## From Plans to Action

Within the framework of defined topics, subtopics, and themes according to ESRS, we identify and evaluate the impacts through which the company influences the environment or society (impact assessment) and assess the risks and opportunities that affect the company's profit, turnover, or cash flow (financial assessment).

To correctly identify sustainability topics that are significant for OSTROJ a.s., we have assessed its double materiality.

The purpose of assessing double materiality is to ensure that the disclosed information is relevant and accurate.

Impacts, risks, and opportunities are assessed by the sustainability committee, which consists of the Head of Ecology, the Director of the Human Resources Department, the Director of the Quality Management Department, and the Director of the Finance and Controlling Department.

To ensure the relevance of the assessment, the sustainability committee annually reviews the impacts, risks, opportunities, and interpretation scale, aiming to reflect the current situation and any changes in OSTROJ a.s.'s performance.

Significant impacts, risks, and opportunities are described in individual chapters covering [environmental](#), [social](#) and [governance aspects](#).

### Key Topics for OSTROJ a.s.:

- Climate Change (ESRS E1)
- Workforce (ESRS S1)
- Corporate Behavior (ESRS G1)

### Topics Where OSTROJ a.s. has Limited Influence:

- Pollution (ESRS E2)
- Water & Marine Resource (ESRS E3)
- Circular Economy (ESRS E5)
- Biodiversity & Ecosystems (ESRS E4)
- Workers in the Value Chain (ESRS S2)
- Affected Communities (ESRS 3)
- Consumers & End Users (ESRS S4)



## Identification of Impacts, Risks, and Opportunities

For identification, we use various methodologies and assumptions. When necessary, we consult relevant stakeholders or external experts to ensure accuracy and relevance.

The assessment of the company's impact on society and the environment is supported by procedures for identifying and evaluating environmental aspects within the established certified management system ISO 14001 (Environmental Management System) or ISO 45001 (Occupational Health and Safety Management System).

An impact, risk, or opportunity was classified as significant if it met the criteria for a substantial impact, exceeded the financial materiality threshold, or both.

For significant risks, mitigation measures are implemented and incorporated into the OSTROJ 2030 strategy.

## Impact Assessment

Impacts have been categorized into the following classifications:

1. actual positive impact,
2. potential positive impact,
3. actual negative impact,
4. potential negative impact.

The severity of impacts is based on an assessment of their degree, scope, nature (irreversibility), and probability.

For positive impacts (actual or potential), we evaluate their degree, scope, and probability.

For negative impacts (actual or potential), we evaluate their degree, scope, nature (irreversibility), and probability.

Score for Determining Significance:

Significant Positive Impact	≥ 3,81
Significant Negative Impact	≥ 3,26

## Financial Assessment

Risks and opportunities have been categorized into the following classifications:

1. opportunity impacting revenue,
2. opportunity impacting profit,
3. opportunity impacting cash-flow,
4. risk impacting revenue,
5. risk impacting profit,
6. risk impacting cash-flow.

For risks and opportunities, we evaluate financial impact and probability.

Significance Determination Score:

Significant Opportunity	≥ 3,00
Significant Risk	≥ 3,00



## ENVIRONMENTAL AREA



**Mgr. Tomas Bukovjan**  
Head of Ecology

Environmental protection is one of OSTROJ a.s.'s highest priorities. It is not only seen as compliance with legal requirements but, more importantly, as a matter of corporate social responsibility toward suppliers, business partners, employees, and all other stakeholders.

The management of OSTROJ a.s. has long adopted an [Environmental Protection Policy](#) in accordance with the principles of integrity and sustainability.

In the field of environmental protection, we are developing a certified management system in accordance with the [ISO 14001 standard](#).

We use an energy management system based on the ISO 50001 standard.

**The main commitment in the environmental area is to minimize environmental impact and fulfill all related legislative obligations.**

Through internal regulations, we define and implement processes that ensure responsible individuals are informed about legislative changes, have access to legislative acts, and participate in fulfilling relevant obligations in accordance with these regulations.

We map our significant environmental aspects, environmental impacts, and the overall environmental profile of the company.

Based on a developed monitoring and measurement plan, we regularly track, record, measure, and evaluate emissions from air pollution sources, monitor wastewater, and observe resource and energy consumption, including fuel.

In 2023, we conducted our first carbon footprint calculation, which defines goals related to climate change.



## CLIMATE CHANGE

### Impacts

As part of double materiality and based on the company's carbon footprint calculation, actual negative impacts related to greenhouse gas emissions from our activities have been identified:

#### **Emissions from electricity generation**

This category includes emissions related to the production of electricity from non-renewable sources that we consume in our operations.

#### **Emissions from input material production**

Emissions related to material production, primarily metallurgical materials, that we use in the manufacturing process.

**Measures to reduce electricity consumption** have been included among the actual positive impacts.

This insight has enabled us to focus on areas where we can most effectively reduce our company's carbon footprint.

### Risks and Opportunities

In financing climate challenges, we identify the risk of increased costs required for investments that impact energy savings or investments in software that help improve and refine data collection.

A long-term climate-related risk is the nature of engineering production and its consumption of metallurgical materials in manufacturing, as there is currently no commercially known functioning zero-emission steel production technology. Steel is a strategic raw material, and its production accounts for by far the largest share of emissions within OSTROJ a.s. Despite this, it is a 100% recyclable material, fulfilling the principles of the circular economy.

We see an opportunity in the implementation of decarbonization, which allows us to reduce business risk associated with climate challenges.

### Sustainability Strategy

In the fight against climate change, we have made a commitment to:

**Decarbonization without offsets.**

When this applies, then:

We are seeking solutions and measures to reduce electricity consumption and mitigate losses from electricity transformation through CAPEX initiatives.

When acquiring new machinery or renovating buildings, we emphasize improving energy efficiency.

We collect more precise emission factors from key suppliers, leading to more accurate evaluation of greenhouse gas emissions.

Each year, we update the company's carbon footprint calculation and publish the results in the [Carbon Footprint Report](#).



## Goal

„Real actions, no shortcuts.“

We fully support the international commitment arising from the Paris Agreement on Climate Change. However, within the engineering industry in which we operate, we currently have limited options to achieve our own carbon neutrality in the short term. At the same time, we do not view offsets as a suitable way to reach this goal due to the lack of standardized rules for offsetting.

By 2030, we will actively reduce or prevent the increase in greenhouse gas emissions per CZK 1 million in revenue compared to 2023.

# 2030 ≤ 50,5 t CO<sub>2</sub>e

## Initiatives

PROJECT	IMPLEMENTATION
Filter Press (INV2025006)	2025
Replacement of Compressor No. 3 (INV2023031)	2025
Modifications of Transformer Stations* (INV2025013, INV2025014, INV2025015, INV2025016, INV2025017)	2025
Study on Connecting Existing Buildings to the New Rainwater Drainage System (INV2025020)	2025
New Semi-automated Forging Line	2025
Project Documentation – Modification of Ventilation System for Chrome Plating Line* (INV2022018)	2025
Modification of Drinking Water Supply Technology*	2025

\* Investments conditional on the company's financial situation.

The stated initiatives amounting to 168,780 thousand CZK are based on the CAPEX plan approved by the OSTROJ a.s. Board of Directors.

## Activities

Ostroj employees contribute to activities with a positive impact on energy consumption within the Good Ideas system:

GOOD IDEA	IMPLEMENTATION
Autonomous Circulation Pump for Hot Utility Water (2024/013)	2025
Photovoltaic Heating of Hot Utility Water in Boilers up to 200 Liters (2024/017)	2025

You can find the implementation of initiatives and activities in [Annex No. 1: Evaluation of Initiatives and Activities](#).



## Indicators

Greenhouse gas emissions indicator per 1 million CZK in revenue:

		2023		2024		2025		2030	
		BASIS	RESULT	CHANGE	RESULT	CHANGE	GOAL	RESULT	
Electric energy	t CO <sub>2</sub> e	7,4	6,3	-1,1			≤ 7,4		
Input material	t CO <sub>2</sub> e	39,1	39,4	+0,3			≤ 39,1		
<b>Total CO<sub>2</sub> emissions</b>	<b>t CO<sub>2</sub>e</b>	<b>50,5</b>	<b>48,3</b>	<b>-2,2</b>			<b>≤ 50,5</b>		

Data provided by the verified digital calculator for calculating the carbon footprint of the company Impact Metrics.

## Year-on-year evaluation

In 2023-2024, projects aimed at energy savings were completed:

- ☑ Photovoltaic power plant 500kWp
- ☑ Installation of frequency converters on the pumps of the galvanizing line

You can find more information in the press release.



### Emissions from electricity production

Emissions related to the generation of electricity from non-renewable sources that we consume in our operations.



### Emissions from the production of input materials

Emissions associated with the manufacturing of materials, primarily metallurgical materials, that we use in our production process.



### Total CO<sub>2</sub> emissions

Emissions associated with the manufacturing process of OSTROJ a.s.



## Energy Consumption and Energy Mix

		2023	<b>2024</b>	2025
<b>Total energy consumption</b>	MWh	19 246	<b>20 046</b>	
Coal and coal product consumption	MWh	6 664	6 169	
Oil and oil product consumption	MWh	0	17	
Natural gas consumption	MWh	6 521	6 862	
Consumption from other non-renewable sources	MWh	4 989	5 663	
Purchased or acquired electricity, steam, heating, and cooling consumption from non-renewable sources	MWh	0	0	
Energy consumption from renewable sources	MWh	685	342	
Fuel consumption from renewable sources (including biomass, biofuels, biogas...)	MWh	0	462	
Purchased or acquired electricity, steam, heating, and cooling consumption from renewable sources	MWh	0	0	
Energy consumption from self-produced non-fuel renewable sources	MWh	387	531	
<b>Share of renewable energy sources in the total energy mix</b>	%	5,6	<b>6,7</b>	

Data provided from invoicing and the AYSIS system



Natural gas is primarily used as an energy source for heating buildings.



Electric energy is a source of power for lighting and the operation of technologies.

Energy consumption refers to the amount of energy measured in megawatt-hours (MWh) that we use for production activities.

Our energy consumption fluctuates based on various factors such as economic growth, technological advancements, energy policies, and environmental measures.

The energy mix refers to the proportion in which various energy sources are used for electricity generation.

This mix includes both primary sources (e.g., fossil fuels, nuclear energy, renewable sources) and secondary sources (e.g., municipal waste, waste heat).

The energy mix is essential for understanding which energy sources are used for electricity generation and their share in total energy consumption.



## Energy Intensity per 1 million CZK of Revenue

		2023	<b>2024</b>	2025
Total energy consumption	MWh	19 246	20 046	
Revenue from the sale of products and services <i>(financial statement, line I.)</i>	thousands of CZK	1 249 335	1 408 960	
Energy intensity	MWh	15,40	<b>14,23</b>	

In the Czech Republic, energy consumption is divided among several key sectors.

The engineering industry, in which our company operates, is part of the industrial sector, known for its high energy intensity.



## SOCIAL AREA



**Mgr. Dagmar Stloukalova**  
Director of the HR Department

Employees are the key pillar of every company's success and represent its most valuable resource.

At OSTROJ a.s., investments in employees are a priority, not merely seen as fulfilling legal requirements, but above all as an essential factor in achieving long-term success, development, and company growth.

We focus on social responsibility, meaning that all our investments in employee development have a positive impact not only on their professional growth and satisfaction but also actively contribute to socially responsible initiatives.

By doing so, we support the overall sustainability of our company, strengthen the community, and promote responsible behavior toward our employees, the environment, and society at large.

The management of OSTROJ a.s. has long adopted an [Occupational Health and Safety Policy](#) in accordance with requirements for fairness and sustainability.

In the field of occupational health and safety, we are developing a certified management system in accordance with the [ISO 45001](#) standard.

We use the 5S method to create a safe, clean, hygienic, and pleasant work environment

Through internal regulations, we define and implement processes that ensure responsible individuals are informed about legislative changes, have access to legislative acts, and participate in fulfilling relevant obligations in accordance with these regulations.

We have an active company union council that participates in ensuring fair working conditions and protecting the rights of 100% of our employees. Every year, we conclude a Collective Agreement, which is an important tool for continuously improving the work environment and supporting sustainable development.

**In the social sphere, we are committed to continuously seeking new solutions that lead to improvements in the work environment, the ongoing enhancement of our employees' qualifications and skills, as well as their engagement and motivation.**



## Reporting System

We create an environment where any unlawful behavior is rejected and ethical principles are upheld.

For many years, our company has strategically placed boxes, called Green Boxes, which serve as means for employees to submit notifications or inquiries.

We have established a Trust Line for addressing ethical matters via email at [linkaduverý@ostroj.cz](mailto:linkaduverý@ostroj.cz).

In case of reporting suspected unlawful conduct or if such conduct occurs, we have established an Internal Reporting System in accordance with Act No. 171/2023 Coll. on the [Internal Reporting System](#).

Employees can also turn to their direct supervisor, a member of the company's management, a lawyer, or another specialized employee whose work competencies align with the given situation.

## Code of Ethics

The [Code of Ethics](#) represents our commitment to act with honesty and respect, transparency, legality, responsibility, and in accordance with the highest ethical standards in all areas of our activities.

The [Code of Ethics](#) serves as a fundamental guideline for employees to follow.

Employees are required to study the [Code of Ethics](#), respect the company's values, follow its rules in their daily activities, and participate in regular training on this subject.

## Fair Wages

We categorize professions into levels corresponding to wage tariffs, allowing for an objective determination of the fixed wage component. This system also provides employees with clear rules for career advancement.

The base salary is stipulated in the wage statement upon hiring or when changing positions.

## Social Protection

In the Czech Republic, where we operate, a social policy system is in place that provides employees with state support during maternity and parental leave, upon retirement, in cases of unemployment, as well as in the event of illness or work incapacity due to injury.

## Organizational Changes

Organizational changes are always communicated transparently and well in advance to ensure that all employees have sufficient information and can prepare accordingly.

Information is communicated:

- personally, in a cascading manner from company management to individual supervisors and then to employees,
- via mass email to all employees,
- through the company intranet,
- through company bulletin boards and screens.



## Own Workforce

### Impacts

As part of our double materiality assessment, we have identified actual negative impacts related to our activities, including:

**Work in the engineering industry can take place in a high-risk environment,** which brings specific challenges and considerations associated with such conditions.

**The working environment is classified into risk categories** such as noise, vibrations, local muscle strain, dust, working posture, and non-ionizing radiation, all of which pose health and safety risks to our employees.

Actual positive impacts have also been identified, such as the **opportunity for employees to unite within the Trade Union and regular collective bargaining to protect employees' interests.**

### Risks and Opportunities

We perceive risk primarily in the area of occupational health and safety. Without effective management, an increased number of workplace injuries and occupational diseases cannot be ruled out, leading to higher healthcare costs and compensation expenses. Low morale and engagement may reduce productivity and work quality, while increasing absenteeism and employee turnover.

The turnover of skilled and loyal employees presents another risk. The loss of these employees necessitates investment in recruitment and training of new workers, which can lead to productivity disruptions and loss of valuable expertise.

Retaining key employees is essential for efficient operations and the long-term success of the company. We see an opportunity in implementing workplace automation and optimizing processes.

### Sustainability Strategy

In the area of our own workforce, we have made a commitment to:

- ☑ employee retention,
- ☑ employee safety.

When this applies, then:

We provide competitive wages and benefits.

We offer clear career growth opportunities.

We support employees' innovative thinking through the *Good Idea* system.

We engage in socially responsible activities that contribute to community development.

We seek solutions and measures to ensure maximum employee safety.



## Goal

By 2030, we will strive to set level of at least at the level of the Moravian-Silesian Region and implement measures to maintain unwanted employee turnover below 5%.

*„Employee satisfaction, success for all“.*

## 2030 ≤ 5% employee turnover

By 2030, we will strive to achieve zero workplace injuries or maintain the rate at a maximum of 0.05.

*„Green light for safety, health comes first“.*

## 2030 ≤ 0,05 workplace injuries rate

## Initiatives

PROJECT	IMPLEMENTATION
New Semi-automated Forging Line	2025
Manipulators (INV2025002)	2025
Dust Extraction for TRIMILL VFC 3021 (INV2024019)	2025
Project Documentation – Modification of Ventilation System for Chrome Plating Line* (INV2022018)	2025

\* Investments conditional on the company's financial situation.

The above-stated initiatives, amounting to 151,750 thousand CZK, are based on the CAPEX plan approved by the Board of Directors of OSTROJ a.s.

## Activities

Ostroj employees also contribute to activities through the *Good Ideas* system:

GOOD IDEA	IMPLEMENTATION
Safety Die Holder (2024/007)	implemented in 2024
Improvement of Workshop Orientation (2024/020)	implemented in 2024
Sliding Gauge for Marking (2024/027)	implemented in 2024
Pneumatic Grinder for Grinding Sharp Edges after Cutting (2024/028)	implemented in 2024

You can find the implementation of initiatives and activities in [Annex No. 1: Evaluation of Initiatives and Activities](#).



## Indicators

Workplace injury rate per core employee:

		2023	2024		2025		2030	
		BASIS	RESULT	CHANGE	RESULT	CHANGE	GOAL	RESULT
Workplace Injuries	share	<b>0,106</b>	0,109	<b>+0,003</b>			<b>≤ 0,05</b>	

Employee turnover rate per core employee:

		2023	2024		2025		2030	
		BASIS	RESULT	CHANGE	RESULT	CHANGE	GOAL	RESULT
Employee Turnover	%	<b>8,21</b>	6,70	<b>-1,51</b>			<b>≤ 5</b>	

## Year-on-year evaluation

In 2024, we recorded an increase in the workplace injury rate per core employee, highlighting the need to tighten safety measures and strengthen prevention efforts. In response to this development, we have adopted stricter compliance controls for protective procedures for 2025 and expanded the team with an additional safety technician. Thanks to these steps, we expect a reduction in workplace injuries and the gradual achievement of our set goals.

The year-on-year employee turnover rate shows a positive trend, indicating workforce stabilization and the effectiveness of measures aimed at employee satisfaction and retention.

At OSTROJ, we recognize that our employees are our most valuable asset. That is why their safety is always our top priority. Every workday brings challenges, but our commitments remain clear - creating a safe, healthy, and supportive work environment where everyone can focus on their tasks without concerns for their well-being.

Our vision is clear - safety is not just a rule, but a fundamental principle that enables us to grow, thrive, and deliver quality work without compromise.



## Characteristics of Company Employees

	2023		2024		2025	
	NUMBER	SHARE (%)	NUMBER	SHARE (%)	NUMBER	SHARE (%)
<b>Total average number of employees</b>	783	100,0	<b>767</b>	100,0		
Women	134	17,1	133	17,3		
Men	649	82,9	634	82,7		
<b>Of which, number of core employees</b>	755	96,4	<b>731</b>	95,3		
Women	127	16,2	126	16,4		
Men	628	80,2	605	78,9		
<b>Of which, number of temporary employees (apprentices)</b>	12	1,5	<b>12</b>	1,6		
Women	0	0	0	0,0		
Men	12	1,5	12	1,6		
<b>Of which, number of employees with non-guaranteed working hours (DPP, DPC)</b>	16	2,0	<b>24</b>	3,1		
Women	7	0,9	7	0,9		
Men	9	1,1	17	2,2		

Data provided from the RON personnel system.

We are a significant player in the field of engineering production thanks to our skilled and loyal employees. Therefore, we approach each employee as a member of one large Ostroj family.

Our "family" consists of managerial positions (company leadership), technical-economic and worker professions, including colleagues who operate and monitor various engineering equipment and machines, specialists responsible for maintenance, repairs, and technical support of production facilities, designers who develop new products and technologies focusing on innovation, employees handling administrative tasks, such as HR, accounting, and logistics, project managers who oversee projects and coordinate activities between departments, and many others.



## Characteristics of Agency Workers

	2023		2024		2025	
	NUMBER	SHARE (%)	NUMBER	SHARE (%)	NUMBER	SHARE (%)
<b>Total average number of agency workers</b>	31	100,0	<b>23</b>	100,0		
Women	0	0,0	0	0,0		
Men	31	100,0	23	100,0		

Data provided from the RON personnel system.

## The Age Structure of Employees

	2023		2024		2025	
	NUMBER	SHARE (%)	NUMBER	SHARE (%)	NUMBER	SHARE (%)
Total average number of employees	783	100,0	767	100,0		
<b>under 29 years</b>	106	13,5	<b>113</b>	14,7		
<b>30 – 49 years</b>	377	48,1	<b>365</b>	47,6		
<b>over 50 years</b>	300	38,3	<b>289</b>	37,7		

Data provided from the RON personnel system.

We use agency workers exclusively to cover seasonal impacts or temporary production needs.

The long history and tradition of the engineering industry in the region has been passed down for decades, not only from father to son but increasingly from grandfather to grandson.



## Diversity in Company Leadership

	2023		2024		2025	
	NUMBER	SHARE (%)	NUMBER	SHARE (%)	NUMBER	SHARE (%)
<b>Total average number of company leadership members</b>	12	100,0	<b>11</b>	100,0		
Women	0	0,0	1	9,1		
Men	12	100	10	90,9		

Data provided from the RON personnel system.

## Employees with Disabilities

	2023		2024		2025	
	NUMBER	SHARE (%)	NUMBER	SHARE (%)	NUMBER	SHARE (%)
Total average number of employees	783	100	767	100		
<b>Number of employees with disabilities</b>	7	0,9	<b>7</b>	0,9		

Data provided from the RON personnel system.

We value diversity and inclusion in the workplace, and it is crucial for us to ensure equal opportunities for all employees.

The work environment in the engineering industry presents certain challenges that may limit the employment of people with disabilities, particularly if their condition affects mobility, strength, or sensory perception.

We fulfill the mandatory share stipulated by Act No. 435/2004 Coll., on Employment, also through substitute fulfillment. This means that we purchase services from other entities that employ people with disabilities.



## Vocational Training and Skill Development

	2023		2024		2025	
	NUMBER	SHARE (%)	NUMBER	SHARE (%)	NUMBER	SHARE (%)
<b>Total average number of employees</b>	783	100,0	<b>767</b>	100,0		
Women	134	17,1	133	17,3		
Men	649	82,9	634	82,7		
<b>Average number of hours of vocational training</b>	11 084	100,0	<b>7 515</b>	100,0		
Women	1 213	10,9	1 025	13,6		
Men	9 871	89,1	6 490	86,4		
<b>Number of hours of vocational training per employee</b>	14,2	x	<b>9,8</b>	x		

Data provided from the RON personnel system.

We provide our employees with legal, professional, and quality assurance education.

We enhance their language skills through individual, group, and intensive courses.

We support employees in deepening and increasing their qualifications.

To transfer technical and practical knowledge and skills, we utilize both external and internal trainers, as well as webinars and e-learning.

For financing these educational programs, we draw from our own resources and external sources - including European Union grants, structural funds, and the state budget of the Czech Republic.



## SOCIAL AREA – OWN WORKFORCE

### Health and Safety Indicators

	2023	2024	2025
	NUMBER	NUMBER	NUMBER
Number of employee fatalities due to work-related injuries and illnesses	0	<b>0</b>	
Number of fatalities among agency workers due to work-related injuries and illnesses.	0	<b>0</b>	
Recorded occupational injuries of employees	80	<b>80</b>	
Recorded cases of occupational diseases among employees	0	<b>2</b>	
Number of days missed due to employee work-related injuries	892	<b>760</b>	
Number of days missed due to occupational diseases among employees	0	<b>0</b>	
Rate of occupational injuries (per 1,000,000 hours worked)	69,2	<b>68,8</b>	

Data provided from the RON personnel system.

### Incidents, Complaints, and Serious Human Rights Impacts

	2023	2024	2025
	NUMBER	NUMBER	NUMBER
Number of cases of discrimination, including harassment	0	<b>0</b>	

We strive to reduce the number of workplace injuries among our employees.

We regularly identify and assess workplace risks, conducting measurements of risk factors. Based on these evaluations, we categorize workplaces and implement subsequent measures to minimize the number of high-risk environments.

In the field of occupational health protection, we develop a certified management system in accordance with [ISO 45001](#), covering 100% of our employees.

We apply the 5S method to create a safe, clean, hygienic, and pleasant working environment.

Our employees are equipped with modern personal protective equipment.



## GOVERNANCE AREA



**Ing. Ales Martinek**  
CEO OSTROJ a.s.

Our company is built on traditional values that we deeply respect, which is why we place great emphasis on compliance with legal regulations, ethical principles, and our social responsibility.

**Protecting and maintaining the company's good reputation is our top priority.**

We aim to be a strong brand, which is why our company policy focuses on high quality products and services, environmental care, efficient energy

management, workplace safety and employee health protection, data security, and sustainable development.

We create an environment where any unlawful conduct is rejected and ethical principles are upheld

All employees are required to act in accordance with binding rules defined in legal regulations, our [Code of Ethics, Compliance Code, Anti-Corruption Code](#) and the company's internal regulations.

We do not tolerate unlawful conduct and always strive to eliminate such behavior. In accordance with Act No. 171/2023 Coll. on Whistleblower Protection, we have implemented an [Internal Reporting System](#) for reporting unlawful activities.

We are aware of our [Social Responsibility](#) not only towards our employees but also towards the region where we operate and the people who live and work there.

We have been supporting non-profit organizations, associations, and schools within the Opava district and the Moravian-Silesian region for a long time.

We regularly organize an Open Day, during which the general public has the opportunity to take a closer look at our daily operations, explore our projects and innovations, and experience our corporate culture.

We publish a company magazine that provides up-to-date information about events within our company, new developments, projects, and the achievements of our employees. This magazine serves as means to inform and connect all members of our corporate community while also fostering knowledge-sharing and inspiration.



## Supplier Relationship Management

We believe that ethical conduct is not only the key to long-term success but also the foundation for building trust with our business partners and earning public respect for our company. As a socially responsible company, we strive to create an environment where unlawful conduct is completely rejected, fair business principles are supported, and the highest standards of ethics are upheld.

To uphold these principles, we have adopted the [Compliance Code](#) and [Anti-Corruption Code](#), which, together with the [Code of Ethics](#), establish the minimum standards of conduct we follow. We also require the same ethical behavior from our business partners throughout the entire supply chain.

Business partners are required to familiarize themselves with and accept the OSTROJ a.s. [Anti-Corruption Code](#), or provide other assurances regarding the adoption of their own internal rules and processes within anti-corruption regulations.

Through internal guidelines, we establish principles, responsibilities, and authorities for identifying, evaluating, and recording suppliers, subcontractors, and service providers within a documented quality management system.

### **We evaluate all new suppliers of materials and services.**

As part of verifying the competence of new suppliers, we use a Supplier Quality Management Questionnaire and conduct supplier audits.

When selecting a new strategic supplier, we emphasize quality certifications such as ISO 9001, VDA 6.1, ISO 3834, and others. For environmental care, we focus on certifications like ISO 14001, while for workplace safety and health protection, we require ISO 45001 certification. In the case of suppliers for the automotive industry, we look for compliance with the IATF16949 quality management system standard.

On a quarterly basis, we evaluate approved suppliers whose order value over the past 12 months has been equal to or greater than 50,000 CZK or who have received five or more orders.

If an approved supplier is reassigned to a lower category (B or C) during evaluation, we notify the supplier of the issue via an 8D report, requesting corrective actions to be implemented.

While a supplier is classified in category C, he/she is not permitted to supply new material items.

The [Supplier Code of Conduct](#) and [General Purchasing Terms](#) define and regulate our relationships with our suppliers.

We do not tolerate unlawful conduct and always strive to eliminate such behavior. In accordance with Act No. 171/2023 Coll. on Whistleblower Protection, we have implemented an [Internal Reporting System](#) for reporting unlawful activities.



## Corruption and Bribery

We strictly enforce a zero-tolerance policy towards any form of corrupt behavior. This fundamental principle is expressed through three key areas of the company's anti-corruption policy:

- prohibition of corruption,
- establishing binding rules for the receipt and provision of gifts,
- setting mandatory guidelines for conflict of interest management.

We consider prevention to be a fundamental element of our anti-corruption policy. It not only helps employees understand anti-corruption rules, making compliance easier, but also ensures that these standards are extended to our business partners, guaranteeing that they adhere to the same anti-corruption principles.

Emphasis is placed on raising awareness about the company's anti-corruption policy, not only among employees but also with business partners, other collaborators, and external parties.

For this reason, OSTROJ a.s. [Anti-Corruption Code](#) is publicly available on the [OSTROJ a.s. website](#).

We introduce all newly hired employees to the rules and operation of our anti-corruption policy as part of their onboarding training.

We focus anti-corruption policy education primarily on all employees in technical and economic professions, as they are in direct contact with corruption risks and hold decision-making authority. All 100% of technical and administrative staff are required to undergo internal training at regular intervals and successfully pass a comprehension test on this issue.

For workers' professions, we primarily focus on training relevant to their job responsibilities, as they typically have minimal opportunities to encounter situations where they might be exposed to corruption risks.

Nevertheless, employees in workers' professions are continuously guided by their supervisors to adhere to anti-corruption rules, ensuring they are aware of their existence and significance.

In case of suspicion or detection of a violation of the OSTROJ a.s. [Anti-Corruption Code](#) immediate and effective action must be taken. Depending on the severity of the identified misconduct, the response may be handled by a supervisor, a company executive, or lawyer.

If a violation of OSTROJ a.s. [Anti-Corruption Code](#), will be confirmed, the CEO and the Board of Directors must be informed. They will assess the severity and consequences of the breach and determine the next course of action.

### Cases of Corruption or Bribery

During the reporting period and previous periods, no cases of corruption or bribery were identified.



## Political Influence and Lobbying Activities

We confirm that we are not involved in any political influence or lobbying activities.

For clarification:

- We do not contribute financially or otherwise to political parties, candidates, or campaigns.
- We do not use lobbying services to influence legislative or regulatory processes.
- We are not members of any organizations whose primary activity is lobbying or political influence.

We are committed to providing open and transparent information about our activities, and any potential future lobbying efforts will fully comply with applicable regulations and ethical standards.

## Payment Practices

Payment terms and invoicing are part of the [General Purchasing Terms](#) and are publicly available to all suppliers on the [OSTROJ a.s. website](#).

Invoices are due at the earliest date after 60 days from the invoice issuance, provided that the seller delivers the invoice no later than 5 business days after its issuance.

In case of a delay in the seller's invoice delivery, the 60-day period is calculated from the actual receipt of the invoice.

Our payment terms are set for the 10th and 25th calendar day of the month. If the payment date falls on a Saturday, Sunday, or public holiday, the payment is processed on the next available business day.



## Business Conduct

### Impacts

As part of our dual materiality approach, we have identified genuine positive impacts related to our activities, including **supporting regional economic development and job creation**. By creating employment opportunities for local residents, we help reduce unemployment and enhance the living standards of the population.

**The Established Whistleblowing Policy** ensures transparent and ethical business conduct, allowing individuals to report any unethical, unlawful, or hazardous activities without fear.

The identified impacts are crucial for maintaining a strong corporate reputation and supporting the long-term sustainability of our company.

### Risks and Opportunities

Among the potential risks, we include weak internal control mechanisms and processes that may not be sufficiently robust to detect and prevent fraud, errors, and other unethical practices. This could result in loss of trust and damage to the company's reputation.

### Sustainability Strategy

In the area of corporate behavior, we have made a commitment to:

**Strong business brand**

When this applies, then:

We primarily focus on selling our own products.

We focus on the quality of products and services that meet the needs and expectations of our customers.

We are improving in development and manufacturing.

We communicate our values through marketing and PR activities.

We actively participate in socially responsible projects and initiatives.



## Goal

*„We innovate for a better future“.*

By 2030, we will increase the share of sales from our own products to at least 40%.

**2030 ≥ 40% share of own products**

## Initiatives

For the year 2025, we do not plan any investments.

## Activities

In 2025, we plan to open our company gates to the general public as part of an Open House Day.

In the same year, we plan to introduce a new initiative - an Open House Day exclusively dedicated to our customers.

We have allocated financial resources in the budget to support activities related to technical education, children’s leisure activities, sports, and assistance for socially or medically disadvantaged individuals.

You can find the implementation of initiatives and activities in [Annex No. 1: Evaluation of Initiatives and Activities](#).



## Indicators

Share of revenue from the product group "own products" relative to total revenue from products and services:

		2023	2024		2025		2030	
		BASIS	RESULT	CHANGE	RESULT	CHANGE	GOAL	
Share of revenue from the product group "own products"	%	<b>0,6</b>	10,3	<b>+9,7</b>			<b>≥ 40</b>	

## Year-on-year evaluation

In 2024, we delivered:

Newly designed equipment for concreting of mined metro tunnels on line D in Prague.  
[You can find more information in the press release.](#)

An automated industrial production line for the Model Obaly a.s. manufacturing plant in Moravske Budejovice.  
[You can find more information in the press release.](#)

Spare parts for power roof supports (shields) for customers in the USA.  
[You can find more information in the press release.](#)

Newly designed equipment for concreting of cut-and-cover highway tunnel in Norway.  
[You can find more information in the press release.](#)

Own products are a priority product group for us, and in accordance with the new OSTROJ 2030 business strategy, it is essential to develop and enhance them continuously.

This product group consists of four types of equipment:

- Mining machines,
- Machines for underground construction (including tunneling concreting equipment),
- Automated industrial production lines,
- Conveyor systems, including crushers and chip conveyors.

We monitor the revenue share indicators for the "own products" category on a monthly, quarterly, and annual basis as part of our regular controlling days.



# Annex No. 1: Evaluation of Initiatives and Activities

Initiative/activity		Benefit	2025	2026	2027	Reason for non-completion
E S	New Semi-automated Forging Line	Improvement of line operation ergonomics, reduction of electricity consumption.				
E	Modifications of Transformer Stations* (INV2025013, INV2025014, INV2025015, INV2025016, INV2025017)	Reduction of electricity consumption.				
E	Replacement of Compressor No. 3 (INV2023031)	Reduction of electricity consumption for compressed air production.				
E	Filtr Press (INV2025006)	Reduction of waste volume – water content in sludge.				
E	Study on Connecting Existing Buildings to the New Rainwater Drainage System (INV2025020)	Increase in the proportion of discharged rainwater into the river instead of the wastewater treatment plant.				
E S	Project Documentation – Modification of Ventilation System for Chrome Plating Line* (INV2022018)	Improvement of the working environment, reduction of airborne emissions.				
E	Modification of Drinking Water Supply Technology*	Reduction of drinking water consumption for technological purposes.				
S	Dust Extraction for TRIMILL VFC 3021 (INV2024019)	Improvement of the working environment.				
S	Manipulators (INV2025002)	Improvement of ergonomics.				
E	Autonomous Circulation Pump for Hot Utility Water (2024/013)	Reduction of natural gas consumption.				
E	Photovoltaic Heating of Hot Utility Water in Boilers up to 200 Liters (2024/017)	Reduction of natural gas consumption.				
G	Open Day - Public	Increasing awareness of the company, strengthening relationships with the community.				
G	Open Day - Customers	Increasing awareness of the company.				

\* Investments conditional on the company's financial situation.



# Annex No. 2: Requirements for Information Disclosure

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Created by OSTROJ a.s., 2024, Tesinska 1586/66 746 01 Opava, Czech Republic

Contact: [esg@ostroj.cz](mailto:esg@ostroj.cz)

For more information on sustainability at OSTROJ a.s., visit: [www.ostroj.cz/sustainability](http://www.ostroj.cz/sustainability)