



TRANSITION  
TECHNOLOGIES MS

**E S G**  
**REPORT**



2024

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# Introduction

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- ESG Strategy



Ladies and Gentlemen,

[2-11, 2-22, 3-3] I am pleased to present to you our fifth ESG report. For us, sustainability is not only a regulatory requirement, but also a natural extension of the values and organisational culture we have consistently built at TTMS.

It is impossible to talk about our ESG strategy in isolation from the business environment. In 2024, IT companies were operating under a short implementation cycle and strong pressure to optimise costs. The hybrid working or outsourcing model continued to gain popularity. At the same time, regulations on data protection, cyber security and ESG were changing the way software was produced and the competitive strategies.

**Cloud-based solutions were becoming increasingly popular, and those based on artificial intelligence often became key, changing the offerings of technology providers.** Our company was very much at home in this business context, making

intensive use of AI competences. This included long-term service to global partners, as well as specialised solutions that allowed us to become a pioneer in certain niches (e.g. solutions for law firms).

Equally important to us was social action. In 2024, we strengthened initiatives to support employee competence development, equal opportunities and an inclusive culture, which remains our priority in the years to come as well.

At TTMS, we have increasingly asked ourselves: how do we grow to remain sustainable? **In the first quarter of last year, we were verified in this regard by an audit conducted by TÜV Nord. It confirmed the compliance of our management system with the ISO 27001 and ISO 14001 standards.** Maintaining both certificates confirms that TTMS acts responsibly and cares about data protection. By implementing ISO 14001, we are reinforcing environmental awareness, and with ISO 27001, we are improving information security and management efficiency.

Aware of the need to offset the negative impact of man on the environment, we planted a further 5,000 trees. In doing so, we have supported ecosystems damaged by natural factors. **We have also managed to reduce our carbon footprint by 91%, a historic result for us.** Our efforts in this direction have been recognised by EcoVadis, one of the leading global rating agencies, which assesses companies' performance in the fields of the environment, corporate social responsibility, ethics and supply chain management. **We were awarded the Bronze Medal for our achievements in the field of sustainability.**

Personally, I am pleased that our work together is producing tangible results - for the environment, society, our customers and the TTMS team. I am convinced that it is the responsible approach to development that is our competitive advantage today.

We have further challenges ahead of us, such as the implementation of CSRD-compliant reporting or the further reduction of CO<sub>2</sub> emissions along the value chain.

We are ready for them, with a clear path and an ambition for further improvement. We detail our ESG achievements to date in our latest report, which I warmly encourage you to read.

*Sincerely,  
Sebastian Sokołowski  
CEO of Transition Technologies MS S.A.*

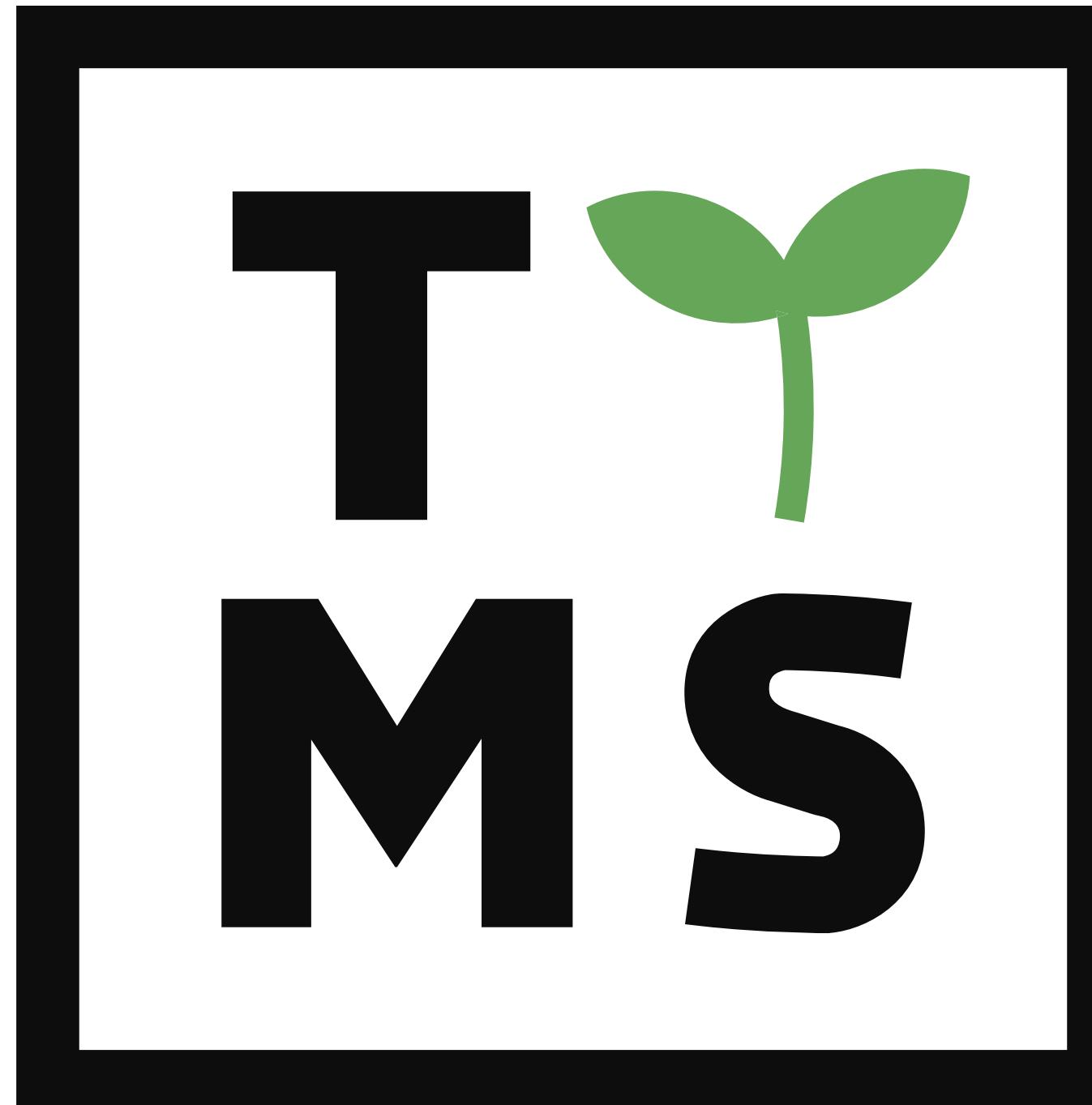


## Technology

We utilize modern IT technologies to meet our clients' expectations.

## Motivation

We are driven to provide our service in the best possible manner and motivate our employees to achieve the best possible results and continuously improve their knowledge and skills.



## Trust

We build the trust of our Clients on a solid foundation of expertise and professionalism.

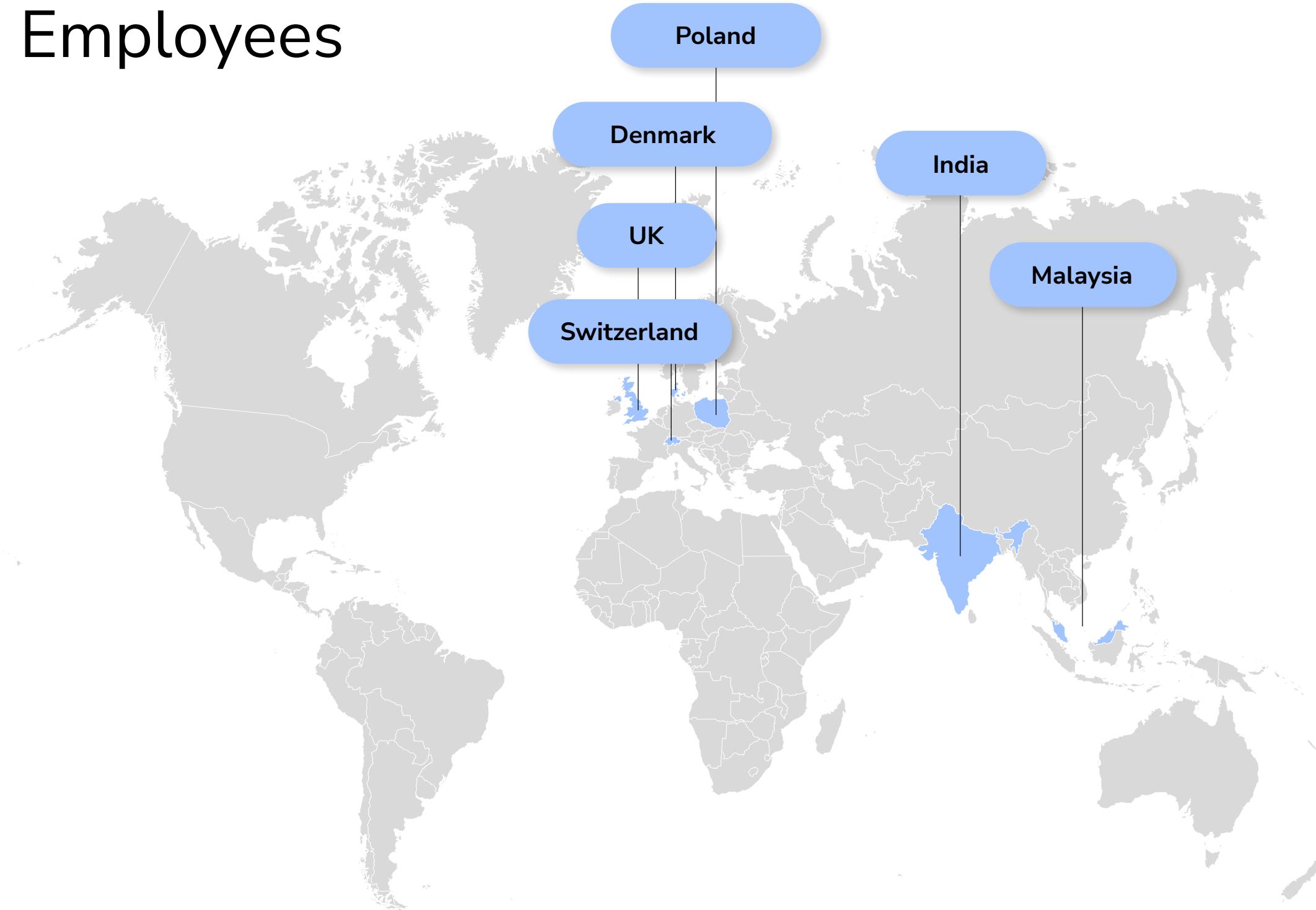
## Success

We strive to be successful not only as a company, but also as individuals. We appreciate the individual small successes of our employees.

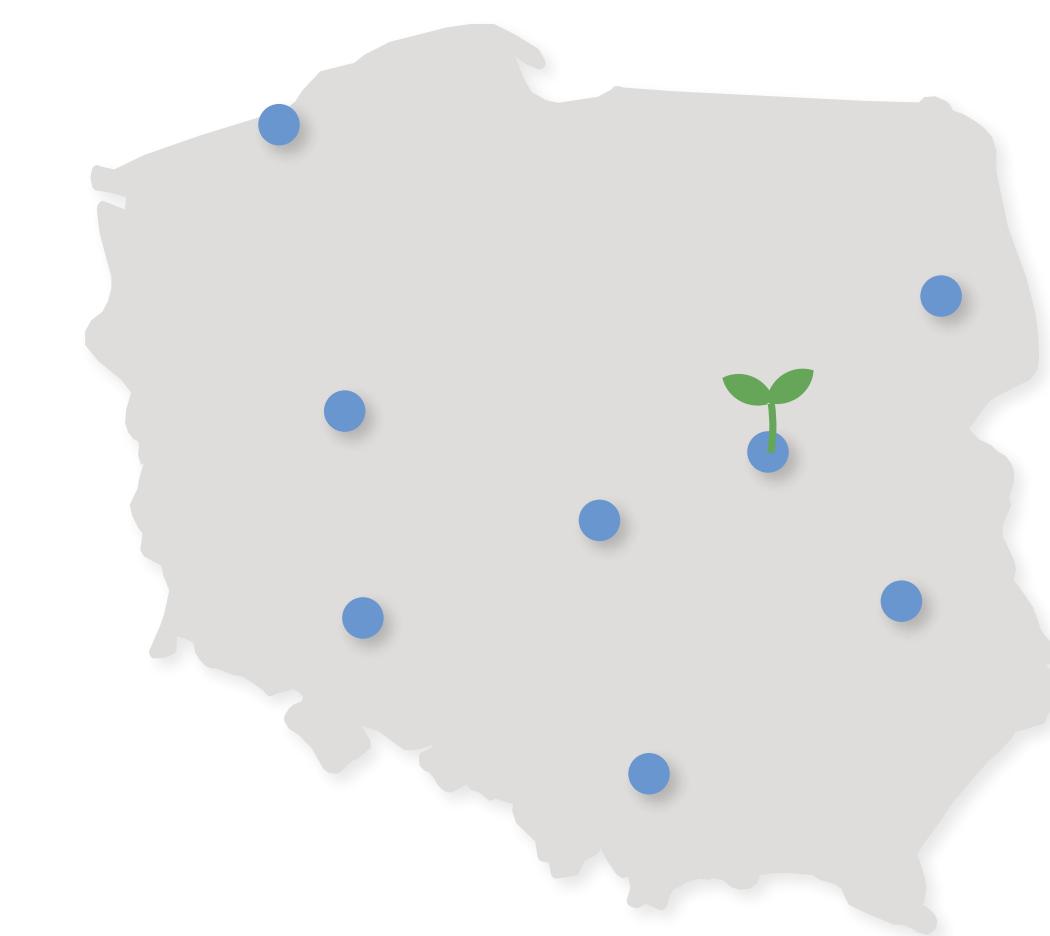
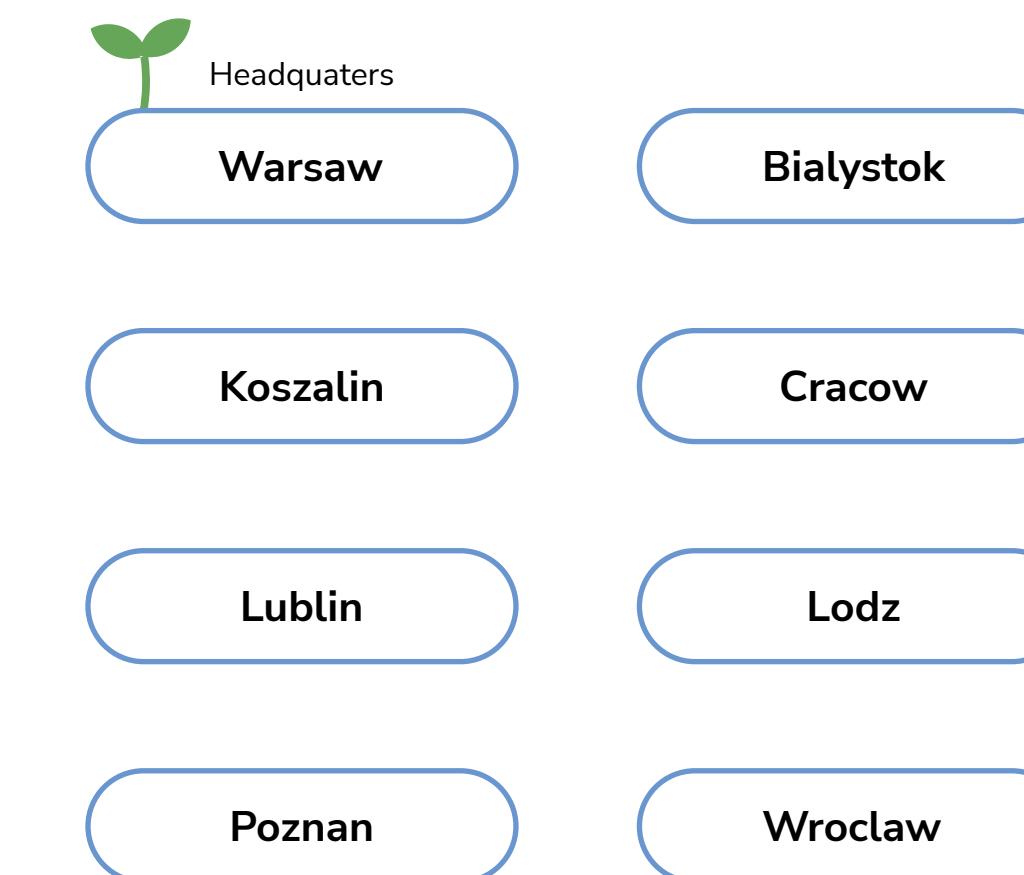
[2-2, 2-6] We are a Polish company with a global reach, focused on providing IT services and innovative technological solutions. **We currently have five foreign companies**, and through intensive growth and acquisitions in additional countries, we are expanding our operations across continents.



## Employees



## 8 divisions in Poland



This broad expansion **allows us to effectively support our international clients in their key IT projects** - wherever they are located.

[2-6] As Transition Technologies MS, we are part of the Transition Technologies Capital Group, which has occupied an important place on the Polish IT market for over thirty years.



It is made up of companies specialising in proprietary IT systems aimed at, among others, the energy, gas, industry 4.0 and modern medicine sectors. Thanks to the complementary competences of the individual companies in the Group, it is possible to develop and implement advanced yet integrated IT solutions.

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Our presence across different time zones and cultural regions translates into extensive technical and business support for partners around the world. [We have a vast network of contacts and experienced specialist teams, which enables us to create comprehensive projects fully tailored to the requirements and expectations of even the most demanding clients.](#)

The foundation of our business is long-term relationship building based on **trust, reliability and a deep understanding of the industries in which our clients operate.**

As a result, we not only deliver high-quality technologies, but also guarantee support and advice at every stage of the project - from the initial analysis to the ongoing maintenance and development of the implemented solutions.

## TTMS History

### 2015 – 2016

#### We begin operations as Transition Technologies

- Managed Services within the TT Group. We enter the UK market (TTMS Ltd.) and open a Customer Service Centre in Warsaw.

### 2017–2018

International expansion: we are opening offices in the USA (Palo Alto), Malaysia (Kuala Lumpur) and expanding in London. We are already operating in 7 locations in Poland.

### 2019–2020

We are strengthening our position in the USA and Asia (Singapore, Kuala Lumpur). We achieved the highest profit in the company's history.

### 2021

We acquire the Danish company ConCor and create TTMS Nordic.

We expand operations with a new office in Poznan.

### 2022

We focus on sustainability: we implement environmentally friendly measures, **invest in the community and in our organisational culture.**

### 2023

We are expanding our presence in Asia (TTMS India), moving our headquarters in Warsaw and maintaining stability despite challenging market conditions.

### 2024

**We are acquiring a majority stake in the Swiss company Pixel Plus AG - strengthening our presence in Western Europe.**

## TTMS in figures



**8** offices in Poland  
**5** foreign companies



**853** employees and associates  
**226** employees have been with the company  
for more than 5 years



**PLN 34.48 million:** net profit  
**PLN 119.74 million:** balance sheet total  
(including equity: **PLN 27.04 million** and liabilities **PLN 92.70 million**)

As many as **226** employees have been with our company **for more than five years**. This represents **26%** of all employees. We are pleased that employees are keen to stay with us for longer.

## Our companies:



TTMS  
MALAYSIA



TTMS  
NORDIC

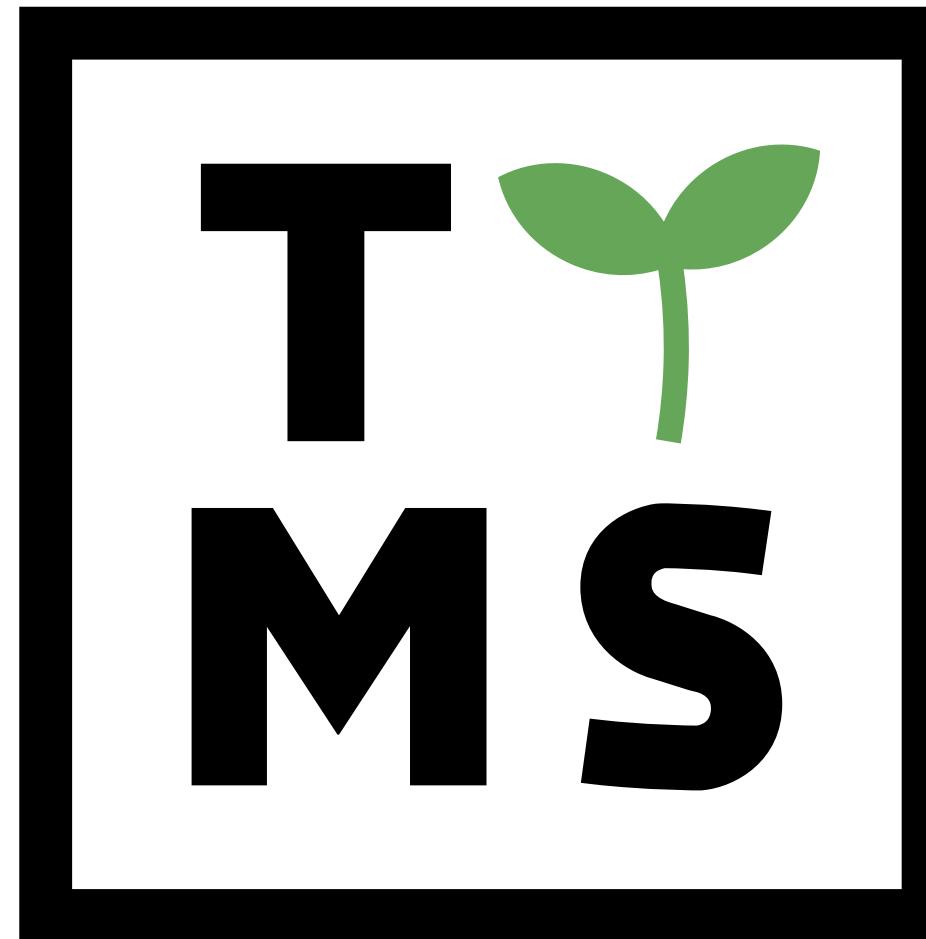


TTMS  
INDIA



TTMS  
UK





# TTMS MALAYSIA

## TTMS Malaysia

[2-2, 3-3] **TTMS Malaysia began operations in the Malaysian market in 2017 with the establishment of a local company, TTMS Software Sdn Bhd, based in Kuala Lumpur.** The main impetus for the establishment of the local company was due to the challenges of the time difference, which made it difficult

to effectively serve customers in the Asian region. The opening of an office in Malaysia has made it possible not only to manage international cooperation effectively, but also to develop additional competences, especially in language, which has significantly supported the process of acquiring new customers.

TTMS Malaysia specialises in areas such as **AI, Adobe, Salesforce, e-learning and IT consulting**, providing comprehensive support to strategic clients.

**In its early years, TTMS Malaysia focused on building a solid client base and attracting local IT professionals, creating a dynamic and competent team.** Since its inception, the company has focused on working closely with its clients and delivering the highest quality services, enabling

stable growth and strengthening its position in the local market.



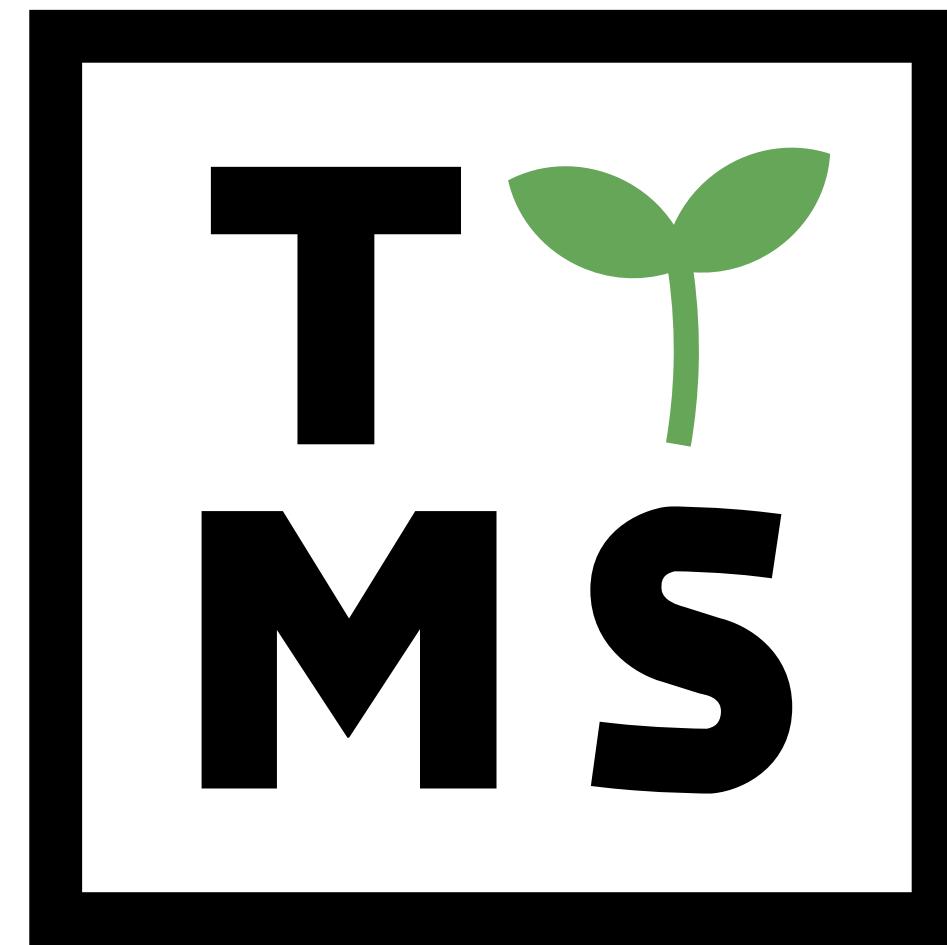
In 2024, TTMS Malaysia has been actively pursuing initiatives focused on sustainability, technological innovation and community engagement. **As part of the development of staff competencies, we partnered with BrioHR to provide exclusive training on the HRMS system, which helped to increase the**

We also participated in the **Chinese New Year Dinner 2024, Deepavali Lunch Gathering 2024 and Raya Luncheon 2024 events**, which enabled us to build stronger relationships with our employees.

As an additional confirmation of our commitment to digital transformation and innovation, TTMS Software Sdn Bhd was awarded the **Malaysian Digital (MD Certificate)**, which accentuates our contribution to the development of technology and modern IT services in Malaysia.

efficiency of our teams. **Our position in the Malaysian technology market was further strengthened by the official listing of TTMS in the MD Tech catalogue, highlighting our active participation in the development of Malaysia's digital ecosystem.**





# TTMS INDIA

## TTMS India

[2-2, 3-3] **2024 was the first year of operation for the TTMS Global Supply Center, which supports our international offices in Malaysia and Poland.** Initially, we focused on serving clients from the APAC and European regions, while planning to expand our operations to other markets around the world.

We have significantly increased our capabilities in analytics and data services, building a solid base on which we continue to grow. At the same time, we have intensively developed competences in other key areas such as application development, data migration and integration, database services and IT consulting.



All these activities are part of our sustainable growth strategy **based on a large-scale, high-quality service.**

**To increase our visibility and establish valuable business relationships, we participated in the Bengaluru Tech Summit - the largest technology event in Asia.**

Together with Transition Technologies Advanced Solutions, we represented the TT Group, and during the event we had the opportunity to participate in a meeting with the Polish Ambassador to India. The conversation focused on the potential for

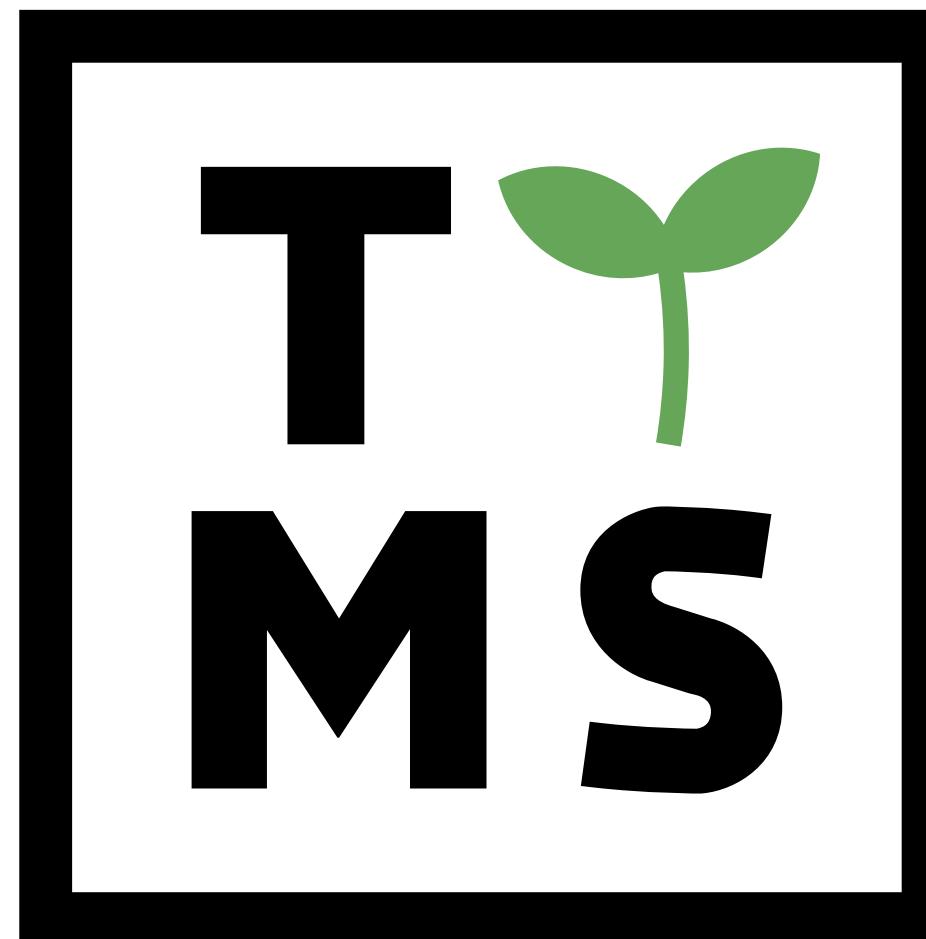
strengthening Polish Indian relations and building the position of Polish companies on the Indian market.

TTMS was also featured in a documentary aired on the international channel TVP Polonia, where our role as one of the few Polish companies present in India was highlighted.

Our Global Delivery Centre in India is strategically located and registered under the **Software Technology Parks of India (STPI)** initiative. With highly skilled professionals, the TTMS GDC provides effective services to customers worldwide, meeting the highest quality standards and regulatory requirements.



TTMS India



# TTMS NORDIC



## TTMS Nordic

[2-2, 3-3] The Danish company ConCor A/S was founded in 2002 and quickly established a strong position in the Danish IT market, specialising in the sale of technology services to medium and large companies. ConCor's business profile fitted perfectly with the acquisition strategy of Transition Technologies MS (TTMS).

The technologies used by ConCor, such as Microsoft and Salesforce, overlapped with our company's core competences, which led us to take successful acquisition steps. **In 2021, we purchased a majority stake in ConCor, and in 2022 it was transformed into TTMS Nordic.**

TTMS Nordic plays a strategic role **in the implementation of TTMS' expansion plans in the Nordic region**, based on its many years of experience and deep knowledge of the local market.

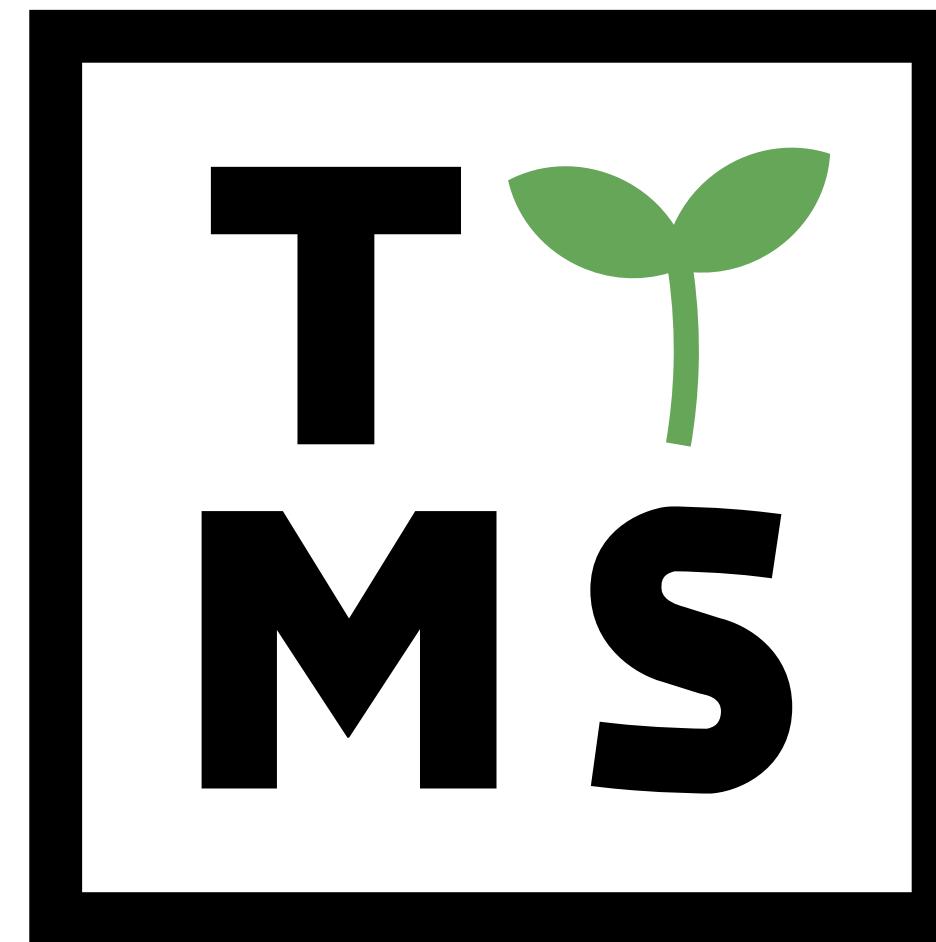
The company currently offers end-to-end IT services and leads technology projects, using solutions from global leaders such as Microsoft Azure, Salesforce CRM and ERP systems to provide customers with advanced technology solutions tailored to their individual business needs.

In 2024, we have undertaken several initiatives that have significantly strengthened our presence in Denmark. **The opening of a new office in Aarhus has enabled us to better serve our clients across the country, eliminating the need for frequent travel.** Now, with offices in both Copenhagen and Aarhus, we are even closer to our business partners, enabling us to respond more quickly to their needs and tailor our offering more efficiently.



**TTMS Nordic's success has been recognised by the local business community and the Danish media. An article in a prestigious Danish business newspaper highlighted our dynamic development, innovation and growing market position.**





# TTMS UK

## TTMS UK

[2-2, 3-3] TTMS UK was founded in 2015 with the main objective of providing IT services in a nearshoring model to UK clients, using teams from Poland. Initially, the company operated in a virtual formula, without a physical office in the UK, and its administrative support was (and remains today) provided by a local service company based in London. Until 2022, the development of TTMS UK was gradual, focusing on the implementation of selected projects in the

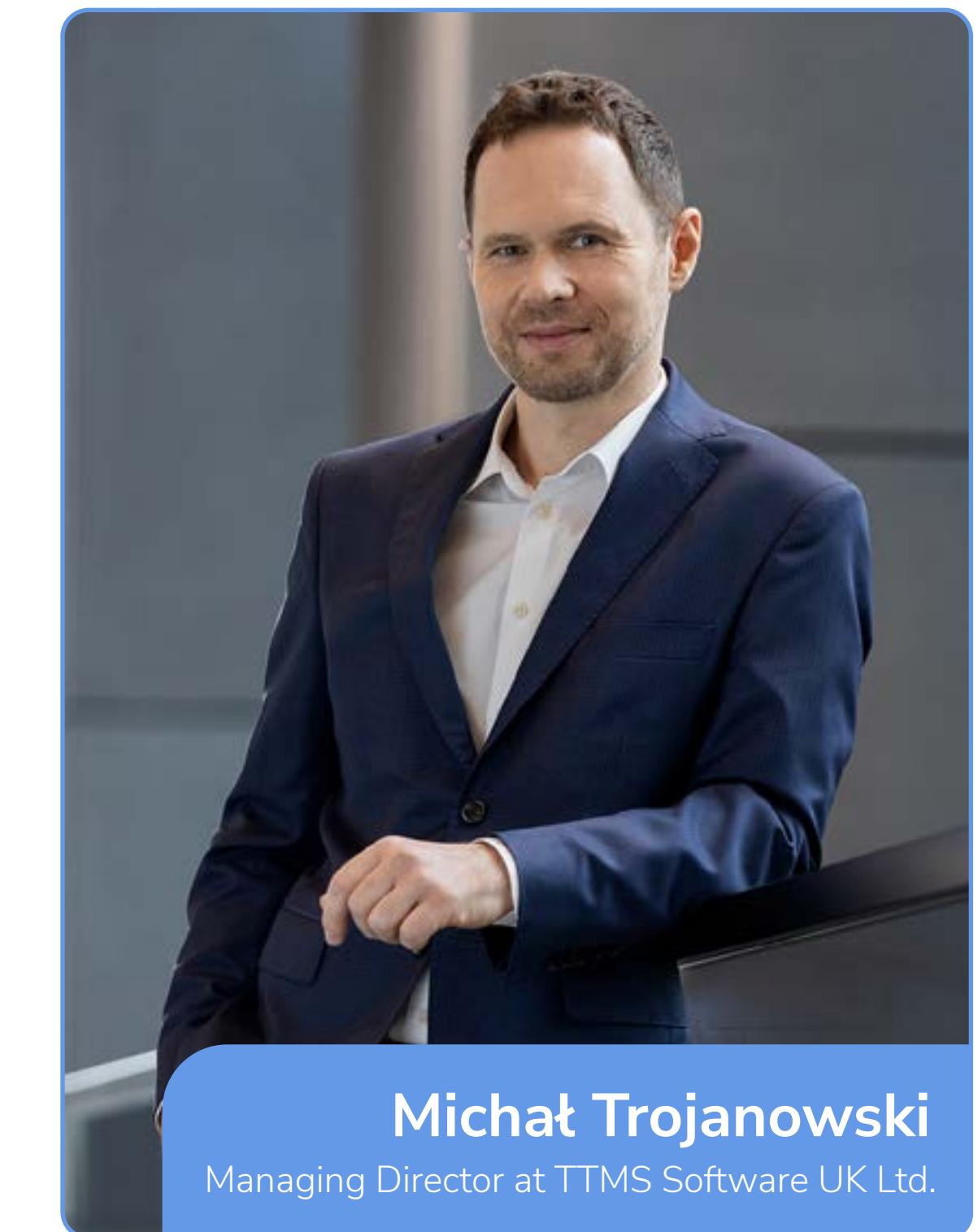
areas of IT and education, relying primarily on specialists from Polish teams. **In 2023, the name was changed from Transition Technologies Managed Services Ltd to TTMS Software UK Ltd to better reflect the specialisation and direction of the company.**

In 2024, the company entered a phase of rapid growth, which led to the hiring of two sales representatives responsible for

promoting and selling the full TTMS service offering in the UK market. Their initial activity involved analysing the local market and tailoring the service portfolio to meet specific customer needs. **There was particular interest in artificial intelligence (AI) based solutions, Salesforce and Microsoft Power BI technologies, and priority industries included pharma, industry, defence, legal and NGOs.**

For 2025, TTMS UK has planned to further strengthen its position by developing sales in both existing and new technology areas and business sectors. The expansion of the company's organisational structures will also continue. An important step is the termination of cooperation with employment agencies in favour of direct hiring by TTMS UK. To this end, a person responsible for managing HR processes has been appointed and cooperation with a new company specialising in tax, legal and payroll services has begun.

In addition, a deeper collaboration with the UK trade association techUK, of which TTMS UK is an active member, is envisaged for 2025. In the longer term, the company is also considering opening its own physical office in London.



**Michał Trojanowski**

Managing Director at TTMS Software UK Ltd.

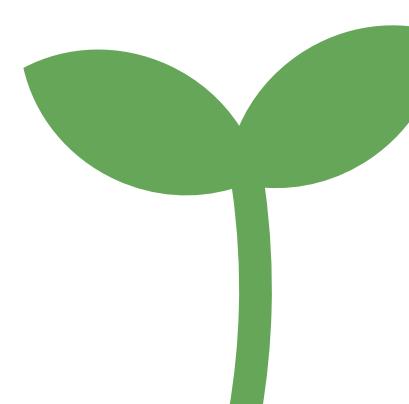


### PIXEL PLUS

[2-2, 3-3] Pixel Plus AG is a Swiss digital agency based in Zurich that **specialises in web design and development, end-to-end User Experience (UX/UI) solutions, digital strategies and digital transformation services**. The company offers innovative, tailor-made solutions to help businesses effectively optimise their online presence and engage their audiences.

With a particular focus on superior design quality, advanced technical expertise and a user-centred approach, **Pixel Plus AG supports clients in sectors such as finance, healthcare, industry, retail, education and public administration.**

Solutions provided include **modern websites, advanced e-commerce platforms, mobile applications and digital branding strategies.**

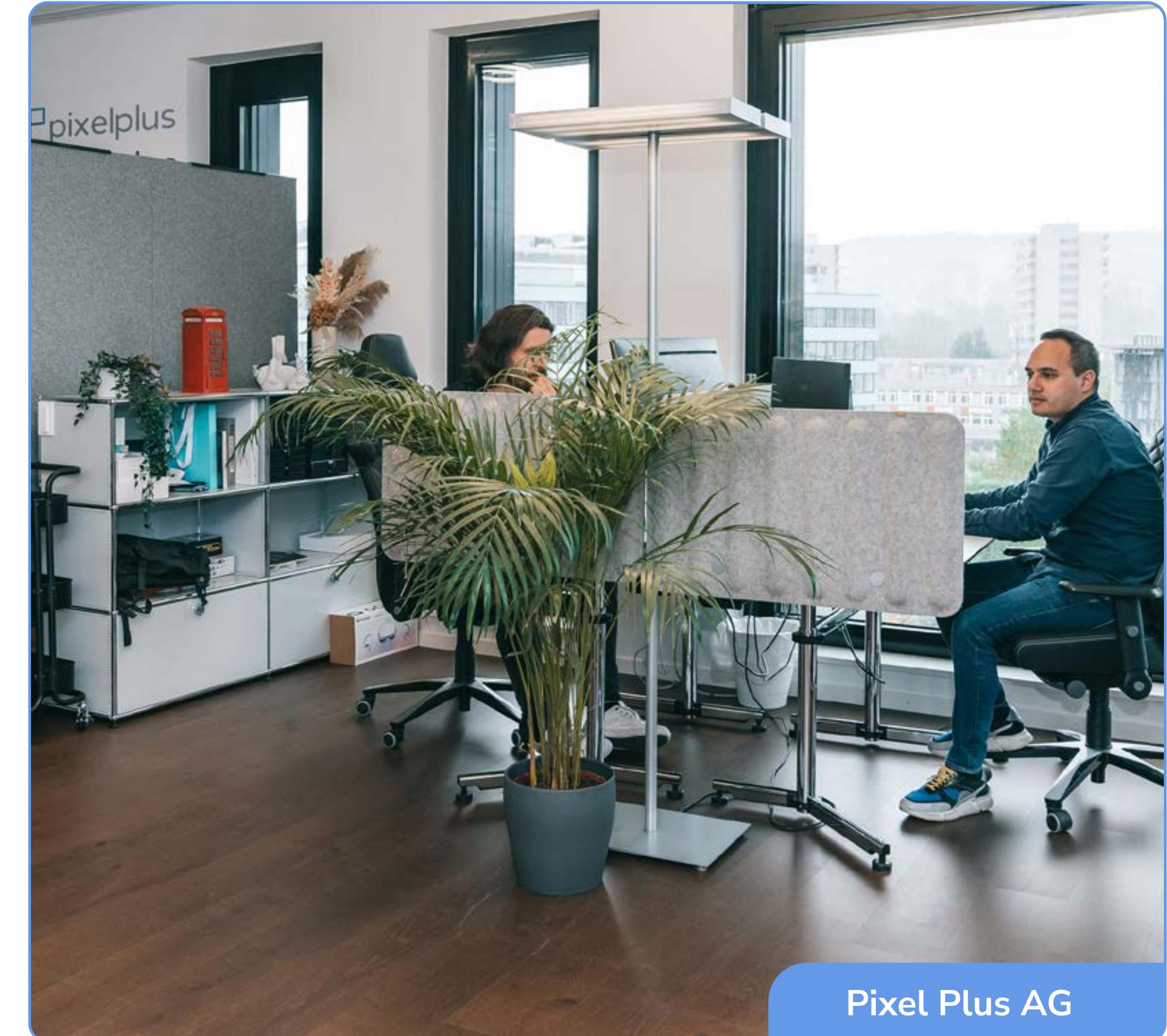


As part of the international **Transition Technologies MS (TTMS) Group**, Pixel Plus AG benefits from the TTMS Group's global network of technology experts and extensive resources, enabling it to deliver complex digital projects on an international scale.

**The company's operations are guided by the highest Swiss quality standards and responsible business practices**, providing sustainable, scalable and secure digital solutions that contribute to the business success of customers worldwide.

In 2024, Pixel Plus AG continued its dynamic growth, expanding its offering with **the latest technologies in artificial intelligence and data analytics**.

It also successfully implemented **integration projects, linking digital technologies to customers' business processes**, enabling them to respond effectively to changing market conditions and strengthen their competitive edge.



**Pixel Plus AG**

# Business model



## Business model

The basis of our business model is the Managed Services concept, which is clearly different from traditional forms of hiring IT specialists such as body leasing or team leasing.

Under Managed Services, we not only provide customers with qualified personnel, but above all we take full responsibility for the implementation, management and maintenance of the designated IT systems or processes.

This model of cooperation requires us to have significantly broader and more advanced technological competences, while at the same time providing clients with significant savings in time and costs associated with the operational management of IT projects. This provides customers with comprehensive support, allowing them to focus on their core business activities.

Our independent teams of specialists are deeply involved in our clients' operational activities, allowing us to better understand their specific business and effectively tailor technology solutions to their specific needs.

This collaborative model provides a win-win for both parties, offering **high quality services and attractive economic terms.**



## Services

# [2-6] We offer a wide range of IT services focused on the development, optimisation and maintenance of IT systems:

### Managed Services

Our key and most advanced service is the Managed Services model, which provides clients with comprehensive care for selected areas of IT

**We provide fully organised teams of specialists, responsible for all stages of a project - from planning and implementation to maintenance and development of IT systems.**

The team takes full ownership of the tasks and the client retains control of the business assumptions. This gives clients greater cost transparency, saves organisational resources and allows them to focus on their key business objectives.

### Development and maintenance of IT systems

**Starting projects from the design and implementation phase, we create dedicated IT solutions based on the latest technologies to ensure flexibility and scalability of the systems.** When specific applications are already functioning in the customer's company, we upgrade them, taking care of the performance, security and overall stability of the IT environment. After implementation, we provide support and post-implementation care, which enables continuous monitoring of the systems' operation, quick response to emerging problems and their efficient resolution, as well as updating the software as business needs change.

### Quality management of IT systems (4Q)

To guarantee the highest quality standards in implemented and maintained IT environments, we offer clients a 'four-dimensional' 4Q service. **We first carry out a needs and requirements analysis, defining the scope and key quality objectives. We then develop a test environment and conduct in-depth testing, verifying that the solutions comply with the established criteria.** Based on the control tests carried out, we create reports to identify possible areas for improvement. Importantly, we use a continuous improvement process throughout the cycle, allowing us to monitor and adapt the solutions to user needs on an ongoing basis.

### Outsourcing IT

As part of our IT outsourcing services, we provide teams that can fully integrate into the client organisation and take responsibility for selected processes or the implementation of specific projects. Depending on the needs, outsourcing takes different forms. **If the client is looking for selected competences in a particular technology, we provide support through a body leasing model, delegating individual IT specialists.** When it is important to quickly supplement resources with an entire project team, we offer team leasing, significantly reducing recruitment and induction time. For more extensive initiatives, on the other hand, we can offer full project execution under the Custom Projects Delivery formula, in which we take over the entire process - from conception and development to testing, implementation and post-implementation support.

## IT consulting, audits and training

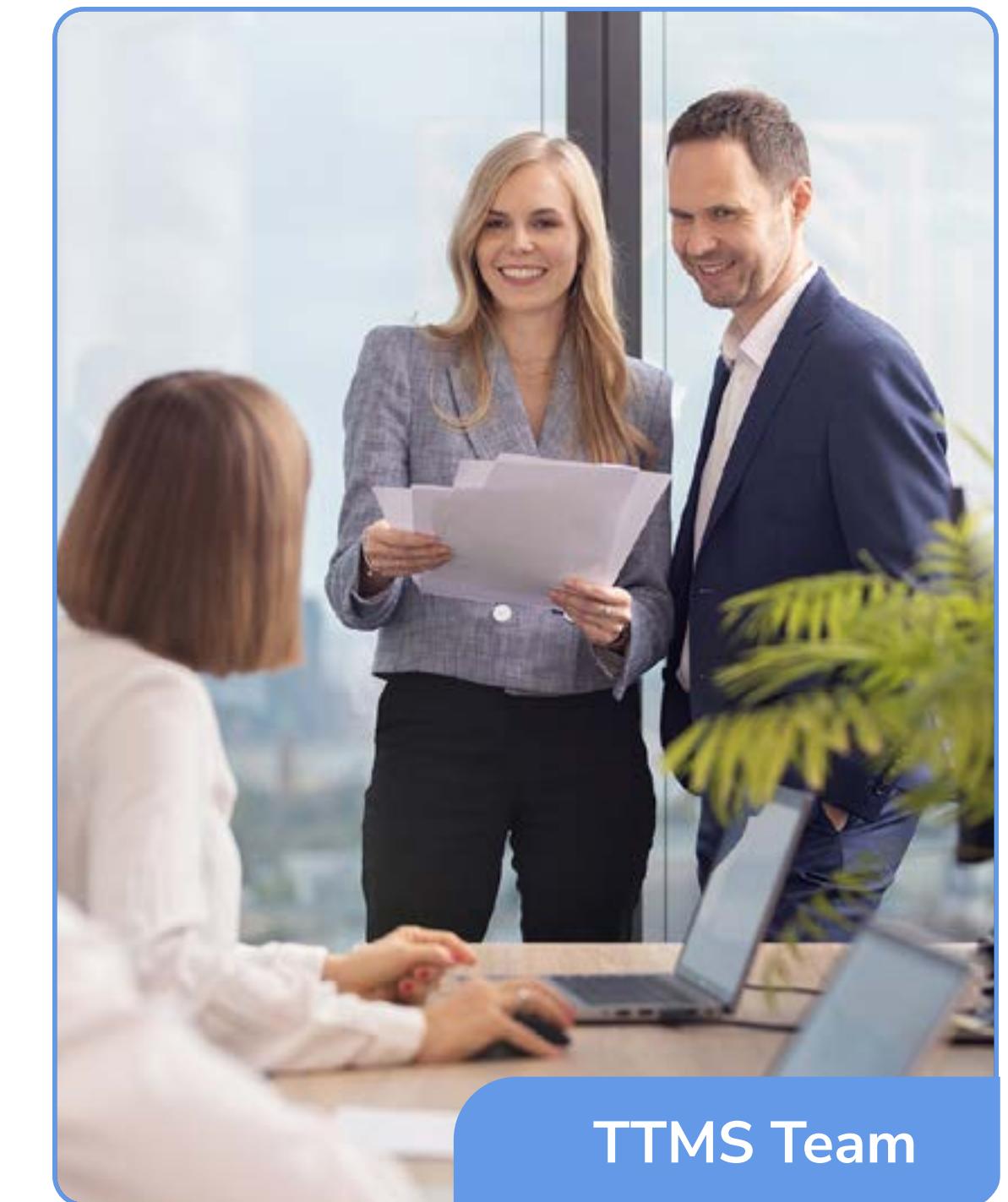
We support companies in their IT architecture decisions and in the selection of optimal technologies and tools. **As part of IT consulting, we help develop a digital transformation strategy or carry out a migration to cloud environments. If a company needs to assess the state of existing systems and procedures, we perform audits, identifying specific areas for improvement.** In addition, we offer training and workshops where we share our knowledge of project management methodologies (including Agile) and the latest tools and technologies, strengthening the competencies of our clients' teams.

## Technologies and sector specialisations

We base our daily operations on proven and recognised market solutions such as **Adobe Experience Manager, Salesforce, Microsoft Azure, Microsoft 365 / Office, Power BI or e-Learning.** As a result, we effectively support the digital transformation of organisations and enable them to effectively use innovative cloud applications and services. **We also provide services to the defence sector, and for business process automation we recommend the Webcon BPS environment.** Complementing our expertise is our specialisation in Snowflake solutions, providing advanced data analytics and support in the area of Big Data. Thanks to this broad spectrum of technologies, we

are able to flexibly adapt the solutions offered to the needs of customers from different industries and at different stages of their development.

With a wide range of services and expertise in many IT disciplines, we are able to flexibly adapt to our clients' needs - regardless of the scale of their business or the industry in which they operate. **Our team not only delivers world-class solutions but also supports clients in continuously improving and evolving their IT environments so that they can successfully compete in a changing market environment.**



## Customer relations

[3-3, 417-2, 417-3] Our key objective is to tailor each service to the individual client's needs, even if it is based on the same technological solutions. Thanks to an in-depth understanding of the industries in which our partners operate, we can precisely take into account the specifics of their markets and current business challenges.

Managed Services in particular require a high level of integration and mutual trust.

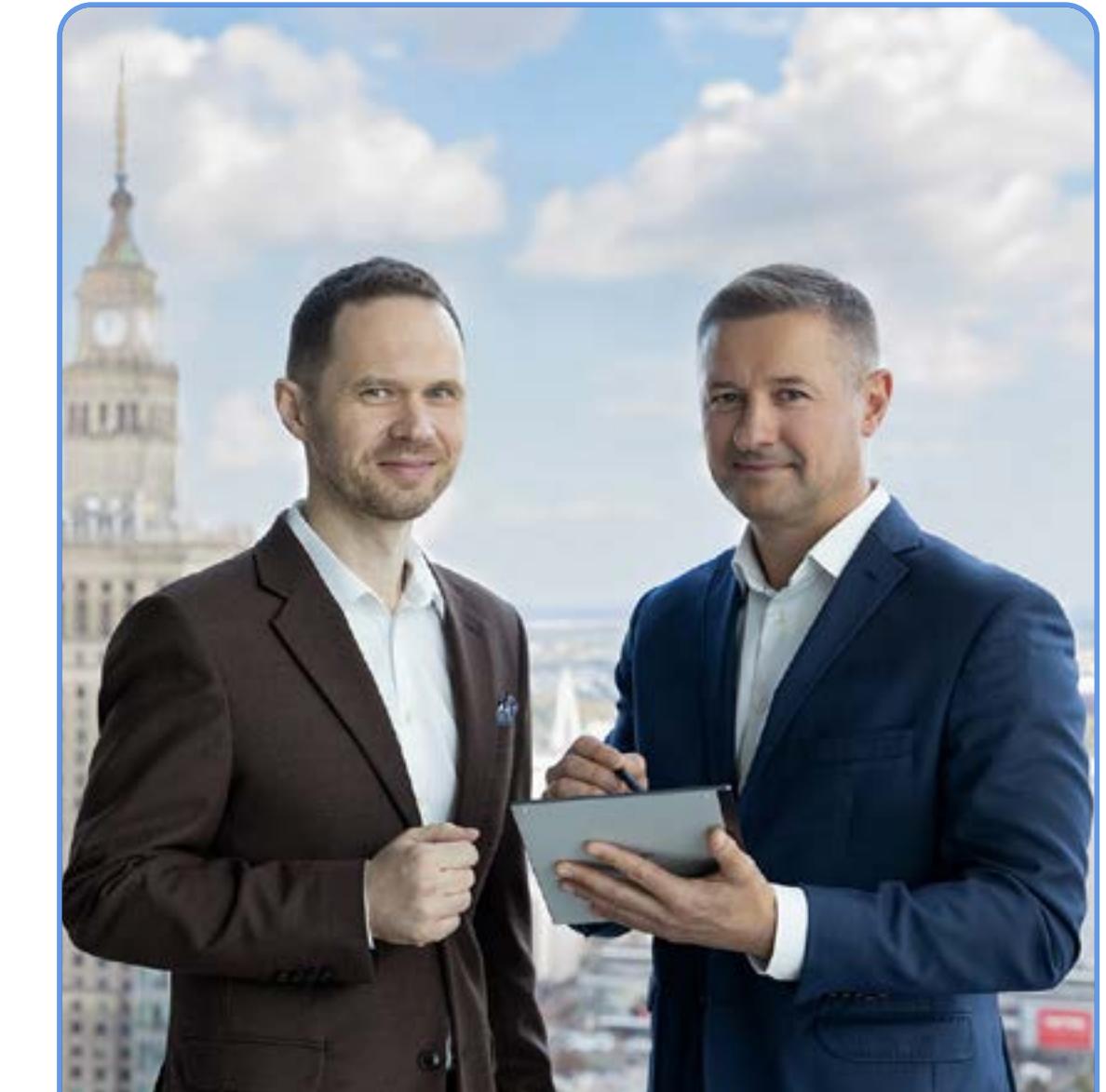
**Our experts not only deliver services, but also become part of the client's organisational structures, which improves communication and significantly increases the efficiency of the projects implemented. This approach allows us to build long-term business relationships based on transparency and professionalism.**

Each project is carried out with full consideration of the client's individual needs and objectives, which is possible thanks to our specialisation in selected industries and extensive experience of working with international companies. Cooperation in the Managed Services model means full support for the client at every stage of the project, which translates into better control over project implementation and the achievement of the desired business results.

Our commitment to maintaining high standards is reflected in the fact that there have been no incidents of unreliable information about our services or problems in

marketing communications. On the contrary, many clients have remained with us since TTMS was established as a stand-alone entity, confirming the stability of our business relationships and the trust we have built in the market.

Openness to customers' needs, close integration of our teams into their organisations and a consistent focus on long-term cooperation are the foundations of our strategy. **We are focused on continuously improving the quality of our services and actively seeking innovative solutions that increase the business value of our partners.**

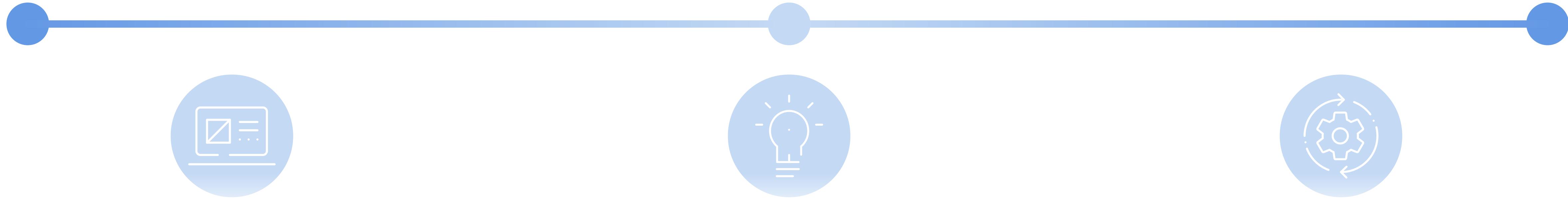


Michał Trojanowski and Tomasz Tywoniuk



## Role in the economy

[3-3, 203-2] Our IT solutions and services directly improve the efficiency of management in many sectors, such as pharmaceuticals or defence, and support customers in maintaining the highest standards of security and quality.



Thanks to the continuous development of our competences and the use of innovative technologies, we play an important role in improving the competitiveness of the Polish economy and building the expert reputation of the Polish IT sector internationally.

Through our membership of the **NATO Innovation Hub**, we are also involved in initiatives to strengthen security in the Central and Eastern European region, which further underlines our social responsibility and commitment to strategic areas of the economy.

With a consistent and professional approach to the provision of IT services, we are constantly working to develop competence, innovation and global reach to respond to our clients' increasingly complex business challenges. **Our aim is to provide long-term support at every stage of digital transformation and to build partnerships based on mutual trust and transparent communication.**



## Supply chain

[2-6, 204-1] A key element of our supply chain is close cooperation with the companies in the Transition Technologies Group. This gives us the flexibility to select the right competence resources and respond more quickly to growing project needs.

In practice, this means being able to benefit from shared expert resources, specialist support in various technological areas and proven solutions developed within the TT Group.

Our projects are primarily carried out with highly qualified experts, with whom we conclude long-term contracts in a B2B model. Although most of them are professionals from local markets, we also reach out to specialists from abroad when we need knowledge or competences not available in a particular region.

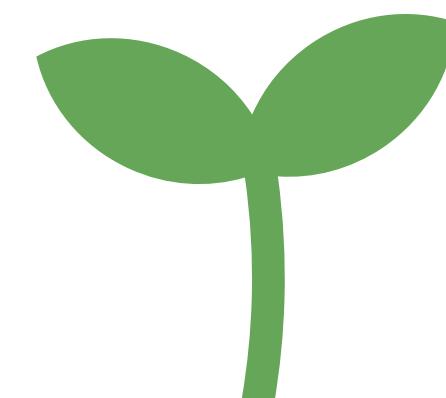
**This model allows us to maintain high standards of quality and efficient communication, while at the same time being able to expand the team with skills that are rare and often crucial to a project.**

In addition to sourcing IT experts, we also cooperate with various entities in complementary functions (such as PR services, cleaning, energy supply or office space rental). In this respect, we prioritise local suppliers, which fosters lasting business relationships in the immediate vicinity. In addition, this has a positive impact on the flow of information, facilitates day-to-day management

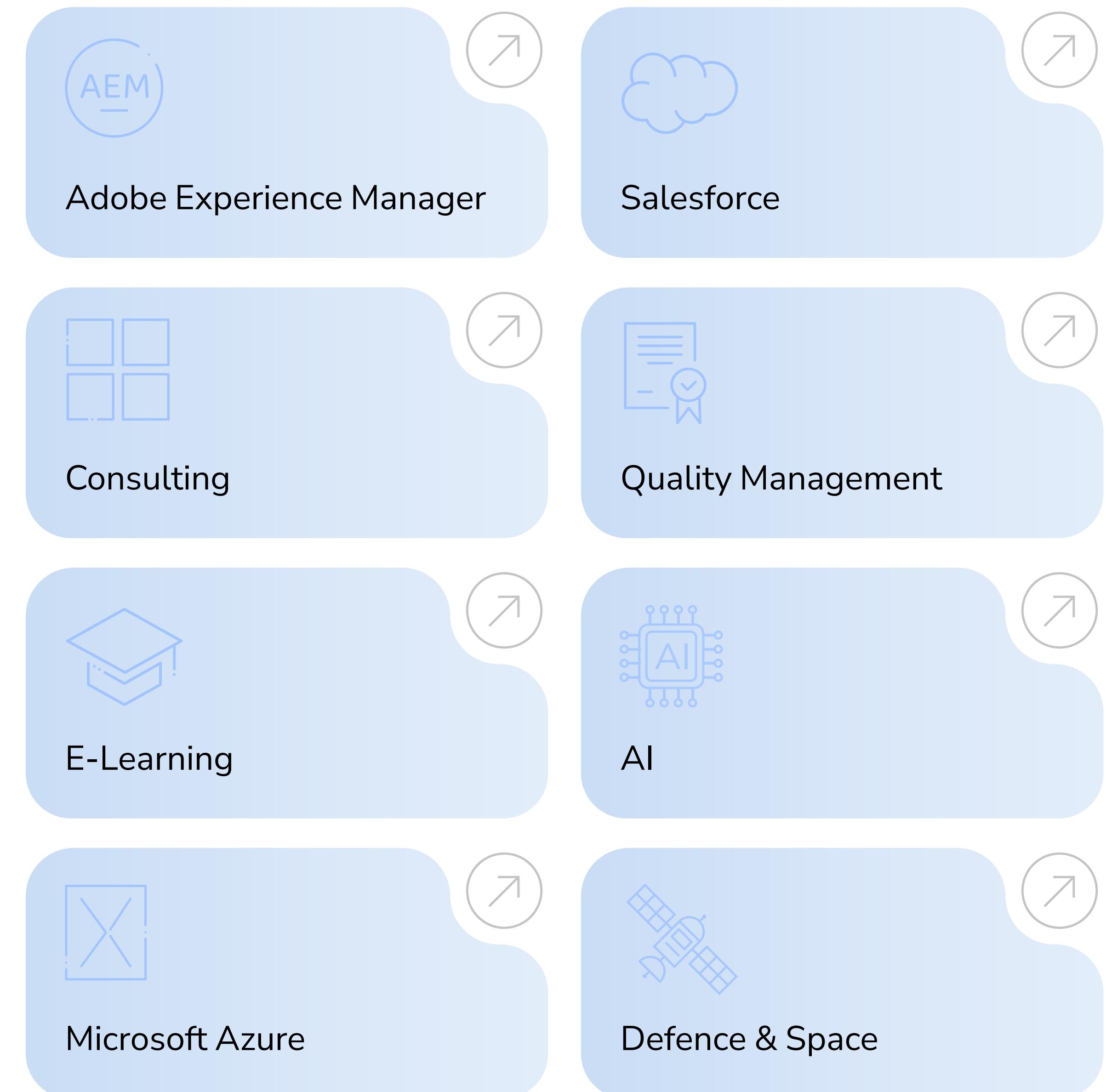
and ensures direct contact in situations requiring a rapid response.

However, in the case of global IT solutions or expert services not found in the local ecosystem, we reach out to international suppliers and pay royalties to global technology companies. **Nevertheless, it remains a priority that all actors involved - regardless of location - guarantee reliability, security and compliance with the quality standards we set.**

A supply chain built in this way combines local character (strengthening the regional economy and facilitating cooperation) with international potential (allowing us to tap into global innovation and specialised expertise). This allows us to implement demanding, complex projects based on a proven network of partners, while ensuring the highest level of service and customer satisfaction.



# Our key specializations:



## AEM

[2-6] **Adobe Experience Manager (AEM)** is an advanced CMS (Content Management System) platform that enables the creation of complex, multilingual websites with a high level of sophistication.

The platform combines an intuitive user experience with powerful functionalities, providing a multi-channel approach, which enables content to be delivered across devices and to multiple language groups.

**AEM-based solutions are mainly aimed at large enterprises and global organisations whose websites are visited by millions of users every day.**

In 2024, TTMS experts specialising in AEM technology actively participated in important industry events:

**Adobe Partner Experience Tour in Warsaw**

These initiatives have strengthened TTMS's position in the market and allowed specialists to keep up to date with the latest Adobe solutions.

**Adobe Community Meetup: Puzzle to Dazzle in Warsaw**

The TTMS team dedicated to Adobe Experience Manager is distinguished by effective internal communication, collaboration on joint initiatives and regular events to integrate professionals. AEM Knowledge Market meetings are held periodically - hours-long presentations and workshops led by team members to share knowledge, develop competencies and discuss the latest technology trends.



**AEM Team**

A regular feedback system is in place within the team structure, providing employees with ongoing feedback from supervisors and colleagues to support their professional development. Project teams are managed by experienced leaders, responsible for smooth communication and work organisation. **The vast majority of specialists work in a Managed Services model, while individual experts are delegated to clients on a body leasing basis.**

The AEM team at TTMS is made up of professionals with varying levels of professional experience - from juniors to experts, covering roles such as Architect, Technical Leader, Developer, Business Analyst or Tester. This structure enables the working environment to be effectively tailored to meet the professional needs of people at different career stages.

# Consulting

[2-6] The TTMS Consultancy Department, led by the Director of Analytical Solutions and Automation, specialises in four key areas:

## 1 CREATING ADVANCED ANALYTICS PLATFORMS

Creating advanced analytics platforms, including data warehouses and reports that enable detailed analysis of business operations through interactive visualisations. The key technologies here are **Azure**, **Snowflake** and **Power BI**.

## 2 DEVELOPMENT OF BUSINESS APPLICATIONS

Fast and flexible development of business applications using the **Microsoft Power Platform (Power Apps and Power Automate)** for customers using Microsoft 365 infrastructure.

## 3 AUTOMATION OF BUSINESS PROCESSES

Automation of business processes and information flow management in organisations, implemented using the **Webcon BPS** platform.

## 4 ADVICE

Advice on optimising licences and costs associated with **Microsoft 365** and **Office 365**, including support in sharing and managing subscriptions.



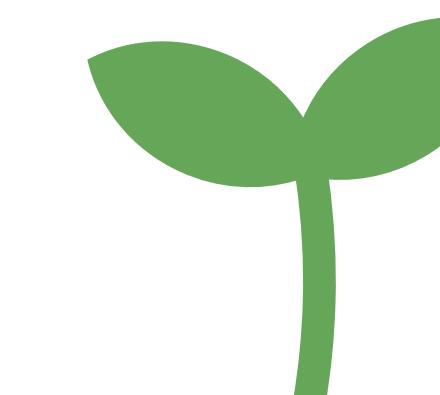
Azure



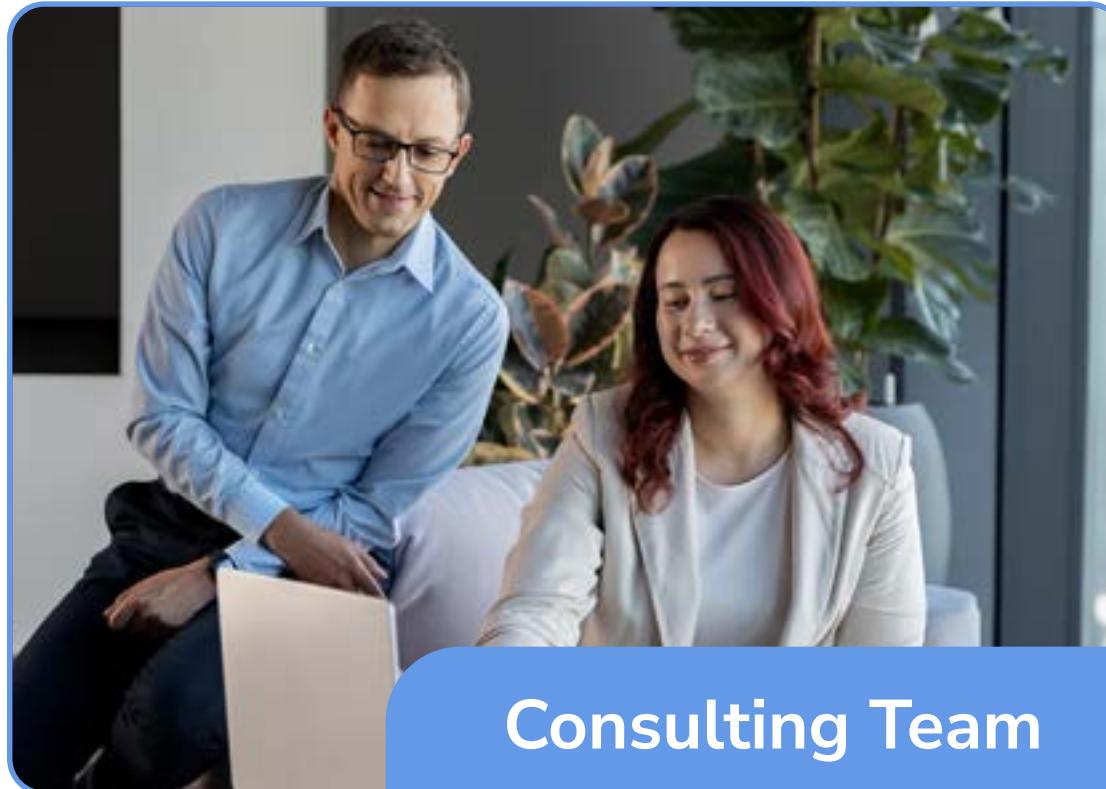
Power BI



Fabric



The TTMS Consulting Department consists of experienced specialists with comprehensive technological and business skills.



The team carries out projects comprehensively (**end-to-end**) - from analysis and architecture design, through solution implementation, to its maintenance and further development. **Each area of activity has a dedicated leader who coordinates the work of architects, analysts, developers and testers.** TTMS's range of consulting services is mainly aimed at large and medium-sized enterprises.

**Microsoft Power BI** is a market-leading business intelligence platform that enables the creation of interactive reports accessible from anywhere and from any device. It provides rapid deployment and advanced data analysis.

**Snowflake** is a platform that enables the cost- and time-efficient building of modern data warehouses, especially for large sets of information (over 1TB) from multiple sources. It enables comprehensive data integration and advanced business analytics. **TTMS has been working with Snowflake since 2022 and has held Select partner status since 2023.**

**The Microsoft Power Platform**, including Power Apps and Power Automate tools, is a rapidly growing environment for building modern business solutions. It works well for both departmental applications and large-scale Enterprise projects. The platform integrates with Power BI, Microsoft CRM and artificial intelligence (AI) based tools.

**Webcon BPS** is a comprehensive platform for business process automation and management, enabling the creation of dedicated applications without coding. **TTMS has been an official Webcon partner since 2022.**

**The TTMS Consultancy Department** actively supports the exchange of knowledge between business and technology, regularly organising events such as **Round Table** and open **Webcon training sessions**.

In 2024, team representatives also participated in events:

**Webcon Day** in Cracow,

**Webcon Workshop** in Varso Tower,

where they were able to learn about the latest trends and actively participate in industry discussions.



## E-Learning

[2-6] **E-Learning is a modern end-to-end solution for developing employee competencies in an online format that automates training processes and optimises the costs associated with employee education.**

TTMS uses innovative methods to engage participants in training, such as gamification and solutions based on artificial intelligence (AI). e-Learning training courses are implemented and managed using dedicated LMS (Learning Management Systems) platforms.

**In the TTMS, the e-Learning area consists of two complementary pillars:**

### ADMINISTRATIVE

The team responsible for managing training content and handling administrative processes. It also provides user support, report generation and ongoing management and monitoring of course delivery.

### DEVELOPER

A team that creates interactive educational content such as e-Learning courses, instructional videos, animations, video tutorials and educational interactive games. Each of the solutions developed is individually tailored to the specific requirements of the client, increasing the effectiveness of learning.

Thanks to the collaboration of these two areas, TTMS clients receive comprehensive support for the entire training process - from the design stage of the learning materials to their administration and analysis of the results.

There are two main positions in the TTMS E-Learning team - E-Learning Developer and E-Learning Administrator. Each of these positions includes three levels of experience: junior, specialist and senior. In addition, members of the development team have specialisations such as graphic designer, instructional designer or animation developer (including 3D). This enables the form and functionality of training to be tailored precisely to the customer's needs on the basis of a detailed requirements analysis.

The E-Learning team at TTMS is characterised by a high degree of flexibility - most team members are not permanently assigned to a specific client, allowing for effective resource management and rapid response to new needs. The team coordinator manages the allocation of staff to

projects and ensures that they are always ready for new initiatives.

**TTMS's e-Learning service offerings are aimed at companies of all sizes and industries, although most customers are global enterprises.**

In 2024, the E-Learning team focused its activities mainly on marketing and generating new business leads, with the aim of increasing the visibility of the e-learning services and promoting the comprehensive TTMS offering. During this period, the team consciously did not participate in external industry events, focusing instead on intensifying promotional activities and developing internal competencies.

## Microsoft Azure

[2-6] Microsoft Azure is one of the world's leading cloud platforms, enabling advanced, scalable and secure IT solutions.

The platform supports companies of all sizes - from global corporations to medium and small businesses - by providing a wide range of services, tools and libraries needed to build modern, distributed IT environments.

TTMS has a dedicated team of Microsoft Azure technology specialists, including roles such as Software Architect, Software Engineer and Quality Assurance Engineer.

**The project teams operate in accordance with Agile methodologies, carrying out tasks including selecting appropriate technologies, integrating existing solutions, designing system architecture and implementing optimal and effective cloud solutions.**

Due to the complexity of the ongoing projects, particular emphasis is placed on effective communication - both within the team and with clients. For this, the Azure team uses both standard communication tools and solutions dedicated to working in the cloud environment, which support automation and effective translation of project requirements into finished IT solutions.

Experts design, develop and implement advanced IoT solutions that effectively support the business goals of customers across a range of industries. The team also has extensive expertise in other technology areas, actively working with clients at various stages of their digital transformation.

**The use of artificial intelligence (AI) also plays an important role in projects implemented by Azure specialists. The team**

**implements innovative AI models that optimise business processes, automate tasks and increase the efficiency of IoT systems.** The integration of Azure technology with AI and IoT solutions allows us to provide customers with modern, technologically advanced products and services that increase their competitiveness and support the digital transformation of their organisations.

The main specialisation of the Microsoft Azure team at TTMS is the **Internet of Things (IoT)**.



## Salesforce

[2-6] **Salesforce is a global leader in cloud solutions, offering comprehensive customer relationship management tools.**

**The company's key product is its CRM (Customer Relationship Management) platform, recognised as one of the best tools to support sales, marketing and customer service management.** Salesforce platforms are tailored to meet the needs of businesses of all sizes - from small businesses to large corporations - supporting key business processes and specific industry requirements.

The Salesforce team at TTMS includes a broad spectrum of specialists such as developers, consultants, testers, business analysts and project managers, based both in Poland and Malaysia. The company implements greenfield projects, which involve implementing new Salesforce solutions from scratch. In addition, TTMS provides support to companies already using Salesforce, offering outsourcing of certified

specialists and Managed Services, which includes ongoing maintenance and development of systems.

**TTMS specialists regularly expand their competences by gaining further Salesforce certifications and actively participating in knowledge exchange within project teams.**

TTMS has held official **Salesforce Partner status since 2014**, enabling the company to customise and develop this platform according to individual customer needs.



**The CRM system offered by Salesforce includes numerous business processes and relationships that can be effectively modelled and integrated with other applications used by customers.** This integration allows companies to enrich their existing tools with Salesforce's advanced functionality. **The platform is fully scalable and can grow with growing business needs.** Salesforce also enables integration via APIs with thousands of technologies and applications, such as financial systems, ERP and authentication platforms.



**Salesforce Team**

**In 2024, TTMS Salesforce experts participated in the following industry events, among others:**

**Report writing training**  
– an online webinar aimed at clients

**Salesforce World Tour Essentials**  
– a conference organised by the Salesforce community

# Quality management

All services are tailored to meet individual customer needs and cover four key areas:



**Validation of computerised systems for the pharmaceutical industry,**

**Quality management systems and audits,**

**Information security management,**

**Qualification of pharmaceutical processes, facilities and equipment.**

[2-6] **QUALITY** at TTMS is a team of experienced quality and compliance engineers specialising in providing services that comply with GMP requirements (FDA and EU) and ISO standards (including ISO 27001, ISO 14001, ISO 9001).

## VALIDATION OF COMPUTERISED SYSTEMS

Delivered in accordance with **EU GMP Annex 11 and US FDA 21 CFR Part 11 requirements**, using the **GAMP 5.0** methodology, the service includes the development, consultation and implementation of validation strategies at each stage of the system lifecycle - from concept, design and development to testing, implementation and operational exploitation, migration or decommissioning of systems.

## AUDITS

The service includes the implementation, development and maintenance of quality management systems in accordance with GMP, **GDP, ISO 13485, ISO 22000 and ISO 9001, ISO 14001 and ISO 18001 standards** in the pharmaceutical, IT and related sectors. The team, based on its many years of experience and acquired certificates, carries out compliance audits and proposes and implements improvement measures.

## INFORMATION SECURITY MANAGEMENT

Information security is central to the operations of IT companies and all organisations that process data. Based on the **ISO 27001 standard**, the team identifies areas requiring additional safeguards, monitors their effectiveness and supports change, incident and audit management processes, ensuring continuous improvement of the data protection system.

## QUALIFICATION OF PHARMACEUTICAL PROCESSES, INSTALLATIONS AND EQUIPMENT

The service includes a comprehensive analysis and qualification of processes, installations and equipment, carried out in accordance with **GMP requirements**. The aim is to confirm that all systems are properly designed and operate in accordance with user requirements and specified quality parameters.



## Participation in industry events in 2024:

**PCI Days 2024**  
(19-20 June 2024)

**XIII Information Security Experience Exchange** (November 2024)

Participation in these events provided an opportunity to showcase TTMS services, make new business contacts and develop the team's quality management skills.

## AI

## [2-6] TTMS uses artificial intelligence (AI) technologies to optimise business processes and increase the efficiency of client organisations.

The AI solutions being developed focus on intelligent automation, advanced data analytics and decision support.

An interdisciplinary team of experts, comprising specialists in data science, software engineering, law and digital transformation, has been set up to develop innovative projects in the field of AI. Their knowledge and experience allow them to design solutions precisely tailored to the needs of different market sectors.

One of the key TTMS projects in this area is the **AI4Legal** platform, dedicated to the legal sector. The system significantly reduces the time required to analyse data sets such as documents and records.

Using advanced natural language processing (NLP) models, AI4Legal enables:

**Automatic content analysis of documents and datasets** - extraction of key information, interactive chat, making document and contract review and evaluation more efficient.

**Analysing recordings, transforming the content of recordings into summaries, interactive chat** to ask questions about the details in the recordings.

**Automatic creation of documents** such as contracts, legal opinions and other documents based on predefined templates.



### A balanced approach to AI

TTMS attaches particular importance to the responsible implementation of AI technologies, considering ethical, social and environmental aspects:

**Ethics and transparency** – applying Explainable AI principles and auditable models to ensure transparency of decisions,

**Sustainable data management** – using energy-efficient cloud solutions for data processing and analysis,

**Security and privacy** – full compliance with current data protection regulations (including GDPR, ISO 27001), ensuring control and protection of clients' confidential information.

TTMS continues to develop its expertise in artificial intelligence, investing in new technologies and implementing innovative AI solutions that support customers and contribute to sustainable and responsible business goals.

## Defence & Space

### [2-6] Technologies for security and peace

As part of our activities at Transition Technologies MS S.A., we not only develop solutions for industry, pharmaceuticals or the public sector, but also actively support national and international security with activities in the specialised **Defence & Space division**.

This is a strategic area where we combine our technological competence with social and state responsibility. We support military, police institutions and international security organisations (including NATO) in areas such as:

- development and maintenance of command and communication systems (C4ISR),
- integration with NATO systems,
- participation in the global imaging recognition system,
- software development for satellite and space solutions.

**The implementation of projects in this area is possible thanks to TTMS's holding of a concession from the Minister of the Interior and Administration for the 'manufacture and marketing of products and technologies for military and police use' - including software. The concession covers a wide range of technologies specified in the relevant legal acts.**

Our involvement in the defence and space sectors also means that we have to meet stringent information security standards. At TTMS we have:

- **Industrial Security Certificates** (issued by Homeland Security - ABW),
- **ISO/IEC 27001 certification** for information security management.

Thanks to our membership of **NATO's Innovation Hub ACT** (Allied Command Transformation) and our cooperation with entities such as PIT-RADWAR, we actively participate in projects that contribute to improving the defence and digital capabilities of NATO member states. The department is also important in the context of the technological transformation of the Central and Eastern European region.

**At TTMS, we believe that technology - properly designed and used - can serve both economic development and stability and peace. We view our contribution to the Defence & Space sector as a commitment to society and future generations**

# ESG Strategy



# ESG Strategy is based on 6 pillars

[2-22] At Transition Technologies MS, we have developed and implemented an **ESG strategy valid until 2025**. It is based on six pillars that set our key directions:

**1** We want to offer  
secure and top-quality  
digital services

# 3 We want to build diverse teams with respect for gender, cultures and faiths

# 5 We want to act in an environmentally neutral way

Each of the pillars includes specific objectives and actions to which metrics and values to be achieved in the coming years have been assigned.

We want to attract exceptional people and create a unique, on-corporate working atmosphere

**We want to share our success  
with those around us**

**We want to ensure the highest standards of management**

Issues related to the implementation of the ESG strategy are overseen by the Director of Sustainability and Administration. Our activities - both business and social - support the implementation of the UN Sustainable Development Goals.

# “E” Environmental



# “S” Social Responsibility



# “G”Corporate Governance



# UN Sustainable Development Goals

## UN Sustainable Development Goals, which we support through our activities

### The Environmental Dimension: TTMS Goes Green



#### Goal 11

**Make cities and human settlements safe, stable, sustainable and inclusive**

- We actively support efforts to reduce urban heat islands through involvement in planting projects
- Our working model reduces the need for daily commuting to the office, which contributes to reducing emissions
- We are systematically modernising our vehicle fleet, gradually switching to zero- and low-emission models, thereby supporting improvements in urban air quality



#### Goal 13

**Take urgent action to combat climate change and its impacts**

- We are reducing our carbon footprint by switching to green energy and upgrading our vehicle fleet
- We are involved in environmental projects that support CO<sub>2</sub> absorption, such as urban tree planting, reforestation and wetland revitalisation.



## Social dimension: TTMS for People



### Goal 3

**Ensure a healthy life for all at all ages and promote well-being**

- We provide private medical care for our employees and associates
- We provide access to specialists - nutritionists, psychotherapists and psychologists - to support the prevention of somatic diseases and mental disorders



### Goal 4

**To provide high quality education for all and promote lifelong learning**

- We support students at national universities in IT-related subjects
- We invest in the professional development of our employees
- We engage in industry education projects, including initiatives by our business partners



### Goal 5

**Achieve gender equality and empower women and girls**

- We do not accept any form of discrimination - based on gender, colour, race or religion - ensuring the diversity of our team
- We provide equal development opportunities for all employees, regardless of their gender, background or beliefs



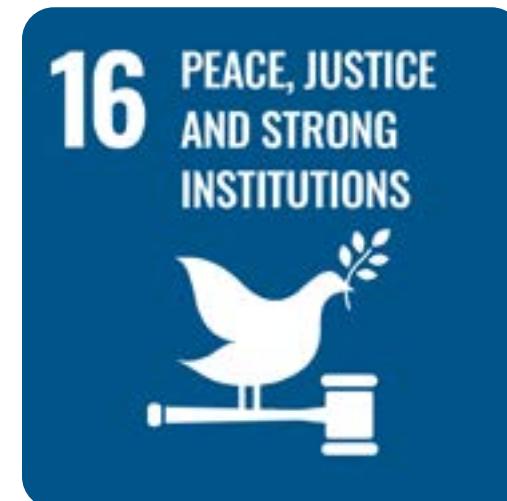
## Management dimension: TTMS Responsible Organisation



### Goal 9

**Build stable infrastructure, promote sustainable industrialisation and foster innovation**

- By supporting the development of information technology, we contribute to the creation of a reliable and resilient infrastructure, including the infrastructure of data security
- Our IT solutions support process optimisation and increase the operational efficiency of companies and public institutions



### Goal 16

**Promote peaceful and inclusive societies, ensure access to justice for all, and build effective and accountable, inclusive institutions at all levels**

- We conduct our business in a transparent manner
- We counter corruption and any unethical behaviour
- Zero tolerance for abusive and unethical behaviour
  - this is one of our core commitments



# Environmental TTMS Goes Green “E”

- Environmental management
- Sustainable modern offices
- Sustainable solutions
- Scope 3 greenhouse gas emissions
- Commitment to sustainable development and biodiversity



## Environmental management

### Environmental management in accordance with PN-ISO 14001

[3-3] Although the IT industry is a significant consumer of electricity and generates a significant carbon footprint, it is rarely equated with a significant environmental impact. It is more often seen through the lens of innovation, which can optimise environmental impacts, including carbon footprint, in other sectors. Many IT solutions improve business processes and the operation of machinery and equipment, which benefits both businesses and the environment.

For several years, we have been calculating our carbon footprint for Scopes 1 and 2 and, from 2022, also for significant elements of Scope 3. This enables us to manage this area effectively. We are constantly analysing and improving our processes so that the scale of our impact is not only under control, but also gradually decreasing. We track the consumption of energy carriers, look for savings and decarbonisation of business processes, and compensate the environment for remaining greenhouse gas emissions.

environmental impact, we have implemented an environmental management system in accordance with the **PN-ISO 14001 standard**.

In 2022, our environmental management approach was verified and certified as compliant with the **PN-ISO 14001 standard**. In 2024, a surveillance audit was again carried out, confirming compliance with the standard and extending the validity of the certificate.

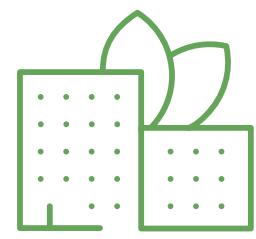
At TTMS, we look holistically at our environmental impact, supporting all initiatives that enable green IT solutions. **We work diligently to minimise our direct impact on nature, including the climate.**

As set out in our ESG strategy, taking into account key environmental aspects and related targets, we aim to achieve carbon neutrality by 2025. We are proud of the progress we have made so far and are continually taking concrete steps to meet this commitment. We are confident that with the determination and commitment of our team we will achieve this goal.

## Sustainable modern offices

[305-1, 305-2] Our office space has been designed with people in mind, in a way that promotes focus and well-being. We are also committed to making it environmentally friendly.

**The administrators of the buildings in which we rent space provide us with the relevant certificates to prove our use of clean energy.** For example, offices in Białystok or Wrocław are powered by green energy. In Lublin, 10% of the building's energy needs are covered by photovoltaic panels installed on the roof. Even in our office in Malaysia, where reducing the carbon footprint is not yet commonplace, we have implemented simple energy-saving methods such as reducing the operation of air conditioners during off-hours. **As a rule, our offices are located in modern office buildings that meet high standards related to sustainability.**



In our offices, we focus on appropriate vegetation and natural light. We make sure that the air we breathe is clean, so we are constantly increasing the number of carefully selected plant species that have the ability to trap pollutants.

Our spaces are well lit with natural light and wood materials predominate in the finishes. **We also strive to make our computers and office equipment as energy efficient as possible and the electricity we use comes from renewable sources.**



### TTMS Office in Warsaw



The new Warsaw office, which is also the headquarters of TTMS, is located in **Varso Tower**. The building has won a number of prestigious certifications, including:

**BREEAM Outstanding** – confirming that it meets above-standard environmental and sustainability requirements,

**Well Core Gold** – indicating that the building has been designed with the comfort and safety of its occupants in mind,

**Well Health and Safety** – ensuring the safety of the building in health emergencies, including in the event of a pandemic,

**Barrier-free facility** – confirming architectural accessibility for people with reduced mobility..

## Sustainable solutions

### GOOD ACCESS TO TRANSPORT INFRASTRUCTURE

At Transition Technologies MS, a hybrid working model is commonplace, combining the fulfilment of professional duties remotely with regular presence in the office. With a view to employee comfort and reducing our carbon footprint, we are guided by the availability of public transport infrastructure when selecting the location of our offices. In large cities, this is particularly important due to the increased commuting time and higher costs associated with the use of private cars. **Reducing the length of daily commutes translates into lower emissions of carbon dioxide and particulate matter, which has a positive impact on air quality.**



### INFRASTRUCTURE FOR CYCLISTS

Being aware that commuting is a significant source of greenhouse gas emissions, we encourage our employees to use bicycles instead of cars. In most of our offices, we provide adequate cycling infrastructure - places to leave bikes safely, spaces to change and the opportunity to freshen up after the commute. **In this way, we reduce our environmental impact while promoting a healthy and active lifestyle.**



### MODERNISATION OF THE VEHICLE FLEET

We are systematically replacing our small fleet of company cars with low- and zero-emission vehicles with alternative propulsion methods. Aware of the fact that a significant part of the carbon footprint of vehicles comes from their manufacture, we only replace cars with new ones after a full depreciation period. Despite the doubts that have been raised about the total environmental footprint of electric vehicles, we believe that the reduction of air pollutant emissions in the local environment (so-called low emissions) justifies the investment in modern transport technologies.

### WASTE MANAGEMENT

Special bins, appropriately labelled for the effective segregation of basic waste fractions, are available at all TTMS offices. With clearly labelled bins, employees can easily and correctly segregate waste, increasing the chance of recovering recyclable materials and reusing them.

We also cooperate with a specialised external company that is responsible for the proper management of used IT equipment, including hard drives, taking into account environmental protection and data security requirements. Used toner cartridges are collected and disposed of by the company supplying the printers. In addition, the administrators of the buildings in which our offices are located ensure the proper collection and management of used light sources, such as fluorescent lamps and LED lighting.

# Scope 3 greenhouse gas emissions

## Employee commuting

[305-3, 305-5] Employees' commuting is an important part of the carbon footprint analysis, although it is not directly included in the emissions generated by the company. However, as they remain linked to the business, their magnitude depends on the following factors:

- the scope and opportunities for using remote working,
- frequency of staff visits to offices,
- the distance between the employee and the workplace,
- the type of transport used for commuting.

## Our policy

In the IT services sector, many positions allow remote working, which significantly reduces the total distance travelled by our employees during the year and thus contributes to reducing transport-related emissions. However, it should be noted that the possibility to work remotely does not apply to everyone - in particular those employed in support departments. We attach great importance to the selection of our office locations, guided by their accessibility in terms of distance, public transport infrastructure and the presence of cycle paths. Each location decision is the result of a compromise, but we actively involve employees in

the process, for example through surveys. This approach makes it possible to optimise daily commuting, reduce costs for employees and reduce the carbon footprint.

In addition, we support environmentally friendly forms of travel by promoting cycle commuting and developing cycle-friendly infrastructure.

## Our results

In early 2025, we conducted a survey among employees to estimate the carbon footprint associated with commuting. Analysis of the data collected allowed us to draw some important conclusions:

- Only 12% of employees report working stationary at least once a week.
- The average carbon footprint per employee is 340.7 kg CO<sub>2</sub>e per year.
- The total carbon footprint of employees commuting to the office (80 people) is 27.26 t CO<sub>2</sub>e per year.

### IMPACT OF MODE OF TRAVEL ON EMISSIONS:

If they all commuted exclusively by car, their total emissions would rise to 53.76 t CO<sub>2</sub>e per year.

If remote and hybrid working were not possible and all our employees commuted by car every day, the annual carbon footprint would be as much as 733.74 t CO<sub>2</sub>e.

These figures show the importance of being able to work remotely and choosing environmentally friendly modes of transport in reducing CO<sub>2</sub> emissions.

# Commitment to sustainable development and biodiversity

## Commitment to sustainable development and biodiversity

[305-5] We are implementing long-term projects to offset emissions that we cannot eliminate. However, we are looking for solutions that not only promote carbon sequestration, but also bring additional environmental and social benefits. For this reason, we are committed to planting trees in the cities where our offices are located, and we also support the protection of peatlands and wetlands.

Urban green spaces help to reduce the effect of so-called urban heat islands, making them an important part of climate change adaptation. On the other hand, peatland revitalisation not only stops carbon dioxide emissions from the soil into the atmosphere, but also promotes rainwater and snowmelt retention. These areas, although degraded by human activities over the years, play a key role in biodiversity conservation, providing valuable habitats for many plant and animal species.

### Peatland naturalisation

In 2022, we entered into a partnership with the State Forests, for which we were honoured with the 'Climate Partner 2022' certificate. As part of this initiative, at the end of 2023 we completed a comprehensive process of naturalising peatlands, restoring their original ecological functions. These activities are important for climate protection, as peatlands play a key role in carbon storage and biodiversity conservation. Representatives from TTMS visited the Przemków Forestry Commission, where they met with the Forest

Supervisor to discuss the planned activities and learn first-hand about the challenges of naturalising this unique ecosystem. The visit was also an opportunity to highlight our long-term commitment to sustainable development and ecological activities.

### Tree planting

[305-5] In 2023, we started a partnership with the company Posadzimy.pl, thanks to which the environment was enriched by 7,000 new trees. In 2024, we continued this initiative by planting a further 5,000 trees – bringing the total to an impressive:

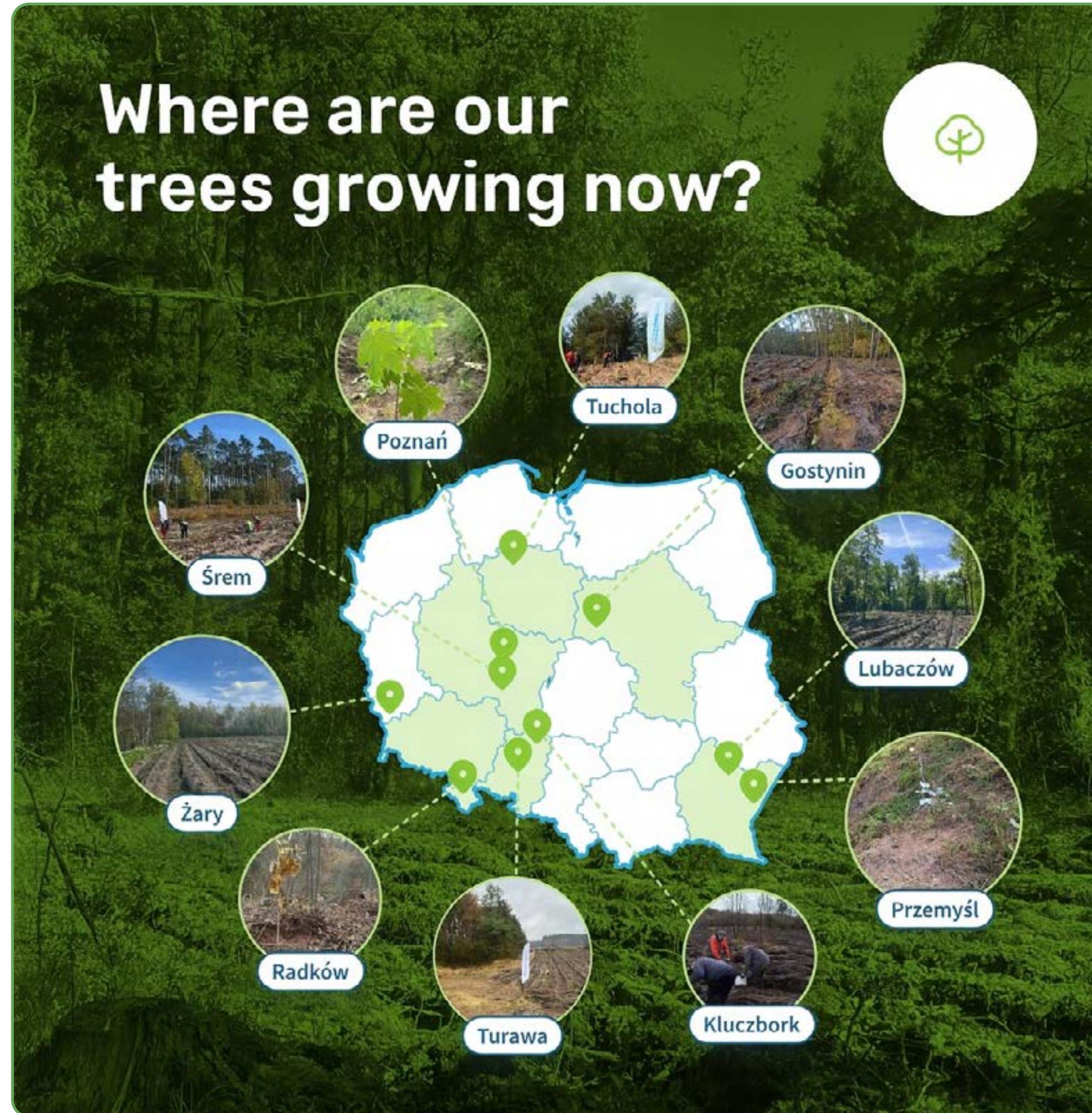
12000

TREES PLANTED

Tree planting is one of the key elements of our ESG strategy, which aims to achieve energy neutrality by the end of 2025.

Thanks to the measures taken, **we have managed to reduce the carbon footprint of our operations by as much as 91%** at the end of 2024 compared to the base year.

This significant result demonstrates how, through specific projects such as tree planting, we are effectively meeting our environmental goals and strengthening the company's commitment to the environment.



## Other TTMS initiatives strengthening environmental awareness for sustainable development.

In addition to large-scale measures, we also pay attention to smaller initiatives that can gradually shape environmentally friendly habits. We believe that even small changes in daily habits, if sustained over a long period of time, can bring tangible results. In 2024, we continued our year-long environmental competition on the company's internal green communication channel. **'The TTMS Little Eco-Competition'** was a new, refreshed version of last year's **ECO CALENDAR**, this time aimed exclusively at the children of our employees. The rules were similar to last year's edition - every month there was a new themed task relating to an ecological holiday or season. The prizes were surprise packages tailored to the age of the child and the theme of the month.

## Other environmental aspects

[2-27] Our operations are characterised by minimal environmental impact. Apart from the consumption of office utilities such as electricity, heating and water used for domestic purposes, we generate only a small amount of waste, which we segregate. Our offices are not located on or in the immediate vicinity of areas of high natural value. The activities we carry out do not pose a risk of accidents that could result in environmental contamination. Neither in 2024 nor in previous years have there been any administrative proceedings against us for violations of environmental regulations or penalties imposed on us for such violations.



## Our companies' commitment to sustainable development

[2-27] Our companies are actively involved in environmental activities, adapting their initiatives to local conditions and needs.

**At TTMS Nordic, employees undertake a variety of environmentally friendly initiatives, such as energy conservation and efficient waste separation. In addition, biodiversity-friendly plants have been planted in front of the office to provide shelter for insects.** These measures not only contribute to protecting the environment, but also improve the aesthetics of the surroundings and the comfort of work.

**We are constantly looking for new ways to reduce our impact on the environment, knowing that even small actions have a significant effect in the long term.**



At TTMS Malaysia, although green solutions are not yet common practice, we have successfully implemented a waste segregation system. This initiative is an important step in building environmental awareness and promoting sustainability principles in the region. It has been positively received by employees, who are increasingly willing to contribute to environmental activities. **We are confident that the consistent implementation of such solutions will gradually contribute to changing local attitudes towards environmental issues.**

TTMS Malaysia is also part of the national **Malaysia Digital Climate Action Pledge (MDCAP)**, which emphasises sustainable and responsible digital development.

As part of this initiative, the company is committed to sharing best practices on climate action and operating in an environmentally responsible manner in line with the principles of **Reduce, Reuse, Recycle**.

**As part of its commitment to supporting the TTMS community, Malaysia has donated to Hati.my.** This initiative reflects the company's values and its commitment to creating a positive impact. Social responsibility is not only about financial support, but also about building a culture of engagement and solidarity.



# Social Responsibility TTMS for People „S”

- People, management and employment
- Non-corporate atmosphere
- Sports in TTMS
- Comfortable working environment in the office
- Diversity in TTMS
- Local employment
- Recruitment, training and development
- Health and safety at work



## People, management and employment

### People - the foundation of our business

**People and their competences** are the foundation of our business model and competitive advantages.

[3-3] The projects we carry out for our clients often require advanced, specialised knowledge, skills related to specific programming languages and technologies, as well as in-depth knowledge of specific business areas. **This is key to creating solutions that precisely meet the needs of individual market segments. That is why we focus on attracting outstanding experts and building success together.**

**Our future depends on attracting, retaining and developing the best professionals.** At the same time, we recognise that the loss of key employees and the limited availability of IT experts with the right competencies are significant business risks. Despite the challenges posed by an insufficient supply of such talent, we are effectively implementing measures to minimise these risks.

### Employment

[3-3] **Most often, we recruit specialists such as**

- **programmers,**
- **system architects,**
- **testers,**
- **project managers**
- **and people responsible for direct customer support.**

We are particularly looking for experts in popular technologies, whose skills allow us to deliver the highest quality services.

We ensure that our employees receive competitive and adequate remuneration and an extensive package of non-wage benefits.

### Flexibility in HR management

[3-3] In areas related to the quality of IT services and information security, we act without compromise - adherence to procedures is a priority for us. However, when it comes to human resources management, we rely on flexibility and an individual approach, avoiding excessive formalisation. This approach promotes efficiency and translates into better results.

An example of our policy is the absence of rigid career paths. Our employees are not obliged to pass specific examinations or acquire certificates within a set timeframe. We focus on development tailored to individual needs and ambitions.

We focus on development tailored to **individual needs and ambitions.**

We believe that a rigid and uniform management model limits the individuality of team members and the diversity of their talents. Imposing a single standard would be inadequate and could lead to decisions that do not support the optimal development of the organisation and its competences.

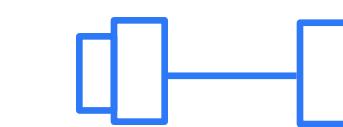
That is why we focus on voluntary and flexible professional development. We support employees by funding specialised training and certification, but it is the employees themselves who decide the pace and direction of their development.

**We believe that pressure is not conducive to wellbeing and that comfort is key for us - especially for highly qualified professionals. We respect diversity and enable everyone to develop according to their own needs.**

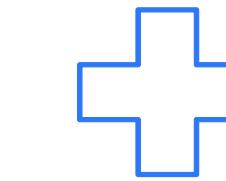
## Benefits

We provide clients with the highest level of service and our employees with attractive and competitive employment conditions - both in terms of salary and non-wage benefits.

### Benefits in TTMS Poland



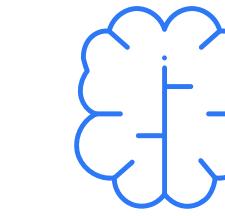
subsidised  
Multisport cards



the possibility of joining a private  
medical insurance scheme



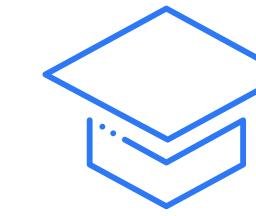
the possibility of joining  
life insurance



access to an online  
psychological  
counselling service



reimbursement for the  
purchase of glasses



subsidising language  
learning



benefits from the Company's  
Employee Benefit Fund

e.g. holiday subsidies, including children's holidays, nursery and kindergarten subsidies, layettes for babies and first graders, assistance for parents of disabled children.

## Benefits in TTMS Malaysia

[401-2] In Malaysia, employees have a limited number of holiday days due to numerous local religious holidays. To compensate for this system, we offer our employees additional holiday days from their first day of employment, increasing by a further three days after they have worked for two years.

**TTMS Malaysia also invests in the development of its employees by allocating 1% of their annual salaries to a training fund.** This provides our employees with the opportunity to attend courses and training that are tailored to their individual needs and the specific functions they perform.

**In addition, we provide access to high-quality private healthcare, including dental and ophthalmic services, which goes well beyond standard market benefits.**



Hari Raya Celebration at TTMS Malaysia

## Non-corporate atmosphere

### Non-corporate atmosphere

Our advantage in the market and the key element that makes us an employer of choice is our non-corporate nature. We avoid the schematic and dehumanised approach typical of large organisations. We do not 'pigeonhole' or categorise employees and instead create a collaborative environment, eliminating mechanisms that lead to unhealthy competition and the so-called 'rat race'.

**Our ambition is to preserve the unique atmosphere and values that have developed in the small company we have grown out of - despite its dynamic growth. We still maintain a flat management structure, which fosters open communication, flexibility and a sense of community within the team.**

When we start the recruitment process, we focus on the declared technical skills of the candidates, which form the basis of the assessment. However, it is equally important for us to know the personality profile, which allows us not only to select the

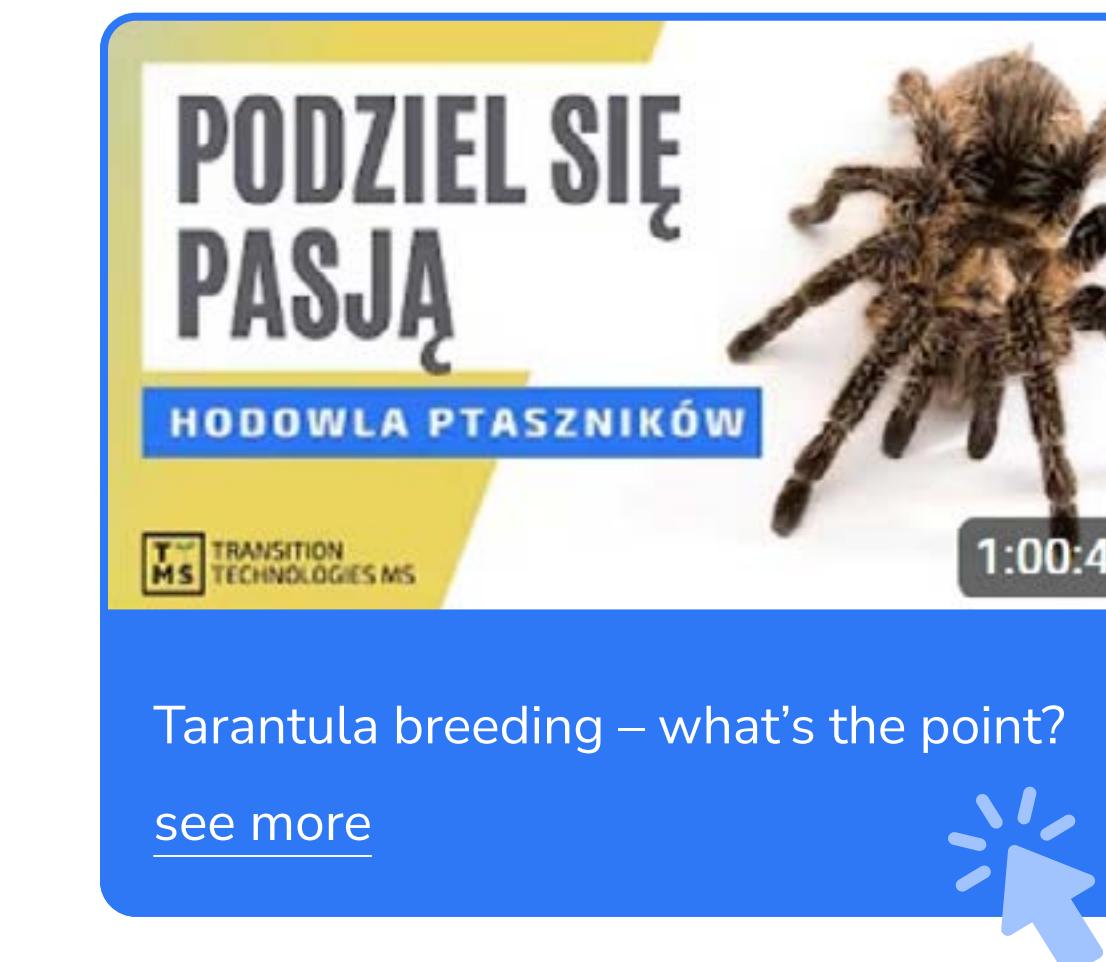
best professionals, but also to preserve the unique character of our company. Although this approach narrows the candidate pool, it pays off in the years to come, reinforcing the cohesion and organisational culture of TTMS.

**We make sure that our employees feel part of TTMS, despite working within the client organisation.** Joint outings to restaurants, integrations and team meetings help to build relationships and a sense of community. We want our team to be made up of people who enjoy working with each other and are happy to spend time together even after working hours.

### Satisfaction survey

[404-3] We regularly carry out an anonymous employee satisfaction survey, which allows us to comprehensively assess the functioning of the company and to raise expectations and any concerns. The analysis of the results of this survey is of great importance to us - thanks to it, we know what works well and what needs improvement. The voice of our employees is crucial to us, which is why we attach great importance to listening to them and implementing changes that make a real difference to their working comfort.

**In 2024, we continued our series of "Share your passion" meetings, where our employees share their unique interests.** The presentations take place on average once a month on our internal communication platform and are a great opportunity to learn about inspiring stories and better integrate the team. This allows our employees to discover new passions and get to know their colleagues from a different perspective.



**PODZIEL SIĘ PASJĄ**  
HODOWLA PTASZNIKÓW  
1:00:43

Tarantula breeding – what's the point?  
[see more](#)



**PODZIEL SIĘ PASJĄ**  
SZYDEŁKO CZY DRUTY? ODWIECZNA WALKA DZIEWIAREK  
40:17

Crochet or knitting?  
[see more](#)

## Sports in TTMS

[403-6] In 2024, there was another edition of the TTMS GO! – a proprietary sports challenge in which all TTMS employees, both from Poland and foreign branches, could participate. The competition took place individually and in teams, and the goal was to cover as many kilometres as possible in one of three categories: running, cycling and walking.

Results were automatically collected and updated through Power BI technology, allowing participants to keep track of their performance and compare it with others.

**5** countries: Malaysia, India, Poland, Denmark, Switzerland

**114** participants

**3** categories: running, cycling, walking

**23** teams

**15 820 km** total distance covered

**4** weeks of competition

**2 656** hours spent on training



In 2024, apart from the TTMS GO! challenge, our employees also got involved in **a few national sports events:**

[see more](#)

### INDEPENDENCE RUN RUNPOLAND 2024

This annual event has become a permanent fixture in the calendar of every runner – especially those representing #TTMSpeople. This year, we ran both in person and virtually, allowing TTMS employees from as many as seven cities to join the initiative.

[see more](#)

### POLAND BUSINESS RUN

A charity business run in which 20 TTMS employees took part, running in teams of five to support a worthy cause. The funds raised from the entry fees will help 150 people who have undergone limb amputation or mastectomy to regain their fitness.

[see more](#)

### 'RUN UP VARSO TOWER'

For the second time, we took on the challenge of running up to the top of the tallest building in the European Union, where our headquarters are located. Participants climbed 53 floors and 1,382 steps to reach the finish line.

TTMS is actively involved in educating and raising health awareness among employees, with a particular focus on mental health. We believe that open discussion about health challenges, both physical and mental, helps to break down barriers and build a culture of support within the organisation.

As part of these activities, we supported the creation of a unique film by Maarten Molenaar, a Polish-Dutch windsurfer and filmmaker who beat cancer. His story is an inspiring tale of determination, mental strength and passion for sport, which helped him in his fight for health. The film premiered at the Luna cinema in Warsaw, and we were honoured to be part of this event.

[see video](#)

## Comfortable working environment in the office

An office is not only an aesthetically designed space and functional equipment, but also the atmosphere and daily habits that affect the comfort of work. These include:



Well-equipped kitchens where employees have access to coffee, tea and other products. 'Sweet/savoury days' and 'fruit days' have also become a regular feature, when employees can enjoy fresh fruit or sweet rolls or sandwiches.



For those who want to take a break from their duties and take care of their mental health, relaxation areas are available. Their layout varies depending on the office, but they feature comfortable sofas, beanbags, table football, table tennis tables and gaming consoles – all designed to create a space conducive to regeneration and relaxation.

Our priority is to create a space where everyone feels **comfortable and at ease**.

We always listen to our employees' needs and respond to their suggestions regarding both the location of offices and their layout. It is they who have a real impact on the final shape of the space in which they work.

This is what makes **our offices different from standard corporate spaces – they are friendly, conducive to work and well-being**. Even if they look a little different from typical offices to outsiders, for us they are a place that reflects our culture and uniqueness. It is not only ergonomics and functionality, but also attention to atmosphere and mental hygiene that make everyday work more enjoyable.



TTMS Office in Warsaw



TTMS Office in Lodz

From 2024, employees of the TTMS branch in Lodz can enjoy a new, ergonomic and friendly office, designed with their comfort and effective work in mind.

## Diversity in TTMS

[3-3] Our global operations mean that we are one of the few companies with Polish roots that are present on several continents. We have a team made up of people of different nationalities, races and cultures, which is our strength and value.

At the same time, we operate in an industry that still lacks women – both among IT specialists and IT graduates, where women are still a distinct minority.

We believe that a friendly atmosphere at work is based on mutual respect and equality. That is why we create conditions in which no one feels overlooked, discriminated against or judged on the basis of gender, skin colour, nationality, cultural background or religion. We do not accept any manifestations of chauvinism, and cooperation and openness are the foundation of our organisation.

As our team becomes increasingly international, we place greater emphasis on respecting multiculturalism and diversity.

We want not only to nurture this diversity, but also to draw strength from it and make it an integral part of our organisational culture. Already, in our Malaysian office, which is the most culturally diverse, we celebrate important religious holidays by organising events similar to company Christmas parties in Poland. In Malaysia, we celebrate New Year twice – both on 1 January and on 15 January, when the Chinese New Year begins.

**We also ensure equal opportunities in career development and advancement. Regardless of gender, background or values, every employee has the same opportunity to take on key positions and develop within our organisation.**

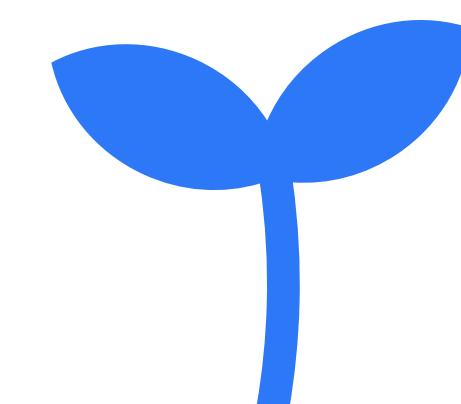
[202-2] We mainly focus on recruiting employees from domestic markets – for example, we mainly recruit specialists from Poland to work in Poland. However, in the case of highly qualified experts, we are open to international cooperation, particularly in Central Europe, but not exclusively. Our team includes specialists from the Czech Republic and Romania, as well as Ukrainian and Belarusian citizens living in Poland.

Thinking ahead and counteracting the risk of talent shortages, we are also analysing the potential of non-European markets. Asia is particularly promising, where the level of competence and knowledge of English (especially in countries where it is the official language) are satisfactory.

We adopted a similar approach in Kuala Lumpur – from the very beginning, we focused on Malaysian specialists. We hired a person responsible for local recruitment, and as the team grew, employees temporarily delegated from Poland were gradually withdrawn. This approach is important

not only from the point of view of corporate social responsibility, but also from a pragmatic perspective – cultural compatibility facilitates communication and everyday cooperation.

**For us, responsible management means not only ensuring gender diversity in company bodies, but also taking into account different nationalities. We place particular emphasis on gradually entrusting management positions to specialists from local markets.**



## Recruitment, training and development

### Recruitment

The recruitment process usually consists of several stages, including an HR interview with a recruiter, technical verification and, often, a meeting with a client representative. We strive to conduct it efficiently so that candidates receive feedback as quickly as possible, regardless of the outcome of the recruitment process. As a result, we receive feedback that our recruitment process is both professional and friendly.

Importantly, people who have previously worked for us and decided to return after leaving often apply for jobs at our company. We do not rule out such possibilities – on the contrary, we appreciate candidates whose skills and approach to work are already known to us. Returning employees are the best proof that our employees feel comfortable working for us.

**We are flexible when it comes to the form of employment – depending on the candidates' preferences, we offer both employment contracts and B2B cooperation.**

### Training and development

[3-3] **Employees develop their skills by participating in external expert training courses, which focus mainly on technical aspects. These courses often end with an exam and certification.**

Every employee who agrees with their supervisor to participate in training receives support from the person responsible for training in completing all the formalities.



## Health and safety at work

[3-3, 403-2, 403-3, 403-5, 403-6, 403-9, 403-10] Office work involves a relatively low risk of accidents. Although it is impossible to completely eliminate the risk of incidents such as traffic accidents, there has never been a single incident classified as an accident at work or a case of occupational disease in the entire history of our company.

**For TTMS, ergonomics and proper space organisation are key aspects of occupational health and safety, ensuring the comfort and health of employees. We care about physical health by providing ergonomic workstations, adequate lighting and optimal air quality in our offices. At the same time, we care about mental health by creating spaces for rest and relaxation, such as console areas. The large number of plants in our offices further improves the comfort and friendliness of the working environment.**

**In many of our offices in Poland, employees can use hotdesk desks equipped with electric height adjustment, allowing them to work both sitting and standing. This option improves comfort at work and helps reduce the risk of health problems such as back or neck pain.**

**We understand the importance of balancing physical and mental health, which is why we offer our employees access to an online psychological counselling service and regularly remind them of the importance of mental health in our internal communications.**

As a company employing over 250 people, we have established a health and safety committee, which acts in an advisory and consultative capacity. The committee consists of six members – three employee representatives and three employer representatives. The committee meets quarterly to assess and analyse the company's health and safety activities.

**In November 2023, new regulations were introduced concerning workstations equipped with display screen equipment and rules for subsidising corrective glasses and contact lenses. It is worth noting that TTMS met all these requirements even before they officially came into force.**



**TTMS Office in Warsaw**

In addition, our company has a dedicated unit responsible for ongoing monitoring of working conditions and implementing measures to improve ergonomics and employee well-being. **Members of the health and safety team regularly improve their skills through fire safety training and specialist courses and studies in occupational health and safety. This enables us to ensure the highest standards of health and safety for our employees.**

# Corporate Governance TTMS for Responsible Organization „G”

- Management structure
- Data security
- Business ethics



## Management structure

[2-9, 2-11, 2-17, 405-1] The Management Board, representing the company and managing its day-to-day affairs, consisted of four members at the end of 2024. Its composition did not change during the year.



### **SEBASTIAN SOKOŁOWSKI - CHAIRMAN OF THE BOARD**

He has held this position continuously since the company was founded in 2015. Previously, he played a key role in the development of the SSC (Software Solution Centre) department, which deals with IT outsourcing at the Transition Technologies Group, with which he has been professionally associated since 2001. He has extensive experience in strategic management and IT services.

### **LENA ROŽAK - MEMBER OF THE MANAGEMENT BOARD AND CHIEF FINANCIAL OFFICER**

She is responsible for developing and implementing financial strategies, managing the company's budget and optimising internal processes. She has extensive knowledge and experience in corporate finance, risk management and building effective financial and operational structures.

### **KRZYSZTOF ZAPAŁA - MEMBER OF THE MANAGEMENT BOARD AND CHIEF OPERATING OFFICER**

Since the company's inception, he has played a key role in operational management. Since 2017, he has been actively involved in international development, working closely with the subsidiary TTMS Software Sdn Bhd in Malaysia. He specialises in operational management and business development in Asian markets.

### **ADAM KACZMARCZYK - MEMBER OF THE MANAGEMENT BOARD AND CHIEF OPERATING OFFICER**

Responsible for overseeing operational processes and implementing the company's international development strategy, with a particular focus on the DACH market. His experience includes operational management and the successful implementation of projects in German-speaking markets.

## Management structure

Transition Technologies MS S.A. operates in accordance with the provisions of the Polish Commercial Companies Code. The most important bodies of the company are the Management Board, the Supervisory Board and the General Meeting of Shareholders. The activities of these bodies are regulated by law, the company's articles of association and applicable internal regulations. The Supervisory Board, which performs supervisory and control functions, consists of five members. The main responsibilities of the Supervisory Board include continuous monitoring of the company's activities and ensuring proper and effective management. At the end of 2024, the members of the Supervisory Board were:



### **KONRAD ŚWIRSKI**

CHAIRMAN OF THE SUPERVISORY BOARD



### **TOMASZ GILARSKI**

VICE-CHAIRMAN OF THE SUPERVISORY BOARD, MEMBER OF THE AUDIT COMMITTEE



### **GRAŻYNA SOKOŁOWSKA**

MEMBER OF THE SUPERVISORY BOARD



### **KONRAD ROMANOWSKI**

MEMBER OF THE SUPERVISORY BOARD, CHAIRMAN OF THE AUDIT COMMITTEE



### **KAROL SŁOMA**

MEMBER OF THE SUPERVISORY BOARD, MEMBER OF THE AUDIT COMMITTEE



**TTMS Office in Warsaw**

Among the key managers of our company, in addition to the chief operating officer (COO) and chief financial officer (CFO), are the HR manager, the director of sales and the director of sustainability and administration. The person in this position is not only responsible for the strategic aspects of sustainability, but also oversees and coordinates operational activities in this area, ensuring their effective implementation and compliance with applicable regulations and ESG standards.

## Data security

[3-3] Information security measures play a key role, especially in the context of cooperation with various sectors of the economy to which we provide our services. Management in this area creates a coherent system that includes both general solutions and those tailored to the specific needs of the sectors with which we cooperate.



Information Security Management System **ISO/IEC 27001**.

**Ministry of Internal Affairs and Administration (MSWiA) concession:** defines standards for work on software development projects for the police and military, addressing the following norms: **ISO 9001, ISO 27001, ISO 20000, ISO 45000**.

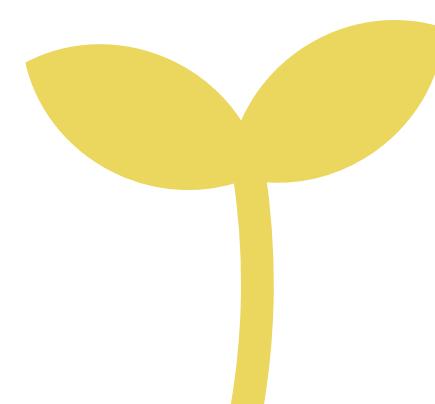
**Pharmaceutical Supply Chain Initiative standards (PSCI):** set out principles for responsible supply chain management and principles for management in the areas of ethics, labour, health and safety, the environment and related management systems for the pharmaceutical industry.

The solutions we have implemented guarantee not only data confidentiality, but also its integrity, availability, accountability, authenticity, non-repudiation and reliability. We regularly conduct audits that confirm the high standard of information security management. **In addition to general policies and procedures compliant with the PN-ISO/IEC 27002 standard, we have also introduced procedures tailored to specific sectors in line with our industry specialisation.**

Thanks to our cooperation with companies from the pharmaceutical industry, sometimes referred to as Bio-Tech-Farm (such as Roche), we regularly undergo audits that enable us to obtain the appropriate accreditations.

[418-1] In 2024, we conducted a series of internal audits on information security in accordance with the requirements of ISO 27001. The analyses did not reveal any significant or critical non-conformities that could pose a threat to information security or business continuity.

However, the audits identified several areas with potential for improvement that could contribute to further optimisation of information security management processes. **Recommendations in these areas will be used to implement corrective and improvement measures to further enhance the compliance and effectiveness of the information security management system (SZBI).**



## Business ethics

[2-23, 2-24, 2-26] Since 2015, our company has had a **Code of Conduct in place**, which clearly sets out the rules of conduct and defines behaviour that is considered completely unacceptable. Its purpose is to support employees in making decisions in situations that raise ethical concerns. We want no one to feel alone when faced with dilemmas related to:

- potential conflicts of interest,
- accepting and giving gifts,
- issues related to insider trading,
- discrimination, harassment, mobbing and unjustified favouritism,
- addiction-related undesirable behaviours,
- apolitical nature of the organisation,
- workplace bullying,
- diversity, equality and inclusion,
- prohibition of child labour and forced labour,
- abuse of psychoactive substances and other forms of addiction.

We consider each reported case individually, with the utmost care for confidentiality and the well-being of employees.

As part of our approach to responsible management, we also have an **Environmental and Climate Policy**, which is part of our **Integrated Management System Policy**. This document emphasises our commitment to protecting the environment and taking action to combat climate change.

In addition, we have implemented a **Human Rights Policy**, which complements the **Code of Ethics** and has been developed based on the recommendations of the UN **Universal Declaration of Human Rights**. We are aware of its importance and ensure that the principles contained therein are observed by all employees.



# About the report

- Basic information about the report
- Stakeholders
- Economic, social and environmental aspects
- Non-financial data
- GRI index



## Basic information about the report

[2-1, 2-2, 2-3, 2-4, 2-5] This report is the fifth non-financial (ESG) report prepared and published by Transition Technologies MS S.A. together with its subsidiaries. This year, it includes the following companies:

- **TTMS Software UK Ltd (Great Britain),**
- **TTMS Software Sdn Bhd (Malaysia),**
- **TTMS Nordic A/S (Denmark),**
- **TTMS Software India Private Limited (India),**
- **Pixel Plus AG (Switzerland).**

The report has been prepared in accordance with the **GRI Standards 2021 indicators** ('with reference') and covers the year 2024, i.e. the period from 1 January 2024 to 31 December 2024. It has not been subject to external auditor verification.

## Scope of the report

[3-1, 3-2] The scope of this report was determined on the basis of a survey aimed at identifying key issues requiring special attention in relation to previous reports. The materiality assessment process was based on the four steps set out in GRI Standard 3: Material Topics 2021.

In addition, an internal analysis of the business model was carried out, taking into account aspects of sustainable development, such as:

- **supply chain,**
- **challenges of the IT job market,**
- **trends and geopolitical factors affecting the IT services sector.**

A holistic approach to analysis allowed us not only to identify the company's current impact on its environment, but also to determine long-term challenges resulting from stakeholder expectations and changes in the market environment.

Each aspect of responsibility was assessed in terms of its significance for both the organisation and its environment. An analysis was also conducted of the scale of impact on stakeholders and the broader environment – in economic, social and environmental terms – as well as the financial impact on the company's results. This assessment was carried out in accordance with the principle of double materiality, in line with the latest EU reporting standards.

[2-29] As TTMS, we interact with a variety of stakeholders, including the following groups:

Stakeholder group	Typical forms of contact
<b>Employees</b> (full-time employees, persons cooperating on the basis of civil law contracts and B2B contracts, potential employees and associates, interns and students, former employees and associates, subcontractors' employees)	<ul style="list-style-type: none"> <li>Regular, informal communication on a daily basis</li> <li>Team and department meetings</li> <li>Employee satisfaction surveys</li> <li>Team-building trips, company events, and sports and social initiatives</li> </ul>
<b>Administration, regulators, industry organisations</b> (Personal Data Protection Office (UODO), Office of Competition and Consumer Protection (UOKiK), Office of Electronic Communications (UKE), National Labour Inspectorate (PIP) and similar authorities in other countries)	<ul style="list-style-type: none"> <li>Transparent, formalised meetings</li> <li>Correspondence and communication within administrative proceedings</li> <li>Joint industry positions developed within industry organisations</li> <li>Participation in industry events, trade fairs and conferences, including speaker presentations</li> </ul>
<b>Local community and society</b> (legislators and governments, residents of communities neighbouring the company's offices, non-governmental organisations (e.g. charities), educational institutions and universities, media)	<ul style="list-style-type: none"> <li>Pressroom</li> <li>Social media and website</li> <li>Participation in industry events, trade fairs, conferences and speaker presentations</li> <li>Direct contacts with universities and non-governmental organisations</li> </ul>
<b>Market and customers</b> (customers, competitors, hardware and software suppliers, other contractors and subcontractors)	<ul style="list-style-type: none"> <li>Business meetings and ongoing correspondence</li> <li>Participation in industry events, trade fairs, conferences and speaker presentations</li> <li>Joint educational initiatives with solution providers</li> </ul>
<b>Capital market</b> (strategic shareholders, other shareholders, stock market analysts, Warsaw Stock Exchange, auditors),	<ul style="list-style-type: none"> <li>Publishing reports and statements</li> <li>General Meeting of Shareholders</li> <li>Direct contacts with representatives of financial institutions</li> </ul>
<b>Environment</b> (local administration, State Forests, environmental organisations)	<ul style="list-style-type: none"> <li>Implementation of pro-environmental projects in cooperation with local authorities and State Forests</li> </ul>

## Economic, social and environmental aspects

[3-1, 3-2] The approach to data collection, supplemented by individual interviews with departmental representatives, as well as the way in which the information was presented, allowed for the utmost care to be taken in the context of the principles of balance, comparability, accuracy, timeliness, transparency and reliability.

### The ESG report focuses on the following aspects:

There have been no significant internal changes in 2024, including those relating to the implemented business model, that could affect the nature of the organisation's social or environmental impact. A potential threat to the IT business remains the crisis in the industry, but no significant increase in these threats has been observed for current projects and the entities for which services are provided. Consequently, the organisation's responsibilities have not changed.

Economic, social or environmental aspect	GRI standards	Relevance
Information security, including privacy	GRI 418: Customer Privacy (418-1)	high
Remuneration policy, employment conditions, health and safety at work	GRI 401: Employment (401-1, 401-2, 401-3) GRI 403: Occupational Health and Safety (403-2, 403-3, 403-5, 403-6, 403-9, 403-10)	high
Role in the economy (impact on socio-economic development)	GRI 203: Indirect Economic Impacts (203-2)	high
Development and training,	GRI 404: Training and Education (404-1, 404-3)	high
Ethical marketing communication	GRI 417: Marketing and Labeling (417-2, 417-3)	medium
Tackling corrupt behaviour and bribery	GRI 205: Anti-corruption (205-3)	medium
Suppliers and employees from local markets	GRI 202: Market Presence (202-1, 202-2) GRI 204: Procurement Practices (204-1)	medium
Ethics management	GRI 2: General Disclosures (2-23, 2-24, 2-26)	medium
Fuel and energy use	GRI 302: Energy 2016 (302-1)	low
Emissions	GRI 305: Emissions (305-1, 305-2, 305-3, 305-5)	low

## Non-financial data

### [2-7] Employment at year-end

	2024			2023		
	Women	Men	Total	Women	Men	Total
indefinite duration	121	130	<b>251</b>	108	100	<b>208</b>
fixed period	39	38	<b>77</b>	52	75	<b>127</b>
probationary period	2	3	<b>5</b>	7	1	<b>8</b>
replacement	0	1	<b>1</b>	0	0	<b>0</b>
full-time	151	160	<b>311</b>	153	165	<b>318</b>
part-time	11	12	<b>23</b>	13	12	<b>25</b>
<b>by age</b>						
age under 30	46	43	<b>89</b>	50	56	<b>106</b>
age 30-50	110	118	<b>228</b>	111	110	<b>221</b>
age over 50	6	11	<b>17</b>	6	10	<b>16</b>
<b>by region</b>						
Europe	149	138	<b>287</b>	147	132	<b>279</b>
Asia	13	34	<b>47</b>	20	44	<b>64</b>
<b>Total</b>	<b>162</b>	<b>172</b>	<b>334</b>	<b>167</b>	<b>176</b>	<b>343</b>
Associates under civil law contracts, self-employed*	85	434	<b>519</b>	69	379	<b>448</b>

\*including field advisors etc. (persons on appointment not included)

	2024				2023			
	indefinite duration	fixed period	probationary period	replacement	indefinite duration	fixed period	probationary period	replacement
Europe	211	70	5	1	164	107	8	0
Asia	40	7	0	0	44	20	0	0
<b>Total</b>	<b>251</b>	<b>77</b>	<b>5</b>	<b>1</b>	<b>208</b>	<b>127</b>	<b>8</b>	<b>0</b>

## [401-1] New employee intake

	2024			2023		
	Woman	Man	Total	Woman	Man	Total
<b>By age</b>						
age under 30	15	15	30	15	13	28
age 30-50	7	15	22	25	21	46
age over 50	1	4	5	1	2	3
<b>By region</b>						
Europe	21	28	49	31	21	52
Asia	3	6	9	10	15	25
<b>Total</b>	<b>24</b>	<b>34</b>	<b>58</b>	<b>41</b>	<b>36</b>	<b>77</b>
%	14,8%	19,8%	17,4%	24,6%	20,5%	22,4%

## [401-1] Staff departures

	2024			2023		
	Woman	Man	Total	Woman	Man	Total
<b>By age</b>						
age under 30	8	16	24	15	13	28
age 30-50	20	19	39	31	26	57
age over 50	1	7	8	1	1	2
<b>By region</b>						
Europe	19	25	44	35	30	65
Asia	10	19	29	12	10	22
<b>Total</b>	<b>29</b>	<b>44</b>	<b>73</b>	<b>47</b>	<b>40</b>	<b>87</b>
%	17,9%	25,6%	21,9%	28,1%	22,7%	25,4%

## [401-3] Return to work and retention rates after maternity/paternity leave by gender

	2024			2023		
	Woman	Man	Total	Woman	Man	Total
Number of Employees who were entitled to and took maternity/paternity leave in the year in which their child was born	16	4	20	13	8	21
They did not use the entitlement in the year the child was born	0	2	2	0	2	2
Number of persons whose contract was terminated during maternity/paternity leave (contract terminated at the end of the contract period)	0	0	0	0	0	0

## [404-1] Number of training hours per year per employee by gender and by employee category (for sample positions)

	2024			2023*		
	Woman	Man	Total	Woman	Man	Total
<b>Total number of training hours</b>						
IT positions	312	453	765	89	260	349
non-IT positions	141	43	184	154	67	221
average number of hours of training	6,15	5,84	5,98	6	8,5	7,3

\*does not include Denmark.

[405-2] Ratio of average female to male pay in a given category (for exemplary positions)

	December 2024	December 2023
Poland		
Junior Developer	107,44%	107,45%
Training administrator	105%	119%
Validation specialist	91,33%	92,68%
Analyst	100%	112,30%
by age, workers under 30 classified as graphic designers	122,50%	130,71%
by age, employees over 30 classified as testers	94,61%	94,89%
Asia		
Employees classified as application supporter between 30 and 50 years of age	94,68%	98,02%
Workers classified as testers under 30 years of age	n/d	134,10%
Employees classified as programmers	92,75%	117,94%

[202-1] Ratio of remuneration of lowest-level employees by gender in relation to minimum wage (for sample positions)

	2024			2023		
	PL	DK	MY	PL	DK	MY
Woman	108,60%	175%	247%	189,40%	150%	200%
Man	94,16%	175%	267%	183,40%	150%	233,30%



[305-4] Reducing and offsetting eCO<sub>2</sub> emissions

	2024	2023
Amount of eCO <sub>2</sub> [t]		
Offsetting eCO <sub>2</sub> emissions		
Planting flowers in offices	0,01	0,01
Own planting of trees and shrubs	0,366	0,28
Planting trees with Posadzimy.pl	72	42
<b>Total (Offset)</b>	<b>72,37</b>	<b>42,29</b>

[305-1, 305-2] eCO<sub>2</sub> emissions

	2024	2023
Amount of eCO <sub>2</sub> [t]		
Coverage 1		
Petrol	5,35	6,33
Diesel	9,15	13,5
<b>Total</b>	<b>14,50</b>	<b>19,83</b>
Coverage 2		
Electricity (method: location - based)	91,91	99,3
Electricity (method: market - based)	63,23	70,77
Coverage 1+2		
<b>Total (method: location – based)</b>	<b>106,41</b>	<b>119,13</b>
<b>Total (method: market - based)</b>	<b>77,73</b>	<b>90,6</b>

## eCO<sub>2</sub> emissions - methodology

The calculation of emissions from diesel and petrol combustion is based on actual fuel consumption and emission factors in line with UK Government GHG Conversion Factors for Company Reporting. In addition, the data has been adjusted to include emission factors for fuels blended with bio-components.

For emissions resulting from the consumption of purchased electricity, the results are presented in two variants, based on the estimated consumption and the respective emission factors:

- **Location-based** – average indices for Poland, published by KOBiZE for the domestic energy market.
- **Market-based** – rates for a given energy supplier at each site, adjusted for zero-carbon energy purchases and RES electricity (e.g. photovoltaic panels) produced on site.

**From 2022 onwards, the carbon footprint calculation takes into account not only CO<sub>2</sub> emissions, but also nitrogen oxides, presenting the data as eCO<sub>2</sub> equivalents.**

## [302-1] Fuel and energy consumption\*

	I.M.	2024	2023
Diesel (ON)	GJ (litre)	165,21 (4614,41)	269,17 (7779,39)
Petrol	GJ (litre)	330,48 (9891,49)	313 (9046,38)
Electricity	GJ (MWh)	554,22 (153,95)	445,86 (123,85)
of which % electricity from renewable energy sources (RES)	GJ (MWh)	21 (31,74)	56,12 (69,5)
Total	% (MWh)	1049,91	1028,03

\*Only Poland

## Statement on the use of the standard

Transition Technologies MS S.A., together with its subsidiaries, reported the following information for 2024 with reference to the GRI standards.

### GRI 1 standard use | GRI 1: Foundation 2023

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GRI 202: Market Presence 2016	202-1: Ratio of salaries of the lowest-level employees by gender in relation to the minimum wage	74
GRI 202: Market Presence 2016	202-2: Percentage of people from the local community in senior management positions	59
GRI 203: Indirect Economic Impacts 2016	203-2: Significant indirect economic impact	25, 70
GRI 204: Procurement Practices 2016	204-1: Percentage of spending on local suppliers	26, 70
GRI 302: Energy 2016	302-1: Direct and indirect energy consumption by primary energy source	76, 70
GRI 305: Emissions 2016	305-1: Direct greenhouse gas emissions (Scope 1)	45, 70, 75

Standard	Disclosure	Page
GRI 305: Emissions 2016	305-2: Indirect greenhouse gas emissions (Scope 2)	45, 70, 75
GRI 305: Emissions 2016	305-3: Other indirect greenhouse gas emissions (Scope 3)	47, 70
GRI 305: Emissions 2016	305-5: Reduction of greenhouse gas emissions	47, 48, 70
GRI 401: Employment 2016	401-1: Total number and rates of new hires and employee turnover by age group, gender and region	72, 70
GRI 401: Employment 2016	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	54, 70
GRI 401: Employment 2016	401-3: Percentage of return to work and retention rate after maternity/ paternity leave, by gender	70, 73
GRI 403: Occupational Health and Safety 2018	403-2: Hazard identification, risk assessment and incident analysis.	61, 70
GRI 403: Occupational Health and Safety 2018	403-3: Occupational health services	61, 70
GRI 403: Occupational Health and Safety 2018	403-5: Occupational health and safety training	61, 70
GRI 403: Occupational Health and Safety 2018	403-6: Health promotion	56, 61, 70
GRI 403: Occupational Health and Safety 2018	403-9: Accidents at work	61, 70
GRI 403: Occupational Health and Safety 2018	403-10: Occupational diseases	61, 70
GRI 404: Training and Education 2016	404-1: Average number of training hours per year per employee	70, 73
GRI 404: Training and Education 2016	404-3: Percentage of employees receiving regular evaluations of their performance and professional development information	55, 70
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity in governing bodies and workforce	63
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GRI 417: Marketing and Labeling 2016	417-2: Cases of non-compliance of products and services in the field of information and labeling	24, 70
GRI 417: Marketing and Labeling 2016	417-3: Cases of non-compliance regarding marketing communications	24, 70
GRI 418: Customer Privacy 2016	418-1: Significant complaints about breaches of customer privacy and loss of customer data	65, 70

[2-3] Any questions, feedback or suggestions can be sent to:

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