

# NON-FINANCIAL REPORT

20  
25

Novi Sad, April 2026



**DDOR**  
OSIGURANJE

**Unipol**



**GODINA  
POSVEĆENOSTI**





## RESPONSIBILITY AS THE FOUNDATION OF OUR BUSINESS

Sustainable development is not an additional topic for DDOR, but an integral part of how we understand responsible insurance and long-term risk management. As a company with eight decades of presence in the Serbian market and a member of the Unipol Group, we are fully aware of our role in creating stability – for our clients, employees, and the community in which we operate.

During 2025, we continued to integrate ESG principles into our core business processes: from risk management and product development, through operational efficiency and digitalisation, to our relationships with employees, partners, and suppliers. Particular focus was placed on enhancing transparency and further alignment with European best practices, supported by the expertise and guidance of our parent company.

I firmly believe that sustainability in insurance must deliver practical value – through more resilient operations, responsible products, and reliable support to our clients in times of increased uncertainty, particularly in the context of climate and social change. This Report provides an overview of our approach, the activities undertaken, and our future direction. It reaffirms our commitment to long-term value creation, responsible governance, and continuous improvement in the interest of all stakeholders.

Vladimir Malešević  
CHAIRMAN OF THE EXECUTIVE BOARD





**DDOR**  
OSIGURANJE

**Unipol**

*For eight decades, we have been dedicated to providing top-quality insurance services to our many clients, while continually advancing and expanding our presence in the market. DDOR Insurance leads the industry by responding to the diverse needs of individuals and businesses with innovative solutions.*

*DDOR has evolved from a leading state-owned insurer into a modern company and a member of the Italian Unipol Group. This milestone reflects our strength, vision, and commitment to building the future together on a foundation of trust and dedication.*

*In the context of **sustainability**, we celebrate this anniversary as 80 years of **responsible and prudent business**—long-term, conscientious, and balanced, combining economic performance with social responsibility and care for the environment.*

ONE COMPANY.

ONE BRAND.

ONE CULTURE.



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Non-financial reporting (Art. 37. of the Accounting Law)

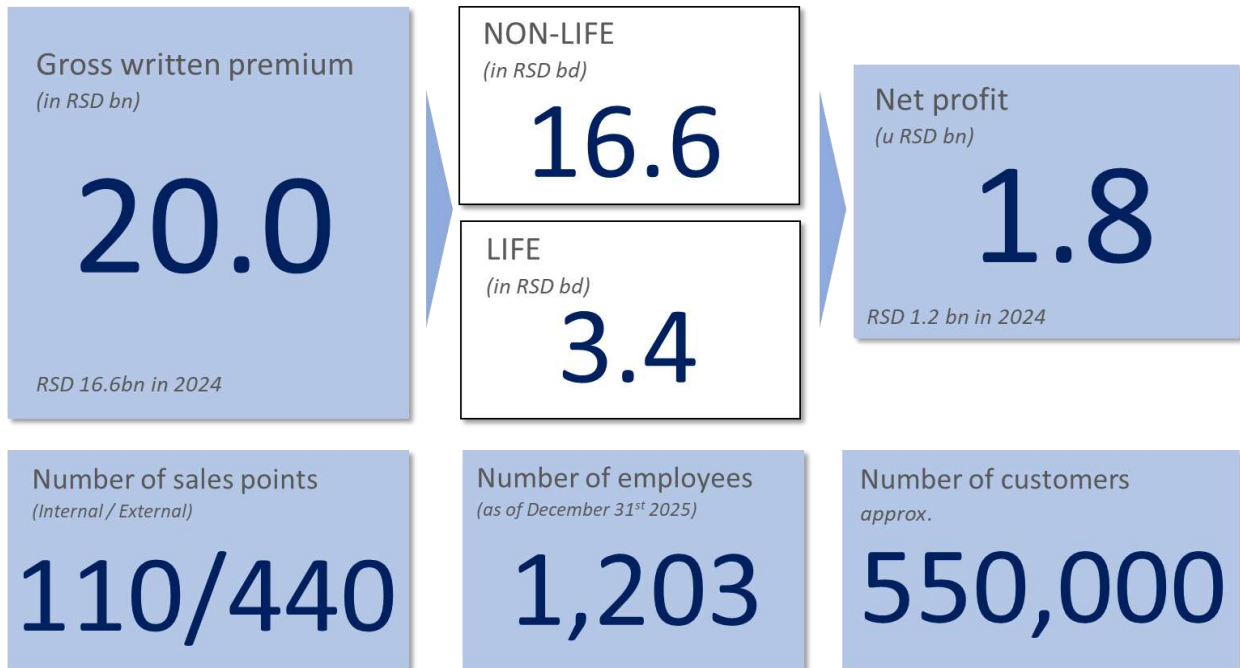
In the annual operating report is included the non-financial report that contains information necessary for understanding:

- development, (see p3-5;11-14)
- business results and position of the legal entity, (see p.1)
- the results of its activities related to the:
  - minimal environmental protection, (see p. 3-4;15-19)
  - social and personnel matters, (see p. 21-24)
  - observance of human rights, (see p. 20-21)
  - combatting corruption and matters of bribe, (see p. 36-37), as well as
- a brief description of the legal entity’s business model; (see p.1)
- description of the legal entity’s policies on those matters, (see p. 35-36)
- results of those measures; (see p. 7-8,11-12)
- main risks related to those matters that pertain to the legal entity’s operations, (see p.9-12)
- non-financial key success indicators relevant for certain operations. (see p.16-19)



## 1. DDOR in 2025 – At a Glance

Guided by our vision of “Timely and adequate claims settlement, aligned with European insurance standards”, we achieved:



**From a sustainable development perspective**, 2025 was marked by systematic activities and the implementation of planned initiatives. Four strategic projects, defined in our three-year action plan, were launched, alongside numerous operational activities that further integrated ESG principles into our business.

Notable among these were the development of a new non-life insurance product with a social dimension, the application of sustainability guidelines in daily business processes, and the establishment of a Supplier Code of Conduct as a foundation for responsible and sustainable procurement.

Through these efforts, we have moved sustainability from a principle to practical application

## 2. Values



DDOR Novi Sad is a leading player in the insurance market in Serbia and part of the Italian Unipol Group, a European leader in non-life insurance. Our long-standing experience combines tradition, employee expertise and business knowledge, providing reliable protection and creating value for clients and the community.

As a market leader, DDOR Novi Sad contributes to the protection of the interests and sustainable development of all stakeholders.

Conduct of all employees in our company is based on five adopted main principles that must be observed every day:

### Accessibility



For us, accessibility means readiness to timely and adequately be available to those who need us. "We are glad we can help!" is the motto that guides us. Accessibility encourages mutual availability and dialogue, creating better organizational efficiency.

### Responsibility



As a team and a large family, we are fully responsible to our colleagues, sales forces, society, clients, and last but not the least, to our Group. Every activity, even the smallest one, has consequences, and we must be fully aware that our desire for improvement requires positive examples. We will always strive to be a good example and benchmark for others through our responsible behaviour. Actions speak louder than words!

### Respect



We show respect to everyone, regardless of difference in opinion, experience and knowledge, personality, age and origin. We are led by the idea of reciprocity: "Treat others the way you want to be treated." Respect means listening to everyone's needs so as to ensure a harmonious organization and high-quality services.

### Long-term perspective



We heed the lessons from the past, for understanding the present and laying the groundwork to design the strategy to remain successful and to continue making the difference in the future, anticipating risks and trends, and delivering a sound, sustainable and profitable growth. Long-term perspective implies our passion to perform and the sense of accountability to hand over a reputable and solid company to the next generation.

### Solidarity



We help colleagues, clients and the community by showing empathy and tolerance. We nurture the feeling of togetherness and loyalty. Solidarity improves cooperation, team synergy and mutual trust, which is the most important precondition for success.

### 3. DDOR’s Commitment to Sustainable Development

DDOR follows the Unipol Group Strategic Plan for the 2025–2027 period, aligning with its sustainability priorities and reaffirming its commitment to achieving key objectives in 2025. The focus is placed on Sustainable Development Goals (SDGs) 3, 8, 11 and 13, which relate to advancing health and well-being, promoting decent work, fostering sustainable communities, and strengthening climate action.

SDG/Scope of Action	Key activities
Community Support for Health and Well-Being  	<ul style="list-style-type: none"> <li>• Strengthening the ESG component of the life insurance product “Whole Life Insurance” (affordable premiums for all population segments).</li> <li>• Informing and educating clients on the importance of prevention and health preservation.</li> <li>• Voluntary health insurance for employees, with expanded coverage.</li> <li>• Additional coverage under voluntary health insurance for pregnant employees and employees with a recognized disability status.</li> <li>• Supporting employees’ mental health by providing access to specialized psychological support programs.</li> <li>• Encouraging physical activity among employees through subsidized access to fitness facilities.</li> </ul>
Community Support for Health and Well-Being  	<ul style="list-style-type: none"> <li>• Improving labor standards across the value chain through implementation of the Supplier Code of Conduct and ESG evaluation.</li> <li>• Scholarship programs for employees’ children and support for employee education, contributing to skill development and social security.</li> <li>• Flexible working hours and adapted working conditions for employees with children.</li> <li>• Monitoring and improving workplace health and safety.</li> <li>• Continuous investment in employee training and development, including certified courses, digital learning, and internal development programs.</li> <li>• Promoting gender equality, non-discrimination, and respect for diversity.</li> <li>• Inclusive hiring and equal opportunities for all, supported through membership in the Employers’ Network for Hiring People with Disabilities.</li> </ul>
Enhancing Climate Resilience for Businesses and Individuals  	<ul style="list-style-type: none"> <li>• Motor insurance products that provide financial protection against natural disasters, fires, and floods, thereby enhancing the resilience of local communities.</li> <li>• Integrating climate and natural risk considerations into risk assessment and management processes, with continuous adaptation of insurance solutions to strengthen the resilience of clients and communities.</li> <li>• Educating clients and the wider public on risk prevention and responsible behavior in urban environments, aiming to reduce potential damages and improve community safety.</li> <li>• Promoting sustainable mobility through alternative transport options, including cycling, ride-sharing, and public transport, contributing to reduced traffic congestion and urban pollution.</li> </ul>

Supporting the Ecological Transition



- Use of renewable electricity, contributing to the reduction of greenhouse gas emissions.
- Continuous improvement of energy efficiency in company facilities to reduce energy consumption and CO<sub>2</sub> emissions.
- Fleet renewal with electric and hybrid vehicles.
- Reducing emissions through digitalization and process optimization.
- Educating clients and partners on climate risks and mitigation measures.
- “For the Forest in Your Area” initiative – a reforestation and biodiversity conservation approach, contributing to CO<sub>2</sub> reduction in local communities.




## 4. ESG Frameworks as a Driver of Sustainable Business in Insurance

The implementation of an ESG framework in the insurance sector is essential not only due to legal requirements or global trends, but because it is a business necessity driven by environmental and social responsibility. DDOR Novi Sad embraces this perspective and integrates ESG principles into its core operations with a clear focus on improvement, implementation, and execution across various areas.





DDOR is committed to upholding the strong support and example set by our parent company concerning ESG principles. We firmly believe that protecting the environment, promoting well-being, and providing opportunities for the community to interact with DDOR are crucial elements for achieving market success and sustainable development. Our overarching goal is to create positive impacts for our stakeholders and contribute to sustainable growth by focusing on environmental, social, and governance opportunities.

The implementation of the ESG framework is not merely a reflection of compliance but a deliberate strategy to ensure that our business operations align with sustainable practices. DDOR Novi Sad approaches ESG integration through key areas such as:




### Product Underwriting

-  Products with a social and environmental value (*mitigation and adaptation to climate change, health insurance, etc.*),
-  Affordability and inclusiveness of the offer for sensitive communities,
-  Accessibility of the offer,

### Sales

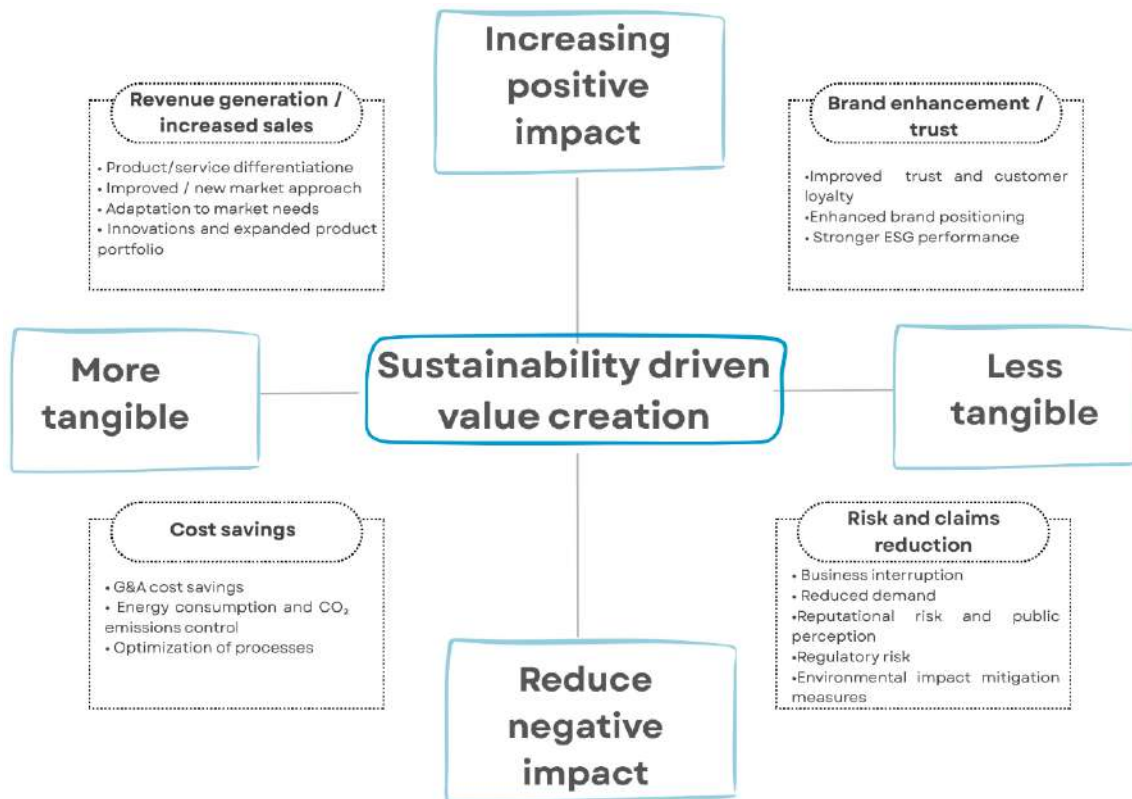
-  External channels relationship,
-  Communication with customers related to their sustainability preferences,
-  Products and services information transparency,
-  ‘Good business practice’ conduction,

### Compliance / Legal / Sustainability

-  Safety of products and services,
-  Privacy and data protection,
-  Monitoring of customers' ESG impacts (*planned*),

- 🌱 All related to risk topics departments
  - ⚖️ Monitoring of sustainability risks and impacts,
- 🌱 Claims
  - 📄 Efficiency of settlement,
  - 📄 Anti-fraud protection.

As a supporting tool for integrating sustainability into the Company’s functions, we apply the **“Sustainable Value Model”** (illustrated below), which provides a clear visual representation of Impact and Tangibility, highlighting the concrete effects of specific business segments and processes:



#### 4.1. Double Materiality Assessment 2025 (DMA)

In 2024, significant changes occurred in sustainability reporting with the implementation of EU Directive 2022/2464 (CSRD), which replaced the previous Non-Financial Reporting Directive (NFRD). This directive introduced new reporting requirements starting from the 2023 fiscal year.

In 2025, the Unipol Group, due to the significance of key topics, maintained its assessment of double materiality regarding sustainability issues from the previous year, aligning with CSRD requirements and EFRAG standards<sup>1</sup>. Although the Company is not required to report as a non-EU entity, it follows the assessment process of its parent company to ensure compliance with regulatory

<sup>1</sup> EFRAG (European Financial Reporting Advisory Group) is a private organization established in 2001 with the support of the European Commission. Its mission is to serve the public interest in financial and sustainability reporting by developing and promoting European positions in corporate reporting.

requirements and for consolidation purposes. The Group’s experience and resources have enabled the successful implementation of the double materiality assessment within the Company.

The implementation of an enhanced methodology for assessing Impacts, Risks and Opportunities (IROs) within the Double Materiality Assessment (DMA) process represents an important step toward greater clarity, efficiency and focus of the assessment itself, while at the same time strengthening the integration of sustainability topics with the Company’s core business functions.

The process has been streamlined and structured through more clearly defined roles of the Company’s key functions. The Sustainability Department assumes a central coordination role, including the identification and assessment of impacts, while the Risk Management Department is responsible for risk assessment, and the Strategic Planning and Controlling function for the assessment of opportunities. This approach ensures a professional and functional allocation of responsibilities, while maintaining an integrated assessment framework.

At the same time, the thematic framework and related questions were rationalized, with more detailed and precise descriptions of individual aspects, contributing to a more consistent understanding and higher-quality evaluation. The technical evaluation model was further enhanced through the optimization of parameters influencing the materiality calculation, resulting in improved transparency and consistency of outcomes.

The approach applied in the materiality assessment considers various factors, ensuring a comprehensive and well-rounded evaluation:



The assessment results indicate a slight decrease in average materiality values compared to the previous year, which is attributable to methodological enhancements, more precise criteria definitions, and a more focused assessment approach, rather than a reduction in the significance of specific topics.

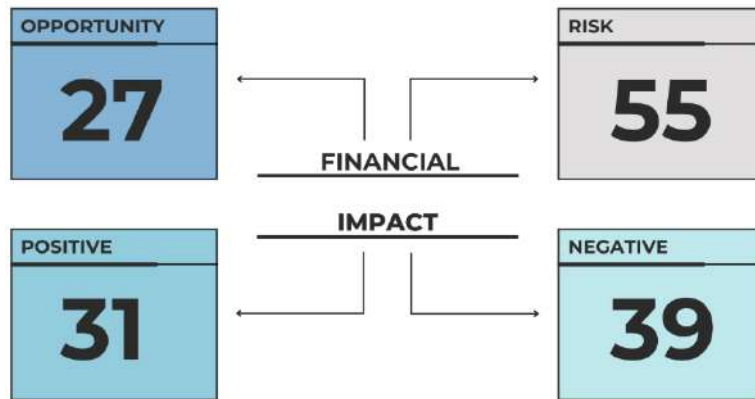
This approach further strengthens sustainability governance through a clearer allocation of responsibilities, enhanced expertise in the assessment process, and stronger integration of ESG aspects with the Company’s risk management system and strategic planning framework.

## Double Materiality Assessment Results 2025

The double materiality assessment highlighted the key topics that will guide the Company's primary focus in the coming period. According to ESRS standards, the top four topics cover Employees (S1), Consumers and End Users (S4), Climate Change (E1), and Specific Sector/Entity (G1). A more detailed description is provided in the figure below:



The assessment process considered 152 questions distributed across sub-dimensions:

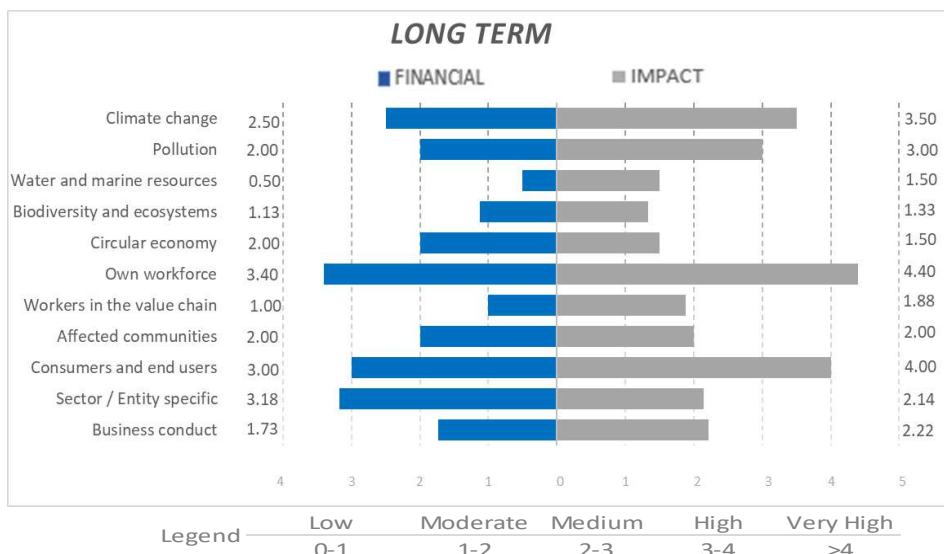


Short- and medium-term evaluations, compared to long-term assessments, provide a structured review of Impacts, Risks, and Opportunities (IROs) across different time horizons, ensuring a clear understanding of their evolving significance. This double materiality-based approach enables DDOR to assess how sustainability factors affect the financial aspects of the business, as well as the broader impact of the company on society and the environment.

Assessment results are presented graphically through a list of topics ranked by overall materiality (impact and financial effect). For each topic, a dual histogram highlights the materiality in terms of impacts generated or potentially generated, as well as actual or potential effects related to associated risks and opportunities. Numbers from 1 to 5 represent a qualitative-quantitative scale used to evaluate impact and financial materiality.

The highest scores were observed in the sub-dimensions Positive Impact and Opportunities, indicating the Company’s maturity and realistic approach to sustainability matters. At the same time, resilience to Negative Impacts and sustainability-related risks remains high, ensuring that these factors do not pose a material threat to the Company’s financial stability.

Detailed results covering the full scope of topics from a long-term perspective are presented below:



## 4.2. Risk Management Principles

**Risk Management Strategy** is the primary document that forms part of an effective system for managing the risks to which the Company is or may be exposed in its business. This system also includes the policies, procedures, instructions and processes necessary for the continuous identification, assessment, and monitoring of risks, as well as risk management and reporting, including their interdependencies, more detailed conditions and manner of organising and implementing the internal controls system, and conditions for outsourcing.

The main objective the Company is trying to achieve by managing the risks is to continuously maintain a degree of exposure to risks on the level that will not jeopardize the property and operations of the Company, namely, the level that will ensure that the rights and interests of the users of insurance services are protected.

In addition to the Risk Management Strategy, the Company has developed the following policies, which significantly enhance the overall risk management framework:

**Financial risk management policy:** The purpose of this Policy is to establish the Company's financial risk management framework, which includes risks arising from investment activities and liability profiles and primarily relates to risks of asset-liability mismatches.

In accordance with the Decision on the system of governance in an insurance/reinsurance undertaking the following types of financial risk are defined:

- ☞ Market risk - is the risk of loss or unfavorable change in the financial position of the Company which directly or indirectly arise from adverse changes in the market, notably in insurance and financial markets.
- ☞ Counterparty risk - is the risk of the Company's inability to fully or partially collect receivables on various grounds, particularly due to a change in the credit position of the securities issuer and/or other counterparties.
- ☞ Liquidity risk - is the risk of the Company's inability to cash in its investment and other assets in order to fully and timely settle its current and future liabilities as they fall due.

**Operational risk management policy:** This policy outlines the framework for the identification, measurement, and treatment of operational risks, in order to implement measures for their mitigation and to avoid losses that may arise from operational risks. The identification of operational risks aims to recognize operational risks through a two-phase process that includes the identification of potential risks (self-assessment process) and the collection of data on operational risk events. The operational risk management process also includes the definition of mitigation action plans with the objective of reducing the frequency and/or the negative impact of operational risk events.

The Company carries out activities aimed at raising employee awareness in the area of operational risk through workshops, an online e-learning platform, brochures, and similar materials.

The ultimate goal of managing operational risk is to safeguard the Company's capital, supported by the mitigation and prevention of operational losses. The policy aligns with the Unipol's Group methodology.

Operational risk is the potential for negative impacts on the Company's operations due to failures (intentional or unintentional) in the performance of employees and management bodies, inadequate internal procedures and processes, ineffective information or system management, or unforeseen external events.

Operational risk particularly includes:

- ☂ the risk of an improper or inadequate selection of members of the Executive Board or the Supervisory Board, as well as of individuals entrusted with the management of specific business activities of the Company;
- ☂ the risk of improper or inadequate selection, allocation, and assignment of employees within the Company (in terms of both qualifications and number);
- ☂ the risk of inadequate organization of the Company's operations;
- ☂ the risk of incorrect or economically detrimental contracting of business activities;
- ☂ the risk of fraud, abuse, and other unlawful activities by the members of the Executive Board or the Supervisory Board, as well as individuals entrusted with the management of specific business activities of the Company and the Company's employees;
- ☂ the risk of contracting, organizing, and performing insurance operations in a manner contrary to the professional standards of the insurance industry;
- ☂ the risk arising from the absence of an adequate system of internal controls, procedures, and work processes;
- ☂ other operational risks depending on the nature, scope, and complexity of the Company's operations.

The annual assessment of operational risks for the year 2025 identified a total of 124 risks mainly within management of execution, distribution and processes (51%).

**Reputational Risk Management Policy:** This policy sets out the framework for identifying, assessing, mitigating, reporting, and controlling reputational risks that may affect the Company. The goal of managing reputational risk is to protect the Company's capital by reducing and preventing damage to its reputation. The policy is aligned with the Unipol's methodology and complies with the regulations of the Republic of Serbia.

Reputational risk arises from a loss of public confidence in the Company's operations. The model identifies the following seven factors that influence the Company's reputation:

- ☂ **Financial Performance:** indicates whether the Company is able to generate profits in the short term, but also in the medium to long term;
- ☂ **Leadership:** indicates if the Company has a clear vision for its future, a credible and strong top management and an organizational structure able to ensure the implementation of the commitments assumed by top management;
- ☂ **Governance:** indicates a set of rules, mechanisms and processes generated by the interaction between different functions at different levels of the structure, in order to protect the interests of all stakeholders equally; in particular, this dimension assesses the quality and transparency of the governance system, consistency with the values and principles of the code of ethics,

how transparent and public communication is, in line with and even beyond regulatory obligations;

- ☂ Workplace: assesses the Company's ability to attract and retain talent, the quality of the work environment, the attention to health and well-being of its employees, culture (*e.g., in terms of equal opportunities, integration of cultures differences, etc.*);
- ☂ Products and Services: indicates the quality of the relationships that the Company has with its customers and the quality of the products and services offered;
- ☂ Innovation: indicates if the Company is innovative, anticipates market trends and listens to the ideas of all the stakeholders, in order to acquire and maintain competitive advantages;
- ☂ Environment: indicates whether the Company's conduct is responsible from a social and environmental point of view.

### 4.3. ESG Risks - extending DDOR Risk Intelligence

During 2025, DDOR continued to develop and enhance the ESG risk framework as an integral part of its overall risk management system. Based on the identification, analysis, and assessment of ESG risks conducted in previous periods, these risks were further evaluated and aligned with the Company's evolving business activities.

The introduction of new processes and initiatives brings new risks, including those related to environmental, social, and governance aspects of operations. These risks are continuously identified, assessed, and integrated into the existing risk management system.

Results from the ongoing double materiality analysis indicate that the most significant risks with high potential negative impacts are already covered under operational risks, which is a key reason for the lower materiality of the specifically identified ESG risks. This outcome has also been supported by the increased maturity of participants in the materiality assessment process during the third year of implementation, as well as the Company's existing resilience to most emerging ESG risks.

ESG risks that could not be directly linked to existing operational or reputational risks are treated as emerging ESG risks. These are monitored as a development risk category, with the potential to be integrated into the standard risk portfolio in future assessment cycles.

The identified ESG risks have been mapped within ESRS environmental, social, and governance categories, covering topics such as climate change, pollution, biodiversity, employees, consumers and end-users, and governance. Their potential impact is assessed within the context of the Company's existing operational and reputational risk portfolio, ensuring an integrated approach to risk management and consistency with the established risk framework.

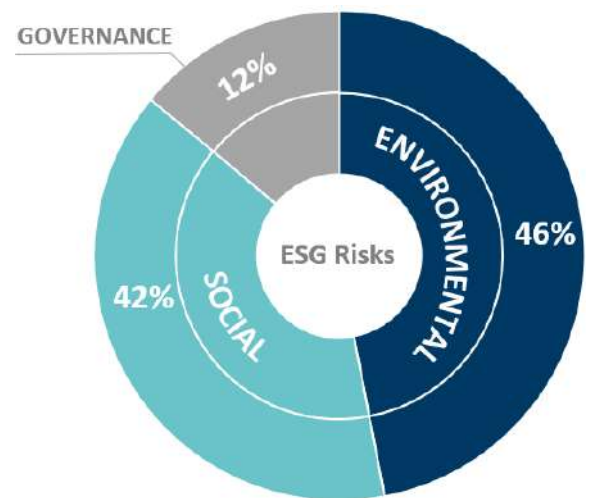
The introduction of the Supplier Code of Conduct for Responsible Procurement in 2025 serves as an example where DDOR transformed emerging ESG risks into measurable and manageable operational risks. Particular attention was given to supply chain risks related to potential negative impacts on employees' working conditions at supplier sites, including the absence of adequate procedures and monitoring, ineffective corrective actions, and business requirements that could lead to excessive

workloads or non-compliance with prescribed working hours. In this way, risks that previously had a developmental character can now become part of a structured risk management system, further strengthening the Company’s accountability across the entire value chain.

The applied methodology and process have been confirmed and supported by the parent company, ensuring alignment with best practices.

The E, S or G nature of the above listed risks by topics:

	TOPIC
<b>ENVIRONMENTAL</b>	Climate change
	Water and marine resources
	Biodiversity and ecosystems
	Circular economy
<b>SOCIAL</b>	Consumers and end users
	Workers in the value chain
	Own workforce
	Sector / Entity specific (ESRS-S4)
<b>GOVERNANCE</b>	Business Conduct



## 5. DDOR’s Strategic Sustainability Approach 2025–2027

Aligned with the strategic direction of its parent company, Unipol, DDOR has entered a new three-year strategic cycle in which sustainable development plays a key role in shaping the Company’s future. Sustainability is not merely a function monitoring regulatory and market trends—it becomes a driver of innovation, competitive advantage, and long-term growth, integrated into all aspects of business operations and the daily work of employees.

- **Strategic Importance** – Sustainable development directly impacts DDOR’s market position within the insurance sector, laying the groundwork for new initiatives and strengthening competitive capabilities.
- **Responsibility and Opportunity** – Through proactive activities, sustainability creates added value for both the Company and the community, while reducing reputational risks and supporting transparent and responsible business practices.
- **Company Evolution** – By integrating sustainability initiatives into strategic actions, DDOR enhances communication and coordination across functions, strengthens processes, and empowers management mechanisms, positioning sustainability as a key factor for long-term development and business transformation.

These initiatives represent concrete steps toward strengthening sustainable business practices, aligning with international standards, and creating additional value for all stakeholders, with a particular focus on social and governance outcomes, employee engagement, and responsible procurement.

### 5.1. From Strategy to Action

## 2025 Initiatives



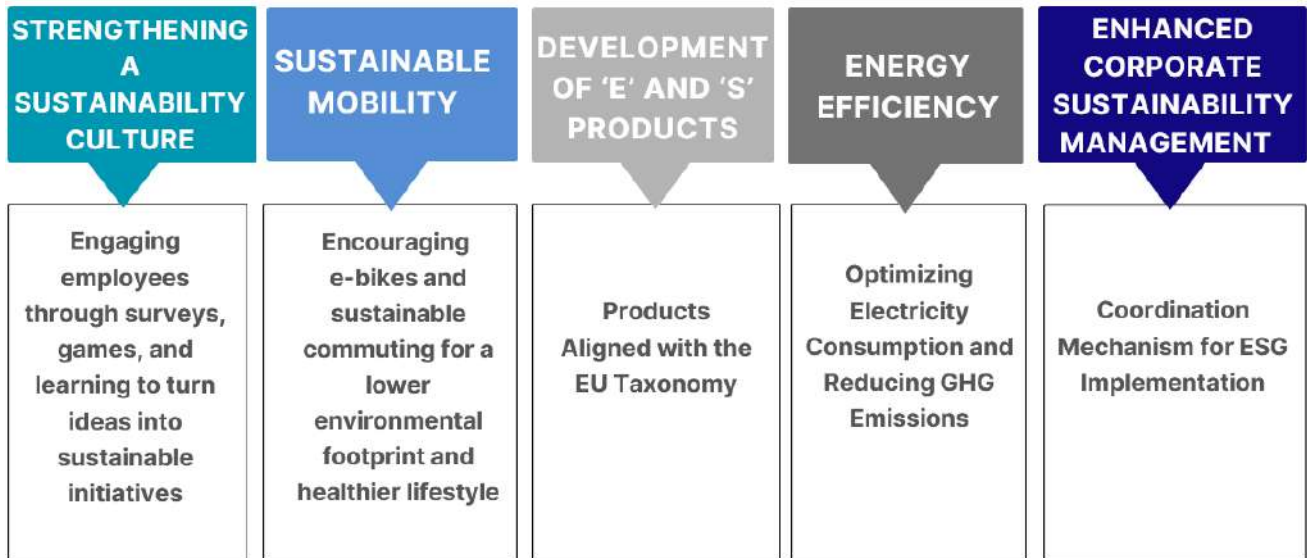
The year 2025 marked the first phase in executing this strategic plan, with tangible results demonstrating how sustainability is becoming an integral part of daily work and corporate culture:

- **Supplier Code of Conduct** – Adopted and implemented to ensure responsible procurement, further strengthening accountability and transparency across the supply chain.
- Strengthening ESG Culture Among Employees – Carried out through the internal educational initiative **“Sustainable Challenge”**, an interactive ESG quiz that enabled employees to test their knowledge of environmental, social, and governance principles, earn rewards, and actively engage in idea exchange. The initiative highlighted individual contributions to shared sustainability goals.
- The **“Children’s Corner”** initiative was launched, enabling employees to exchange and donate children’s toys, books, and clothing. The project promotes a culture of solidarity, responsible consumption, and circular economy principles, while fostering a sense of community and supporting responsible consumption and production.
- **Socially Responsible Products** – Development of products aimed at vulnerable communities in Serbia, exploring the potential of public-private partnerships.

These activities demonstrate that sustainability at DDOR is not only a strategic objective but a natural part of daily operations and corporate culture, producing tangible effects on employees, the community, and the environment.

## 5.2. Challenges and Initiatives for 2026–2027

### Focus Areas and Actions 2026–2027



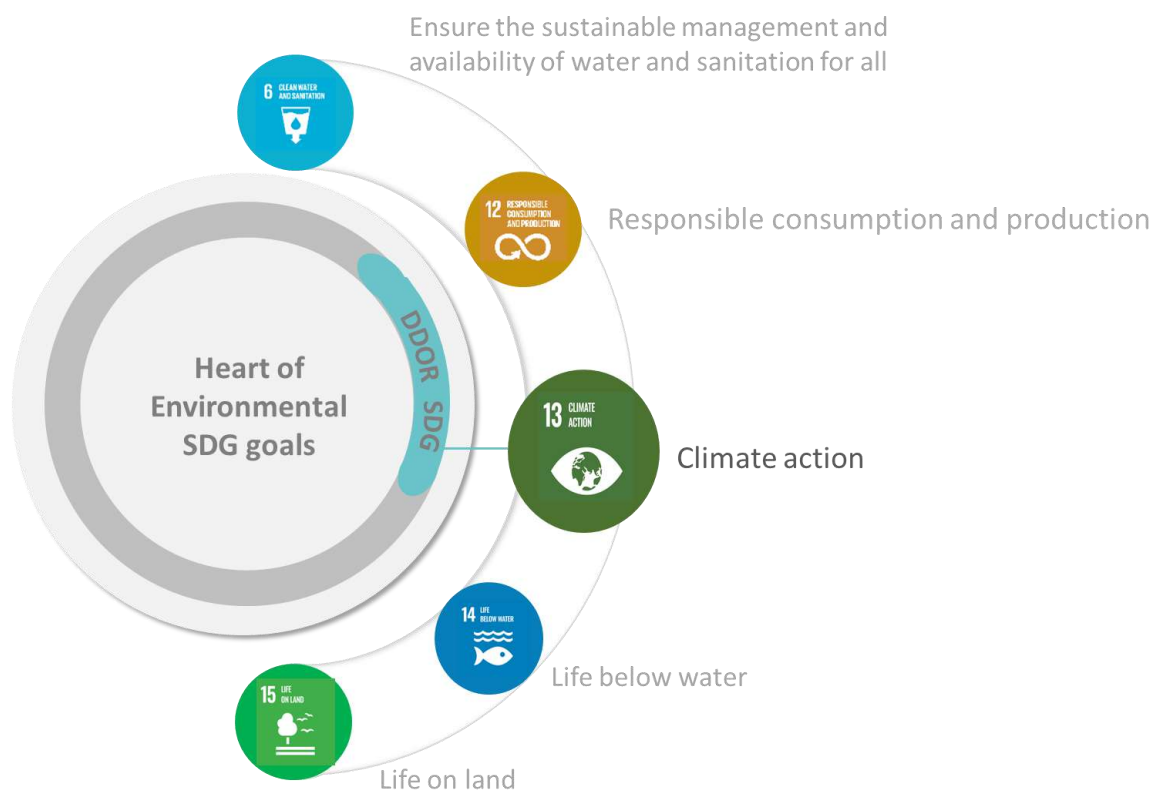
As we enter the next two years of the three-year strategic plan, DDOR intends to further expand and deepen its sustainability initiatives:

- **Employee Engagement and Strengthening ESG Culture** – Activities through surveys, games, initiatives, and educational content aim to turn employees' ideas into concrete initiatives and further develop a culture of sustainability. Gamification and interactive content encourage active participation and knowledge exchange among employees.
- **Sustainable Mobility** – Promotion of electric bicycles and other environmentally friendly commuting options to reduce the ecological footprint and encourage a healthy lifestyle.
- **Development of 'E' and 'S' Non-Life Insurance Products** – Creation of products that contribute to increasing the share of sustainable product premiums in total non-life insurance premiums, in line with the EU Taxonomy methodology.
- **Energy Efficiency** – Optimization of electricity consumption in business facilities, reduction of CO<sub>2</sub> emissions, and cost control, promoting sustainable development and responsible business practices.
- **Enhanced corporate sustainability management** – Establishment of a broader coordination mechanism for implementing ESG initiatives and managing reputational risks to prevent unintentional greenwashing.

## 6. Environmental Principles

At DDOR, we understand that environmental principles are essential in driving sustainability and minimizing ecological impacts within the insurance industry. As the focus shifts towards greener practices, DDOR actively adopts responsible business practices by reducing its carbon footprint, minimizing waste, and advocating for efficient resource usage, thereby contributing to global sustainability goals and environmental stewardship.

At the core of the environmental Sustainable Development Goals, with a focus on one highlighted in the Group’s Strategic Plan – SDG 13 (*Climate Action*):



DDOR Novi Sad is dedicated to sustainability as a long-term investment, actively assessing its environmental impact through two key environmental SDG goals. This approach not only supports global sustainability but also ensures long-term success and strengthens stakeholder trust, balancing business growth with environmental responsibility.

## 6.1. Sustainable Investments

Within its business operations, the Company continuously invests in environmental protection and sustainable development, aiming to reduce the negative impacts of its activities, use resources efficiently, and consequently improve working conditions for employees. During 2025, investments were primarily focused on increasing the energy efficiency of business premises.

Investments in the improvement and optimization of business premises included relocations to more functional and energy-efficient spaces, complete interior renovations, adaptation of electrical and other installations, replacement of inefficient lighting with LED technology, as well as modernization and efficiency improvements of air conditioning systems.

### Energy Efficiency Improvements

As the most important factor in reducing greenhouse gas (GHG) emissions, the Company renewed its agreement with Elektroprivreda Srbije for the supply of electricity from renewable sources, covering 100% of consumption in Company-owned premises and more than 80% of total consumption.

In the area of facilities management, the energy performance of business premises has been improved in Novi Sad, Bela Crkva, Pirot, and Bački Petrovac.

Investments included:

- replacement of outdated lighting with LED panels, resulting in a total annual electricity saving of 11.9 MWh.
- replacement of external joinery (159 locations within one building) with new energy-efficient aluminum frames with triple glazing, as well as
- replacement of outdated split air-conditioning units with a new multi-split system (95 units). New roller blinds were also installed as part of these activities, further improving the building's energy efficiency and user comfort.
- complete floor renovations, including installation of new aluminum portals, modern lighting, flooring, and upgrades to the air-conditioning system.



## 6.2. Environmental Responsibility

### Sustainable Mobility

Within the implementation of ESG principles, DDOR remains committed to its strategy of reducing its environmental footprint through a systematic transformation of its vehicle fleet. In 2025, the focus was on improving energy efficiency and further integrating environmentally friendly technologies, thereby contributing to sustainable development goals and reducing greenhouse gas (GHG) emissions.

The strategic reduction of fossil fuel-powered vehicles and their gradual replacement with electric and hybrid vehicles demonstrates the Company’s commitment to moving away from high-emission technologies. With its own e-mobility infrastructure, including installed chargers at company locations, DDOR ensures reliable logistical support for the use of eco-friendly vehicles, completing the transition toward a more sustainable transport model.




Sustainability efforts also encompass the promotion of environmentally friendly employee mobility. In collaboration with its parent group, Unipol, 45 electric bicycles were procured and distributed across 27 cities within the branch network. This initiative allows employees to use an alternative, eco-friendly mode of transport for business purposes during working hours. By introducing electric bicycles as a substitute for motor vehicles on shorter routes, the Company further contributes to reducing urban traffic congestion and exhaust emissions.



To further minimize environmental impact, DDOR provides employees with sustainable commuting options. For employees traveling the Belgrade–Novi Sad route, rail transport offers a more environmentally friendly alternative. In 2025, substituting train travel for car travel resulted in a reduction of 7t of CO<sub>2</sub> emissions, representing approximately 90% lower emissions for the same distance compared to road transport.

Overall, in the context of sustainable mobility, the total reduction of CO<sub>2</sub> emissions in 2025 amounted to **29t**, resulting from three separate factors:

- more efficient and upgraded company vehicle fleet,
- transition from car to rail transport for specific routes,
- use of electric bicycles instead of passenger cars.

	Type of transport	↓ t CO <sub>2</sub> eq
	DDORs car fleet	21
	Train	7
	Electric bicycles	0.6
	<b>Total</b>	<b>29</b>

Within the framework of the new strategic cycle, “Stronger Faster Better”, the Unipol Group has updated its 2030 targets, focusing on a significant reduction of greenhouse gas (GHG) emissions under Scope 1 and Scope 2. The targets cover all operational facilities and the vehicle fleet under the direct control of the Group (both in Italy and abroad). Thanks, in part, to measures implemented at DDOR, the Group has succeeded in achieving and even surpassing the set Scope 1 & 2 emissions reduction targets ahead of the 2030 deadline.

Scope 1 & 2 (vs 2019)	2025	Plan
↓ CO <sub>2</sub> emissions vs. 2019 baseline	60%	46.2%

To operationally achieve the defined targets, a dedicated working group has been established to monitor the progress and results of planned CO<sub>2</sub> emission reduction projects. As a Group member, DDOR actively participates in its activities, ensuring that local operations are aligned with Unipol’s ESG standards. The key performance indicators (KPIs) that DDOR plans to implement are focused on vehicle fleet management transformation and facility optimization, through the application of digital solutions (e.g., GPS tracking of the Company’s fleet vehicles) and energy efficiency measures, in order to achieve long-term sustainability objectives.

### Reduce, Separate and Recycle

Waste separation represents one of the Company’s operational activities in managing environmental impacts. DDOR systematically implements separate waste collection within its business premises, focusing on locations with the highest number of employees – Novi Sad and Belgrade.

For this purpose, bins for separate collection of glass, plastic, and paper waste have been installed.

In this way, in 2025 we sorted and handed over to authorized recycling operators:

- ♻️ 19.9 t of paper (3% less than in 2024)
  - mainly due to increased digitization of core business processes,
- ♻️ 0.17 t of plastic (13% more than in 2024)
  - thanks to more disciplined collection,
- ♻️ 2 t of glass (123% more than in 2024)
  - resulting from partial substitution of significantly reduced PVC bottles.



DDOR plans to gradually expand the waste separation system to other cities in which it operates, aiming to improve waste management and optimize resource use.

### “Plastic-Free” Project

DDOR continues to devote special attention to reducing plastic use through the “Plastic-Free” initiative, which replaces single-use plastic bottles with water dispensers at company locations.

The initial target of a 5% reduction in annual PVC bottle consumption was significantly exceeded. Exact data from the initiative are presented in the table below:

year	PVC bottle consumption (unit)	compared with 2023		tCO <sub>2</sub> eq "from cradle to cradle" <sup>2</sup>	YoY (%)
		Δ (unit)	%		
2023	75,192	–	–	–	–
2024	31,206	(43,986)	58%	9	58%
2025	14,993	(60,199)	80%	12	52%

The effects of the initiative are threefold: encompassing environmental protection, financial savings, and benefits to human health.

### Afforestation Campaign

In 2025, we continued the “For the Forest in Your Area” campaign, launched in 2022. This effort not only contributes to the enhancement of local biodiversity but also aligns with our commitment to sustainable development and responsible environmental management.

Overview of joint achievements with local communities to date:

- 🌿 2022–2025:
  - over 1,000 seedlings planted,
  - planting carried out in 18 cities,
  - participation of approximately 7,000 voters for candidate cities.
- 🌿 In 2025 specifically:
  - 240 seedlings planted in 3 cities.



<sup>2</sup> Cradle-to-Cradle (C2C) is a sustainable design and circular economy concept that mimics natural cycles, where waste becomes a resource for a new cycle. Unlike the linear model (“cradle-to-grave”), it ensures that all materials are safely returned to biological or technical cycles, without generating harmful waste.

## 7. Social principles

DDOR Novi Sad believes that the opportunities and well-being of employees, as well as all external stakeholders with whom we interact daily, are essential for both market success and sustainable development.

### 7.1. Human Rights Principles

This chapter covers various initiatives aimed at enhancing employee well-being.

In 2025, as a responsible employer, DDOR expanded the range of employee benefits, focusing primarily on health protection, satisfaction, retention, and work-life balance.

In addition to existing scholarship programs for gifted students at the University of Novi Sad and for children of deceased employees, DDOR also conducted in 2025 a scholarship program for employees' children pursuing higher education. The scholarships will be disbursed throughout 2026 and are expected to have a positive impact not only on the students themselves but also on their parents and other employees, highlighting the employer's commitment to the community and the future. The practice of contributing to the voluntary pension fund DDOR Garant continues.

The Company also maintained its voluntary health insurance program for employees. All employees can access voluntary health insurance at any medical facility in Serbia, up to a defined limit. A new feature in 2025 is additional coverage for pregnant employees and employees with a recognized disability status.

DDOR pays special attention to mental health, providing employees with access to the Resilient platform, which supports coping with challenging life situations. Following the principle "healthy body – healthy mind", the Company also offers employees the benefit of accessing FitPass sports facilities at discounted rates, with partial co-financing of membership fees.

As part of DEI initiatives, in 2025 DDOR became a member of the Employers Network for the Employment of Persons with Disabilities, launched by the Forum of Youth with Disabilities. This Network brings together companies that take a strategic approach to inclusive hiring and equal opportunities. DDOR also participated in a work placement program for young people with disabilities.

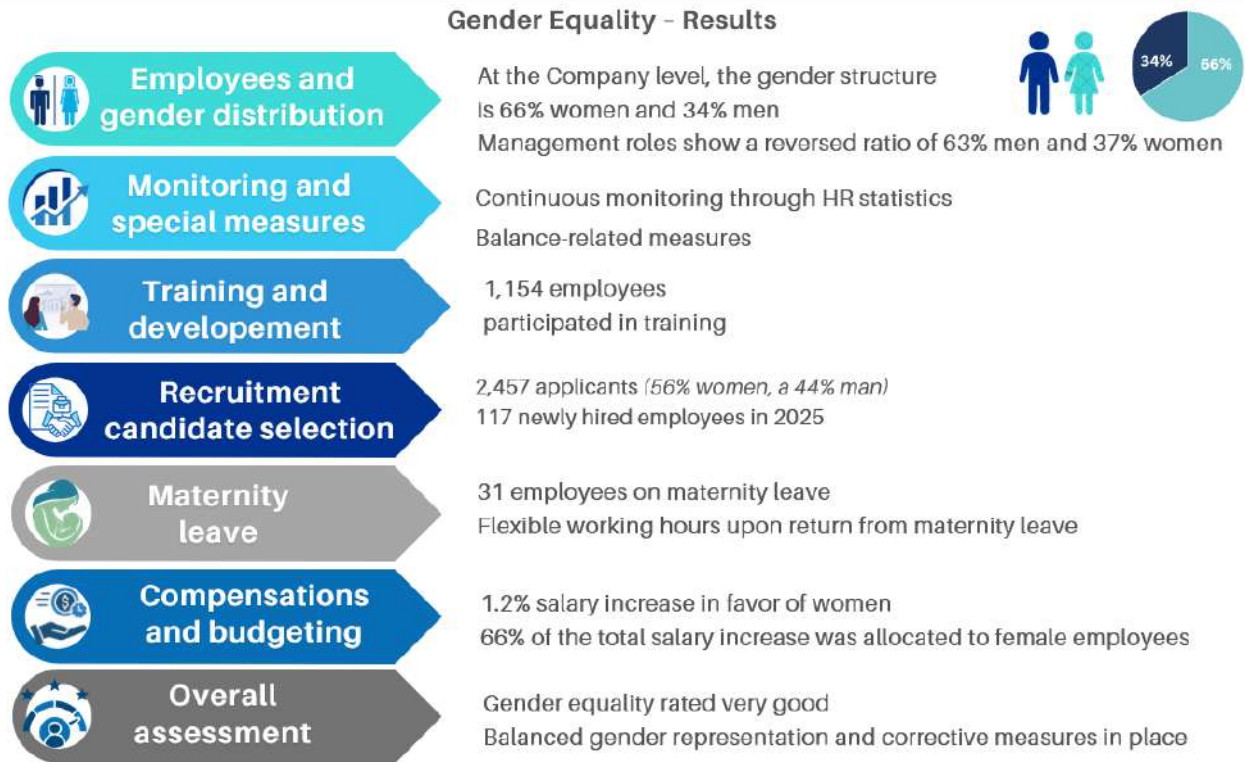
As a socially responsible company, DDOR Novi Sad systematically monitors, plans, and implements measures to promote gender equality, in accordance with applicable regulations, with regular reporting on achieved results. The gender representation at the Company level is 66%:34% in favor of women, with an inverse correlation with the structure in management positions of 63%:37%, for which corrective measures are defined and applied. Monitoring is conducted continuously through HR statistics and clearly defined indicators with baseline and target values.

Special attention is given to employee training and development, with 1,154 employees participating in training programs. In recruitment, 2,457 candidates applied, resulting in 117 new hires.

DDOR supports employees through parental leave policies - 31 employees took maternity leave, with the option for flexible working hours upon returning to work.

Regarding salaries and budgeting, a 1.2% salary increase was allocated in favor of women, and 66% of total salary increases were directed to female employees.

Based on monitored indicators and implemented measures, the state of gender equality is assessed as very good, with ongoing efforts to further improve balance and equal opportunities.



## 7.2. Labour principles

DDOR applies responsible and inclusive human resource management in line with international standards, national regulations, and internal company policies. The HR strategy ensures professional development, respect for collective bargaining principles, improved benefits, inclusion, collaboration with educational institutions, and support for employee health and well-being.

The Company implements responsible HR management principles outlined in international conventions, Group policies, and internal regulations, with a particular focus on:

- Professional development and training – through internal and external courses, e-learning, and specialized seminars.
- Recruitment and selection – streamlined and enhanced through software solutions for a more efficient, transparent, and objective process, with outcomes regularly monitored.
- Information and digital resources – supporting efficient HR management and professional growth

### **Certifications and Awards**

- Awarded the Top Employer certification for 2025, the only insurance company in Serbia with this recognition.
- Strongest results achieved in employee development, employer reputation, and aligning business strategy with the Company's values.

### **Flexibility and Benefits**

- Flexible working hours for employees with children up to 7 years old.
- Scholarships for employees' children pursuing higher education.
- Voluntary DDOR Garant pension contributions and additional health insurance, including coverage for pregnant employees and people with disabilities.
- Mental health support through the Resilient platform and access to fitness facilities via the FitPass network.

### **Inclusion and DEI Initiatives**

- Membership in the Employers' Network for Hiring People with Disabilities.
- Participation in work placement programs for young people with disabilities, promoting equal opportunities for all.

### **Professional Development**

- Training in sales, finance, management, and personal development, conducted in branches and offices or online as needed.
- Specialized courses: Change Management, IFRS 9 and IFRS 17, Employee Personal Development, First-Time Manager.
- Average of 16.9 training hours per employee in 2025.

### **Innovation and Projects**




- DDORaSADnik Project continued with analysis of the previous cycle and planning for the next, incorporating winning ideas into the Company's three-year plan.
- Project nominated for the Best Initiative award within the Unipol Group, recognized for innovation and organization.

### **Collaboration with Education**

- Internships for 11 students from partner universities and around 100 students from secondary economics schools.
- Activities include conferences, internship fairs, student programs, and extracurricular initiatives.
- Ongoing collaboration with universities and the Association of Secondary Economics Schools, contributing to the preparation of future insurance professionals.

### 7.3. Employees' health and safety

The Occupational Health and Safety (OHS) Management System represents one of the key components in achieving the Company's strategic objectives and encompasses the consistent implementation of preventive measures aimed at:

-  preventing or reducing the number of workplace injuries to the lowest possible level,
-  eliminating or minimizing hazards and harmful factors in the field of occupational safety and employee health protection,
-  ensuring safe and healthy working conditions at workplaces and within the working environment.






During 2025, DDOR implemented preventive measures and activities aimed at minimizing the risks arising from hazards and harmful factors that have been identified or may occur at the workplace and within the working environment, in accordance with the applicable occupational health and safety regulations. The Company approaches this area with particular attention, continuously monitors the situation, and undertakes all necessary preventive measures in order to reduce the likelihood of such occurrences to the lowest possible level.

In 2025, a significant decrease in the total number of workplace injuries was recorded, indicating an improvement in the implementation of occupational health and safety measures, as well as increased employee awareness of the importance of safe behavior. A total of six workplace injuries were recorded, of which four were minor and two were classified as serious. Compared to 2024, the total number of injuries was reduced by 13 cases, representing a decrease of 68%. These results confirm the effectiveness of the implemented preventive measures and the continuous improvement of the Company's occupational health and safety system.

The Procurement and General Affairs Directorate, which is responsible for the implementation of statutory obligations in the field of occupational health and safety, continued to apply preventive measures aimed at reducing workplace injuries, particularly those that most frequently occur while commuting between employees' place of residence and workplace. Continuous theoretical and practical training of employees related to preventive measures for safe and healthy work was ensured. During 2025, the Company conducted 115 occupational health and safety training sessions, as well as mandatory basic training for the renewal of first aid certificates for 32 employees, thereby further improving emergency response preparedness.

As part of its established risk management strategy, DDOR implemented measures during 2025 aimed at reducing the risk of consequences in the event of fire. Throughout the year, seven fire evacuation drills were conducted in the Company's facilities in the following cities: Sombor, Sremska Mitrovica, Pančevo, Zrenjanin, Ruma, Šid, and Bačka Palanka. All employee activities, as well as the functioning of fire alarm sirens, were assessed as appropriate and compliant. During 2025, three inspections related to the implementation of the Law on Disaster Risk Reduction and Emergency Management were conducted at branch facilities in Leskovac, Zrenjanin, and Subotica. All inspections were completed with high ratings and positive outcomes.

Other occupational health and safety-related areas that were subject to regular statutory and periodic inspections during 2025 included:

-  protection and safety control of electrical equipment,
-  verification of technical characteristics of equipment,
-  inspection of the proper condition and intended use of electrical installations,
-  inspection of fire-fighting equipment,
-  verification of the structural condition of all business premises.

During 2025, a total of 886 user requests were recorded in the Facility Management system, of which 259 related to occupational health and safety matters. All user requests were resolved positively and within the shortest possible timeframe. The most frequent interventions related to organizing and securing cables at workstations, repair of office furniture, remediation of restroom facilities, and replacement of work chairs. Following the previously completed large-scale replacement of 981 lighting fixtures with energy-efficient LED panels, an additional 50 lighting fixtures were replaced during the year. Furthermore, 122 office chairs were replaced, and office furniture was renewed for approximately 30 workstations.

The Company remains fully committed to the continuous improvement of working conditions, the identification of facilities requiring additional investment, and the timely implementation of necessary works, with the aim of maintaining high standards in the field of occupational health and safety.

## S (in) Core – Social First, Protection Always

### New Life Product

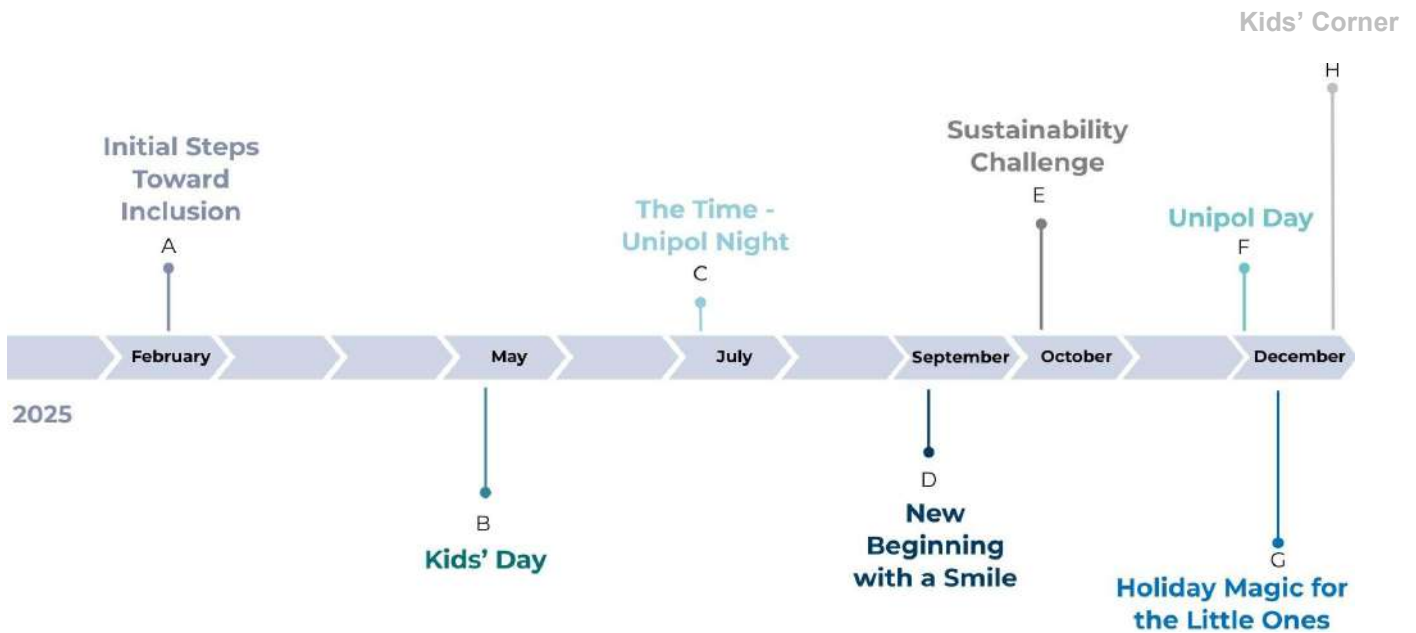
In 2025, the **"Insurance for the Whole Life"** product confirmed its social value and societal significance through double-digit premium growth compared to the previous year. This further demonstrates that the product successfully aligns with the Company's corporate social responsibility strategy, delivering a tangible and measurable impact on the community.

Designed to meet clear family needs, the product is accessible to all social segments, particularly older populations who seek security and the ability to provide financial protection for their loved ones in unforeseen circumstances. The need for safety and protection also extends to lower-income groups, who can achieve it through this affordable product.

The product clearly and transparently demonstrates the social ('S') and governance ('G') components, adhering to ethical principles of management and business conduct.



## 8. Events and Initiatives in 2025



### A. Initial Steps Toward Inclusion

In line with the Human Resources Directorate’s three-year plan (2025–2027) and the principles of Diversity, Equity, and Inclusion (DEI), DDOR Insurance became a member of the Employers’ Network for the Employment of Persons with Disabilities in 2025, led by the Youth Disability Forum. Through this membership, the Company reaffirmed its strategic commitment to inclusive hiring and creating equal opportunities for all candidates.

Following the signing of a business-technical cooperation agreement, the first training session for employees was held in February, aimed at strengthening capacities for working with persons with disabilities. The training focused on understanding the concept of disability, identifying practical solutions for inclusion in the workplace, the legal framework, and best employment practices. Representatives from Human Resources, Sustainable Development, and Facilities Management actively participated in the training, preparing for further improvement of inclusive practices within the Company. Through this collaboration, DDOR Insurance contributes to creating sustainable and positive social change toward greater equality and accessibility.



A further step in the cooperation between DDOR and the Youth Disability Forum (YDF) is participation in a two-month internship program for young people with disabilities.

Additionally, from this year onwards, the Company provides enhanced support and assistance to existing employees who have, or will obtain, the status of persons with disabilities, by offering additional healthcare services, including specialist medical examinations, laboratory tests, and radiological assessments.

## B. Kids' day in DDOR



For the third consecutive year, DDOR organized a Children's Day for Employees under the title "Children's Day Brings Joy", reaffirming its commitment to community and the values that connect employees and their families.

The theme of this year's event focused on promoting healthy habits, nutrition, and physical activity. The program was designed so that children and parents could learn and have fun through play, creative and sports workshops, drawing, face painting, cycling challenges, and other activities, fostering awareness of the importance of a healthy and active lifestyle.

More than one hundred children had the opportunity to visit their parents' workplaces, learn about daily business processes, and participate in joint activities and a diverse entertainment program, supported by partners and volunteers.

DDOR believes that the workplace should be a place where values are lived, and that investing in family, community, and responsible upbringing is an integral part of the Company's sustainability culture and corporate social responsibility.



### C. The Time – Unipol Night (Strengthening Corporate Culture and Community)



One of the most significant events within the Unipol Group during the reporting period was the corporate gathering titled “The Time”, held on July 11 at the San Siro Stadium in Milan. Around 100 DDOR representatives had the honor of attending this event, which brought together over 25,000 employees and partners from across the Unipol community.

The event provided an opportunity to celebrate the history of the Unipol Group, highlight achievements, and present a shared vision for the future. Key messages of the evening were delivered by Carlo Cimbri, President of the Unipol Group, Matteo Laterza, Chief Executive Officer, and Enrico San Pietro, General Manager of the Insurance Sector.

DDOR’s team presence at the event further strengthened connections with the Unipol community and reinforced the shared values of unity, responsibility, vision, and belonging.

### D. New Beginning with a Smile (Gifts for Our First-Grade Students)

As in previous years, DDOR celebrated the first day of school with a thoughtful gesture for the youngest students. Gift packages were prepared for the children of employees starting school for the first time—this year for 50 children—aiming to make the beginning of the school year happier and more joyful.

This initiative also supports parents by highlighting the shared joy of these first school steps. We expect the number of gift packages to grow year after year, turning this activity into a tradition that will delight future generations of first-graders.



## E. “Sustainable Challenge”

During 2025, an internal educational initiative was conducted through a dynamic and interactive ESG knowledge quiz called “Sustainable Challenge”. The goal of this activity was to raise awareness of key sustainable business principles, with 140 employees from 24 various departments testing their understanding of Environmental (E), Social (S), and Governance (G) factors.

The quiz served as a tool to identify areas with potential for further development, focusing on understanding the impact of greenhouse gases, the importance of responsible supplier selection, and the role of diversity in making high-quality governance decisions. To further reinforce a culture of accountability and continuous learning, the Company rewarded the top-performing participants, highlighting the value of individual contributions to our shared sustainability goals. The quiz web



application was designed using a free tool, ensuring no impact on the Company’s budget.

The results of the initiative demonstrate employee engagement and their willingness to contribute through everyday decisions to long-term positive effects on the environment, the community, and business stability.

## F. Unipol day

On December 3, the first Unipol Day was held at the Enea Mazzoli Auditorium in Bologna. This new event is dedicated to celebrating outstanding teams and initiatives, focusing on a culture of collaboration, idea exchange, and showcasing projects that contribute to shared growth. Representatives from DDOR had the honor of attending this significant gathering and being part of an atmosphere that celebrated teamwork, innovation, and commitment.

Five exceptional projects were recognized among very strong competition. Among the 15 finalists was our project, DDORaSADnik – a story of vision, courage, and team spirit, once again highlighting the creativity and energy our teams bring to joint initiatives.



The awards were presented by Carlo Cimbri and Matteo Laterza, whose presence and engagement further underscored the importance of the event. The occasion particularly highlighted the effort, knowledge, and innovative ideas that Group teams bring to their daily work.

### G. Holiday Magic for the Little Ones

At the end of December 2025, DDOR organized a New Year’s performance of “The Ant and the Grasshopper” for 70 children of employees aged up to 7, performed by the theater troupe “Visoko C”. The show was filled with songs, games, and smiles, and each child received a New Year’s gift package. The event created a warm festive atmosphere and further strengthened the bonds within the DDOR family.



### H. Kids’ Corner



During 2025, the Company launched an internal initiative called “Kids’ Corner”, integrated into its broader sustainability and environmental protection strategy. The project focuses on the practical application of circular economy principles within the workplace, transforming the way employees manage resources both privately and professionally. The activity was designed to have no impact

on the Company’s budget, carefully balancing financial considerations with sustainability actions.

Key Objectives and Achieved Impacts:

- **Environmental Impact and Circularity:** By encouraging the re-use of children’s toys, books, and clothing, the initiative directly extended the lifespan of products, reducing the need for new resources and generating less household waste at the individual employee level.

- **Social Responsibility and Employee Wellbeing:** The initiative supports employees' household budgets and promotes a culture of solidarity and sharing. It strengthened the internal community and a sense of belonging through shared values of sustainable development.



- **Contribution to the Sustainable Development Goals (SDGs):** This activity contributes to *SDG 12 (Responsible Consumption and Production)*, fostering sustainable behavioral patterns within the Company.

## 8.1. External social interaction

Ensuring the sustainable development of the Company aligns with community support. DDOR Novi Sad initiates and participates in activities that provide a high level of positive impact on society. The main activities, in 2024, the Company engages in are focused on improving education, culture, traffic safety, well-being, and the environment, with the most important ones being:

### Sports:

- 🏆 DDOR Novi Sad is the official insurer of the Olympic Committee of Serbia, for the next four years 2025-2028
- 🏆 Support for the Zrenjanin Half Marathon,
- 🏆 Support for the Pančevo Night Marathon,
- 🏆 DDOR Novi Sad was part of the largest business and sports event in Serbia "Serbian Business Run" for the fourth time, in 4 cities – Subotica, Novi Sad, Belgrade and Niš.

### Traffic safety:

- 🏆 DDOR Novi Sad General sponsor of the 57th International Motor Show and the 17th International Motorcycle, Quad Bike, Scooter and Equipment Fair "Motopassion" in Belgrade.

### Well-being:

- 🏆 DDOR Novi Sad is the official insurer of OPENS,
- 🏆 Partnership in the "Pensioner Card" project,
- 🏆 DDOR is the sponsor of the largest cable car in Serbia, the Gold Gondola on Zlatibor.

### Education:

- 🎓 Providing support to university students as founders of Scholarship fund at the University of Novi Sad,
- 🎓 Collaboration with the Faculty of Economics in Subotica, the Faculty of Science and the Faculty of Technical Sciences at the University of Novi Sad,
- 🎓 Collaboration with the Faculty of Economics and the Faculty of Organizational Sciences at the University of Belgrade,

- 🎓 Collaboration with the FEFA faculty at Metropolitan University,
- 🎓 Providing of internship programs for students of all targeted faculties,
- 🎓 Cooperation with more than 20 students' organizations, providing strong support for student organization and informal education of youth,
- 🎓 Cooperation with economic high schools with the aim of developing awareness of insurance among young people through additional education,
- 🎓 Providing internship programs for economic high school students (more than 250 students every year),
- 🎓 Authors of the supplementary textbook („Practicum“) for the subject "Insurance" aimed for profile „Economic technician“ and „Finance technician“ in economic high schools.

**Culture, art, heritage:**

- 🎭 DDOR Novi Sad is the official insurer of the EXIT festival,
- 🎭 Partnership with Belgrade Dance Festival,
- 🎭 Partnership with the Gallery of Matica Srpska,
- 🎭 Partnership with the Serbian National Theatre,

**Environment, ecology:**

- 🌱 Continuity of action "For a Forest in Your Neighbourhood," which greenifies areas in urban environments,
- 🌱 Participation in the panel "Electric Vehicle Days".

Contributions to the community according to area:

**EXTERNAL SOCIAL INTERACTION**



## 8.2. Recognition for Raising Standards

In 2025, DDOR Insurance was, for the second consecutive year, awarded the prestigious Top Employer certification in human resource management, making it the only insurance company in Serbia to have received this recognition to date.

The Top Employers Institute, an independent authority assessing HR practices, recognized the DDOR team’s efforts in continuously improving HR policies, processes, and working conditions.

The Top Employers program certifies organizations based on their participation and results in a comprehensive survey on best HR practices. Certification covers six HR domains, comprising 20 topics, including people strategy, work environment, talent acquisition, learning and development, diversity, equity and inclusion, overall employee well-being, and more.



This year, DDOR achieved its strongest results in employee development, as well as in aligning business strategy and operations with the company’s purpose and values.

By 2025, the Top Employers Institute has certified over 2,400 organizations in 125 countries, positively impacting the lives of more than 13 million employees worldwide.

## 9. Governance

The primary driver of the Company’s sustainable development is the genuine commitment of top management to ensure that sustainability is an integral part of both current and future business operations. This mindset is cultivated and communicated across all levels of the Company, gradually raising awareness of business aspects that have always existed to varying degrees, but until recently had not been formally articulated.

**DDOR firmly believes that the ESG journey begins with “G” – Governance.**

The Sustainable Development Department actively participates in defining the Company’s plans and strategic documents that are closely linked to sustainability.

In collaboration with its parent company, DDOR Novi Sad aims to meet the requirements of the comprehensive regulatory framework, design and implement sustainable development projects, and integrate sustainability frameworks across its business operations.

## 9.1. Responsible Procurement and Supply Chain Sustainability

We are aware that a significant portion of our ESG risks and impacts lies not only within direct operations but also across the value chain. Therefore, the introduction of the Supplier Code of Conduct represented a logical continuation of systematically integrating sustainability into the Company's business model. Since October 2025, DDOR has been applying the Responsible Procurement Supplier Code of Conduct, which defines the minimum standards expected from all suppliers and their subcontractors.

The Responsible Procurement Supplier Code of Conduct is defined as a set of norms for business relationships with suppliers, aimed at preventing and mitigating negative sustainability impacts. From this definition, the need arose for DDOR, as the first company in the Serbian insurance industry, to formally integrate this policy into its procurement processes during 2025.

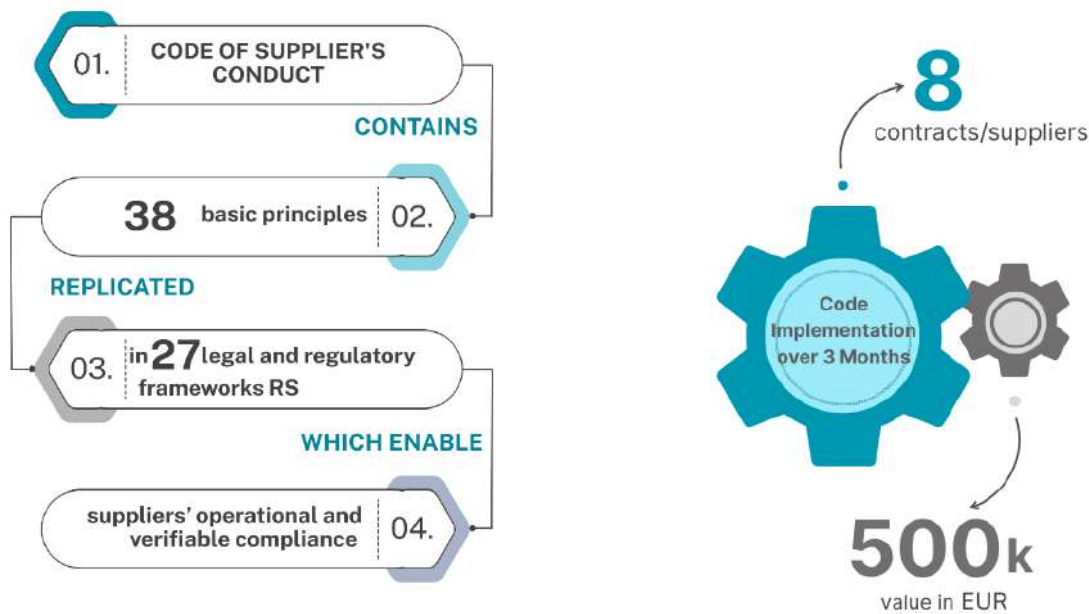
The rationale for introducing the Code lies in the need to clearly articulate and apply principles of responsible governance, human and labor rights, environmental protection, and business ethics in supplier relationships. In the context of ESRS standards, the Code directly contributes to topics under ESRS G1 (Business Conduct), through the prevention of corruption, conflicts of interest, and unethical practices.

The goal of the Code is not only minimal compliance but also the education and gradual enhancement of suppliers' ESG maturity. The document serves as a practical guide that familiarizes suppliers with the core principles of the UN Global Compact, as well as insurers' expectations under ESRS S2 (Workers in the Value Chain), including respect for labor rights, health and safety, prohibition of forced and child labor, and promotion of equal treatment.

The approach is aligned with the CSRD double materiality logic and ESRS requirements, which recognize the importance of the value chain in assessing impacts, risks, and opportunities. From this perspective, procurement plays a significant role in managing reputational, operational, and regulatory risks, as well as indirect environmental and social impacts. Nonetheless, financial criteria remain dominant in supplier selection, with ESG factors gradually integrated into the decision-making process.

Initially, the Code covers suppliers with higher ESG risks or significant business impact, including a contractual clause ensuring compliance, cascading obligations to subcontractors, and the possibility of auditing. This way, principles under ESRS E1 (Climate Change) are integrated into the supply chain, particularly through resource, emissions, and waste management.

Suppliers may perceive the Code as a signal of mistrust, or the clause as a risk of audit or unilateral contract termination. During the development of the Code, each fundamental principle was mapped to Serbian legislation, ensuring full compliance with applicable laws. In this way, the Code does not introduce parallel rules but systematizes existing supplier obligations within an ESG framework that is practical and applicable.



To ensure consistent application of the Code, a Guideline for Integrating the Code into the Procurement Process has been created, clearly defining the steps and responsibilities in all phases of procurement and contracting. The Guideline provides employees with instructions on how to act in various situations – from sending requests for proposals, through contract conclusion, to managing cases where suppliers submit their own contractual templates or refuse to comply with the Code.

Particular emphasis is placed on assessing supplier sustainability through an ESG questionnaire, which enables an objective and quantitative evaluation in accordance with CSRD requirements, covering environmental protection, labor and human rights, business ethics, and social responsibility. The results of this evaluation are integrated into the Supplier Register, used for decision-making, identifying potential risks, and spotting opportunities to enhance collaboration.

### Outlook & Next Steps



The Code is publicly available and published on the Company's official website ([www.ddor.rs](http://www.ddor.rs)), ensuring transparency and accessibility of information to all stakeholders.

Through the consistent dissemination of knowledge, standards, and good practices across the value chain, the insurance industry can play a visible and measurable role in the sustainable transformation of the market.

## 9.2. Policies as formal commitment and determination

### **Sustainability policy 2025**

In 2025, DDOR Novi Sad as a company whose registered office is outside the territory of the Republic of Italy, adopted the principles and rules stipulated under the Unipol's Sustainability Policy to the extent that the same are applicable and consistent with the regulatory framework of the Republic of Serbia and regulations applicable to insurance activity, as well as with the business model of the Company.

The Policy includes updated chapter of the Unipol Assicurazioni Strategy regarding climate changes, dedicated to the protection of the environment, terrestrial, marine and freshwater ecosystems and the fight against climate change, highlighting the commitment to reducing emissions of climate-changing gases.




### **Internal acts, scholarships and Rulebook on criteria for monitoring and evaluating work results in the life insurance sales network**

In 2025, two amendments to the Collective Agreement were concluded in order to align it with the new statutory minimum wage. Amendments to the Rulebook on Internal Order introduced even more flexible working hours for parents of children up to the age of seven. The Company further demonstrated its socially responsible role by awarding scholarships in 2025 to employees' children pursuing higher education. At the end of 2025, with effect as of January 1<sup>st</sup> 2026, a set of internal acts was adopted governing the calculation of employee compensation and the monitoring of performance results. The new management remuneration rulebooks provide enhanced incentive conditions aimed at encouraging stronger performance outcomes.

### **Environmental protection policy**

In the first half of 2023, DDOR Novi Sad introduced an Environmental Protection Policy as a key component of its Environmental Management System (EMS). This policy is based on best business practices and the needs of all stakeholders.

The focus of the Environmental Protection Policy is to ensure the safeguarding of the environment in which the company operates. This is achieved through the following objectives:

-  business in accordance with the principles of environmental protection,
-  implementation of activities that can improve and develop environmental conditions,
-  prevention of pollution in order to reduce and eliminate the emission of harmful substances into the environment, saving resources and energy, reducing the amount of waste and its reuse and recycling,

- 🌱 research of potential business initiatives that offer solutions and contribute to the improvement of the environment,
- 🌱 sustainable and responsible investment that combines financial analysis with environment protection analysis,
- 🌱 establishment and monitoring of a functional organizational framework that will provide adequate response in case of emergency situations,
- 🌱 undertaking activities in education and raising the level of awareness in order to improve environmental protection.

In 2025, DDOR continued to follow and uphold this policy as a key document, ensuring its alignment with our ongoing Environmental, Social, and Governance (ESG) goals. The policy remains central to our commitment to sustainability and guides our efforts in reducing environmental impact across all operations.

### 9.3. Anti-corruption Principles

In its operations, the Company applies all standards of legal, professional, fair and proper behaviour, strictly observing the regulations, requirements of regulatory bodies, interests of shareholders, clients and other stakeholders. The principles on which the operations are based as specified above are defined in the Charter of Values and Code of Ethics of Unipol Assicurazioni, which have been adopted by DDOR's relevant body.

In line with the AML/CFT Law, by-laws and internal documents of DDOR, at the session of the Supervisory Board held on March 11<sup>th</sup> 2024, the "Plan of annual training of employees on prevention of money laundering and terrorism financing and plan of activities on prevention of money laundering and terrorism financing for 2025" was adopted, which implied organizing on-the-job training of employees responsible for AML/CFT activities, including the external sales network, with a mandatory knowledge test.

Basic and advanced trainings for employees responsible for the prevention of money laundering and financing of terrorism for 2025 are regularly carried out via the E-learning platform which includes the use of the E-learning platform for the employees of the Company and all agents (*Banks and Agencies with which the Company cooperates*).

Based on the adopted "Plan of annual training of employees on prevention of money laundering and terrorism financing and plan of activities on prevention of money laundering and terrorism financing for 2025", the Company continuously conducts the "Initial training" for new employees in accordance with the internal rules.

Initial training is carried out for all new employees who were employed by DDOR Novi Sad for the first time, within 15 days from the commencement of employment, in the following month.
















In accordance with the regulations, training is conducted no later than March 15<sup>th</sup> of the following year, therefore for 2025, training was conducted at the end of 2025.

**Conducted trainings during December - January 2025**  
(Via E- learning platform)

Employees / Training format	General	Advanced
New	66	-
Current	578	84
<b>Total</b>	<b>644</b>	<b>84</b>

The training of insurance agents employed by banks and insurance agencies with which the Company has concluded insurance agency contract was organized in December 2025. By 30.12.2025, a total of 317 employees of banks and insurance agencies, as well as persons who conclude life insurance policies, attended the training. Training was organized via the E-learning platform.

The Company's internal documents (*Rules on AML/CFT, "Know your client" procedure, Instructions for determining beneficial owners, Instructions for checking and verifying the status of an official and Instruction for evaluation of business relationship*) were harmonized with the provisions of the law, and apply in the key segments of the following activities:

-  activities and measures for knowing clients and monitoring their operations in line with the specified risk categories, including control of compliance of activities with the nature of business relationships and the usual scope and type of its operations, as well as any change of risk category;
-  analysing and assessing risks and classifying clients based on risk factors;
-  specifying a risk category for a client, services, products, and transactions based on risk factors in respect of the AML/CFT risk;
-  determining a client's eligibility based on the degree of AML/CFT risk when establishing a business relationship and for the duration thereof;
-  procedures and mechanisms for detecting clients and transactions for which there are reasons for suspicion that money laundering and terrorism financing are involved;
-  submitting information, data, and documentation to the Administration for the Prevention of Money Laundering;
-  temporarily discontinuing transactions or monitoring client's financial operations;
-  establishing authorizations and responsibilities of the AML/CFT officer and his/her deputy, as well as requirements for holding those functions;
-  establishing obligations and responsibilities of managers of organizational parts of the Company;
-  annual assessment of exposure to AML/CFT risk;
-  analysis of risks due to launching a new product;
-  continuous monitoring and supervision of activities related to prevention of money laundering and terrorism financing;
-  setting up internal control system in the domain of prevention of money laundering and terrorism financing;
-  conducting internal audit;
-  establishing the program of checking the integrity of employees responsible for prevention of money laundering and terrorism financing;

- ⚖️ regular on-the-job training, development and specialization of employees responsible for prevention of money laundering, terrorism financing, and regulations which govern personal data protection;
- ⚖️ keeping records, data archiving and protection;
- ⚖️ prohibition of disclosure of information (“no tipping-off”);
- ⚖️ procedure for internal reporting of violation of the provisions of the Law.

#### 9.4. ISO standards

DDOR Insurance has implemented key international standards across all business processes, reaffirming its commitment to delivering high-quality services and ensuring stable operations, with a continuous focus on the needs of current and future clients and long-term business relationships.

ISO standards provide a wide range of benefits for our clients, partners, and associates, as well as for the broader community.



In March 2025, the Company successfully passed the surveillance audits for ISO 14001 and ISO 45001, receiving positive feedback for its effective environmental practices and occupational health and safety management.

#### 9.5. Participation in the UN Global Compact

**WE SUPPORT**



Since 2023, DDOR Novi Sad has been a participant in the UN Global Compact, following the example of its parent company, Unipol. As part of the world’s largest initiative for sustainable development, the Company gains the opportunity to exchange best practices, learn from sustainability leaders, and positively contribute to both local and global communities. Through this

participation, DDOR reaffirms its commitment to human rights, labor standards, environmental protection, and anti-corruption.



## Still Learning About Sustainability

### SDG Ambition Accelerator

In 2025, DDOR continued its journey of learning and growing in sustainability. By participating in the UN Global Compact’s SDG Ambition Accelerator, the Company explored new ways to embed the Sustainable Development Goals (SDGs) into everyday business. Through hands-on workshops, practical tools, and exchanges with regional peers, DDOR gained fresh insights on how its business model can drive positive change for both society and the environment, while strengthening resilience, competitiveness, and innovation.

Programs like Building a Business Case for Sustainability gave DDOR the opportunity to turn sustainability principles into concrete business strategies, creating long-term value for the company, its employees, and the communities it serves, while fully appreciating the social, environmental, and financial benefits of responsible business.



### Building a Business Case for Sustainability

The “Building a Business Case for Sustainability” program enabled participants to develop practical knowledge and skills for integrating sustainability principles into business strategies. The focus was on creating sustainable business models that simultaneously contribute to long-term growth, competitiveness, and the achievement of ESG objectives, while understanding the financial, social, and environmental benefits of sustainable business practices.



## 10. Digital Communication and Sustainability

Aligned with its strategic commitment to transparent, responsible, and sustainable business, DDOR has enhanced its digital communication by launching the new corporate website [www.ddor.rs](http://www.ddor.rs), as well as a new internal website.

A key innovation is the introduction of a comprehensive Sustainability section, providing clear insights into the Company's core activities in responsible business, environmental impact management, community engagement, and alignment with the United Nations Sustainable Development Goals (UN SDGs).

The upgraded digital platform serves as an important channel for open dialogue with stakeholders, increasing visibility and transparency of non-financial results. Thanks to this modernized approach, employees, clients, and the wider public can now more easily access information on sustainable business principles, socially responsible practices, and initiatives promoting environmental protection.



In addition, the previously introduced digital platforms were further developed and upgraded in order to enhance insurance services and ensure timely communication, elevating the overall customer experience through increased use of digitalized services:

- Digital signing of internal documentation which reduces the number of printed pages
- Replacement of equipment in the Data Center with newer technology devices that consume electricity more rationally,
- Reduction of the number of servers and emissions of harmful gases by migrating IT services used by DDOR Auto from special devices to the infrastructure in the primary Data Center,
- Implementation of an automatic response system for incoming emails and archiving them in the work process of the DZO Center, which reduced paper consumption and optimized the business process,
- Pet insurance, a project in its final phase,
- Digitalization of sales of the Moja kućica product through online sales provision,

- Utility services - including employer liability risks for employees, business interruption due to fire and the risk of injury at work,
- Functionality for sending statements of open items (IOS) and notifications about interest calculation via email has been introduced, which reduced the sending of paper documents,
- nextDDOR project – DDOR's main transformation project:
  - The Travel Insurance sales module was implemented within the first phase of the project,
  - The back-office of basic modules was implemented (e.g. business partners, employees, finance, etc.),
  - Integrations with all current subsystems of the DDOR IT environment, necessary for the first phase of the project, have been implemented,
  - Work continues on the second phase of the project.

## 11. Beneath the Surface of Results

The numbers show progress. But the question we ask ourselves is – are we investing energy where we truly create long-term value?

To answer this, we conducted an internal evaluation of our sustainability activities, assessing them in terms of the **value** they generate versus the **effort** they require. The analysis shows that the majority of initiatives fall within the zone of **transformational efforts**.

This means we choose more demanding projects – those that require greater resources, coordination, and organizational maturity, but have the potential to improve the way we operate in the long term.

This positioning confirms our focus on systemic and structural changes rather than short-term effects. Transformation is not the easiest path, but we believe it is the right one.



PRESIDENT OF THE EXECUTIVE BOARD

Vladimir Malešević





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