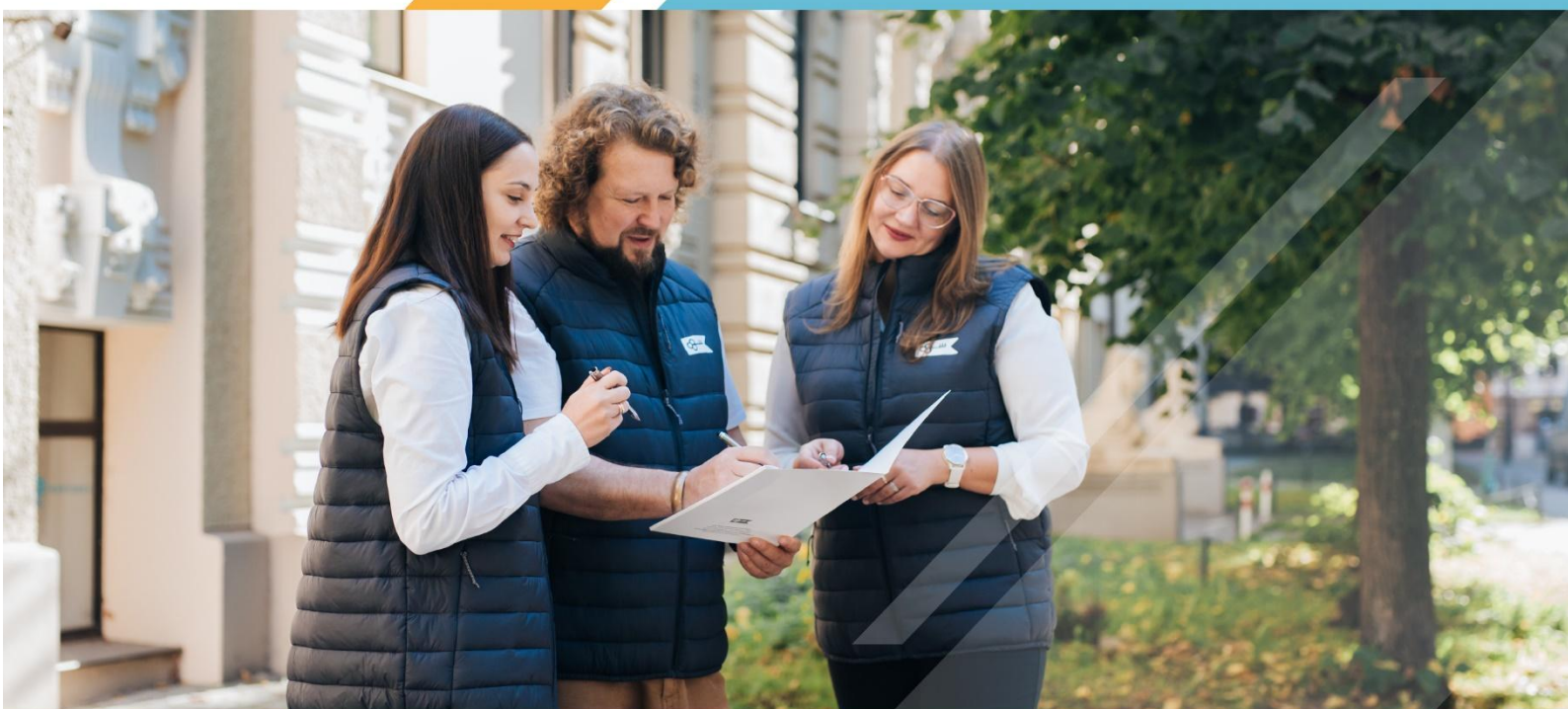




RĪGAS NAMU PĀRVALDNIĒKS

SIA “RĪGAS NAMU PĀRVALDNIĒKS”

Unified registration number: 40103362321



SUSTAINABILITY REPORT 2024

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1. STATEMENT OF THE BOARD

GRI 102-14



We, SIA “Rīgas namu pārvaldnieks”, seek to achieve our goal of ‘improving the quality of life for every resident’ by operating in a free market environment, without receiving municipal subsidies, and by ensuring strong corporate governance. Attracting private capital – potentially by listing a portion of the Company’s shares on the stock exchange – would enhance the Company’s reputation, engage our clients, the residents of Riga, as Company shareholders, and enable the development of new products and services, including for export.

We are the largest administrator of residential buildings not only in Riga but in Latvia, and we are very well aware of our responsibility towards the expectations of our stakeholders and the trust they have placed in us.

Our task is to work according to the principles of good governance, pursue responsible business practices, and genuinely care for our clients and employees while seeking to reduce our environmental impact.

The year 2024 has been intense, during which we have purposefully advanced toward achieving our goals. Alongside the performance of daily tasks,

the Company introduced efficiency-oriented changes, organised its internal processes and digital solutions, improved its corporate governance, assessed growth opportunities, and strengthened the customer relationship management. There has been and still is much to be done, but we are pleased that the effort we have invested is already reflected in our performance indicators.

We firmly believe that our true value lies in what our employees think and do to ensure a higher quality service tomorrow, and how we collectively uphold ethical principles. Therefore, care for our employees, joy for their achievements and growth, support both in daily life and during festive occasions constitute an integral part of our daily operations.

An engaged employee paves the way for relationships with clients, suppliers, and other stakeholders based on trust and understanding. We continue to work on targeted customer management and communication, taking into account the diverse needs of apartment owners, while consistently improving the quality of our services and thereby, the public’s perception of the Company.

We are developing our sustainability practices and preparing to ensure reporting in accordance with the Corporate Sustainability Reporting Directive and the applicable sustainability standards which will be binding on the Company starting from the 2025 reporting year.

The capital market in Latvia currently lags significantly behind both our Baltic neighbours and the expectations set by the government. As a result, investors are looking to the public sector with hope, and we are willing to contribute to this effort to support overall development.

Māris Ozoliņš
Chairman of the Board

Mārtiņš Paurs
Board Member

Gunta Jēkabsons
Board Member

2. ABOUT THE REPORT

GRI 102-32	GRI 102-45	GRI 102-46	GRI 102-48	GRI 102-49
GRI 102-50	GRI 102-51	GRI 102-52	GRI 102-53	GRI 102-54
GRI 102-56				

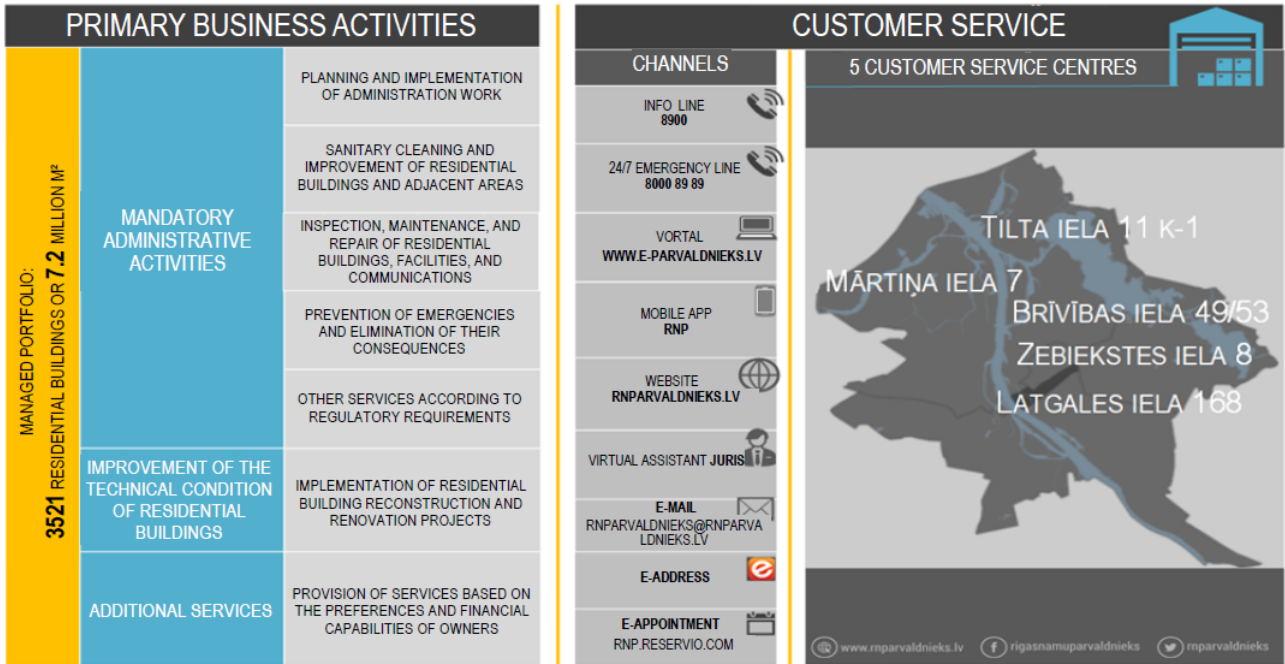
Reporting period	01/01/2024– 31/12/2024
Date of publication	09/05/2025
Report	Sustainability Report 2024 of SIA “Rīgas namu pārvaldnieks (hereinafter – the Report) – the regular annual Sustainability Report 2024 of <i>Rīgas namu pārvaldnieks</i> (registration number: 40103362321). The Report constitutes an integral part of the audited Annual Report of <i>Rīgas namu pārvaldnieks</i> .
Compliance	The Report has been drawn up in accordance with the core requirements of the Global Reporting Initiative (GRI) Sustainability Reporting Standards.
Principles of preparing the content of the Report	The Report includes information on aspects and indicators relevant to the Company’s operations and sustainability. It has been drawn up in accordance with the core requirements of the GRI Standards, fully disclosing general information on the Company (see the GRI Content Index in the Annex).
Data acquisition methods and scope of the Report	The preparation of the Report is based on information provided by the Company’s business areas and structural units, as well as other information on the Company’s operations. Only reliable and substantiated data have been used in the Report. If specific data related to a material impact area of the Company are not collected or analysed, this is indicated in the Report. Given that <i>Rīgas namu pārvaldnieks</i> does not have any participation in other enterprises, consolidated reports are not required.
Corrections to information provided in previous reports	None
Changes in reporting practices	None
External (auditor’s) opinion	The Report has not been audited by an external auditor. Only those financial data included in the Company’s Annual Report 2024 have been audited.
Availability of the Report	The Report is available in electronic format on the Company’s website https://rnpardvaldnieks.lv/ .
Contact details	E-mail for questions and suggestions regarding the Report: rnpardvaldnieks@rnpardvaldnieks.lv .
Responsibility for drawing up and approving the Report	The Company’s Board is responsible for drawing up the Report. It also confirms that the information provided in the Report is true and presents a clear view of the Company’s operations in 2024. The Report is approved by the Company’s Council prior to its publication. The Report was approved by the Council (Council 28.03.2025. Meeting Minutes No. 5/2025).

3. ABOUT THE COMPANY

GRI 102-1	GRI 102-2	GRI 102-3	GR 102-4	GR 102-5
GRI 102-6	GRI 102-7	GRI 102-8	GR 102-9	GR 102-10
GRI 102-22	GRI 102-23			

Company name	SIA “Rīgas namu pārvaldnieks” <i>(Rīgas namu pārvaldnieks, the Company, enterprise, us)</i>	
Legal status	Limited Liability Company	
Number, place, and date of registration	40103362321, Riga, 29/12/2010	
Registered office and business address	Aleksandra Čaka iela 42, Riga, Latvia, LV-1011	
Stockholder	Riga City Municipality Shareholding in capital: 100%	
Fixed capital	EUR 5 116 844	
Number of capital shares	5 116 844	
Nominal value of one capital share:	EUR 1.00	
Average number of employees in 2024	1955 employees	
Board	Māris Ozoliņš	Chairman of the Board (5 years, from 24/07/2023)
	Mārtiņš Pauris	Board Member (5 years, from 17/07/2024)
	Gunta Jēkabsone	Board Member (5 years, from 17/07/2024)
	Viktors Šēršņovs	Board Member (from 03/07/2023 to 16/07/2024)
	Ainārs Ozols	Chairman of the Council (5 years, from 08/09/2020)
	Mārcis Gaspažiņš	Deputy Chairman of the Council (5 years, from 08/09/2020)
	Jānis Leimanis	Council Member (5 years, from 08/09/2020)
Council		

Figure 1: Primary business activities of *Rīgas namu pārvaldnieks*



Rīgas namu pārvaldnieks is the largest provider of residential building administration services in the Baltics. It was established on 29 December 2010 by merging 15 municipal housing management boards.

It was established with the aim of ensuring the administration of residential buildings according to unified principles and improving the quality of municipal services in the administration of residential buildings.

Our sole stockholder is *Riga City Municipality*, with the Riga City Council’s Executive Director acting as the stockholder’s representative.

We are a large capital company.¹ In 2024, the Company employed an average of 1955 employees (i.e., more than 250).

The Company is engaged in the following types of commercial activity (according to the NACE classification):

- Rental and operating of own or leased real estate (68.20)
- Management of real estate on a fee or contract basis (68.32)

We administer immovable properties, ensuring the mandatory activities provided for in the Law on

Administration of Residential Buildings, such as the maintenance (physical preservation) of residential buildings, planning, organisation, and supervision of administration activities, as well as other administration-related tasks in accordance with the preferences and financial capabilities of the property owners, using our own resources and engaging external service providers. We conduct our business activities within the territorial boundaries of Riga City.

Rīgas namu pārvaldnieks administers residential buildings in accordance with the Administration Agreement² concluded with Riga City Municipality, and the Administration Agreement concluded with the joint owners of residential buildings.

In accordance with the Authorisation Agreement³ concluded with Riga City Municipality, we conclude agreements on the rental of residential premises and social apartments and the lease of non-residential premises owned by Riga City Municipality.

We operate in a free market environment, generate profit, and do not receive municipal subsidies.

¹ In accordance with the criteria outlined in Chapter II of the Law on Annual Statements and Consolidated Annual Statements.

² Agreement on the Administration of Residential Buildings No. RD-16-418-Ī of 8 July 2016.

³ Authorisation Agreement No. RD-16-198-Ī of 8 July 2016.

4. CORPORATE GOVERNANCE MODEL

GRI 102-18	GRI 102-19	GRI 102-20	GRI 102-22	GRI 102-23
GRI 102-24	GRI 102-27			

Figure 2: Corporate governance model of *Rīgas namu pārvaldnieks*



Our corporate governance is implemented by the shareholders' meeting (with Riga City Municipality as the sole shareholder), the Council, the Board, and the internal and external audit. In line with the best governance practices, we have established a clear distribution of roles, powers, and responsibilities.

The competence, duties, and responsibilities of the parties involved in the governance model are established by the Commercial Law, the Law on Governance of Capital Shares of Public Entity and Management of Capital Companies Thereof, other legal acts governing the operations of the capital company, as well as the Company's Articles of Association⁴ and the procedures by which Riga City Municipality manages capital shares in capital companies in which it holds capital shares.⁵

The Council and Board operate in accordance with the regulations approved in accordance with the procedures laid down in laws and regulations.⁶

Alongside the Report, we have also prepared the Corporate Governance Report 2024 which is included as an annex to the Annual Report of *Rīgas namu pārvaldnieks*. This year, the third Corporate Governance Report was drawn up in accordance with the corporate governance principles and their assessment criteria outlined in the Corporate Governance Code developed by the Ministry of Justice.

SHAREHOLDER

A shareholder takes decisions on material topics related to the operations and existence of *Rīgas namu pārvaldnieks* that are specified in the law⁷ or

⁴ See the Company's website <https://rnpardvaldnieks.lv/>.

⁵ Internal Regulations of Riga City Council No. 4 of 21 August 2020, Procedures for the Governance of Capital Shares and Capital Companies Owned by Riga City Municipality.

⁶ See the Company's website <https://rnpardvaldnieks.lv/>.

⁷ Law on Governance of Capital Shares of Public Entity and Management of Capital Companies Thereof.

that, under the Articles of Association, require a prior approval by the shareholders' meeting.

COUNCIL

The Council of *Rīgas namu pārvaldnieks* is a supervisory body which, in the intervals between the shareholders' meetings, represents the interests of the stockholder's representative (municipality) and supervises the activities of the Company's Board. The Council has not established any committees.

Our Council consists of 3 Board Members elected through an open and transparent selection process, with a term of office of five years. The Council collectively possesses the necessary skillset, experience, and knowledge to fully perform its duties. All Council Members are independent.

BOARD

The Board is the executive body of *Rīgas namu pārvaldnieks*, responsible for managing the Company's daily business activities and jointly taking all decisions that do not fall under the exclusive competence of the Council or the relevant shareholder.

Our Board consists of 3 Board Members elected through an open and transparent selection process, with a term of office of five years – for the Chairman of the Board since 24 July 2023 and for Board Members since 17 July 2024.

The Board operates based on a functional principle, i.e., each Board Member is responsible for a specific area of activity depending on their expertise, experience, and competence in the relevant area of responsibility.

Information on the education and experience of Council and Board Members is available on our website.⁸

INTERNAL AUDIT

In 2024, the internal audit function was carried out by the Internal Audit Department established under the authority of the Council. The Internal Audit Department operates independently and objectively.

Internal audit is carried out in all Company's areas of activity, and it involves the monitoring of the effectiveness of the measures implemented by the Company's structural units, while seeking to reduce the identified risk levels.

In order to improve the organisation of our internal operations and identify and rectify non-conformities or deficiencies in a timely manner, a new internal audit model was adopted after the end of the reporting period. According to this model, internal audits are carried out by the internal auditor, in cooperation with professional and competent audit service providers selected through outsourcing.

EXTERNAL AUDIT

The external auditor provides the management and other stakeholders of *Rīgas namu pārvaldnieks* with a reliable opinion on the Company's financial position, performance results, and cash flows or other operational aspects according to the assigned task.

We ensure the independence of the external auditor and the absence of any potential conflicts of interest by selecting the auditor and determining their remuneration through an open selection process.

External audit services for the 2024 reporting period are provided by SIA "KPMG Baltics".

COLLECTIVE KNOWLEDGE OF HIGHEST GOVERNANCE BODY

We ensure collective knowledge of highest governance body within the Company. Information is published on our website and also included in the Company's internal regulatory framework that is binding on all our employees.

EXECUTIVE-LEVEL RESPONSIBILITY FOR ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS

Council and Board Members act as prudent and diligent managers and in good faith in accordance with the lawful decisions of Riga City Council, the shareholders' meeting, or the stockholder's representative. Otherwise, both Council and Board Members are jointly liable for any damage caused to the Company as a result of their actions.

The management is also responsible for the Company's performance in the area of social responsibility and sustainable business practices, with a focus on the ESG sustainable development principles: Environmental, Social, and Governance.

⁸ <https://rnparvaldnieks.lv/valde-un-padome/>

NOMINATING AND SELECTING THE HIGHEST GOVERNANCE BODY

The Council of *Rīgas namu pārvaldnieks* was established for the first time on 8 September 2020. The nomination process was open, fair, and professionally organised. It was carried out by a nomination committee established by Riga City Municipality which approved the eligibility requirements and assessment criteria for candidates in accordance with the procedures for the governance of municipal capital companies and other external laws and regulations. In addition, candidates were assessed based on professional and competence-related criteria, also taking into account diversity and independence aspects.

The selection of Board Members was organised by the Company's Council. During the reporting year, the Council approved two new Board Members – Gunta Jēkabsone and Mārtiņš Pauris – with a term of office of five years.

The selection of candidates for the position of a Board Member was organised by Astral Executive Search – a company specialising in executive recruitment. The Selection Commission of *Rīgas namu pārvaldnieks* led by the Chairman of the Council, Ainārs Ozols, included 10 specialists, among them independent senior executives and experts from other companies and organisations.

CORPORATE GOVERNANCE CODE

Our Corporate Governance Code⁹ constitutes an essential part of the corporate governance system of *Rīgas namu pārvaldnieks*. It outlines corporate governance principles that have been developed in accordance with the procedures for the governance of capital companies established by Riga City Municipality, the principles of international best practices outlined in the OECD¹⁰ Guidelines on Corporate Governance of State-Owned Enterprises, the recommendations of the Baltic Institute of Corporate Governance, and the principles outlined in the Corporate Governance Code issued by the

Corporate Governance Advisory Board of the Ministry of Justice of the Republic of Latvia.

The Company's Corporate Governance Code reflects our commitment to ensure ethical, responsible, sustainable, and transparent governance, while duly respecting the interests of the Company and its shareholder and supporting the achievement of our defined objectives. We encourage adherence to those principles at all levels of the Company, establishing an efficient system of mutual relationship between the shareholder, the Council, the Board, the internal and external auditor, the employees, clients, and the wider public.

POLICIES

We have developed key policies of *Rīgas namu pārvaldnieks* that define the scope and core principles of each area of activity. The policies are reviewed at least once a year and updated as necessary. The current policies are available on our website.¹¹

For more detailed information, please refer to our Corporate Governance Report 2024.

QUALITY MANAGEMENT SYSTEM

We are developing a quality management system (hereinafter – the QMS) based on customer-orientation, engaged employees, digitisation of operations, and continuous improvements. The QMS processes are structured in accordance with the requirements of ISO 9001 2015 – Quality Management System.

The aim of the QMS is to provide a systematic and structured framework and approach for the management of our processes, resources, operations, and documented information, while improving the effectiveness of our processes and quality of delivered services, and reducing losses and errors. The processes of our core business activities are organised by priority. We have developed and introduced a total of 13 QMS processes, and we will continue this progress.

⁹ Approved by the Board Decision of 18 January 2024 (Minutes No. 6/2024, §11) and the Council Decision No. 8 of 26 January 2024 (Minutes No. 1/2024)).

¹⁰ Organisation for Economic Co-operation and Development.

¹¹ <https://rnpardvaldnieks.lv/>

5. REMUNERATION POLICY

GRI 102-28

GRI 102-35

GRI 102-36

GRI 102-37

REMUNERATION OF THE HIGHEST GOVERNANCE BODY

A Council Member is paid remuneration determined according to the maximum amount specified in Cabinet Regulation.

Council Members are not granted a variable component of remuneration, nor are they paid any compensation in the event of removal from office or resignation.

The Council determines the financial and non-financial objectives for the Board once a year, including their influence on the variable component of remuneration.

Information on the amount of the remuneration of Council and Board Members is published on the Company's website. Given that Board and Council Members have the status of public officials, they have the obligation to prepare and submit to the State Revenue Service the annual declaration of public officials which reflects the amount of annual remuneration. Information on the submitted declarations is available in the public database of the State Revenue Service.

REMUNERATION AND EMPLOYEE SELECTION POLICY

We have developed and implemented a Remuneration and Employee Selection Policy.

The goal of our Remuneration and Employee Selection Policy is to ensure the competence

necessary to achieve the Company's goals, recruit Board Members and employees with suitable qualification for the long term, to motivate them towards high-quality work performance and increased efficiency, to enhance the level of responsibility and initiative among Board Members and employees, and to use financial resources effectively and rationally.

The remuneration for each employee is determined based on professional performance, balancing the amount of remuneration with the current economic situation, market practices, and the amount of remuneration in the sector. We have developed, and regularly update, the classification of positions into job groups.

Our remuneration determination methods ensure competitive, fair, and legally compliant remuneration for all employees, while using financial resources effectively and rationally, based on the core principles of the remuneration system:

- meeting the socio-economic needs of our employees;
- maintaining a competitive level of remuneration;
- fairness of remuneration;
- consistency of remuneration with the employee's contribution;
- transparency of remuneration.

The Company has introduced an employee performance assessment system at all levels.

6. ETHICS AND PROFESSIONAL INTEGRITY

GRI 102-16

GRI 102-17

GRI 102-26

VALUES

We have defined our values and incorporated them into the Company's Corporate Governance Code and our Medium-term Operational Strategy 2022–2026.

- **Responsibility** – maintaining high-quality services and good reputation.
- **Competence** – a team focusing on an excellent outcome, with appropriate knowledge, skills, and work experience.
- **Development** – acquisition, implementation, and application of new knowledge, technologies, and innovations.
- **Respect and cooperation** – professional and responsive communication with customers and employees.

These values are the foundation on which we build our business activities, grow, and strive to achieve the set goals. They are binding on all employees, executives, and Board and Council Members of *Rīgas namu pārvaldnieks*.

We also expect our suppliers and cooperation partners to respect our values.

RESPONSIBLE BUSINESS PRACTICES

We are continuously working to improve our corporate governance and corporate social responsibility systems by implementing the duty of due diligence.

Our Corporate Governance Code outlines principles that the Company follows in addition to general corporate governance principles:

- effective relationships between governance bodies;
- duty of diligent management;
- ethical and responsible business practices;
- duty of loyalty;
- accessible and transparent information;
- training and development;
- adherence to competition neutrality;
- adherence to political and religious neutrality;
- inclusive, non-discriminatory working environment;

- high-quality services and sustainable financial position;
- promotion of open dialogue and exchange of ideas.

The Company has also developed:

- corporate responsibility and sustainability principles;
- principles of ethical conduct;
- core principles of risk management, compliance, and internal control;
- core principles of whistleblowing policy;
- general principles of procurement organisation;
- personnel management principles;
- core principles of debtor policy;
- customer service standards.

Our Corporate Social Responsibility and Sustainability Policy specifies that, based on the Procedures for the Governance of Capital Shares and Capital Companies Owned by Riga City Municipality, the ten core principles of the UN Global Compact and corporate social responsibility, we are committed to ensuring responsible corporate governance by:

- following the core principles of human rights in all our activities;
- ensuring appropriate, safe, and decent working conditions;
- protecting the environment;
- standing against corruption and all other forms of illegal activity.

These principles are embedded in our daily operations. We include them in our internal regulations and processes and follow them while conducting our daily business operations.

We perform our daily work honestly and transparently, keeping our promises and being a reliable partner to Riga's residents. We care sincerely for the homes entrusted to us – selflessly, kindly, simply, and with empathy. We strive towards development with ambition, fostering growth by developing our employees, introducing new technologies and services, and boldly embracing innovation.

CODE OF ETHICS

To encourage ethical, responsible, and honest conduct by the Company's senior management and employees in all activities, we have developed a Code of Ethics that outlines principles derived from our goals, mission, and vision, serving as a set of behavioural guidelines for our operations.

Compliance with ethical standards within the Company is monitored by the Board and the Ethics Committee which operates according to its by-laws.

The Ethics Committee evaluates potential violations of ethical standards, addresses conflict situations, takes decisions for the rectification of non-conformities, advises our employees on ethical matters, and provides recommendations to prevent unethical conduct.

In 2024, the Ethics Committee received no complaints regarding any violations of ethical standards.

PROCEDURES FOR ADDRESSING COMPLAINTS

As part of the QMS implementation, one of the most important initiatives is to ensure a unified approach to all Company processes, according to the process interaction framework. Accordingly, we have introduced a complaint handling process, outlining how we receive, evaluate, and respond to complaints regarding services, communication, or any other dissatisfaction with our operations.

As part of enhancing the client request handling process, we started implementing a Work Order

Management System in the reporting year, which will continue into 2025, enabling the remote management of technical service delivery. Thereby we are able to significantly improve work organisation and quality control of completed work through information technologies.

Those efforts resulted in a decrease in the number of client complaints by 32%, compared to the previous year.

WHISTLEBLOWING MECHANISM

We have introduced a whistleblowing mechanism accessible to any employee who becomes aware of injustice, misconduct, or unlawful behaviour in the workplace or in a work-related environment. This mechanism ensures that every whistleblower is protected from adverse consequences.

It helps us reduce reputational, safety, and other risks associated with internally identified unlawful activities. We are aware of the importance of such mechanism, as it allows us to be the first ones to learn about a potential violation and take appropriate measures to rectify it, thereby protecting the Company from various types of losses.

In accordance with our Whistleblowing Procedures, we had to address two complaints in 2024. However, they were not recognised as whistleblower reports, as the provided information did not meet the criteria outlined in the Whistleblowing Law. We conducted evaluations to clarify the circumstances and provided responses to the complaints.

7. PREVENTION OF CONFLICTS OF INTEREST AND RISK MANAGEMENT

GRI 102-11

GRI 102-15

GRI 102-25

GRI 102-30

GRI 102-33

Our risk control framework is based on the Policy on the Prevention of the Risks of Corruption and Conflict of Interest and the Policy on Risk Management, Internal Control, and Compliance of *Rīgas namu pārvaldnieks*. After the reporting year, we updated those policies and included the internal control framework in a new separate policy, i.e., Internal Control Policy. We also carry out ongoing

risk management and monitoring. The current policies are available on our website.

A systematic and regular approach to risk management helps protect our employees, assets, and reputation, while also promoting the efficiency of the Company's operations and the achievement of strategic objectives.

PREVENTION OF CONFLICTS OF INTEREST

To mitigate potential risks of corruption and conflicts of interest, we have developed a system for the prevention of risks of corruption and conflicts of interest, and a new policy governing that field and associated internal regulations. We also conduct regular risk assessments to make sure the internal controls are sufficient for the management of the relevant risks. We take a firm stand against corruption and all other forms of illegal activity.

As part of the system, we provide our employees with training on the manifestations of corruption and conflicts of interest, enabling them to independently assess specific situations and the compliance of their actions with legal requirements, take well-founded decisions, and avoid violations.

Council and Board Members and officials of *Rīgas namu pārvaldnieks* do not participate in decision-making on matters where the Company's interests conflict with those of Council and Board Members, officials, or their related parties.

RISK MANAGEMENT

We have introduced a risk management system, the core principles of which are outlined in the Policy on Risk Management, Internal Control, and Compliance that has been developed in accordance with international best practices in risk

management and the applicable laws and regulations of the Republic of Latvia.

This policy includes general and common requirements that must be met to manage the identified risks and continuously improve the internal processes within the Company on a daily basis, including to promptly and efficiently identify and rectify any non-conformities or deficiencies in the Company's operations, including the prevention of financial losses.

The risk management system provides for regular comprehensive assessments of the Company's risks and risk analysis in various specific areas of operation, such as for significant projects and major procurements, and when launching new services. Based on the results of risk assessments, the Company proactively plans the necessary improvement of internal controls and ensures regular monitoring and reporting on the implementation of risk mitigation measures.

INTERNAL CONTROL

During the reporting year, we continued to improve the internal control system, focusing on the active implementation of controls and self-controls and the strengthening of risk management functions.

PRECAUTIONARY PRINCIPLE

Our decision-making process is based on the precautionary principle, even if the direct negative impact of planned activities has not been proven, potential risks and the likelihood of their occurrence are assessed, and preventive measures are taken to mitigate those risks.

8. STRATEGY

GRI 102-21

GRI 102-26

GRI 102-29

GRI 102-31

STRATEGIC FRAMEWORK

The Council of Riga City Municipality has defined our general strategic goal (Riga City Council Decision No. 1048 of 1 December 2021):

To ensure the provision of targeted, efficient, and high-quality customer-oriented services, promoting improvements in energy efficiency, the environment, and public outdoor spaces; to manage and administer residential buildings and their adjacent territories owned or possessed by the

municipality, as well as other residential buildings with their adjacent territories, thereby addressing market deficiencies, and to promote resident engagement and cooperation in decision-making regarding joint properties and the attraction of funding for their development.

Riga City Municipality has defined non-financial objectives for the implementation of the sectoral policy, while the stockholder's representative has

set financial objectives that are integrated into our Medium-term Operational Strategy.

The Medium-term Operational Strategy 2022–2026 of *Rīgas namu pārvaldnieks* was approved by the Council Decision No. 4 of 3 March 2023 (Minutes No. 5/2023) (hereinafter – the Strategy).

MISSION

We have set as our mission to improve the quality of life for every resident of the apartment buildings under our management by providing top-level service and to increase the value of our clients' property through high-quality and transparent property management services.

VISION

Our vision is to operate as a well-managed, predictable, and client-recognised company that maintains and increases the value of the buildings under its management, demonstrates stable and growing financial results, and remains attractive for private capital investment in the long term.

DEVELOPMENT SCENARIO

In our Strategy, we have selected the development scenario '*Rīgas namu pārvaldnieks* modernises its services and promotes the active assumption of property management rights, setting a course toward attracting private capital' to be implemented by 2026, and we are working purposefully on its implementation.

STRATEGIC NON-FINANCIAL OBJECTIVES

The Strategy outlines six strategic non-financial objectives. For the effective achievement of each strategic objective during the 2022–2026 reporting

period, we have identified several action directions. The strategic non-financial objectives are further cascaded into our annual action plan.

As part of the development of the Strategy, we have reviewed and evaluated the economic, environmental, and social aspects, assessed their impact, and identified governance directions and target outcomes for the strategic period, while also evaluating the business environment, material impacts, risks, and opportunities.

STRATEGIC FINANCIAL OBJECTIVES

- Net turnover (with an upward trend)

KPI 2026	EUR 86.3 million
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- EBITDA (with an upward trend)

KPI 2026	EUR 7.3 million
----------	-----------------
- Positive return on assets (ROA)

KPI 2026	5.2%
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- Administrative costs to net turnover ratio

KPI 2026	6.8%
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FURTHER STRATEGIC INITIATIVES

We are currently working on the implementation of the selected development scenario and are developing the Company's Financing Strategy 2025–2030 along with a roadmap for progressing towards the attraction of private capital.

At the same time, taking into account the evolving business environment, including the new regulatory framework in the field of sustainability and our business prospects, we decided to develop a new medium-term development strategy which is currently in progress.

Figure 3: Company's strategic non-financial objectives and action directions

O1 Ensure a targeted, efficient, and high-quality customer-oriented residential building management service

- O1 AD1 Develop effective external communication with clients in line with the unified Company standard, using various communication channels
- O1 AD2 Improve the quality of technical work performance and ensure compliance with quality requirements
- O1 AD3 Identify customer segments and the relevant service packages

O2 Develop the use of digital tools and streamline the internal organisational processes

O2 AD1 Streamline the Company's management and support processes
 O2 AD2 Implement digital solutions to improve the efficiency of management and support processes
 O2 AD3 Improve financial management processes
 O2 AD4 Streamline the use of the available Company's resources, including immovable property

O3 Implement corporate governance and sustainability principles, while ensuring effective stakeholder engagement, including promoting resident involvement in building administration and management

O3 AD1 Ensure sustainable corporate governance
 O3 AD2 Systematically organise stakeholder engagement activities
 O3 AD3 Promote and expand cooperation with scientific institutions
 O3 AD4 Improve the risk management process

O4 AD1 Ensure sustainable maintenance and preservation of the physical condition of residential buildings
 O4 AD2 Attract external funding for the comprehensive building renovation and improvement of territories, incorporating innovative sustainability aspects

O5 Ensure a modern and inclusive working environment with professional, motivated, and loyal employees

O5 AD1 Improve the remuneration system, including salaries and bonuses
 O5 AD2 Expand the range of available training opportunities for new and current employees
 O5 AD3 Increase employee engagement in shaping an inclusive and loyal work community
 O5 AD4 Ensure a modern and safe working environment for the Company's employees

O6 Raise client awareness of social assistance opportunities

O6 AD1 Ensure proactive operations to prevent client indebtedness

9. KEY PERFORMANCE INDICATORS

GRI 102-2	GRI 201			
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ACHIEVEMENT OF FINANCIAL OBJECTIVES

	2024	2023
NET TURNOVER	80.6 million EUR	74.2 million EUR
EBITDA	10.6 million EUR	6.0 million EUR
RETURN ON ASSETS (ROA)	8.4%	4.0%
ADMINISTRATIVE COSTS TO TURNOVER RATIO	7.6%	7.3%

ACHIEVEMENT OF NON-FINANCIAL OBJECTIVES

In 2024, a total of 33 performance indicators were set for the 6 non-financial objectives outlined in the Strategy, out of which 26 have been already achieved. Upon evaluating the achieved results, we have realised that part of them are no longer relevant. Therefore, we have proposed amendments to the Strategy regarding the performance indicators of non-financial objectives for the following Strategy period. Non-achievement does not pose significant risks to our financial stability and sustainable development.

MAINTENANCE OF RESIDENTIAL BUILDING INFRASTRUCTURE

In 2024, as part of the maintenance of residential building infrastructure, we carried out works at 2557 properties, including:

- water supply and heating system repair work at 1004 properties
- repair of structural elements of buildings at 693 properties;
- repair of electrical systems and elevators at 586 properties.

MAINTENANCE OF PUBLIC OUTDOOR SPACES

The public outdoor space is a key factor in the quality of life for our clients. To improve it, the following work was performed in the reporting year:

- 2294 tree and shrub maintenance works;
- asphalt paving work and installation of road signs and benches at 406 properties.

IMPROVEMENT OF ENERGY EFFICIENCY

During the reporting year, we carried out energy efficiency improvement works at 933 properties, enabling a reduction in heat and electricity consumption, including:

- renovation of the heat supply system at 441 properties;
- replacement of windows and doors at 296 properties;
- renovation of the electrical wiring system at 117 properties.

RENOVATION OF BUILDINGS

During the reporting period, as part of the support programme of AS “Attīstības finanšu institūcija ALTUM” (JSC Development Financial Institution ALTUM), we commissioned 8 renovated buildings in Riga:

- at *Brīvības gatve 313*;
- at *Bruņinieku iela 149*;
- at *Kastrānes iela 2A*;
- at *Krapes iela 5 k-1*;
- at *Ķekavas iela 15*;
- at *Patversmes iela 22 k-4*;
- at *Stāmerienas iela 2 k-1*;
- at *Strēlnieku iela 15*.

Based on our concluded agreements, we secured co-financing of **EUR 2.03 million** for building renovation projects.

As a result of the dedicated efforts of our employees, 55 communities of apartment owners in buildings under our administration have already decided to participate in the new ALTUM programme 2025.

To assist Riga residents in taking decisions on the renovation of their buildings and raise awareness of various co-financing opportunities, we organise experience sharing activities in buildings where, under the management of SIA “Rīgas namu pārvaldnieks”, historical façades have been restored or full energy-efficiency renovations have been carried out.

PROJECTS CO-FINANCED BY RIGA CITY MUNICIPALITY

In 2024, 14 projects were implemented with the co-financing of Riga City Municipality: 12 for the preservation of cultural and historical architectural heritage and 2 for the elimination of safety hazards.

Within the framework of the municipality’s support programmes, projects managed by us were approved for a total co-financing amount of **EUR 0.30 million**.

RAISING CLIENT AWARENESS

To raise apartment owner awareness and enhance their understanding of the administration of their properties, in 2024, we organised a total of 300 general meetings with residential property owners on resident involvement in building administration and management, as well as over 300 events on building renovation and third-party financing opportunities.

At the *Māja I 2024* exhibition, our specialists presented new services, while our building renovation professionals provided consultations on building insulation and renovation through EU co-financing.

NEW SERVICES

In 2024, we installed smart water meters in four residential buildings and three administrative buildings, and we plan to further expand the implementation of this service. Smart water meters with remote reading capability not only ensure

accurate consumption tracking, but also offer convenience and time savings for our clients.

Another new service we offer is the forced termination of divided property ownership that offers the apartment owners in privatised residential buildings the opportunity to purchase the land functionally necessary for their building. This service offered by *Rīgas namu pārvaldnieks* providing professional support in resolving property rights issues is becoming increasingly popular.

10. EMPLOYEES

GRI 102-8	GRI 401	GRI 402	GRI 404	
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EMPLOYEE NUMBER DYNAMICS

In 2024, the *Rīgas namu pārvaldnieks* employed an average of 1955 employees. On 31 December 2024, the Company employed a total of 1936 employees, out of which 515 employees (27%) were intellectual workers and 1421 (73%) were manual workers. Over the past five years, the number of Company's employees has decreased by 13%.

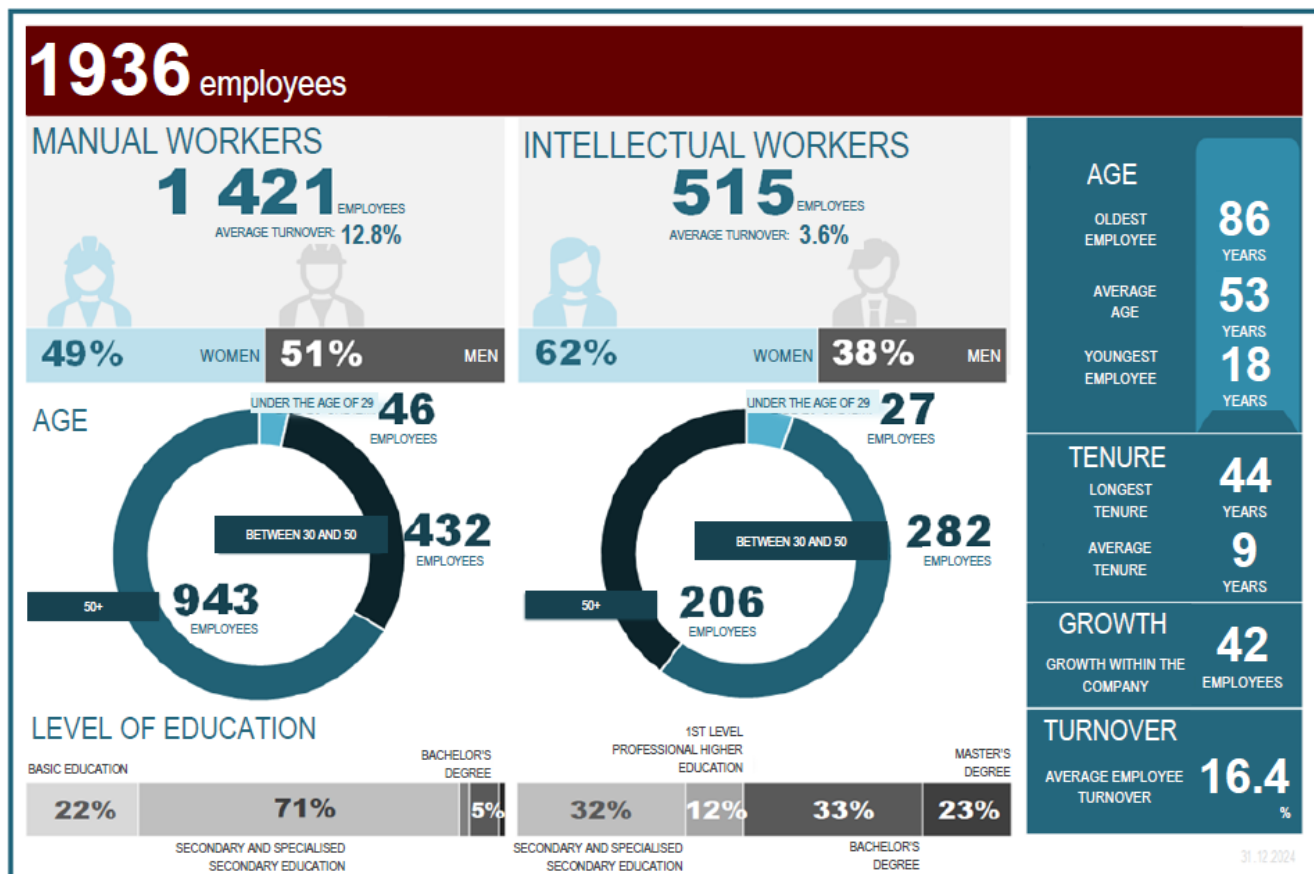
GENDER EQUALITY

We ensure gender equality. At the end of 2024, our Company employed 52% women and 48% men.

EDUCATION

The majority of our employees are manual workers who require practical and technical skills to be able to perform their duties. Those skills can be also acquired in vocational education institutions. The administrative staff, on the other hand, require academic education.

Figure 4: Company's employee profile, 31/12/2024



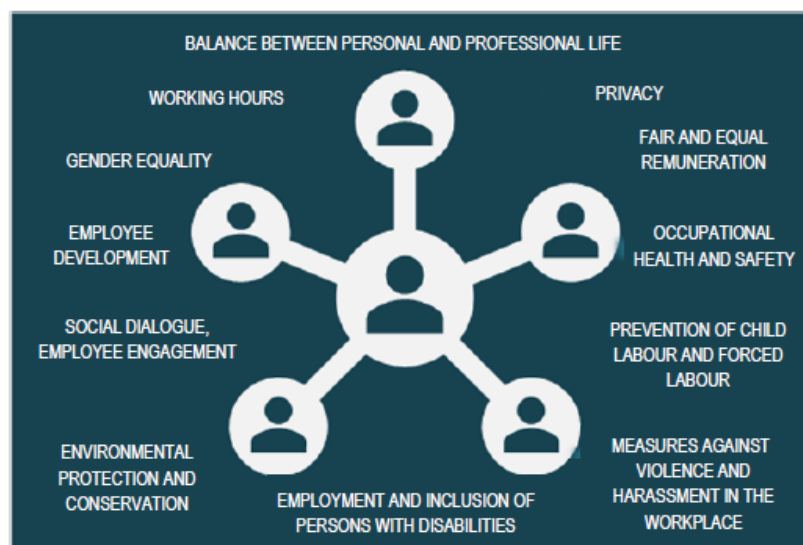
EMPLOYEE WELL-BEING

Our goal is to create a working environment where employees are motivated not only by remuneration, but also by good working conditions, positive recognition for their performance, development and career growth opportunities, a safe and health-friendly working environment, and a positive atmosphere among colleagues.

We believe that employees who feel good and well cared for at work deliver better performance and results, and are more engaged and committed.

As part of our annual survey conducted in 2024, the Company's well-being index was found to be 67.7% (compared to a benchmark of 64.9%).

Figure 5: Areas of employee well-being



EMPLOYEE BENEFITS

We provide our employees with opportunities that contribute to their well-being, based on the Collective Agreement, internal framework, and procedures. For instance, employees are offered:

- health and accident insurance;
- financial support in special life situations;
- performance-based bonuses;
- additional days off for certain categories of employees;
- support for participation in cultural, sports, and recreational events;
- the opportunity to participate in group sports activities;
- reimbursement for optical vision correction aids;
- co-financing of employees' children's education, sports, and recreational camp expenses;
- holiday gifts for employees' children;
- flexible and remote working arrangements.

11. AWARDS AND RECOGNITION

GRI 202

Since 2022, we have participated in the Sustainability Index organised by the Institute for Corporate Sustainability and Responsibility (InCSR), and for the second consecutive year, we have received the high Gold Category rating.

The evaluation by the InCSR team of experts is a direct confirmation of our efforts to strengthen corporate culture in the areas of environment, social responsibility, and governance, as well as our Company's commitment to continued sustainable development.



Figure 6: Received recognition

At the end of summer 2023, we were granted the status of a 'Family-Friendly Workplace' for two years. The Society Integration Foundation recognised our support measures for promoting balance between work and private life, thereby allowing employees to spend more time with their families, including the benefits of flexible and remote work arrangements, paid leave in addition to what is stipulated in the Labour Law, a supportive system of family allowances, and activities for employees and their families.

In 2024, we participated for the first time in the *Diversity is Strength* movement organised by the Society Integration Foundation, receiving a Bronze Status rating for our positive performance in implementing diversity principles and our commitment to excellence in creating an inclusive work environment alongside companies such as SIA "Tele2", the Bank of Latvia, and the Development Finance Institution ALTUM.

Our achievements in residential building renovation through co-financing from support programmes have also been recognised with nominations in the competitions [Latvian Construction Annual Award](#) and [Most Energy-efficient Building in Latvia](#).



In the Latvian Construction Annual Award 2023, which concluded in the reporting year, the residential building at *Tallinas iela 23* in Riga that was renovated under our management received the 3rd place in the 'Façade Renovation' category. Meanwhile, in the 'Timber Construction' category, the renovated wooden apartment building at *Lāčplēša iela 157* in Riga received praise.

In the Most Energy-efficient Building contest, the apartment building at *Dzelzavas iela 90* in Riga that was renovated under our management received the 1st place in the 'Most Energy-efficient Apartment Building in Latvia 2024' category, while the building at *Bauskas iela 53* in Riga received the 3rd place.

A special award was presented to one of our project managers for a significant contribution to the renovation of apartment buildings. The knowledge and experience of our project managers have allowed to successfully manage renovation projects and encourage residents to take the bold step of deciding to renovate their homes.

12. MEMBERSHIP IN ORGANIZATIONS

GRI 102-12

GRI 102-13

We are members of various associations and organizations, and regularly participate in their activities.

The membership status allows us to keep up with the latest trends in the sector and national economy in general, participate in shaping the sectoral policy, maintain contacts with sector representatives, and take part in various training programmes, seminars, and conferences.

We have also joined the *Zero Tolerance for Corruption* initiative organised by the organisation *Sabiedrība par atklātību – DELNA*, as well as the *Mission Zero* initiative that supports the development of a healthier and safer working environment in Latvia.

After the end of the reporting period, we became a member of the Latvian Corporate Social Responsibility Platform with a Silver Member status.

Figure 7: Company's membership in organizations



13. STAKEHOLDER ENGAGEMENT

GRI 102-40	GRI 102-41	GRI 102-42	GRI 102-43	GRI 102-44
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STAKEHOLDERS

Figure 8: List of stakeholder groups

Stakeholder	Owner (Riga City Council)	Structural units and capital companies of Riga City Council	Employees, trade unions	Educational and science institutions	Cooperation partners (service providers)
Level of cooperation	Partnership	Partnership Engagement	Engagement Negotiation	Partnership	Engagement
Areas of cooperation	Cooperation and joint decision-making on strategic matters Periodic presentation of achieved results	Engagement in the development of the long-term planning documents of RCC Engagement in the development of laws and regulations Expression of a joint opinion on matters relevant to RCC Cooperation in the implementation of tasks assigned by RCC Periodic presentation of achieved results	Compliance with sustainable principles in the field of labour law Implementation of measures for the improvement of the work environment Cooperation in defining employee goals and objectives Cooperation in drafting a collective agreement	Joint participation in project tenders Recruitment of talented students through internship and employment opportunities Participation in events organised by educational and science institutions, e.g., RTU Career Days	Information on planned procurements Establishment of long-term relationship Proactive communication with potential cooperation partners in selecting the most suitable solutions
Stakeholder	Clients	Media and professional organizations (including NGOs)	Governmental institutions	Local community	
Level of cooperation	Engagement	Engagement Consultations	Engagement Consultations	Engagement Negotiations	
Areas of cooperation	In-person and remote customer service Proactive cooperation in addressing problem situations Integration of customer suggestions into the everyday activities of the Company Proactive cooperation in areas such as the reduction of environmental impact, administration of joint property, and debt prevention	Preparation of press releases for print and digital media Providing answers to questions posed by the media Consultations and planning of joint activities with sectoral organizations and NGOs	Engagement in the development of laws and regulations Cooperation with supervisory institutions (e.g., the Competition Authority (CA) when addressing material topics Consultations on the application of laws and regulations binding on the Company Cooperation in the performance of tasks assigned by RNP	Renewal of the housing stock and improvement of the visual aspect Implementation of territory development projects Informing the public about the current developments and projects implemented by the RNP	

LEVELS OF COOPERATION

We implement the principles of corporate social responsibility and sustainability by conducting social responsible business practices, following the principles of integrity and transparency, and ensuring the sustainable development of the Company at all levels of governance.

The cooperation with our stakeholders take place at all levels of cooperation depending on the relevance and importance of the topic:

- consultations – clarification of relevant matters;
- negotiations – collective discussions;
- engagement – participation in joint activities and development of solutions and action plans;
- partnership – joint decision-making and cooperation.

Our stakeholders were identified and selected during the development of the Strategy by evaluating the parties that influence our business operations or that could be influenced by our business operations.

COOPERATION WITH THE OWNER AND STRUCTURAL UNITS OF RIGA CITY COUNCIL

Cooperation with our owner (Riga City Municipality) takes place on an ongoing basis at various levels, depending on the range of relevant topics.

Our Board Members participate in regular strategic meetings with the stockholder's representative (Riga City Council's Executive Director) and the management of other municipal capital companies.

We regularly cooperate with Riga City Municipality's Housing and Environmental Department, which is a sectoral department of Riga City Municipality and responsible for our area of activity, and discuss the Company's achievements and current developments. We also cooperate with the Housing and Environmental Committee, the Riga City Municipality's Property Department and Urban Development Department, the Central Administration's Capital Companies Management Division and Legal Division, and the Riga Energy Agency.

We also take part in various thematic working groups organised by Riga City Municipality.

We also cooperate with Riga City Municipality's Property Department on an ongoing basis when implementing residential building renovation

projects co-financed by Riga City, especially those aimed at preserving the cultural architectural heritage.

COOPERATION WITH EMPLOYEES

To encourage our stakeholders to propose improvements, we conduct employee surveys and measure employee engagement.

Employee engagement is the key performance indicator used to assess the sustainability of the Company's personnel. Engaged employees enjoy their work, are motivated to deliver best possible performance, and are passionate about contributing to the Company's future. The level of employee engagement is assessed based on the Motify Index which is measured according to the following statements:

- 'I genuinely care about the future of this Company and what we are trying to achieve'.
- 'I am personally motivated to go above and beyond what is expected of me'.
- 'I am interested in the work I do at this company'.

Response rate:

- 2024 64%
- 2023 62%

Employee engagement indicator:

- 2024 73.5%
- 2023 68.3%

We regularly hold online meetings with employees where they are informed about the Company's latest developments, promoting active participation and engagement and inviting encouraging employees to provide suggestions and submit questions. We are truly pleased that the employees appreciate and use those opportunities.

To ensure the competences necessary for employee development and growth and the achievement of strategic objectives, we provide employees with internal and external training according to the approved training plan and individual development plans with defined target competences.

COLLECTIVE AGREEMENT

On 30 June 2022, we concluded a Collective Agreement with the Latvian Trade Union of Public Service and Transport Workers, which specifies the procedures by which our employees organise the representation of their interests and which was updated during the reporting year.

The Collective Agreement covers matters such as the working and rest time, remuneration, occupational health and safety, employment and social guarantees, and the resolution of individual labour disputes. It also establishes the relationship between the employer and employees, as well as between the employer and the trade union.

The Collective Agreement is binding on all our employees, and it provides for additional support to the employees' children, support for improving employee health, additional vacation days based on the tenure, greetings on important personal and work anniversaries, and financial assistance in cases of accidents or difficult life situations.

We maintain mutual communication with the trade union under the Collective Agreement.

KEY ACTIVITIES IN COOPERATION WITH THE STAKEHOLDERS

No.	STAKEHOLDERS ¹²	ACTIVITIES, EVENTS
1.	EMPLOYEES ENGAGEMENT IN SOCIAL ACTIVITIES	<p>Participation in the following events:</p> <ul style="list-style-type: none"> – Organised work sessions with the cooperation ambassadors of <i>Rīgas namu pārvaldnieks</i>. – Organised the challenge <i>RNP in Movement</i>. – Organised sports events, a cycling event, an inspiration event, and team-building activities across all structural units. – Organised a charity campaign: donation of books and magazines to the association <i>Rūpju bērns</i>. – Organised employee engagement events: children's drawing contest <i>My Summer Adventure</i> and a competition for the opportunity to attend the conference <i>Home</i>. – Participated in the sports event <i>EDIJS 2024</i> organised by the Latvian Association of Building Administrators and Managers. – Concluded an agreement on employee accident insurance (24/7 coverage throughout Europe).
2.	CLIENTS SUPPORT AND CONSULTATIONS	<ul style="list-style-type: none"> – Held 300 general meetings with residents. – Addressed 100 residential buildings on the participation in the new support programme of the Development Finance Institution ALTUM (meetings and consultations). – Held public informative meetings on the improvement of environmentally degrading buildings. – Organised 11 webinars.
3.	MEDIA AND PROFESSIONAL ORGANISATIONS PUBLICITY EVENTS	<ul style="list-style-type: none"> – Participation in the international urban planning event <i>MadCity Riga</i> and conference <i>Cybernight</i>. – First video reports on social media regarding the progress of renovation projects. – Interviews given to mass media representatives.
4.	STATE AND MUNICIPAL INSTITUTIONS AND CAPITAL COMPANIES REPRESENTATION OF RNP INTERESTS AND PARTICIPATION	<ul style="list-style-type: none"> – Participation in meetings/working groups on improvements of the BIS (Building Information System) organised by the State Construction Control Bureau. – Conclusion of an agreement and commenced cooperation with the Latvian State Radio and Television Centre on the implementation of IT security solutions. – In the <i>Most Energy-efficient Building 2024</i> contest organised by the Ministry of Economics, the apartment building at <i>Dzelzavas iela 90</i> was awarded the 1st place, while the building at <i>Bauskas iela 53</i> received the 3rd place. – Correspondence with Riga City Municipality's Housing and Environmental Department on compensation of heating debt for tenants/buildings where the total bill payment is below 80%. – Submitted proposals to Latvian Association of Local Governments regarding identified issues in laws and regulations, encouraging corresponding amendments. – Meetings with Riga City Municipality's Housing and Environmental Department, Riga City Council's Housing and Environmental Committee, and the Civil Protection and Operational Information Division of Riga City Council's Central Administration.
5.	COOPERATION PARTNERS SERVICE PROVIDERS AND COOPERATION IN PROJECT IMPLEMENTATION	<ul style="list-style-type: none"> – Exchange of experience with the State Centre for Defence Military Sites and Procurement regarding the implementation of an application and task management system.

¹² Listed in alphabetical order

No.	STAKEHOLDERS ¹²	ACTIVITIES, EVENTS
		<ul style="list-style-type: none"> – Cooperation with SIA CSC Telecom on integrating the XCally call centre platform with the Company's IT system SMART. – Implementation of the State Employment Agency's summer employment project for pupils with co-financing. – Conclusion of a cooperation agreement with Riga Technical University. – Organisation of a hackathon in cooperation with Riga Technical University, aimed at promoting the development of innovative solutions for the administration of residential buildings. – Ongoing implementation of the project <i>Neighborhood RenewALL Financed with Energy Performance Contracting</i>, in cooperation with Riga Technical University, Riga Energy Agency, and SIA "Renesco".
6.	LOCAL COMMUNITY SHARING OF INFORMATION	<ul style="list-style-type: none"> – Organisation of a hackathon in cooperation with Riga Technical University, aimed at promoting the development of innovative solutions for the administration of residential buildings. – Preparation of an application for the contest <i>Women in Architecture</i>. The award for contribution was received by the head of the association of a building managed by <i>Rīgas namu pārvaldnieks</i>. – Regular provision of information on material topics through external communication channels.

14. DEFINITION OF MATERIAL TOPICS

GRI 102-46	GRI 102-47			
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KEY SUSTAINABLE DEVELOPMENT GOALS

Figure 9: Key sustainable development goals of the Company



PROCESS OF DEFINING MATERIAL TOPICS

We conduct socially responsible business practices according to the principles of integrity and transparency to ensure sustainable development of the Company at all levels of governance.

Based on the Procedures for the Governance of Capital Shares and Capital Companies Owned by Riga City Municipality, the core principles of the UN Global Compact and corporate social responsibility, we are committed to ensuring responsible corporate governance by:

- following the core principles of human rights in all our activities;
- ensuring appropriate, safe, and decent working conditions;
- protecting the environment;
- standing against corruption and all other forms of illegal activity.

We conduct our business operations to ensure:

- fair treatment of all employees and stakeholders;
- full legal compliance of the Company's operations;
- transparency of internal policies, procedures, guidelines, and practices;
- high standards and responsibility in all matters related to health, safety, and environment;
- socially responsible and ethical service delivery practices at various levels of governance;
- fair remuneration and growth-oriented career development for all employees;
- Company's environmental impact assessment, risk management, and

implementation of measures to reduce environmental impact.

Rīgas namu pārvaldnieks has set 5 key sustainable development goals relevant to the Company (see Figure 5).

IMPROVEMENT OF THE PROCESS OF DEFINING MATERIAL TOPICS

Starting from 2026, we will be subject to the obligation to prepare the Sustainability Report 2025 in accordance with the requirements of the Corporate Sustainability Reporting Directive.

While preparing for the fulfilment of the new sustainability reporting requirements, we are identifying the key sustainability aspects of *Rīgas namu pārvaldnieks* and conducting their double materiality assessment. We have also commenced the collection of data required for reporting.

We also actively participate in public events of various scales. To raise awareness of required investments to renew the housing stock and attract capital for the implementation of those projects, on 26 February 2024, we organised the discussion titled *The Challenge of Sustainable Housing Development*, inviting sector representatives and the Company's stakeholders and conducting a survey to gather the participants' views on what they consider to be the Company's key sustainability goals.

At the same time, we are working on a new medium-term operational strategy which will allow to incorporate the key sustainable development goals, identified during the double materiality assessment, into the new strategy, including to define corresponding target indicators.

15. ECONOMIC

MANAGEMENT APPROACH

GRI 102-9	GRI 103-1	GR 103-2	GR 103-3	
<ul style="list-style-type: none"> ✓ We conduct socially responsible business practices and act as a prudent and diligent manager. ✓ We follow the core principles of human rights in all our activities. ✓ We treat all our employees and stakeholders fairly. ✓ We ensure full legal compliance of our operations. ✓ We conduct responsible corporate governance, ensuring the transparency of internal policies, processes, and practices. ✓ We uphold competition neutrality. 				
<ul style="list-style-type: none"> ✓ We build long-term market relationships based on mutual trust and respect. ✓ We take a firm stand against conflicts of interest, corruption, and anti-competitive behaviour. ✓ We ensure equal treatment and equal opportunities for all candidates in selection procedures. ✓ We continuously monitor the implementation of the Company's strategy and economic performance. ✓ We provide services, using our own resources and engaging external service providers. 				

ECONOMIC PERFORMANCE

GRI 201	
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In terms of economic performance, our goal is to increase the Company's value for the shareholder and enhance the value of property owned by our clients.

The framework for our economic performance is based on the Strategy of *Rīgas namu pārvaldnieks* and also the goals and objectives of the annual budget and action plan derived from it.

The execution of planning documents is monitored on a regular basis. Each quarter, we compile and review quarterly reports on operational results at Board and Council meetings. Once a month, we also prepare the operational financial statement.

We concluded the year 2021 with:

- a profit of EUR 9 million;
- current assets totalling EUR 104 million;
- current liabilities totalling EUR 61 million.

The average weighted payment discipline of our clients in 2024 was 83% (2023: 82%).

In May of the reporting year, *Rīgas namu pārvaldnieks* paid EUR 3.25 million in dividends to the budget of Riga City Council, and a total of EUR 812 500 in enterprise income tax (EIT) to the State budget.

We worked intensively to improve the quality and efficiency of existing services, strengthen customer relationship management, and identify and develop new services.

On 30 July 2024, upon our request, the Bank of Latvia recognised *Rīgas namu pārvaldnieks* as a depositor and adopted a decision to disburse EUR 4.2 million from the Latvian Deposit Guarantee Fund as guaranteed compensation for the funds of apartment owner associations managed by the Company and deposited with AS "PNB Banka". After the initiation of the insolvency proceedings of AS "PNB Banka", SIA "Rīgas namu pārvaldnieks" had reserved the deposited amount from the Company's 2019 profit and continued to ensure the necessary works for the buildings, which is why apartment owners did not experience any losses and were able to proceed with the planned repairs.

The funds accumulated by apartment owners for major renovations and building improvements are currently securely held in term deposits with the State Treasury, as well as distributed among several of Latvia's largest commercial banks.

In response to the high-risk external threats in the field of cybersecurity, we commenced working on enhancing the security of information technologies in the reporting year.

To increase the economic performance, we are managing change and digital transformation processes purposefully and in close cooperation. During the reporting period, we continued efforts to ensure efficient management of our building portfolio, clients, and services. We successfully implemented structural and organisational changes within the Service Delivery Management Division, introducing specialisation of work and services, faster response times to clients' technical requests, and opportunities to improve the quality of tasks related to building administration. The improvement of our key business activities is ongoing.

The achieved results directly influence our efficiency and quality indicators, increase data quality and reliability, and ultimately have an impact on customer satisfaction and sustainability aspects.

In the reporting year, we concluded a contract with the Riga Technical University on cooperation in the implementation of scientific research initiatives, research activities, the improvement of an innovative study and work environment, and other areas. At the end of 2024, students, researchers, and innovation enthusiasts participated in the three-week hackathon *Rīgas namu pārvaldnieks Coopetition 2024*, where the winning team of young people presented an automated solution for preventing icicle formation and cleaning leaves from rain gutters.

Although we participate in projects and initiatives focused on the design and development of various innovative solutions, we did not make any direct contributions to research and development in 2024.

ADHERENCE TO COMPETITION NEUTRALITY

We respect the principles of fair competition, seek to promote competition in cooperation with our partners, and cooperate with market participants on equal terms.

We do not create situations that could result in advantages for specific partners, support fair commercial practices, comply with fair competition rules, and refrain from engaging in anti-competitive or discriminatory transactions with the Company's officials. Before deciding on continuing the participation in *Rīgas namu pārvaldnieks*, Riga City Council first seeks the approval of the Competition Authority.

When developing new services, we also assess their impact on competition neutrality.

MARKET PRESENCE

GRI 102-9

GRI 202

We follow strict standards of transparency, information disclosure, and communication, provide the shareholders with information required by laws and regulations, and seek to ensure effective communication to foster mutual trust and cooperation.

We provide the public with access to transparency-enhancing information (financial, non-financial, and governance-related information).

The Company's website contains essential information such as contact details, services, financial and non-financial information, developed policies, information for clients, current developments, etc.

We express our position on amendments to legal acts of relevance to us through sectoral organizations we are members of and by sending our suggestions to Riga City Municipality, ministries, and committees of the *Saeima* (Parliament).

As part of the procurement process, we carefully prepare the requirements for potential suppliers and perform their assessment, thereby improving our business processes and contributing to the development of suppliers.

INDIRECT ECONOMIC IMPACT

GRI 203

Through the provision of management services, in addition to the direct economic impact, we also create impact on other sectors of national economy, such as the production and sales of construction materials and machinery, design and construction services, consumption-related sectors, management services, etc.

We also indirectly influence the solvency of our clients. Successful improvements to the apartment buildings under our administration contribute to the long-term enhancement of housing quality, which, in turn, helps reduce the housing maintenance expenses of apartment owners.

Our social contributions to the State budget support sectors funded by the budget, such as education, healthcare, and national defence.

By ensuring regular and competitive remuneration of our employees, we indirectly influence sectors related to consumption and development, such as trade, hospitality, tourism, entertainment, and others.

PROCUREMENT PRACTICES

GRI 204	GRI 414
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Rīgas namu pārvaldnieks as a capital company of a public entity is currently subject to the Public Procurement Law.

We organise procurements in accordance with external and internal regulations, including the annual procurement plan for the monitoring of which we have introduced specific control mechanisms. This ensures open, lawful, and transparent conditions for the organisation of procurements, including below-threshold procurements.

The core principles of our procurement policy are as follows:

- transparency;
- equality;
- fairness;
- cost-effectiveness;
- planning;
- sustainability;
- monitoring.

As part of the quality management system, we have developed and adhere to three procurement processes:

- public procurement procedure;

- below-threshold procurement procedure;
- framework agreement procedure.

ANTI-CORRUPTION AND ANTI-COMPETITIVE BEHAVIOUR

GRI 205	GRI 206
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We are committed to ensuring a responsible management of the system for handling conflicts of interest and corruption risks, standing against corruption and all other forms of illegal activity. Importantly, preventive measures are widely used to mitigate risks, thereby minimising the likelihood of any form of corruption or unfair commercial practices.

Rīgas namu pārvaldnieks ensures a systematic management of conflicts of interest and corruption risks, plans anti-corruption measures, and monitors the implementation of measures on a quarterly basis, reporting on the progress.

Submission of declarations of non-conflict of interest by involved employees and officials forms an integral part of the procurement procedure.

We regularly provide our employees with information and training on matters related to the prevention of corruption and risks of conflicts of interest, and improve monitoring measures in service provision.

To publicly express our position on corruption, in 2024, we joined the *Zero Tolerance for Corruption* initiative organised by the organisation *Sabiedrība par atklātību – DELNA*.

16. ENVIRONMENTAL

MANAGEMENT APPROACH

GRI 103-1	GRI 103-2	GRI 103-3		
<ul style="list-style-type: none"> ✓ We provide our services with a strong focus on minimising the impact of our activities on the climate, the environment, and biodiversity. ✓ We support the implementation and application of technological innovations that enable environmental and economic coexistence, thereby reducing our carbon footprint. ✓ We seek to use safer, cleaner, and smarter technologies that meet the society's evolving needs for sustainable development. ✓ We promote environmentally-friendly and energy-efficient preservation and development of housing, and rational use of energy 			resources, and we support energy performance improvement projects.	
			<ul style="list-style-type: none"> ✓ We raise awareness among our employees, clients, and cooperation partners of climate change and its long-term impact on daily habits. ✓ We ensure the sorting of household waste and the collection and recycling of hazardous waste, and encourage our employees to reduce their use of paper and other auxiliary materials. ✓ We actively participate in client awareness campaigns on sustainable waste sorting. 	

MATERIALS

GRI 301	
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The suppliers of materials necessary for ensuring our economic activities are selected through procurement procedures, with the requirements for materials included in the technical specification of procurement.

When performing repairs and renovation of residential buildings as part of the administration, we use machinery and construction materials that have been assessed and meet the EU safety, health, and environmental protection requirements.

ENERGY EFFICIENCY

GRI 302	
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Our task is to provide our clients with a continuous and stable residential building administration service, while also improving the range and quality of services. Our service package includes the management of residential building renovation projects, including attracting external (EU or municipal) financing, which allows to improve the energy efficiency of buildings after the project implementation and implement local energy efficiency improvement measures in residential buildings under our administration.

Support for building renovation projects that were implemented during the reporting year with EU support and administered by the Development Finance Institution ALTUM was granted on the condition that, following the implementation of energy efficiency improvement measures, the planned heat energy consumption for heating in the apartment building, based on calculations in the building's energy certificate and the construction work specified in the technical documentation of the energy efficiency improvement measures, does not exceed 90 kWh/m² per year.

We have evaluated and identified energy efficiency improvement measures as part of the administration service. The local energy efficiency improvement measures we carry out also reduce CO₂ emissions and the overall negative environmental impact.

In the residential buildings under our administration, we regularly carry out the replacement of lighting fixtures with more energy-efficient LED lighting, the replacement of windows and doors, attic insulation, roof repairs including insulation, installation of remote control systems for heating substations, etc. All works are carried out in accordance with the decisions of communities of apartment owners and financed by the apartment owners' own funds, in line with external regulatory requirements.

WATER AND EFFLUENTS

GRI 302

We have identified our environmental impact in terms of water consumption, and its reduction measures are implemented in the residential buildings under our administration as part of mandatory administration activities. In accordance with the approved maintenance plans, we also renovate engineering communications, including water supply and sewerage networks, thereby ensuring improved water quality and reducing the risk of water losses and effluent leakages.

Additionally, we take preventive actions to raise client awareness of quality issues, raising their awareness of legionella prevention. In all buildings that have not taken an individual decision, we ensure that water is heated in the heat exchange unit to 55°C, as legionella bacteria do not multiply at this temperature and are eliminated after prolonged exposure.

BIODIVERSITY

GRI 304

We do not implement specific measures for promoting biodiversity. However, we contribute significantly to maintaining the quality of the green areas.

As part of the administration service, we maintain and restore lawns, maintain and prune trees and shrubs, thereby promoting the preservation of biodiversity in the administered territories.

EMISSIONS

GRI 305

One of our most important technical resources is transport necessary to provide effective, high-quality services. According to our Strategy, we are gradually renewing our vehicle fleet.

Since transport is one of the major sources of greenhouse gas (GHG) emissions, a greater focus is placed on this area. EU regulations set limits on the amount of CO₂ emissions allowed per kilometre driven by new passenger vehicles.

In 2024, we procured new vehicles, including several electric vehicles to provide daily services.

Consequently, in our daily operations, we increasingly rely on more cost-efficient and

environmentally-friendly vehicles, including those powered fully or partially by electricity.

We contribute to emission reductions by implementing energy efficiency measures, i.e., through building renovation and localised energy efficiency improvements (such as insulation of ceilings, replacement of windows and doors, modernisation of heating units, etc.), which significantly reduce CO₂ emissions and overall adverse environmental impact.

WASTE

GRI 306

We have identified our environmental impact in terms of generation of household waste. We regularly monitor the waste management process both within the Company and the administered residential buildings.

We carry out activities aimed at reducing office paper consumption, promote waste sorting, and encourage the reuse of recyclable materials.

In order to reduce the environmental impact, we encourage sustainable consumption habits by developing, implementing, and enhancing modern communication channels focused on remote customer service (vortal *e-pārvaldnieks*, mobile app), thereby reducing the volume of circulation of paper-based documents.

In 2024, we delivered 7.8 tonnes of paper waste for recycling, thereby saving approximately 109 trees.

We collect used batteries, accumulators, and electronic equipment and deliver them for recycling. We have also concluded agreements on the management of hazardous waste (tyres) and asbestos-containing hazardous waste.

Additionally, we continue to actively participate in resident awareness campaigns on the importance and benefits of waste sorting.

To identify current challenges in the sorting of biodegradable waste and assess the quality of existing sorting practices, the environmental management company SIA “Eco Baltia vide”, in cooperation with property manager *Rīgas namu pārvaldnieks* and SIA “Latvijas Namsaimnieks”, launched a pilot project in the reporting year titled *To Rot or Not to Rot?! which involved the evaluation of the culture and quality of biodegradable waste sorting in four apartment buildings in Riga.*

ENVIRONMENTAL COMPLIANCE

GRI 307

Rīgas namu pārvaldnieks has currently no environmental management system in place, but we provide our services with a strong focus on minimising the impact of our activities on the climate, the environment, and biodiversity.

We support the implementation and application of technological innovations that enable environmental and economic coexistence, thereby reducing our carbon footprint and risk of accidents that may result from the use of materials and chemical substances and may cause significant environmental pollution.

We include environmental protection requirements in the provisions of the agreement, taking into account the specific nature of the subject matter of the agreement.

SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI 308

We evaluate procurement offers in accordance with the procedures outlined in the Public Procurement Law and sector-specific internal and external regulations, including environmental requirements if they are specified in procurement documentation.

Where possible, we evaluate the feasibility of including ‘green procurement’ requirements in procurements. In 2024, the following ‘green’ procurements were announced:

- open tender titled ‘Purchase of Electrical Materials and LED Lighting Fixtures’;
- open tender ‘Purchase of Passenger Vehicles’.

17. SOCIAL

MANAGEMENT APPROACH

GRI 103-1	GRI 103-2	GRI 103-3	
<ul style="list-style-type: none"> ✓ We conduct socially responsible business practices and follow the principles of integrity and transparency. ✓ We provide our services with a sense of responsibility towards the environment, employees, and society as a whole. ✓ We regularly identify and address stakeholder needs relevant to the area of activity. ✓ We ensure fair and equal treatment in interaction with stakeholders, while preventing conflicts of interest, fraud, and corruption. 		<ul style="list-style-type: none"> ✓ We expect our cooperation partners to adhere to the principles of fair cooperation and ethical standards. ✓ We offer fair remuneration and growth-oriented career development opportunities for all employees. ✓ We strive for high standards and responsibility in all matters related to health, safety, and environment. 	

EMPLOYMENT

GRI 401	GRI 402
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We create a stable, safe, and supportive working environment, based on our core values: responsibility, competence, development, respect, and cooperation, as well as the principles of good corporate governance.

In 2024, 42 employees advanced their careers at workplace.

Traditionally, we offer internship placements for students. In 2024, a total of 131 internship placements were offered to students from various universities.

OCCUPATIONAL HEALTH AND SAFETY

GRI 403

The nature of our business operations requires compliance with occupational safety requirements. Therefore, our employees are provided with training on occupational safety. We also organise mandatory health examinations and workplace inspections.

Over the past five years, the average rate of accidents in relation to the actual number of employees has been 0.6%.

In 2024, we joined the *Mission Zero* initiative, committing to implement and adhere to business

principles that prioritise people, their health and safety, and striving to achieve zero workplace accidents.

Compliance with occupational health and safety requirements at *Rīgas namu pārvaldnieks* is ensured by the Personnel Management Department which:

- develops and maintains the occupational safety system within the Company, promoting its improvement;
- follows the principles of regulatory occupational safety requirements to ensure the safety and health protection of the Company's employees;
- advises executives and appointed responsible persons on current occupational safety issues and ensures the implementation of regulatory requirements;
- implements preventive measures to maintain a safe working environment, evaluates occupational safety requirements, and determines the necessary actions for the improvement of the working environment;
- monitors whether the employees' health condition is suitable for the assigned work based on the results of the mandatory health examinations, and provides suggestions for implementing the occupational physician's recommendations regarding the workplace organisation;
- coordinates measures necessary to provide emergency medical assistance and to contain or eliminate the consequences of emergencies involving hazardous equipment

used within the Company and assigned to employees.

We monitor the working environment and assess occupational risks in accordance with the procedures outlined in external laws and regulations, involving the Company’s occupational safety specialist and the employee performing work at the specific workplace.

We also regularly monitor the number of hours lost due to accidents per one million working hours.

The Company implements measures to encourage safe and healthy behaviour among employees, ranging from monitoring compliance with occupational safety requirements and improving working conditions to organising and promoting events that encourage physical activity.

TRAINING AND EDUCATION

GRI 404	
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One of our core values is competence – a team focusing on an excellent outcome, with appropriate knowledge, skills, and work experience. Alongside the general corporate governance principles, we also follow the ‘Training and development’ principle outlined in our Corporate Governance Code.

Our employees acquire modern governance and work performance methods, which, in turn, allows us to provide higher-quality services to our clients.

As part of our annual performance assessment, we identify the needs of our employees by collecting data from individual development discussions. Employee development needs are also identified in other ways, e.g., based on the mandatory professional training requirements and frequency as specified in laws and regulations governing the relevant professional activity or changes in the development of new materials, machinery, and technology. We also identify employee training needs through direct communication with the employees and heads of structural units, keeping track of external training offers from third parties, such as informative seminars, webinars directly related to the improvement of the competence required to perform job duties.

Last year, we used various training formats, including external open training courses, programmes, seminars and conferences, customised training programmes for the Company, e-learning, and internal training sessions. In 2024, employees at all levels underwent training financed by the

Company, as specified in the internal regulatory enactment – Procedures for Planning, Organising, and Assessing Employee Training. In 2024, there were a total of 3287 training attendances.

During the reporting year, we continued our participation in the Nordplus Adult Programme mobility project, which we had started in 2023. It is a programme of the Nordic Council of Ministers, aimed at strengthening cooperation between the Nordic and Baltic countries. The project aims at sharing experience in adult education, promoting public awareness of apartment building management. The project partner is the Estonian Union of Co-operative Housing Associations.

DIVERSITY AND EQUAL OPPORTUNITY

GRI 405	GRI 406
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Alongside the general corporate governance principles, we also follow the ‘Inclusive, non-discriminatory working environment’ principle.

We implement a diversity policy, ensuring equal treatment, fostering an inclusive working environment and employee diversity, and standing against any discriminatory behaviour towards or among employees, or towards cooperation partners or clients.

We provide employment opportunities to representatives of various social groups, regardless of gender, age, or ethnic background. Our youngest employee is 18 years old, while our oldest employee is 86 years old. Among intellectual workers, 62% are women and 38% are men, while among manual workers, 49% are women and 51% are men. The longest tenure is 44 years, while the average tenure is 9 years. Our employees also include minorities, employees with children, persons with disabilities, and individuals pursuing education.

During the selection process, we evaluate the employees’ education and competences necessary to perform job duties, ensuring equal treatment.

HUMAN RIGHTS

GRI 407	GRI 408
GRI 409	GRI 411
GRI 412	

We carry out our operations, take decisions, develop strategies and internal policies based on the core principles of human rights, which forms the basis of our ethical responsibility and decision-making, and contributes to the long-term preservation of the Company's resources and sustainable development.

We are committed to cooperating honestly, lawfully, and responsibly with partners who, like us, ensure respect for employee human rights, decent working conditions, and sustainability development.

We take a firm stand against any activities related to slavery, forced or compulsory labour, human trafficking, or any other actions that contradict internationally recognised human rights standards, including the unlawful child labour that contravenes good moral conduct and the requirements set out in laws and regulations.

We do not engage in or allow ourselves to be engaged in political or religious activities, including the promotion or public endorsement of political parties or their events (activities). At the same time, we do not restrict employees' freedom to form or join organisations.

SAFETY PRACTICES

GRI 410

We recognise the value of information as a resource in our business operations. Therefore, we place particular emphasis on ensuring that information is handled securely and in line with the Company's objectives and public image.

Our information circulation and security system is based on:

- the procedures for protecting information containing trade secrets and restricted access-information;
- the procedures for managing information technology security;
- the procedures for preparing, coordinating, and publishing information on the website;
- the procedures for ensuring internal and external communication.

The aim of our internal regulations is to protect the trade secrets of the Company and third parties in our possession, as well as any restricted-access information from unauthorised disclosure in any technically possible form of recording, storage, or transmission.

The requirement to protect trade secrets is also included in the Company's Internal Rules of Procedure and individual employment contracts.

We have also developed a Cybersecurity Policy that was submitted for approval after the end of the reporting period. In addition, our employees undergo training on cybersecurity risks and preventive measures.

The goal of cybersecurity is to protect information and technological resources from cyber threats, thereby ensuring business continuity of *Rīgas namu pārvaldnieks*, reduce business risks, and ensure compliance with external laws and regulations following four core principles: confidentiality, integrity, accessibility, and authenticity.

LOCAL COMMUNITIES

GRI 414

As a capital company of a derived public entity, we are subject to restrictions on making donations (gifts) in accordance with the Law on the Prevention of Squandering of Public Funds and Property of Public Entities and the Agreement on the Administration of Residential Buildings concluded with the Riga City Municipality. Therefore, we do not make donations (gifts), and support the community can only be provided in non-financial form.

Our core principles of community support are as follows:

- We actively participate in promoting activities related to environmental protection and healthy lifestyles, public engagement and education, and, wherever possible, we provide support to public benefit organisations.
- We provide support, taking into account donation (gift) restrictions specified in the Law on the Prevention of Squandering of Public Funds and Property of Public Entities.
- We provide support in non-financial form by organising charity events and encouraging employees to participate in the implementation of joint projects.

In 2024, we organised a charity campaign – donation of books and magazines to the association *Rūpju bērns*. We also participated in the campaign *Fill the CCUH Courage Box* and, as every year, organised the Blood Donation Day and participated in the Collective Cleanup. Our employees also donated more than 10 bags of clothing and shoes to people from Ukraine.

PUBLIC ORDER

GRI 415

We do not implement specific measures to ensure public order. However, as a responsible employer, we encourage our employees to comply with public order regulations, including by requiring employees to provide services in accordance with internal and external laws and regulations.

CUSTOMER MANAGEMENT

GRI 416	GRI 417
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GRI 418

On 20 September 2017, the Company registered 9 three-dimensional trademarks (logos) with the Patent Office.

We take care of the health and safety of our clients as part of our administration service by carrying out activities aimed at improving the technical condition of buildings and implementing building renovation projects, protecting the environment, including by ensuring environmentally-friendly waste management, ensuring regular maintenance of shared spaces and territories of the residential buildings under our administration, and by engaging in greening of the surrounding areas.

We have identified clients as an important stakeholder, which is why we focus on improving customer satisfaction.

To strengthen the customer management function, we work purposefully on our existing and new services, their pricing, and compliance with customer expectations, marketing channels, and customer communication.

We have developed a customer service standard to ensure professional and responsive communication with our clients and to collect, review, and address client proposals, thereby facilitating service accessibility and ensuring quality. The customer service standard must be followed by all employees when they communicate with the client.

When processing data within the scope of our business operations, we respect the individual's fundamental rights to personal data protection.

As part of enhancing the client request handling process, we started implementing a Work Order Management System in the reporting year, which will continue into 2025, enabling the remote management of technical service delivery. Thereby

we are able to significantly improve work organisation and quality control of completed work through information technologies.

Customer service is tailored to the different needs, interests, and capabilities of apartment owners. Residents may submit and resolve their relevant issues in the following ways:

- in person, at customer service centres;
- by calling the free information line 8900;
- by using remote communication and self-service solutions available on the website, the e-portal e-parvaldnieks.lv, and the mobile app RNP;
- in case of emergencies, the emergency service is available 24/7 via the free hotline 80008989;
- since 2023, clients have also been supported by the virtual assistant Juris.

To continue the development of e-solutions provided by the Company, during the reporting period, we expanded the functions available on the vortal e-parvaldnieks.lv and the RNP mobile app.

Through the mobile app, clients can pay their bills, view the invoice archive and payment status, submit monthly water meter readings, submit requests, view interactive statistics on utility services, access information on their building's financial reserves and their use, review property administration and management estimates, and access information on own or the building's total outstanding debt.

The new features introduced on our website allow users to schedule video consultations with specialists regarding the implementation and management of building renovation projects, installation of smart water meters, installation of electric vehicle charging stations, and land redemption for the termination of divided property ownership. To help potential clients evaluate *Rīgas namu pārvaldnieks* as their prospective building administrator, a special calculator has been made available to estimate the indicative administration fee for their building.

We are actively working to improve the quality, accessibility, and efficiency of our call centre services.

In the reporting year, we installed queue management systems in all five customer service centres of *Rīgas namu pārvaldnieks*, providing data on customer service and waiting times, as well as employee performance. In addition, customer service satisfaction assessment was introduced.

18. ANNEX: LIST OF GRI INDICATORS

GENERAL STANDARD DISCLOSURES

GRI	INDICATOR
ORGANIZATIONAL PROFILE	
102-1	Name of the organization
102-2	Activities, brands, products, and services
102-3	Location of headquarters
102-4	Location of operation
102-5	Ownership and legal form
102-6	Markets served
102-7	Scale of the organization
102-8	Information on employees and other workers
102-9	Supply chain
102-10	Significant changes to the organization and its supply chain
102-11	Precautionary principle
102-12	External initiatives
102-13	Membership in associations
STRATEGY	
102-14	Statement from senior decision-maker
102-15	Key impacts, risks, and opportunities
ETHICS AND PROFESSIONAL INTEGRITY	
102-16	Values, principles, standards, and norms of behaviour
102-17	Mechanisms for advice and concerns about ethics
GOVERNANCE	
102-18	Governance structure
102-19	Delegating authority
102-20	Executive-level responsibility for economic, environmental, and social topics
102-21	Consulting stakeholders on key aspects
102-22	Composition of the highest governance body and its committees
102-23	Chair of the highest governance body
102-24	Nominating and selecting the highest governance body
102-25	Conflicts of interest
102-26	Role of highest governance body in setting purpose, values, and strategy
102-27	Collective knowledge of highest governance body
102-28	Evaluating the highest governance body's performance

102-29	Identifying and managing economic, environmental, and social impacts
102-30	Effectiveness of risk management processes
102-31	Review of economic, environmental, and social topics
102-32	Highest governance body's role in sustainability reporting
102-33	Communicating critical concerns
102-35	Remuneration policies
102-36	Process for determining remuneration
102-37	Stakeholders' involvement in remuneration
STAKEHOLDER ENGAGEMENT	
102-40	List of stakeholder groups
102-41	Collective agreements
102-42	Identifying and selecting stakeholders
102-43	Approach to stakeholder engagement
102-44	Key topics and concerns raised through stakeholder engagement
REPORTING	
102-45	Entities included in the consolidated financial statements
102-46	Defining report content and topic boundaries
102-47	List of material topics
102-48	Restatements of information
102-49	Changes in reporting
102-50	Reporting period
102-51	Date of most recent report
102-52	Reporting cycle
102-53	Contact point for questions regarding the report
102-54	Claims of reporting in accordance with the GRI Standards
102-55	GRI content index
102-56	External (auditor's) opinion

SPECIFIC STANDARD DISCLOSURES

MANAGEMENT APPROACH	
103-1	Explanation of the material topic and its boundary
103-2	Management approach to material topics
103-3	Evaluation of the management approach
ECONOMIC	
201	Economic performance
202	Market presence
203	Indirect economic impact
204	Procurement practices

205	Anti-corruption
206	Anti-competitive behaviour
ENVIRONMENTAL	
301	Materials
302	Energy
303	Water and effluents
304	Biodiversity
305	Emissions
306	Effluents and waste
307	Environmental compliance
308	Supplier environmental assessment
SOCIAL	
401	Employment
402	Labour/management relations
403	Occupational health and safety
404	Training and education
405	Diversity and equal opportunity
406	Non-discrimination
407	Freedom of form or join associations
408	Child labour
409	Forced or compulsory labour
410	Security practices
411	Rights of indigenous people
412	Human rights assessment
413	Local communities
414	Supplier social assessment
415	Public order
416	Customer health and safety
417	Marketing and labelling
418	Customer privacy

THE DOCUMENT BEARS A SECURE ELECTRONIC SIGNATURE AND A TIMESTAMP.