

SOCIAL DIALOGUE AND PROFESSIONAL DEVELOPMENT POLICY

ZIPPER acknowledges that social dialogue is one of the core pillars of the European social model—one that is built on economic performance, a high level of social protection, education, and active engagement between employers and employees.

ZIPPER fully respects the right of employees to associate, form, or not join a trade union. In the absence of a union, the company upholds the right of employees/workers to have their interests represented and defended by freely elected and specifically mandated representatives, without fear of retaliation, reprisal, intimidation, or harassment.

We are committed to maintaining constructive dialogue with freely elected worker representatives and to engaging in good-faith negotiations with them.

At the core of ZIPPER's culture lies a workplace environment that fosters open and two-way communication between employees, leaders, and management—where employees are empowered to speak up, and leadership listens with empathy. Employees are encouraged to engage openly with management in terms of working conditions, company policies, practices, strategy, and any other relevant topics—without fear of reprisal or negative consequences.

To support this culture, the company has adopted a series of supportive policies and practices, including:

- A [whistleblower mechanism](#) for reporting legal violations;
- An employee complaint/grievance resolution policy (Internal Regulations);
- Open-door discussions, one-on-one meetings, and access to professionals in HR, legal, and internal audit;
- Employee engagement surveys and structured feedback opportunities;
- Ongoing training and learning opportunities.

An annual employee engagement and satisfaction survey is conducted anonymously. Results are shared and discussed in team meetings, and action plans are developed based on employee feedback.

An example of employee involvement is our suite of inspirational and motivational programs designed to spark meaningful conversations, foster inspiration, and build stronger team connections (e.g., the ZINSPIRED Program). These programs are inclusive and open to all employees, with voluntary participation.

Zipper also strongly supports the continuous professional development of its employees.



A company-wide Annual Training Plan is implemented for all staff, tailored to their specific roles, and includes modern development approaches such as:

- MiniMBA programs
- Leadership Academy
- Mentorship programs
- Coaching
- PCM (Process Communication Model)
- Bookster subscriptions etc.

This commitment is grounded in the following core principles:

- Continuous Development: Lifelong learning is essential for both professional and personal growth;
- Equal Opportunity: All employees have equal access to training and development, free from discrimination;
- Adaptability: Training programs are tailored to the specific responsibilities of each position and the organizational context;
- Evaluation and Improvement: Training effectiveness is continuously monitored and improved to meet real-world needs.

