



INTEGRATED 2022 REPORT

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BONDALTI



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# 03

## People

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# People

744 Employees (+ 53 over 2021)

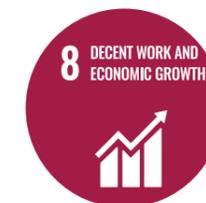
47% of employees in corporate areas are women

+ € 38,000 invested in training compared to 2021

14% of employees are less than 30 years old



### Strategic SDGs:



### Impacted SDGs:



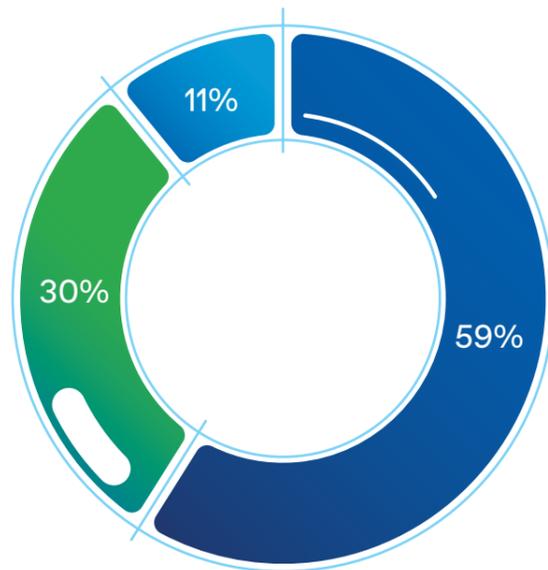


Since Human Development is one of Bondalti's values, the Organisation considers its people to be the key elements of an effective business strategy. In 2022, Bondalti doubled the number of employees (compared to 2019) with the consolidation of the Bondalti Water Solutions Group, reaching 746 employees as of 31 December.

As at 31 December 2022, Bondalti had 744 employees, including:

- **26%** women
- **96%** full time workers
- **92%** with open-ended contract
- **65%** are covered by collective bargaining agreements and/or extension ordinances.

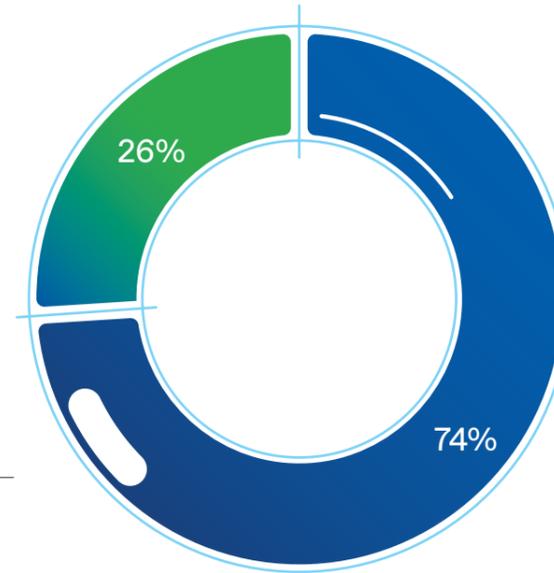
Employees by geography



Legend:

- Portugal
- Spain
- Angola

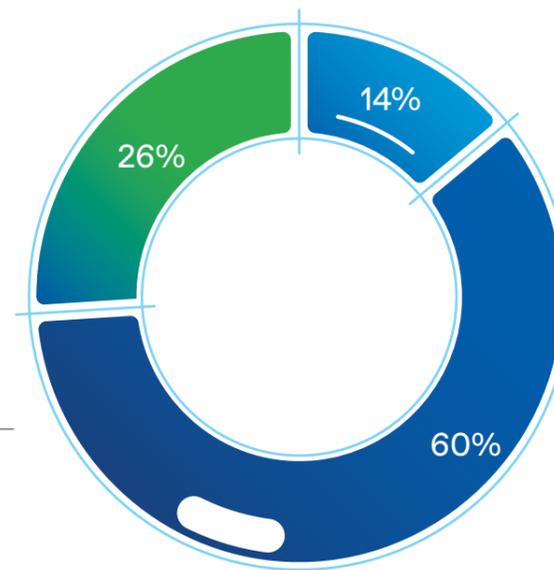
Employees by gender



Legend:

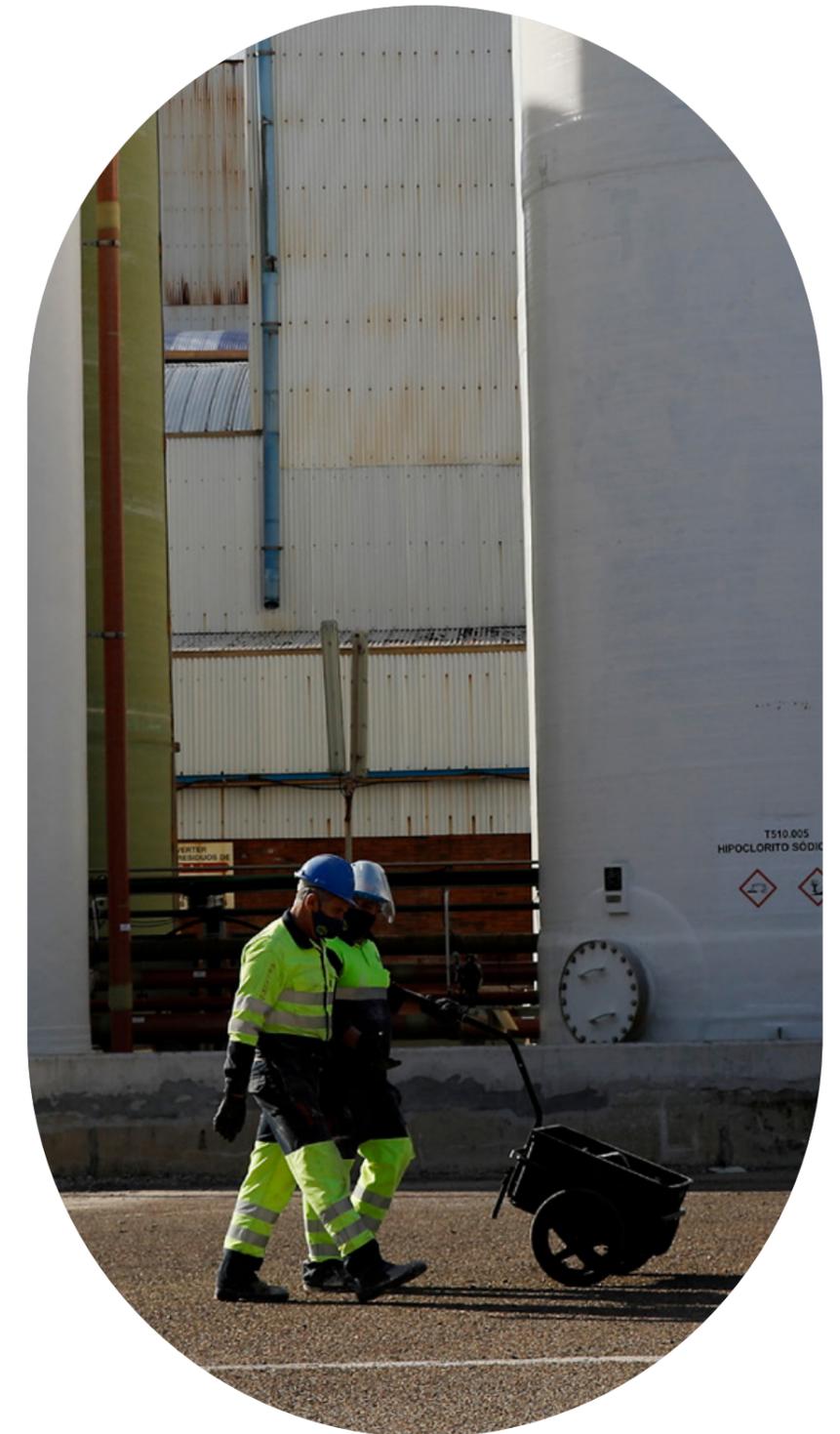
- Men
- Women

Employees by age group



Legend:

- Up to 30 years
- 30 e 50 years
- Above 50 years





03. People

# Talent Management

In 2022, Bondalti opted for a more intensive selection and recruitment policy. As a result of the expansion into new business areas, the company has faced challenges in attracting talent, and has improved its response and results.

With the aim of recognising its people, in 2022, in line with previous years, Bondalti continued the programmes and measures implemented to ensure job rejuvenation and succession, thus ensuring the sustainability of the business and the transition of knowledge from one generation to the other. Thanks to these programmes, Bondalti employees can count on measures such as internal mobility, allocation of employees to newly open positions (internal/external recruitment), or functional flexibility, where employees are given the possibility to acquire new tools and take on new job functions. The rejuvenation and development of employees are also associated with the talent management project using the 4Learn platform.

Also in 2022, Bondalti participated in the José de Mello Group's talent management project with the "Assessment Centre" project, in which all Directors were subject to skills assessment, based on which individual development plans were developed.





03. People

# Employee experience

As professionals are growing increasingly demanding, the creation of differentiating and unique experiences enhances Bondalti's attractiveness, which is why the Company invests heavily in professional development and in establishing committed and lasting connections with its people.

## Bondalti's Culture

Bondalti is recognised by its people for promoting a positive and healthy corporate environment characterised by close relationships, a sense of belonging, individual-oriented, and for leaders who foster trust and mutual respect. The reputation of the Bondalti brand is supported by engagement levels of over 75% and the implementation of benchmark management practices.

Human Development and Integrity, which are Corporate Values, are fundamental pillars of an inclusive, diversified, free of prejudice culture, where no type of discrimination is tolerated and where everyone can express their true potential.

## Well-being and Benefits

With the aim of boosting the creation of new opportunities, in July 2022 Bondalti presented its new ambition and purpose, initiating an internal reorganisation, capable of responding efficiently to challenges.

Several departments were restructured, namely the People Department, in order to respond strategically to decision-making. At the same time, the management was reinforced with the admission of new elements to the team and the following areas of intervention were established: Business Partners: Compensation and Benefits; Culture, Human Capital Development.

While fully aware of changes in work models, and more targeted leaderships and experiences, the company remains committed to reconciling personal and professional life as the best tool to attract and value its people. Being a Responsible Family Entity (efr) translates Bondalti's commitment to a legacy and a culture of closeness, based on the firmness of its Values. Currently, more than 4 dozen measures are mapped, of which the following stand out:

- Payment of meal subsidy above the legal limit;
- Distribution of free coffee, tea and water;
- Flexibility in choosing vacation periods;
- Immediate family leave – relatives in the ascending and descending lines and spouse – 15 days/year;
- Scholarships in partnership with FAM (Fundação Amélia de Mello) for the children of employees;
- School kit up to 17-year-old children (inclusive);
- Possibility for employees to choose their training paths, in line with respective job and potential;
- Birthday souvenir;
- Curative Medicine, Nutrition and Psychology consultations;
- Gym subsidy;
- Summer camp for employees' children;
- Health and life insurance.

## Professional Performance

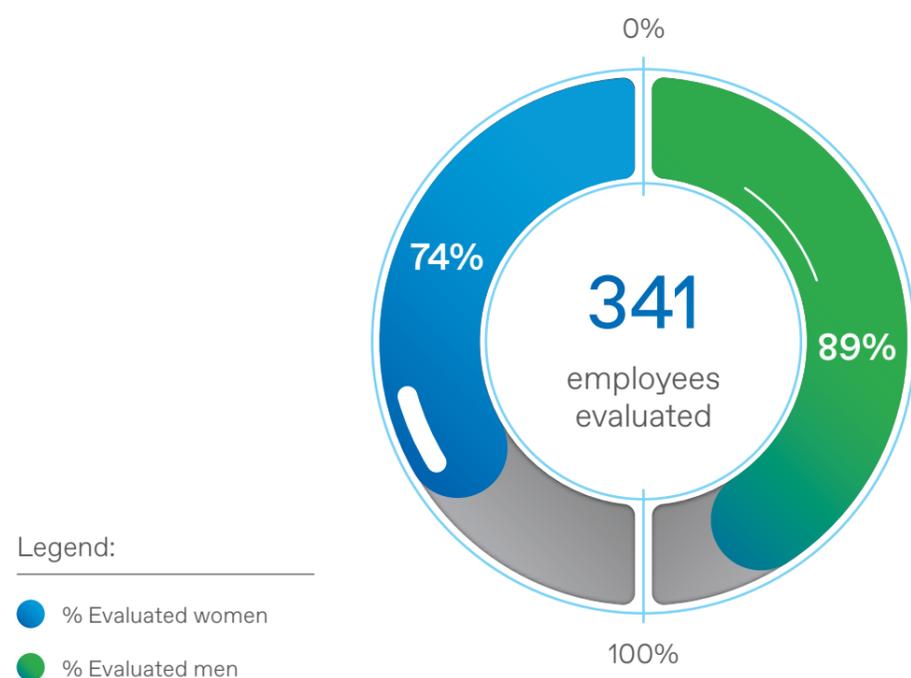
Bondalti employees in the Industrial Chemicals area are assessed annually within the scope of the Performance Management System. This system focuses on the achievement of general and specific objectives, as well as on the development of professional and personal skills.

Performance management is understood as another performance-oriented management tool available to leaders and subordinates, with an emphasis on continuous improvement to achieve the growth to be shared by all.



In 2022 all employees were assessed for their performance and, for the first time, even those less than 6 months in their job were included in the performance management process. The latter were merely subject to a qualitative assessment, as the definition of objectives had been defined long before they joined Bondalti.

Employees assessed



One of the reference plans continues to be the "4x4 Training": a training plan aimed at Operational Technicians, to ensure the timely transfer of intergenerational knowledge, based on field and classroom training for new employees.

All training is managed by the 4Learn platform, which allows the management of individual training by recording all data relating to training completed and to be completed.

In 2022 Bondalti provided

**37,624 training hours to its employees,**  
2,702 more hours than in the previous year.  
Totalling an average of **50 hours per employee.**

The Organisation reinforces post-recruitment training, mainly using on-the-job training more directed to operational areas, thus ensuring the necessary skills to carry out the assigned functions.

Bondalti continues to work to improve the identification of training needs in a more individual and tailor-made way for each employee, aligning their potential for professional growth with their career prospects and the evolutionary path expected within the Organisation.

## Skills development and training

Bondalti views personnel training as the best mechanism for personal development. Training can be provided "on the job" or in internal/external initiatives, either in person or remotely. As a common practice, in 2022 Bondalti continued to invest in the development and training of its employees, providing access to personalized training plans on subjects such as safety, mitigation of hazardous behaviour or occupational health and environment.





03. People

# Occupational Safety and Health

Occupational Safety and Health is a key issue at Bondalti. Accordingly, through continuous improvement and continued assessment, the company ensures that measures are in place to prevent and mitigate existing risks.

All Bondalti companies manage occupational safety and health issues through dedicated areas or external services contracted for this purpose. The continuous management of these issues allows for the effective identification and mitigation of hazards and risks of each activity, analysis of incidents, consultation and training of employees, and management of occupational health services, allowing the implementation of corrective measures and operational control, as well as ensuring compliance with applicable legal requirements.

All Bondalti employees receive continuous training throughout their careers in subjects such as safety, mitigation of risk behaviour or occupational health. As a means of mitigating and preventing risks, periodic assessments are made of the job-related risks, which translate in mitigation and action plans. With a view to continuous improvement, Bondalti regularly assesses the needs of Personal Protective Equipment (PPE) and investigates which existing solutions may better serve the needs of its employees.

The storage and production of chemical products in large quantities necessarily requires extra care and demanding risk control measures. The European Union has thus established a directive – the SEVESO Directive – with applicability in more than 10,000 industries, especially in the chemical, petrochemical, logistics and metal refining sectors. Bondalti has a Safety Management and Serious Accident Prevention System (SGSPAG) capable of responding to all applicable legal requirements, with the aim of ensuring the safety of people, facilities and stakeholders.

As a result of the good practices implemented in terms of safety and health management, in 2022, as in previous years, there were no fatal accidents, no serious accidents, there was no record of any employee requesting to be eligible for occupational disease status, either in the Industrial Chemicals or Water Treatment segments. All occupational accidents occurring at Bondalti are investigated, their cause is identified, and the necessary corrective measures are taken.

