



JOSÉ DE MELLO

SUSTAINABILITY

'21

This document reports the Sustainability information for the year 2021 and is part of the Annual Report 2021 (Chapter 1.6). It is intended to provide stakeholders with information about the economic, social and environmental performance of the José de Mello Group.

This document should be read in conjunction with the information made available on the [institutional website](#), concerning the Purpose, Vision, Values and activity areas of the José de Mello Group.

1. BACKGROUND	4	3. INNOVATION AS A PRIORITY	9
1.1. Positioning of the Group	5	4. AN UNPRECEDENTED TIME: TWO YEARS OF PANDEMIC CRISIS	12
2. OUR GOVERNANCE	7	5. THE SUSTAINABILITY OF OUR VALUE CHAIN	14
2.1. Model of governance	7	5.1. Aspect: <i>Governance</i>	15
2.2. Responsible conduct and management systems	8	5.2. Aspect: Environment	18
2.3. Risk management	8	5.3. Aspect: Social	25
2.4. Relationship with stakeholders and material topics	8		

1. Background

Companies are increasingly exposed to the scrutiny of their stakeholders with respect to the way they conduct and adapt their business to today's challenges. Currently, the risks and opportunities arising from these challenges can affect the course of companies, underlining the need for them to be included in the business strategy. Furthermore, it is now clear that there is widespread demand for companies to incorporate in their agendas topics related with climate action, decarbonisation, and human capital and employee well-being such as diversity and inclusion.

Several milestones in sustainable development have put pressure on companies to introduce these issues onto their agendas. The Paris Agreement of 2015 reinforced the urgency of addressing climate change; the establishment of the United Nations 2030 Agenda introduced the 17 Sustainable Development Goals (SDGs); and the European Green Deal aimed to transform the European Union (EU) into a modern, resource-efficient, competitive, and fair economy by not only ensuring zero greenhouse gas emissions by 2050, but also seeking to link growth with the use of resources.

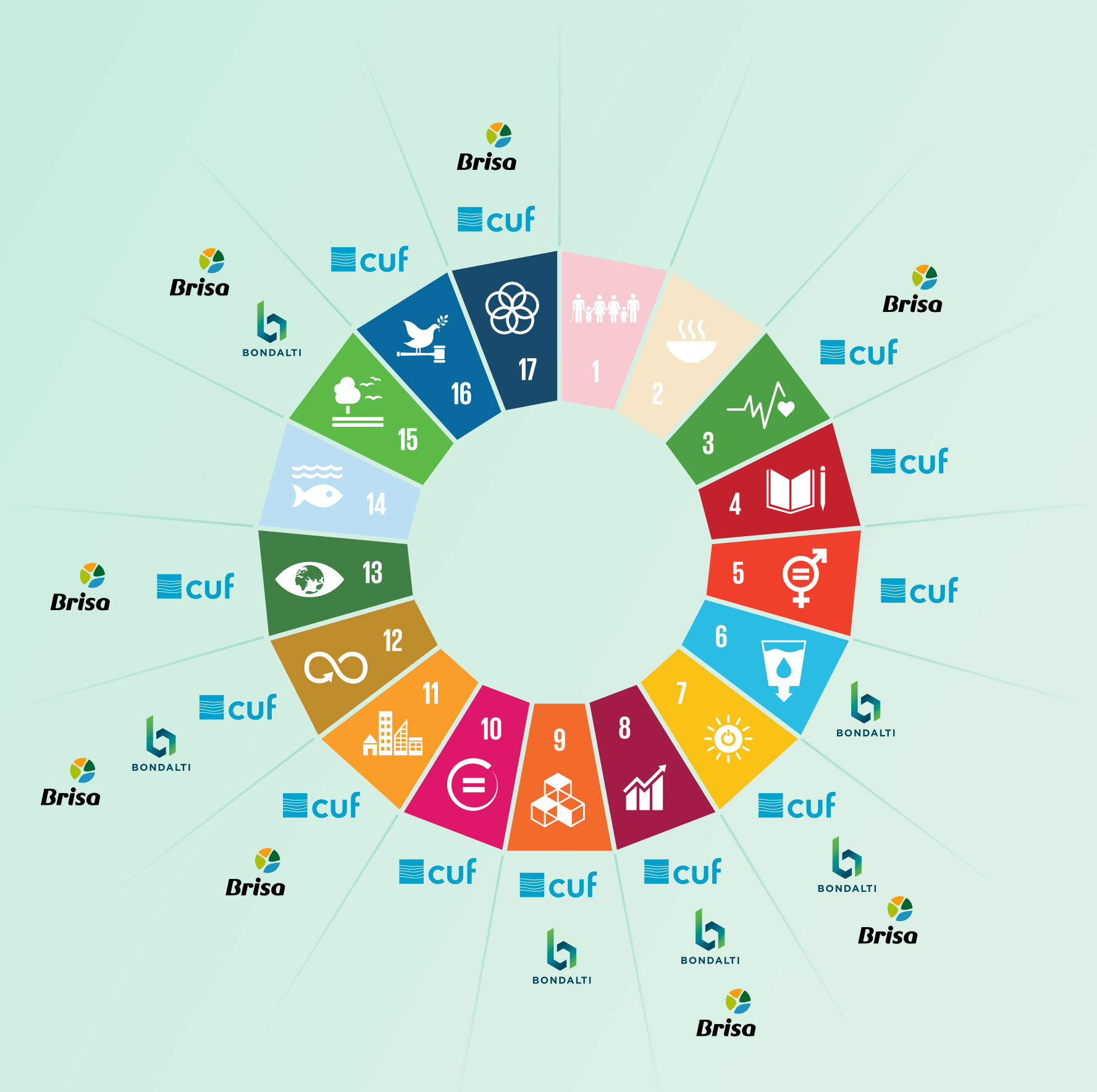
In the European sphere, the European Recovery Plan was launched. The plan will be implemented in Portugal through the Recovery and Resilience Plan (RRP), which is based on a series of reforms and investments intended to support the climate and digital transition, and the resilience of EU member states. This programme is expected to be an opportunity for businesses to recover from the constraints of the Covid-19 pandemic, and to contribute to the transition into a more sustainable and digital economy.



1.1. Positioning of the Group

The José de Mello Group has a strong commitment to innovation, reflected in subchapter “1.6.3 Innovation as a priority”, which seeks to enhance the growth and sustainability of the current businesses, as well as to encourage the emergence of new business ideas, strengthening the culture of innovation, and the balance between rigour and risk, collaboration, and discovery.

Jose de Mello’s diversified portfolio of companies is positioned in several areas pertaining to sustainable development. Through its subsidiaries, the Group contributes to the successful achievement of 14 of the 17 United Nations Sustainable Development Goals (SDGs).



Jose de Mello's subsidiaries are also undertaking a series of initiatives that contribute to the global commitment towards sustainable development, and allow them access to knowledge and partnerships that encourage them to adopt good business practices. One example is the participation of CUF, Bondalti and Brisa in the Business Council for Sustainable Development (BCSD) Portugal.

The participation of the subsidiaries in the Working Group on the Charter of Principles, which has been tasked with developing the Charter of Principles of Companies for Sustainability, is an important initiative that demonstrates their commitment towards sustainable action. The Charter of Principles is a document that brings together Portuguese companies around common sustainable development commitments for Portugal, composed of 20 objectives, 20 targets and 20 indicators, shared by all companies. The

Group's companies are also signatories to this Charter, with the aim of ensuring that the best management practices are applied throughout their value chain. More information about this initiative [here](#).

Several other initiatives reflect the Group's attention to the global context. Two good examples are CUF signing up to the European Green Capital 2020 Commitment - Climate Action Lisbon 2030 and the Corporate Mobility Pact for the city of Lisbon, for which it has presented 12 actions for implementation by 2030 in the areas of energy, mobility, water, circular economy, citizenship and participation. In the case of Bondalti, it is also important to mention its commitment to climate neutrality by 2030, through the development of the Climate Transition Programme since 2020.

Also noteworthy is the Family-Responsible Organisation (EFR) certification for the Group's companies, promoted by the Más Família Foundation, in partnership with the Associação Cristã de Empresários e Gestores (ACEGE), which recognises organisations that are involved in generating a work culture based on flexibility, respect and mutual commitment. This certification, obtained by Brisa in 2019, by Bondalti in 2020, and by CUF and José de Mello Capital in 2021, reflects the commitment and importance given by the Group to its employees, encouraging them to balance their professional life with their personal and family life.



2. Our governance

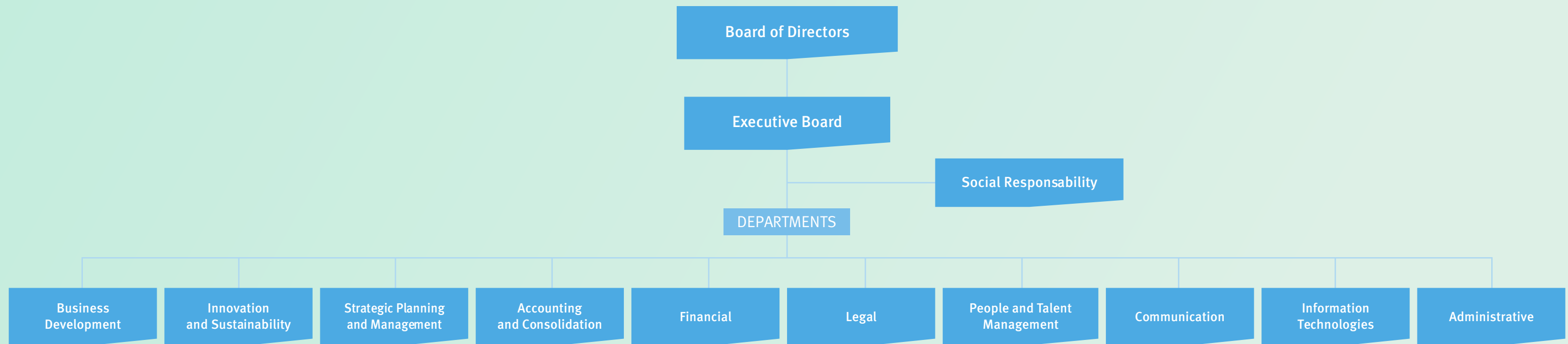
2.1. Model of governance

The corporate organisation of José de Mello Capital follows a traditional model, in which the Board of Directors delegates the day-to-day management of the company to an Executive Board, which is assisted by different departments and functional areas.

Subsidiaries are, in turn, managed by their respective independent Boards of Directors who, depending on their nature and size, delegate day-to-day management to an Executive Board or Managing Director.

The Group's priority issues are dealt with at the highest level, and there is a series of internal structures that allow efficient and effective articulation between the Executive Board and the departments and functional areas. These are responsible for putting into operation the processes and initiatives that enable José de Mello Capital's priorities to be met. Given the subject of this chapter, it is important to highlight the existence of an Innovation and Sustainability Department, whose function is to encourage the entire organisation to implement best practices in these areas.

The functional area for Social Responsibility arose from a commitment to develop a socially responsible corporate performance and from the historical legacy of the former CUF Group, pioneers in the implementation of good corporate citizenship policies. This area manages social responsibility projects, in particular the Volunteer Programme, shared across all the companies of the José de Mello Group, which, nevertheless, carry out their own social responsibility initiatives.



2.2. Responsible conduct and management systems

The Code of Conduct of José de Mello Capital consists of guiding principles for the personal and professional behaviour of all employees, as well as the relationships they establish with each other and with customers, suppliers, shareholders and other stakeholders. This Code of Conduct, developed in 2018, and periodically updated, covers the following regulations and policies:

- ▶ Regulations on anti-corruption;
- ▶ Regulations on the prevention of money laundering and financing terrorism;
- ▶ Regulations on the treatment of communications and irregularities;
- ▶ Privacy policy;
- ▶ Information security policy;
- ▶ Outsourcing policy;
- ▶ Employee data processing policy;
- ▶ Personal data retention policy;
- ▶ Regulations on the use of electronic means;
- ▶ Manual for responding to incidents involving data breaches.

2.3. Risk management

Given José de Mello Capital's profile as a manager of a diversified portfolio of companies, Risk Management is a fundamental part of the business. The main objectives are to ensure integrated and articulated management between José de Mello Capital and its subsidiaries, with the purpose of aligning guidelines on the desired risk profile, without impairing the management autonomy of the business.

Thus, a Risk Management Policy was implemented that aims to:

- ▶ Identify risks;
- ▶ Assess risks;
- ▶ Define an immediate response to a risk;
- ▶ Define mitigation measures;
- ▶ Define the methodology for monitoring the risk identified.

This policy establishes the architecture and governance of the Risk Management processes, defining the bodies and teams responsible, as well as the process in the event of abnormal occurrences, or when there is a high probability of occurrences. It should also be noted that José de Mello has three types of risk identified: Asset Portfolios (Portfolio Assets

and Management), which involve the risk management policies of the platforms, Liabilities and Functional Risks, whose management is linked to the policy for managing risks inherent to José de Mello Capital itself.

2.4. Relationship with stakeholders and material topics

In 2016, José de Mello identified its main groups of stakeholders and the engagement approach for each, based on their influence on the strategy and impact on the results of the Group. This list will be updated when Jose de Mello carries its next materiality analysis for the next reporting cycles. This process should be finalised during 2022 and will be reflected in the next Report.

3. Innovation as a priority

Within the José de Mello Group innovation plays a central role in the competitive positioning of its subsidiaries. Through new ideas and solutions, companies can make their businesses more competitive and create long-term value, that translates into environmental and socio-economic benefits.

The need for innovation has become evident for companies that want to be at the cutting edge and that understand that the challenges of sustainability represent opportunities to reinvent products, services and processes, and achieve significant market advantages. It is an exercise in conceiving, testing and implementing new ideas and solutions, which enables the development of competitive businesses that guarantee the creation of value for all stakeholders.

The Innovation and Sustainability Department of José de Mello Capital devised and implemented a long-term innovation strategy in 2020, with sustainability as one of its fundamental pillars. As part of this strategy, several areas of action have been defined, including the open innovation tool GROW.

As an initiative transversal to the whole Group, GROW was developed to bridge the gap between subsidiaries and the innovation ecosystem, particularly start-ups. The programme allows them to test and validate their products and services in real life environments, with access to an excellent network of mentors and infrastructures. In this context, several initiatives

COLÓMBO **i9+**

>2415 ideas submitted

JOSÉ DE MELLO
GROW

>40 pilots

have been developed, namely the Grow Mentoring Sessions - which provide Grow start-ups with extended mentoring sessions - and the Grow Innovation Award - held in partnership with the Amélia de Mello Foundation, to recognise and reward partner start-ups.

The Group has an Innovation Board, comprising members of José de Mello and its subsidiaries, whose mission is to strengthen the culture of innovation, both through knowledge-sharing between the companies and through the joint organisation of transversal initiatives.

INTELLECTUAL PROPERTY

10 families of patents

TENDENCIES

Healthcare trendbook 2020

The innovation initiatives involve the active participation of representatives from different areas and levels of the organisation, and a partnership network that includes entities from the scientific and technological system (start-ups, incubators and accelerators), as well as other relevant organisations from the innovation ecosystem.

GreenH2Atlantic Project

BONDALTI

Bondalti is part of a consortium of 13 companies and research partners that will develop the GreenH2Atlantic project, for the production of renewable hydrogen in Sines.

This was one of three projects selected under the European Green Deal to demonstrate the viability of green hydrogen on an unprecedented scale of production and technological application. A fund of 30 million euros will help finance the construction of an hydrogen unit, which should start up in 2023 and become operational in 2025.

Bondalti's participation in this consortium is aligned with its decarbonisation and business diversification strategy, contributing significantly to Portugal's sustainability objectives and to the fulfilment of the energy transition roadmap.

Partnership for lithium refining

BONDALTI

Bondalti signed a cooperation agreement to build a pilot lithium production unit in Estarreja, which may lead to the commercialisation of environmentally-sustainable processing of this raw material, which is important in the processes of electrification and energy storage.

Reed Advance Materials (RAM), a company Bondalti collaborates with, holds the rights to a new lithium purification process using an electrolysis method, called ELi[®], which is notable for its lower carbon footprint. Bondalti is highly skilled in electrolysis technology, which provides high standards of environmental sustainability to the chlor-alkali industry, of which the Portuguese company is the largest Iberian producer in terms of installed capacity. The technology, which radically reduces the need for reagents, represents a significant advance in environmental sustainability, as well as operating and capital costs.

This project was one of six expressions of interest that Bondalti submitted under Component C5 - Capitalisation and Business Innovation of the Resilience dimension of the RRP. In addition, 15 applications were submitted to various programmes supporting innovation and development, such as the Green Deal, Horizon Europe, Portugal2020, Fundação para a Ciência e a Tecnologia, Environmental Fund and the RRP.

Participation in the Smart Chemistry Smart Future

BONDALTI

Reinforcing its positioning as an Iberian company committed to innovation for sustainability, Bondalti participated in the project Smart Chemistry Smart Future of FEIQUÉ – the Business Federation of the Spanish Chemical Industry, which took place within Expoquímia, the industry's largest Iberian event, held in Barcelona.



My CUF symptom evaluator

CUF

During the last fiscal year, CUF launched the My CUF Symptom Evaluator, a pioneering app in Portugal, which allows clients to describe their symptoms by means of a structured interview and an algorithm. At the end, they receive a recommendation for care and any necessary follow-up, which may range from carrying out a teleconsultation to using the emergency services, or requesting immediate medical help.



Clinical innovation

CUF

Investment in clinical research, training and the development of partnerships and cooperation with institutions has been a priority for CUF.

CUF's activity is marked by the work undertaken in research and development projects, particularly clinical trials and observational studies, as well as by awarding PhD scholarships and Clinical Research Projects (CRPs) for CUF professionals. In parallel, CUF has strategic partnerships with institutions such as Universidade Nova de Lisboa (for example, the Tagus TANK consortium, created in 2016), the Calouste Gulbenkian Foundation and the Association for Innovation and Biomedical Research on Light and Image (AIBILI), among others.

GROW pilot -projects

CUF, JMRS

As part of Grow, three pilot projects were carried out in 2021 involving CUF and the start-ups Clynx, Buzzstreet and World Trilogy:

- Clynx: A Portuguese start-up offering a physiotherapy experience based on gamification carried out a pilot project in the Physical Medicine and Rehabilitation area of the CUF Alvalade Clinic;
- Buzzstreet: developed the CUF Tejo Navegador, an internal navigation application that allows users to visualise the interior and surroundings of the CUF Tejo Hospital and get the directions they need in just a few seconds;
- World Trilogy: tested an innovative process for decontaminating Group III hospital waste using SANPAC technology.

With José de Mello Residências e Serviços, two pilot projects were carried out with start-ups:

- Kinestica: in the area of rehabilitation for neurological motor disorders, tested Equio technology, which is an intelligent scale that evaluates a patient's balance and works as a training tool;
- Viser: A Swedish start-up with a technological platform to support caretakers, which combines artificial intelligence and sensors and enables residents' needs to be identified in a non-invasive way (detection of falls and urine leaks).

Mobility patterns – BIG DATA and MACHINE LEARNING

BRISA

After Brisa participated in the EIC (European Innovation Council) Procurers Day, the opportunity arose to carry out a pilot project in the service areas of Mealhada and Alcácer do Sal, focused on understanding and predicting mobility patterns.

The start-up collaborating in the project provided a technological solution capable of extracting and processing relevant data, ensuring the required compliance with the General Data Protection Regulation (GDPR) and generating the information needed to characterise patterns associated with consumers' daily travel.

Via Verde App and Via Verde Electric

BRISA

February 2021 witnessed the launch of the new Via Verde app, a platform that aims to be a personal assistant for customers, facilitating the management of their account. In addition to this self-care component, the Via Verde application also aims to facilitate customer access to their digital ecosystem, such as the *Via Verde Electric* service, which was launched in October and allows access to and payment of fast and ultra-fast electric charging at any national public station.



4. An unprecedented time: two years of pandemic crisis

Given the atypical year of 2020, the outlook for 2021 presented a high level of uncertainty, associated with the evolution of the disease and the expectation of large-scale vaccination. Although a recovery of activity was foreseen for 2021, economic activity was conditioned by the impact of the crisis on productive capacity and the necessary reallocation of resources between companies and sectors. The macroeconomic scenario described above strongly conditioned the Group's activity. Despite this, its priorities have remained unchanged since the beginning of the pandemic: the safety of employees and customers, maintaining business continuity and services with high quality standards, and stability in the supply chain.

Despite the adversities, in 2021 the José de Mello Group did what it could to help the communities in which it operates during the most critical periods of the pandemic. At José de Mello, measures were implemented to guarantee employee

safety, such as teleworking, the provision of means of disinfection and individual protective equipment. Bondalti took measures to ensure continuity in the supply of products that are essential in the fight against the pandemic. CUF established a set of procedures to prevent and deal with the virus, as well as a support network for the mental health of its employees. José de Mello Residências e Serviços (JMRS) continued with its resident protection initiatives, and enhanced remote contact with their families, supported by direct contact with the Directorate General for Health and by constant updates to the Contingency Plan created in March 2020.

Donations to communities

BONDALTI

Bondalti is a producer of sodium hypochlorite, an important hygiene and disinfection agent and a powerful ally during the pandemic as a means of controlling the spread of the virus. In this context, the company made donations to the city of Estarreja, where the factory is located. Additionally, in Spain, Bondalti offered sodium hypochlorite to several municipal authorities in Cantabria.

Bondalti donated five tonnes of pure hydrochloric acid to each district capital in the country, a total of 90 tonnes. The company also donated to the GNR Emergency Protection and Rescue Unit (UEPS), leaving the military better equipped in their daily fight to protect the population against COVID-19 by disinfecting facilities and their equipment.

Together with other companies in the chemical industry that are part of PACOPAR (Community Advisory Panel of the Responsible Care Programme in Estarreja), 38,500 euros were donated to combat COVID-19 in the Estarreja municipality. Estarreja City Council used the donation in local public health, mainly in the COVID-19 Municipal Testing Plan and in the purchase of personal protective equipment for private social solidarity institutions (IPSS), fire brigades and local health centres.

Measures to mitigate the impact of the pandemic

BONDALTI, CUF

Bondalti encouraged regular monitoring of all employees by the Human Resources team, the reinforcing of mental health care through free psychological support (remotely, whenever face-to-face contact was not allowed), or providing nursing and medical staff when the National Health Service could not provide care in cases of chronic illness. These measures ensured that there were no major incidents or supply shortages during the year.

CUF provided free psychological support and COVID teleconsultations to its employees and their families, a vaccination scheme for CUF network professionals, useful and accessible information on mental health, and donated computer equipment to the children of employees with greater needs, which allowed them to attend online classes.

The role of CUF during the critical phase

CUF

CUF took on a central role in the fight against the pandemic, at the service of patients, the community and the National Health System. In view of the significant worsening of the pandemic in the first months of 2021, CUF made four hospitals and a home hospitalisation unit available to ensure the needs of patients with COVID-19, while ensuring much-needed support to the National Health Service in COVID and non-COVID diseases.

CUF contributed significantly to the National Testing Strategy for SARS-CoV-2 issued by the Directorate General for Health, providing various points for PCR and antigen testing, in hospital, drive-thru, and home modalities.

No less important, due to the impact and consequences of the clinical phenomenon known as long-COVID, in which individuals who have recovered from the disease continue to present symptoms, CUF created the post-covid consultation, with the objective of early identification of the symptoms of the disease and intervention in rehabilitation.

Continuous testing and safe visiting

JMRS

Given the risk to JMRS residents from COVID-19, several policies and initiatives have been developed since the beginning of the pandemic. One aspect of great relevance and importance for the safe operation of the activity was the implementation of continuous testing, through periodic rounds of screening tests to prevent and avoid outbreaks.

Due to the long periods for which residents were isolated, it was of great importance to implement measures that would allow them to remain in contact with relatives. This was only made possible through the development of safe visiting plans, the creation of dedicated spaces for this purpose, making testing easily available to relatives of residents, and enabling digital communication with relatives.

5. The sustainability of our value chain

423
million euros
distributed
supplies, payroles, taxes,
others

5,4
million euros
in IDI in 2021



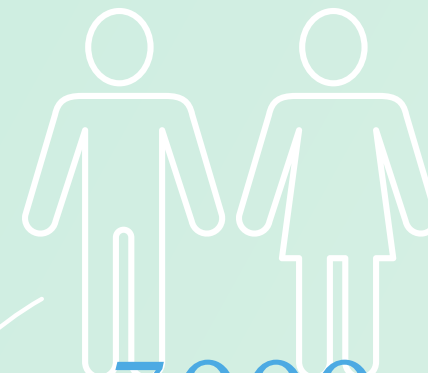
>2415
ideas submitted

>40
pilots

10
patent families

TRENDS
Healthcare
trendbook 2020

75%
of the purchase volume from
national suppliers



>7000
employees
around 75% are women

54%
employees aged under 30

61
hours of training
per employee

EFR
certification
Family-Responsible Organisation
(Entidade Familiarmente
Responsável – EFR) certification

148 252 t CO₂ eq
emitted

**1,5 kJ of energy and
6,7 litres of water**
consummed per euro of revenue



16 partner
entities
>471 volunteers
in Programa de Voluntariado
(Volunteer Programme)

>800
thousand euros donated

12
million euros donated
to Universidade Católica, distributed
between 2021 and 2031

5.1. Aspect: Governance

Successful integration and effective management of sustainability in a company require committed leadership, clear direction and appropriate strategic influence, in addition to a robust governance structure, without which it is harder to implement a sustainability strategy to manage goal-setting and reporting processes, strengthen relationships with external stakeholders and ensure overall accountability.

It is important to bear in mind that there is no single model sustainability framework that can be applied to each and every situation. Each company should tailor its approach to what makes most sense for its business model, structure, resources and the degree to which sustainability is incorporated into the business.

SUPPLY CHAIN

In an increasingly globalised society, intrinsically interconnected by economic scenarios and decentralised markets, long-distance production chains are fostered, combined with the movement of people, make it increasingly difficult to impose the same values and control the modus operandi of the value chain.

Value chain sustainability refers to companies' efforts to consider the environmental and human impact of their products' journey through the value chain, from the sourcing of raw materials to production, storage, delivery and all the transport links in between. The aim is to minimise environmental damage from factors such as energy use, water consumption and waste production, while making a positive impact on the people and communities in and around their operations. These concerns are in addition to the traditional concerns of the corporate value chain.

Sustainable supply chain management aggregates the goals of upholding environmental and social values, which means addressing global issues such as climate change, water safety, deforestation, human rights, fair labour practices and corruption.

The Group has implemented a series of measures to generate an increasingly sustainable value chain, by selecting the most suitable suppliers for the business. There is also an inherent concern with the impact on the national economy and José de Mello, allocates more than 99% of expenditure on purchases from national suppliers.

To select suppliers based not only on their value proposal, but also on their practices in the social, environmental and governance realms, additional criteria were introduced and applied in the negotiations carried out by M Dados, the Group's negotiation centre. These criteria are customised to the type of contract/industry that is sought and are not formally reflected by a supplier management policy. However, there is always a section dedicated to Social Responsibility and Sustainability in the tender documents. Some criteria included relates to compliance with the principles of the UN Global Compact, with a contribution to specific SDGs and measures to reduce the most significant impacts of their activity. Subsequently, the response to the criteria is assessed by the negotiation team for decision making.

On the other hand, good practices in supplier management have been adopted through the internal Code of Conduct and regulations, to which the regulations by M Dados on business courtesies has been added. Although there is no formal due diligence process, for certain kinds of supplier there is an additional analysis, not only to confirm certification, but also of public financial reports.

From another perspective, the Group challenges the majority of companies to commit to paying their suppliers on time and assumes this responsibility for those smaller companies that are more dependent on cash flow.

At Bondalti, the supply chain area was recognised for its ability to take measures and adopt best practices in these uniquely demanding times of the pandemic. The partnership and cooperation relationships established between both parties allows them to anticipate critical moments to ensure suppliers have stocks.

The development of a relationship of trust with suppliers is also of great importance to JMRS, which makes every effort to ensure it settles its suppliers' costs within the defined deadlines and, in the case of external suppliers who provide goods to users, such as pharmaceutical goods, tests and travel, makes sure that it anticipates the payment of any amounts later charged to customers. In addition, priority is given to the digitalisation of invoices, which are normally received and sent by e-mail. JMRS has been alerting suppliers to the benefits of using digital invoices and encouraging the adoption of more sustainable practices in their value chain. Only 5% to 10% of its suppliers still use paper when sending invoices.

Commitment to pay suppliers promptly

JOSÉ DE MELLO, BRISA

José de Mello Capital and Brisa committed to pay their suppliers on time, an ACEGE initiative that involved more than 1,200 companies and organisations who made a strong commitment to make payments within agreed deadlines.



LEAD project

CUF

CUF launched the LEAD project, which is based on a review of the end-to-end supply chain, with the twofold aim of reducing the level of stocks and improving the level of service.

In addition, all new agreements signed by CUF include a contractual clause that obliges partners to comply with the Supplier Relationship Code, which includes topics such as respect for Human Rights, Anti-Corruption and Environmental Protection, among others.

Additionally, in some negotiation processes with new suppliers, namely tender documents and agreements, CUF includes sustainability criteria, and demands compliance with international standards and guidelines, specifically in matters regarding respect for Human Rights and the Environment.

DIGITALISATION AND SECURITY

Digitalisation is a fundamental process to support innovation and increase competitiveness and business growth. It also offers multiple opportunities for organisations to strengthen their market position. Companies that incorporate digital transformation have been shown to perform better, be more dynamic, with higher labour productivity, faster growth, and better management practices, and create better paying jobs. Even though the benefits of digitalisation are clear, many companies struggle to make this transition.

The Group has been implementing programmes and initiatives for digital transition in its companies. This is the case with the *Digital Transition Programme* strategy, launched in 2020, which aims to exploit any promising opportunities to improve Bondalti's competitiveness. This subsidiary is aware that the power of digital tools depends on how they fit into its strategy

and how they can help the business grow. Technology is seen as a means to an end and will be implemented by taking into consideration the business strategy.

Considering all the advantages of technology, it can be hard to believe that so many dangerous threats lie behind every device and platform. However, despite society's optimistic view of modern advances, the cyber security threats presented by modern technology are a real danger.

Cyber security is important because it encompasses everything associated with protecting our data from cyber attackers who wish to steal the information and use it to cause harm. This can be sensitive data, government and industrial information, personal information, personally identifiable information (PII), intellectual property, as well as protected health information (PHI).

Everyone in society depends on critical infrastructure such as financial services programmes, power generation plants, hospitals and other healthcare institutions. They need to be kept safe for society to continue to function, so it is increasingly important to implement defensive programmes and mechanisms to protect this data.

Largely through CUF, the Group has been implementing a series of corrective actions that include strengthening the security of information infrastructures, increasing network segmentation, reinforcing backups and implementing improvements in firewalls, among others. These initiatives are in line with CUF's strategic investment plan in the area of information systems and are part of the cyber security plan drawn up with the support of a technology partner.

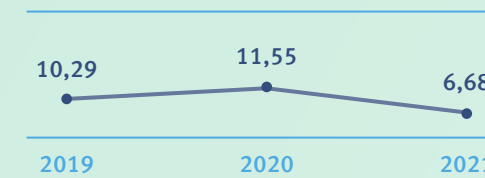
5.2. Aspect: Environment

The environmental aspect in the context of sustainability is an increasingly preponderant component for companies that use natural resources to carry out their activities. The Group recognises the importance of promoting a healthy and balanced ecosystem, that considers the population, biodiversity and human activity.

ENERGY INTENSITY
(kJ/€ in revenue)



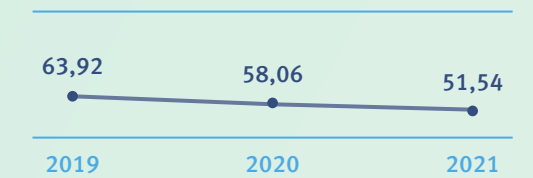
SPECIFIC USE OF WATER
(litres/€ in revenue)



GEE EMISSION INTENSITY
(kgCO_{2eq}/€ in revenue)



NOx AND SOx (t) EMISSIONS



GOALS

By 2030 Bondalti wants

Carbon neutrality
100% renewable sources
electric energy

CUF aims to

Use 100% green energy
in all its facilities

The indicators presented combine the information available from José de Mello, Bondalti, CUF and José de Mello Residências e Serviços.

The Group seeks to avoid unnecessary disruption of the environment and plans its business according to a strong risk-management culture. This culture, necessary for compliance with its regulatory obligations, also translates into the voluntary adoption of various Management Systems.

The Group's Environmental Policy involves its association with BCSD Portugal and its Charter of Principles. With the aim of halting climate change, Bondalti, CUF and Brisa signed the BCSD Portugal manifesto entitled "Towards COP26", in which 11 objectives are identified for this purpose. Additionally, Bondalti set challenges under the Greenhouse Gas Programme of the European Innovation Council, and participated in the fourth quarter of 2021 in an event to learn more about some of the solutions proposed by European SMEs.

CUF delineated its policy through the initiatives it joined with public and private entities, such as the European Green Capital 2020 - Climate Action Lisbon 2030 Commitment and the Corporate Mobility Pact for the city of Lisbon, with the aim of implementing concrete measures and making commitments, focusing on the areas of energy, the circular economy, decarbonisation of operations and shared mobility.

As a Group company and part of an industry with an impact on the environment, Bondalti is always looking for new technological trends that can leverage the achievement of its objectives in terms of sustainability, efficiency and effectiveness. These guidelines are not only orientations for a more sustainable future, but have also become integral policies of the company's business, which ensure or lead to significantly combating climate change. Some of the issues that influence the policy of the company and the Group are the European Green Deal, the circular economy, more sustainable raw materials and a focus on transition and energy efficiency.

CLIMATE CHANGE

The climate crisis is gradually and significantly changing the way our societies live and how they deal with its consequences in the future. There are clear changes in weather patterns that, in the long term, will cause disruptions in ecosystems and directly or indirectly put industries at risk.

Faced with one of the most serious threats to business livelihoods, a significant shift is needed in the way companies manage their approach to climate resilience and adaptation. Climate risks must be considered in the core business. The Group believes that participating in the transition to an impact-neutral society is not just an option, but a necessity that represents both a challenge to be overcome and an opportunity to build a better future for all.

Given the role that the Group plays in society, and more specifically in the industrial environment, it sees the chemical industry as a key player in decarbonisation and climate transition. Aligned with very specific objectives, the chemical industry and Bondalti in particular, will be an integral part of the solution, not only for the value it creates through the products it makes available to society, but also for all the projects it will develop to benefit the environment and climate transition.

Climate transition programme

BONDALTI

Bondalti developed its Climate Transition Programme in 2020, in which it accepts the challenge of transformation as set out in the long-term strategy defined by the European Union, towards a carbon-neutral and more responsible economy in terms of environmental impact. The Programme consists of the implementation of a plan with two main strategic vectors: the **decarbonisation of processes throughout the value chain** and a **search for new generations** of products that can enable a more sustainable future.

The global objectives of the Programme are aligned with the major environmental trends of the chemical industry, and it was defined to mesh with the national and international strategic framework through four **strategic pillars**:

- Maximise the use of more sustainable energy and raw materials;
- Minimise carbon emissions, water and energy consumption;
- Mitigate environmental impacts by offsetting CO₂ emissions and protecting the local environment;
- Mobilise employees and the community in this Climate Transition process.

Positioning itself as a leading company in carbon neutrality, Bondalti has set **ambitious goals** in the areas of “Energy and energy efficiency” and “Atmospheric emissions” within the scope of its Programme:

- Operate with 100% electricity from renewable sources by 2030;
- Achieve neutral carbon intensity by 2030;
- Achieve climate neutrality by 2050;
- Increase the energy efficiency of operations and infrastructures.

Scope 3 carbon footprint

BONDALTI

A project launched with the aim of developing a tool to calculate its Scope 3 Greenhouse Gas (GHG) emissions, in addition to optimising the management and calculation of Scope 1 and 2 GHG emissions.

The calculation of Scope 3 emissions will be extremely important (i) to enable an analysis of the impact Bondalti’s value chain has at this level; (ii) to enable Bondalti’s total carbon footprint to be calculated and, thus, define the compensation measures needed to fulfil its defined goals; and lastly (iii) to allow its SBTi (Science Based Target Initiative) to be set.

Focus on hydrogen

BONDALTI

Bondalti has continued its path to becoming part of the National Strategy for Hydrogen (EN-H2), with projects for the production of green hydrogen and ammonia in Estarreja, as well as joining the GreenH2Atlantic consortium for the production of renewable hydrogen in Sines.

Through programmes and conferences, it has set out its role as an operator of reference in Portugal in the field of hydrogen, working towards an effective solution for decarbonisation and a business opportunity from which it wants to benefit.

Bondalti has taken the opportunity to share its experience and focus on identifying and characterising the importance of hydrogen in the company's production processes. Also, on the analysis of the role of hydrogen in the present and future, on its green hydrogen projects as part of its decarbonisation plan. Moreover, in innovative chemistry, creating advanced, intelligent and efficient technologies, with low environmental impact, and shift the company towards superior products with greater added value.

System for capturing anesthetic gases

CUF

CUF begun to monitor CO₂ emissions caused by the anaesthetic gases used in its units and a pilot project is underway that aims to eliminate the release into the atmosphere of the anaesthetic gases currently expelled by the unit's exhaust system. These will now be absorbed in a collector and reintroduced into the supply circuit, thereby contributing to the circular economy.

Strategic principles for energy transition

BRISA

With the definition of the new strategic plan for 2021-2025, Vision 25, approved by the shareholders in May 2021, Brisa entered a cycle of growth with the purpose of "transforming the quality of life of communities, connecting people through simple, safe and sustainable mobility".

This new cycle includes growth ambition, reinforcing the company's commitment to Sustainability (Brisa's fifth corporate value, which was added to Ethics, Excellence, Innovation and People, following the approval of the Vision 25 Plan).

Brisa's strategy for energy transition is based on a combination of a series of efficiency solutions in a programmed manner:

- Exploration of alternative solutions for energy transition of the operational fleet, namely the production and supply of green hydrogen;
- Integrated management of energy efficiency solutions based on an Artificial Intelligence system in order to optimise overall performance;
- Characterisation and disclosure of climate risks and opportunities consistent with the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures);
- Alignment of GHG reduction targets with the SBTi (Science Based Target Initiative).

SUSTAINABLE MANAGEMENT OF RESOURCE

There is a clear and increasingly urgent need for resource management, due to the intense over-exploitation of natural resources for human activities, which has caused serious environmental problems. Continuing to rely on the same models of industrialisation and the indiscriminate use of resources compromises our sustainability, our livelihoods, our businesses, and our quality of life.

Resources are crucial for countless activities, especially those of industrial nature, as is the case at Bondalti, which uses natural resources on a daily basis and is seeking to use them responsibly. That is why it is essential for the Group to know how these resources are used, so that it can outline an appropriate management policy and define measures to minimise wastefulness and reduce and optimise their use.

Environmental sustainability is based on preserving the environment within a globalised and indifferent culture that needs to reassess its risks and opportunities so it can find a balance that allows everyone to evolve. The Group has been promoting projects and initiatives that aim to reduce the environmental impact of its activity and use resources more efficiently, or even discover alternatives that are more sustainable and do not jeopardise its business.

Promotion of circularity

BONDALTI

In promoting circularity, Bondalti helped implement the INSURE Hub – Innovation in Sustainability and Regeneration, a new platform that aims to create an international ecosystem for innovative circular and regenerative solutions, founded by the Portuguese Catholic University (Porto Regional Centre) and Planetiers New Generation. Also in this area, with the aim of identifying practices, opportunities and risks in the circular economy, Bondalti developed a study whose conclusions will be incorporated in the next strategic reflection.

In partnership with Air Liquide, Dow and Cires, Bondalti has developed the Decarb Project, focused on identifying opportunities to employ the circular economy concept in the Estarreja Chemical Complex. It also commissioned a study to identify strategic risks and opportunities for the use of the circular economy concept within the Iberian Peninsula.

Pact for Water Management

BONDALTI

Bondalti joined the Pact for Water Management, an initiative coordinated by the Portuguese Catholic University that aims to put this issue at the top of the agenda for companies in Portugal.

The Pact for Water Management entails subscribing to a manifesto and committing to adopt more sustainable and efficient measures in the management of this essential natural resource, with the goals of preventing the risks associated with water management and stressing its value as a fundamental resource for businesses.

Bondalti also manages a business area devoted to water treatment solutions, through its subsidiaries Enkrott and AEMA. It is also through them that the company participates in the Reuse work group, an area in which Bondalti has plenty of experience, with multiple cases of success and important technologies in the water treatment business.



System for waste water reuse

CUF

Based on the efficient use of water, the new CUF Tejo Hospital building has a wastewater reuse system that collects water from showers and sinks in the changing rooms, which is then treated and can be supplied to washing areas or used to irrigate the gardens.

Also, a Smart Metering system is being implemented for water and electricity networks. This system allows monitoring how these resources are used, thus enabling the implementation of measures to improve efficiency in the hospital's consumption of water and electricity. It is also scalable for wider use in the CUF network.

BIODIVERSITY

Biodiversity is the cornerstone of our cultural, economic and social well-being. However, the changes induced in ecosystems and the extinction of species have been more rapid in the last 50 years than in any other period of human history.

Currently, around one million species out of a total of about eight million animal and plant species are already in danger of extinction. According to the World Wide Fund for Nature, the population sizes of vertebrate species, for example, have declined by an average of 68% over the past five decades.

In a double-edged process, climate change is a major driver of biodiversity loss, while the destruction of ecosystems undermines nature's ability to regulate greenhouse gas (GHG) emissions and protect against extreme weather conditions, accelerating climate change and increasing our vulnerability to it.

In this context, the conservation of biodiversity is now a major challenge, as it also compromises the services provided by ecosystems. The poor state of ecosystems limits access to goods, which in turn restricts the resources available to communities, thus affecting access to employment, as well as health and well-being. As a manager of environmentally responsible companies, the José de Mello Group is committed, within its capabilities, to defend the balance of ecosystems.

Partnerships for biodiversity

BONDALTI

Inspired by the concept of Business & Biodiversity, in 2017 Bondalti established a partnership with the National Rural Landowners Association to support the conservation and promotion of biodiversity.

This project, within the scope of Natural Capital, supports the implementation of a series of biodiversity conservation and promotion measures, mainly focused on the recovery and conservation of two priority species, the Iberian lynx and the Iberian imperial eagle. In addition to contributing to the socio-economy of a disadvantaged region, it benefits the local population and society in general. With the establishment of partnerships with entities representing rural landowners and concession holders and managing entities in hunting areas, these two species should be on the path to recovery and conservation.

The project is taking place in Vale de Perditos, an estate of about 3,000 hectares, located near the border with Spain, along the Chança river, in Vila Verde de Ficalho, which forms an ecological corridor and ensures the connectivity and expansion of existing populations of these species, on both sides of the border.



Protection of marine life

BONDALTI

Bondalti is a partner of Ecomare – Centro de Recuperação de Animais Marinhos, and supports the rescue, recovery and return to nature of dolphins, seals, turtles and marine birds that come ashore. As part of this project, a Protocol was signed between Bondalti and the University of Aveiro in December 2016, with the aim of establishing continuous support to Ecomare, by donating hypochlorite (one of the main products of the Industrial Chemicals segment) which is required to maintain the quality of the water in the tanks where the rescued animals temporarily live.



Management of biodiversity

BRISA

Brisa manages an administrative area of 359.12 hectares within the Rede Natura 2000. No new infrastructures or extensions were built in 2021 that have interfered with Rede Natura 2000 areas.

Monitoring is undertaken over the entire road network under concession to count the number of animals hit by vehicles. This allows us to confirm that, during 2021, there were no cases of endangered species being run over on the sections of road that cross areas within the Rede Natura 2000.

Brisa's biodiversity policy includes the restoration and protection of certain habitats, as a strategy to prevent and remedy the negative impacts associated with its activity. Throughout 2021, habitat restoration and protection covered a total area of 92,436 m².

Following the strategic goal approved under the Sustainability agenda – to ensure the recovery and regeneration of biodiversity and ecosystems – Brisa's goal for 2022 is to define a medium-term strategy (2022-2030) for biodiversity, natural capital and ecosystem services.



5.3. Aspect: Social

Now more than ever, it is crucial for companies to increase their focus on social responsibility. Given the impact that industries and businesses have on society, it is imperative that they are held accountable and contribute to tangible long-term goals.

Many successful companies from different sectors, use social responsibility to contribute to the prosperity of society. This may be achieved in the form of projects and movements, or by empowering individuals. Whatever form these corporate ventures take, they benefit both the company and the community.

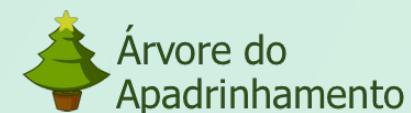


Recognising this importance, and in view of the Group's historical legacy, a social responsibility area was created at José de Mello. This area is responsible for the management of social responsibility projects across all the companies in the José de Mello Group, such as the Volunteering Programme, *Ser Solidário*, the Holiday Camp, *Pirilampo Mágico* and *Árvore de Apadrinhamento*.

Ser Solidário began in 2008 and consists of a minimum monthly contribution of one euro from each participating employee, deducted from their monthly salary. For each euro contributed, the Group contributes an equivalent amount. Throughout the year, one or more institutions can be suggested as candidates to receive the funds, with a vote taking place to choose the beneficiaries.

Pirilampo Mágico (Magic Firefly) is an annual solidarity campaign that aims to raise funds for CERCI (Cooperatives for Education and Rehabilitation of Disabled Citizens), which support children with intellectual disabilities and economic needs.

Árvore de Apadrinhamento (Sponsorship Tree) is an initiative that originated at Brisa and was extended to the whole Group in the Christmas of 2018. It aims to encourage employees to offer a Christmas present to needy children under the age of 15. On Christmas 2021, this initiative supported 1,205 children across 17 institutions.



The Holiday Camp is an annual initiative for the children of employees of Bondalti, José de Mello and Brisa between the ages of seven and fourteen. These are weekly programmes that run during July and the first half of August. For permanent staff, companies contribute 75% of the cost for those with monthly salaries up to 1,000 euros, 50% from 1,001 euros to 1,750 euros, and 25% for monthly salaries over 1,750 euros. CUF promotes an initiative, implemented in 2020, to provide financial support for expenses associated with the extracurricular activities of its employees' children, facilitating work-life balance. CUF annually grants this financial support to its employees, who are free to choose the entity that promotes these activities.

PEOPLE AND TALENT MANAGEMENT

There are many factors that contribute to business success, but it is the people within the organisation who actually formulate strategies, and execute plans and processes for a business to become successful. When employees are well-integrated and treated with trust, it is easy to realise their value and potential as vital elements for the functioning and performance of the company.

By considering People as one of the pillars that should guide all its activities, the José de Mello Group aims to increasingly promote the involvement of its employees and to invest in initiatives aimed at their development and progress.

No less important are the new talent programmes. The Group runs integrated programmes aimed at fostering, attracting, and recruiting potential new employees. José de Mello Capital, CUF, Bondalti and Brisa have received the Family-Responsible Organisation (*Entidade Familiarmente Responsável – EFR*) certification, promoted by the Más Família Foundation in partnership with ACEGE. This certification results from a quality management system with requirements for certification, maintenance and continuous improvement.

EFR certification aims to respond to the current socio-occupational context marked by flexibility, competitiveness and commitment. The main benefits of the implementation and subsequent certification, according to this benchmark, are: i) improved corporate and brand image, ii) increased productivity and competitiveness, iii) attraction and retention of talent and iv) attraction of socially responsible investment.



54%
employees aged under 30

>7000
employees
around 75% are women



61
hours of training
per employee

301
accidents at work

Get to know the Group programme

GRUPO JOSÉ DE MELLO

Conhecer o Grupo (Get to know the Group) is an initiative shared across the companies of the José de Mello Group aimed at new managers, which seeks to provide information about the Group's business areas and its main social responsibility initiatives.

This initiative usually takes place twice a year and lasts for three days. During the pandemic, this initiative was suspended, but it is planned to resume it in 2022.

4LEARN platform

BONDALTI

4LEARN is a talent management project that began in 2019 in Bondalti, to help in the identification, management and development of employees.

Despite the delay due to the change in priorities brought about by Covid-19, the first cycle of talent assessment began, using the 4Learn platform, developed to respond to the digitalisation of the whole process.

Talent management initiatives

CUF

CUF has implemented several talent management programmes, including:

- Restructuring of the performance management system based on a new skills model. The system includes a performance evaluation tool, with subsequent feedback and participation in the definition of areas for development and improvement;
- Development of a new Role Management Model (in 2022) that will allow a new functional structure, greater simplicity, transversality and critical thinking in the identification of personal development;
- The *+Talento* Programme, a 12-month traineeship programme that enables the acquisition of skills and knowledge about the world of healthcare with a significant impact on the development of these employees;
- Other initiatives include funding for undergraduate and postgraduate training, PAGE (Advanced Entrepreneurial Management Programme), leadership training, skills training courses, surveys and scholarships.

Atracting and developing talent

JMRS

For JMRS employees, annual training is directed towards their area of work. In 2021, in addition to their areas of activity, the training focused on behavioural skills, such as training in ethics and teamwork, among others.

There is also an additional training component involving the development of skills requested by employees, which may not be related to their area of work, such as language learning.

For recruitment activities, JMRS is usually in contact with social inclusion offices, sharing existing job vacancies. Through these institutions, JMRS aims to integrate people such as foreigners, or refugees, who need jobs to start a new life in Portugal.

In 2021, the first *Ativar* (Activate) internship took place, intended to bring young workers into the labour market, or enable the unemployed to learn new professional skills, through practical experience in a work context, arranged by the Institute of Employment and Vocational Training (IEFP). Through this programme, a refugee was given the opportunity to take up a position in JMRS, for nine months, thus contributing to their integration into the labour market.

Evolution of the organisational structure

BRISA

As part of the Vision25 strategic cycle, a questionnaire to evaluate the organisational climate and health was carried out by McKinsey & Co., with a response rate well above average (85%), in which Brisa obtained a final score of 76%. This result placed Brisa in the top quartile in terms of Organisational Health in this consulting company's benchmark. Vision25 has presented several initiatives to support necessary organisational transformation, specifically:

- Rejuvenation of the organisation by reinforcing recruitment in the mobility, infra-tech and core business axes;
- Incorporation of critical skills and profiles (technology and marketing);
- Encouraging the retention of young talent;
- Preparing for succession.

Occupational health and safety initiatives

BRISA

Brisa has invested in occupational health and safety, with particular emphasis on improving protection and visibility during work on roads open to traffic, with enhanced signage and the acquisition of protective vehicles with impact dampeners to protect work areas on the roads, in accordance with the requirements of the ISO 45001 Standard.

COMMUNITY

Involvement with the communities in which subsidiaries operate is part of the Group's responsible management strategy. This aims to provide a positive impact on communities and society in general, and seeks to mitigate negative impacts and meet the expectations of the various audiences. It is the stakeholders, and in particular local communities, who underpin sustainable value creation, and validate the success and acceptance of the companies within them.

Historically, the CUF Group has always made a major contribution to social work: from education and vocational training to welfare and social care, including housing,

healthcare, culture, leisure and sport. Thousands of employees and their families have benefited from this policy, as well as their communities and surrounding environment, reflecting the Group's strong commitment to Social Responsibility.

The José de Mello Group aims to convey a vision of close connection with its stakeholders and in particular with its local communities, as they are the closest link to the companies and their businesses, and are therefore the first to be impacted by its operations. Therefore, involvement with the community through social responsibility initiatives is fundamental, including both those that deal directly with the Group's physical operations, and those that focus on younger people, partners, and customers, among others.

Given its important complementary role in the Group's commitment to Social Responsibility, we should highlight the Amélia de Mello Foundation (FAM), founded in October 1964, at the initiative of D. Manuel de Mello, in honour of his wife, Alfredo da Silva's daughter. The FAM has strong links to the business groups run by the descendants of its founder, but its management and governance model is independent. Its principal activity consists of awarding scholarships and supporting clinical research and the medical and social sciences.

Every year, in partnership with the José de Mello Group, FAM promotes a scholarship programme for undergraduate and masters' students, aimed at the children of employees, in addition to supporting the Volunteering Programme, scholarships and prizes for clinical research, innovation and social solidarity.



10 years of the Volunteering Programme

GRUPO JOSÉ DE MELLO

The José de Mello Group, with the support of the Amélia de Mello Foundation, decided to implement a Volunteering Programme common to all the subsidiary companies.

This Volunteering Programme is part of the José de Mello Group's stand on social responsibility, which stems from a commitment to socially responsible action and from the historical legacy of the former CUF Group.

The programme allows employees to donate their talent and skills for a common cause, as well as for José de Mello Group and its subsidiary companies to view their commitment to society not just as patronage or philanthropy, but also as a strategical rationale of long-term sustainability.

This programme, which celebrated its eleventh year of activity in 2021, has had 16 partner institutions, and provided more than 50 volunteering opportunities, which have included supporting schools, aid for the elderly, the holding of events, legal aid, IT and gardening, among many other activities.

To mark Volunteering Day in 2021, which is celebrated every year, the Group carried out an action in partnership with the Food Bank, with the aim of helping the fight against food waste. This action involved more than 100 volunteers from the various companies of José de Mello Group, including former employees and members of the José de Mello family. On that day, dedicated to all those who give their time throughout the year to help others, the volunteers got together to make baskets and pallets of foodstuffs to be delivered to various institutions across the country. The video with the summary of that day can be seen [here](#).



PACOPAR

BONDALTI

This Advisory Panel's mission is to improve the quality of life in Estarreja, applying the commitments of Responsible Care®, by responding to people's concerns, increasing transparency and promoting community cooperation.

PACOPAR ensures proper and effective communication between the companies of the Estarreja Chemical Complex and the local community, so that everyone feels respected and safe, promoting mutual aid between the companies and organisations in the areas of Education, Science, Health, Civil Protection, Safety, Environment, for the benefit of the population.

Within the scope of PACOPAR, Bondalti continues to support and organise activities involving various local stakeholders, from schools to cultural and sports associations, as a way of openly and actively communicating with the community and promoting sustainable development.



Reskilling4Employment

BONDALTI

Focused on people and decent work, Bondalti joined the European initiative “Reskilling4Employment”, which aims to reskill one million unemployed people whose qualifications and/or professional experience are no longer in line with the needs of the labour market by 2025. In Portugal, this initiative is named “PRO_MOV”.

SPOT GAMES

CUF

SPOT GAMES is a pilot project in the area of Education for Health, which aims to share know-how to young people on health-related topics, through the gamification of educational content aimed at students from public schools in various territories (with the support of the CUF Academic Center in the development and scientific validation of its content).

Launched in 2021, the game was implemented in ten school groups (about 58% of the students who took part belonged to schools within the Educational Territories for Priority Intervention programme). In total, 1,175 students participated in the project and submitted 6,703 challenges, while 67 teachers were trained.

With this initiative, CUF was a finalist in the 10th Sustainable Health Award, an initiative that aims to distinguish and reward organisations that stand out in the promotion and implementation of sustainability initiatives with a tangible impact on health.

In 2022, CUF plans to launch more content for schools in the area of prevention in mental health.

Girl Move association

CUF

Within this initiative, which CUF has partnered with since 2016, a healthcare trainee was welcomed in 2021, for whom a tailor-made training was devised.

Additionally, the 2021 CUF trainee class participated in the construction of the next challenge for the health department of the Girl Move Association’s Changemaker Lab, a programme in which young Mozambican women test and validate ideas with communities and find effective solutions with an impact on the economic and social challenges in Mozambique.



ABEM - Charitable Medication Network

CUF

Through a protocol signed between CUF and the Dignitude Association, there is a plan to aid 240 needy families living in the municipalities of Coimbra and Sintra, who are unable to purchase the essential medication they need. The social return of this partnership is estimated to be 187,000 euros per year.



Commitment to training

JMRS

JMRS has implemented various programmes and protocols to benefit the communities in which the company has an influence:

- Scholarships for vocational training from the Amélia de Mello Foundation;
- Collaboration protocols with universities with Nursing Care programmes;
- Collaboration protocols with vocational schools for nursing assistants and hotel management schools;
- European Erasmus project for training immigrants and refugees.

In 2021, JMRS continued the elderly care training programme of the HERO Project under the Erasmus Plus programme, in a consortium of institutions from Greece, Italy and Cyprus. This European project started in 2020 and aims to develop a training programme for caretakers working in the elderly care sector.

It is aimed at caretakers from Middle Eastern and African countries with refugee status, and is also intended to support their social and financial integration into European society.

JMRS is one of the partner organisations that will provide training, through its own team of trainers, to get the trainees into professional internships, with a view to their joining the teams in the residences.



Community involvement

BRISA

As for projects involving communities, we highlight the support given to more than 30 institutions throughout the country totalling 370 thousand euros, primarily focused on fighting poverty, as well as on social inclusion and integration (with particular emphasis on children, young people, and those with disabilities) and on supporting culture and knowledge.

This is a path that will be pursued over the coming years, always focusing on the purpose of transforming the quality of life in these communities, and connecting people through simple, safe and sustainable mobility.

Creating a road safety culture

BRISA

Brisa has set itself the goal of reducing by 2030 the number of deaths and serious injuries on the motorways under its management by 50% compared to the 2020 figure, with the ambition of achieving Zero Fatalities.

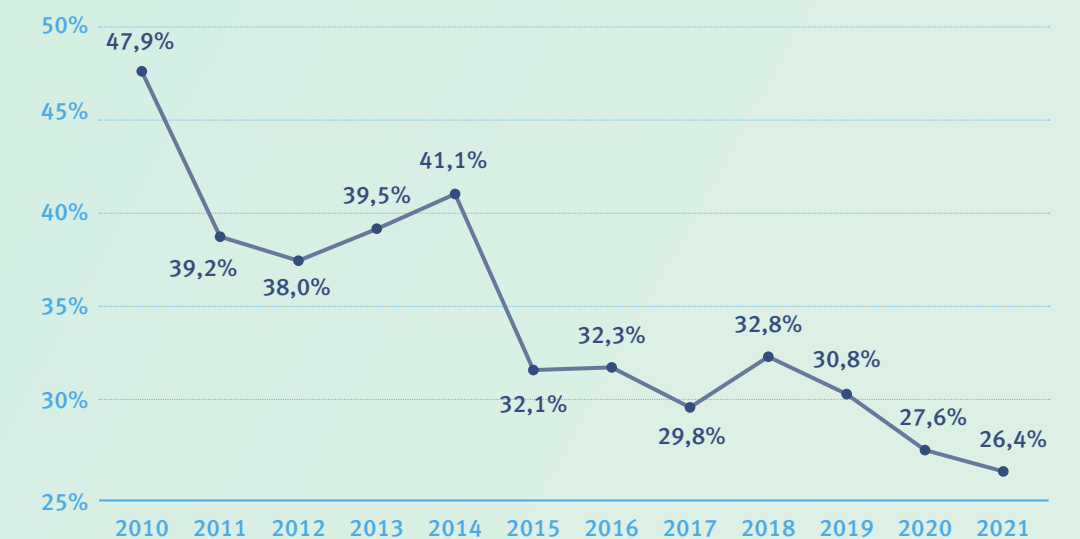
To achieve this goal and promote a culture of road safety, several initiatives have been developed, including communication and awareness projects on the risks and best practices in road safety.

In this context, two national road safety campaigns were carried out in 2021 with the slogan “Don’t fall asleep. Stop to rest”, which sought to alert drivers to the risks of fatigue when driving.

Safety on motorways is constantly improving. We can see this in the Brisa Concessão Rodoviária (BCR) network between 2010 and 2021, by analysing the accident rate – the main indicator in this regard – as it compares the number of road accidents to the volume of traffic driving on the motorways.

ACCIDENT RATE BETWEEN 2010-2021

(BCR network)



CUSTOMERS

Customer satisfaction should be considered a vital component of any business, as it provides companies with a metric that can be used to measure and improve business performance from the customer's perspective. It is not only an important indicator that reflects consumers' purchase intentions and loyalty, but also whether they will become regular and long-term customers of a brand. On the other hand, it can also provide the first warning signs that a customer is dissatisfied and may potentially stop being one. For all these reasons, customer satisfaction can provide companies with crucial information to understand which aspects are viewed positively and which can be improved.

Regularly measuring and monitoring customer satisfaction gives companies a chance to make more informed decisions when implementing new processes, increase the overall quality of the services they provide, and stand out from the competition. It is thus one of the main metrics used to measure returning consumers and customer retention. As such, the Group has implemented customer satisfaction surveys in all its companies.

At Bondalti Chemicals a survey is carried out every two years to determine the level of satisfaction of this group of stakeholders with the products and services that Bondalti provides, as well as possible opportunities for improvement in the areas of customer service, commercial service, products, documentation, supply and technical assistance.

CUF conducts regular surveys with customers who visit its units through an independent platform. These surveys include a Net Promoter Score (NPS), overall satisfaction, questions on the evaluation of the various teams, as well as priority areas regarding customer experience.

A customer satisfaction assessment process was also implemented at JMRS throughout 2021. The process is based on a survey that assesses customer satisfaction regarding the various areas of JMRS' activity, from rehabilitation to leisure and the conditions of the facilities. The survey is carried out annually and is completed by the residents themselves, or by their families and/or assistants in the case of less autonomous residents. In the case of rotating clients, who are only in rehabilitation programmes, the survey is conducted at the end of their stay.

Platinum EcoVadis medal

BONDALTI

In 2021, Bondalti Chemicals' commitment to sustainable development was again recognised in the annual assessment of its sustainability practices carried out by EcoVadis, through the award of the Platinum medal. A score of 82 out of 100 was obtained, the best achieved so far, which is four points more than its previous assessment.

EcoVadis recognised the various improvements implemented by Bondalti, mainly in the Environmental category, but also in the other categories under evaluation: Labour and Human Rights, Ethics and Sustainable Procurement.

Bondalti Chemicals thus maintained its competitive position in the Top 1% of companies in its sector evaluated by EcoVadis, 35 points above the average.



Value-Based Healthcare Programme and +CUF Plan

CUF

In 2021, CUF redefined its CUF 21-25 Strategy. As a leader in the health sector in Portugal, its ambition is to combine CUF's talent, technology, network and brand to promote people's health and quality of life, through the following initiatives:

- The formal definition of Value-Based Healthcare arises from the ratio of health outcomes relevant to the patient's quality of life, to the costs associated with the treatment cycle required to obtain those outcomes. It is an equation composed of patient reported outcome measures (PROMs), clinical indicators, process indicators and costs.
- The +CUF Plan aims to allow customers without private health coverage to benefit from CUF healthcare at more advantageous prices. With two products on the market – the +CUF Plan and the +CUF Global Plan – CUF wants the population without access to private health units, as well as the senior population, to have all their healthcare needs met. The +CUF Plan is currently the only product in this category that includes in the monthly fees paid by its customers, one or two medical specialty appointments at no additional cost.

Plano **+cuf**

New services available to customers

CUF

CUF has several recently-implemented services available to customers, focused on home support, exclusive clinics and decentralisation of health care:

- **Home Services** – an integrated solution of clinical and/or operational home support, available 24/7, every day of the year;
- **Home Hospitalisation** - the CUF Home Services now possesses a Home Hospitalisation Unit;
- **Opening of an exclusive Dental Medicine clinic** – the CUF Braamcamp Dental Clinic. With a focus on best practices, CUF aims to position itself in the dental medicine market with the objective of being one of the largest and most prominent providers, offering its customers greater accessibility to the sub-specialisation, with a broader offer and the assurance of clinical quality;
- **Decentralisation of healthcare** – CUF Practices arrived in 2021, dedicated to the provision of healthcare by CUF doctors outside major urban centres, with the aim of being closer to the population outside the direct area of influence of the CUF network.



JOSÉ DE MELLO

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