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EMPLOYEES



Kamila Kużaj-Karaszewska

HR Manager in ONDE

support at difficult times. Our aim is to maintain that trust.

Kamila Kużaj-Karaszewska,
HR Manager w ONDE



KEY FACTS AND INDICES FOR 2021:

- **594** employees (520 employment agreements + 74 civil law contracts)
- Robust development of the ONDE Group: +30.6% of people employed YoY
- **1 024** – number of participations in external and internal trainings
- **5.7/6** – an average score in an assessment of candidate satisfaction with the recruitment process in 2021
- **5.3/6** an average score in an assessment of candidate satisfaction with the onboarding process in 2021

At the ONDE Group, we maintain a long-term tradition of transparent communication that we created during over a decade of our operations under the brand Przedsiębiorstwo Budownictwa Drogowo-Inżynieryjnego SA. good atmosphere at work



In our work, we ensure respect and care for well-being of our employees as people who require a well-considered individual approach. It is our guiding concept, starting at the initial stage of recruitment and maintained throughout employment with the ONDE Group. Employees are aware that they can turn to us not only for a training support to develop their competencies, but also for psychological



Anna Ostrowska-Wegenke

Personnel Department Manager in ONDE



We managed to create a family atmosphere and good relations between employees, which translate into efficient and effective performance of tasks and facing challenges. We are distinguished by our care for the culture of transparent communication on a daily basis and the emphasis on the value of a dialogue, also with our managers. We nurture a tradition of direct contacts, openness and empathy. We also always maintain that a good work and life balance is important for health, peace of mind and good work

Anna Ostrowska-Wegenke,
HR Department
Manager in ONDE



combined with the trust and respect between team members are values that we cultivate in our daily activities. Bonds between the members of our organisation and continuous dialogue translate, among others, into effectiveness of our organisation and good employer and employee relations. The values strictly associated with the above issues include care for development and openness to needs of others. They enable employees to use competences of other team members, and share knowledge and support between themselves in their daily activities. This care for development translates into provided internal and external training sessions, and the openness is reflected in continuous expanding of their range according to current needs.

5.2.1 Description of due diligence policies and procedures in the employee area

The adopted documents and good practices developed on their basis shape the work environment, and, apart from values forming the foundation of our organisation, support its development and business performance.

The ONDE S.A. structure includes two separate departments with competencies focusing on the employees: Personnel Department and HR Department. The Personnel Department of the ONDE Group is responsible for creating, supervision of the implementation, and updating of applicable policies, regulations and procedures. Furthermore, the Personnel Department of the ONDE Group supervises job descriptions of all employees specified and approved in the organisational regulations.

The ONDE Group conducts its operations in accordance with applicable Polish legislation shaped by the Labour Code, as well as the European legislation governed by the Charter of Fundamental Rights of the European Union and conventions of the International Labour Organization ratified by Poland.

The Company also ensures that human rights are respected without any exceptions on a basis of the above documents, the Constitution of the Republic of Poland, the International Charter of Human Rights together with the Universal Declaration of Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work.

The ONDE Group did not adopt a formal policy on respecting the human rights, however, documents from

the employee area shaping the development of the human capital in the entire ERBUD Group are in force in it.

- The policy for management of diversity resulting from sex, age, disability, health condition, race, nationality, ethnic origin, religion, believes or lack of religious believes, political views, union membership, psychosexual orientation, gender identity, family status, lifestyle, and all other factors.
- A procedure preventing unequal treatment, aiming at implementation of Article 183a and Article 943 of the Labour Code, addressing cases of discrimination, indirect discrimination, direct discrimination, mobbing, harassment, and sexual harassment. When any such undesirable events occur, a Committee for Unequal Treatment is appointed, authorised to proceed in such case, including intervention activities.

Furthermore, an internal informal procedure was adopted at ONDE S.A. for proceeding in conflict situations outside the scope covered by the Procedure for preventing unequal treatment. It is used in conflict situations, when an employee notifies their dissatisfaction with cooperation with their manager or remarks concerning specific behaviour of their manager.

The procedure for solving conflict situations notified by an employee involves;

- an interview with the employee by the HR Department representative;
- an interview with the relevant manager by the HR Department representative;
- a discussion of the HR Department representative with a manager at a higher level, to whom the relevant employee reports;





- preparing a proposal of remedies by the HR Department representative.

Apart from legal regulations, formal frameworks for activities and due diligence procedures in the human resources management (including personnel and payroll area) at the ONDE Group are mainly ensured by:

- Work Regulations of Przedsiębiorstwo Budownictwa Drogowo-Inżynieryjnego SA¹, They specify responsibilities and authorities of every employee.
- The Remuneration Rules of Regulations of Przedsiębiorstwo Budownictwa Drogowo-Inżynieryjnego SA². They specify rules for paying the remuneration, including allowances to remuneration for work (work in overtime and at the night-time, appreciation bonuses and awards) and for calculating amounts of severance payments. Furthermore an informal procedure on granting appreciation bonuses, including annual bonuses, is in force at ONDE S.A. Members of managing personnel inform directors of their departments about bonuses granted, who in turn provide that information to the personnel department. The procedure requires acceptance of the awarded bonus by the Company Management Board.
- Occupational Health and Safety procedures and instructions.

The previous robust development of activities and HR needs of ONDE S.A., especially in 2020–2021, as well as preparations to the Company listing on the Warsaw Stock Exchange made recruitment in the HR area of specialised employees and their additional training

¹ In 2021, Przedsiębiorstwo Budownictwa Drogowo-Inżynieryjne SA changed its name to ONDE S.A.

² As above.

a priority in the HR area. Therefore, formalisation of procedures functioning in the Company in the HR and personnel area, as well as updating of current regulations is planned in coming years.

Furthermore, it is also planned to prepare pay (remuneration) spines showing various levels of remuneration at various positions in the organisation. They aim at organising remuneration rules, both for salaries, and for hourly remuneration for blue-collar workers.

5.2.2 Most important information on employment

(GRI 102-8)

With a robust development of its activities, at the end of December 2021, the ONDE Group employed 594 people, both under employment agreements and civil law contracts, i.e., 139 people more (+30.6%), when compared to the end of 2020. Also a year ago the Company noted a high increase in the number of new employees, exceeding 100 people.

17 people in the Company, including 3 women, were employed part-time. This form of employment is used mainly for those positions, for which full-time employment would not be compatible with the Company need (too large number of hours in relation to performed obligations).

At the end of 2021, the ONDE Group employed 42 women and 97 men more than one year earlier. In relation to previous year, the percentage ratio of women increased by 1.4 percentage points. The ratios of women and men employed at the ONDE Group (ca. 25/75) do not differ from similar ratios of employees employed in the sector, reflecting the higher number of men of qualifications required in the sector in the current labour market. The largest group of employees were people between 30 and 50 years of age, representing 58.3% of all employees.

In the reported period, the majority (64%) of employees of the ONDE Group were people employed under an employment agreement for an indefinite period of time.


 People employed under civil law contracts, including managerial contracts, represented 12.5% of all employees.

Table 2. Employment in the ONDE Group

Employees	As of Dec 31, 2021	As of Dec 31, 2020
Grupa ONDE	594	455
ONDE S.A. (parent company), including:	565	444
• employment agreements (full-time)	474	384
• employment agreements (part-time)	17	12
• civil law contracts	74	48
ONDE S.A. (as FTEs)	482.6	390.2
IDE Projekt	29	11*

* IDE Projekt Sp. z o.o. joined the ONDE Group in 2021

* A method for head count calculation

Table 3. Employment at the ONDE Group broken by sex and age

Number of people employed at ONDE Group companies Project broken by sex (at the end of the period)	ONDE Group		ONDE S.A.		IDE Projekt	
	2021	2020	2021	2020	2021	2020
Women	152	110	140	105	12	5
Men	442	345	425	339	17	6
Total	594	455	565	444	29	11
• including employees below 30 years of age	161	95	143	89	18	6
• including employees from the age group of 30–50 years	346	286	336	281	10	5
• including employees over 50 years of age	87	74	86	74	1	–



Table 4. Employment of women and men, broken by the agreement type

Number of people employed at ONDE Group companies broken by the agreement type (at the end of the period)	ONDE Group		ONDE S.A.		IDE Projekt	
	2021	2020	2021	2020	2021	2020
Employment agreement for an indefinite period of time – women	99	65	92	62	7	3
Employment agreement for an indefinite period of time – men	281	258	269	254	12	4
Employment agreement for a definite period of time – women	41	29	37	27	4	2
Employment agreement for a definite period of time – men	91	37	88	35	3	2
Civil law contract – women	9	6	9	6	-	-
Civil law contract – men	65	42	65	42	-	-
Agreement for a trial period – women	3	10	2	10	1	-
Agreement for a trial period – men	5	8	3	8	2	-
Total	594	455	565	444	29	11

* A method for head count calculation

Table 5. ONDE Group employees, with listing of managerial positions

Number of people employed with managerial positions listed (at the end of the period)	ONDE Group		ONDE S.A.		IDE Projekt	
	2021	2020	2021	2020	2021	2020
Employees at managerial positions - women	20	16	17	14	3	2
Employees at managerial positions - men	112	85	109	85	3	-
Employees at non-managerial positions - women	132	94	123	91	9	3
Employees at non-managerial positions - men	330	260	316	254	14	6
Total	594	455	565	444	29	11

No trade unions or a collective bargaining agreement function in the ONDE Group (GRI 102-41).

In 2021, 132 people were employed at managerial positions in the ONDE Group. 15.2% of these employees were women. A higher number of men on managerial positions results from the significantly larger percentage of men among all people employed in the Group, and this results from the current situation in the labour market and a higher number of men with qualifications required in the sector.

Turnover

In 2021, the turnover ratio (as a number of employees who left the company during the year referred to the average number of employees employed at the company during the year) in the ONDE S.A. was 22.53, while in 2020 it reached 12.15.

The increased turnover ratio results, among others, from an increased employment of employees with foreign citizenship, including Ukrainian and Belarusian, in the reported period. At the end of 2021, the Company employed 42 such employees.

5.2.3 Recruitment and onboarding

In the ONDE Group, the focus on employee needs and shaping of respect-based relations with them begins already at the recruitment stage. The recruitment process is conducted by HR Department specialists on a basis of objective criteria and good practices used in the market, to meet the highest standards. The supreme objective of the ONDE Group in the recruitment area is to employ valuable candidates whose competencies and experience build the ONDE value in the competitive market.

The emphasis is on achievement of short-term objectives associated with recruitment of the agreed number of people at vacant positions. The procedures applied during the recruitment include a complete respect for candidates diversity and evaluation of potential of future employees solely on a basis of their competencies. We also pay a lot of attention to protection of personal data of potential employees, by choosing relevant software used by the ONDE Personnel Department.

Due to the COVID-19 pandemic and wishing to ensure the safety of our employees and the candidates alike, in 2021 the recruitment interviews were mainly conducted using online communication solutions. In ONDE, the recruitment process is divided into two to three stages, depending on the position. Each time, it includes verification of qualifications and an oral interview checking competencies, during which the candidate's knowledge and skills are confirmed by a HR employee and a manager of a relevant department.

The third recruitment stage concerns practical tasks. The advertisements on vacancies are published on the ONDE S.A. website (<https://onde.pl/o-firmie/kariera/>) and on external recruitment portals. Furthermore, as a part of employer branding activities, the Company representatives participate in students fairs, and in sector and students' events.

Onboarding of each new ONDE S.A. employee is conducted with a continuous support of an experienced member of a relevant team. On the onboarding day, new employees are provided a training about the organisation and receive a package of instructions. They are also shown the main departments of the Company. Already on the first day, employees receive a clear message that the



Company employees are open to a dialogue, and to seeking answers to possible doubts. Furthermore, an access to professional psychological assistance available at the HR Department, if necessary, is also emphasised. The recruitment and onboarding process in IDE Projekt is the same as the process adopted at ONDE S.A.

Assessment of satisfaction with recruitment and onboarding processes

Each time, the Company HR Department assesses new employees' satisfaction with the recruitment process. During this assessment, qualitative and quantitative data is collected.

Table 6. Assessment of candidate satisfaction with the recruitment process in 2021

Recruitment process components	Average score (on a scale from 1 to 6)
Preparation of people conducting the recruitment process to the interview	5.7
Creation of a comfortable atmosphere during the interview by people conducting the recruitment process	5.8
Providing exhaustive answers to questions asked	5.7

The assessment of satisfaction also includes the onboarding process.

Table 7. Assessment of candidate satisfaction with the onboarding process in 2021

Onboarding process components	Average score (on a scale from 1 to 6)
Support in formal issues related to starting work/cooperation (examinations, agreement)	5.7
Onboarding – 1st day of work	
Organisation of the first day at work	5.4
General information about the company	5.5
Induction OHS training	5.5
First contact with a manager or a person appointed to provide induction	5.4
Providing information about the induction into responsibilities at a position by a manager or an appointed person	5.1
Onboarding – during first 3 months of work	
Atmosphere at the company	5.3
Contact with people from the department/team	5.6
Contact with a manager	5.3
Induction into responsibilities at a position	4.8
Satisfaction with starting work at ONDE	5.2

The conducted assessments and analyses of scores resulted in improvements in the onboarding process implemented at the end of 2021 and the beginning of 2022. As a part of them, in teams in ONDE S.A. people were appointed who are responsible for facilitating induction of new employees (so-called buddies) and training sessions were conducted for managing personnel and buddies.

Practical trainings and internships

Every year, ONDE S.A. provides students and graduates with an option to begin an active professional work through participation in its current projects. This way, it can start a regular cooperation with talented personnel with an innovative approach. In this area, since 2021, the Company has been regularly cooperating with the Academy of Energy organised by A. Paga Foundation, as well as with Warsaw University of Technology, Bydgoszcz University of Science and Technology, and AGH University of Science and Technology. They act as informal ONDE S.A. ambassadors among potential employees.

Internships and practical trainings in the ONDE Group usually last 1 to 3 months, according to time available to students; usually, they are organised during the holiday season. Each intern undergoes a recruitment interview, during which we verify their motivation to start the internship. The aim of the Company is both to share its knowledge, but also to gain inspiration from the young generation - so the element of student's motivation and commitment is necessary. Internships and practical trainings are either paid or unpaid, depending on individual arrangements with the

Candidate; unpaid practises are most often the obligatory ones, required by the university; although the student does not receive remuneration,

we provide them with internship/practical training conditions as for our employees - so during business trips we pay for their accommodations, provide lunch, etc. A trainee/intern has a chance to feel like a regular member of the Group team, and people who are committed and available, are offered employment.

5.2.4 Work conditions and benefits

Satisfying work conditions in the ONDE Group are ensured through cultivation of company values, care for safety and a high level of care for employees' well-being, including an emphasis on reducing their stress levels. In this respect, the Company is distinguished by providing employees with a continuous access to necessary psychological support ensured by Kamila Kużaj-Karaszewska, HR Manager. Her competences, gained during her psychological studies, studies at the psychotherapy school and at courses at the mindfulness school offer an option of a soothing conversation to people employed at the Company, when they need it. Furthermore, in response to current needs, individual or group mindfulness training sessions are also held. The good cooperation within the entire organisation is supported by the team-building meetings. They are organised twice a year, and have a form of a ball during the carnival season, and a training and team-building meeting. Due to the pandemic, in 2021 one meeting of the entire company was organised at the time of a drop in the COVID-19 infection levels in Poland. Instead, team-building events were organised for smaller groups of employees, usually within departments. ONDE S.A. employees also participate in charity activities as a part of grassroots initiatives, including preparing of Szlachetna Paczka every year or additional actions initiated by them (e.g. delivering meals to elderly people in a neighbourhood



of construction works executed by the Company in 2021). Some ONDE S.A. employees also participate in activities of the ERBUD Foundation Wspólne Wyzwania, supporting teenagers from orphanages in becoming independent and entering the labour market. Several Company employees are mentors for the Foundation charges. Of former participants in this scheme, two are employed at ONDE S.A. The positive assessment of work conditions at the Company also results from lack of cases of mobbing or discrimination.

Benefits

Apart from the remuneration and allowances to the remuneration, ONDE Group employees are also entitled to other benefits:

- language courses - depending on the course type, the employer covers the entire or part of fees for the course;
- reimbursement of university courses associated with the sector in which ONDE operates;
- MultiSport cards – the employer provides them on an employee request, the cards are paid by employees (additional people can be entitled to use the card);
- private healthcare at a basic level;
- insurance - employees can use a paid PZU insurance;

Employees employed under civil law contracts have access to the MultiSport cards and the basic healthcare package on the same conditions as those employed under employment agreements.

The Group has also concluded an agreement on management of Employee Capital Plans (ECP) and finances basic contributions in the amount of 1.5% of a remuneration.



5.2.5 Training and development in the ONDE Group

The most important numbers in 2021:

- training value: 408,092.21 (an increase by 168,159.92 throughout the year);
- number of training sessions/courses: 295
- number of training hours: 11,332
- participation in internal and external trainings: 1,024
- an average number of training hours in 2021 per one employee: 20.3

Training sessions organised at the ONDE Group include induction, periodic and improvement training sessions, according to current needs of the organisation.

At the ONDE Group, we consider participation in training sessions and continuous development of competencies as one of the pillars guaranteeing satisfaction from cooperation of employed people and supporting continuity of employment, as well as a factor improving effectiveness of performed tasks. For this reason, every year we offer our employees an option to participate in a number of external and internal training sessions, focusing on development of hard subjective competences and of soft skills alike.

We are also open to proposed trainings notified by employees themselves, within the scope exceeding that base. After being informed about such need, HR Department employees verify the proposed subject, and when a training cost estimate is approved by the Company Management Board, they start to organise it. ONDE S.A. also finances the entire or the part of costs of, e.g. post-degree studies or language courses. We consider as particularly

important development of competences in the area of communication, in accordance with values cultivated in the Group. At ONDE S.A., the development of skills in correct formulation of contents and in being mindful of the needs of others in that regard also forms a part of prevention of undesirable behaviours. We strive to minimise the number of conflicts between employees and their managers. For this reason, the entire managing personnel of ONDE S.A. are sent to training courses improving communication and conflict solving skills. Being a part of the ERBUD Group is an advantage when organising training courses in ONDE S.A., because we can use the extensive knowledge and skills of its personnel.

Employees employed both under employment agreements and civil law contracts are entitled to participate in training courses. No additional actions are required from employees to participate in the training sessions; but some training courses require signing of loyalty agreements. In 2021, evaluation and development talks were also conducted with some employees at ONDE S.A. They were preceded by separate:

- training courses for employees and for managing personnel,
- to explain the purpose of those interviews. Then we focused on reducing stress levels in people who were to receive a development feedback, caring for well-being of each employee as adopted in our organisation.

Table 8. Subjects of main training sessions in the ONDE Group in 2021.

Subject	Description
GWO training	Training courses for technicians concerning, among others, inspections and repairs of wind turbines.
SEP training	Training for electricians in operation and inspection of electrical devices.
English	A one-year course repeated every year, of a form that can be selected from group classes, individual classes with a teacher or studying with a paid application.
Communication	Soft skills training in conducting communication of a correct form and content.
Construction	Courses on technical aspects or construction law.
OHS	Obligatory OHS courses with environmental protection aspects.
Excel	Training in operation of the program at several levels of advancement.
Ram	Work with specialist machines.
First aid	Obligatory training.
Team management	Training for managing personnel.
GDPR	Training in personal data protection.

Information concerning time after the period covered in the Report

2022 in the ONDE Group is dedicated to expanding of communication competences among employees at all levels in the organisation. In February of this year, a cycle of soft skills training courses started, together with associated initiatives entitled “Mowy Rok” (Year of Talk). This project was created to improve employees satisfaction with communication patterns used in the group through development of skills in that area.

The robust development of the organisation resulted in a need for further expanding of employee competences, to adjust them to a new scale of the ONDE Group operations. In response to this demand, a training matrix was developed at the beginning of 2022, replacing the previously used matrix of the ERBUD Group.

The subjects of trainings provided include:

- work with a calculation application at several levels of advancement;
- downloading data from databases and work with them;
- work with project management applications
- at several levels of advancement;
- financial issues;
- IT;
- labour law for managing personnel;
- language courses.