Sustainability: The Pulse for Long-Living Businesses

SONAE SUSTAINABILITY REPORT **'17** 

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IMPROVING LIFE

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SUSTAINABILITY: The Pulse for Long-Living Businesses

SONAE SUSTAINABILITY REPORT **'17** 

### **Our Report**

Under the motto *Sustainability: The Pulse for Long-living Businesses*, the Sustainability Report of Sonae SGPS, SA. (henceforth also known as Sonae or Sonae Group) aims to present the group's contribution towards sustainable development regarding the economic, environmental and social pillars, and meet the expectations and interests of the different stakeholders.

#### 1. Period and scope of the report

The report focuses on the period of activity from the 1<sup>st</sup> January 2017 to the 31<sup>st</sup> December 2017 of Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS, Sonaecom (which includes Sonae IM and Media, among others) and Sonae Sierra. Sonaecom, despite holding 23.4% of NOS, does not consolidate NOS non-financial data.

In the present document, there has been a broadening of scope in comparison to the previous report, namely in the Global Reporting Initiative supplement that this year, in addition, includes Maxmat, Sonae RP, Sonae FS and Sonaecom (including Sonae IM and Media).

# 2. GRI (Global Reporting Initiative), UNGC Principles (United Nations Global Compact) and SDG (Sustainable Development Goals)

The Report was developed in accordance with the GRI Sustainability Reporting Guidelines (GRI Standards) for the option "In accordance – Core". The activity report shows our performance at the level of the UNGC Principles and the SDG.

#### 3. Decree-Law no. 89/2017

With the present Report, we also aim to meet the requirements of the Decree-Law no. 89/2017, published on the 28<sup>th</sup> July 2017.

#### 4. Structure

The Report is composed by a central text structured upon five axes and a technical supplement – "Global Reporting Initiative".

- Businesses | Sustainability: The Pulse for Our Businesses and Products
- People | Sustainability: The Pulse for Our People
- Partners and Suppliers | Sustainability: The Pulse for Our Partners and Suppliers
- Community | Sustainability: The Pulse for Our Communities
- Planet | Sustainability: The Pulse for Our Planet

In each of these pillars, the main performance indicators are presented, as well as some of the projects developed, which reflect our results and initiatives. With the projects presented, we aim to demonstrate how we mobilise and fulfil our purpose. The "*Global Reporting Initiative*" supplement complements the report presented on each of the axes, including the chapter on the *Sonae Group* and the details of the *GRI Table*, explaining the respective Indicators.

#### 5. External verification

The information reported in the Sustainability Report 2017 was subject to verification by an external entity – KPMG.

#### 6. Contacts

Should you require any further clarification regarding the information published in this Report, please check the *website* or contact: Catarina Oliveira Fernandes | *Head of Communication, Brand and Corporate Responsibility* | Email: catarina.fernandes@sonae.pt | Tel.: +351 220 104 000

## Message from the Executive Commission

We are a group with a solid culture, based on deeply rooted values that distinguish us and have enabled us to grow in a sustained way, contributing to the development of society, beyond the economic value generated through our activity.

As a group with long-term vision, we are committed to carrying out our businesses based on the principles of sustainable development and thus, safeguarding our common future.

Therefore, sustainability is a fundamental and defining element of our value proposition, both as a group and a longliving company, it guides our actions, the strong ties we establish with our partners and suppliers, our employees' development, our presence within the community and our contribution to overcoming some of the most urgent environmental and social challenges of our time.

2017 was a year in which the whole group, without exception, remained dedicated to the creation of shared value, thus it is worth highlighting some of the achieved milestones and the acknowledgement we've received as a result:

- We aim to work in an increasingly collaborative and open ecosystem that acts as an innovation enhancer. The *Start-up Europe Partnership* initiative highlighted Sonae's investment and distinguished us as company that supports start-ups.
- Our commitment to developing a diverse and inclusive workplace, capable of promoting, attracting and integrating people with different profiles and experiences, was acknowledged as we joined the top 100 world companies in the *Thomson Reuters IX Global Diversity and Inclusion Index* a tool designed to transparently and objectively measure and distinguish the efforts of companies in this field.
- The 20<sup>th</sup> anniversary of Continente's *Producers Club* is a powerful witness to how, over the years, we have been contributing to the creation of shared value throughout the chain. An initiative that has been reinventing itself, supporting national producers in their struggle to surmount some of the many different challenges they face.
- Our focus on eco-efficiency is transversal to the way in which we develop, manage and maintain our assets. Last year, the group's first store, inaugurated in 1985 and remodelled in 2016, was awarded the Platinum Certification from LEED *Leadership in Energy and Environmental Design*, with only other six buildings in the world achieving the same level of certification. In a similar vein, the new Sonae office building, which began its building works in 2017, was designed with the goal of attainting a *Near Zero Emission Building* (NZEB) classification.
- Through our *Sonae Activshare* programme, we continued to reinforce our investment in the internal volunteer programmes which, in comparison to 2016, benefitted from 1.245 additional hours of volunteering.

These are some of the milestones we would like to emphasise in order to illustrate our commitment to sustainable development. However, we know that this is only possible due to the daily dedication of each and every one of our more than 46 thousand employees who, this way, ensure our future as a long-living company.

## Sustainability: The Pulse for Long-living Businesses

As a long-living company, sustainability is at the heart of our mission and culture, and the creation of shared value is a concern that has been consistently addressed by our businesses over the years.



We are committed to developing our activities based on the principles of sustainable development, with the objective of contributing to society beyond the economic value generated by our businesses. In particular, we want to improve the communities in which we work, through mutual collaboration to overcome the most pressing environmental and social challenges of our times.

Throughout this path, we would like to highlight some key milestones that demonstrate our commitment, as well as the principles to which we subscribe and the internal benchmarks we have developed and that continue to challenge us.



	2010	Endorsement of the Global Business Oath of the World Economic Forum
Ţ,	2011	Joined the Retail Forum for Sustainability of the European Commission
	2012	Creation of Sonae's Sustainability Award Support of the European initiative to combat waste in the retail sector
<u>Q</u>	2013	Subscribed to the European Round Table of Industrialists' <i>Women Initiative</i> Endorsement of the European Code of Conduct for the Food Supply Chain
<u></u>	2014	Approval of the Suppliers' Code of Conduct
	2015	Signing of the Paris Pledge for Action
	2017	Endorsement of the Letter of Principles of BCSD Portugal

#### 1. Communicating with stakeholders

Given the wide spectrum of our businesses and the resulting multiplicity of stakeholders, one of our greatest challenges is to identify their expectations. In order to ensure better communication, we continuously interact with our stakeholders, using numerous communication channels and tools that we mobilise in a specific way for each group of stakeholders, at key times of sharing and gathering information.



#### STAKEHOLDERS SURVEY ON SUSTAINABILITY

Between July and September 2017, Sonae conducted a stakeholder consultation process, with the goal of identifying their expectations and concerns regarding sustainability. With this survey, we aimed to evaluate the current perception of our actions concerning sustainability, as well as to understand the issues that stakeholders consider to be a priority.

The survey resulted in 855 responses from the following groups of stakeholders: employees, customers, suppliers, investors/analysts, sector associations and community.

The results obtained led to the conclusion that Sonae is considered to be an active company in terms of sustainability with a score of 4, on a scale of 1 to 5, where 1 is not active and 5 is very active.

In general, Sonae is considered to have a clear vision of its responsibilities in terms of sustainability:

- Economic Impact 4.0
- Human Resources Management 3.9
- Social Responsibility 4.0
- Environmental Protection 3.9



The seven topics that the stakeholders identified as the most relevant to Soane's activity were:

- . Financial Return and Market Share
  - . Customer Relationship Management
  - . Brand and Reputation Management
- . Governance Practices

**Ethics and Conduct** 

. Innovation

- . Human Capital Development
- In 2018, these topics will support the definition of the Sonae Group's Sustainability Strategy.

#### TU CONTAS! SOCIAL CLIMATE SURVEY

In order to know how our employees feel with regard to their role, team, work conditions and environment, as well as to understand how they experience Sonae's values, the social climate survey *Tu Contas!* was conducted.

This survey covered several of the group's businesses (Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae FS, MDS and Sonae RP), including all employees working for Sonae for three months or more, with either permanent or fixed-term positions, part-time or full-time contracts. The response rate was 83%, which resulted in 27,685 responses.

The results obtained were presented during 2017: initially, this information was communicated to our business managers, where the results were presented using previously defined levels of analysis; afterwards, the main conclusions (response rate, overall satisfaction and engagement index) were shared with our employees; and finally methodological proposals were also presented to identify areas for improvement, definition, prioritisation and implementation of an improvement action plan.

#### 2. Membership of associations and partnerships with organisations

We believe participation in associations and the promotion of partnerships is an important way to contribute to the development of society. We established these relationships based on the principles of honesty, integrity and transparency, raising awareness of our perspective, aiming to create synergies and contribute with the value that our experience allows. We strive to have an active presence that allows us to capitalise on the collective knowledge that each of these institutions reflects, as well as their potential for action.

We promote membership of associations that are as diverse as the business units we incorporate in our portfolio.





#### 3. Sustainability management

We regularly promote forums that are transversal to all business units, which are essential tools for the discussion and sharing of knowledge, the creation of synergies and the concertation of action between all the different Sonae companies.

The Sustainability Forum is transversal to all of the groups' companies and aims to promote the sharing of experiences and a broader debate on the horizontal roles of all businesses regarding sustainable development. We believe that the exchange of knowledge and skills will promote awareness of sustainability in the whole Sonae universe and will drive the implementation of sustainability measures that are paramount to the activity of each of the business units.

This Forum is comprised of members from several Sonae companies and is coordinated by a sponsor, a president and a secretary, addressing issues such as environmental taxation, food waste, community support, management and relationship with suppliers, environmental performance, among others.

Complementarily and when required, the Forum may promote the formation of work groups to analyse more complex or emerging subjects, to structure specific action proposals and monitor their implementation.

We aim to promote transparent management practices and to ensure that all our activity is governed by the same values, standards and ethical principles. As this is a cross-cutting concern of the Group, the **Sonae Code of Ethics and Conduct** is available to all our employees, defining the ethical standards by which we abide. To ensure its implementation, enforcement and monitoring, an Ethics Committee was appointed by the Board of Directors.

#### 4. Milestones in 2017



Sonae MC acquired 100% of BRIO, the first organic supermarket chain to be launched in Portugal, owning six stores specialised in organic food, taking important steps towards promoting broad and free access to a healthy lifestyle among its customers.



MDS was approved as a Lloyd's broker, becoming the first national company, and the only one from a Portuguesespeaking country, to be able to participate in the most important insurance and reinsurance markets in the world.



Sonae announced the agreement to merge Sport Zone with Sprinter and the British business group, JD, in the Iberian Peninsula. The company that will result from this partnership will be the second largest sports retailer in the Iberian Peninsula.



Sonae Sierra began to build Jardín Plaza Cúcuta shopping centre, the company's first project in Colombia and based on the concept of integrated sustainability; and the McArthurGlen Designer Outlet Malaga, the first designer outlet in the south of Spain.



Sonae MC has launched the first clinic specialised in dentistry and aesthetic medicine, Dr. Well's, reinforcing the commitment to democratise access to quality health care services in Portugal.



Sonae was honoured in Brussels, under the *Startup Europe Partnership* initiative, in the "*Open Innovation Challengers*" category, as being supportive of start-ups.



Zippy renewed its partnership with ColorADD. After pioneering the introduction of this system into all parts of its collections, Zippy reinforced its commitment to this universal code that favors accessibility and social inclusion.



Sonae retail brands were honored with 13 "Consumer's Choice" awards on the study promoted by Consumer Choice. 6 insignias were also awarded as the "2017 Trusted Brands" on the study promoted by the Readers Digest Selection.



Sonae joined the top 100 world firms in the *Thomson Reuters IX Global Diversity and Inclusion Index*. This index aims to measure, in a transparent and objective way, the efforts made by companies to develop diverse and inclusive workplaces.



Sonae was considered to be the world's best employer of students and MBA graduate students, in the first edition of the award granted by the *MBA's International Association of MBAs* (AMBA), in the "*MBA Employee*" category.



Sonae won the Shared Services & Outsourcing Excellent Awards Europe 2017, one of the main European awards in the field of shared services, in the "Excellence in Transformation" category.



Sonae Sierra's *Bright* project was a finalist at the *EU Sustainable Energy Awards*, an initiative that distinguishes projects with exceptional innovation in energy efficiency and renewable energy.



"Continente de Matosinhos" received the Platinum certification awarded by *Leadership in Energy and Environmental Design* (LEED). There are currently only six buildings in the world with the same level of certification, the Continente store in Matosinhos is the largest of them all.



All of the 41 Continente stores obtained environmental certification according to the international standard ISO 14001. Sonae Sierra's portfolio includes 20 shopping centres certified according to ISO 14001 and 18 certified according to OHSAS 18001.

## SUSTAINABILITY: The Pulse for Our Businesses and Products

SONAE SUSTAINABILITY REPORT **'17** 

## Sustainability: The Pulse for Our Businesses and Products

We are a multinational group that manages a diversified portfolio of companies, creating value across several geographic areas, through a solid culture and a strong capacity to innovate and execute, taking the benefits of progress to an ever-increasing number of people.

Our drive for continuous development, the constant search for new opportunities and challenges, leads to the growing diversification of our businesses, which allows us to anticipate current societal trends, enhancing the growing complementarity of the client offer and strengthening our competitive position.

At Sonae, we aim to work in an increasingly collaborative and open ecosystem that acts as a powerful enabler of innovation, frugality and efficiency – values of our culture. By combining our knowledge, technological competence and investment capacity, we are able to improve our value propositions, while optimising our business agility, improving the efficiency of our processes and fostering the innovation of our products and services.

The focus on continuous improvement is transversal to all our businesses' functions and activities, in which the constant design, experimentation and implementation of new ideas and solutions allows us to develop distinctive competitive businesses, creating value for all *stakeholders*. These aspects make it possible to fulfil the whole virtuous cycle in which we convert knowledge into economic value.

On the other hand, we believe that obtaining and safeguarding the trust of our customers, whether they are final consumers or other companies, is only achievable when the product or service provided is of a high quality. This aspect is present in our own brands, in the services we provide and in the customer-centric vision we ensure is central to how we manage our various businesses.

Below we present some projects developed in 2017 that illustrate our pursuit of the corporate strategy, as well as the incorporation of our sustainability values and innovation in the products/services developed.



\*Includes operations, services rendered to third parties, representative offices, franchising agreements and partnerships. Excludes wholesale in retail.



Dr. Well's Clinic, Sonae MC

PROJECT



Promote the health and well-being of the communities in which we operate, democratising access to health care

CHALLENGE



As part of the strategy to lead the sector of health and wellness in retail in Portugal and reinforcing its commitment to providing democratised access to quality healthcare services, Sonae MC launched a new business area, based on the creation of a clinical network of improvement and preventive health care services, with specialised medical teams and the latest technology, available at the best price.

In May 2017, following the launch of Well's Health Plan, the opening of the first Go Natural supermarket and the acquisition of Brio, Sonae MC opened its first Dr. Well's clinic specialised in dental and aesthetic medicine.

The clinical staff at the new clinic is led by renowned doctors, dedicated to the development of customised treatment plans and adapted to the different needs of patients. The treatment is performed with state-of-the-art equipment, while 3D technologies are used for diagnostics.

• 4 clinics;



- 55 staff members;
- Clinical staff composed of 62 doctors.

IMPACT



Worten's new store concept, Worten

PROJECT





Honouring its commitment to always offer the best price, Worten has focused on creating an environment, at the point-of-sale, which is more enjoyable, inviting customers to discover, as well as experiment with a wide range of technological products, supported by providing a specialised service in each category.

Enhance the shopping experience, by making it more interactive and relation based

ACTION

Developed in collaboration with the French agency *Malherbe*, the new concept is based on a space where you like to be and can discover the latest trends. The technological side is highly-significant namely in the areas of gaming, hoverboards, DJ and children's animation, as well as through the very visible entrance screens in some stores, where the contents of several brands are shown with a strong visual impact.

The range has been renewed and reinforced with new product categories and the labels (physical and digital) are more complete. They contain not only information about a specific product, but also advice on selecting the most suitable product, especially in categories where the choice may be more complex (TVs and laptops, for example).

Another new feature introduced by this new concept are the *Expert Points*, customer service counters where, with the help of expert salespersons, the entire range of products is accessible, even without in-store stock. Buying online and collecting in-store has also become easier and faster in the Click & Collect area.



- 9 new stores in Portugal and 1 new in Spain;
- 17 stores renovated in Portugal and 1 renovated in Spain;
- Awards/Recognition: Janus du Commerce.





Coop Stores and Rising Stores, Sonae Sierra

PROJECT



**CHALLENGE** 

Promotion of social entrepreneurship, simultaneously complementing the commercial mix and improving sales

ACTION

Coop Stores are a concept that aims to help small local businesses thrive. They explore a "cooperative" business model, one that means not being leased only to one operator, but rather to a collective group of small businesses and entrepreneurs through a flexible and affordable contract, benefitting from shared occupancy costs between new start-ups and the opportunity to broaden the visibility of their products, taking advantage of the high-level of visitors in a shopping centre.

The Rising Store is a programme aimed at entrepreneurs with innovative ideas through which Sonae Sierra intends to play an active role in the development of local commerce and services, allowing individual entrepreneurs, small businesses, start-ups, or local retail projects to develop in a sustained manner. In addition to the basic evaluation criteria (innovation and originality, relevance to the commercial offer of Sonae Sierra's Shopping Centres, applicability of the concept and business potential), new concepts that promote positive behavioural changes and encourage the adoption of a more sustainable lifestyle, in particular eco-friendly concepts and/or social concerns are also positively valued. The winners receive specialised help and are given the possibility of occupying a space in one of Sonae Sierra's Shopping Centres, without paying rent for a period of six months (with the possibility of extending for a further six months, with a 50% discount on rent). This concept offers a unique solution to three different needs: it helps to create jobs within the young population; it brings new retail concepts to the market and it diversifies the mix of tenants in response to consumer demand.



- Since its launch in 2015, Coop Stores generated a total of 36 thousand euros in minimum remuneration and sales of more than 308 thousand euros. 100% of Coop Stores operators managed to grow their business, 89% of them contributed to the creation of new job opportunities in the market, most of them exceeding the sales targets.
- Of the 110 applications to Rising Store's first edition, 5 winners were chosen, who were given expert advice and assigned a site at one of Sonae Sierra's centres for a free period, during which time they did not have to pay rent. After drafting their business plan, all stores have successfully opened their businesses, and the majority has largely exceeded sales targets. The second edition in Portugal and the first in Spain began in 2017 and are still ongoing, with the number of applications in Portugal increasing by 27%.



We Care Collection, Sonae S&F, Zippy

PROJECT



Develop an exclusive line designed for the first months of a baby's life



Renewing the commitment to have children's well-being as its priority, Zippy has developed an innovative collection of delicate and soft clothes.

Manufactured entirely with certified organic cotton, cultivated without the use of dangerous chemicals, the *We Care* line was totally designed and manufactured in Portugal and stands out for the elegance, comfort and quality of its pieces.



IMPACT

- Launch of the collection in January 2018;
- A line consisting of 17 pieces and that focuses on bodysuits, romper suits, hooded cardigans, leggings, sets and accessories;
- Promotion of national production.

SUSTAINABILITY: The Pulse for Our People

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## Sustainability: The Pulse for Our People

We are a learning organisation with a clear focus on learning and continuous improvement. We believe that this is the only way we can respond to the current and future challenges of our businesses.

This is achieved through the hands of our people and teams. Therefore, we invest in the integrated management of our talent, aiming to attract, develop and retain diverse and differentiating profiles.

With the desire to understand the individuality of each employee, we promote an integrated approach to talent management based on 3 distinct pillars: (i) attracting talent effectively; (ii) assessment and development; and (iii) career management.

1. ATTRACTING TALENT EFFECTIVELY: We invest in identifying and attracting people with different academic, professional and personal backgrounds. Throughout their professional career, we strive to enhance and strengthen these skills, so that our people are better prepared to respond to the multiple challenges that our business presents.

Aware that the students of today are our teams of tomorrow, we invest in recruiting young talent through a variety of programmes, designed to accelerate the development of their key competencies for personal and professional growth. With these programmes, we commit to supporting students from when they first begin University, making a significant contribution to their education, through an offer adapted to each stage of their journey.

We believe that our ability to attract talent is directly related to investing in the knowledge of different age groups, which make up the life-cycle of our employees. With millennials being one of those groups, studies such as *Millenials@Work*, conducted with the BCSD (*Business Council for Sustainable Development*) and Deloitte, are an important contribution for us in terms of understanding their interests and expectations, and what differentiates and makes them similar to other age groups. With this information, we renew and adapt our people management practices.

2. ASSESSMENT AND DEVELOPMENT: It is one of the pillars of our talent management model and an area of continuous investment. We are aware that this is the only way we can contribute towards the development of our employees both personally and professionally and at the same time, enhance the improvement of the skills necessary for the development of our business. We live in a meritocratic culture, where a differentiated performance and the contribution of our employees and teams is supported through recognition processes and tools. Sonae's performance management model – *Improving Our People*, promotes, on an annual basis, joint reflection between management and each team member.

**3.** CAREER MANAGEMENT: Aiming to align the personal and professional expectations of our people with our strategic business goals, from the point of view of skills and talent, our career model aims to support the management of the current talent pipeline, as well as respond to medium/long-term needs and challenges.

Additionally, health and safety is a central aspect of Sonae's management. Aiming to achieve a zero-accident culture, we ensure the necessary conditions so that our stores, galleries, shopping centres, warehouses and workplaces are safe and conducive to the collective well-being.



- In 2013, Sonae endorsed the Women Initiative of the European Round Table of Industrials (ERT), where Sonae's concern for gender parity is addressed, with the establishment of voluntary targets facilitating the promotion of increased gender diversity, not only for positions in management and decision-making bodies, but also in relation to senior and middle-management positions.

- In 2015, Sonae signed a commitment with the Government of Portugal to maintain the level of representation of the underrepresented gender class on the board of directors to above 30%. This agreement foresees the internal development of the staff of the underrepresented gender class throughout the various levels of leadership in Sonae, so that its shareholders can maintain the level of representation on the board of directors to above 30%, in the future. This agreement falls within the scope of the **Resolution of the Council of Ministers 11-A, of 6<sup>th</sup> March, 2015.** 

We are committed to promoting diversity in its different dimensions, namely concerning age, gender, qualifications and previous professional experience.

We are conscious of the wealth that exists within the heterogeneity of our people's backgrounds and profiles. Our ambition is to be a diverse and inclusive organisation, able to promote, attract and integrate people with different profiles and experiences. As we believe that the complementarity of perspectives and experiences contributes to richer, more balanced and dynamic management, we want to continue to foster diversity in its various dimensions, in particular regarding age, gender, qualifications or previous professional background, ensuring that our people find in Sonae a place where they can develop their talent and potential.

At Sonae, we value a diversity of qualifications and professional backgrounds. We believe that our team's work is enhanced through the input of each individual, and therefore we use internal mobility as a way of valuing people. We want to promote a culture of sharing, cooperation, open to alternative points of view that may be conducive to new disruptive ideas. We believe that a diverse and inclusive culture is a strong contribution to the continuous renewal of businesses aligned with the expectations of different stakeholders.

Regarding gender diversity, we aim to promote it throughout the life-cycle of our employees. During the recruitment process, we always recommend that whenever recruiters present a short-list to the business, it is balanced in terms of gender representation. We also recommend, at all levels of the company, that teams composed of only one gender are avoided. We monitor performance appraisals, promotions and wage revisions, by gender, as well as resignations, in order to guarantee fair management across all teams.



We know that there is still a path to follow and we intend to increase the percentage of women in management positions in the coming years. However, we want the change to occur naturally and not to be imposed. We believe, through the procedures implemented and the visible indicators, that we are on the right track.

In relation to the diversity of qualifications and professional experience, we have implemented a practice that encourages mobility between departments. Consequently, throughout 2017, about 14.3% of our employees benefitted from the opportunity to experience internal mobility. For this purpose, we consider internal mobility as the occurrence of at least two of the following factors: change of function, change of team or change of leadership.

Finally, we are concerned with creating a more inclusive culture in relation to senior employees, taking advantage of their experience and maturity. Demographic evolution tends to lead to a growth of this group of employees and we are committed to creating conditions for them to have a place in the company, where they can contribute to the improvement of the collective performance.

Below, we present a set of projects carried out by the different companies of the group that reflect our integrated approach to talent management.



All Aboard, Sonae Sierra



Ensure employees are well-informed about the company's new strategy



The project All Aboard aimed to achieve complete understanding, involvement and support of our employees towards the company's strategy that was undergoing some changes: to be more open to the outside world and increased customer focus.

In order to truly involve employees in any company strategy, it is necessary to meet five criteria: they must have knowledge about the strategy and its execution at all times; they must understand the strategy, and the best way of understanding it is if they can explain it to others; they must support it, being aware of the impact and the meaning it has on them individually and that they are trained and develop the skills necessary to excel in their functions.

With the full support of our CEO and the company's senior executives, *All Aboard*'s logic was to communicate through the leaders of the organisation during face-to-face workshops with employees, the content of which included not only an explanation of the strategy and its execution, but also the changes occurring in the organisation, processes and people, and, of equal importance, a time for discussion where leaders helped employees understand the meaning and impact of the change for them.

This whole period of communication was later complemented by a document with questions and answers about the strategy, and throughout the process this was continuously updated with feedback from workshops and made available to our leaders; sending emails that fed leaders with ideas, opinion-making articles from reputable publications, feedback from the workshops and also the publication of an issue of the internal newsletter dedicated to this topic.



IMPACT

- 65 sessions held;
- 74% of employees participated in the sessions;
- The programme raised awareness of the new strategy, its understanding and support. The questionnaires given out to the participants before and after the sessions demonstrate the level of satisfaction of the objectives set out for the programme.



Health and Well-Being, NOS

PROJECT



CHALLENGE



Conscious of the fact that our employees are the organisation's greatest asset in the pursuit of its strategic objectives, NOS evaluated the impact of health and well-being on productivity, involvement and attractiveness of the company. From their studies, they concluded that well-being (health and wellness) is a strong contributor to a high-performance organisation and therefore should be addressed holistically. In the actions that NOS develops, it understands that its employees are unique human beings with a professional and personal background, and aims at the balance of three components: physical/emotional/social well-being.

Promote healthy behaviour to improve the health and well-being of all NOS employees through bonding initiatives and the sharing of knowledge that lead employees to look after themselves

Firm in the holistic approach to total well-being, the NOS programme is annual and encompasses all relevant initiatives, in all areas of the organisation, and that work together towards the three action axes, with the objective of maximising the impact of the help offered for behaviour change. "Bem-nos-quer" is the name of NOS health and well-being programme and "Taking care of yourself is taking care of us" is the message that reinforces one of the employee-oriented benefits that NOS promotes internally and that materialises our determination to improve their well-being and happiness. Some examples of the numerous initiatives carried out:

- A week dedicated to health and well-being, which included several actions, namely workshops carried out by professionals addressing areas such as nutrition, physical activity, posture, relaxation, stress management and health screening.
- Regular publication of digital content that promotes good practices and teaches healthy habits.
- Different energising actions, celebratory and interaction activities (get togethers) are held throughout the year to foster trust, closeness and knowledge among employees. Furthermore, in relation to the social aspect, the company is also grateful to those employees who look after themselves and each other. Saying thank you is important and is therefore part of the programme.



IMPACT

- 42% of employees participated in the initiatives, which required signing up for, due to limited capacity;
- 4 was the average satisfaction score of the programme (on a scale of 1 to 5);
- 11,417 views of related content.

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Learning Hubz, Sonae Academy

PROJECT



CHALLENGE



At Sonae, we are dedicated to the training and continuous development of our people, with a strong commitment to the promotion of a culture of learning, where each employee plays a central role as an actor of their own development.

Promote a culture of continuous self-development and learning

ACTION

In this way, with the objective of fostering a culture of continuous self-development and learning, and at the same time recognising the limitations that the most conventional training formats present, both in terms of geographic dispersion of employees and availability, Sonae Academy has joined Learning Hubz and customised a digital training platform for the Sonae universe.

On this platform, there is a very broad range of content, in the format of a video library with training videos on several topics (from productivity and personal development to management, from leadership to sales, from marketing to change management, among others). The short formats, require an investment of less than ten minutes on average, representing about 80% of the selection, but there are longer formats that provide a deeper insight into the topics.

The selection and curation of the content is ensured by Learning Hubz in partnership with Sonae Academy, which ensures alignment with the skills and areas of knowledge considered strategic for the group.

To demonstrate the true democratisation of the training offer, employees can access it through their computer or mobile phone, depending on their availability, needs and interests. Navigation on the platform is very simple and intuitive, enabling searches by topic, author or source, allowing playlists to be created or the sharing and recommendation of content.



IMPACT

The platform was available to 120 employees during a pilot phase carried out between September 2017 and January 2018. The plan is to reach 2,000 employees in the future.

On the 31<sup>st</sup> January 2018:

- 900 sessions had been accessed;
- 1,100 videos (Micro-training) were viewed during a total of 5,600 minutes;
- More than 41% of employees accessed the platform every month. On average, each colleague watched 26 minutes of training, with very positive feedback on the quality of the content.



Future Leaders @ Retail, Sonae MC

PROJECT



Generate a talent pipeline adjusted to the present and future needs of Sonae MC

CHALLENGE



*Future Leaders* @ Retail is a management and leadership programme designed to educate the future leaders of modern retail, providing them with an integrated and in-depth knowledge of the core business areas and the possibility of integration into the company.

ACTION

This remunerated and accelerated development programme, is aimed at recent graduates, postgraduates or masters students with less than 2 years of professional experience, who have proficient English language skills, are available for national and / or international mobility and a have taste for retail.

The process of recruiting and selecting participants is extremely rigorous and involves individual pitches, face-to-face interviews and group dynamics.

The programme lasts nine months, with in-room training, on-the-job and networking activities, mentoring and preparation of the *Challenge* Project, an end-of-programme challenge in which the trainees present solutions and proposals for business challenges.



IMPACT

In the first two editions of the programme we had:

- 52 participants, more than 250 tutors, 60 trainers and 10 mentors;
- 47 young people took on relevant roles in Sonae MC, namely in store operations, logistics and commercial roles.





Guide to a responsible online presence, NOS

blogs, wikis and different types of social networks





CHALLENGE



NOS understands that the best way for its employees to be in the digital world is to follow the principles that guide them in the real world – sound judgement and good sense, applying the values of the company and following the guidelines of its Code of Ethics, as well as all the other current policies in place.

Respond to the emerging challenges arising from the presence of the company and employees on the various communication channels available on the Internet, such as websites, forums,

In the light of new trends, and recognising the importance of its employees as active players in the global information society, in 2017, NOS developed and made available the "*Guide to a responsible online presence*".

The main purpose of this Guide is to support and guide employees towards the type of conduct that is expected when working in a professional context or on behalf of NOS, ensuring in all circumstances to safeguard the reputation of the organisation, without ever jeopardising the freedom of their own personal space when using various digital channels.

In addition to establishing the fundamental principles for the online presence of NOS and its businesses, the Guide emphasises the importance of all employees being aware of the impact when they interact on these platforms, in particular any conversations that refer to NOS and, in this sense, defines guidelines applicable to all those who use social networks or other online channels in a professional context.

The communication campaign was based on the presentation of practical day-to-day cases that help to demonstrate and clarify the conduct expected in certain situations.

Internal communication campaign for all employees (flyers, intranet, email);

876 views of the "Guide to a responsible online presence".



IMPACT

SUSTAINABILITY: The Pulse for Our Partners and Suppliers

SONAE SUSTAINABILITY REPORT **'17** 

## Sustainability: The Pulse for Our Partners and Suppliers

We are committed to improving the way we relate to our partners and suppliers, both in the development of partnerships that foster knowledge, entrepreneurship, innovation, as well as procedures/projects that strengthen the existing relationships, with trust and cooperation as our guiding principles.

We ascribe a high degree of importance to the optimisation of our supply chain, in particular with respect to the relationship with our partners and suppliers, and their alignment with our sustainability commitments.

- In 2011, we joined the *Retail Forum for Sustainability*. This platform launched the *Retailers' Environmental Action Programme* (REAP), which provides a foundation that facilitates dialogue among retailers with the European Commission and with all the parties involved along the supply chain, such as producers and consumers.

- In 2013, we endorsed the **Food Supply Chain Best Practices of the European Code of Conduct**. This is a European initiative, which results from an agreement among the main European food and distribution industry associations concerning the principles that should govern the relationship between production and distribution. This Code focuses on autoregulation as the best way to govern the relationship in the food supply chain, favouring dialogue and establishing healthy competition.

- In 2014, we launched the Suppliers' Code of Conduct.

It is important to highlight the process of evaluation and qualification of own brand suppliers, a mechanism that has the dual purpose of assessing and qualifying the suppliers who are "suitable" to work with Sonae, but, also through these audits, identifying areas to improve in their operations.

In addition to the suppliers, we emphasise the importance of a vast network of partners, from the various economic sectors, with whom Sonae collaborates directly to implement some of its initiatives.

2017 was marked by an ambitious and diversified set of initiatives that illustrate the long-term partnership relationships that we intend to establish with our partners and suppliers. Some of these initiatives are presented below.



\*This includes data from Sonae MC; Worten and Maxmat.



Continente Producers Club, Sonae MC

PROJECT



Promotion of horticultural production on the island of Madeira.



Over the last 20 years, the Continente Producers Club has been a central axis in the strategy to support Continente's national production.

Created with the purpose of promoting products of Portuguese origin to customers and to strengthen strategic partnerships with each of its producers, the Continente Producers Club has been enhancing the link between production and large distribution. In 2017, purchases from the Continente Producers Club represented a total of 150 thousand tonnes of national products.

The involvement of the Continente Producers Club in Madeira aims to promote the production of horticultural products on the island, enhancing the offer of regional/local products in the stores, fresher and of a higher quality, reducing its carbon footprint and benefitting the local economy.

This support materialises in a number of monthly visits to the horticultural producers, by a technician from the Continente Producers Club, which provides each one of these producers with the necessary technical support for their activity.

During these technical visits, several problems have been identified, such as lack of training or poor planning of the crops to be worked and the respective timing of planting, which result in a lack of or excess production.

In view of the problem identified, contract programmes were implemented, where producers are given some guidance to know what to produce and when, according to the needs of the stores. At the same time, we are working with certification bodies to support producers in the implementation of a certification, concerning integrated protection. Complementarily, a trip is being organised for the Madeiran producers to visit the producers on the mainland, for the purpose of benchmarking and sharing of best practices.



- The promotion of horticultural production covers 18 producers representing a total cultivated area of 363 hectares, where the sum of the various plots, per producer, is on average around 1,500 m<sup>2</sup>.
- With this initiative, we expect to achieve a higher level of quality, availability and food safety in the regional fruits and vegetables sold by the Continente stores in Madeira, avoiding shortages in shops, scaling down shipments from the mainland to Madeira and reducing waste.



Pixels Camp, Sonae IM

PROJECT



Ensure privileged access to talent in technological areas to anticipate the future needs of our consumers through the development of new solutions



At the end of September, the Carlos Lopes Pavilion, in Lisbon, hosted the 2<sup>nd</sup> edition of Pixels Camp, a three-day event that brought together the technological community in an initiative to share knowledge and search for creative solutions that contribute to improving people's daily lives.

Once again, Hackathon - a programming contest - occupied the main stage of the event, leading the participants to organise themselves into teams and explore the answers to problems or needs that they considered to be relevant. This 48-hour programming marathon led to the development and making of a prototype of about 50 projects. Pixels Camp's partners were able to present their companies and key challenges.

In this edition *Pixels Camp* became the first Portuguese event to have a digital currency (Exposure) and its own parallel market. It was, at the time of the event, the biggest implementation of *blockchain* in Portugal. Participants were able to use *Exposure* to invest in projects they considered deserved to be among the 10 winners of the Hackathon or to purchase services they needed while developing their ideas. In parallel, during the first day of the event, a competition for start-ups (Pixels Launchpad) was promoted with the support of several partners of Pixels Camp (NOS, Galp, Mello Saúde, Sonae MC and Sonae FS), with the award of a final prize of 50,000 euros.



- The first event in Portugal to have a digital currency and its own parallel market;
- 1,250 registered participants; 50 projects developed;

16 partners involved;

- Competition with 20 start-ups with a final prize of 50,000 euros.

IMPACT



Disrupt Retail - Call for Technology by Sonae, Sonae

PROJECT



Find and test new technological solutions that are disruptive and create added value for the operations of retail insignias and their respective customers



As part of its policy of open innovation and technological cooperation, Sonae launched *Disrupt Retail - Call for Technology*. The purpose of this initiative is to enable national and international start-ups to test the solutions they develop in a real environment.

ACTION

In addition to start-ups, the programme was also accessible to research and development centres, as well as companies and agencies that had solutions sufficiently developed to be tested.

Sonae was looking for disruptive solutions for the retail sector with preference given to the areas of the optimisation of merchandising, store operations and warehousing, customer engagement, logistics and shopping experience (online and offline), but others were also accepted. Among the technologies valued were artificial intelligence, virtual and augmented reality, Internet of Things, robotics, virtual assistants and *blockchain*, as well as any others that presented innovative solutions.



IMPACT

- 51 applications from 43 entities;
- Applications from 12 countries including England, France, Germany, Sweden, Brazil and Canada;
- 4 solutions selected with priority 1, complemented by 6 solutions selected with priority 2.

So far, the four priority 1 solutions have been evaluated through BIT, Sonae's information systems area for retail. The priority 2 solutions will follow.


Competence Centre, Sonae IM, Bizdirect

PROJECT



Attract, develop and retain young talent in the inner regions of the country

CHALLENGE



**ACTION** 

Within the scope of the repositioning operated by Bizdirect, as a reference partner in the implementation of Microsoft solutions (Dynamics 365, SharePoint, Power BI, Visual Studio, Azure), the Bizdirect Competence Centre was created at the Polytechnic Institute of Viseu. From here, consulting, development and integration services are offered in several EMEA countries, with technology produced from Viseu.

To strengthen the company's talent pool and simultaneously help strengthen training and retain talent in the inner regions of the country, the established partnership annually receives students from Computer Engineering and Business Management courses. During a period of three months, the participants receive on-the-job training that complements their more academic learning. At the end of the training course, the most successful young people are given the possibility of becoming part of Bizdirect and thus begin their professional path.



- Since 2014, more than 40 students of the Polytechnic Institute of Viseu have completed • their training at the Bizdirect Competence Centre.
- 98% student hiring rate.

IMPACT



Sonae Link, Sonae

PROJECT



Optimise communication and interaction with the Sonae's retail suppliers and partners



Aware of the importance of collaborative processes with suppliers and their contribution to the development and sustainability of our businesses, we continuously invest in strengthening and improving these processes. The development of *Sonae Link*, the new supplier portal for Sonae's retail businesses, is evidence of this intention.

With the aim of improving the interaction and sharing of information with our suppliers, Sonae has developed an innovative tool, composed of modular solutions that ensure a greater number of functionalities and more *user-friendly* navigation.

The new platform has validation workflows, which interact directly with Sonae's core business systems, enabling the availability of up-to-date information in real-time, ensuring clear gains in efficiency and effectiveness for both parties.



- More than 10,000 suppliers and 3,300 employees impacted by the change of platform.
- Dematerialisation of more than 800,000 financial documents, available through a selfservice mode.
- Dematerialisation of more than 135,000 records and interactions with suppliers.
- Made available more than 1.7 million orders issued to suppliers in electronic format.

## SUSTAINABILITY: The Pulse for Our Communities

SONAE SUSTAINABILITY REPORT **'17** 

## Sustainability: The Pulse for Our Communities

We have an active sense of social responsibility and we aim to contribute to the development and improvement of the communities in which we operate, at all times and across the whole organisation. With this goal in mind, we created and implemented projects in areas such as culture, education and entrepreneurship, health and sports, environmental awareness, science and innovation and social solidarity.

In 2017, we proceeded with our commitment to promote the well-being of the involved communities, by supporting more than 1,400 institutions. We aim to create and distribute value, with contributions amounting to €9,616,555, involving material goods, expertise and financial resources.

Loyal to our culture and our guiding principles, we are continuing our support to the internal volunteering programme *Sonae Activshare*. In comparison to 2016, we had an additional 243 volunteers and dedicated a further 1,245 hours to volunteering. We believe that volunteering experiences, in addition to the direct impact that they have on the community, foster our people's creativity and innovation, by putting them in contact with realities and challenges, which differ to those they face on a day-to-day basis.



- At the end of 2017, Sonae endorsed the **Letter of Principles of BCSD Portugal**. This Letter, which is inspired by the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact, aims to create a voluntary framework, adapted to companies of several dimensions, which aims to encourage the massification of sustainable management practices.

Below we present several initiatives, carried out throughout 2017, which illustrate our commitment to the development and well-being of the surrounding communities.



Escola Missão Continente, Sonae MC



Promotion of a healthy lifestyle



*Escola Missão Continente* is an educational programme, directed at schools in the 1st Cycle of Basic Education. It was implemented during the 2016/17 academic year, from the north to the south of the country. It aims to help students, parents and teachers to have a healthier, more positive relationship with food and encourages responsible consumption.

Those who participated in the project's 1st edition benefitted from the opportunity to be with nutritionists from Continente and the Local Health Centre, in sessions where they learnt more about food and became more aware of the importance of adopting a healthy lifestyle, namely to prevent health issues such as diabetes, cholesterol and obesity.

During the sessions, the sharing of information on healthy food was delivered in a ludic way. There were also challenges throughout the school year, where students were encouraged to develop projects on the origin of food and healthy food, thus testing their knowledge and imagination.

The winning schools for each challenge were awarded with school supplies. The final Prize – the school with the best performance out of all the challenges – was a day spent at Football City, providing a unique and unforgettable experience for the students.



- This initiative took place during February and March 2017 and had an impact on 18 schools and 960 children;
- The Programme's 2<sup>nd</sup> Edition has already been launched in this 2017/18 school year, with 139 school enrolled, involving 9,441 children and 480 teachers.





Why Europe Matters, Sonae

PROJECT



Involve young people in building the European project.



As part of the commemoration of the 60<sup>th</sup> anniversary of the *Treaty of Rome, the European Roundtable of Industrialists* (ERT), in partnership with *Junior Achievement Europe*, launched an ambitious programme aimed at bringing the European project to the agenda of the younger generation, inviting them to reflect on it, express their opinions and concerns and present proposals for their future.

To this end, an online survey was developed and launched, aimed at some 10,000 young Europeans between the ages of 16 and 25, aiming to understand the perception that the youngest had of Europe.

At the same time, nine innovation workshops were held throughout Europe to bring together students from different academic institutions and business leaders to share perspectives and develop a set of proposals on how Europe can become a more prosperous and beneficial place, how to hear young people's voices more clearly and to a better degree, and how it will be possible to discuss different topics together such as the economic development of Europe, youth employment, the refugee crisis or the fight against terrorism.

At the end of each workshop, a group of students was selected to take up the discussion and present their proposals at a European event to be held on the 20<sup>th</sup> and the 21<sup>st</sup> March 2018 in Brussels and that will bring together an audience made up of representatives of the European institutions, national governments, companies, journalists and opinion makers.

Sonae was one of the multinational European companies that joined the project, having contributed to its dissemination (both internally and externally), promoted the survey in Portuguese, supported the event in Portugal and made available a group of volunteers for the different initiatives.



IMPACT

- 950 responses to the survey in Portuguese;
- 70 students from six educational establishments participated in the workshops;
- 14 proposals for action presented;
- 7 Sonae volunteers.

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*Sonae Activshare* |Response campaign to the fires of 2017, Sonae, Sonae Capital and Sonae Indústria

PROJECT



Support the populations affected by the fires and tackle the impact they had on various local communities

CHALLENGE



Sonae *Activshare* is Sonae's social responsibility programme, responsible for coordinating the different initiatives for community support, as well as internal volunteer actions.

The unprecedented tragedy caused by the wave of fires in 2017 has led Sonae companies to unite in a concerted response, which involved different actions throughout the second half of the year and that will continue in 2018.

Sonae MC supported firefighting services with essential food products during the period of forest fires.

Through the various brands, donations of goods for people and animals were made, as well gifts in kind to support the reconstruction of the affected areas.

A group of employees was mobilised for volunteer activities on the ground, where they helped to triage, organise and store the many donations that came from all over the country to the affected areas.

Worten's Social Responsibility project, *Código Dá Vinte*, reverted to the victims of the fires. With this project, Worten invited the Portuguese people to swipe a solidarity bar code, at the end of their purchases, for a minimum amount of €0.20. At the end of the campaign, Worten added 20% to the value raised in stores, thus reinforcing the total amount to be donated. The amount raised will be channelled to the *Portuguese Red Cross* which, throughout 2018, will use the funds to equip, with new appliances, the houses that are gradually being rebuilt, of the families that have lost all or a good part of their assets in these fires.

We also developed a collection of Christmas postcards that were on sale in our buildings. The companies and brands that joined the initiative made a contribution equal to the amount that was raised from selling these postcards. The amount collected (€11,600) will be distributed with the help and coordination of the *Social Action Service* of Vouzela City Council, an area that was particularly affected.



- Support to 34 firefighting services;
- More than 145 volunteers involved in internal actions;
- €150,000 raised for the reconstruction of the affected houses (*Código Dá Vinte*, Worten).



PROJECT

45<sup>th</sup> Semi-final of the International Emmy Awards, Sonae FS



To support the National Television Production Industry, reinforcing its position in an international context



The International Emmy Awards are awarded annually by the International Academy of Television, Arts and Sciences to distinguish, in multiple categories, the excellence of global television production.

ACTION

With the support of *Cartão Universo*, for the second year in a row, Portugal played on a prominent role in the 45<sup>th</sup> edition of the *International Emmy Awards* by hosting an important Semi-Final Judging Event.

The jurors present at the session included distinguished personalities of the national television scene, and the ceremony brought together professionals from the different FTA television operators (RTP, SIC and TVI), in addition to the well-known faces of the national fiction industry.

The event was of enormous historical significance for Portuguese television in the competitive global market for television content, reinforcing international recognition of the quality of the content of Portuguese television.



The 45<sup>th</sup> Semi-Final of the *International Emmy Awards* received significant attention and coverage in both the national and international media, contributing to the significant promotion of the National Television Production Industry, associated to an event of such high international prestige.

At an international level, the event contributed to the enormous projection of national television production and its Portuguese content across borders. Furthermore, it promoted contact between the most prestigious professionals in the national and global television industry (management structures, actors, authors, directors, producers and agents). There were multiple references to Portuguese content in the international Academy events. It is also worth noting the importance of the Lisbon Semi-Final juror panel to have included acclaimed Portuguese professionals.

At a national level, the event brought the three biggest players in the market together, uniting them in an unprecedented way to praise and celebrate the production of the content of national television and to thank the professionals in the field, recognising their merit and excellence.

SUSTAINABILITY: The Pulse for Our Planet

SONAE SUSTAINABILITY REPORT **'17** 

### Sustainability: The Pulse for Our Planet

We invest significantly in the continuous improvement of Sonae's environmental management, aiming to minimise the impact of our activities on the environment. In order to do so, we are determined to ensure the efficient use of our resources, optimising water and energy consumption and minimising GHG (greenhouse gas) emissions, without neglecting the effective management of the waste generated.

Continuous improvement in environmental management is guaranteed through the Environmental Certification Programme, according to the international standard NP EN ISO 14001:2004. The implementation of this programme allows us to minimise our environmental impact, improve our infrastructure and strengthen our compliance to legal obligations from an environmental perspective.

In 2017, several projects were implemented that allowed important gains to be made on an environmental level, and generated savings on a financial level. These efficiency gains have led to additional resources for businesses to innovate, creating new products and services and investing in new continuous improvement projects on an environmental level. Some of these projects are presented below.

- In 2000, Sonae's **Environmental Policy** was created and implemented. It aims for a steady increase in efficiency through the creation and implementation of best practices, based on creativity and innovation, as well as environmental awareness actions with our employees, partners and clients.

- Adoption, in 2009, of the Sustainable Fishing Policy.

- In 2012, Sonae joined the **European initiative against food waste**. Food waste prevention is an integral part of the European Commission's strategy to stimulate Europe's transition into a circular economy, so as to promote global competitiveness, sustainable growth and create new jobs.

- 2015 was the year in which Sonae joined the list of companies that signed the **Paris Pledge for Action.** This initiative, within the scope of the *Paris Climate Summit (COP21),* aims to protect the planet from climate change and establishes a commitment by businesses to keep the increase in global average temperature to well below 2°C above pre-industrial levels.



\*This does not include data from Sonaecom and Sonae RP



Renovation of Continente Matosinhos, Sonae MC



Reach a higher level of eco-efficiency in our stores



Throughout the last few years, we have been developing significant and consistent efforts to strengthen the eco-efficiency in our stores. One such example is the remodelling project of the Continente hypermarket in Matosinhos. The group's first store, inaugurated in 1985, was remodelled in 2016, to reflect the "hyper concept of the future". The project incorporated a clear concern regarding the optimisation of water and energy consumption, as well as the reusing and recycling of materials.



- Attainment of the Platinum Certification from LEED *Leadership in Energy and Environmental Design*. There are currently only six buildings in the world with the same level of certification, the Continente store in Matosinhos is the largest of them all.
- The LEED certification process consists of the evaluation of around 60 sustainability indicators, that as a whole, lead to the allocation of a maximum of 110 points – the Continente store in Matosinhos obtained 80 out of 110 points – that can then translate into four levels of certification – Certification, Silver, Gold and Platinum.



Backhauling Project, Sonae MC



Reduce the routes the store supply fleet travels with empty trucks



Aware of the importance of making efficient use of natural resources, we continuously aim to minimise the impact of our activities on the environment. In this way, the promotion of ecoefficiency is a central concern throughout our logistics process. It was with this in mind that, in 2016, we developed the *Backhauling* Project.

Through this initiative, logistics provide Sonae MC's suppliers with a transportation service, along the routes that our trucks would otherwise travel back empty, after completing the last store delivery. Thus, we attain a significant reduction of routes being travelled with empty trucks, both of our store supply fleet (upon return after the last delivery) and our suppliers' fleet after delivery at our warehouse.



In 2017, the Backhauling Project was responsible for:

- Avoiding 629,804 km of travel with empty trucks\*;
- 70,874 extra km travelled\*\*;
- A saving of 558,930 km; •
- 428 t of avoided CO<sub>2</sub> emissions.

\* The figures presented refer only to the km avoided travelling with our vehicles empty;

\*\* In order to provide this service, our vehicles need to slightly alter the potential return route to our warehouse, this alteration leads to an increase in route regarding what was foreseen (extra km).



Energy Savings Plan, Zippy

PROJECT



**CHALLENGE** 

Optimise store energy consumption.



Energy consumption represents a significant environmental impact associated with Zippy's activity. Therefore, with the objective of improving its environmental performance, Zippy developed an action plan based on three intervention areas: real-time monitoring of store consumption, introduction of a change in procedures and the behaviour of employees in-store and the installation of store lighting to LED technology.

The implementation of the digital platform *Checkwatts* to all of the stores, assured the real-time monitoring of energy consumption of the all the stores. On the other hand, the assessment of this information allowed an indication to be obtained regarding the consumption pattern throughout the day, a comparison and indication of any variations against previous records and the visualisation of each store's position in terms of energy ranking.

The adoption of *Checkwatts* made the implementation of a series of procedures possible, which gave the teams greater capacity to respond: the platform has been parameterised to send automatic alerts to each area manager, every time a store's consumption was outside the predefined parameters, enabling immediate action to be taken (e.g., equipment connected after the closing of stores); whenever situations of anomalous consumption were identified, communication actions aiming to correct them were initiated; finally, the available information was used to create an energy auditing plan for the most critical stores regarding energy consumption.

Two of the main measures implemented were the activation of existing automatic systems, avoiding whenever possible, the risks inherent in the manual control of some relevant loads (namely lighting and HVAC equipment) and suggestions for reformulating the procedures used to control the operating scheme of the main loads, implemented with a view to optimising them (alignment of schedules in all stores).

• 12.6% reduction in energy consumption (2016 vs. 2017 L4L);



8 new stores with LED lighting systems;
5 stores remodelled with a change to LED lighting.

IMPACT



Bright Project, Sonae Sierra

PROJECT



According to the International Energy Agency, built-up areas are responsible for around 40% of the world's primary energy consumption and 24% of carbon dioxide (CO<sub>2</sub>) emissions. Therefore, the use of energy has an enormous environmental and economic impact on Sonae Sierra's portfolio of assets. In this context and taking into consideration Sonae Sierra's continuous search to improve energy efficiency, the need arose to fill a gap in the market and develop a service, non-existent until then, to address the differences in performance detected in the energy consumption of its assets, which could not be explained solely by local factors.



*Bright* is a revolutionary and innovative energy efficiency programme, developed to reduce energy consumption and the carbon footprint of the buildings. This programme allows the energy consumption of the buildings to be monitored by comparing it to a virtual simulation, identifying technical improvements and optimising management practices. What makes *Bright* so different is its holistic approach, analysing each aspect of the asset's operation – from the building and energy systems to the behavioural factors of the people who manage them and to the regional variation factors.



IMPACT

- 249 improvement measures were identified in specialised energy audits, in 28 shopping centres and 74% of the measures were implemented.
- 185 actions were implemented with an investment of 1.8 million euros, of which the annual savings potential amounts to 18,400,000 kWh in electricity consumption, equivalent to 2.3 million euros. This consumption represents around 10% of the electricity consumption of the owned portfolio in 2017.
- 70% of the actions were quick-wins with little to no investment: 300,000 euros invested generated savings of 1,400,000 euros (4.7 times the invested value). The savings obtained with these quick-wins represent 61% of all the potential savings of the implemented measures.
- There are still 64 actions to be implemented, with an investment of 2 million euros. These actions have annual potential savings of 1.3 million euros (9,400,000 kWh or the equivalent to 5% of the electricity consumption of our centres in 2017).
- Regarding carbon emissions avoided with the implemented measures, they represent 4% of Sonae Sierra's carbon footprint (Scope 1 and 2). If we did not use green electricity (without the associated carbon emissions), taking into account average grid emission factors, avoided carbon emissions would account for 29% of our carbon footprint.
- In 2017, Sonae Sierra's *Bright* project was a finalist in the *EU Sustainable Energy Awards*, an initiative promoted by the *Sustainable Energy Week* of the European Commission, which distinguishes projects with exceptional innovation in the area of energy efficiency and renewable energy.

Sonae's New Office Buildings

For over 50 years, Sonae's headquarters and the most important core offices of its business have been located in Maia. The business park has an area of 32.5 hectares, distributed between the logistics warehouses (60%), offices (30%) and industry and storage (10%).

In 2017, construction began on a new office building that will receive, in the first semester of 2019, around 600 employees, who are currently situated in different offices in the city of Porto.

The development was based on a competition for ideas for the architecture project in which the winner was Barbosa & Guimarães Architects. This project stood out due to the integration of the landscaping, the double facade solution with benefits in terms of energy efficiency, solar shading and the interconnection between the interior and exterior spaces.

Reflecting the environmental concerns that are transversal to our entire activity, the new building was designed in such a way to facilitate the *Leadership in Energy and Environmental Design* (LEED) certification by the *US Green Building* and it could be classified as a *Near Zero Emission Building* (NZEB). The building will have renewable energy sources installed (photovoltaic panels), as well as a system to use the rainwater. The project also reflects a strong concern for the comfort of our employees, providing them with an extensive supply of services within the business park such as: green areas, multipurpose areas for collaborative work, restaurants, cafeterias and kitchenettes, convenience services (laundry, shoemaker, tailor and kiosk), areas to exercise, lockers and changing rooms and a link to Maia's *Ecocaminho*, a public eco-path that allows you to cycle to the city centre.

# Global Reporting Initiative

SONAE SUSTAINABILITY REPORT **'17** 



## **GRI** Supplement

### **GRI TABLE FOR THE OPTION "IN ACCORDANCE" – CORE**

		GRI 102 – GENERAL DISCLOSURES			
C	Disclosures	Localisation	Verification	UNGC Princi ples	SDG
RGANISATI	ONAL PROFILE				
102-1	Name of the organisation	The Report	v		
102-2	Activities, brands, products and services	Sonae Group https://www.sonae.pt/en/sonae/the-group-and-our-businesses/	v		
102-3	Location of headquarters	Sonae SGPS, SA's headquarters are located in Lugar de Espido, Via Norte Maia- Portugal.	v		
102-4	Location of operations	https://www.sonae.pt/en/sonae/where-we-are-in-the-world/	v		
102-5	Ownership and legal form	The Report	v		
102-6	Markets served	https://www.sonae.pt/en/sonae/where-we-are-in-the-world/	V		
102-7	Scale of the organisation	Sonae Group	v		
102-8	Information on employees and other workers	Sustainability: The Pulse for Our People	v	6	8

Employees by type of contract (no.)	2017
Permanent contracts	29,656
Male	9,584
Female	20,072
Temporary contracts	14,101
Male	5,330
Female	8,771
Total employees	43,757
Employees by type of job (no.)	
Full-time	31,856
Male	11,359
Female	20,497
Part-time	11,901
Male	3,524
Female	8,377
Total employees	43,757
Employees by region (no.)	
Portugal	40,408
Permanent contracts	27,382
Temporary contracts	13,026
Brazil	388
Permanent contracts	388
Temporary contracts	0
China	58
Permanent contracts	39
Temporary contracts	19
Colombia	3
	3
Permanent contracts	
Temporary contracts	0
Spain	2,808
Permanent contracts	1,769
Temporary contracts	1,039
France	71
Permanent contracts	57
Temporary contracts	14
Equatorial Guinea	1
Permanent contracts	1
Temporary contracts	0
Italy	3
Permanent contracts	2
Temporary contracts	1
Luxembourg	6
Permanent contracts	6
Temporary contracts	0
Mexico	1
Permanent contracts	1
	0
Temporary contracts	
Mozambique	1
Permanent contracts	1
Temporary contracts	0
Russia	5
Permanent contracts	4
Temporary contracts	1
Turkey	4
Permanent contracts	3
Temporary contracts	1
International Total	3,349

Notes: This does not include SportZone and Worten Canary Islands, Tlantic Brazil, MDS Brazil, Salsa, Losan and Go Natural Restaurants. This does not include the Board of Directors.

Employees by type of contract (no.)	2017	
Permanent contracts	1,222	
Male	823	
Female	399	
Temporary contracts	79	
Male	45	
Female	34	
Total employees	1,301	
Employees by type of job (no.)		
Full-time	1,301	
Male	1,019	
Female	282	
Part-time	0	
Male	0	
Female	0	
Total employees	1,301	
	1,501	
Employees by region (no.)	0.05	
Portugal	905	
Permanent contracts	852	
Temporary contracts	53	
Australia	1	
Permanent contracts	1	
Temporary contracts	0	
Brazil	71	
Permanent contracts	68	
Temporary contracts	3	
Colombia	5	
Permanent contracts	4	
Temporary contracts	1	
Egypt	26	
Permanent contracts	23	
Temporary contracts	3	
Spain	277	
Permanent contracts	208	
Temporary contracts	19	
USA	24	
Permanent contracts	24	
Temporary contracts	0	
England	1	
Permanent contracts	1	
	0	
Temporary contracts Ireland	2	
Permanent contracts	2	
Temporary contracts	0	
Malaysia	8	
Permanent contracts	8	
Temporary contracts	0	
Mexico	31	
Permanent contracts	31	
Temporary contracts	0	

So	na	e S	ier	ra

2017
980
482
498
67
25
42
14
5
9
1,061
1,045
511
534
14
1
13
2
0
2
1,061
466
204
262
72
36
36
329
187
142
2
2
0
5
1
4
85
37
48
1
1
50
21
29
13
7
6
27
9
18
11
11 7
11

Notes: Sonae Sierra considers that its workforce is composed by 1,061 employees that they employ directly, plus 44 more employees that are employed by other companies but supervised by Sonae Sierra. We also employed 11 independent contractors (91% men and 9% women) during the report period.

102-9	Supply chain	<ul> <li>Sonae</li> <li>Sonae aims to incorporate sustainable development values into the supply chain. To do so, it invests in the optimisation of the supply chain and in a good relationship with its business partners, promoting trust and transparency, and sharing the company's concerns on an environmental and social level.</li> <li>Sustainability: The Pulse for Our Partners and Suppliers</li> <li>Vide responses to the indicators:</li> <li>"204-1 Proportion of spending on local suppliers";</li> <li>"304-2 - Significant impacts of activities, products and services on biodiversity";</li> <li>"305-5 - Reduction of GHG emissions – Service Centres Project";</li> <li>"308-1 - New suppliers that were screened using environmental criteria";</li> <li>"407-1 – Operations and suppliers at significant risk for incidents of child labour";</li> <li>"409-1 – Operations and suppliers at significant risk for incidents of forced or compulsory labour";</li> <li>"414-1 – New suppliers that were screened using social criteria".</li> </ul>	V	
102-10	Significant changes to the organisation and its supply chain	There were no significant changes during the period covered by the report.	v	
102-11	Precautionary principle or approach	Corporate Governance Report 2017 C. Internal Organisation: III- Internal Control and Risk Management: 55.; IV- Investor Support: 56-58	v	
102-12	External initiatives	Sustainability: The Pulse for Long-living Businesses	v	
102-13	Member of associations	Sustainability: The Pulse for Long-living Businesses https://www.sonae.pt/pt/sustentability/organisations-partners/	v	
STRATEGY				
	Message from the			
102-14	senior decision- maker	Message from the Executive Commission	V	
102-15	Key impacts, risks and opportunities	Corporate Governance Report 2017 C. Internal Organisation: III- Internal Control and Risk Management	v	
ETHICS AND IN				
102-16	Values, principles, standards and norms of behaviour	Code of Conduct	V	
GOVERNANCE				
102-18	Governance structure	Corporate Governance Report 2017 B. Corporate Bodies and Committees: I- General Meeting: 12.3-14; II- Administration and supervision: 15-26 Sustainability: The Pulse for Long-living Businesses	v	
102-21	Consulting stakeholders on economic, environmental and social topics	Corporate Governance Report 2017 B. Bodies and Committees: II-Administration and supervision: 21-26 Sustainability: The Pulse for Long-living Businesses	V	
102-22	Composition of the highest governance body and its committees	Corporate Governance Report 2017 B. Bodies and Committees: II-Administration and supervision: 19-21	v	
102-23	Chair of the highest governance body	Corporate Governance Report 2017 B. Corporate Bodies and Committees: I- General Meeting: 12.3-14; II- Administration and supervision: 15-21	v	

102-24	Nominating and selecting of the highest governance body	Corporate Governance Report 2017 B. Bodies and Committees: II- Administration and supervision: 21	V		
102-25	Conflicts of interest	Corporate Governance Report 2017 C. Internal Organisation: I- Statutes: 48; II - Communication of Irregularities: 49; III- Internal Control and Risk Management: 50-53 Sustainability: The Pulse for Long-living Businesses	V		
102-28	Evaluating the highest governance body's performance	Corporate Governance Report 2017 B. Bodies and Commissions: II- Administration and supervision: 27 - 28.1.	V		
102-29	Identification and managing economic, environmental and social impacts	Corporate Governance Report 2017 B. Bodies and Commissions: II-Administration and supervision: 18-29; III- Audit: 30-35	V		
102-31	Review of economic, environmental and social topics	Corporate Governance Report 2017 B. Bodies and Commissions: II-Administration and supervision: 18-29; III- Audit: 30-35	V		
102-33	Communicating critical concerns	Corporate Governance Report 2017 B. Bodies and Committees: II-Administration and supervision: 21-26 Sustainability: The Pulse for Long-living Businesses	V		
102-35	Remuneration policies	Corporate Governance Report 2017 D. Remuneration: I- Powers for determination: 66; II- Remuneration Committee: 67-68; III- Remuneration Structure: 69-76; IV - Disclosure of Remuneration: 77-82; V - Agreements with Remunerative Implications: 83- 84; VI – Share Attribution Plans or Stock Options: 85-88; E. Transactions with Related Parties: I- Control mechanisms and procedures: 89-91; II- Details related to business: 92	V		
102-37	Stakeholders' involvement in remuneration	Sustainability: The Pulse for Long-living Businesses Corporate Governance Report 2017 B. Bodies and Committees: II-Administration and supervision: 21-26	V		
INVOLVEMEN	WITH STAKEHOLDERS	5			
102-40	List of stakeholder groups	Sustainability: The Pulse for Long-living Businesses	V		
102-41	Collective bargaining agreements	Sustainability: The Pulse for Our People	V	3	8

#### Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

All employees of Portugal and Spain of Sonae MC, Sonae Sports & Fashion, Worten and Maxmat are covered by this type of contract. Notes: This does not include SportZone and Worten Canary Islands, Tlantic Brazil, MDS Brazil, Salsa, Losan and Go Natural Restaurants.

#### Sonaecom (including Sonae IM and Media)

Employees covered by collective bargaining agreements	2017
Total of employees covered by collective bargaining agreements (no.)	142
Percentage of employees covered by collective bargaining agreements (%)	11%

Notes: Público is not affiliated with any of the Employer Associations subscribing to the current Conventions that regulate the Press (AID (Daily Press Association) and API (Portuguese Press Association), however, and due to the existence of Regulations that extend the content, or part of it, to unaffiliated companies, Público, Comunicação Social, SA is obliged by the following:

- Journalists: the provisions of the Convention published in BTE nº 24 of 29/06/86 apply, by virtue of the Regulation published in B.T.E. No. 35 of 29/06/86. Clause 6 Internship; Clause 8 Categories and Groups; Clause 9 Management and Leadership Functions; Clause 38 Salary Tables; Clause 45 Seniority Allowance; Clause 66 Change of Professional Category; Salary Tables.
- Non-journalists: the provisions of the Convention published in B.T.E. nº 32 of 29/08/07 apply, by virtue of the Regulation published in B.T.E. nº 12 of 29/03/08. Público generally complies with the conditions presented in Annex I, base I, of the same Convention.

#### Sonae Sierra

Sonae Sierra does not have collective bargaining agreements, so 0% of employees are covered.

102-42	Identifying and selecting stakeholders	Sustainability: Th	he Pulse for Long	-living Businesse	25	v	
102-43	Approach to stakeholder engagement	Sustainability: Th	he Pulse for Long	-living Businesse	25	v	
102-44	Key topics and concerns raised by stakeholders	Sustainability: The Pulse for Long-living Businesses         Sugartian Superior Constraints for the pulse for Long-living Businesses         Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP and Sonae FS         Suggestions and complaints registered (2017)         Total       Sonae MC       Sonae S&F       Worten         suggestions       64,837       13,267       24,604         and       Maxmat       Sonae RP       Sonae FS         complaints       281       37       5,637         registered       complaints       complaints       complaints         no.)       Sonae IM and Media)       At Sonaecom, at the end of each project an assessment is carried out, in accordance with the existing tools.         Suggestions and complaints registered       2017         Total of suggestions and complaints registered (no.)       0		v			
		Satisfaction index (2017)					
		Tenants (1-5)	Visitors (1	L-5) Visi	tors (1-100)		
		4.74	4.05	. 84			
		Sierra and oper	ludes all shoppin rational during th arried out to eval	ne reporting per	iod, in which		
REPORTING P	RACTICE						
102-45	Entities included in the consolidated financial statements	The Report				v	
102-46	Defining the report content and topic Boundaries	The Report				v	
102-47	List of material topics	Sonae carried ou issues, to assess stakeholders. So topics, which are Report.	the material top nae reports in ac	ics for the comp cordance with t	bany and its the material	v	

Material topics	Within Sonae	Outside of Sonae
Environmental, labour and human rights criteria for suppliers	V	Suppliers
Transparency and trust throughout the value chain	V	Suppliers; Community; Regulators and governmental entities
Ethics in the supply chain	V	Suppliers; Community
Influencing suppliers in the preservation of natural resources	V	Suppliers
Local production	v	CPC Suppliers and Own brand; Community
Compliance / Quality of Products	V	Suppliers; Customers and visitors; Media
Public health	v	Suppliers; Customers and visitors; Media; Regulators and Governmental entities
New consumer interaction technologies	V	Customers and visitors
Product adaptation and innovation	V	Customers and visitors; Community
Packaging innovation and optimisation	V	Own brand suppliers; Other suppliers
Combating food waste	V	Community
Nutrition	V	Own brand suppliers; Other suppliers; Customers and visitors; Regulators and governmental entities
Healthy Lifestyles	V	Customers and visitors; Community
Support to local communities	V	Community
Health and safety in stores	V	Employees; Customers and visitors
Human capital management	V	Employees
Water, energy and GHG emissions	V	CPC; Sonae MC Suppliers; Own brand
Waste Management	V	Own brand suppliers; Customers and visitors; Own brand
Optimisation of transportation and distribution	V	Fleet Suppliers – Supply vehicles

102-48	Restatements of information	The Report	V	
102-49	Changes in reporting	The Report	V	
102-50	Reporting period	The Report	V	
102-51	Date of most recent report	31 <sup>st</sup> March 2017	V	
102-52	Report Cycle	Annual	V	
102-53	Contact for questions regarding the report	The Report	V	
102-54	Claims of reporting "in accordance" with the GRI Standards	This report was prepared according to the GRI Standards: Core option	V	
102-55	GRI content index	Present table	V	
102-56	External assurance	The Report	V	

			SPECIFIC STANDARD CONTE	INTS						
Disclosu			Localisation			Verifica tion	UNGC Principl es	SDO		
			01 – ECONOMIC PERFORMANCE		Direct economic value generated and distributed (€)         2017           Economic value generated         6,503,753,691           - Revenues         6,503,753,691           Economic value distributed         6,301,803,089					2
<b>201</b> -1	1	Direct economic value generated and distributed	<ul> <li>Operational costs</li> <li>Salaries and employee benefits</li> <li>Payments to investors</li> </ul>	5,407,867,988 764,191,618 115,767,432		v	v	v		2 5 7 8 9
			<ul> <li>Payments to the State</li> <li>Donations and other community investments</li> </ul>	4,359,495 9,616,555						
201-2	2	Financial implications and other risks and opportunities for the organisation due to climate change	<ul> <li>risks and opportunities arising from climate changes, please refer to Sonae's response to the <i>Carbon Disclosure Project 2016</i>, available <i>here</i>.</li> <li>At the end of 2017, two working groups were formed, which in 2018 will focus, among others, on the following topics: Commitment endorsed under the <i>Paris Pledge for Action</i> initiative; the approach to the guidelines of the Financial Stability Board's Task Force concerning Climate-Related Financial Disclosures.</li> </ul>			V		13		
201-3	3	Defined benefit plan obligations and other retirement plans	Sonae does not have a pension fund	Sonae does not have a pension fund.						
201-4	4	Financial assistance received from government	16,684,180€			v				
RI 202 –	MARK	ET PRESENCE								
202-2	2	Proportion of senior management hired from the local community	Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP and Sonae FS         Proportion of senior management hired from the local community       2017         Total top managers (no.)       93         Total top managers from the local community (no.)       89         Proportion of senior management hired from the local community (no.)       96%         Notes:       This does not include SportZone and Worten Canary Islands, Tlantic Brazil, MDS Brazil, Salsa, Losan and Go Natural Restaurants.			v	6	8		
RI 203	INDIR	ECT ECONOMIC IMPACTS (MA	This does not include the Board of Dire							
	)3-1	Explanation of the material topic and its Boundary	Directly related to Indirect Economi to local communities" was consider response to indicator "102-47 - List	ed a material topic (vid of material topics").	de					
10 10 10 10 10 10 10 10 10 10 10 10 10 1	)3-2	The management approach and its components	Sonae has promoted several initiati Economic Impacts (vide chapter Sus Communities).	stainability: The Pulse J	for Our	V				
	)3-3	Evolution of the management approach	Sonae carries out the measurement associated with this aspect and repo- indicators presented below).	-						

	203-1	Infrastructure investments and services supported	Sonae's support to the community includes de and donations, namely for public benefit, with institutions supported, representing an invest 555. Sonae RP provided some of its spaces fre group of institutions, for an amount equivaler <i>Sustainability: The Pulse for Our Communities</i>	n more than 1,400 ment of € 9,616, ee of charge to a nt to € 315,000.	V		2 5 7 9 1
	203-2	Significant indirect economic impacts	Sustainability: The Pulse for Our Communities		v		1 2 3 8 1 0
	204 5500						7
GRI	204 - PROC	UREMENT PRACTICES (MATER		acal production"			
roach	103-1	Explanation of the material topic and its Boundary	Regarding Procurement Practices, the topic "L was considered a material topic ( <i>vide</i> respons 47 - List of material topics").				
Management approach	103-2	The management approach and its components	Sonae has promoted several initiatives related Practices (vide chapters Sustainability: The Pu and Suppliers and Sustainability: The Pulse for and Products).	lse for Our Partners	V		
Mana	103-3	Evolution of the management approach	Sonae carries out the measurement and moni associated with this aspect and reports them indicators below).	-			
	204-1	Proportion of spending on local suppliers	Proportion of spending on local suppliers           Proportion of expenses with foreign suppliers           (%)           Proportion of expenses with national suppliers           (%)	2017 23% 77%	V		1 2
CDI	205 44171		Sustainability: The Pulse for Our Partners and	Suppliers.			
	205 – ANTI-	CORRUPTION (MATERIAL ASP	Directly related to anti-corruption the topic "	[ransnarong/and			
pproac	103-1	Explanation of the material topic and its Boundary	trust along the value chain" was considered a response to indicator "102-47 - List of materia	material topic (vide			
ment a	103-2	The management approach and its components	Sonae has promoted several anti-corruption in chapter Sustainability: The Pulse for Long-livin	ng Businesses).	V		
Management approach	103-3	Evolution of the management approach	Sonae carries out the measurement and moni associated with this aspect and reports them indicators below).				
	205-1	Operations assessed for risk related to corruption	Sonae, Sonae MC, Sonae Sports & Fashion, Sonae RP and Sonae FS Sonae implements the international methodo Management - Integrated Framework (COSO) management process, which enables the iden different types of risks and threats to the devi- business, at both the strategic and operational of corruption was not identified as a priority r business, no assessments were carried out in Code of Conduct and Ethics also takes this risk there is no report of any such cases. Sonae Sierra In 2017, no facts were identified that could be cases of corruption. The Code of Conduct stat prohibited to give or accept any reward (or "b influence someone's behaviour to further con Europe, we ensure compliance to this obligati risk of corruption in the annual Internal Audit line with Sonae Sierra's Risk Matrix. The Anti- Guidelines made the development of anti-corr possible through training, carried out under the	logy Enterprise Risk in its risk tification of elopment of the Il level. As the risk isk for the this regard. The k into account and e considered as es that it is isenefit") to inmercial gain. In on by including the <i>Plan</i> , which is in <i>Corruption</i> ruption awareness	V	10	16

		systematic mapping of the risk of corruption and no other type of corruption assessment has been carri Operations assessed for risk of corruption Percentage of business processes identified for analysis on the risk of corruption (rotational basis) (%) Percentage business processes that were				
		audited in 2017 (%)	(31%)			
205-2	Communication and training about anti- corruption policies and procedures	Percentage of employees and Board members who received training on anti-	priority risk, ruption 2017 17 21,843 UUUUUUUUUUUUUUUUUUUUUUUUUUUUUUUUUUUU	V	10	16
205-3	Confirmed incidents of corruption and actions taken	Sonae, Sonae MC, Sonae Sports & Fashion, Wor Sonae RP and Sonae FS There were no registered cases of corruption in 202 Sonaecom (including Sonae IM and Media) There were no registered cases of corruption in 202 Sonae Sierra There were no registered cases of corruption in 202	17.	v	10	16

GRI 300 – ENVIRONMENTAL DISCLOSURES									
GRI 301 – MATERIALS									
301-1	Consumption of materials by weight or volume	Sustainability: Planet.	The	Pulse	for	Our	V	7 e 8	8 12

Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP and Sonae FS

Reduction of the consumption of materials associated with the value chain is promoted, specifically with regard to the packaging of the products it distributes. To achieve this, it promotes several initiatives with suppliers to reduce the associated materials, not only with the primary packaging of the product itself, but also at the level of the transport boxes.

#### Maxmat

Total paper consumption (t)	2017
	8

#### Sonaecom (including Sonae IM and Media)

Total paper consumption (t)	2017				
	2,451				

Note: Paper consumption refers only to Jornal Público.

301-3	Reclaimed products and their packaging materials	Sustainability: The Pulse for Our Planet.	V	8	8 12	
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Sonae MC, Sonae Sports & Fashion and Worten

#### Sale of reusable bags

In 2017, we upheld the policy of not making lightweight plastic bags available.

In the food retail business (Sonae MC), specifically in supermarkets and hypermarkets, where the use of disposable bags to carry goods is higher, in addition to the non-availability of light bags, the following was found:

- An increase in the sale of reusable PE Laminated Bags (40 and 50 Cents) by 26.3%;

- An increase in the sale of reusable PE bags with a thickness equal to or greater than 55 Micron (10 Cents) of 21.5%;

- An increase in the sale of reusable bags of other types of plastic of 110.5%;

A reduction of 2.8% in the sale of paper bags;

Overall, there was an increase in the sale of reusable bags by 28.9%.

#### **Reduction in Packaging**

In 2017, at Sonae MC plastic bags were withdrawn from the bakery area, concerning any products packed in-store.

GRI	302 - ENER	GY (MATERIAL ASPEC	т)			
proach	103-1	Explanation of the material topic and its Boundary	Directly related to Energy, the topic "Water, Energy and GHG emissions" was considered a material topic ( <i>vide</i> response to indicator "102-47 - List of material topics").			
Management Approach	103-2	103-2       The management approach and its components       Sonae has promoted several initiatives related to Energy (vide chapter Sustainability: The Pulse for Our Planet).		V		
Manage	103-3	Evolution of the management approach	Sonae carries out the measurement and monitoring of indicators associated with this aspect and reports them in this Report ( <i>vide</i> indicators below).			
	302-1	Energy consumption within the organisation	Sustainability: The Pulse for Our Planet	V	7 e 8	7 8 12 13

Sonae remains committed to improving the reduction of energy consumption in its facilities, through the implementation of more efficient equipment, as well as the monitoring of its consumption levels.

#### Sonae MC, Sonae Sports & Fashion, Worten

In 2017, Sonae MC, Sonae Sports & Fashion and Worten registered an electricity consumption of 438,857 MWh, which corresponds to an increase of 1.9% compared to the previous year, reflecting organic growth.

On a L4L basis, resulting from the implementation of a set of measures to reduce electricity consumption, Sonae MC recorded a reduction of 3.0%, and Sonae Sports & Fashion and Worten together recorded a reduction of 1.4% ("*vide* response to indicator 302-4 Reducing energy

consumption"). However, these reductions in consumption achieved with the implemented measures did not overcome the increases in consumption induced by organic growth.

Regarding fuel consumption, Sonae MC, Sonae Sports & Fashion and Worten's commitment to the reduction of energy consumption is evident across almost all fuels, with the exception of diesel consumption by employees, which increased by 2% when compared to 2016.

To minimise the environmental impact of the contracted fleet, a joint effort was made with the suppliers of the transport services with the aim of improving the eco-efficiency of the vehicles they use, ensuring preference was given to newer vehicles. At the end of 2017, about 99% of the vehicles in the contracted fleet complied with the Euro 5 Standard. It should be noted that in 2017 vehicles were used in compliance with the Euro 6 Standard, corresponding to 72% of the contracted fleet and representing a 16% increase from 2016.

Regarding logistics efficiency, improvements have been made both in home deliveries and concerning the supply of stores. Specifically, in relation to the supply of stores, about 7.6 boxes per kilometre were transported and emissions were recorded in the order of 100 kg of CO<sub>2</sub> per thousand boxes transported, registering an improvement in both indicators compared to 2016.

#### Sonae Sierra

Sonae Sierra is also committed to improving energy efficiency. During the operation phase, it ensures that shopping centres are as efficient as possible. Within the scope of SHEMS (Safety, Health and Environment Management System) Sonae Sierra monitors and manages the energy performance of its shopping centres. It is committed to maximising the efficiency of its operations and implementing measures to increase energy self-sufficiency as part of a strategy to reduce dependence on fossil fuels. Since 2013, Sonae Sierra has launched an energy modelling tool (Bright project) that calculates the optimised theoretical energy consumption of a shopping centre and then compares it to its actual use, making it easy to detect and mitigate any inefficiency. This methodology allows the targets for each mall to be adjusted, which along with other data, should improve the energy efficiency of the portfolio. Sonae Sierra also buys green electricity for shopping centres in Portugal (except Madeira and the Azores), Germany, Italy and Spain. Energy-efficient design projects, including performance targets and innovative engineering solutions, are included in their Safety, Health and Environment Development Standards (SHEDS). In SHEDS, Sonae Sierra specifies the use of energy-efficient equipment, such as air conditioning units, lighting and boilers. They also specify standards that encourage greater energy efficiency, including an analysis of the consumption life cycle and performance criteria covering HVAC (Heating, Ventilation and Air Conditioning) equipment and lighting of common areas, as well as recommendations for efficient lighting for the tenants. Standards also require them to explore renewable and low-carbon technologies during design.

Its contractors may also be significant energy consumers and during initial construction, major remodelling or expansion, taking into account SHEMS (Safety and Health Management Systems), Sonae Sierra ensures that contractors strictly respect its requirements, which include guidelines for monitoring energy consumption to achieve greater energy efficiency.

As a result of the efforts to improve energy efficiency, in 2017, Sonae Sierra reduced its energy consumption as a result of direct energy efficiency measures in shopping centres by 6,847 GJ. The reduction of emissions associated with this variation, together with the green electricity contracts, prevented the emission of 25,940 tonnes of CO<sub>2</sub> equivalent.

Sonae MC, Sonae Sports & Fashion, Worten	
Energy consumption within the organisation by type	2017
Electricity consumption (MWh)	438,857
Electricity consumption - stores and warehouses (MWh)	429,698
Electricity consumption - manufacturing centres (MWh)	9,159
Consumption of natural gas - stores (m <sup>3</sup> )	312,522
Consumption of propane gas - stores (t)	38
Diesel consumption - stores (I)	117,011
Diesel consumption - contracted fleet (I)	11,027,548
Diesel consumption - employees' vehicles (I)	2,723,723
Petrol consumption - employees' vehicles (I)	13,132
Energy consumption within the organisation by type (GJ)	2017
Electricity consumption (GJ)	1,579,885
Electricity consumption - stores and warehouses (GJ)	1,546,913
Electricity consumption - manufacturing centres (GJ)	32,972
Fuel consumption (GJ)	508,683
Consumption of natural gas - stores (GJ)	12,013
Consumption of propane gas - stores (GJ)	1,748
Diesel consumption - stores (GJ)	4,172
Diesel consumption - contracted fleet (GJ)	393,200
Diesel consumption - employees' vehicles (GJ)	97,118
Petrol consumption - employees' vehicles (GJ)	432
Consumption within the organisation (GJ)	2,088,569

#### Sonae MC, Sonae Sports & Fashion, Worten

Production of electricity through renewable energy sources	2017
Electricity produced through renewable energy source (MWh)	9,127
Electricity produced through renewable energy source (GJ)	32,857
Electricity consumption per store area (GWh / 1000 m <sup>2</sup> )	2017
Electricity consumption per store area (GWh / 1000 m <sup>2</sup> ) Shop area (1000 m <sup>2</sup> )	<b>2017</b> 1,219

(GWh/1000m<sup>2</sup>)

The total electricity consumption in 2017 stood at 438,857 MWh, an increase of 1.9% from the previous year, reflecting organic growth. As a result of implementing a set of measures to reduce electricity consumption (*vide* response to indicator "302-4 Reduction of energy consumption"):

- Sonae MC recorded a reduction of 3.0% (L4L);

- Sonae Sports & Fashion and Worten registered a reduction of 1.4% (L4L);

However, the reductions in consumption achieved with the implemented measures did not overcome the increases in consumption induced by organic growth.

Fuel consumption, on the other hand, shows a reduction of consumption across practically all the fuels, except for diesel consumption by employees.

#### Maxmat

Waxinat	
Energy consumption within the organisation by type	2017
Electricity consumption (MWh)	3,994
Electricity consumption - stores and warehouses (MWh)	3,994
Diesel consumption - stores (I)	800
Diesel consumption- contracted fleet (I)	1,140
Diesel consumption - employees' vehicles (I)	10,560
Energy consumption within the organisation by type (GJ)	2017
Electricity consumption (GJ)	14,378
Electricity consumption - stores and warehouses (GJ)	14,378
Fuel consumption (GJ)	446
Diesel consumption - stores (GJ)	29
Diesel consumption- contracted fleet (GJ)	41
Diesel consumption - employees' vehicles (GJ)	377
Consumption within the organisation (GJ)	14,824

Production of electricity through renewable energy sources	2017
Electricity produced through renewable energy source (MWh)	0
Electricity produced through renewable energy source (GJ)	0
Electricity consumption per store area (GWh /1000 m <sup>2</sup> )	2017

Store area (1,000 m <sup>2</sup> )	61
Consumption of electricity from stores by store area	0.07
GWh/1.000m <sup>2</sup> )	

Sonae RP

Sonae M	
Energy consumption within the organisation by type	2017
Electricity consumption (MWh)	7,650
Electricity consumption – shopping areas (MWh)	7,650
Diesel consumption - shopping areas (litres)	800
Energy consumption within the organisation by type (GJ)	
Electricity consumption (GJ)	27,541
Electricity consumption - shopping areas (GJ)	27,541
Fuel consumption (GJ)	29
Diesel consumption- stores (GJ)	29
Consumption within the organisation (GJ)	27,570

#### Sonaecom (including Sonae IM and Media)

Energy consumption within the organisation by type	2017
Electricity consumption (MWh)	1,353
Electricity consumption - offices (MWh)	1,353
Diesel consumption- contracted fleet (I)	339,075
Petrol consumption - contracted fleet (I)	6,417

Energy consumption within the organisation by type (GJ)	2017
Electricity consumption (GJ)	4,871
Electricity consumption - offices (GJ)	4,871
Fuel consumption (GJ)	12,301
Diesel consumption - contracted fleet (GJ)	12,090
Petrol consumption - contracted fleet (GJ)	211
Consumption within the organisation (GJ)	17,172

Note:

This does not include the facilities of Público (Lisbon and Porto), as the energy consumption is included in the lease value of the buildings.

#### Sonae Sierra

Energy consumption within the organisation by type (GJ)	2017
Electricity consumption (GJ)	923,659
Electricity consumption - shopping centres (GJ)	921,993
Electricity consumption - corporate offices (GJ)	1,666
Sale of electricity (GJ)	- 39,239
Sale of electricity - shopping centres (GJ)	- 39,239
Consumption derived from heating and cooling (GJ)	138,055
Consumption derived from heating - shopping centres (GJ)	15,944
Consumption derived from cooling - shopping centres (GJ)	122,112
Fuel consumption (GJ)	229,686
Consumption of natural gas and LPG (Liquified petroleum gas) -	215,814
shopping centres (GJ)	
Diesel and petrol consumption – employees' vehicles (GJ)	13,066
Ethanol consumption - employees' vehicles (GJ)	806
Consumption within the organisation (GJ)	1,252,161
Note:	

This includes all Sonae Sierra's shopping centres, operational during the full year of reporting, and all corporate offices with SHEMS (Lisbon, Maia, and São Paulo). Fuel consumption was considered for all the main corporate offices (Lisbon, Maia, São Paulo, Milan, Madrid, Dusseldorf and Bucharest), as these represent the consumption of the country and not only the offices.

Energy	Unit	Factor	Source
Ethanol	GJ/I	0.02133886	-
Natural gas	PCI (GJ/Nm <sup>3</sup> )	0.03844	APA - Portuguese Environment Agency (2013) - CELE European Emission Trading, 2013-2020 (http://www.apambiente.pt/_zdata/DPAAC/CELE/tabela_PCI_FE_FO_2013.pdf)
Propane Gas	PCI (GJ/t)	46	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (pages 3-122)
Diesel	PCI (GJ/t)	42.6	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (pages3-99)
	Densidade (t/l)	0.000837	APA (2014) CELE http://www.apambiente.pt/_zdata/DPAAC/CELE/tabela_densidades_combustiveis_2013.pdf
Petrol	PCI (GJ/t)	44	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (pages 3-99)
	Densidade (t/l)	0.0007475	Decree-Law nº 142/2010, 31st of December
LPG	GJ/t	49.35	EIA (2012) https://www.eia.gov/outlooks/archive/aeo12/pdf/0383(2012).pdf ( page 239)
Electricity	(GJ/MWh)	3.6	International Energy Agency

302-3	Energy intensity	_Sustainability	r: The Pulse for Our Planet.	V	8	8 12 13		
onae MC, Son	ae Sports & Fashion, Worte	n			1			
<b>Energy intens</b>	sity		2017					
Total energy of	consumption (GJ)		2,088,569					
Business turn	nover (M €)		5,476					
Energy intens	ity ratio (GJ / M€)		381					
/laxmat								
<b>Energy intens</b>	sity		2017					
Total energy consumption (GJ)			14,824					
Business turn	nover (M €)		78					
Energy intensity ratio (GJ / M €)			190					
onae RP								
Energy intensity			2017					
Total energy consumption (GJ)			27,570					
Business turn	over (M €)		92,1					
Energy intensity ratio (GJ / M €)			299					
Sonaecom (incl	luding Sonae IM and Media	)						
Energy intens	sity		2017					
Total energy of	consumption (GJ)		17,172					
Business turn	over (M €)		140					
Energy intens	ity ratio (GJ / M €)		123					
Sonae Sierra								
Energy intens	sity		2017					
Shopping Centres - Energy intensity ratio (kWh/m <sup>2</sup> of common areas)		(kWh/m² of	698					
considered, the	refore, in NorteShopping, the c	onsumption of natural g	during the full year of reporting. The energy co as for the cogeneration system is not included by cogeneration and consumed in the comme	(most of the energy pro		is not		

302-4	Reduction of energy consumption		ability: The Pulse for Our Planet <u>.</u> ponse to indicator "305-5 Reduction of GHG e	emissions". V	8 e 9	7 8 12 13
onae MC, Sor	nae Sports & Fashion, Worte	n				
Electricity	<ul> <li>Replacement of the fan</li> <li>Installation of automati</li> <li>Adoption of cold produce</li> <li>warming but also more ended</li> </ul>	the butchery motors of the c anti-fog syst ction systems fficient in terr adependent p	ighting in 59 stores; display equipment in 34 stores; e refrigerated display stands with high efficience ems in the refrigerated display units in 46 stor not only using less harmful gases from the poi ns of energy consumption. ower producer plants (photovoltaic) for self-co	res; int of view of their pot	ential for glol	
	Sonae Sports & Fashion and Worten: - Replacement of main lighting by LED lighting in 20 stores; - Implementation of monitoring of consumption in real time in all Stores (100% of stores).					
Fuels			ing actual fuel consumption reductions by the nt vehicles contributes to reducing the averag			
	Vehicles in service whi	ch comply to	he following Euro Standards			
	2017		2016 Varia	tion 2016/2017		
	EURO 4 - 1%		EURO 4 - 9% EURO	4: - 8%		
	EURO 5 - 27%		EURO 5 - 35% EURO	5: - 8%		
	EURO 6 - 72%		EURO 6 - 56% EURO	6: + 16%		

So	na	е	RP	

Electricity	- Gradual replacement of lighting with low consumption lighting, manual management of the lighting of Galeria (SC(Shoppin
	Centre) Loures and Telheiras SC) and the park (Loures SC);
	- Improved manual management of shopping area lighting and changing lamps to LED lighting (Marco Shopping SC);
	- Total replacement of the lighting of Galeria and floor -1 for LED (Jardim Maia SC);
	- Gradual replacement of shopping centre area and park lighting to LED (Gaia Jardim SC).

Sonaecom (including Sonae IM and Media)

Electricity	<ul> <li>Installation of capacitor bank, to eliminate the consumption of reactive energy;</li> <li>Gradual replacement of bulbs, which need to be replaced, with halogen bulbs (Picoas Building);</li> <li>Lighting, air conditioning, chiller, primary pumps, secondary pumps, air handling unit, ventilation and fan coils remain on only during office hours (Edificio Picoas);</li> <li>Investment in videoconferencing equipment, reducing the number of trips for face-to-face meetings and their respective environment in fuel</li> </ul>
	savings in fuel.

#### Sonae Sierra

Reductions in energy consumption	2017
Shopping Centres	
Reductions in energy consumption	6,847

Reduction of energy consumption as a result of the implementation of significant actions in 2017 in the shopping centres owned by Sonae Sierra.

302-5	Reductions requirement and service	nts for products	Sustainability: The Pulse for Our Planet.	V 8 e 9		7 8 12 13
/orten						
Incentives to consumptior in Portugues	of electricity	<ul> <li>"Energy Effici</li> <li>Sales campaign</li> <li>"Triple Saving</li> <li>Samsung article</li> </ul>	n carried out 2 campaigns to encourage the acquisition of more eff ency" Campaign: A direct price reduction and rebates in built-in kit h: 7,166 units gs - Samsung / WRT / EDP Campaign": 10% discount on the EDP invo es from UN 51 and 53 -> A +++ paign: 2,062 units	chen appliances	5	
			old per energy efficiency level - category A or higher (no.)	2017		
		Televisions	evisions		<b>301,946</b> 176.283	
Providing (in	creasingly)	A			-7	
efficient pro	duct ranges,	A+			121,788	
ontributing			A++		3,875	
efficient cust	omer choice	Home Applian	ces	116,090		
		A			1,337	
		A+			133	
		A++		32,557		

#### Maxmat

Providing (increasingly) efficient product ranges, contributing to a more efficient customer choice

Total of products sold per energy efficiency level - category A or higher (no.)	2017
Home Appliances	278
A+	210
A++	68
	A+

pproach	103-1	Explanation of the material topics and its Boundary	Directly related to Water, the topic "Water, energy and GHG emissions" was considered to be a material topic ( <i>vide</i> response to indicator "102-47 - List of material topics").			
ement Ap	103-2	The management approach and its components	Sonae has promoted several initiatives related to Water (vide chapter <u>Sustainability: The Pulse for</u> <u>Our Planet).</u>	V		
Manage	103-3	Evaluation of the management approach	Sonae carries out the measurement and monitoring of the indicators associated with this topic and reports them in this Report ( <i>vide</i> indicators presented below).			
	303-1	Water withdrawal per source	Sustainability: The Pulse for Our Planet.	V	7 e 8	6

In 2017, Sonae remained committed to the continuous improvement in the reduction of its water footprint.

In Sonae MC, food stores registered a 0.5% increase in total water consumption compared to 2016 (real value). This increase, however, does not mean that the company is less committed to the continuous improvement in the reduction of its water footprint. The continued implementation of the measures adopted in recent years, as well as, more recently, the progressive installation of counters equipped with telemetry, which enable water consumption to be monitored more accurately, have made it possible for the first time to obtain a total specific consumption value of less than 1.0 m<sup>3</sup>/m<sup>2</sup>, reflecting a reduction of 0.4 percentage points, compared to 2016.

#### Sonae Sierra

Sonae Sierra is also committed to reduce its water footprint, by increasing the efficiency of its activities and using innovation and technology to rethink the way water is used and managed in shopping centres. By improving the portfolio's water efficiency and integrating rainwater collection and water reuse systems, they can reduce exposure to water scarcity risks and minimise the water footprint, preparing for future legislation and avoiding costs.

Sonae Sierra's goal is to ensure a safe water supply in all our shopping centres, with a special focus on locations vulnerable to water shortages. The *World Business Council for Sustainable Development* (WBCSD) *Global Water Tool* is used to identify whether the areas in which the new shopping centres are being developed, are at risk of water stress or scarcity. It also ensures the development of water-efficient projects, including equipment specifications and engineering solutions that include water recycling. It integrates, whenever possible, in the new projects and in the remodelling projects, systems for collecting rainwater and recycling of grey water, to reduce the need for fresh or municipal water consumption. It also establishes requirements for the efficiency of sanitary equipment (such as taps with sensors, urinals without water and toilets with a low discharge). Since 2013, a water calculator has been in place (*Dive* project) that aims to evaluate the water needs of each shopping centre considering their location, design and occupation. This tool enables the establishment of consumption targets for the main water systems (e.g., WCs and irrigation), which, along with real-time monitoring, makes it possible to identify usage patterns and to implement control mechanisms.

For the outdoor areas of the shopping centres, it establishes efficient irrigation systems and favours the use of native plant species.

The average water consumption of shopping centres in 2017 was 3.3 litres of water per visitor (excluding tenants). However, Sonae Sierra believes it remains well-positioned to reach the long-term goal of achieving a maximum consumption of 3 litres per visit by 2020.

Sonae MC	
Water withdrawal by source	2017
Municipal water supply (m <sup>3</sup> )	633,722
Total water consumption (m <sup>3</sup> )	633,722
Water consumption per store area	2017
Shop area (1,000 m <sup>2</sup> )	655
Water consumption per store area (m <sup>3</sup> /m <sup>2</sup> )	0.97
Maxmat	
Water withdrawal by source	2017

Water withdrawal by source	2017
Municipal water supply (m <sup>3</sup> )	11,600
Total water consumption (m <sup>3</sup> )	11,600
Water consumption per store area	2017
Store area (1000m <sup>2</sup> )	61
Water consumption per store area (m <sup>3</sup> /m <sup>2</sup> )	0.19

#### Sonae RP

Water withdrawal	2017	
Underground withdrawal (m <sup>3</sup> )	11,333	
Municipal water supply (m <sup>3</sup> )	72,737	
Total water consumption (m <sup>3</sup> )	84,070	

#### Sonaecom (including Sonae IM and Media)

Total water consumption (m <sup>3</sup> )	4,608
Municipal water supply (m <sup>3</sup> )	4,608
Water withdrawal	2017

#### Note:

This does not include the facilities of Público do Porto, since water consumption is included in the building's lease value.

#### Sonae Sierra

	2.132.801	
1,171,023	961,778	
87,266	-	
23,785	-	
76,122	4,493	
338	-	
653,981	712,206	
30,480	-	
299,051	245,079	
Excluding tenants	Water reallocation for tenants	
	299,051 30,480 653,981 338 76,122 23,785 87,266	

#### Note:

This includes all shopping centres owned by Sonae Sierra, operational throughout the reporting year. It was not possible to obtain the values for ParkLake, in Romania, so this was not included.

Water consumption per shopping centre area, bathrooms, own portfolio and number of visitors	2017
Water consumption per mall and toilet area (m <sup>3</sup> /m <sup>2</sup> )	4.6
Water consumption (excluding tenants) (m <sup>3</sup> /m <sup>2</sup> )	2.5
Water consumption by number of visits (I / visitors)	6.0
Water consumption by number of visits (excluding tenants) (I / visitors)	3.3

#### Note:

This includes all the shopping centres owned by Sonae Sierra, operational throughout the reporting year. It was not possible to obtain the values for ParkLake, in Romania, so this was not included.
303-3	Water recycled and reused	Sustainability: The Pulse for Our Plane Sonae has a recycling and water reuse initiative Tower located in Maia, with GOLD certification of the shower rooms and lavatories are reus rainwater is collected and used in the irrigation project data, the reuse of water in this buildin 80% of water consumption. Sonae Sierra Whenever possible, Sonae Sierra implements allow the recycling and reuse of water, such a and grey water recycling systems, to reduce t water or freshwater. The irrigation systems of sanitary water systems are always designed to water.	e in Sonae Service Cent a by LEED, where the wa sed in the toilets, and a systems. According to g allows savings of arou engineering solutions t is the reuse of rainwate he need to use municipa f the outdoor spaces an	ater the und hat r	8	68
		Water recycled or reused	2017			12
		Percentage of recycled or reused water (including tenants) %	7% (141,869 m <sup>3</sup> )			
		Percentage of recycled or reused water (excluding tenants) %	12% (141,869 m <sup>3</sup> )			
		Notes: Two of Sonae Sierra's shopping centre the total amount of water they reuse, so recy is underestimated and actual values are highe presented. This indicator is determined using the followin recycled water (m <sup>3</sup> )/ Total water withdrawal	cled / reused water er than those ng formula: (reused /			

Approach	103-1	Explanation of the material topic and its Boundary	Directly related to biodiversity, the topic "Influencing suppliers in the preservation of natural resources" was considered an important material topic ( <i>vide</i> response to indicator "102-47 – List of material topics")			
ement	103-2	The management approach and its components	Sonae has promoted several initiatives related to biodiversity (vide chapter Sustainability: The Pulse for Our Planet).	V		
Managemen	103-3	Evolution of the management approach	Sonae carries out the measurement and monitoring of the indicators associated with this topic and reports them in this report ( <i>vide</i> the indicators presented below)			
30	- 14-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability: The Pulse for Our Planet.	V	8	6 14 15

Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat e Sonae RP

Sonae does not own any facilities in areas classified as habitats rich in biodiversity.

## Sonaecom (including Sonae IM and Media)

Sonaecom does not own any facilities in areas classified as habitats rich in biodiversity.

304-2	Significant impacts of activities, products and services on biodiversity.	Sustainability: The Pulse for Our Planet.	v	8	6 14 15	
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#### Sonae MC

Sonae's Sustainable Fishing Policy aims to minimise the impacts of fishing activities on marine biodiversity and promote the adoption of sustainable fishing practices, taking into consideration a set of guidelines that encourage the protection of ecosystems.

	Guarantee avoidance of suppliers "blacklisted" by <i>Greenpeace</i>
	Introduction of new tags on Fresh Fish (PPA – Proof of Purchase at Local Fishing Harbours)
•••49	3 Choice of suppliers according to the fishing methods used
	Compliance with legislation on scientific names and the minimum fish sizes
	Transmission of trust and loyalty to consumers

In this way, over the last few years, we have developed several improvement measures, described below, which have contributed to the commercialisation of healthy fishing and to the reduction of non-sustainable fishing practices, such as:



The Traffic Light System is a tool developed with the objectives of promoting the commercialisation of fish in a sustainable way and to more easily evaluate the sustainability level of the products that we sell. From the use of this tool, the red, yellow and green colours are assigned according to the main fishing practices used, thus simplifying the survey of the main fishing practices. This allows Sonae to prioritise suppliers that use fishing methods with a lower impact on species and ecosystems.

In 2017, 33% of the fishing methods used by Sonae posed little harm to the existence of species and ecosystems (+1% compared to 2016).

Moreover, our suppliers are responsible for meeting several requirements, namely to:

- Respect and meet the legally established fishing quotas,
- Use fishing methods that do not damage the sea bottom,
- Proceed according to a sustainable fishing policy,
- Supply fish caught exclusively on vessels that are not listed on *Greenpeace*'s "blacklist", with an undertaking from them to submit documents proving compliance whenever requested.

In addition, it is mandatory that the documents accompanying the products contain information on species, batch, catch zone and capture method. This information and the name of the vessels, certificates, captain names and port of landing are requested annually.

#### Sonae Sierra

Land development can have an impact on biodiversity, particularly when projects are built on "greenfields", areas that are most likely to be rich in biodiversity or with valuable functions for ecosystems. Therefore, Sonae Sierra strives to minimise the loss of biodiversity and establishes several measures to protect habitats in its ongoing projects and existing assets, always with long-term goals in mind, to:

- Promote the use of pre-developed land or industrial land for new shopping centre projects and to protect and improve biodiversity, when possible.
- Protect and improve biodiversity in existing Sonae Sierra facilities and in new projects and add value to new projects, by actively
  integrating biodiversity, and whenever possible, considering the regional setting.

Measures, including Environmental Due Diligence, Environmental Impact Studies (EIS), SHEDS (Safety, Health and Environment Development Standards) and SHEMS (Safety, Health and Environment Managements System), specific to each project, are applied to all our new developing projects.

EIS are conducted when required by legislation and identify the potential environmental impacts of a project, such as the construction and operational impact of each project on the facilities' biodiversity (among others) and specify mitigation measures. In all other cases, *Preliminary Environmental Assessments* are carried out according to Sonae Sierra's specifications. SHEDS include a standard related to the long-term impacts on biodiversity, and our SHEMS require that all EIS recommendations that refer to biodiversity compensation in "greenfield" facilities are implemented, where complete mitigation of the impact on biodiversity is not possible.

In our operational shopping centres and corporate offices, the impacts on biodiversity that may result from day-to-day activities, such as waste disposal and water consumption, are monitored through our SHEMS procedures. We also strive to increase awareness of biodiversity issues through marketing events and other initiatives aimed at employees and/or shopping centre visitors.

304-3	Habitats protected or restored	Sustainability: The Pulse for Our Planet.	V	8	6 14 15	
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#### Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat and Sonae RP

There were no operations carried out leading to changes in the surrounding habitats that would result in their restoration. The Fishing Policy penalises fishing methods that destruct habitats (e.g., bottom trawling).

#### Sonaecom (including Sonae IM and Media)

There were no operations carried out leading to changes in the surrounding habitats that would result in their restoration.

	103-1	Explanation of the material topics and its Boundary	Directly related to Emissions, the topic "Water, Energy and GHG emissions" was considered to be a material topic ( <i>vide</i> response to indicator "102-47 - List of material topics")			
	103-2	The management approach and its components	Sonae has promoted several initiatives related to Emissions (vide chapter Sustainability: The Pulse for Our Planet).	v		
	103-3	Evaluation of the management approach	Sonae carries out the measurement and monitoring of the indicators associated with this topic and reports them in this Report ( <i>vide</i> indicators presented below).			
3	05-1	Direct (Scope 1) GHG emissions	Sustainability: The Pulse for Our Planet	V	7 e 8	3

	12
	13
	14
	15

#### Sonae MC, Sonae Sports & Fashion and Worten

GHG Emissions (Scope 1), by source	2017
Emissions associated with the consumption of natural gas - stores (t CO <sub>2</sub> e)	674
Emissions associated with the consumption of propane gas - stores (t CO <sub>2</sub> e)	110
Emissions associated with the consumption of diesel - stores (t CO <sub>2</sub> e)	309
Emissions associated with the consumption of diesel - contracted fleet (t CO <sub>2</sub> e)	29,136
Emissions associated with the consumption of diesel - employees' vehicles (t $CO_2e$ )	7,196
Emissions associated with the consumption of petrol - employees' vehicles (t CO <sub>2</sub> e)	30
Total direct (Scope 1) GHG emissions (t CO₂e)	37,456

#### Maxmat

Total direct (Scope 1) GHG emissions (t CO <sub>2</sub> e)	33
Emissions associated with the consumption of diesel - employees' vehicles (t $CO_2e$ )	28
Emissions associated with the consumption of diesel - contracted fleet (t CO <sub>2</sub> e)	3
Emissions associated with the consumption of diesel - stores (t CO <sub>2</sub> e)	2
GHG Emissions (Scope 1), by source	2017

## Sonae RP

GHG Emissions (Scope 1), by source	2017
Emissions associated with the consumption of diesel - shopping areas (t $CO_2e$ )	2
Total direct GHG emissions (t CO2e) (Scope 1)	2

## Sonaecom (including Sonae IM and Media)

GHG Emissions (Scope 1), by source	2017
Emissions associated with the consumption of diesel - contracted fleet (t $CO_2$ e)	896
Emissions associated with the consumption of petrol - contracted fleet (t CO <sub>2</sub> e)	15
Total direct (Scope 1) GHG emissions (t CO <sub>2</sub> e)	911

Energy	Unit	Factor	Source
Natural Gas	kg CO <sub>2</sub> /GJ	56.1	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (page 79)
Propane	kg CO <sub>2</sub> /GJ	63.1	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (page 79)
Diesel	kg CO <sub>2</sub> /GJ	74.1	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (page 79)
Petrol	kg CO <sub>2</sub> /GJ	69.3	APA (2017) Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf (page 163)

#### Sonae Sierra

GHG Emissions (Scope 1), by source	2017
Emissions associated with the consumption of natural gas (t CO <sub>2</sub> e)	9,227
Emissions associated with the consumption of LPG (t CO <sub>2</sub> e)	11
Emissions associated with the consumption of fuels by contracted fleet (petrol, diesel and ethanol) (t $CO_2e$ )	936
Emissions associated to leaks (t CO <sub>2</sub> e)	1,758
Total direct (Scope 1) GHG emissions (t CO <sub>2</sub> e)	11,933

#### Notes:

This includes all shopping centres owned by Sonae Sierra, operational during the full reporting year, and corporate offices with SHEMS (Lisbon, Maia and São Paulo), except for fuel consumed by vehicles used for transporting goods, which includes all the corporate offices (Lisbon, Maia, São Paulo, Milan, Madrid, Dusseldorf and Bucharest), due to the materiality of these emissions.

Emissions of  $CO_2$  equivalents measured in tonnes (t  $CO_2e$ ) refer to emissions from energy sources over which Sonae Sierra has financial control. The only source of emissions accounted for in our Development activities is the one associated with the energy consumption resulting from the remodelling of CascaisShopping. These emissions total 8 t  $CO_2e$  (0.007% of the total Scope 1 emissions).

#### **Emission Factors**

For information related to the emission factors of Sonae Sierra, please, see Sonae Sierra's Sustainability Report 2017.

305-2	Energy indirect (Scope 2) GHG emissions	Sustainability: The Pulse for Our Planet.	v	7 e 8	3 12 13 14 15
Sonae MC, Sona	e Sports & Fashion, Worten				
GHG Emissions	(Scope 2), by source	2017			

Emissions associated with electricity consumption (t  $CO_{2e}$ ) – market based 215,007

Emissions associated with electricity consumption (t CO<sub>2</sub>e) – location based 123,477

In 2017, the total emission of the area was 215,000 tonnes of CO<sub>2</sub>eq, corresponding to a 25% increase compared to the previous year.

## **Emission factors**

Energy	Unit	Factor	Source
Electricity - Market Based	kg CO₂/GJ	136.1	Mix of: Endesa Galp - <u>http://www.galpenergia.com/PT/ProdutosServicos/Eletricidade-Gas-Natural-Livre/Centro-de- informacao/A-nossa-Energia/Paginas/Rotulagem 2017.aspx Elergone EEM - <u>https://www.eem.pt/media/323353/evol mad 11 2017.pdf</u></u>
Electricity - Location Based	kg CO <sub>2</sub> /GJ	78.2	International Energy Agency (2015) CO <sub>2</sub> Emissions from Fuel Combustion, 2015 Edition (page.II.64).

## Maxmat

GHG Emissions (Scope 2), by source	2017
Emissions associated with electricity consumption (t CO <sub>2</sub> e) – market based	1,897
Emissions associated with electricity consumption (t CO <sub>2</sub> e) – location based	1,124

#### **Emission factors**

Energy	Unit	Factor	Source
Electricity - Market Based	kg CO <sub>2</sub> /GJ	131.9	Mix of: EDA - http://www.eda.pt/Regulacao/Rotulagem EEM - https://www.eem.pt/media/323353/evol_mad_11_2017.pdf Elergone -
Electricity - Location Based	kg CO₂/GJ	78.2	International Energy Agency (2015) CO <sub>2</sub> Emissions from Fuel Combustion, 2015 Edition (page.II.64).

## Sonae RP

GHG Emissions (Scope 2), by source	2017
Emissions associated with electricity consumption (t CO2e) – market based	3,780
Emissions associated with electricity consumption (t $CO_2e$ ) – location based	2,152

#### **Emission Factors**

Energy	Unit	Factor	Source	
Electricity - Market Based	Kg CO <sub>2</sub> /GJ	137.2	Elergone	
Electricity - Location Based	kg CO <sub>2</sub> /GJ	78.2	International Energy Agency (2015) CO <sub>2</sub> Emissions from Fuel Combustion, 2015 Edition (pageg.II.64).	

## Sonaecom (including Sonae IM and Media)

GHG Emissions (Scope 2), by source	2017
Emissions associated with electricity consumption (t CO <sub>2</sub> e) – market based	269
Emissions associated with electricity consumption (t CO <sub>2</sub> e) – location based	381

## **Emission Factors**

Energy	Unit	Factor	actor Source	
Electricity - Market Based	kg CO <sub>2</sub> /GJ	55.2	EDP - http://www.edpsu.pt/pt/origemdaenergia/Pages/OrigensdaEnergia.aspx	
Electricity - Location Based	kg CO <sub>2</sub> /GJ	78.2	International Energy Agency (2015). CO <sub>2</sub> Emissions from Fuel Combustion, 2015 Edition (page.II.64).	

## Sonae Sierra

GHG Emissions (Scope 2), by source	2017
Emissions associated with electricity consumption (t CO <sub>2</sub> e)	12,391
Emissions associated with electricity consumption for the cooling of water (t $CO_2e$ )	5,669
Emissions associated with electricity consumption for the heating of water (t $CO_2e$ )	1,210
Total emissions (t CO2e)	19,271

Note:

This includes all shopping centres owned by Sonae Sierra, operational during the full reporting year, and corporate offices with SHEMS (Lisbon, Maia and São Paulo).

Emissions included in this indicator are from energy sources over which Sonae Sierra has financial control.

The electricity consumption of the Maia office, in Portugal, is not known as it is located on a shared floor/building, without individual energy meters and, for that reason, it was based on an estimation.

The only source of emissions accounted for in our Development activities is the one associated with the energy consumption resulting from the remodelling of CascaisShopping. These emissions total 0 t CO<sub>2</sub>e.

#### **Emission Factors**

For information related to Sonae Sierra's emission factors, please see the Sonae Sierra's Sustainability Report 2017.

305-3	Other indirect (Scope 3) GHG emissions	Sustainability: The Pulse for Our Planet.	V	7 e 8	3 12 13 14 15
Sonae MC, Sona	e Sports & Fashion, Worten				
GHG Emissions	s (Scope 3), by source	2017			
Emissions related to energy recovery (t co2e)		102			
Emissions relat	ed to organic recovery (t CO <sub>2</sub> e)	230			
Emissions related to landfill (t CO <sub>2</sub> e)		7,955			
Total GHG emissions (Scope 3) (t CO2e)		8,287			

#### Maxmat

GHG Emissions (Scope 3), by source	2017
Total GHG emissions (Scope 3) (t CO <sub>2</sub> e)	0

#### Sonae RP

It was not possible to measure the Scope 3 emissions, during this reporting year.

#### **Emission Factors**

Type of	Unit	Factor	Source				
Treatment							
Landfill	t CO <sub>2</sub> /t residue	0.589					
Energy Recovery	t CO <sub>2</sub> /t residue	0.0218	DEFRA (2017). Greenhouse gas reporting - Conversion factors 2017				
Organic Recovery	t CO <sub>2</sub> /t residue	0.0218	(https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017)				

#### Sonae Sierra

Sonae Sierra	
GHG Emissions (Scope 2), per source	2017
Emissions from tenant's electricity consumption (t CO <sub>2</sub> e)	115,405
Emissions related to air travel (t CO <sub>2</sub> e)	1,699
Emissions related to train travel (t CO <sub>2</sub> e)	13
Emissions related to hotel stays (t CO <sub>2</sub> e)	137
Emissions related to employees' business trips (t CO <sub>2</sub> e)	1,094
Emissions from shopping centre visitors (t CO <sub>2</sub> e)	604,375
Emissions from waste (t CO <sub>2</sub> e)	2,428
Total of GHG emissions (Scope 3) (t CO2e)	725,150
Note:	

This includes indirect emissions from all shopping centres owned by Sonae Sierra, operational during the full reporting year, as well as corporate offices with SHEMS (Lisbon, Maia and São Paulo) and development projects completed in the reporting year. It also includes other indirect emissions considered to be relevant and material to the indicator (business trips, travelling, hotel stays), which are not necessarily allocated to shopping centres or other specific locations within the carbon footprint limits.

The only source of emissions accounted for in our Development activities is the one associated with the waste disposal resulting from the remodelling of CascaisShopping. These emissions total 50 t  $CO_2e$  (0.007% of the total Scope 3 emissions).

#### **Emission Factors**

For informatio	For information related to Sonae Sierra's emission factors, please see Sonae Sierra's Sustainability Report 2017.						
					13		
305-4	GHG emissions intensity	Sustainability: The Pulse for Our Planet.	V	8	14		

In 2017 Sonae MC, Sonae Sports & Fashion and Worten were responsible for the emission of 260,750 tonnes of CO<sub>2</sub>e, which corresponds to an increase of 21% from the previous year. This growth is mainly due to emissions from electricity consumption, which increased by 25%. This increase, in turn, is not a result of an increased growth of electricity consumption, but instead the result of 2017 being a year of low hydraulicity, reflecting a significant increase in the specific emission factors of electricity producers.

In 2017, Sonae Sierra was responsible for the emission of 756,353 tonnes of CO<sub>2</sub>e, which corresponds to a reduction of 86% compared to the previous year.

This variation is mainly due to the fact that the emissions of the entire construction project for the ParkLake shopping centre in Romania were included in 2016 and in 2017 the only issues associated with any Development activity were the remodelling of CascaisShopping,

However, there was an increase in Scope 2 emissions (14%), which was mainly due to the increase in emissions associated with water cooling, due to the updating of the emission factor used for refrigerated water purchased by the Colombo Shopping Centre. Scope 1 emissions also increased (36%), mainly due to an increase in the refrigerant gases leaking from HVAC equipment and the consumption of natural gas (mainly due to the climatic conditions and the cogeneration consumption).

#### Sonae MC, Sonae Sports & Fashion, Worten

GHG emissions intensity	2017
Total GHG emissions (t CO <sub>2</sub> e)	260,750
Business turnover (M€)	5,476
GHG emissions intensity ratio (t CO₂/M€)	48

#### Maxmat

GHG emissions intensity	2017
Total GHG emissions (t CO <sub>2</sub> e)	1,930
Business turnover (M€)	78
GHG emissions intensity ratio (t CO₂/M€)	25

Sonae RP

GHG emissions intensity	2017
Total GHG emissions (t CO <sub>2</sub> e)	3,780
Business turnover (M€)	92,1
GHG emissions intensity ratio (t CO₂/M€)	41
Note:	

It was not possible to measure the Scope 3 emissions, during this reporting year.

#### Sonaecom (including Sonae IM and Media)

GHG emissions intensity	2017
Total GHG emissions (t CO <sub>2</sub> e)	1,180
Business turnover (M€)	140
GHG emissions intensity ratio (t CO₂/M€)	8

Sonae Sierra

GHG emissions intensity	2017
Total GHG emissions (t CO <sub>2</sub> e)	756,353
Excluding tenants (t CO <sub>2</sub> e/m <sup>2</sup> )	0.061
Including tenants (t CO <sub>2</sub> e/m <sup>2</sup> )	0.298

Note

This includes all shopping centres owned by Sonae Sierra, operational during the full reporting year, and corporate offices with SHEMS (Lisbon, Maia and São Paulo).

For data that exclude tenants, the numerator includes the Scope 1 emissions (excluding emissions associated with the natural gas consumed by cogeneration, but including the heating/cooling of water emissions produced by cogeneration and consumed on site), Scope 2 emissions and Scope 3 emissions associated with waste from shopping centres and corporate offices. As an exception, emissions associated with the fuel consumption of the fleet are included for the following corporate offices: Lisbon, Maia, São Paulo, Madrid, Düsseldorf, Bucharest and Milan. The denominator includes the common areas of the shopping centres and the

15

area of corporate offices with SHEMS (Lisbon, Maia and São Paulo). There is a slight maladjustment between the numerator and the denominator, as the energy consumption in technical areas provided to some tenants is included, but the consumption of the areas is not. For the data that include the tenants, the same assumptions as above apply, but in addition, the emissions associated with the consumption of the tenants are included.

305-5	Reduction of GHG emissions	Sustainability: The Pulse for Our Planet. Vide response to indicator "302-4 Reduction of energy consumption". All the situations reported in indicator 302-4 that resulted in a reduction in energy consumption are convened in this indicator as, by allowing a reduction of energy consumption, it also contributes to the reduction of CO <sub>2</sub> and CO <sub>2</sub> eq emissions.	V	8 e 9	13 14 15
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#### Sonae MC, Sonae Sports & Fashion, Worten

Several measures to reduce GHG emissions have been implemented, reflecting the efforts made to improve the management of energy consumption and its emissions. Continuous commitment to the implementation of photovoltaic panels is one of the milestones of this policy, as well as the projects designed to improve efficiency in the area of logistics. In 2017, these projects allowed an approximate reduction of 4,700 tonnes of CO<sub>2</sub>eq.

Independent production of electricity from renewable sources	On the $31^{\text{st}}$ of December, 121 production sites (120 photovoltaic plants and 1 wind turbine generator) were operating, resulting in an installed capacity of 6,687 MWp. These produced 9,127,107 kWh = 9,127 MWh and contributed to an avoided emission of 4,289,740 kg of CO <sub>2</sub> eq = 4,290 t.
Service Centres Project	The Logistics "Service Centres" project is a partnership with two companies namely CHEP (Pallets and Boxes) and IFCO (Pallets). With this project, the used pallets and boxes left in the stores, which were previously collected by these companies from our stores and transported to their warehouses to later make them available to producers, are now collected using inverse logistics. They are now collected by our trucks and transported to ou warehouses, where they are sorted and placed at the disposal of our suppliers. Consequently, there are transport savings for: - CHEP and IFCO, who no longer have to collect, store by store, their means of packaging goods (pallets and returnable and reusable boxes); - Our suppliers, who avoid returning empty from our warehouses (after delivery of their products) and the new transportation of pallet and/or boxes to CHEP or IFCO warehouses. Thus, in 2017, this project avoided: - Collection routes corresponding to 23,595 km; - 25.5 t CO <sub>2</sub> . Note: This information concerns the emissions avoided by CHEP and IFCO by not collecting pallets and boxes from our stores.
F-Gas Replacement Programme	In 2017, the F-Gas Replacement Programme was continued in cold production systems. There has been a reduction in the use of Fluorinated Gases of very high GWP - Global Warming Potential - namely the use of R 404 and R 427 - by gases with lower GWP. This process preferably uses the so-called "Natural Gases", with GWP equal to or less than 5, such as R 290 (propane gas with GWP = 3), R 744 (CO <sub>2</sub> with GWP = 1) or R 717 (Ammonia, with GWP = 0) This takes place in new or existing stores, which are subject to extensive remodelling, with total replacement of the cold production systems. For existing installations with a long lifespan, the decision has been to "retrofit", i.e., replacement of the gases used by others with less GWP, replacing the R 404 with a gas compatible with the existing cold installation. Initially, R 407 was used, and, afterwards, R 448.
	Efforts to eliminate the use of gases with GWP higher than 2,500 (R 404 and R 427) led to a reduction in the use of such gases by 37 percentage points (from 78% to 41%) in 3 years, and in 2017 this reduction was 13 percentage points. Thus, on the 31 <sup>st</sup> of December 2017: • 41% of our cooling systems contained gases with GWP above 2,500; • 19% of our cooling systems contained gases with GWP between 2,500 and 1,500;
	<ul> <li>12% of our cooling systems contained gases with GWP between 1,500 and 5;</li> <li>28% of our cooling systems contained gases with GWP below 5.</li> </ul>

Sonae Sierra

Reduction of GHG emissions Scope Reductions associated with the reduction of energy consumption as a result of the implementation of significant actions and the purchase of green electricity (renewable sources)

**2017** 25,940

305-6	substances			v	7 e 8	3 12		
		Zero.				13		
	Nitrogen oxides (NOx),					3 12		
305-7	sulphur oxides (SOx) and	Sustainability: The Pulse for Our	Planet	v	7 e 8	12		
505-7	other significant air	Sustainability. The Puise for Our	Fidhet.	v	160	13		
	emissions					15		
		1		1	1 1			
	e Sports & Fashion, Worten	nd other significant air emissions	2017					
	- Diesel consumed - stores (t)	tu otner significant an emissions	3.34					
	.,	<b>(</b> 1 , (,)						
	- Diesel consumed - contracted		314.56					
	- Diesel consumed - employees'	.,	77.69					
	- Petrol consumed - employees'	vehicles (t)	0.26					
Total NOx emis	• •		395.85					
	Diesel consumed - stores (t)	loot (t)	0.88 82.57					
	Diesel consumed - contracted f		20.39					
	Diesel consumed - employees'	.,						
	Petrol consumed - employees'	vehicles (t)	0.03					
Total SO <sub>2</sub> emis	sions (t)		103.88					
laxmat								
-		nd other significant air emissions						
NOx emissions - Diesel consumed - stores (t)			0.02					
	- Diesel consumed - contracted	.,	0.03					
	- Diesel consumed - employees'	venicies (t)	0.30					
Total NOx emis	Diesel consumed - stores (t)		0.36					
	Diesel consumed - stores (t)	loot (t)	0.01					
	Diesel consumed - employees'		0.08					
Total SO <sub>2</sub> emis			0.08					
			0.05					
onae RP		a de la deservación de la defensión de la deservación de la defensión de la defensión de la defensión de la de	2017					
-		nd other air significant emissions						
	- Diesel consumed - stores (t)		0.02					
Total NOx emis	• •		0.02					
	Diesel consumed - stores (t)		0.01					
Total SO <sub>2</sub> emis	sions (t)		0.01					
	ding Sonae IM and Media)							
Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions								
NOx emissions - Diesel consumed - contracted fleet (t)				9.67				
NOx emissions - Petrol consumed - contracted fleet (t)			0.13					
Total NOx emissions (t)			9.8					
	Diesel consumed - contracted f	.,	2.54					
	Petrol consumed - contracted f	eet (ť)		0.02				
Total SO <sub>2</sub> emis	sions (t)		2.56					
Emission Factors								
Energy	Unit	NOx	SO <sub>2</sub>		Source			

Energy	Unit	NOx	SO2	Source
Diesel	kg/GJ	0.8	0.21	IPCC 2006
Petrol	kg/GJ	0.6	0.075	IPCC 2006

<b>GRI 30</b>	6 – EFFLUEN	TS AND WASTE (MATERIAL ASPECT)				
Management Approach	103-1 103-2	Explanation of the material topic and its Boundary Management approach and its components	Directly related to Waste and Effluents, the topic "Waste management" was considered a material topic ( <i>vide</i> response to indicator "102-47 – "List of material topics s"). Sonae has promoted several initiatives related to Waste and Effluents ( <i>vide</i> chapter Sustainability: The Pulse for Our Planet).	V		
Managen	103-3         Evolution of the management approach		Sonae carries out the measurement and monitoring of the indicators associated with this aspect and reports them in this Report ( <i>vide</i> indicators presented below).			
	306-1	Water discharge by quality and destination	Sonae MC, Sonae Sports & Fashion, Worten, and Sonae RPSonae does not have quantitative measurements for waste water in stores. For this reason, and in accordance with best Engineering practices, we operate on the basis that 80% of the consumed water results in waste water. Based on the water consumption in 2017, of 722,400 m³, there is a waste water emission of 577,920 m³.Volume of effluent discharged (m³)577,920Regarding waste water treatment, most of the liquid effluents generated at the company's premises are discharged into public sewers, except for the waste water from four stores (Anadia, Vagos, Cancela and Ribeira Brava) and the waste water from five distribution centres (Azambuja, Plaza I, Plaza II, C1 and C2) where this is not possible because of the absence of public sewer infrastructure. These premises are instead equipped with waste water treatment plants, that have biological treatment systems (secondary treatment).MaxmatVolume of effluent discharged (m³)11,600	V	8	3 6 12 14
	306-2	Waste by type and disposal method	Sustainability: The Pulse for Our Planet.	v	8	3 6 12

## Sonae MC, Sonae Sports & Fashion, Worten

Waste by type and destination	2017
Hazardous waste (t)	2,134
Recovery	2,134
Elimination	0
Non-hazardous waste (t)	68,744
Recovery	55,235
Elimination	13,509
Total volume of waste (t)	70,878
Recovery rate of waste (%)	80.9%
Waste generated by Sonae activity (t)	64,703
Waste deposited by the customers at the stores(t)	6,175
Tatal	70.070

Total volume of waste (t) 70,878

In 2017, the total amount of waste was 70,878 t (an increase of 2.9% compared to 2016):

- 42,147 waste sent for treatment/recycling (an increase of 2.6%);

- 57,369 t waste sent for recovery (an increase of 2.9%);

- 13,509 t waste sent to landfill (an increase of 2.8%).

The recovery rate of waste was 80.9%, the same as in the previous year.

In the reporting year, there was an increase of 3.6% in the waste generated through our activity. However, both the growth of waste generated through our activity (3.6%) and the growth of total waste managed (2.9%); was in any case lower than the net sales growth (3.9%), which demonstrates the decoupling of waste production relative to economic growth.

On the other hand, there was a 3.7% reduction in the waste disposed by our customers, which has a quantitative impact on the WEEE (Waste Electrical and Electronic Equipment), making the growth of the waste sent for treatment and/or recycling lower than the rest.

#### Maxmat

Waste by type and destination	2017
Non-hazardous waste (t)	871
Recovery	871
Elimination	0
Recovery rate of waste	100%

#### Sonae RP

It was not possible to present a response to the indicator, in the reporting year.

## Sonae Sierra

Sonac Siena	
Waste by type and destination	2017
Hazardous waste (t)	99
Anaerobic digestion	0
Composting	-
Energy recovery from incineration	11
Incineration without energy recovery	1
Sanitary Landfill	1
Recycling	80
Reuse	-
Treatment/Elimination	5
Energy recovery	0
WWTP	-
Non-hazardous waste (t)	46,550
Anaerobic Digestion	3,091
Composting	7,266
Energy recovery from incineration	3,584
Incineration without energy recovery	18
Sanitary Landfill	8,303
Recycling	19,622
Reuse	-
Treatment/Elimination	18
Energy recovery	4,339
WWTP	309
Total waste (t)	46,649

Notes:

This includes all shopping centres owned by Sonae Sierra, operational during the reporting year, and corporate offices with SHEMS (Lisbon, Maia and São Paulo). The waste elimination method is provided by those responsible for disposal.

Recycling rate – shopping centres (%)	64%
Recycling rate – corporate offices with SHEMS (Lisbon, Maia and São Paulo) (%)	75%
Waste disposal rate in sanitary landfill – shopping centres (%)	18%
Waste disposal rate in sanitary landfill – corporate offices (Lisbon, Maia and São Paulo) (%)	8%

Notes:

This includes all shopping centres owned by Sonae Sierra, operational during the reporting year.

This includes all corporate offices with SHEMS (Lisbon, Maia and São Paulo).

The waste recycled includes waste sent to recycling, anaerobic digestion and composting.

In 2017, the percentage of recycled, reused or recovered waste, during the construction stage of projects completed in 2017, was 100% (this value only refers to the remodelling project of CascaisShopping).

306-3	Significant Spills	Sustainability: The Pulse for Our Planet.	v	8	3 6 12 14 15
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Sonae MC, Sonae Sports & Fashion, Worten, Sonae RP

A spill is considered to be significant only if it affects the external environment of the premises. In 2017, there was no significant spills.

However, a legal process was filed against the Continente Modelo unit of Ovar by the Municipal Inspection Unit, based on the accusation that the store used "the extension of the public rainwater network to discharge polluted water, white and milky in colour, with large amounts of very fine suspended solids, in the water front called "Lages" river". The accusation was contested by the legal department, based on solid arguments, we are now awaiting follow-up of the action by the Authorities.

<b>GRI 30</b>	7 – ENVIRON	NMENTAL COMPLIANCE (MATERIAL A	SPECT)			
Management Approach	103-1	Explanation of the material topics and its Boundary	Directly related to Environmental Compliance, the topics "Transparency and trust throughout the value chain" and "Compliance/Product Quality" were considered to be material topics (vide response to the indicator "102-47 – List of material topics").			
	103-2	The management approach and its components	Sonae has promoted several initiatives related to Environmental Compliance ( <i>vide</i> chapter <i>Sustainability: The</i> <i>Pulse for Our Planet</i> ).			
	103-3	Evaluation of the management approach	Sonae carries out the measurement and monitoring of the indicators associated with this topic and reports them in this Report ( <i>vide</i> indicators presented below).			
ŝ	307-1	Non-compliance with environmental laws and regulations	Sustainability: The Pulse for Our Planet	v	8	16

## Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

Sonae considers a fine to be significant when the total monetary value equals or exceeds 12,000€, since this corresponds to the minimum fine for a serious environmental infringement (Law no. 114/2015, of August 28<sup>th</sup>).

In 2017, there were no significant sanctions/fines recorded.

Management Approach	103-1Explanation of the material topics and its Boundarytc su ba		Directly related to Supplier Environmental Assessment, the topics "Environmental, labour and human rights criteria for suppliers" and "Ethics in the supply chain" were considered to be material topics ( <i>vide</i> response to the indicator "102-47 List of material topics").			
	103-2	The management approach and its components	Sonae has promoted several initiatives related to Suppliers Environmental Assessment (vide chapters Sustainability: The Pulse for Our Planet and Sustainability: The Pulse for Our Partners and Suppliers. Sonae carries out the measurement and monitoring of the indicators associated with this topic and reports them in this Report (vide indicators presented below).			
	103-3	Evaluation of the management approach				
308-1		New suppliers that were screened using environmental criteria	Sustainability: The Pulse for Our Planet Sustainability – The Pulse for Our Partners and Suppliers	v	8	

#### Sonae MC, Worten, Maxmat

Screened suppliers based on environmental criteria (2017)

	Fresh products	Food retail	Non-food retail	Wells	Worten	Maxmat
Total suppliers (no.)	369	291	305	48	133	77
National	307	156	103	15	6	46
Foreign	62	135	202	33	127	31
Total qualified suppliers (no.)	357	288	221	35	106	17
National	296	153	83	10	6	10
Foreign	61	135	138	25	100	7
Percentage of qualified suppliers (%)	97%	99%	72%	73%	80%	22%
National	96%	98%	81%	67%	100%	22%
Foreign	98%	100%	68%	76%	79%	23%
Total audits conducted (no.)	99	67	167	22	99	10
National	92	47	41	4	0	4
Foreign	7	20	126	18	99	6

## New suppliers screened based on environmental criteria (2017)

	Fresh products	Food retail	Non-food retail	Wells	Worten	Maxmat
Total new suppliers (no.)	11	7	20	6	27	6
National	9	4	3	3	0	0
Foreign	2	3	17	3	27	6

Total new qualified suppliers (no.)	6	6	7	2	0	0
National	4	3	1	1	0	0
Foreign	2	3	6	1	0	0
Percentage of new qualified suppliers (%)	55%	86%	35%	33%	0%	0%
National	44%	75%	33%	33%	0%	0%
Foreign	100%	100%	35%	33%	0%	0%
Total audits conducted of new suppliers (no.)	2	0	7	0	0	0
National	2	0	1	0	0	0
Foreign	0	0	6	0	0	0

GRI 40	1 - EMPL	OYMENT (MATERIAL ASPECT)				
Approach	103-1	Explanation of the material topics and its Boundary	Directly related to Employment, the topic "Human capital management" was considered to be a material topic ( <i>vide</i> response to the indicator "102-47 – List of material topics").			
Management A	103-2	The management approach and its components				
	103-3	Evaluation of the management approach	Sonae carries out the measurement and monitoring of the indicators associated with this topic and reports them in this Report ( <i>vide</i> indicators presented below).			
40	1-1	New employee hires and employee turnover	Sustainability: The Pulse for Our People	v	6	4 5 8

## Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

New employee hires (no.)		Percentage of new employ	ee hires (%)		
Age range (no.)		Age range (%)			
< 30 years old	17,537	< 30 years old	42.8%		
From 30 to 50 years old	4,083	From 30 to 50 years old	10.0%		
≥ 50 years old	234	≥ 50 years old	0.6%		
Gender (no.)	Gender (no.)		Gender (%)		
Male	8,853	Male	21.6%		
Female	13,001	Female	31.7%		
Location (no.)		Location (%)			
Portugal 20,663		Portugal	50.5%		
Spain	1,191	Spain	2.9%		
Total	21,854	Total	53.4%		

Employees leaving (no.)		Percentage of employee tu	irnover (%)		
Age range (no.)		Age range (%)			
< 30 years old	16,240	< 30 years old	39.7%		
From 30 to 50 years old	4,021	From 30 to 50 years old	9.8%		
≥ 50 years old	321	≥ 50 years old	0.8%		
Gender (no.)	Gender (no.)		Gender (%)		
Male	8,273	Male	20.2%		
Female	12,309	Female	30.1%		
Location (no.)		Location (%)			
Portugal 19,216		Portugal	46.9%		
Spain	1,366	Spain	3.3%		
Total	20,582	Total	50.3%		

Note:

This does not include SportZone and Worten Canary Islands, Tlantic Brasil, MDS Brasil, Salsa, Losan and Go Natural Restaurants. This does not include the Board of Directors.

## Sonaecom (including Sonae IM and Media)

New employee hires (no.)		Percentage of new employ	Percentage of new employee hires (%)		
Age range (no.)		Age range (%)	Age range (%)		
< 30 years old	< 30 years old 118		9.1%		
From 30 to 50 years old	135	From 30 to 50 years old	10.4%		
≥ 50 years old 4		≥ 50 years old	0.3%		
Gender (no.)	Gender (no.)				

Male	176	Male	13.5%
Female	81	Female	6.2%
Location (no.)		Location (%)	
Portugal	172	Portugal	13.2%
Brazil	1	Brazil	0.1%
Colombia	4	Colombia	0.3%
Egypt	3	Egypt	0.2%
Spain	60	Spain	4.6%
USA	6	USA	0.5%
Mexico	11	Mexico	0.9%
Total	257	Total	19.8%

Employees leaving (no.)	Employees leaving (no.)		irnover (%)	
Age range (no.)		Age range (%)		
< 30 years old	62	< 30 years old	4.8%	
From 30 to 50 years old	143	From 30 to 50 years old	11.0%	
≥ 50 years old	9	≥ 50 years old	0.7%	
Gender (no.)		Gender (%)		
Male	158	Male	12.1%	
Female	56	Female	4.3%	
Location (no.)		Location (%)		
Portugal	108	Portugal	8.3%	
Brazil	22	Brazil	1.7%	
Colombia	2	Colombia	0.2%	
Egypt	2	Egypt	0.2%	
Spain	58	Spain	4.5%	
USA	15	USA	1.2%	
Malaysia	1	Malaysia	0.1%	
Mexico	6	Mexico	0.6%	
Total	214	Total	16.5%	

## Sonae Sierra

New employee hires (no.)		Percentage of new employ	Percentage of new employee hires (%)		
Age range (no.)		Age range (%)			
< 35 years old	87	< 35 years old	8.2%		
From 33 to 44 years old	35	From 33 to 44 years old	3.3%		
From 45 to 54 years old	11	From 45 to 54 years old	1.0%		
From 55 to 64 years old	3	From 55 to 64 years old	0.3%		
>64 years old	0	> 64 years old	0.0%		
Gender (no.)	Gender (no.)				
Male	63	Male	5.9%		
Female	73	Female	6.9%		
Location (no.)		Location (%)	Location (%)		
Portugal	52	Portugal	4.9%		
Germany	10	Germany	0.9%		
Brazil	37	Brazil	3.5%		
Spain	13	Spain	1.2%		
Greece	2	Greece	0.2%		
Italy	11	Italy	1.0%		
Romania	8	Romania	0.8%		
Turkey	3	Turkey	0.3%		
Total	136	Total	12.8%		

Employees leaving (no.)		Percentage of employee tu	Percentage of employee turnover (%)		
Age range (no.)		Age range (%)			
< 35 years old	57	< 35 years old	5.4%		
From 33 to 44 years old	50	From 33 to 44 years old	4.7%		
From 45 to 54 years old	26	From 45 to 54 years old	2.5%		
From 55 to 64 years old	10	From 55 to 64 years old	0.9%		
> 64 years old	1	> 64 years old	0.1%		
Gender (no.)		Gender (%)			
Male	68	Male	6.4%		

Female	76	Female	7.2%	
Location (no.)		Location (%)		
Portugal	32	Portugal	3.0%	
Germany	7	Germany	0.7%	
Algeria	17	Algeria	1.6%	
Brazil	55	Brazil	5.2%	
Spain	14	Spain	1.3%	
Greece	2	Greece	0.2%	
Netherlands	1	Netherlands	0.1%	
Italy	8	Italy	0.8%	
Romania	6	Romania	0.6%	
Turkey	2	Turkey	0.2%	
Total	144	Total	13.6%	

Note:

This includes all of Sonae Sierra's direct employees, at the end of the report period.

401-3	Parental leave	Sustainability: The P	ulse for Our People		V	6	5 8
nae, Sonae I	MC, Sonae Sports & Fashio	on, Worten, Maxmat, Sonae	RP, Sonae FS				
Parental leav	e		Male	Female		Total	
Total employ	ees entitled to parental lea	ave (no.)	13,968	26,992		40,960	
Total employ	ees who benefitted from p	arental leave (no.)	692	1,533		2,225	
Total employ parental leav	ees who returned to work e (no.)	after completion of	679	1,435		2,114	
		after completion of or the Company 12 months	514	1,312		1,826	
Take-up rate	(%)		5%	6%		5%	
Rate of retur	n (%)		98%	94%		95%	
Rate of reten	tion (%)		74%	86%		82%	

Employees who benefitted from parental leave in 2016 and continued to work 12 months after returning are not included. For this reason, the retention rate may be over 100%, since the denominator refers to the take-up rate in 2017 and not in 2016.

This does not include SportZone and Worten Canary Islands, Tlantic Brasil, MDS Brasil, Salsa, Losan and Go Natural Restaurants.

This does not include the Board of Directors

## Sonaecom (including Sonae IM and Media)

Parent	Parental leave			Male	Female	Total		
Total e	otal employees entitled to parental leave (no.)			34 18		52		
Total e	Fotal employees who benefitted from parental leave (no.)			34	18	52		
	otal employees who returned to work after completion of parental leave (no.)			34	18	52		
parent	Fotal employees who returned to work after completion of parental leave and continued to work for the Company 12 months after returning (no.)			0	0	0		
Take-u	Take-up rate (%)			100%	100%	100%		
Returr	n rate (%			100%	100%	100%		
Retent	tion rate	(%)		0%	0%	0%		
GRI 40	3 – OCCL	JPATIONAL HEALTH AND SAFETY (N	ATERIAL ASPECT	-)				
\ pproach	Provide andExplanation of the material topic and its BoundaryDirected related to Occupational Health and Safety, the topics "Human capital management" and "Health and safety in stores" were considered material topics (vide the answer to indicator "102- 47 - List of material topics").							
Management Approach	The management approach and its componentsSonae has pron Health and Safe Our People).			oted several initiatives re ty (vide the chapter Susta		v		
Mana	103-3	Evolution of the management approach	associated with	onae carries out the measurement and monitoring of indicators ssociated with this aspect and reports them in this Report ( <i>vide</i> indicators below).				

403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	Sustainability: The Pulse for Our People.	v		3 8
The health and	safety of our employees is a centr	al aspect of our management. Aiming at a zero-accident culture, w	e ensu	re the	necessary

conditions so that our stores, shopping centres, warehouses and workplaces are safe and conducive to the collective well-being. For this reason, we have 164 medical offices within the company's premises, equipped according to guidelines from the Directorate General of Health, where 102 health professionals collaborate. In 2017, more than 35,000 medical exams and around 4,800 nursing consultations took place. Likewise, under the scope of the National Automated External Defibrillation Programme (NPAED), 178 AED programmes are in place at Sonae, with 198 licensed AED's, which corresponds to more than 1,000 AED Operational members. Sonae's commitment to the dissemination and installation of AEDs in a wide range of spaces demonstrates a strong sense of social responsibility, fundamental for ensuring a fast and efficient response in

each of the licensed spaces in case of cardiorespiratory arrest, guaranteeing the existence of an effective chain of survival that significantly increases

#### Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

the probability of victim survival in cardiorespiratory arrest situations.

Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	Male	Female	Total
Workable hours by all employees (h)	23,263,573	45,045,439	68,309,012
Total of deaths (n,º)	1	0	1
Total of accidents in the workplace (n. <sup>o</sup> )	365	863	1,228
Total of accidents during the commute between home and work (n. º)	64	135	199
Total number of accidents	429	998	1,427
Rate of accidents (%)	0.002%	0.002%	0.002%
Total of days of absence due to occupational accidents (d)	6,867	14,743	21,610
Rate of days lost due to occupational accidents (%)	0.03%	0.03%	0.03%
Total of days of absence due to occupational diseases (d)	0	915	915
Rate of occupational diseases (%)	0%	0.002%	0.001%
Total number of days lost (d)	6,867	15,658	22,525
Rate of lost days (%)	0.03%	0.03%	0.03%
Total of hours of absence (h)	768,382	2,565,883	3,334,265
Absenteeism rate (%)	3%	6%	5%
Ninka.			

Note:

Scope - Portugal. It is not possible to present information from Spain, as data extraction systems are not based on the same assumptions.

For the calculation of lost days, the "working days" were considered to be the days in which the victims were effectively absent from work. Counting of lost days starts on the 1<sup>st</sup> day of absence following the accident, usually from the following day.

In the case of accidents, all were considered (accidents involving communication to insurance companies, non-participating accidents that did not involve insurance companies, accidents not in the presence of someone and accidents in the presence of someone).

#### Sonaecom (including Sonae IM and Media)

Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	Male	Female	Total
Workable hours by all employees (h)	1,604,064	800,184	2,404,248
Total of deaths (n,º)	1	0	1
Total of accidents in the workplace (n. <sup>o</sup> )	1	0	1
Total of accidents during the commute between home and work (n. <sup>o</sup> )	3	0	3
Total number of accidents	4	0	4
Rate of accidents (%)	0%	0%	0%
Total of days of absence due to occupational accidents (d)	172	0	172
Rate of days lost due to occupational accidents (%)	0.011%	0%	0.007%
Total of days of absence due to occupational diseases (d)	0	0	0
Rate of occupational diseases (%)	0%	0%	0%
Total number of days lost (d)	172	0	172
Rate of lost days (%)	0.011%	0%	0.007%
Total of hours of absence (h)	8,043	13,445	21,488
Absenteeism rate (%)	1%	2%	1%

Sonae Sierra

Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	2017
Total workable hours by all employees (h)	2,026,248
Number of deaths	-
Total number of accidents	7
Rate of accidents (%)	3.45%
Total number of days lost (d)	84

Number of days of absence due to occupational diseases (d)	-
Rate of occupational diseases (%)	-
Rate of lost days (%)	41.46%
Number of hours of absence (h)	33,111
Absenteeism rate (%)	0.02%
•••	

Note:

This includes all employees that Sonae Sierra employs directly; all workers supervised during the reporting period and all independent contractors who worked at the Sonae Sierra facility during the reporting period.

As far as independent contractors and trainees are concerned, there are no injuries, occupational diseases, days lost, absenteeism and deaths to be reported.

These rates are determined according to the following methodology:

Injury rate = (number of injuries \* 1,000,000) / Total hours worked

Rate of occupational diseases = (No. of days absent due to occupational diseases \* 1,000,000) / Total hours worked

Rate of lost days = (Number of lost days \* 1,000,000) / Total hours worked

Absenteeism rate (%) = Absenteeism in the period (hours) / Total hours worked

The total working time is equal to the total number of working days (excluding holidays and public holidays) multiplied by the average total workforce, multiplied by 8 hours.

The average total workforce equals the sum of the total number of employees (direct employees and supervised workers) in each month, divided by 12 months. The reported injuries do not include minor injuries (first aid level).

"Days" means "scheduled workdays," and the counting of the "lost days" begins on the immediate work shift (or day) after an occupational accident / illness has taken place.

403-3	Workers with high incidence or high risk of diseases related to their occupation	Sustainability: The Pulse for Our People.	V		3 8
Sonae, Sonae N	1C, Sonae Sports & Fashion, W	orten, Maxmat, Sonae RP, Sonae FS			
Total number of employees whose work, or workplace, is controlled by the organisation, involved in occupational activities that have a high incidence or high risk of specific / serious diseases (number)				0	

As part of a preventive strategy of health and safety management, initiatives were developed, directed at employees with a high incidence or high risk of work-related diseases, namely:

- 1. Ergonomic studies project (logistic warehouses and manufacturing centres);
- 2. Safety Alerts (eg.: employees handling compactors);
- 3. Campaign "Abril, Segurança Mil" Promotion of a set of awareness actions in the areas of a Health and Safety, with the primary objective to foster initiatives to improve understanding and management of stress and work-related psychosocial risks.

#### Besides these initiatives, some advisory programmes have also been developed:

Advisory programmes	No. participants
Women's Day	All employees
Healthy Lifestyles (European Week OHS)	All employees
Nutritional Programme	272
May – Heart Month - FP Cardiology	All employees
Health during travel	All employees
Flu	All employees
Flu (vaccination)	4,863

#### Sonaecom (including Sonae IM and Media)

Total number of employees whose work, or place of work, is controlled by the organisation, invo	olved in O
occupational activities that have a high incidence or high risk of specific / serious diseases (num	per)

Approach	103-1	ING AND EDUCATION (MATER Explanation of the material topic and its Boundary	Directly related to Training, the topic "Human capital management" was considered a material topic ( <i>vide</i> response to indicator "102-47 - List of material topics").			
		Sonae has promoted various initiatives related to Training (vide chapter Sustainability: The Pulse for Our People).	v			
Management	103-3	Evaluation of the management approach	Sonae carries out the measurement and monitoring of indicators associated with this aspect and reports them in this Report ( <i>vide</i> indicators presented below).			
40	4-1	Average hours of training per year per employee	Sustainability: The Pulse for Our People.	v	6	4 5 8

# Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

Average hours of training per year and per employee (2017)

Total employees by functional category (no.)	Male	Female	Total
Top Executive	72	15	87
Management	550	314	864
Middle Management	1,029	1,261	2,290
Technicians/highly-specialised technicians	1,050	1,808	2,858
Representatives	11,232	23,574	34,806
Total	13,933	26,972	40,905
Total hours of training (h)	Male	Female	Total
Top Executive	1,354	237	1,591
Management	13,658	9,497	23,155
Middle Management	36,286	52,351	88,637
Technicians/highly-specialised technicians	39,689	54,586	94,275
Representatives	286,747	532,619	819,366
Total	377,734	649,290	1,027,023
Total hours Spain			52,251

Average hours of training by category and gender (h/employee)	Male	Female	Total
Top Executive	19	16	18
Management	25	30	27
Middle Management	35	42	39
Technicians/highly-specialised technicians	38	30	33
Representatives	26	23	24
Total	27	24	25

Notes:

This includes all training participants, regardless of if they are active on December 31, 2017. Spain's global hours include Worten and Sportzone Canary Islands.

#### Sonaecom (including Sonae IM and Media)

Average hours of training per year and per employee (2017)

Total employees by functional category (no.)	Male	Female	Total
Top Executive	2	0	2
Management	247	68	315
Middle Management and Technicians/highly-specialised technicians	542	274	816
Representatives	77	91	168
Total	868	433	1,301
Total hours of training (h)	Male	Female	Total
Top Executive	0	0	0
Management	5,697	1,734	7,431
Middle Management and Technicians/highly-specialised technicians	15,612	8,788	24,400
Representatives	142	274	416
Total	21,450	10,796	32,246

Average hours of training by category and gender (h/employee)	Male	Female	Total
Top Executive	0	0	0
Management	23	25	24

Middle Management and highly- specialized technicians	29	32	30
Representatives	2	3	2
Total	25	25	25

## Sonae Sierra

Average hours of training per year and per employee (2017)

Functional category	Total employees by functional category (no.)	Total hours of training (h)	Average number of hours of training by category and gender (h/employee)
Global Senior Executive, Senior Executive, Executive	26	436	17
Senior Manager	60	1,061	18
Manager	100	3,226	32
Team Leader	132	4,612	35
Project Team Specialist	159	5,596	35
Team Member	584	17,798	30
Total	1,061	32,728	30.8

Gender	Total employees (no.)	Total hours of training (h)	Average number of hours of training by gender (h/employees)
Female	549	14,251	26.0
Male	512	18,477	36.1
Total	1,061	32,728	30.8

Notes:

This includes all of Sonae Sierra's direct employees, at the end of the report period.

404-2	Programmes for upgrading employee skills and transition assistance programmes	Sustainability: The Pulse for Our People.	v		8	
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## Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

Programmes for upgrading employee skills and transition assistance programmes (2017)

Programmes	Total Actions (no.)	Total Hours (h)	Programmes	Total Actions (no.)	Total Hours (h
Hosting and Integration	4,507	6,111	Environmental Management	2,060	5,776
Bit Academy	2	96	Inter Cross Training Programmes	249	13,750
Cartão Universo	4,565	7,768	Intra Cross Training Programmes	1,348	11,942
Cc Training Programmes	111	6,874	Iop- Performance Evaluation	644	5,285
Functional Competencies	499	12,478	Iow/Continuous Improvement/Kaizen	5,977	35,577
Transversal Competencies - CT low	175	13,600	Management & Leadership	433	24,839
Driving Forklifts and Machines	648	7,984	Meat Handlers	1,611	26,937
Critical Competencies	12	500	MC Training Programmes	13,331	69,552
Manufacturing Centres School	45	830 Note 10!		1,370	1,813
Continente Fresh Produce School	2,346	122,176	Omnichannel Worten	441	298
Logistics School	377	15,684	Incentives Plan Bagga	315	226
Continente Operations School	13,952	115,129	S&F Training Programmes	442	10,895
Health School	18,915	40,593	Bags for Life	1	1
Fashion Academy	20,497	30,161	Safety and Health at Work	28,507	200,262
AED Training and First Aid	593	6,491	Sportzone Academy	9,859	38,871
Processes / Systems Training (Workflows, SAP, Retek, Supply Chain, Breakage)	1,538	11,905	Values & People	8	30
Technical Training of Suppliers / Products / Campaigns	4,303	18,997	Worten Academy	65,347	92,706
Security Training	4	96	Worten Training Campus	684	8,028

Functionals & Fundamentals	162	6,176	Worten Training Programmes	194	6,352
Future Leaders MC	113	50,236			
Notes:					

Notes: This includes all training participants, regardless of whether or not they are active on December 31, 2017. Spain's global hours include Worten and Sportzone Canary Islands.

Sonaecom (including Sonae IM and Media)

Programmes for upgrading employee skills and	Total Actions	Total
transition assistance programmes (2017)	(no)	Hours (h)
A SUA PME ESTA ON?	1	6
ADVANCED: NEGOTIATION PROGRAM	1	48
ADX PORTALS	1	44
ANALISTA INTELIGENCIA	1	24
ANALYTICS	2	124
ANNUAL THREAT INTTELIGENCE CONFERENCE	1	16
ANS - ADVANCED NEGOTIATION SKILLS	1	48
APRES CODIGO CONTRATOS PUBLICOS REVISTO	1	4
ASV ONLINE REQUALIF TRAINING FEE	1	8
AUDITOR LIDER ISO 27001	4	65
AWS - BUSINESS OPPORTUNITIES IN CLOUD	1	12
AWSAR - ARCHITECTING ON AWS	1	21
AZURE MACHINE LEARNING FOR ISVS	1	8
BE INOVRETAIL - TEAM PLAYERS	2	128
BEST TALKS	5	1,08
BEYOND DATA - PAY AND BENEFITS TRENDS	1	1
BEYOND DATA - TENDENCIAS RETRIBUICAO	1	7
BIZDIRECT PROCEDURES	1	8
BLOCKCHAIN	2	20
BOOTCAMP MARKETING	1	12
BUSINESS BREAKFAST	1	3
BUSINESS ENGLISH - B1	1	188
CDPO	1	208
CEB	1	19
CEH	2	43
CHFI	2	240
	1	80
COACHING (TEAM LEADERS)	1	4
COMO HABLAR EN PUBLICO CONFERENCIA DE TENDENCIAS	1	140
	1	1
CONFERENCIA EXECUTIVE COACHING CONFERENCIA INTERNACIONAL APCC 2017	1	
	1	15
CONFLUENCE - WORKSHOP CONG NAC CONTRATACAO PUBLICA ELETRONICA	1	20
CONGRESSO FATOR HUMANO	1	8
CONGRESSO NACIONAL DE MARKETING	1	8
CONNECT ME	1	30
CONTROLO GESTAO E AVAL DE PERFORMANCE	1	40
CRM	1	12
CSM - CERTIFIED SCRUM MASTER	3	80
CSPO - CERTIFIED SCRUM PRODUCT OWNER	3	80
CURSO INTENSIVO MARKETING DIGITAL	1	12
CUSTOMER EXPER MANAG IN TELEC EUROP B2B	1	16
CYBER SECURITY AND EXECUTIVE STRATEGY	1	30
DATA SCIENCE FOR SOCIAL GOOD	1	8
DATA STAGE	1	42
DESTACAMENTO DE TRABALHADORES	1	9
DEVELOPING SQL DATA MODELS	1	18
DFIR Y ANALISIS FORENSE EN WINDOWS	1	40
DIGITAL ASSET MANAGEMENT EUROPE 2017	1	16
DIGITAL INNOVATION HUBS	1	6
DIGITAL TRANSFORMATION	1	16
DIREITOS DE AUTOR NA COMUNICACAO SOCIAL	1	15
DIRETIVAS EUROPEIAS 2014 - CONTRAT PUBL	1	14
DOING BUSINESS ONLINE	1	16
EFFECTIVE COMMUNICATION	1	8
ENTRADA ROOTED MADRID	1	32
ESPANHOL A1	1	62
ESPANHOL A2	2	26
ESPANHOL EMPRESARIAL - B1	1	22
ESPANHOL GERAL	2	68
ESPANHOL GERAL - A1	11	704
ESPANHOL GERAL - A1/A2	2	159
EXAMEN CDPO	1	24
EXAMEN ITIL FOUNDATION	1	45
EXCEL EXPERT	1	13
EXCEL VBA & BI EXPERT	1	20
EXPLOITING PROTECTING WEB APPLICATION	1	28
EXPO RH	1	32
F5 ASM	1	80
FATURA ELETRÓNICA NA AP	1	18

FMS - TRAINING SESSION	1	84
FOCUSED LEADERSHIP - MANAG ATT, DEL RES	2	21
FORCEPOINT: STONESOFT NGFW ADMIN	2	112
FORMACION CELLEBRITE CERTIFIED OPERATOR	1	16
FORMACION CELLEBRITE PHYSICAL ANALYST FORMADOR DE FORMADORES	1	24
FORTINET NETWORK SECURITY EXPERT	1	4
FRANCES - A1	1	130
FUJITSU FORUM	1	16
FUNDING - ALTERNATIVAS, IMPLICACOES?	1	3
GAMIFY	1	8
GECV - GESTAO ESTRATEGICA CRIACAO VALOR	1	80
GENERAL DATA PROTECTION REGULATION	1	40
GESTAO APLICADA DE PROJETOS	1	18
GESTION DE PROYECTOS GESTION Y GOBIERNO DE LA SEGURIDAD	1	72 2,064
GHAMELEONMINI - REV.G	1	2,00-
HACKING WEB AVANZADO	1	8
HADOOP	1	360
HADOOP – OVERVIEW	1	96
HANDOVER PRODUCT DELIVERY TEAM	1	10
HOW DO WE DO	3	1,256
HR SAP BASICS	2	23
HR TECH WORLD	1	16
IBM DATASTAGE DEVELOPMENT ICCP +	1	16 40
IFRS 15	1	40
IFRS 15 AND 16	1	8
ILUSTRAR TRANSICAO ISO 9001:2015	1	8
IMPLEMENTING SQL DATA WAREHOUSE	1	30
IMPROVING OUR FOUNDATIONS	14	576
IMPROVING OUR MANAGEMENT	1	96
IMPROVING OUR TEAMS	4	176
IMSHARE - WRAP UP	1	32
	9	96
INGLES GENERAL INGLES GERAL - A1	3	1,214
INGLÊS GERAL - A2	1	192
INGLES GERAL - B1	4	257
INGLES INCOMPANY BLENDED	10	2,628
INGLES JURIDICO	1	30
INGLES MARKET LEADER	3	333
INOVRETAIL PRODUCT	1	11
INTELIGENCIA EMOCIONAL - WORKSHOP	1	0
	1	2
INTERNATIONAL WORKSHOP ISC&LAW INTRANET	1	9
ISO 27001 - SECURITY GUIDELINES	4	24
ISO 27001 ISMS LEAD AUDITOR	1	480
ISO 9001:2015 - ADAPTACION	1	8
ISTQB CERTIFIED TESTER FOUNDATION LEVEL	1	21
JORNADAS FIRST	1	16
JORNADAS SOCIETÁRIAS	1	14
KDS	1	8
LAB 60 DAYS - PEN TEST KALI LINUX	1	180
LAB GENERICO HACKING LAB	1	180
LABOUR 2030 - LA 2017 LDM - ATM TECHNICAL WORKSHOP	1	32
LEAD AUDITOR - ISO 27001	1	130 180
LEADERSHIP DEVELOP & CULTURAL ALIGNMENT	2	592
LEADERSHIP SUMMIT	2	72
LEADING OTHERS PROGRAMME	1	32
LEAN SUMMIT	1	8
MARKETING DIGITAL	2	32
MASPTV	1	2
MASTERCLASS	3	9
MEDIA TRAINING	1	16
	1	8
METOD AUDITORIAS INT - BOLSA AUDITORES MICROSOFT CLOUD WORKSHOPS	2	2
MICROSOFT CLOUD WORKSHOPS MICROSOFT DYNAMICS	1	8
MOBILE APPLICATION SEC PEN	1	40
		.5

MS PROJECT	1	4
NEGOCIACAO AVANCADA - WORKSHOP	1	53
NOVO CCP	1	2
NOVO CODIGO CONTRATOS PUBLICOS	1	18
NOVO REGULAMENTO EUROPEU PROT DADOS	1	16
ON IP IN INTERNATIONALIZATION STRATEGIES	1	6
ONBOARDING SONAEIM	2	320
OTIMIZACAO FISCAL REMUNERACOES OUTSYSTEMS	2	376
PATENTES & SOFTWARES	1	4
PEN TEST KALI LINUX	2	1,072
PGG - PROGRAMA GERAL GESTAO	2	212
PGI - PROGRAMA GESTAO INICIAL	2	120
PMFU - PROJECT MANAGEMENT FUNDAMENTALS	1	12
PMI – PMP	1	35
POSICIONAMENTO CEO	1	30
POST SALES FE TECHNICAL WORKSHOP	1	16
POSTGRESQL	2	455
PRACTICAL NETWORK DEFENSE	1	20
PREP CERTIF ITIL FOUNDATION	1	300
PREP CERTIF PMP	1	120
PROGRAMMING IN C# PROJECT MANAGEMENT CORE	1	30 24
PROJECT MANAGEMENT CORE	1	24
PUBLIC SPEAKING	1	96
PUBLICIDADE – WORKSHOP	1	7
QMS & PROJECT MANAGEMENT METHODOLOGIES	1	119
QSA CALIFICATION	6	45
QUALIDADE E SEG INFORMACAO	3	40
QUALIF AUDIT INT QUALIDADE ISO 9001 2015	1	40
QUALIF AUDIT INTERNOS QUAL ISO 9001:2015	1	35
QUALYS	1	6
RAID 8	8	1,779
RAID TELECOM	7	5,479
REFRAMING CUSTOMER SERVICE	2	136
REGULAMENTO PROTECAO DADOS REGULATORY & LEGAL VENTURE CAPITAL	1	16 25
REPORTING PERSONNEL COSTS	1	4
REVISAO CODIGO CONTRATOS PUBLICOS	3	23
RH ONLINE & SAPHETY	1	33
RHCONFERENCIA'17	1	16
ROADSHOW IMPIC - ALTERACOES CCP	1	3
SALESFORCE	1	560
SALESFORCE - ALINHAMENTO DE PROCESSOS	3	22
SAP	2	24
SAPHETYBILL – WORKSHOP	1	32
SAPHETYBUY – WORKSHOP	1	38
SAPHETYDOC – WORKSHOP	1	26
SAPHETYGOV – WORKSHOP	1	28
SAPHETYSYNC - WORKSHOP SCRUM AGILE FOUNDATIONS	1	14 156
SCRUMDAY - WORKSHOP	1	48
SECRETARIAS EXECUTIVAS	1	24
SESSAO ESCLARECIMENTOS IOP	1	8
SET-UP AMBIENTE SAAS	1	18
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WORKSHOP ILUSTRAÇÃO	1	18
WORKSHOP TEAM BUILDING	1	119
FORMAÇÃO SOBRE EQUIPAMENTO AUDIO E SOM	1	36
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IMMERSIVE MEDIA: PRODUCING AUGMENTED REALITY FOR STORYTELLING PROJECTS	1	30
IMMERSIVE MEDIA: PRODUCING VR DOCUMENTARIES IN UNITY 3D	1	30

	4-3 5 - DIVEF	Percentage of employees receiving regular performance and career development reviews	Sustainability: The Pulse for Our People. Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS 100% of employees received performance assessment and career development. Sonaecom (including Sonae IM and Media) 81% of employees received performance assessment and career development. TIES - (ASPECT MATERIAL)	V	6	5 8
Management Approach	103-1	Explanation of the material topic and its Boundary	Directly related to Diversity and Equal Opportunities, the topic "Human capital management" was considered a material topic ( <i>vide</i> response to indicator "102-47 - List of material topics").			
anage Approi	103-2	The management approach and its components	Sonae has promoted various initiatives related to Diversity and Equal Opportunities (vide chapter <i>Sustainability: The Pulse for Our People</i> ).	V		
ž `	103-3	Evaluation of the management approach	Sonae carries out the measurement and monitoring of indicators associated to this aspect and reports them in this Report ( <i>vide</i> indicators below).			
40	5-1	Diversity of governance bodies and employees	Sustainability: The Pulse for Our People	V	6	5 8

Diversity and equal opportunities are important factors for Sonae's equilibrium. Therefore, Sonae has continued to promote diversity in its companies, with the conviction that it increases their performance and is not limited to gender, but also includes aspects such as ethnicity, religion, sexual orientation, physical disability or generation. Along these lines, MDS leads an international movement to promote diversity in companies, the *Women Leadership Team*, which every year brings together 20 female business leaders from Europe and the United States and in 2017 held a meeting on diversity in Paris.

Percentage of employees by functional category (%)	Age Group	Male	Female	Total
	< 30 years old	0.0%	0.0%	0.0%
Top Executive (%)	From 30 to 50 years old	44.3%	10.2%	54.5%
	≥ 50 years old	38.6%	6.8%	45.5%
	Total	83.0%	17.0%	100.0%
	< 30 years old	0.5%	0.1%	0.6%
	From 30 to 50 years old	48.9%	29.4%	78.2%
Management (%)	≥ 50 years old	14.1%	7.1%	21.2%
	Total	63.4%	36.6%	100.0%
	< 30 years old	4.3%	4.8%	9.2%
	From 30 to 50 years old	34.2%	43.5%	77.7%
Middle Management (%)	≥ 50 years old	6.3%	6.8%	13.1%
	Total	44.9%	55.1%	100.0%
	< 30 years old	9.3%	15.0%	24.2%
Technicians/highly-specialised	From 30 to 50 years old	25.1%	42.3%	67.4%
technicians (%)	≥ 50 years old	2.8%	5.6%	8.4%
	Total	37.2%	62.8%	100.0%
	< 30 years old	16.9%	25.4%	42.4%
	From 30 to 50 years old	13.1%	34.8%	47.9%
Representatives (%)	≥ 50 years old	2.2%	7.5%	9.8%
	Total	32.3%	67.7%	100.0%
	< 30 years old	0.0%	0.0%	0.0%
	From 30 to 50 years old	0.0%	0.0%	0.0%
Governance bodies (%)	≥ 50 years old	100.0%	0.0%	100.0%
	Total	100.0%	0.0%	100.0%

#### Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS

Notes:

This does not include SportZone and Worten Canary Islands, Tlantic Brasil, MDS Brasil, Salsa, Losan and Go Natural Restaurants. This does not include the Board of Directors.

## Sonaecom (including Sonae IM and Media)

Percentage of employees by functional category (%)	Age Group	Male	Female	Total
	< 30 years old	0.0%	0.0%	0.0%
Too Fundation (0/)	From 30 to 50 years old	50.0%	0.0%	50.0%
Top Executive (%)	≥ 50 years old	50.0%	0.0%	50.0%
	Total	100.0%	0.0%	100.0%
	< 30 years old	1.3%	0.0%	1.3%
	From 30 to 50 years old	67.9%	18.7%	86.7%
Management (%)	≥ 50 years old	9.2%	2.9%	12.1%
	Total	78.4%	21.6%	100.0%
	< 30 years old	26.8%	11.3%	38.1%
Middle Management and	From 30 to 50 years old	38.5%	20.3%	58.8%
Technicians/highly-specialised	≥ 50 years old	1.1%	2.0%	3.1%
technicians (%)	Total	66.4%	33.6%	100.0%
	< 30 years old	5.4%	8.9%	14.3%
	From 30 to 50 years old	28.6%	29.8%	58.3%
Representatives (%)	≥ 50 years old	11.9%	15.5%	27.4%
	Total	45.8%	54.2%	100.0%

Notes:

In the editorial areas of Público and Rádio Nova, the model for the functional groups does not apply, so all employees in these areas have an NA functional category. This is due to the specific characteristics of the career of a journalist, which, among other things, encourages the recurrent alteration of hierarchical relations between employees and defines specific career structures / terminologies that are not compatible with the model for the functional groups.

	< 30 years old	0.0%	0.0%	0.0%
Governance bodies (%)	From 30 to 50 years old	20.0%	20.0%	40.0%
	≥ 50 years old	40.0%	20.0%	60.0%
	Total	60.0%	40.0%	100.0%

Sonae Sierra				
Percentage of employees by functional category (%)	Age Group	Male	Female	Total
	< 35 years old	0.0%	0.0%	0.0%
	From 35 to 44 years old	0.0%	0.0%	0.0%
	From 45 to 54 years old	0.0%	0.0%	0.0%
Global Senior Executive (%)	From 55 to 64 years old	100.0%	0.0%	100.0%
	> 64 years old	0.0%	0.0%	0.0%
	Total	100.0%	0.0%	100.0%
	< 35 years old	0.0%	0.0%	0.0%
	From 35 to 44 years old	0.0%	0.0%	0.0%
Somiar Expositive (9)	From 45 to 54 years old	11.1%	0.0%	11.1%
Senior Executive (%)	From 55 to 64 years old	55.6%	11.1%	66.7%
	> 64 years old	22.2%	0.0%	22.2%
	Total	88.9%	11.1%	100.0%
	< 35 years old	0.0%	0.0%	0.0%
	From 35 to 44 years old	18.8%	0.0%	18.8%
Evenutive (%)	From 45 to 54 years old	56.3%	12.5%	68.8%
Executive (%)	From 55 to 64 years old	12.5%	0.0%	12.5%
	> 64 years old	0.0%	0.0%	0.0%
	Total	87.5%	12.5%	100.0%
	< 35 years old	0.0%	0.0%	0.0%
	From 35 to 44 years old	15.0%	5.0%	20.0%
Conjor Managor (9/)	From 45 to 54 years old	36.7%	13.3%	50.0%
Senior Manager (%)	From 55 to 64 years old	21.7%	6.7%	28.3%
	> 64 years old	1.7%	0.0%	1.7%
	Total	75.0%	25.0%	100.0%
	< 35 years old	3.0%	0.0%	3.0%
	From 35 to 44 years old	27.0%	15.0%	42.0%
Manager (%)	From 45 to 54 years old	31.0%	16.0%	47.0%
wunuyer (70)	From 55 to 64 years old	7.0%	1.0%	8.0%
	> 64 years old	0.0%	0.0%	0.0%
	Total	68.0%	32.0%	100.0%
Team Leader (%)	< 35 years old	8.3%	5.3%	13.6%
reum Leuuer (%)	From 35 to 44 years old	26.5%	30.3%	56.8%

	From 45 to 54 years old	9.8%	14.4%	24.2%
	From 55 to 64 years old	3.8%	1.5%	5.3%
	> 64 years old	0.0%	0.0%	0.0%
	Total	48.5%	51.5%	100.0%
	< 35 years old	14.5%	11.9%	26.4%
	From 35 to 44 years old	22.6%	27.0%	49.7%
	From 45 to 54 years old	12.6%	6.3%	18.9%
Project Team Specialist (%)	From 55 to 64 years old	4.4%	0.6%	5.0%
	> 64 years old	0.0%	0.0%	0.0%
	Total	54.1%	45.9%	100.0%
	< 35 years old	17.8%	24.5%	42.3%
	From 35 to 44 years old	14.4%	24.1%	38.5%
	From 45 to 54 years old	4.6%	9.8%	14.4%
Feam Member (%)	From 55 to 64 years old	1.9%	2.9%	4.8%
	> 64 years old	0.0%	0.0%	0.0%
	Total	38.7%	61.3%	100.0%

405-2	Ratio of basic salary and remuneration of women to men	Sustainability: The Pulse for (	Dur People.	V	6	5 8 10
Sonae, Sona	ae MC, Sonae Sports & Fa	shion, Worten, Maxmat, Son	ae RP, Sonae FS			
Ratio of a	verage basic salary by fun	ctional category (F / M)	2017			
Тор Ехеси	tives		0.93			
Managem	nent & Senior Managemen	t	0.91			
Middle M	anagement		0.90			
Technicia	ns/highly-specialised techr	nicians	0.87			
Represent	atives		1.00			
Total			0.92			
Average p	ay ratio by functional cat	egory (F / M)	2017			
Тор Ехеси	tives		0.89			
Managem	ent & Senior Managemen	t	0.90			
Middle M	anagement		0.89			
Technicia	ns/highly-specialised techr	nicians	0.86			
Represent	atives		0.99			
Total			0.89			
Notor						

Notes:

The monthly base salary (converted to full-time equivalent) includes:

All fixed remuneration as of December 31st, 2017. 12-month basis.

Total remuneration included (converted to full-time equivalent):

Monthly base salary;

Performance bonus, discrepancy allowance and shift allowance as of December 31, 2017;

Variable components calculated based on the last 12 months (January to December 2017);

This does not include SportZone and Worten Canary Islands, Tlantic Brazil, MDS Brazil, Salsa, Losan and Go Natural Restaurants. This does not include the Board of Directors.

## Sonaecom (including Sonae IM and Media)

Ratio of average basic salary by functional category (F / M) - Portugal	2017
Top Executive	-
Management	0.90
Middle Management and Technicians/highly-specialised technicians	0.90
Representatives	0.89
Total	0.79
Average pay ratio by functional category (F / M)	2017
Top Executive	-
Management	0.90
Middle Management and Technicians/highly-specialised technicians	0.90
Representatives	0.89
Total	0.79

Ratio of average basic salary by functional category (F / M) – <u>Brazil</u>	2017
Top Executive	-

Management	1.07
Middle Management and Technicians/highly specialised technicians	1.27
Representatives	-
Total	1.11
Ratio of average basic salary by functional category (F / M) – <u>Colombia</u>	2017
Top Executive	-
Management	We have not presented information for this category, as we only have male employees in this category.
Middle Management and Technicians/highly-specialised technicians	0.20
Representatives	-
Total	0.20
Ratio of average basic salary by functional category (F/M) – <u>Egypt</u>	2017
Top Executive	-
Management	We have not presented information for this category, as we only have male employees in this category.
Middle Management and Technicians/highly-specialised technicians	0.84
Representatives	-
Total	0.84
Ratio of average basic salary by functional category (F/M) – <u>Spain</u>	2017
Top Executive	-
Management	0.75
Middle Management and Technicians/highly-specialised technicians	0.94
Representatives	-
Total	0.81
Ratio of average basic salary by functional category (F/M) – <u>USA</u>	2017
Top Executive	-
Management	0.88
Middle Management and Technicians/highly-specialised technicians	0.84
Representatives	-
Total	0.87
Ratio of average basic salary by functional category (F/M) – <u>Malaysia</u>	2017
Top Executive	-
Management	0.78
Middle Management and Technicians/highly-specialised technicians	We have not presented information for this category, as we only have male employees in this category.
Representatives	-
Total	0.78
Ratio of average basic salary by functional category (F/M) – <u>Mexico</u>	2017
Top Executive	-
Management	1.26
Middle Management and Technicians/highly-specialised technicians	0,86
Representatives	-
Total	1.13

Notes:

In Australia and England, Sonaecom only has one employee (one per country), so the calculation of the ratio is not applicable. Also in Ireland, there are only male employees, so, likewise, the calculation of the indicator is not applicable.

406 – NON-D	ISCRIMINATION				
406-1	Incidents of discrimination and corrective actions taken	Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS There were no cases of discrimination. Sonaecom (including Sonae IM and Media) There were no cases of discrimination.	v	6	5 8 16
		Sonae Sierra There were no cases of discrimination.			
407 - FREEDC	M OF ASSOCIATION AN	D COLLECTIVE BARGAINING	1		
407-1	Operations and suppliers in which	Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS	v	3	8

	the right to freedom of association and collective bargaining may be at risk	At Sonae, there are no operations involving risks in the right to freedom of association and collective bargaining agreements. <b>Fresh produce, Food retail, Non-food retail, Wells, Worten and Maxmat</b> : According to the audit reports, all suppliers have question 19.11 (freedom of association: they can be members of institutions / associations that represent their rights)			
408 – CHILD L/	ABOUR	accordingly.			
408-1	Operations and suppliers at significant risk for child labour incidents	<ul> <li>Sonae, Sonae MC, Sonae Sports &amp; Fashion, Worten, Maxmat, Sonae RP, Sonae FS At Sonae, as a rule, minors are not admitted into the company. Only exceptionally are minors between the ages of 16 and 18 admitted, and always in compliance with the law.</li> <li>Fresh Produce, Food retail, Non-food retail, Wells, Worten e Maxmat: If it is found that a supplier is at significant risk for child labour incidents, the supplier is placed on stand-by and only re-enters after an SA8000 audit has been carried out by an accredited institution.</li> <li>Sonae Com has residual risks in terms of child labour. This is due both to the locations where we are present and to the technical / technological complexity of the type of activities performed by our employees.</li> </ul>	v	5	8 16
409 – FORCE	D OR COMPULSORY LA	BOUR			
409-1 412 – HUMAN	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<ul> <li>Sonae, Sonae MC, Sonae Sports &amp; Fashion, Worten, Maxmat, Sonae RP, Sonae FS At Sonae, there is no forced labour.</li> <li>Fresh Produce, Food retail, Non-food retail, Wells, Worten e Maxmat: If it is found that a supplier is at significant risk for incidents of forced or compulsory labour, the supplier is placed on stand-by and only re-enters after an SA8000 audit has been carried out by an accredited institution.</li> <li>Sonae Com Sonae Com has residual risks in terms of forced or compulsory labour. This is due both to the locations where we are present and to the technical / technological complexity of the type of activities performed by our employees.</li> </ul>	V	4	8
412 - HUMAN	Operations that have				
412-1	been subject to human rights reviews or impact assessments	Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat, Sonae RP, Sonae FS In 2017, no operation that has been subject to a reassessment of human rights and/or impact assessment was registered.	v	1	
412-2	Employee training on human rights policies or procedures		v	1	
Sonae, Sonae	MC, Sonae Sports & Fa	shion, Worten, Maxmat, Sonae RP, Sonae FS			
	ning on Human Rights p				2017
Total of ampl	average that was alward for	mal training on the policies and procedures of the organization regarding Human Pigh	+a :	n (ma )	21 002

Total of employees that received formal training on the policies and procedures of the organisation regarding Human Rights issues (no.)	21,883
Total of hours dedicated to training on policies and procedures relative to Human Rights aspects that are relevant to operations (no.)	228,485
Notes: Scope - Portugal	

Includes all participants of the training, independent of if they were active on the 31st December 2017.

412-3	Significant investment agreements and contracts that include human rights clauses or that underwent	Sonae, Sonae MC, Sonae Sports & Fashion, Worten, Maxmat In Retail, supply contracts include a supplier obligation clause that mentions "Comply with all applicable norms and legislation on work carried out by minors, Human Rights and prohibition of discrimination against their workers, for whatever reason." (2010).	V	2
	human rights screening	Percentage of investment agreements and significant contracts that include human rights 100% clauses (%)		
		This indicator is not applicable to Sonae FS and RP.		

÷	103-1	Explanation of the material topic and	,	Local Communities, the topic "Support to Local Communities" was erial topic ( <i>vide</i> response to the indicator "102-47 - List of material				
proa	100 1	its Boundary	topics").					
Management Approach	103-2	The management approach and its components		ted several initiatives related to local communities (vide chapter e Pulse for Our Communities )	v			
Manage	103-3	Evolution of the management approach		nae carries out the measurement and monitoring of the indicators associated with is aspect and reports them in this Report ( <i>vide</i> indicators presented below).				
	413-1	Operations with local community engagement, impact assessments and development programs	From the moment that it has the min develops numerou	e Pulse for Our Communities t, a new unit is installed, Sonae ensures the necessary conditions so nimum negative impact on communities. During operation, it us activities of support to the local community, meeting their he activities are often carried out in partnership with local entities.	v	1		
GRI	414 – SUPF	LIER SOCIAL ASSESSM	ENT (MATERIAL AS	PECT)				
				Directly related to the Supplier Social Assessment themes				
ppr	103-	and its Boundary	ne material topic /	"Environmental, labour and human rights criteria for suppliers" and "Ethics in the supply chain" were considered material themes ( <i>vide</i> response to the indicator "102-47 – List of material topics").				
gement Appr	103-	The managemen		and "Ethics in the supply chain" were considered material themes	V			
Management Approach	103-	<ul> <li>and its Boundary</li> <li>The management</li> <li>Evaluation of the</li> </ul>	, it approach and its	and "Ethics in the supply chain" were considered material themes (vide response to the indicator "102-47 – List of material topics"). Sonae has promoted several initiatives related to Supplier Social Assessment (vide chapter Sustainability: The Pulse for Our	V			
Management Appr	103- 103- 103- 103- 414-1	<ul> <li>and its Boundary</li> <li>The management components</li> <li>Evaluation of the approach</li> </ul>	t approach and its e management nat were screened	and "Ethics in the supply chain" were considered material themes (vide response to the indicator "102-47 – List of material topics"). Sonae has promoted several initiatives related to Supplier Social Assessment (vide chapter Sustainability: The Pulse for Our Partners and Suppliers). Sonae carries out the measurement and monitoring of indicators associated with this aspect and reports them in this Report (vide	v	8		

Sonae MC, Sonae Sports & Fashion, Worten, Maxmat Screened suppliers based on social criteria - labour practices, human rights, with an impact on society (2017)

	Fresh produce	Food retail	Non-food retail	Wells	Worten	Maxma
Total suppliers (no.)	369	291	305	48	133	77
National	307	156	103	15	6	46
Foreign	62	135	202	33	127	31
Total qualified suppliers (no.)	357	288	219	35	106	17
National	296	153	81	10	6	10
Foreign	61	135	138	25	100	7
Percentage of qualified suppliers (%)	97%	99%	72%	73%	80%	22%
National	96%	98%	79%	67%	100%	22%
Foreign	98%	100%	68%	76%	79%	23%
Total audits performed on suppliers (no.)	99	67	167	22	99	10
National	92	47	41	4	0	4
Foreign	7	20	126	18	99	6

New suppliers screened based on social criteria - labour practices, human rights, with an impact on society (2017)

	Fresh produce	Food retail	Non-food retail	Wells	Worten	Maxmat
Total new suppliers (no.)	11	7	20	6	27	6
National	9	4	3	3	0	0
Foreign	2	3	17	3	27	6
Total new qualified suppliers (no.)	6	6	7	2	0	0
National	4	3	1	1	0	0
Foreign	2	3	6	1	0	0
Percentage of new qualified suppliers (%)	55%	86%	35%	33%	0%	0%
National	44%	75%	33%	33%	0%	0%
Foreign	100%	100%	35%	33%	0%	0%
Total audits performed on new suppliers (no.)	2	0	7	0	0	0
National	2	0	1	0	0	0

eig	n		0		0		6		0		0	0
41	6 – CUSTOM	IER HEALTH AND SAFETY (MATI	RIAL ASPE	CT)								
ivianagement Approacn	103-1	Explanation of the material to and its Boundary	pic top "Co top	Directly related to the Health and Safety of the Customer, the topics "Health and Safety in stores", "Public Health" and "Conformity / Quality of Products" were considered material topics ( <i>vide</i> response to the indicator "102-47 – List of material topics").								
agement	103-2	The management approach an components	nd its He	alth and	oromoted Safety ( <i>vi</i> and Produ	de Sustai				ner	V	
Man	103-3	Evaluation of the managemen approach	ass		es out the with this a pelow).				0			
	416-1	Assessment of the health and safety impacts of products an services		tainabil	ity: The Pu	lse for O	ur Busine	esses and	Products	5.	v	

## Sonae MC, Sonae Sports & Fashion, Worten and Maxmat

We take into consideration the health and safety impacts of products at various stages of their life cycle. In terms of electronic products, for example, we carry out product image, packaging and instruction development in cooperation with the manufacturer. The entire manufacturing process of this type of product is subjected to various inspections. In terms of food products, we carry out R&D on the products through, for example, the optimisation of their nutritional profile.

	Fresh produce	Food retail	Non-food retail	Wells	S&F	Worten	Maxmat
Total categories of significant products and services (no.)	2	1	2	1	7	1	1
Total categories of significant products and services that are assessed in terms of health and safety impacts (no.)	2	1	2	1	7	1	1
Percentage of significant products and services assessed in terms of health and safety impacts (%)	100%	100%	100%	100%	100%	100%	100%

Sonae Sierra

Categories of significant products and services assessed in terms of health and safety impacts (2017)								
Percentage of significant products and services assessed in terms of	New Building	Management	Development/ redevelopment					
health and safety impacts (%)	100%	100%	100%					

Notes:

This includes all shopping centres owned by Sonae Sierra, operational in the reporting period and all projects under development during the reporting period.

Management approach	103-1	Explanation of the material topic and its Boundary Directly related to Marketing and Labelling, the topics "Conformity / Quality of Products" were considered materia topics ( <i>vide</i> response to indicator" 102-47 - List of materia topics").			
	103-2	The management concept and its components	Sonae has promoted several initiatives related to Marketing and Labelling (vide chapter Sustainability: The Pulse for Our Businesses and Products).	V	
	103-3	Evolution of the management approach	Sonae carries out the measurement and monitoring of indicators associated with this aspect and reports them in this Report ( <i>vide</i> indicators presented below).		
	417-1	Requirements for product and service information and labelling	Sustainability: The Pulse for Our Businesses and Products	v	12 16

#### Sonae MC, Sonae Sports & Fashion, Worten and Maxmat

Sonae uses its position and influence to encourage good consumer practices and lifestyles. In this way, we strive to develop our own brand products with the right quality and safety. To guarantee their quality and safety, we focus on four aspects:

(i) Certification of the development of our own brand products;

(ii) Monitoring of their quality and safety;

(iii) Labelling; and

(iv) Customer feedback management.

Requirements for product and service information and labelling (2017)	Fresh produce	Food retail
Origin of the product or service	Yes	Yes

Composition, with particular attention to potentially harmful substances to the environment or to society	Yes	Yes
Safe use of the product or service	Yes	Yes
Product elimination and underlying environmental and social impacts	Yes	Yes

Requirements for product and service information and labelling (2017)	Non-food retail	Wells	S&F	Worten	Maxmat
Origin of the product or service	Yes	Yes	Yes	Yes	Yes
Composition, with particular attention to potentially harmful substances to the environment or to society	Yes	Yes	Yes	Yes	Yes
Safe use of the product or service	Yes	Yes	Yes	Yes	Yes
Product elimination and underlying environmental and social impacts	Yes	Yes	Yes	Yes	Yes
Total categories of products with specific labelling (no.)	56	135	7	10	10
Total product categories (no.)	207	136	7	39	89
Percentage of product categories with specific labelling (%)	27%	99%	100%	26%	11%

#### Sonae FS

Sonae FS is responsible for issuing and managing *Cartão Universo*, and its credit facility is secured by a credit facility granted and managed by BNP Paribas Personal Finance, S.A.

In the area of "Pricing and Legal Information" of the *Universo* site, various documents can be consulted and / or downloaded in order to guarantee total transparency and complete information on the procedures associated with *Cartão Universo: European Standardised Information Sheet* regarding consumer credit; Credit Agreement for the opening of a credit line associated with *Cartão Universo*; Agreement for the Provision of Payment and Issuing of Electronic Currency Services; Terms and Conditions of Loyalty Programmes; Procedure for access and use of *Universo Online*; Complaints; Prices; Sonae's Code of Ethics and Conduct.

#### Sonae Sierra

Consumers are increasingly concerned about the environmental and ethical impacts of their purchases and are interested in healthy and environmentally conscious lifestyles. Sonae Sierra is aware its scope and geographical dimension can encourage consumers to make the right choices. This will help Sonae Sierra to meet its visitors' expectations, while encouraging new growth markets in sustainable products that can increase or create new revenue streams for tenants. Through its focus on Future Fil Retail, one of Sonae Sierra's long-term priorities, we leverage sustainability, as a way of increasing the number of visits to our centres and promoting positive behavioural changes focused on health and well-being and the environment. This involves promoting healthy, sustainable and local goods and services, improving well-being through health activities in shopping centres and creating a sense of belonging for visitors.

On the other hand, and in accordance with the Directive on the Performance of Buildings in the European Union, we are obliged to ensure that all our assets undergoing major renovations meet the minimum energy performance requirements; and that Energy Performance Certificates (EPC) are shared with any potential buyers and tenants of a building. We fulfilled these requirements in each member state of the European Union in which we operate and by the end of 2017, EPC were implemented in all 77% of our portfolio.

<b>GRI 41</b>	9 - SOCIOECO	ONOMIC COMPLIANCE (MATERIAL AS	SPECT)			
Management approach	103-1	Explanation of the material topic and its Boundary	<ul> <li>Directly related to Socioeconomic Compliance, the topics</li> <li>"Conformity / Product Quality" and "Transparency and trust throughout the value chain" were considered material topics (<i>vide</i> response to indicator "102-47 - List of material topics").</li> <li>Sonae has promoted several initiatives related to Marketing and Labelling (<i>vide</i> chapter Sustainability: The Pulse for Our Businesses and Products).</li> </ul>			
gement a	103-2	The management approach and its components			v	
Mana	103-3	Evolution of the management approach	Sonae carries out the measurement an indicators associated with this aspect a Report ( <i>vide</i> indicators presented below			
			Sustainability: The Pulse for Our Busine Sonae, Sonae MC, Sonae Sports & Fas Sonae RP, Sonae FS	sses and Products	,	
			Non-compliance with laws and regulations in the social and economic area	2017		
			Total monetary value of significant fines - Economic area (€)	54,898		
			Total number of non-monetary sanctions (no.)	0		
			Total monetary value of significant fines - Social area (labour) (€)	Sonae MC – 3,060 Worten – 2,798		
			Total number of non-monetary sanctions (no.)	0		
			Sonaecom (including Sonae IM and I			
		9-1 Non-compliance with laws and economic area	Non-compliance with laws and regulations in the social and economic area	2017		
	419-1		Total monetary value of significant fines - Economic area (€)	0	v	16
			Total number of non-monetary sanctions (no.)	0		
			Total monetary value of significant fines - Social area (labour) (€)	0		
			Total number of non-monetary sanctions (no.)	0		
			Sonae Sierra			
		Non-compliance with laws and regulations in the social and economic area	2017			
		Total monetary value of significant fines - Economic area (€)	0			
			Total number of non-monetary sanctions (no.)	0		
			Total monetary value of significant fines - Social area (labour) (€)	0		
			Total number of non-monetary sanctions (no.)	0		

**Table Key:** V – Verified

UNGC Principles – United Nations Global Compact SDG – Sustainable Development Goals

