





GRI TABLE

GRI Indicator	Type of Indicator	Description	Source
STRATEGY AND ANALYSIS			
1.1		Message from the Chairman of the Board of Directors about the relevance of sustainability to the organisation and its strategy	Sonae Financial Report 2013, pages 14,15,18,19
1.2		Description of key impact, risks and opportunities related to the company's activity	Sustainability Report 2013, pages 16, 31,32
ORGANISATIONAL PROFILE			
2.1		Name of the reporting organisation	Credits
2.2		Principal brands, products and services	Sustainability Report 2013, pages 8-11
2.3		Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	Sustainability Report 2013, pages 8-11
2.4		Location of the headquarters of the organisation	Lugar de Espido, Via Norte Maia-Portugal
2.5		Number of countries where the organisation operates along with countries where major operations or operations that are specifically relevant to the sustainability issues covered in the report are carried out	Sustainability Report 2013, pages 8-11
2.6		Type and legal nature of property	Sustainability Report 2013, pages 8-11
2.7		Markets covered	Sustainability Report 2013, pages 8-11
2.8		Scale of the reporting organisation	Sustainability Report 2013, pages 25-27
2.9		Major changes that have occurred during the reporting period regarding dimension, organisational structure or the shareholder structure	Sustainability Report 2013, page 6
2.10		Awards received during the period to which the report relates	Sustainability Report 2013, page 11

REPORT PARAMETERS

REPORT PROFILE			
3.1		Period covered by information provided in the report	Sustainability Report 2013, page 4
3.2		Date of last report published	Sustainability Report 2013, page 4
3.3		Period between publication of reports	Sustainability Report 2013, page 4
3.4		Contact for questions regarding the report or its contents	Sustainability Report 2013, page 5
SCOPE AND LIMITATIONS OF THE REPORT			
3.5		Process for defining the content of the report	Sustainability Report 2013, pages 4, 30-31
3.6		Boundary of the report	Sustainability Report 2013, page 4
3.7		Specific limitations on the scope or boundary of the report	Sustainability Report 2013, page 4
3.8		Basis for preparation of the report concerning joint ventures, subsidiaries, leased premises, assigned operations and external services, in addition to other entities that could significantly affect the comparison between different periods and/or organisations	Sustainability Report 2013, page 4
3.9		Data measurement techniques and the bases of calculations, including assumptions and methods underlying estimations applied to the compilation of the indicators and other information in the report	For all Sustainability Report 2013 and GRI Table





GRI Indicator	Type of Indicator	Description	Source
3.10		Explanation of the effect of any revisions to information provided in earlier reports and the reasons for such revisions	Sustainability Report 2013, page 4
3.11		Significant changes in relation to previous reporting periods in terms of scope, boundary or measurement methods	Sustainability Report 2013, page 4
TABLE OF CONTENTS OF THE GRI			
3.12		Table of contents of the GRI Table	GRI Table
VERIFICATION			
3.13		Current policies and practices with regard to the search for an independent assurance process to accompany the Sustainability Report	Sustainability Report 2013, page 4
GOVERNANCE			
4.1		Governance structure of the organisation, including committees reporting to the highest level body of governance and responsible for specific tasks, such as determining strategy or supervision of the organisation	Corporate Governance Report 2013 – pages. 9, 10;18-19
4.2		Role of the President	Corporate Governance Report 2013 pages 9,10
4.3		Independent and/or non-executive directors	Corporate Governance Report 2013 pages 9,10
4.4		Mechanisms for shareholders and employees to submit recommendations or directions to the highest level body of governance	Sustainability Report 2013, page 17
4.5		Relationship between compensation for members of the highest level body of governance, the directors and executives (including decision-making arrangements), and the performance of the organisation (including social and environmental performance)	Corporate Governance Report 2013 pages 42,50
4.6		Processes in place for the highest level body of governance to avoid conflicts of interests	Sustainability Report 2013, pages 18-19; RGS 2013 pages 10; 29-30
4.7		Process for determining the qualifications and expertise of the members of the highest level body of governance to define the strategy of the organisation with respect to issues related to economic, environmental and social performance	Corporate Governance Report 2013 pages 10; 16
4.8		Internal process of drawing up mission or value statements, codes of conduct and principles relevant to economic, environmental and social performance, in addition to their implementation	Sustainability Report 2013, pages 16, 18-19
4.9		Processes of the highest level body of governance to supervise the methods with which the organisation performs the identification and management of economic, environmental and social performance, the identification and management of relevant risks and opportunities, as well as adherence or compliance with internationally accepted standards, codes of conduct and principles	Corporate Governance Report 2013 page 10
4.10		Processes for evaluating the performance of the highest level body of governance, with particular emphasis on economic, environmental and social performance	Corporate Governance Report 2013 pages 10; 16
COMMITMENTS TO EXTERNAL INITIATIVES			
4.11		Principle of precaution of the organisation	Corporate Governance Report 2013 pages 30-39
4.12		External charters, principles and other initiatives of an environmental, economic or social nature to which the organisation subscribes or which are endorsed by the organisation.	Sustainability Report 2013, pages 10-11
4.13		Memberships of national and international associations and organisations	Sustainability Report 2013, page 78





GRI Indicator	Type of Indicator	Description	Source
RELATIONSHIP WITH STAKEHOLDERS			
4.14		Relationship with groups that are involved with the organisation as stakeholders	Sustainability Report 2013, page 17
4.15		Basis for identification and selection of stakeholders to be involved	Sustainability Report 2013, page 17
4.16		Approaches used to involve stakeholders, including frequency of involvement, by type and by groups, of stakeholders	Sustainability Report 2013, page 17
4.17		Key issues and concerns identified through stakeholder involvement, and actions taken by the organisation in the treatment of these issues and concerns, namely by means of reports.	Sustainability Report 2013, pages 30-31 Clients 33,35,40,41,44 Community 35 Suppliers 43,63,67 Employees 56-61





EC - ECONOMIC PERFORMANCE INDICATORS

ASPECT: ECONOMIC PERFORMANCE

	Source
Disclosure on Management Approach (DMA)	Sustainability Report 2013, pages 16, 25, 30-31

EC1 Essential Direct economic value generated and distributed

	2011	2012	2013
DIRECT ECONOMIC VALUE GENERATED (€)	6,201,728,204	5,819,078,355	5,266,866,194
Revenues	6,201,728,204	5,819,078,355	5,266,866,194
ECONOMIC VALUE DISTRIBUTED (€)	5,765,089,971	5,441,621,335	5,098,249,702
Operating Costs	4,816,621,956	4,571,566,303	4,282,097,899
Salaries and benefits of Employees	711,949,603	656,383,176	611,849,153
Payments to Investors	186,484,747	180,057,634	170,434,890
Payments to the State	39,899,298	23,371,873	23,278,422
Donations and other community investments	10,134,366	10,242,350	10,589,338
ACCUMULATED ECONOMIC VALUE (€)	436,638,233	377,457,020	168,616,491

EC2 Essential Financial implications, risks and opportunities due to climate change

For detailed information on the financial implications and other risks and opportunities due to climate change, please see Sonae's response to the Carbon Disclosure Project 2013, available at:

<https://www.cdp.net/sites/2013/59/17359/Investor%20CDP%202013/Pages/DisclosureView.aspx>

EC3 Essential Obligations concerning the Benefit Plan

Sonae's Retail sector has no retirement plan for its employees.

EC4 Essential Significant financial assistance received from the state

The support received from the state through subsidies, investment subsidies and tax benefits totalled € 16,134,562.

ASPECT: MARKET PRESENCE

EC6 Essential Policies, practices and proportion of spending with local suppliers

	2011	2012	2013
Total supplier expenditure (€)	4,270,509,809	4,120,229,103	4,440,214,363
Total expenditure with foreign suppliers (€)	871,909,644	793,982,746	910,335,068
Total expenditure with domestic suppliers (€)	3,398,600,165	3,326,246,358	3,529,879,296
Proportion of expenditure with domestic suppliers (%)	80%	81%	79%

Scope of report: Retail (Product purchases by Sonae MC and Sonae SR – excluding investment expenditure and costs directly linked to the profit and loss account, such as specialised labour, subcontracting, etc.)

EC7 Essential Procedures for local recruitment

In 2013, 98% of top managers were from the local community. The recruitment policy of the company is based on recruiting operating staff from the communities where business units are installed, thus contributing to local employment levels.

Scope of report: Retail





ASPECT: INDIRECT ECONOMIC IMPACT

EC8

Essential

Development and impact of investments in infrastructure (EI) and services provided primarily for public benefit

Support provided to the community includes grants and donations made by Sonae in the community, primarily for public benefit, whereby 2,059 institutions received support totalling € 10.6 million.

Scope of report: Sonae

EC9

Complementary

Indirect economic impact

See section 'Increased sharing and promote social well-being'.





EN - ENVIRONMENTAL PERFORMANCE INDICATORS

	Source
Disclosure on Management Approach (DMA)	Sustainability Report 2013, pages 16, 27, 30-31, 46-55

ASPECT: MATERIALS

EN1	Essential	Consumption of raw materials
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	2011	2012	2013
Number of reams of A4 paper consumed	166,985	151,324	166,963
Total weight of paper consumed (t)	417.46	378.31	417.00

Scope of Report: Retail - Portugal

EN2	Essential	Consumption of recycled raw materials
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	2011	2012	2013
Number of reams of recycled A4 paper consumed	73,112	56,222	41,765
Weight of recycled paper consumed (t)	182.78	140.56	104.00
Total weight of paper consumed (t)	417.46	378.31	417.00
Total percentage of recycled paper consumed (%)	43.78%	37.15%	25.00%

Scope of Report: Retail - Portugal

ASPECT: ENERGY

EN3	Essential	Direct energy consumption
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Evolution of direct energy consumption by type

	2011	2012	2013
Natural gas consumption (m ³)	447,294	432,509	439,012
Propane consumption (t)	30	39	47
Diesel consumed by stores (litres)	130,165	138,478	128,786
Diesel consumed by contracted fleet (litres)	10,779,887	9,947,017	9,734,121
Diesel consumed by staff vehicles (litres)	2,007,367	2,025,156	2,016,480
Petrol consumed by staff vehicles (litres)	22,967	18,497	21,469

Scope of Report: Retail - Portugal

Evolution of direct energy consumption by type (GJ)

	2011	2012	2013
Natural gas consumption (GJ)	17,203	16,634	16,884
Propane consumption (GJ)	1,457	1,893	2,300
Diesel consumed by stores (GJ)	4,850	5,160	4,799
Diesel consumed by vehicles for transporting goods (GJ)	401,700	370,664	362,730
Diesel consumed by staff vehicles (GJ)	74,802	75,465	75,142
Petrol consumed by staff vehicles (GJ)	772	621	721





Total direct energy consumption (GJ)	500,783	470,438	461,850
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Scope of Report: Retail - Portugal

Conversion Factors

Energy	Unit	Factor (2013)	Source (2013)
Natural gas	LHV (GJ/m ³)	0.038	Table of lower heating values, emission factors and CO ₂ oxidation factors used in the Portuguese Inventory Report on Greenhouse Gases published in 2008
Propane Gas	LHV (GJ/t)	48.55	Table of lower heating values, emission factors and CO ₂ oxidation factors used in the Portuguese Inventory Report on Greenhouse Gases published in 2008
Diesel	Density (kg/l)	0.86	Galp Energia - Safety Data Sheet Gasoline
	LHV (GJ/t)	43.33	APA - Portuguese National Inventory Report on Greenhouse Gases 1990-2009, 2011
Petrol	Density (kg/l)	0.75	Galp Energia - Safety Data Sheet Gasoline
	LHV (GJ/t)	44.79	APA - Portuguese National Inventory Report

EN4

Essential

Indirect energy consumption

Production of electricity through renewable energy sources

	2011	2012	2013
Electricity produced by renewable energy sources (MWh)	194.63	2,044.00	6,018.00
Electricity produced by renewable energy sources (GJ)	700.66	7358.39	21,664.80

Scope of Report: Retail - Portugal

Sonae sells all electricity produced by renewable energy sources to the Portuguese national grid.

Evolution of indirect energy consumption by primary source

	2011	2012	2013
Electricity consumption in stores (MWh)	485,675.37	421,239.00	408,502.05
Electricity consumption in manufacturing centres (MWh)	6,912.00	6,843.00	7,549.82
Electricity consumption (MWh)	492,587.37	428,082.00	416,051.87
Electricity Consumption (GJ)	1,773,314.53	1,541,095.20	1,497,786.73

Scope of Report: Retail - Portugal

Conversion Factor

Energy	Unit	Factor 2013	Source
Electricity	(GJ/MWh)	3.60	International Energy Agency

Electricity consumption per sales area (GWh/100 m²)

	2011	2012	2013
Store area (1000 m ²)	872.18	884.00	904.41
Electricity consumption per store area (GWh/1000m ²)	0.56	0.48	0.45

Note: The 2012 figures were corrected in line with the 2012 Sustainability Report.

Electricity by primary source (GJ)

	Total
Hydro power	327,450
Wind	123,206
Renewable co-generation	22,261





Other renewable sources	23,009
Urban solid waste	4,428
Fossil co-generation	53,041
Natural gas	364,976
Coal	393,701
Nuclear	130,743
Diesel	39,965
Fuel oil	12,463

Source: ERSE - Energy Services Regulatory Entity
Scope of Report: Retail - Portugal

EN5 Complementary Energy saved due to conservation and efficiency measures

Please see Sonae Sustainability Report - page 50

EN6 Complementary Provision of products and services with low energy consumption

Please see Sonae Sustainability Report - page 53

EN7 Complementary Reduction in indirect energy consumption

Please see Sonae Sustainability Report - pages 50-51

ASPECT: WATER

EN8 Essential Total water consumption

	2011	2012	2013
Total water consumption (m ³)	724,414	659,481	650,744

Scope of Report: Retail: Food stores operating in mainland Portugal and in the autonomous region of Madeira.

Evolution of consumption of drinking water per sales area (m³/m²)

	2011	2012	2013
Store area (1000 m ²)	515,989	527,585	553,642
Consumption of drinking water per store area (m ³ /m ²)	1.40	1.25	1.18

Scope of Report: Retail: Food stores operating in mainland Portugal and in the autonomous region of Madeira.

EN10 Complementary Recycling and reuse of water

Currently there are no processes for the recovery and reuse of water in our premises, namely stores and distribution centres. We have one project in this field, namely in the Sonae Business Tower in Maia, where the grey water from sinks and showers is recovered and reused to flush toilets and urinals in the same building. The building also has a system to collect rainwater, which is subsequently used for irrigation of the surrounding green areas.

Scope of report: Retail - Portugal

ASPECT: BIODIVERSITY

EN11 Essential Location in or adjacent to protected areas

The retail business has no premises in areas classified as high-biodiversity habitats.

EN12 Essential Impact on biodiversity

Please see Sonae Sustainability Report - pages 42-43



**EN13 Complementary Protected or restored habitats**

No activities were carried out that might modify and cause the need for restoration of surrounding habitats.

EN14 Complementary Managing impact on biodiversity

Please see Sonae Sustainability Report - pages 42-43

ASPECT: EMISSIONS, EFFLUENTS, AND WASTE**EN16 Essential Direct and indirect Greenhouse Gas emissions****Evolution of Greenhouse Gas emissions (scope 1 + 2), per source**

	2011	2012	2013
Emissions associated with the consumption of natural gas (t CO ₂ e)	965	941	947
Emissions associated with the consumption of propane (t CO ₂ e)	92	120	145
Emissions associated with the consumption of diesel by stores (t CO ₂ e)	359	383	355
Emissions associated with the consumption of diesel by vehicles for transporting goods (t CO ₂ e)	29,726	27,503	26,842
Emissions associated with the consumption of diesel by staff vehicles (t CO ₂ e)	5,535	5,599	5,560
Emissions associated with the consumption of petrol by staff vehicles (t CO ₂ e)	53	43	50
Total Greenhouse Gas emissions - direct (t CO₂e)	36,730	34,589	33,900
Emissions associated with electricity consumption - Indirect (t CO₂e)	181,977	168,400	158,308
Total emissions (direct + indirect) (t CO₂e)	218,708	202,989	192,208

Scope of report: Retail - Portugal

Note: In 2011, scope 1 emissions did not include Greenhouse Gases, CH₄ or N₂O

Proportion of electricity consumed from different suppliers in 2013

Electricity - Suppliers	%	CO ₂ (g/kWh)	Observation
EDP SU	2.76%	227.39	Figure calculated from invoices issued on and after March 2013
EDP COMERCIAL	13.22%	427.46	Figure provided by EDP Comercial
EEM	3.59%	540.00	Figure calculated from invoices issued on and after September 2013
Endesa	80.43%	371.72	Figure provided by Endesa
Total	100.00%	381.15	

EN17 Essential Other indirect Greenhouse Gas emissions**Greenhouse Gas emissions (Scope 3), per source**

	2012	2013
Emissions related to energy recovery (t CO ₂ e)	69	66
Emissions related to organic recovery (t CO ₂ e)	122	150
Emissions related to landfill (t CO ₂ e)	4,080	3,758
Emissions Scope 3 - Waste management (t CO₂e)	4,271	3,974

Scope of report: Retail - Portugal

	FE (t CO ₂ /t waste)	Source
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Energy recovery	0.021	In accordance with Government GHG Conversion Factors for Company Reporting, 2013: Methodology Paper for Emission Factors (July 2013), no changes in factors associated with waste in 2013 compared to 2012.
Organic recovery	0.021	
Landfill	0.290	

Evolution of emissions by the contracted fleet

	2011	2012	2013
Distance (km)	36,951,470	33,922,926	33,718,256
Diesel consumption by the contracted fleet (GJ)	401,700	370,664	362,730
Emissions by vehicles for transporting goods (t CO _{2e})	29,726	27,503	26,842

Scope of report: Retail - Portugal

	Unit	2013	Source
Diesel	FE (kg CO ₂ /GJ)	74.00	APA - Portuguese National Inventory Report on Greenhouse Gases 1990-2009, 2011

Detailed information on % of vehicles complying with Euro 4, Euro 5 and Euro 6 Standards

	2011	2012	2013
Euro 4 Standard	50%	32%	28%
Euro 5 Standard	36%	57%	66%
Euro 6 Standard	1%	-	-
EURO 4 Standard or higher	87%	89%	94%

Scope of report: Retail - Portugal

EN18**Complementary****Reduction of GHG emissions**

Please see EN5 and EN6

EN19**Essential****Emissions of ozone-depleting substances by weight**

It is estimated that leaks represented the equivalent of about 0.059 tonnes of CFC-11 in 2013.

	2011	2012	2013
R 404	79%	82%	79%
R427a	9%	7%	6%
R22	2%	1%	1%
Glycol	10%	10%	9%
R134	0%	0%	2%
R290	0%	0%	3%
R744	0%	0%	1%

In terms of the emissions of substances that deplete the ozone layer, only emissions that are the result of R22 leaks will be considered.

Calculation formula:

An ODP (ozone depletion potential) figure is used to convert R22 values to a CFC-11 equivalent; in this case, the figure was 0.055. (Source: The Montreal Protocol on Substances that Deplete the Ozone Layer).

Note: the information in this indicator is complemented by the section on coolants.





EN20

Essential

NOx, SOx and other atmospheric emissions

	2011	2012	2013
NOx emissions - Diesel consumed by stores (t)	3.88	4.13	3.84
NOx emissions - Diesel consumed by vehicles for transporting goods (t)	321.36	296.53	290.18
NOx emissions - Diesel consumed by staff vehicles (t)	59.84	60.37	60.11
NOx emissions - Petrol consumed by staff vehicles (t)	0.46	0.37	0.43
Total NOx emissions (t)	385.54	361.40	354.57
SO ₂ emissions - Diesel consumed by stores (t)	1.02	1.08	1.01
SO ₂ emissions - Diesel consumed by vehicles for transporting goods (t)	84.36	77.84	76.17
SO ₂ emissions - Diesel consumed by staff vehicles (t)	15.71	15.85	15.78
SO ₂ emissions - Petrol consumed by staff vehicles (t)	0.06	0.05	0.05
Total SO₂ emissions (t)	101.14	94.82	93.02

Note: The values of NOx and SO₂ emissions associated with diesel consumed by stores were corrected in line with the 2012 Sustainability Report.

Emission factors	NOx	SO ₂	Unit	Source
Diesel	0.8	0.21	kg/GJ	IPCC 2006
Petrol	0.6	0.075	kg/GJ	IPCC 2006

Scope of report: Retail - Portugal

Note: Calculations for this indicator takes into account figures reported in the EN3 indicator

EN21

Essential

Total water discharge by quality and destination

Sonae does not possess measurement methods for waste water. For this reason, the frequently used engineering principle which states that 80% of consumed water results in waste water was applied.

Evolution of the estimated volume of waste water (m³)

	2011	2012	2013
Discharged liquid effluents volume (m ³)	579,531	527,585	520,595

Scope of report: Retail - Portugal - the discharge of liquid effluents concerns food stores

Regarding waste water treatment, most waste water generated at the company's premises is discharged into public sewers, except for the waste water from three stores (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 infrastructures. The aforementioned premises are equipped with waste water treatment plants that treat the waste water biologically (secondary treatment).

EN22

Essential

Total weight of waste by type and disposal method

	2011	2012	2013
Hazardous waste (t)	1,928	1,680	1,369
Recovery (t)	1,928	1,680	1,369
Elimination (t)	0	0	0
Non-hazardous waste (t)	64,919	59,910	61,624





Recovery (t)	49,734	45,843	48,666
Elimination (t)	15,185	14,067	12,958
Total volume of waste (t)	66,848	61,590	62,993

Scope of report: Includes distribution centres and Portuguese retail stores. Maxmat stores and stores in shopping centres, where waste is managed by the shopping centre itself, are not included in the scope of this report.

	2011	2012	2013
Recovery rate of waste (%)	77%	77%	79%

	2012	2013	Δ 12-13 (%)
Non-hazardous waste	59,910.47	61,624.08	2.86%
Cardboard (GA)	29,279.19	30,848.61	5.36%
Plastic (GA)	3,034.45	3,176.09	4.67%
Wood (GA)	596.91	940.14	57.50%
Polystyrene (GA)	260.05	305.04	17.30%
Hangers (P)	24.33	16.67	-31.48%
WEEE (CI)	3,233.00	2,776.58	-14.12%
Cooking oil (CI)	32.34	38.23	18.23%
Corks (CI)	73.67	38.17	-48.19%
Uniforms (P)	10.00	11.68	16.79%
Clothes (customers) (CI)	11.18	82.76	640.49%
Coffee capsules (CI)	186.87	125.11	-33.05%
MSW (P)	23,168.48	23,265.02	0.42%
Hazardous waste	1,680.15	1,368.68	-18.54%
Batteries (CI)	38.20	33.13	-13.27%
IT Consumables (P)	1.54	3.92	-62.81%
IT Consumables (CI)	7.27	11.88	63.49%
WEEE (CI)	1,554.75	1,264.51	-18.67%
Light bulbs (CI)	20.89	11.97	-42.73%
Car batteries (CI)	48.49	43.28	-10.75%
Batteries (CI)	38.20	33.13	-13.27%
Total waste	61,590.61	62,992.77	2.28%

GA - Generated in Activity (applies to packaging), P - Produced by Activity, CI - from Clients

EN23**Essential****Total number and volume of significant spills**

Sonae considers a spill to be significant only if it affects the environment outside the premises. Since this situation has never arisen, no significant spills have occurred during retail operations.

ASPECT: PRODUCTS AND SERVICES**EN26****Essential****Mitigate environmental impact of products and services**

Please see Sonae Sustainability Report - pages 42,50,54

EN27**Essential****Recoverable percentage of products sold and their respective packaging, and percentage actually recovered**

Not applicable





ASPECT: COMPLIANCE

EN28

Essential

Fines and non-monetary sanctions for non-compliance with environmental laws and regulations

Sonae considers a fine to be significant when its total monetary value equals or exceeds € 15,000, since this corresponds to the minimum fine for a serious environmental infringement (Law no. 50/2006, of August 29, altered by Law no. 89/2009, of August 31). There were no significant fines in the retail area.

Scope of report: Retail - Portugal

EN29

Complementary

Environmental impact of transportation

Please see Sonae Sustainability Report - page 55





LA - LABOUR PRACTICES INDICATORS

	Source
Disclosure on Management Approach (DMA)	Sustainability Report 2013, pages 16, 18-22, 26, 30-31, 56-62

ASPECT: EMPLOYMENT

LA1	Essential	Total workforce
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	2011	2012	2013
TYPE OF CONTRACT			
Number of permanent employment contracts	27,679	27,063	27,287
Male	8,652	8,372	8,469
Female	19,027	18,691	18,818
Number of temporary employment contracts	9,034	9,160	10,326
Male	3,326	3,433	3,901
Female	5,708	5,727	6,425
TOTAL NUMBER OF EMPLOYEES	36,713	36,223	37,613

	2011	2012	2013
TYPE OF EMPLOYMENT			
Number in full-time employment	26,071	25,414	26,098
Male	9,136	8,819	9,092
Female	16,935	16,595	17,006
Number in part-time employment	10,642	10,809	11,515
Male	2,842	2,989	3,278
Female	7,800	7,820	8,237
TOTAL NUMBER OF EMPLOYEES	36,713	36,223	37,613

	2011	2012	2013
REGION			
Portugal	33,283	33,090	34,482
Male	10,467	10,457	10,996
Female	22,816	22,633	23,486
Spain	2,846	2,583	2,641
Male	1,265	1,142	1,180
Female	1,581	1,441	1,461
China	37	27	26
Male	17	12	12
Female	20	15	14
Brazil	530	506	443
Male	223	190	175
Female	307	316	268
Turkey	17	17	21
Male	6	4	7
Female	11	13	14
Total international	2,900	3,133	3,131
TOTAL EMPLOYEES	36,713	36,223	37,613

LA2	Essential	Numbers and rates of new recruitments and rotation
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NEW RECRUITMENTS

	2011			2012			2013		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
<18 Years	0	0	0	0	0	0	2	1	3





18 to 34 years	3,691	6,054	9,745	4,647	7,791	12,438	4,806	8,024	12,830
35 to 44 years	223	393	616	258	519	777	251	685	936
45 to 54 years	32	92	124	43	127	170	79	219	298
55 to 64 years	5	8	13	4	4	8	17	22	39
≥ 65 Years	0	0	0	0	1	1	2	1	3
TOTAL	3,951	6,547	10,498	4,952	8,442	13,394	5,157	8,952	14,109

RATE OF NEW RECRUITMENT (%)

	2011			2012			2013		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
<18 Years	0	0	0	0	0	0	0	0	0
18 to 34 years	55%	47%	49%	71%	64%	66%	71%	66%	68%
35 to 44 years	9%	6%	7%	10%	7%	8%	9%	9%	9%
45 to 54 years	3%	3%	3%	4%	4%	4%	6%	7%	6%
55 to 64 years	2%	2%	2%	2%	1%	1%	6%	4%	5%
≥ 65 Years	0%	0%	0%	0%	33%	8%	17%	50%	21%
TOTAL	38%	29%	32%	47%	37%	40%	47%	38%	41%

ROTATION RATE (%)

	2011			2012			2013		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
<18 Years	0%	0%	0%	0%	0%	0%	0%	0%	0%
18 to 34 years	18%	30%	47%	14%	23%	38%	13%	22%	34%
35 to 44 years	1%	3%	4%	1%	2%	3%	1%	2%	3%
45 to 54 years	0%	1%	1%	0%	1%	1%	0%	1%	1%
55 to 64 years	0%	0%	0%	0%	0%	0%	0%	0%	0%
≥ 65 Years	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	19%	34%	53%	16%	26%	42%	14%	24%	38%

NUMBER OF CONTRACTED EMPLOYEES WHO LEFT DURING THE PERIOD COVERED BY THE REPORT

	2011			2012			2013		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
<18 Years	0	0	0	0	0	0	2	1	3
18 to 34 years	2,145	3,380	5,525	2,735	4,656	7,391	2,854	4,750	7,604
35 to 44 years	110	242	352	147	319	466	115	374	489
45 to 54 years	11	59	70	26	94	120	24	80	104
55 to 64 years	1	4	5	0	3	3	4	10	14
≥ 65 Years	0	0	0	0	1	1	0	0	0
TOTAL	2,267	3,685	5,952	2,908	5,073	7,981	2,999	5,215	8,214

ASPECT: RELATIONSHIP BETWEEN EMPLOYEES AND GOVERNANCE

LA4

Essential

Employees covered by collective bargaining agreements

	2011	2012	2013
TOTAL NUMBER OF EMPLOYEES	33,283	33,090	34,482
Total number of employees covered by collective bargaining agreements	32,324	32,172	33,465
Percentage of employees covered by collective bargaining agreements (%)	97%	97%	97%

97% of Sonae's retail sector employees in Portugal (33,465 employees) are covered by collective bargaining agreements (I.R.C.T).

LA5

Essential

Minimum periods of notification

The deadline for notifying employees in the retail sector on the implementation of significant operational changes is observed in accordance with the provisions of the Labour Code and the applicable Collective Bargaining





Agreements. Please note that collective bargaining agreements do not establish any specific procedures on this subject in addition to those stipulated by the applicable law.

ASPECT: OCCUPATIONAL HEALTH AND SAFETY

LA7 Essential Safety Index

	2011			2012			2013		
Health and Safety	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
Total workable hours by all employees (h)	20,297,416	41,831,262	62,128,678	19,135,858	40,067,040	59,202,898	19,271,281	40,300,001	59,571,282
Number of deaths	0	0	0	0	0	0	0	0	0
Number of accidents in the workplace	ND	ND	1,626	ND	ND	1,409	ND	ND	1,401
Number of accidents during travel between home and work	ND	ND	121	ND	ND	149	ND	ND	169
TOTAL NUMBER OF ACCIDENTS	ND	ND	1,747	ND	ND	1,558	ND	ND	1,570
RATE OF ACCIDENTS	ND	ND	0.003%	ND	ND	0.003%	ND	ND	0.003%
Number of days of absence due to occupational accidents	ND	ND	21,960	ND	ND	20,885	ND	ND	25,989
RATE OF DAYS LOST DUE TO OCCUPATIONAL ACCIDENTS	ND	ND	0.04%	ND	ND	0.04%	ND	ND	0.04%
Number of days of absence due to occupational diseases (d)	ND	ND	0	ND	ND	522	ND	ND	354
RATE OF OCCUPATIONAL DISEASES	0	0	0%	0	0	0%	0	0	0%
Total number of days lost (d)	ND	ND	21,960	ND	ND	21,407	ND	ND	25,989
RATE OF LOST DAYS	0	0	0.04%	0	0	0.04%	0	0	0.04%
Number of hours of absence (h)	506,380	1,706,017	2,212,397	534,089	2,678,473	3,212,562	534,089	2,702,543	3,236,632
ABSENTEEISM RATE (%)	2%	4%	4%	3%	7%	5%	3%	7%	5%

Scope of report: Retail - Portugal

Sonae is committed to improving its information gathering, so that in the future it can provide gender information in its response to this indicator.

These rates are determined according to the following methodology:

Accident rate = (Number of accidents/Total workable hours by all employees) x 100

Rate of days lost due to occupational accidents = (No. of days absent per occupational accident/Total workable hours by all employees) x 100;

Rate of lost days = (Number of lost days/Total workable hours by all employees) x 100;

Rate of occupational diseases = (No. of days absent due to occupational diseases/Total workable hours by all employees) x 100;

Absenteeism rate = (Hours of absenteeism/Total workable hours by all employees) x 100.

LA8 Essential Programmes regarding serious diseases

	2013
TRAINING AND AWARENESS PROGRAMMES	Number of participants
INTERNAL SAFETY PLAN	44,329
AWARENESS OF GOOD PRACTICES IN THE WORKPLACE (HSST)	14,520
HAZARDS IN THE WORKPLACE	12,876
YES TO OPERATIONAL EFFICIENCY - SST	9,737
PERISHABLES SCHOOL (SST)	9,086





REDUCING ACCIDENTS	806
CRISIS MANAGEMENT	95
TOTAL PARTICIPANTS	84,849

	2013
ADVISORY PROGRAMMES	Number of participants
NATIONAL DAY FOR PREVENTION AND SAFETY IN THE WORKPLACE	Total Employees
EUROPEAN WEEK FOR SAFETY AND HEALTH AT WORK	Total Employees
HEALTH SCREENINGS (EUROPEAN WEEK SHW)	102
ROAD SAFETY	ND
WOMEN'S DAY - 08 MARCH	Total Employees
MAY - HEART MONTH	Total Employees
NUTRITION SESSIONS (WSHOP)	542
HEALTH SCREENINGS (NUTRITION)	0
FLU	Total Employees
BREAST CANCER	Total Employees
AIDS AWARENESS DAY	137
DIABETES DAY	Total Employees
IPST - PORT. INST. FOR BLOOD AND TRANSPLANTS	163
VITA SALUTIS PLATFORM	Total Employees
TOTAL PARTICIPANTS	

LA10	Essential	Training
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	2011			2012			2013		
Total number of employees by position	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
Executives/Directors	347	145	492	353	148	501	361	168	529
Senior management	43	88	131	52	90	142	79	109	188
Middle management	1,156	1,393	2,549	1,205	1,410	2,615	1,248	1,470	2,718
Highly-skilled and skilled employees	6,165	15,791	21,956	5,987	15,713	21,700	6,009	15,810	21,819
Semi-skilled employees	256	866	1,122	263	819	1,082	264	916	1,180
Unskilled employees	108	69	177	106	64	170	103	71	174
Trainees/Apprentices	2,392	4,464	6,856	2,491	4,389	6,880	2,933	4,941	7,874
Sonae SR (Not in Portugal)	-	-	-	-	-	2,576	-	-	2,641
TOTAL	10,467	22,816	33,283	10,457	22,633	35,666	10,997	23,485	37,123

	2011			2012			2013		
Total number of hours of training (h)	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
Executives/Directors	13,071	3,507	16,577	9,791	3,957	13,748	18,562	7,937	26,498
Senior management	909	2,721	3,630	852	1,647	2,499	2,083	2,624	4,707
Middle management	45,835	53,569	99,403	40,991	49,174	90,165	49,834	56,275	106,108
Highly-skilled and skilled employees	200,971	471,200	672,171	190,079	463,653	653,732	153,972	393,461	547,434
Semi-skilled employees	6,947	20,195	27,141	6,077	14,468	20,545	5,390	23,892	29,281
Unskilled employees	4,960	2,880	7,841	4,074	1,697	5,771	1,614	858	2,472
Trainees/Apprentices	142,150	221,379	363,529	126,090	208,470	334,560	105,464	197,106	302,571





Sonae SR (Not in Portugal)	-	-	124,852	-	-	73,401	-	-	51,871
TOTAL	414,842	775,451	1.315,145	377,954	743,065	1,194,420	336,919	682,152	1,070,942

	2011			2012			2013		
Total number of hours of training by position and gender	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
Executives/Directors	38	24	34	28	27	27	51	47	50
Senior management	21	31	28	16	18	18	26	24	25
Middle management	40	38	39	34	35	34	40	38	39
Highly-skilled and skilled employees	33	30	31	32	30	30	26	25	25
Semi-skilled employees	27	23	24	23	18	19	20	26	25
Unskilled employees	46	42	44	38	27	34	16	12	14
Trainees/Apprentices	59	50	53	51	47	49	36	40	38
Sonae SR (Not in Portugal)	-	-	-	-	-	28	-	-	20
TOTAL	40	34	40	36	33	33	31	29	29

LA11 Complementary Programmes for skills management

	2012	2013
TOTAL ACTIVITIES	62,730	109,195

PROGRAMMES IN 2013		
	No. activities Portugal	No. activities Spain
Commercial Academy	48	66
Management Academy	18	213
Leadership Academy	94	88
Academy For Interdisciplinary Skills	505	10
Continuous Improvement / Kaizen	18,277	57
Perishables School	19,056	-
Health School	33	-
Training in Processes/Systems (Workflows, SAP, Retek, Supply Chain, Loss)	5,527	-
Technical training in supply/products	24,360	286
Environmental Management	82	-
Health and Safety at Work	7,374	23
Logistics School	453	-
Continente Operations School	3,221	-
Sportzone Academy	4,200	21
Other Activities	25,105	76
TOTAL ACTIVITIES	108,355	840

LA12 Complementary Percentage of employees who receive regular performance assessments

The performance assessments process is applicable to all of Sonae's employees in Portugal.
Please see Sonae Sustainability Report - page 58

LA13 Essential Workforce by gender, age and ethnic minority

	2013			
	Age	Male	Female	TOTAL
Executives/ Directors	<18 years	0	0	0
	18 to 34 years	15	7	22
	35 to 44 years	157	91	248





Senior management	45 to 54 years	137	56	193
	55 to 64 years	48	14	62
	≥ 65 years	4	0	4
	TOTAL	361	168	529
	<18 years	0	0	0
Middle management	18 to 34 years	36	54	90
	35 to 44 years	39	49	88
	45 to 54 years	3	5	8
	55 to 64 years	1	1	2
	≥ 65 years	0	0	0
Highly-skilled and skilled employees	TOTAL	79	109	188
	<18 years	0	0	0
	18 to 34 years	325	431	756
	35 to 44 years	587	723	1,310
	45 to 54 years	267	269	536
Semi-skilled employees	55 to 64 years	67	46	113
	≥ 65 years	2	1	3
	TOTAL	1,248	1,470	2,718
	<18 years	0	0	0
	18 to 34 years	3,399	6,565	9,964
Unskilled employees	35 to 44 years	1,680	5,957	7,637
	45 to 54 years	754	2,846	3,600
	55 to 64 years	170	442	612
	≥ 65 years	6	0	6
	TOTAL	6,009	15,810	21,819
Trainees/Apprentices	<18 years	0	0	0
	18 to 34 years	169	583	752
	35 to 44 years	54	245	299
	45 to 54 years	34	78	112
	55 to 64 years	7	10	17
TOTAL NUMBER OF EMPLOYEES	≥ 65 years	0	0	0
	TOTAL	264	916	1,180
	<18 years	0	0	0
	18 to 34 years	25	13	38
	35 to 44 years	50	24	74
TOTAL NUMBER OF EMPLOYEES	45 to 54 years	26	27	53
	55 to 64 years	2	6	8
	≥ 65 years	0	1	1
	TOTAL	103	71	174
	<18 years	0	0	0
TOTAL NUMBER OF EMPLOYEES	18 to 34 years	2,801	4,569	7,370
	35 to 44 years	106	289	395
	45 to 54 years	23	76	99
	55 to 64 years	3	7	10
	≥ 65 years	0	0	0
TOTAL NUMBER OF EMPLOYEES	TOTAL	2,933	4,941	7,874
		10,997	23,485	34,482

LA14

Essential

Ratio between basic salaries and the wages of women and men

	2011	2012	2013
Basic salaries of women and men			
Executives/Directors	0.79	0.80	0.79





Senior management	0.90	0.95	0.90
Middle management	0.91	0.88	0.87
Highly-skilled and skilled employees	0.99	0.99	0.98
Semi-skilled employees	0.87	0.88	0.87
Unskilled employees	0.88	0.90	0.88
Trainees/Apprentices	0.99	1.00	1.00

	2011	2012	2013
Wages of women and men			
Executives/Directors	0.81	0.81	0.79
Senior management	0.80	0.95	0.90
Middle management	0.86	0.89	0.87
Highly-skilled and skilled employees	1.01	0.99	0.98
Semi-skilled employees	0.81	0.88	0.87
Unskilled employees	0.85	0.90	0.86
Trainees/Apprentices	0.94	1.00	1.00

LA15

Essential

Return to work and retention rates after parental leave

	2011			2012			2013		
	Male	Female	TOTAL	Male	Female	TOTAL	Male	Female	TOTAL
Number of employees entitled to parental leave	10,467	22,816	33,283	10,457	22,633	33,090	10,996	23,486	34,482
Number of employees who take up parental leave	491	1,354	1,845	458	1,250	1,708	428	1,162	1,590
Number of employees who returned to work after completion of parental leave	490	1,342	1,832	454	1,239	1,693	423	1,160	1,583
Number of employees who returned to work after completion of parental leave and continue to work for the Company 12 months after returning	480	1,316	1,796	486	1,348	1,834	455	1,242	1,697
TAKE-UP RATE (%)	5%	6%	6%	4%	6%	5%	4%	5%	5%
RATE OF RETURN (%)	100%	99%	99%	99%	99%	99%	99%	99.8%	99.6%
CONTINUATION IN EMPLOYMENT RATE (%)	96%	99%	98%	99%	100%	99%	99%	99%	99%





HR – HUMAN RIGHTS

	Source
Disclosure on Management Approach (DMA)	Sustainability Report 2013, pages 16, 30-31, 63-67

ASPECT: INVESTMENT PRACTICES AND PURCHASING PROCEDURES

HR1	Essential	Investment agreements and contracts with human rights clauses
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Supply contracts include a clause requiring the vendor to state the following, 'The vendor shall comply with all standards and legislation applicable to work performed by minors, human rights and the prohibition of discrimination against its employees, for any reason whatsoever'. This clause is included in the following contracts in the retail sector: general supply contracts, supply contracts in the health sector, supply contracts for consumables, wholesale brand supplier contracts and all other standard supply contracts in our system.

HR2	Essential	Critical suppliers subjected to assessments on human rights
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	2011	2012	2013
Total No. of Contracts	5,047	6,543	5,478
No. of contracts that include clauses or assessments on human rights	235	6,351	4,793
Percentage of contracts that include clauses or assessments on human rights	5%	97%	88%

HR3	Complementary	Human rights training
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In 2013, retail sector employees received no training on company policies and procedures on human rights.

ASPECT: NON-DISCRIMINATION

HR4	Essential	Incidents of discrimination and actions taken
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In 2013, no cases of corruption or discrimination in Sonae were detected.

ASPECT: FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING

HR5	Essential	Freedom of association and the right to collective bargaining
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There are no activities at Sonae where the right to exercise freedom of association and collective bargaining is under risk.

ASPECT: CHILD LABOUR

HR6	Essential	Risk for incidents of child labour
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As a matter of policy, no under-age personnel may be recruited. On rare occasions and under strict compliance with the law, personnel between 16 and 18 years old may be recruited.

HR7	Essential	Risk for incidents of forced or compulsory labor
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There are no operations and significant suppliers with significant risk for incidents of forced or compulsory labor. Supply chain risks are minimized by existing controls.

HR10	Essential	Activities subject to assessments on human rights
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Please see Sonae Sustainability Report - pages 63-67

HR11	Essential	Complaints related to human rights
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In 2013, Sonae received no complaints related to human rights.





PR – PRODUCT LIABILITY

	Source
Disclosure on Management Approach (DMA)	Sustainability Report 2013, pages 16, 30-44, 53

ASPECT: HEALTH AND SAFETY OF THE CUSTOMER

PR1	Essential	Assessment of the impact of products on health and safety
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We take into consideration the impact on health and safety of our own-brand products (food, non-food, sport, textiles and electronics) throughout every stage of their life cycle. In terms of electronic products, for example, we carry out product development, packaging and instructions in cooperation with the manufacturer. The entire manufacturing process is subjected to various inspections. In terms of foodstuffs, we carry out R&D on the products, for example, to perfect their nutritional qualities.

Assessment of impact per stage in the life cycle	2013				
	Food	Non-food	Textiles	Sports	Electronics
Supplier audits					
Total number of suppliers	791	583	271	300	159
Domestic	441	208	111	105	0
Foreign	350	375	160	195	159
Total number of suppliers audited	621	161	-	4	24
Domestic	334	39	0	0	0
Foreign	287	122	7	4	24
Total percentage of suppliers audited (%)	79%	28%	3%	1%	15%
Percentage of domestic suppliers audited (%)	76%	19%	0%	0%	0%
Percentage of foreign suppliers audited (%)	82%	33%	4%	2%	15%

Analyses of own-brand products	2013				
	Food	Non-food	Textiles	Sports	Electronics
Total number of analyses	444,381	6,915	54,948	19,300	512
Internal laboratories	436,061	3,780	48,948	17,800	-
External laboratories	8,320	3,135	6,000	1,500	-

ASPECT: LABELLING OF PRODUCTS AND SERVICES

PR5	Complementary	Customer satisfaction
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Number of suggestions and complaints registered per brand	2011	2012	2013
Continente	63,546	63,514	64,943
Modalfa	5,472	5,430	7,466
Zippy	3,736	3,663	2,237
Worten	22,850	20,947	21,449
Vobis	817	417	28
Sport Zone	271	184	2,198
Well's	3,233	4,086	4,525
Bom Bocado	346	441	342
Book.it	40	54	76
Loop	17	5	1
Others	257	226	893





Total	100,585	98,967	104,158
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ASPECT: MARKETING

PR6	Essential	Programmes for adherence to laws and regulations related to marketing
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Sonae has endorsed, since 2009, the Food Industry's Commitments on Diet, Physical Activity relative to advertising and marketing directed at children. These commitments, developed by FIPA (Federation of Portuguese Food and Drink Industries) and APAN (Portuguese Association of Advertisers) aim to change the type of foods and drinks that are subject to television, press and internet advertising directed at children under the age of 12.

ASPECT: COMPLIANCE

PR9	Essential	Value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services
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	2011	2012	2013
Total number of administrative or judicial sanctions for failing to comply with laws or regulations concerning the provision and use of products and services	103	58	69
Total monetary value of significant fines (€)	219,538	162,055	90,096





SO – SOCIETY

	Source
Disclosure on Management Approach (DMA)	Sustainability Report 2013, pages 16, 23-24, 30-31, 44-46

ASPECT: COMMUNITY

S01	Essential	Involvement with the local community
<p>The impact and benefits of activities for communities have been measured on numerous occasions. From the moment that it is decided to install a new facility, it is necessary to engage local entities and authorities in order to obtain licences and permits and ensure measures are taken to minimise any negative impact on local communities. During such activities, a wide number of initiatives are developed to support local communities, both centrally and by each brand, promoting well-being and social cohesion in these communities. These initiatives are often carried out in partnership with local authorities. Information on these initiatives, as well as examples will be described in the report.</p>		

ASPECT: CORRUPTION

S02	Essential	Business units analysed for risks related to corruption
<p>Sonae adopted the international methodology Enterprise Risk Management – Integrated Framework (COSO) to deal with its risk management process. This permits us to identify the various types of risks and threats to business development, both at a strategic and operational level. Since the risk of corruption has not been identified as a business priority, no assessments were conducted in this area. The Code of Conduct and Ethics for the retail sector also takes this risk into consideration, but no situations of this type were reported.</p>		
S03	Essential	Training in anti-corruption procedures and practices
<p>Although the risk of corruption was not identified as a business priority in 2013, 5,651 (16%) non-management employees received training related to anti-corruption procedures and policies.</p>		
S04	Essential	Actions taken in response to cases of corruption
<p>No cases of corruption were recorded in 2013.</p>		

ASPECT: PUBLIC POLICY

S05	Essential	Positions on public policy
<p>In 2013, Sonae strengthened its participation in European institutions, actively contributing to the definition of proposals for the future of the retail sector, agro-food industry, entrepreneurship, sustainability and innovation. This contribution was realised through the participation of senior executives at the High Level Forum for a Better Functioning Food Supply Chain, the Forum for Sustainability in Retail, the High Level Group on Retail Competitiveness and the Expert Group on Innovation.</p> <p>In the context of debates in the European Parliament and European Council on legislative and non-legislative proposals, Sonae intervened and continues to intervene in a number of key processes for the company, with direct implications for the Portuguese economy: 'Payments Legislative Package', 'European Retail Action Plan', initiatives in the context of food waste and negotiation of trade agreements with third countries. Sonae was also the first retailer to sign the European Code of Conduct, a European self-regulation initiative for business relationships established in the food supply chain. Finally, we highlight the regular presence in the working groups of EuroCommerce, the pan-European association of retailers and one of the principal supranational associations present in Brussels. In Portugal, Sonao participated in PARCA (Platform for Monitoring Relations in the Agro-food Chain, created by the Government in 2011). Focus on issues of payment terms, restrictive practices and payment systems.</p>		





ASPECT: COMPLIANCE

S08

Essential

Fines and non-monetary sanctions for non-compliance with laws and regulations

There were no significant fines.

S09

Essential

Impact on local communities

Please see Sonae Sustainability Report - pages 23-24; 42-46; 66-67

S010

Essential

Measures to mitigate impact on local communities

Please see Sonae Sustainability Report - pages 23-24, 32-35, 42-46; 66-67



