

How do stakeholders perceive Corporate Sustainability initiatives?

A case study on SONAE MC



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Sumário Executivo

Título: Como são percebidas as iniciativas de Responsabilidade Social das Empresas pelos *stakeholders*? – Estudo de Caso sobre a Sonae MC

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Considerando o poder e a responsabilidade das empresas, os consumidores finais e os clientes governamentais estão a conduzir as estratégias das organizações para um desenvolvimento de actividades, produtos e serviços mais sustentáveis.

Para responder a pressões e a exigências externas, as empresas começaram a publicar seus planos estratégicos para a responsabilidade social, bem como a evolução dos mesmos ao longo dos anos.

Esta tese ambiciona compreender se os *stakeholders* têm conhecimento das iniciativas de sustentabilidade da Sonae MC, uma empresa de retalho que opera em Portugal, bem como identificar os assuntos mais reconhecíveis para cada grupo de *stakeholders*. Um segundo objectivo deste estudo é contabilizar em que medida a empresa publica Indicadores Económicos, Ambientais e Sociais, de acordo com as orientações da *Global Reporting Initiative*. Neste mesmo contexto, faz parte dos objectivos desta tese promover a aplicação de ferramentas de medição da sustentabilidade, de modo a que as organizações possam monitorizar o seu desempenho, bem como comunicá-lo de acordo com uma directriz universal de padrão de comunicação. Os dados para esta análise foram fornecidos pela *Sustentare Consulting*.

Para os *stakeholders* analisados, é possível afirmar que eles estão, no geral, cientes do compromisso de sustentabilidade da Sonae MC e, além disso, revelam diferentes áreas de interesse em iniciativas sustentáveis. No que diz respeito à publicação de Indicadores, a empresa divulgou apenas 13% dos mesmos no seu Relatório de Sustentabilidade 2009. Embora GRI seja um instrumento complexo para se dominar, a Sonae tem vindo a utilizá-lo progressivamente nos seus relatórios nos últimos anos, mas ainda há uma considerável lacuna na informação publicada.

Abstract

Title: How do stakeholders perceive corporate sustainability initiatives? A case study on SONAE MC

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Considering the power and the responsibility of the companies, end costumers as well as government are driving organizations' strategies for developing more sustainable activities, products and services.

To respond to external pressures and demands, companies started publishing their strategic plans for corporate social responsibility as well as their progress over the years.

The rationale of this thesis is to understand whether stakeholders are aware of sustainability initiatives led by Sonae MC, a retail company acting in Portugal, as well as to identify the most interesting subjects for each group of stakeholder. A second aim of this study is to account to which extent is this company publishing Economic, Environmental and Social Indicators, according to the Global Reporting Initiative Guidelines. On the same context, it is part of the objectives of this thesis to promote the application of sustainability measurement frameworks, so that organizations can track their performance as well as communicate it according to a universal sustainability standard reporting guideline. The data for this analysis was provided by *Sustentare Consulting*.

For the stakeholders analyzed it is possible to conclude that they are generally aware of Sonae MC's engagement in CSR and that they have different interests of sustainable initiatives. Concerning the Reporting framework, the company published only 13% of the Indicators in its 2009 Sustainability Report. Although this is a complex tool to master, Sonae has been progressively using it in its Reports in recent years, but there is still an opportunity to fill in further information gaps.

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With regard to excellence, it is not enough to know, but we must try to have and use it.

Aristotle, 350 BC

1. Introduction

1.1 Current Context

Corporate Social Responsibility (CSR) has become an important theme of public interest, in both developed and developing countries. It is ascertaining a significant part of major discussions over business, globalization and sustainable development.

In addition, organizations across most business sectors are increasingly embracing CSR, assumed as the way companies integrate social, environmental and economical concerns into their culture, values, decision-making process and operations (Branco & Rodrigues, 2006), as a strategy adopted to preserve their reputations, legitimacy and to guarantee their survival, as well as to respond to contemporary subjects and challenges. CSR differentiates enterprises from their competitors, since it attracts better talent, improves companies' risk management practices while it also allows them to gain a social license to operate (Godos-Díez et al., 2010).

Despite the existence of a plurality of concepts on CSR, they are all unanimous in their core idea which identifies three fundamental components of sustainable development; they are the Environment, Economy and Society, or the Triple Bottom Line. Even if in practice the concept has evolved into more operational terms and in different scales, adapting to concrete situations, the universally accepted definition of the 1987 United Nations' (UN) conference will be on the basis of this dissertation. It presented sustainable development as the *"development that meets the needs of the present without compromising the ability of future generations to meet their own needs"* (World Commission in Environment Development, WCED, 1987).

There is an urgent need to better integrate voluntary initiatives to governmental regulation; CSR is increasingly recommended and a desired contribution for the development of enhanced practices within the enterprises, creating wealth and improving communities' societal and environmental living conditions.

Companies are, more than ever, recognizing that they are a vigorous member of the ecosystem that influences and is influenced by the Triple Bottom Line. It is also organizations' responsibility contributing to reduce these problems. By improving the community's living conditions and increasing their income, they are developing the market and generating future benefits for both people and companies. Additionally, organizations that have a high public profile, more than those that are less known, are more keen to present a positive social image through community involvement initiatives, since such activities are not only expected to

attract consumers but also assure their continuation to the society. This means that they are highly motivated to contribute to a better world and a more developed society.

On the other side, the society is substantially interested in monitoring CSR progress. For this propose, additionally to the strategic motivation, organizations have incentives to voluntarily provide information to their stakeholders. Guidelines that companies need to follow to measure CSR have been developed: besides the global benchmarks such as the United Nations Declaration for Human Rights and the International Labor Organization's (ILO) labor standards, voluntary standards are recognized. The most broadly accepted reporting framework is the Global Reporting Initiative (GRI) that has developed a common guideline for sustainability reporting.

Nowadays, more that whether engage in CSR, enterprises are searching for ways of how to do it in the most effective way, in order to maximize corporate value as well as social value. The subsequent case study presents a Portuguese sub-holding company, Sonae MC, part of the Sonae SGPS Group that is facing this challenge.

1.2 Aim and Purpose

The case study has two objectives. The first, understanding the real interest of stakeholders concerning Sonae MC's Sustainability Reporting practices and to confront this trend of general awareness on CSR. Within this subject, it will be interesting to identify which themes out of the Triple Bottom Line are more noticed by the stakeholders. Secondly, to present the GRI framework, as a tool to assess CSR performance and encourage its application. In this dissertation Sonae's 2009 Sustainability Report will be evaluated, in terms of which information is already published and what is still left to do.

To comply with these objectives, the following research questions were proposed:

RQ#1: Are stakeholders aware of Sonae MC's Sustainability Report? and

What are the main topics of interest for each stakeholder?

RQ #2: How to evaluate CSR performance?

1.3 Dissertation Structure

This study is structured in five sections that begin with an overview on the current context, the aims and purposes and the guiding research questions of the dissertation.

The second chapter corresponds to the Literature Review that introduces the previous studies on CSR: its history, its inevitable global reach in addition to its strategic implementation, the increasing relevance of the stakeholders in this subject and an outlook for Portugal on CSR issues. The last part of this section aspires to provide a review on the available non-mandatory organizational tools to measure CSR initiatives.

Next, the third section presents how the Sonae group is organized, its mission and value statements, the relevance of its Code of Conduct and Ethics as well as the CSR concerns and practices for Sonae MC over the years.

Chapter four is related to the Teaching Notes and the Methodology used to respond the proposed research questions and lastly, chapter 5 presents the conclusions and the main results of the study, some challenges for companies in the Retail industry and potential future research suggestions.

2. Literature Review

During the literature search, many approaches related to CSR were found. In this chapter, I will present the most important empirical insights on this issue, in order to assure a consistent basis and self preparation for the case study. Starting by a broader scope of CSR history and its multiple definitions, I will conduct this chapter by exploring the relevance of CSR for strategy, the role of globalization in promoting CSR activities, stakeholders' engagement on CSR and finally an approach to CSR in Portugal. Although for this topic some difficulty was faced in finding an extensive literature, the application of this study is aimed at a company of the Portuguese reality.

Lastly, I will review the most relevant non-obligatory organizational tools created with the aim to provide enterprises with insights, guidance and structures for sustainability reporting and communication.

2.1 Corporate Social Responsibility Insights

The concept of CSR has its roots in philanthropy, which was developed and formally recognized during the beginning of the XXth century identified in charitable initiatives (Savitz, 2006), though companies have been engaged in activities that today are named after CSR from the times of the Industrial Revolution. Sustainability subjects that are discussed nowadays have references in Malthus, Mill and Ricardo, in the XVIIIth and XIXth centuries who, focusing on the problem of food scarcity, identified the relevance of natural resources for the economic development (Davis et al, 2006; Sustentare, 2008).

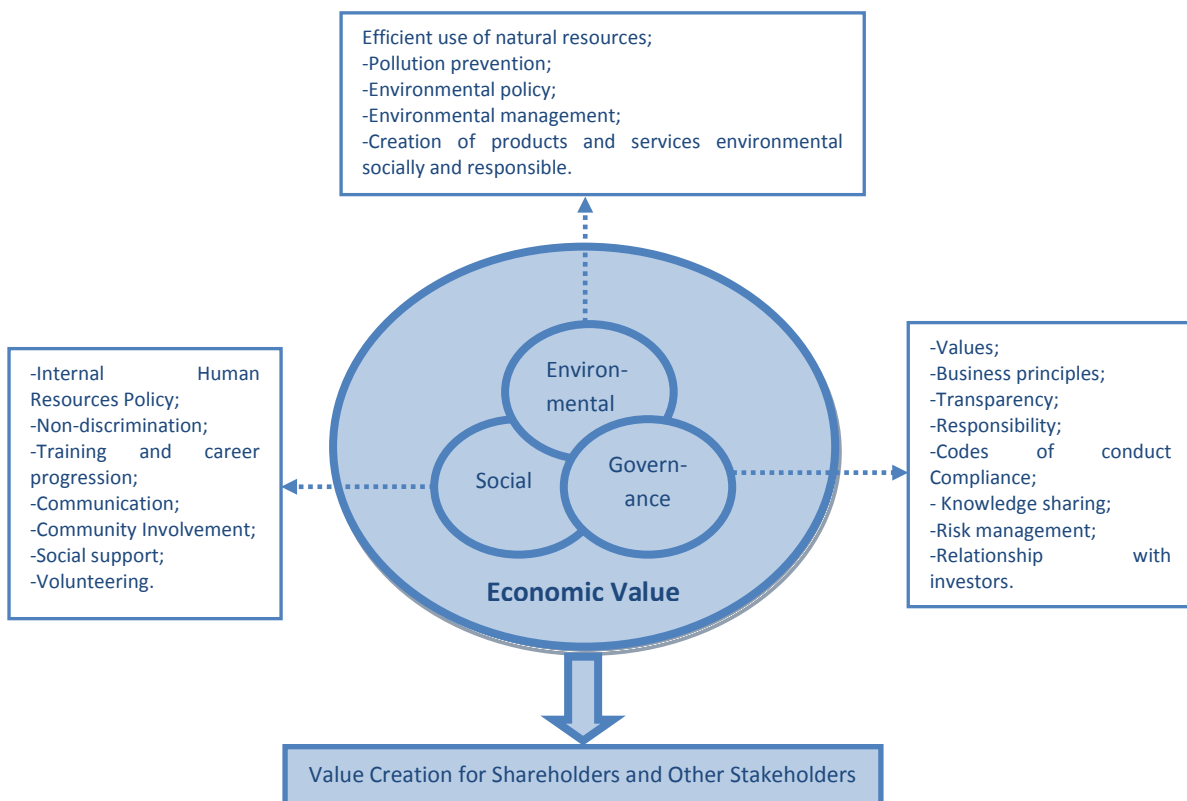
Before long it expanded to include human and worker's rights, but it was only in the last forty years of the XXth century that societies awoke (Savitz, 2006) to societal and environmental impacts and business expectations changed, towards these impacts. It was due to the shock oil and its consequent increases in prices of goods and the consciousness of infinite needs that the debate about the tradeoff between the environment and the economic growth was starting to be present in international meetings.

Since then, the term CSR is widely used and a general idea arose: those who have greater power have a greater responsibility towards the Triple Bottom Line. After the 90's, businesses began to understand that their social and environmental impact could have strategic implications, and not only are companies "increasingly being held responsible for their own

activities, but for those of their suppliers, the communities where they are located, and the people who use their products” (Savitz, 2006).

As Savitz, Porter and Kramer claim, while in the past CSR initiatives were concerned to minimize the negative impacts as a result of companies’ value chains almost as a moral obligation, today these concerns are much broader. Firms see in sustainability an opportunity to better interact with the community, which will provide them with new business opportunities as well as increase their awareness on the market.

Figure 1 – Economic value creation through the integration of social, environmental and governance dimensions



Source: Sustentare, 2008 (translated by the author)

CSR is a tendency in today’s economic world as, when it is aligned with the mission and values and corporate strategy, it has a great potential and it is an opportunity to sustain business on the long-term.

Through economic trade, foreign direct investment and capital flows, businesses today have a transnational scope, not only to what production process, outsourcing, sources of raw material are concerned but also to market expansion and product diversification. International trade,

communication and transportation expanded enormously during the XXth century. Globalization is the result, as a process of integration of economies, societies and cultures to a global network. CSR, therefore, accompanies the internationalization of the supply chain management of companies seeking new markets, new products, skilled and/or cheaper labor, leading to the development of relations with suppliers, consumers and other stakeholders.

Global competitiveness and sustainability become inseparable in this context, driven by transparency and international management. International companies enter local markets, where the distinction between national and international firms becomes harder, by which local enterprises are demanded to be more competitive and governments, on their side, to attract foreign direct investment (Lee, 2008).

Under these circumstances, CSR practices become a natural extension of the enterprise's activities, and in the expansion of cross-border business. If even before companies became transnational there was a concern for the local/regional communities, globalization emphasises concerns about the working conditions, the level of education, pollution or energy consumption at an international scale.

National and international policies have been arising to foster a more proactive participation of the enterprises in solving social, educational, and environmental issues. Society's interest as well as government and mass media pressure to companies have contributed to the emergency of sustainable practices (Savitz, 2006, Porter and Kramer, 2006).

Beyond the concern with the surrounding atmosphere, CSR can offer a solid foundation to balance the short-term costs it incurs (Porter and Kramer, 2006). This is to say that by doing good, companies can enlighten their self-interest on image and brand awareness but also on gaining stakeholders' approval on these initiatives. Living in an interdependent world,

“Successful corporations need a healthy society (...) at the same time, a healthy society needs successful companies” (Porter and Kramer, 2006).

According to Freeman (1984) who introduced the concept of stakeholder, as long as anyone or any group affects or is affected by the objectives of a company, then managers should be concerned with them.

If firms partner with external stakeholders, whether they are the government, the media, activists, organizations, consumers or suppliers, not only corporations gain publicity because they influence public opinion, but by including their voice on the decision making process, it reduces the risks from stakeholder opposition and it controls social sanctions (Godos-Díez et

al., 2001, cit. Sen et. al, 2006). For these corporations that are motivated to work with the stakeholders, as Savitz (2006) concludes, it “represents a significant competitive advantage”.

Sustainability cannot take place without socially responsible managers; these are the core figures within firms that should be ready to sacrifice short-term objectives in goodwill of social welfare. According to Godos-Díez et al. (2010), top managers should embrace the responsibility to integrate ethics and social responsibility within the core strategies of the corporation. By assuming this task, top managers are strengthening the relationship with the stakeholders but also increasing their legitimacy (Godos-Díez et al., 2010, cit. Sethi, 1979), reducing risks and costs and investing in long-term sustainable business that surpass the short-term investment on ethics and social responsibility.

A recent study developed by United Nations Global Compact (UNGC) and Accenture reports how collaboration is critical for CEOs (2010). The increasing role of the stakeholders demonstrates the need to map together the response to surpass economic, environmental, and social objectives.

In fact, 58% of the CEOs have identified consumers as the core stakeholder group that will impact the way they manage societal expectations (UNGC-Accenture, 2010); as sustainability awareness increases, they are changing their demand of products and services, and companies are now responding to a higher standard which in many cases means a shift of their operations. More than press releases, marketing and philanthropy, it “means involving stakeholders in the decisions and activities that define your business” (Savitz, 2006), which diminishes stakeholder opposition and creates new value to be shared by the partners, as this mixes up different expertise.

Despite the fact, this sometimes happens under the pressure from regulatory institutions, the media or local activists, where national authorities increasingly lose power towards the international regulations. In the past, multinational companies like Nestlé have faced NGO’s and activists’ judgment for the way they promoted their products in developing countries.

In fact, in a time where there had been a significant increase of malnutrition and gastroenteritis in Africa and the public was either uninformed or the laws and procedures were absent, Nestlé faced controversy with the “Farine Lactée”. Nestlé was criticized for promoting a product that was meant to provide nutrition to babies whose mothers were not able to nurse them, that was claimed to be healthier than mother’s milk. The boycotts against Nestlé’s aggressive and unethical campaigns started in 1974 and it only ended ten years later, when the company agreed to follow the rules of the WHO/UNICEF International Code of Marketing

Breast-Milk Substitutes as a result of the 34th World Health Assembly (WHA), Resolution WHA34.22, 1981 (Pomerantz, L.).

Companies learnt that in spite of the fact that the lacks of effective jurisdiction in some regions, local markets and communities have the support of NGO and other non-profit, non-governmental organizations. Today, the international business faces a challenge, which is to democratize commerce. In the words of Prahalad (2010), it means “bringing the benefits of globalization to all micro consumers, micro producers, micro innovators, micro investors and micro entrepreneurs (...) all must be treated with dignity and self-esteem (...)”.

Apart from controversies in developing countries, enterprises such as McDonalds and Philip Morris are frequently judged for using CSR as a way to improve brand awareness by promoting products that lead to health problems. In fact, criticism of CSR states that companies may integrate CSR into their marketing and communication departments as a mean to maximize its profits and using sustainability to switch attention from the real agenda of the enterprise. When these issues come to public, “consumers are more sensitive to «irresponsible» than to «responsible» corporate behavior. In other words, there is an asymmetric effect and «doing bad» hurts more than «doing good» helps” (Bhattacharya & Sen, 2004).

Regardless of this, consumer attitudes towards CSR go beyond purchasing behavior. When defining CSR strategies and engaging in sustainability to make a difference, companies must consider the domains that are related to their business agenda (Kanter, 1999; Porter & Kramer, 2006) but also issues that concern communities, whether it is environment friendly products, climate change, support of arts, educational and health programs, support to disabled people, concern for employee involvement, marketing controversies and innovation/R&D. Bhattacharya & Sen’s research (2004) concludes that when companies “are perceived to have distinguished themselves on the CSR platform”; they benefit from loyalty, resilience, word of mouth and price premium, as enterprises; “seem to enjoy a loyal following among a segment of their consumers”; and that consumers are willing “to overlook or even forgive a company when there is an occasional, possibly inadvertent, lapse on its part”. As customers are in favour of the company’s sustainability initiative, they seem to be keen “to talk positively about the socially responsible company”, unless they realize that these initiatives are fulfilled at the expense of investments in the company’s core business”.

By tracking the society’s needs, the better enterprises are integrating sustainability into their daily business practice. As Kanter (1999) entitles as “strategic business development”, when companies apply their technical and financial resources to chronic social and economical

problems of the market, they are challenged to search for innovative solutions, which encourages their own development and learning process. By establishing the right partnerships, amid the private and the public interest, a profitable and sustainable change for both sides is shaped. Just like Prahalad (2010) stated, “increasingly, large private sector firms and civil society organizations are trying to work together in a collaborative fashion” and Savitz (2006), “Sustainability requires a detailed understanding of your interdependence in relation to those with whom you interact (...) it means embracing and partnering with your stakeholders”.

But neo-liberal movements inspired in Milton Friedman (1970) criticize the stakeholder engagement by following his proposal that “there is one social responsibility of business – to use its resources and engage in activities designed to increase its profits”.

Managers and executives, as responsible for profit maximization for shareholders, are in this context criticized and accused of irresponsibility for giving up on profits on behalf of kindness (The Economist, 2008). The same article states another main objection to CSR, which is that in democracies, it is the governments’ role to ensure that human rights, societal interests and the environment are respected.

In reality, businesses need a sustainable planet; if not, they are risking their survival on the long term (Handy, 2002). By investing on local education, technology, health and society, enterprises are investing on their own continued existence, as they need a market to serve, skilled working forces, and opportunities for new product development. As verified by Savitz (2006),

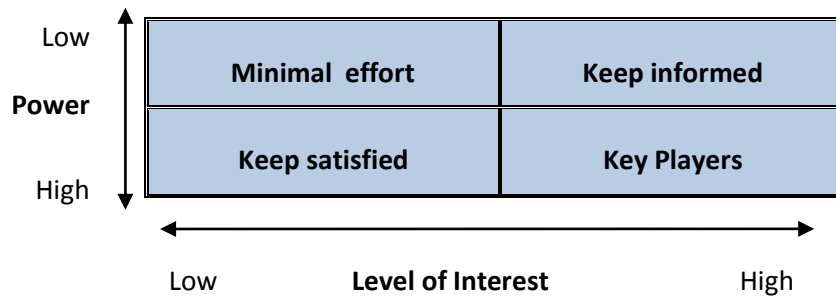
“Responding to the demands of sustainability is a necessity, not an option”.

But to embrace new opportunities strategically, managers need to clearly identify who are the stakeholders, categorize and prioritize them and decide which actions to take in relation to these stakeholders (Clifton & Amran, 2011). To do this, Johnson et al. (2005) introduced a stakeholder matrix that allows mapping and analyzing the power and the interest of the stakeholders.

Within the context of the development and implementation of corporate strategies, the power/interest matrix allows classifying the stakeholders in relation to these two attributes, demonstrating their degree in supporting or not a particular policy as well as to evaluate which type of relationship the organization has with each group of the quadrants. Johnson states that it is common conflicts to happen concerning the importance of many dimensions of strategy;

expectations cannot be achieved all together, and therefore a negotiation will need to happen to set priorities and deadlines.

Figure 2 – Stakeholder mapping: the power/interest matrix



Source: *Exploring Corporate Strategy*, 2005

The increasing social interest on corporate sustainable initiatives as well as the need for enterprises to be transparent and to promote their reputation, demand assessment tools to evaluate sustainability performance and incentive the reporting of these achievements, giving a similar value to CSR practices as the financial performance on yearly Accounting reports have. This means that the finest CSR strategies and plans must be quantifiable and tracked over time, to create goodwill and to improve local and global relations. Firms that work hard to integrate social responsibility on their core strategies, by being objective, proactive and by making the right choices of where to intervene and where to spend on social responsibility will generate more profits both to the corporation and to society and succeed in gaining a core competency in comparison to their competitors. The shared value of CSR relies on this inside-out and outside-in interaction, on “corporate integration” (Porter and Kramer, 2006).

The need for communicating sustainable strategies as well as achieved goals on sustainable issues led to the development of international organizations that regulate companies’ activities and its progress, by creating frameworks that measure their sustainability performance and promote the publishing of the Sustainability Report. The independent organizations are accounting for companies’ performance on social responsibilities, which illustrate the importance given by firms to this challenge but also its strategic value. Corporations have started publishing sustainability performance reports: it is a way of strengthening their businesses, improving risk management and at the same time, of providing information to the shareholders and stakeholders of how their funds are being invested and increasing benefits to the society.

Still, some countries as Portugal have the reporting of social and environmental performance as non-mandatory for companies (see Appendix 1 for examples of countries that have adopted laws for this).

2.2 CSR in Portugal

Portugal, as part of the United Nations (UN), the Organization for Economic Cooperation and Development (OECD) and as a state-member of the European Union (EU), has been incorporating in its policies a set of rules that demonstrate the evolution of CSR at the national level. Similar to other state-members, sustainable development in Portugal has its origins in international documents and initiatives in environmental policies that gradually involved social and economical dimensions.

The original text of the Constitution of the Portuguese Republic (1976), referred in the article 66 the "right to a healthy living human environment and ecologically balanced"¹.

In 1987, the Law on Environment was approved, involving the key legal requirements on environmental protection. As a member of the UN, Portugal ratified in 1992 the documents resulting from the Earth Summit: Portugal adopted the Local Agenda 21 which aimed to prepare and implement a local and long term strategic plan, in the sustainable development process (Sustentare, 2008). The government adopted the Millennium Declaration and, in 2000, it undertook the Millennium Development Goals and integrated all the dimensions of sustainable development onto national policies. In the same year, RSE Portugal² is founded, with the aim of promoting CSR and contributing to sustainable development and competitiveness through design, implementation and support of educational, training, social, cultural, scientific, environmental, civic and economic, national, international and transnational programs and projects.³

As a result of managers and entrepreneurs' will, in 2002 is created the Portuguese Association of Business Ethics⁴. This Association created the Portuguese Global Compact network, assuming the responsibility for the implementation, dissemination and promotion of the United Nations Global Compact (UNGC).

¹ artigo 66º da Constituição da República Portuguesa de 1976 refere o "direito a um ambiente de vida humano sadio e ecologicamente equilibrado".

² RSE stands for CSR in Portuguese, Responsabilidade Social das Empresas

³ That merged with GRACE in 2009, according to <http://www.grace.pt/noticia.php?id=89>

⁴ APEE, Associação Portuguesa de Ética Empresarial

In the same year, while preparing the Johannesburg World Summit, Portugal presented its National Strategy for Sustainable Development, ENDS⁵, which was later approved in 2007, as well as its implementation plans⁶.

In 2008 Portugal implemented the Directive on Environmental Liability for national law in national legislation, incorporating the principle of the polluter pays, with regard to the prevention and remedying of environmental damage resulting of economic activities (Sustentare, 2008).

In addition to progressive legislation and directives incorporation by the government, Portuguese firms are increasingly committed to sustainability and to reporting corporate responsibility, driven by innovation and employee motivation. There is evidence of this on the KPMG (2008) sustainability report, in which Portugal was part of this type of surveys for the first time. It demonstrates that the analyzed companies have a strong showing: 49% have stand-alone reports, out of which 37% have a public available corporate strategy, whilst 38% report on business opportunities/financial value of corporate responsibility and 47% address supply chain risks. In spite of these numbers, there are some sectors that fully report while in others only one third or less reported (Figure 3), such as the construction(33%) and the pharmaceuticals (25%) and other services (0%); when compared to other countries,

“Companies need to understand the benefits of this process and kind of analysis, especially with regard to materiality” (KPMG, 2008), but also with regard to the stakeholders, perceived as a relational network, that considers interdependency and power. According to Sustentare’s companies’ global analysis (2009) confirmed that 95,8% identify its most important stakeholder groups for their activities, 84,4% of the companies report their approaches to stakeholder involvement and 62,5% spotted out that measures are taken to address the concerns and the issues raised by stakeholders.

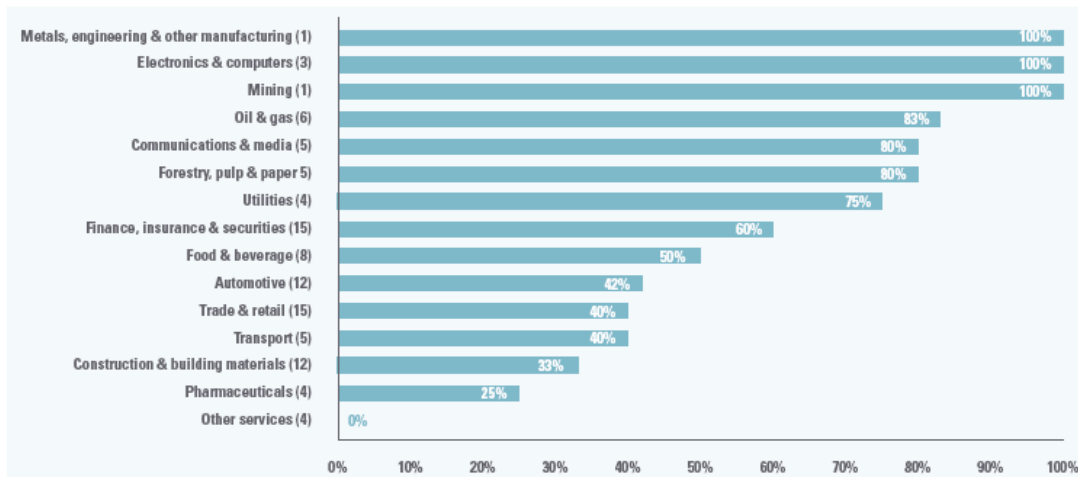
Yet, further research on Portuguese corporate sustainability is beginning to take its first steps, which limits this literature review.

⁵ ENDS, Estratégia Nacional de Desenvolvimento Sustentável

⁶ Portuguese Council of Ministers Resolution no. 109/2007,

http://www.portugal.gov.pt/pt/GC17/Governo/Ministerios/PCM/MP/Documentos/Pages/20070820_MP_Doc_ENDS.aspx

Figure 3 – CR Reporting per sector



Source: International Survey of Corporate Responsibility Reporting 2008, KPMG

2.3 Organizational Tools

Following are presented institutions that were created to underpin Social Responsibility in organizations. The management tools they created allow companies to act systematically towards sustainability, as well as disclose their actions in a structured and reliable way. They also provide shareholders with the opportunity to make investment decisions that meet sustainability and profitability requirements whilst they guide consumers who are willing to reward sustainable management practices. The first one, World Business Council for Sustainable Development (WBCSD) is an international platform that links companies from more than thirty countries.

2.3.1 UNITED NATIONS GLOBAL COMPACT⁷

The United Nations Global Compact (UNGC) is a strategic policy initiative for businesses, endorsed by chief executives that are committed to aligning their operations and strategies with ten universally accepted principles. By doing so, business, as a primary driver of globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere. With over 8700 corporate participants and other stakeholders from over 130 countries, UNGC is the largest voluntary corporate responsibility initiative in the world.

The Global Compact pursues two complementary objectives:

1. Mainstream the ten principles in business activities around the world (Appendix 2)

⁷ <http://www.unglobalcompact.org/>

2. Catalyze actions in support of broader UN goals, including the Millennium Development Goals (MDGs)

2.3.2 Global Reporting Initiative⁸

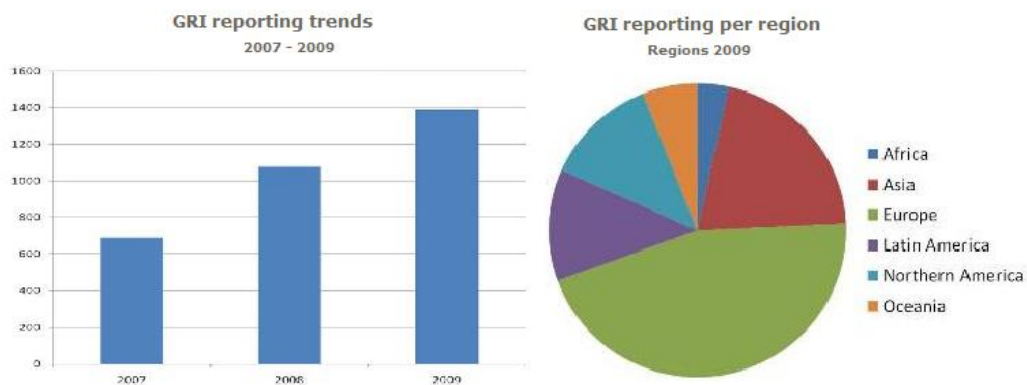
Top companies are increasingly publishing Sustainability reports to express their commitment to society and to the environment. Globally, GRI is the leading sustainability monitoring and reporting framework as over 1800 companies based their reports on the Global Initiative Framework, since it standardizes the criteria to execute them and also *benefits reporting organizations and report users*. There was a 29% increase on GRI Reporting from 2008 to 2009.

Being committed to continuous improvement and application internationally, the Global Reporting Initiative (GRI) spreads the outlooks of CSR from the corporate and the customer’s point of view to a global reporting point perspective. This outlook is accepted worldwide and it is not biased, as the *GRI’s Reporting Framework is developed through a consensus-seeking, multi-stakeholder process, where the participants are drawn from global business, civil society, labour, academic and professional institutions*.

GRI’s core goals include the mainstreaming of disclosure on environmental, social and governance performance.

The global importance of the disclosure of environmental, social and economical indicators and the corresponding performance of the companies led to the establishment of the GRI in 1997, promoted by the civil partnership between Ceres and United Nations Environment Program (Sustentare, 2008). 45% of the world GRI Reports were produced Europe (Figure 4).

Figure 4 – GRI Reporting trends and GRI reporting per region



Source: www.globalreporting.org

⁸ <http://www.globalreporting.org/AboutGRI/WhatsGRI>

2.3.3 World Business Council for Sustainable Development ⁹

Founded on the eve of the 1992 Rio Earth Summit, the World Business Council for Sustainable Development (WBCSD) is one of the most influential international organizations as far as promoting Sustainable Development is concerned.

Being a CEO-led global association of around 200 enterprises since 1995, *the Council provides a platform for companies to explore sustainable development, share knowledge, experiences and best practices, and to advocate business positions on these issues in a variety of forums, working with governments, non-governmental and intergovernmental organizations.*

It is composed by associates *from more than 30 countries and 20 major industrial sectors. The Council also benefits from a global network of some 60 national and regional business councils and regional partners*⁹.

In Portugal, BCSD was created in 2001 with the support of three companies: Sonae, Cimpor and Soporcel.

2.3.3.1 – BCSD Portugal¹⁰

By entrepreneurial initiative **BCSD Portugal** - Conselho Empresarial para o Desenvolvimento Sustentável, member of the network of 60 national nonprofit organizations of WBCSD, was founded in 2001, by Sonae, Cimpor, Soporcel and other 33 national companies, already associated with WBCSD. BCSD Portugal has more than one hundred associates that act in more than 20 areas of activity.

With the Mission of believing in the role of enterprises as an integral part of society, the BCSD Portugal seeks action that led to these as a catalyst for change toward sustainable development by promoting eco-efficiency in business, innovation and social responsibility.

BCSD Portugal's Objectives are:

-Disseminate the principles that characterize sustainable development (economic growth, environmental balance and social progress);

-Since cooperation between the business community, governments and civil society to promote Sustainable Development;

⁹<http://www.wbcd.org/templates/TemplateWBCSD5/layout.asp?type=p&MenuId=NjA&doOpen=1&ClickMenu=LeftMenu>

¹⁰ <http://www.bcsdportugal.org/apresentacao/82.htm>

- Promote educational and training activities to disseminate the principles of sustainable development;*
- Implement projects and case studies that illustrate and stimulate sustainable development.*
- Join or promoting other initiatives that contribute to sustainable development of the Portuguese business;*
- Influence public policy¹⁰.*

3. Case Study

3.1 SONAE SGPS - Corporate Profile

3.1.1 Organization

Sonae SGPS S.A. is a diversified holding group engaged in retail, shopping center, telecommunications and insurance brokerage businesses. The group primarily operates in the US, Europe, Asia and Africa. It is headquartered in Maia, Portugal (DataMonitor, 2010) and currently employs 40,025 people¹¹. The group started its activity with wood derivatives in 1959, but it was only in the 1980's that Sonae diversified its business to retail, through the acquisition of a supermarket chain. It was only with the opening of the first Portuguese hypermarket in Matosinhos (Continente) that Sonae really entered to this business in 1985, which today is one of the core businesses of the Holding (Exhibit 1).

Through the new business structure implemented in 2009, Sonae assumed itself as a retail company that has two core partners: the shopping centers and telecommunications.

3.1.2 Mission and Values

“To create long-term economic and social value, bringing the benefits of progress and innovation to an even increasing number of people”

Figure 5 – Company's Values



Source: “Sonae Around Your World” company brochure

¹¹ website

3.1.3 Business units

On the year that Sonae celebrated its 50th anniversary, a new business organization was put into effect. Through this, the Holding assumed Retail to be its core business, which is composed by Sonae MC and Sonae SR, food based retailers and specialized retail with sports, textiles and electronics formats, respectively.

Apart from these, the Holding owes two core partnerships, two related businesses and one active investment. The core partnerships are formed by Sonae Sierra, the shopping center specialist, and Sonae Com, an integrated group of mobile, fixed and multimedia communications for individual and business customers in Portugal. Sonae RP is a related business of retail real estate assets and Investment Management is the responsible for mergers and acquisitions, as displayed on Exhibit 2.

3.1.4 Code of Conduct and Ethics

Sonae has a Code of Conduct and Ethics that incorporates CSR policies and values. This Code synthesizes the values of the company and states the principles that guide employees' daily work, providing them with the essential guidance to the understanding of their responsibilities. A booklet is distributed to the workers, which contains personal conduct policies concerning their relationship with stakeholders, primarily Sonae's suppliers and customers.

To ensure the compliance of these principles, an Ethics Committee has been created. Among others, their responsibility is to clarify the concepts of the Code and to keep it updated, to make decisions when cases that are not covered by this set of rules happen and to pick the disciplinary measures and sanctions to be applied after examining non-compliance situations.

Additionally, Sonae has adopted the Whistle blowing policy: internal irregularities should be communicated to the respective responsible, in order to assure a *healthy and balanced work environment*. There is also the ombudsman character that eases the reporting of complaints as well as guarantees independence and freedom of opinion, as he reports directly to the Chairman of the Board of Directors, to employees and to the general public¹².

¹² According to Wikipedia, an **ombudsman** is a person who acts as a trusted intermediary between an organization and some internal or external constituency while representing not only but mostly the broad scope of constituent interests (as of 29/03/2011 <http://en.wikipedia.org/wiki/Ombudsman>).

3.1.5 CSR concerns

Social responsibility has been part of Sonae's activities over the years. Support to the community, to the environment and progress related to proper governance, by *adopting a policy of transparency and internal rules designed to guarantee the ethical and responsible behavior of the organization* (R&A, 2009) have been a concern for the Group.

Gradually over the time, Sonae has been adapting and integrating a set of Sustainability policies into the group management model but also into the individual business units' culture. However, it was only in 1995 that Sonae exposed itself on corporate social responsibility issues.

Sonae was one of the first Portuguese companies joining the WBCSD in 1995 and is one of the founders of BCSD in Portugal (established in 2001), to which Sonae was invited to chair during its first three years. This was a significant landmark not only for the firm but it also worked as an awakening sign for the Portuguese companies, showing the importance of CSR. On the same year, Sonae launched "Projecto Horizonte", the first project than involved all the companies of the group and that served as a basis to extend the group's Environmental Forum to the sub-holdings and for the development of the environmental policy and environmental management system of Sonae, which proves the group's commitment to combine the socio-economic development with environmental protection, supported by the principles of eco-efficiency.

By signing up to the UNGC in 2004, the group adopted a set of ten principles and values concerning Human Rights, Labour Standards, Environment and Anti-Corruption (UNGC, 2000). Despite having subscribed these principles, Sonae needed to guarantee that, for instance, forced or child labour was not practiced on national and international suppliers' factories. With the increasing demand of suppliers particularly in Asia, it became urgent to ensure that such practices were not carried out. For this reason, Sonae settled an office in China, responsible for doing business in Asia as well as for auditing and monitoring factories and their working conditions (Appendix 3 shows Sonae's Auditing Checklist).

Business activities developed by Sonae are promoting not only safety and quality but also the implementation of processes that involve sustainability towards the environment and the society. While developing its procurement activities, employees at the company are concerned with human rights, child labor, environment and corruption; these concerns are reflected on the clauses of the contracts Sonae signs with its national and international producers which are followed by visits of internal and external audit teams, in order to check the clauses'

fulfillment. Through the evaluation of supplier sustainability performance, training courses are provided to improve the business relationship, which state the concerns of the group towards its Human Resources.

By having more than 40,000 employees, Sonae is the major employer in Portugal. The educational background is very diversified within the firm, where a significant percentage of employees (83%) completed the Secondary school or less, around 14% have a University degree and only 3% completed further studies.

In this context, Sonae invests in training and educational programs, increasing the population's educational qualifications through participation in the "Novas Oportunidades" Programme¹³ and by opening the Sonae Learning Centers, where training and specific is given, and where conferences, seminars, and social events take place.

Other common practices at Sonae are related to internal mobility and knowledge, and expertise sharing. For these, two internal commissions have been created as well as three advisory groups, responsible for reviewing and proposing changes to the Holding's policies in Human Resources, Risk Management and Information and Communication technologies.

Sonae has progressively minimized related risks and identified new business opportunities (R&A, 2010). Exhibit 4 shows Sonae's major sustainability milestones and how the Group has been progressively working to reduce its activities' negative impact and involving the Holding and the employees in economic, social and environmental areas. A new business structure was implemented, with the support of suppliers, employees and shareholders, in order to *generate economic and social growth in a sustainable manner*¹⁴. *The risk management of social and environmental issues is considered to be a cornerstone of Sonae's sustainability strategy (...). Through the risk management process, Sonae controls uncertainties and threats that can impact its businesses, with the aim of creating value. The methodology used in this process is based on international standards, namely the Enterprise Risk Management – Integrated Framework of the Committee of Sponsoring Organizations of the Treadway Commission*¹⁴.

The first Sustainability Report for the Group was published in 2007 that described the holding's strategy but also its social responsibility initiatives, concerned to financial transparency, environmental management, employee safety, product innovation, and philanthropic activities. Earlier in 2000, the group had published its first Environmental Report, a milestone for social responsibility and green actions for all the sub-holdings. However, from all the

¹³ A government initiative programme, aiming to increase the education level of the population

¹⁴ Report & Accounts, 2010

business units, it was Sonae Sierra that published the first Corporate Responsibility report in 2004, to respond to its key stakeholders' expectations.

The publication of environmental reports is creating awareness of eco-efficiency and environment-friendly performance to all the stakeholders in relation to the group. On the other side, by organizing conferences and workshops information and best practices concerning products, services, processes, logistics, transport and warehouse facilities are shared, encouraging to reduce Sonae' ecological footprint. Finally, sponsorship of activities to reward innovatory environmental projects as well as initiatives of social and environmental nature (known as Hipernatura Continente), with the goal of recovering public gardens are indicative of Sonae's invitation to society towards ecological issues. In addition to green initiatives, Sonae has been ranging its interest towards acting locally and globally, where its trade runs. Sonae is a supporter of Culture, Education, Health, the Environment, Science and Social solidarity initiatives. The main activities sponsored in 2009 are described on Exhibit 5.

Today, the Report follows guidelines and reporting standards defined by external organizations, as the GRI and the UNGC. The Report also states the different stakeholders' perspective on CSR issues, which will be explored on the next chapter. Interviews were conducted so as to understand how they experience a sub-holding of the group's activities, if they are aware of what has been done as far as CSR is concerned, as well as to the publishing of the Sustainability Report. This analysis will be helpful to answer my dissertation's research questions.

As an assumed Retail company it is, the focus of this study will be particular to Sonae MC; it is engaged in the management of supermarkets and retail chain stores in Portugal, Spain, Brazil and Hungary. The subsidiary has interests in a range of food and non food retail (Continente and Continente Modelo, Continente Bom Dia and Continente Ice), health, well being and eye care (Well's), cafeteria and restaurants (Bom Bocado) and bookshops (Book.it)¹⁵. Exhibit 3.1 is the evidence for these brands, and Exhibit 3.2 presents the distribution of the retail stores by region, which sum up to more than 170.

The major environmental and social impacts of Sonae MC are described on Exhibit 6.

¹⁵ Datamonitor 2009 and website

Exhibit 1 – Sonae SGPS Key Facts

Head Office	Sonae SGPS SA Maia PORTUGAL
Revenue / Turnover	5,665 M€
SONAE MC:	3,106 M
EBITDA	633 M€
SONAE MC:	199 M€
CAPEX	614 M€
SONAE MC:	137 M
Employees *	40,025
SONAE MC:	10,192

Source: Sonae Report & Accounts, 2009 *2010

Exhibit 2 – Business Areas



Source: Report and Accounts, 2009

Exhibit 3.1 – SONAE MC Brands



Source: website

Exhibit 3.2 – Stores per region



Exhibit 4 – Review of Sonae’s major sustainability milestones

1995	Launch of Project Horizon aimed at strengthening environmental management as a factor of differentiation and competitive advantage; Membership of the World Business Council for Sustainable Development.
1996	Creation of the Environment Forum to discuss best practices, share experiences and exchange information on the environment.
1999	Launching of the Eco2 XXI programme to achieve effective implementation of actions aimed at increasing eco-efficiency.
2000	Board approval of Sonae's Environmental policy and Environmental Management System.
2001	Creation of the Business Council for Sustainable Development Portugal, with Sonae as a founding member; Publication of Sonae's first Environmental Report.
2004	Sonae signs up to the United Nations Global Compact.
2005	Signing up to the World Safety Declaration; Creation of the Sustainability Forum, which evolved out of the Environmental Forum.
2007	Publication of Sonae's first Sustainability Report.
2008	Signing up to the business HIV/AIDS Code of Practice; Signing up to the United Nations Declaration of Human Rights.
2009	Signing up of to the United Nations Declaration against corruption.

Source: Report and Accounts, 2009

Exhibit 5 – Review of main activities supported in 2009

- (i). Founder member of “Casa da Música” and “Fundação de Serralves”, two Portuguese cultural benchmarks;
- (ii). Patron of IPATIMUP - Institute of Molecular Pathology and Immunology of the University of Porto, a benchmark in oncological research;
- (iii). Sponsor of the Green Project Awards, the goals of which are: to reward and recognize best practice in projects implemented in Portugal, which promote sustainable development; to move towards making society more aware of the overall importance of environmental, economic and social equilibrium; to give visibility to entities and/or institutions with concerns

and actions concerning social responsibility;

(iv). Support to COTEC Portugal – Business Association for Innovation.

(v). Sponsored “Causa Maior”, a project aimed at improving the life quality of senior citizens, and which helps to fight social exclusion and isolation, and promotes a more active social life for elderly people, in partnership with the Portuguese Red Cross;

(vi). Invested in community education with various initiatives: “Tudo a Ler”, as part of support to the Portuguese National Reading Plan, and with the aim of encouraging reading with the donation of books to various schools; “Escolas ”, which donates sports equipment or technological equipment; “e-initiatives programme”, which aims at promoting info-inclusion among students and teachers, facilitating access to information technologies and the internet;

(vii). Involvement in voluntary social schemes, in which employees are encouraged to participate and are allowed to use work time to do so; Sponsorship of “Projecto Sorriso”, a programme involving volunteer work to support Portuguese welfare institutions; Sponsorship of “Idade Maior”, a initiative aimed to help the integration of elderly people providing appropriate technology training; Sponsorship of “Porto de Futuro”, aimed at supporting schools in the Porto area, through consultancy support for their general management, support for training courses, offer of teaching materials and other donations for educational purposes;

(viii). Launch of community panels in shopping centres, aimed at encouraging debate and the exchange of ideas regarding the environment, health, safety and work, among others, between the community and the shopping centre’s management.

Source: Report and Accounts, 2009

Exhibit 6 – Major environmental and social impacts of Sonae MC

Environmental:	Energy and GHG emissions
	Transportation
	Waste
	Water Consumption
	Impacts resulting from supply chain
Social:	Creation of jobs indirectly and directly
	Satisfaction and investment in employees
	Health and safety (employees, customers and visitors)
	Food safety
	Supply Chain
	Community Involvement

Source: Sustainability Report, 2009

Figure 6 – Outlook for Portugal¹⁶

Geography/Population:	
Total Area	92,090 sq km
Population	10, 632.5
Active Population (2010 est.)	5.57 million
Population aged 25-64 with below upper secondary level of education	72.54441643
Population aged 25-64 with tertiary level of education	13.69209585
Dominant religion (2001 census)	Catholic 84.5%
Economic Performance:	
GDP (2008)	247.325562
GDP per capita (2008)	23 283.36
GDP Evolution:	0.036472
Public debt (2010 est.)	83.2% of GDP
Inflation rate (2010 est.)	1.1%
Unemployment Rate (total)	7,8%
Unemployment Rate (men)	6,6%
Unemployment Rate (women)	9,1%
International Trade:	
International trade in goods and services	37.74863026
Import of goods	90.10563774
Export of goods	55.94069139
Balance of payments	-12.09172265

Sources: <http://stats.oecd.org/index.aspx?queryid=556> <https://www.cia.gov/library/publications/the-world-factbook/geos/po.html>

¹⁶ Data for 2009, unless otherwise

4. Teaching Notes and Methodology

After having reviewed the Literature on CSR related to the subject of this dissertation and having exposed the proposed case study, it is now important to clearly state the research questions that conducted this dissertation. To further address them, questionnaires and interviews were made in Portugal, where majority of Sonae MC's operations takes place. Considering this, it becomes evident that the data analysis and conclusions will be referent to this country only.

The research questions are structured in a way that can be used in a class setting, applied to other national or international companies. These questions consist on a starting point for discussion in class, considering sustainable development and business ethics courses. Issues like the need and the importance of these and other stakeholders; the benefits arising from the business-environment relationship, both for companies and the society; the accountability of CSR as a strategic and a communicating tool will lead to rich debates. Further suggestions for research will be made at the end of this study.

4.1 Research Questions

The research questions are the following:

RQ#1: Are stakeholders aware of Sonae MC's Sustainability Report? and

What are the main topics of interest for each stakeholder?

RQ #2: How to evaluate CSR performance?

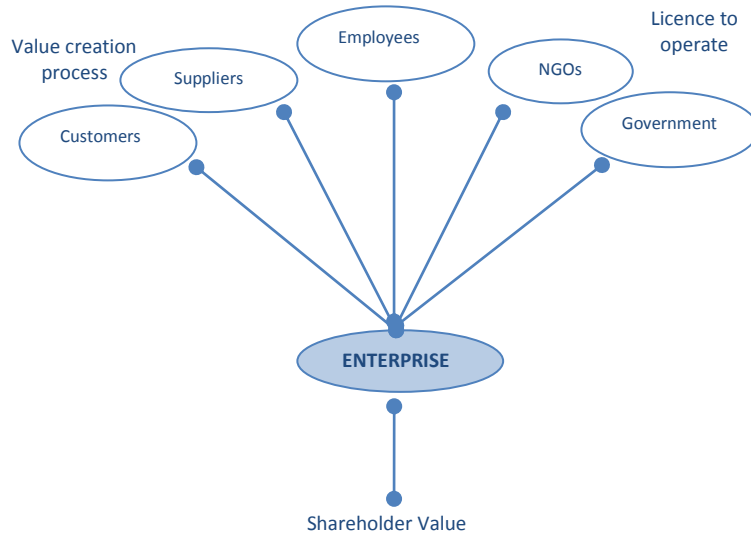
4.2 Synopsis

The study of CSR at Sonae MC is of value added when interviews to the main stakeholders are conducted. By understanding stakeholders' expectations, companies can align a reliable and effective strategy for sustainability. This consultation task is fulfilled by internal departments or by an external consulting firm, *Sustentare Consulting*. In addition, the application of the GRI Framework on the last section of this chapter will allow understanding how to evaluate Sonae MC's performance, having in mind the GRI Indicators.

Sustentare collected data in order to prepare the Sustainability Report of the Group, as it has been doing in previous years for the sub-holding companies. Therefore, this firm provided the data concerning Sonae MC, composed by questionnaires spread to suppliers, municipalities,

NGOs and Private Institutions of Social Solidarity (IPSS)¹⁷. Other surveys that will be used in this dissertation were carried out by Sonae MC towards their employees, Social Climate Diagnostics¹⁸, and towards a sample of their retail shops' clients.

Figure 7 – Dialogue with stakeholders and value creation



Source: Sustentare, 2008 (adapted and translated by the author)

4.3 Data analysis

The following analysis will allow us to draw conclusions regarding Sonae MC's stakeholders' perspectives on CSR practices.

4.3.1 Suppliers

The first analysis will be based on the questionnaires distributed to Sonae MC's suppliers in June 2010 (accessible on Appendix 5).

Even though 108 e-mails were sent, only 29 answers were received back. Despite this, 52% of the suppliers knew that Sonae MC published a Sustainability Report in the previous year; out of those, about 93% responded that they have read it, partially or totally. 80% accessed to the

¹⁷Instituições Particulares de Solidariedade Social - IPSS are incorporated non-profit institutions, on the initiative of individuals, in order to give organized expression to the moral duty of solidarity and justice between individuals and provided they are not administered by the State or a municipal body (as stated on <http://www2.seg-social.pt/left.asp?01.03>)

¹⁸ Estudo de Clima Social

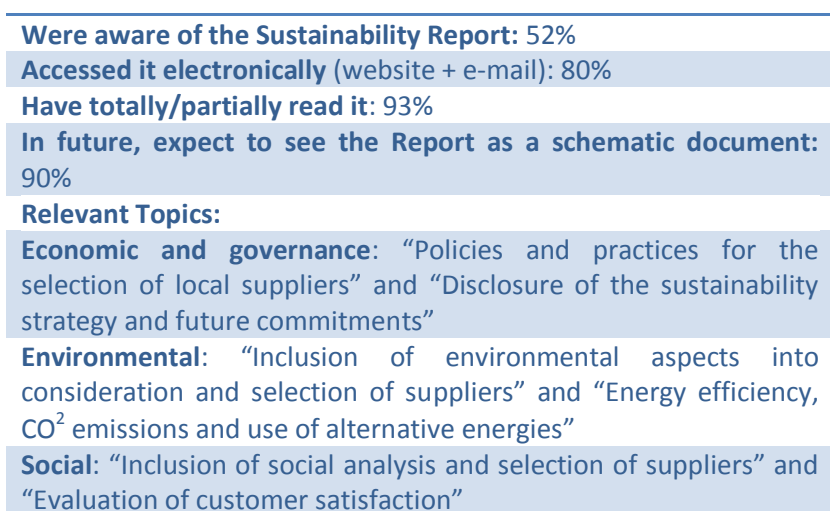
electronic version, either through the Holding's website or by e-mail, a number that is expected to reach 89%, according to the answers to the question "How do you expect to have access to Sonae's Sustainability Report or other information related to sustainability?". Just as much of the same number of suppliers (90%) prefer to see the information presented in the Sustainability Report as an objective, straight to the point and schematic document, rather than an extended and detailed qualitative/quantitative data.

The key issues and that best meet the suppliers' expectations were said to be: "the firm's commitments for 2009 and 2012" (available on Appendix 4) and "the message from the CEO", accounted for 80% and 60% respectively.

Out of a list of economic and governance, environmental, and social issues that Sonae MC should include in its Sustainability Report, participants were asked to elect the two most relevant in each category.

For suppliers, "Policies and practices for the selection of local suppliers" and the "Disclosure of the sustainability strategy and future commitments" are the most pertinent issues valued in 69% and 76% correspondingly, concerning the economical and governance category. As far as the environmental issues are concerned, the "inclusion of environmental aspects into consideration and selection of suppliers" is accounted for 52% and "Energy efficiency, CO² emissions and use of alternative energies" for 31%. Finally, regarding the social issues category, the most frequent answers were the "Inclusion of social analysis and selection of suppliers" (52%) and "Evaluation of customer satisfaction" (45%).

Figure 8 – Suppliers' Perceptions

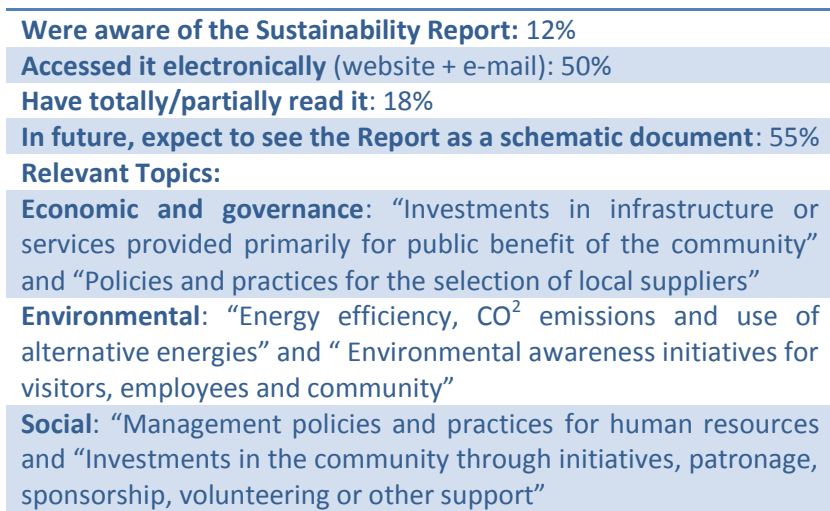


4.3.2 Municipalities

Municipalities were asked to answer the same questionnaire as the suppliers (presented on Appendix 5), though they were less participant, out of 94, only 11 answered back, which corresponds to a 12% response rate. Still, from those that answered, 82% were not aware that Sonae had published its Sustainability Report; those that knew accessed it through e-mail and read it only partially. In future, 55% of municipalities would like to see the Sustainability Report presented concise and schematically, and 64% of them are willing to receive it through e-mail, while 27% said to access it using the corporation's website.

For municipalities, the most relevant issues within those that were published are those entitled as "Relations of Confidence", which is the chapter concerned with ethics, health and safety, training, environment, promotion of responsible consumption and investing in the community.

Figure 9 – Municipalities' Perceptions



When questioned about which issues to include in its Sustainability Report, inside three categories, the most identified were as follows:

For economic and governance events, municipalities chose "Investments in infrastructure or services provided primarily for public benefit of the community" and "Policies and practices for the selection of local suppliers", accounting 73% and 64%, correspondingly.

To the extent of environmental issues, 73% of municipalities recognize the importance of publishing "Energy efficiency, CO² emissions and use of alternative energies" and 45% of "Environmental awareness initiatives for visitors, employees and community".

Finally, regarding the social category issues, the most preferred items were “Management policies and practices for human resources (promoting equal opportunities, fair wages and related topics)” with 82% of answers and “Investments in the community through initiatives, patronage, sponsorship, volunteering or other support” that scored 55%.

4.3.3 NGOs and IPSS

Sustentare met with NGOs and IPSS such as Quercus¹⁹, Euronatura – Center for Environmental Law and Sustainable Development²⁰ and League for the Protection of Nature²¹; the Portuguese Red Cross, The Portuguese Association for Victim Support (APAV)²² and The Portuguese Federation of Sports for the Disabled (FPDD)²³. In these meetings, the organizations were asked to select the most deserving of consideration topics; as presented on the 2009 Sustainability Report, they were:

Economic and Governance pillar:

- Preferred selection and support to national suppliers
- Providing products to customers with lower incomes
- Dissemination of the strategy for sustainability and future commitments
- Evaluation of customer satisfaction

Environmental Pillar:

- Inclusion of environmental criteria in the analysis and selection of suppliers
- Energy efficiency, CO2 emissions and use of alternative energy
- Issues related to the use of plastic bags, overpackaging and biodiversity
- Initiatives to increase environmental awareness to visitants, staff and community

Social Pillar

- Policies and practices of human resource management
- Inclusion of social aspects in analysis and selection of suppliers
- Job creation and integration of people into the labor market
- Direct investments in the community

¹⁹ Quercus - National Association for Conservation of Nature, is an independent and nonprofit organization in 1985 (<http://www.quercus.pt/scid/webquercus/>)

²⁰ Founded in 1997, Euronatura is a nonprofit and non-governmental organization, active in Climate, Forest History & Policy and Environmental Economics (<http://www.euronatura.pt/en>)

²¹ Liga para a Protecção da Natureza, is the oldest environmental non-profit non-governmental organization from the Iberian Peninsula, created in 1948 (<http://www.lpn.pt/site.html#70-PT>)

²² Associação de Apoio à Vítima is a private charitable organisation (<http://www.apav.pt/portal/>)

²³ Federação Portuguesa de Desporto para Deficientes

4.3.4 Employees

Every four years, an internal survey named Social Climate Diagnostics is run within Sonae MC. The last one occurred in 2008 in Sonae Distribuição, before the business restructure happened, and therefore including brands that are not part of what today is called Sonae MC (such as Worten, Vobis, Sportzone, and Loop). In this survey, the independent variables as the age, level of education, position and seniority in the company were tracked with regard to characterize the sample (survey and results presented on Appendix 6).

The importance of the Social Climate Diagnostics is shown by the fact that the information collected in this survey promotes continuous improvement processes resulting in a reliable human resources management tool. Over 91% of the employees from the stores, warehouses, central offices (including computing, financial and commercial management departments) ranked the 45 statements from 1 to 5 concerning culture and values, motivation, communication, training and career development. These statements are presented on Appendix 6, as well as its results.

Regarding the culture and values of the company, customers are on first place and employees are concerned in fulfilling their commitments and responsibilities. Honesty and legality followed by the respect for the environment are part of the list of the most cultural values for them. On the other side, employees do not feel part of the decision-making processes neither feel that the humans are the core of the company or that they have the required recognition on performance. The company is perceived as one that is demanding, customer-oriented, with an eye on the future and concerned in providing services with excellence.

The motivating factors valued by employees range between 63% and 98%, whereas "being in touch with the customer" is classified on the bottom and "achieving the objectives" on the top. Other top aspects are "to be recognized in the work you do," "to like what you do" and "to be valued personally and professionally". Employees are generally happy with the established relationship level with their colleagues and with the line management, as well as with the working environment. The satisfaction degree sums up to 79% for the first and 71% for the last two. They recognize that they are well informed about general rules of operation as well as about the objectives and their function and responsibilities within the company. Oppositely, the employees say that they are unsatisfied with their salary level (34%) and other financial (35%) and social (43%) benefits.

On average, 81,5% of the respondents participated in a training course on the previous year and state that it was useful and suitable for their occupation and tasks as well as it contributed to their professional development (both were classified at 4.0 in a 1 to 5 scale).

The company is perceived as having a solid culture of innovation (3.5 points) and employees feel they have been successfully integrated in the workplace and in the business unit (3.6 points). When asked about their expectations on career evolution, only 43,5% have some prospects while 38% do not have it at all.

Figure 10 – Employees Perceptions

Values perceived:

Customer-oriented, Responsibility, Honesty and legality

Satisfied with:

“achieving the objectives”, “to be recognized in the work we do”, to be valued personally and professionally”, the information level (74% classified it as Good), training courses

Unhappy with:

“being in touch with the customer”, lack of participation on the decision-making process and performance recognition; salary level, other financial and social benefits and career development

4.3.5 Consumers

This survey (presented on Appendix 7) was conducted internally by telephone for Continente, Continente Modelo and Continente Bom dia (former Modelo and Modelo Bonjour brands) and to other brands that today are part of another sub-holding (such as Worten, Vobis, Sportzone, Modalfa and Zippy), during June 2010. It allows drawing conclusions on the prominence and awareness of environmental and social initiatives. For the purposes of this analysis, data only related to Sonae MC will be considered. Therefore, the sample is composed by: 456 Continente clients; 512 Continente Modelo clients and 152 Continente Bom Dia clients. The participants are mainly young and middle-aged women, demographically classified as C2 (lower middle class)²⁴.

When asked about the knowledge of the previous year’s Sustainability Report, only 18% to 21% of the three brands’ clients were aware of it. But when interrogated if they were willing to know more about environmental protection and community supporting activities, the most interested were Continente Bom Dia’s clients, accounted for 53,3% and 58,6% respectively.

²⁴ C2 corresponds to the skilled working class

When compared to Continente Modelo's customers, Continente's are the least interested: those that responded affirmatively sum up to 47,1% and 49,6% to each category correspondingly, while Modelo's consumers sum up to 50,6% for environmental initiatives and 51,4% for community activities. All of them want to receive this information inserted in a publication such as the existing magazine/newspaper (Revista Certa/Jornal Modelo) and many are willing to access to it through leaflets.

Figure 11 – Consumers' Perceptions



Out of the list of types of activity concerning social responsibility, participants were asked to vote for the three most important. The results for the three brands were “products available to customers in lower income”, “protecting environment measures” and “products available to promote healthy eating”, while the top lower practices were “sponsorship of cultural and leisure activities to the local community” and “professional development programs and help given to employees”. Each brand obtained, respectively, the following figures for the most relevant practices:

Continente: 47,8%; 49,8%; 39,9%.

Continente Modelo: 47,7%; 51%; 40,8%.

Continente Bom Dia: 48%; 47,4%; 43,4%

Finally, when asked about the most notorious social initiatives of each brand, customers remembered more frequently, for Continente, Missão Sorriso²⁵, Leopoldina²⁶ and Campanha Arredonda²⁷; for Modelo, Operação Nariz Vermelho²⁸, Campanha Arredonda⁴; Sacos 100% Degradáveis²⁹ and for Bom dia, Recolha e envio para Reciclagem³⁰, Sacos 100% Degradáveis²⁹ and Alimentação Saudável³¹.

4.3.6 Main conclusions

The analysis of the results allows us to conclude that broadly, stakeholders are interested to what is happening at Sonae MC in terms of CSR initiatives. To better understand what the perceptions of stakeholders on CSR initiatives are, I will now address the research questions:

RQ#1: Are stakeholders aware of Sonae MC's Sustainability Report? and

What are the main topics of interest for each stakeholder?

A significant number (52%) of **suppliers** were aware of the Sustainability Report publication and have inclusively read at least part of it. They are highly interested in reading the sustainability strategy and commitment of the company as well as the disclosure of environmental aspects to be taken in consideration when procurement processes are taking place. Suppliers' interest extends to customer satisfaction as well as to human resources policies.

On the other side, **municipalities** seem to be less aware to what CSR is concerned within their relationship towards Sonae MC. The topics that most interest them are in relation to their activity, that is, the investments on services and infrastructures of public benefit and selection of local suppliers. Just like suppliers, municipalities have a strong interest in green issues and on the promotion of environmental awareness at the local level. It is important to point out

²⁵ Missão Sorriso is a project that seeks to contribute to the welfare of children in hospital. It is a project that works with doctors and health professionals. Through the sale of children's products and Leopoldina's DVD's, it raises funds that are channeled directly to the purchase of medical/scientific, recreational/educational and entertainment equipment subsequently donated to the pediatric units. (website)

²⁶ Leopoldina is the mascot/character created in association with Missão Sorriso project

²⁷ By rounding up the values of their shopping tickets during Christmas, Modelo and Continente's customers were invited to help Humanitas - Portuguese Federation for Mental Retardation

²⁸ Is an IPSS, whose main purpose is to ensure a continued intervention program within the pediatric services of Portuguese hospitals, through the visit of professional clowns (website)

²⁹ Oxo-biodegradable bags

³⁰ in 2007, the company started collecting and sending Waste Electrical Electronic Equipment (WEEE) for recycling in their establishments (REEE – Resíduos de Equipamentos Eléctricos e Electrónicos), (SR 2007)

³¹ The company has been developing new product ranges and communication campaigns that aim to encourage more responsible consumption. Actions in the promotion of healthier eating were complemented by the creation of a micro-website on nutrition and initial contacts to establish protocols with health-related associations, namely: the Portuguese Association of Celiac; Portuguese Cardiology Foundation; Portuguese Association Nutritionists; National Platform Against Obesity. Through these protocols, Sonae attempts to intervene actively in the community, bringing together a range of technical skills that allow a serious disclosure on the promotion of healthy lifestyles and healthy eating (SR 2008)

that both suppliers and municipalities are increasingly willing to check the Sustainability Report in the future as a resumed electronic document, rather than in paper.

The Social Climate Diagnostics questionnaire gives an internal approach to issues mainly related to **human resources'** motivation and alignment of their values towards the company's. In fact, customers seem to be the core of every activity and every employee together with an honest and legal behaviour, despite the low level of satisfaction on acknowledgement, inclusion on decision making processes and career development.

Employees are highly motivated by objectives, personal and professional recognition. They value stable cooperation and respective relationship with their colleagues and team leaders. They feel integrated inside the organization and are generally aware and interested in the rules of operation, their own functions and responsibilities. Oppositely, they are unhappy with their wage level. But training courses increase motivation as well, as they contribute to the employees' professional expectations, though they are not much interested in career development.

Consumers seem to be the less attuned about the publication of the Sustainability Reports, though they show awareness of environmental and community support initiatives. In addition, clients are interested in receiving further information concerning social responsibility. Both clients and **NGOs and IPSS**, consider product availability to customers with lower income, promotion of healthy eating and environment protection (as the degradable plastic bags) policies as the most relevant issues.

With all the data analyzed in addition to information obtained for the case-study as well as on the 2009's Sustainability Report, it is now possible to understand how to assess Sonae MC's performance according to the GRI Indicators and answer to the final Research Question.

4.4 Global Reporting Initiative

4.4.1 The Framework

After having analysed stakeholders' awareness towards sustainability initiatives, it is now possible to use the GRI Framework, as it is a tool that presents in a schematic way the company's practices. This will allow the interested parts to understand if their expectations are addressed by the company, according to the Indicators addressed by GRI. Therefore, to answer the second research question,

RQ #2: How to evaluate CSR performance?

Despite the existence of other measurement frameworks that are internationally known such as the WBCSD tool, I chose to analyze the application of GRI, based on the fact that GRI Guidelines is the methodology that is most recognized and used worldwide. The basis of the Reporting Framework is the Sustainability Reporting Guidelines. The “G3 Guidelines” was published in 2006, and is the combination of data collected for the Standard Disclosures, Profile and Performance Indicators.

The G3 defines the principles as well as the Performance Indicators to be used by organizations to evaluate their economical, environmental, social performance. Within the social aspects, companies can measure Labor Practices and Decent Work, Human Rights, Society and Product Responsibility. The Performance Indicators are structured by themes and they contain some statements that are considered to be core, and therefore they should be included in the reports, and others that provide additional information concerning companies’ sustainability activity.

The two groups are composed by the sections described next.

The **Standard Disclosures: Profile** structures the report in four general aspects:

- 1) **Strategy analysis:** starting with the statement from the CEO and containing major risks, opportunities and threats, it contains inputs from top management;
- 2) **Organizational profile:** this subsection is related to the organizational structure, searching for the main divisions, operating companies, markets served and number of employees;
- 3) **Report parameters:** show the reporting cycle, limitations of the report and data measurement techniques;
- 4) **Governance, Commitments and Engagements:** questions on corporate governance, compliance to different entities and stakeholder relations are part of this topic.

The **Standard Disclosures: Performance Indicators** draw out comparable data on the following areas:

- 1) **Economic** indicators center on financial factors concerning the organization, measuring economic performance and market presence;
- 2) **Environmental** indicators bring out the green aspects such as the materials used, energy consumption, water usage, biodiversity, emissions and waste management;

Social Indicators:

- 3) **Labor Practices and Decent Work Indicators** are based on employment regulations, employer/manager relations, general labor ethics related issues as training and education;
- 4) **Human rights' Indicators** focus on questions such as child labor, non-discrimination, forced labor and investment on human rights subject;
- 5) **Society Indicators** centralizes on the relationship between the organization and the external environment. Questions concerned to community relations, anti-competitive actions and compliance are explored within this area;
- 6) **Product responsibility Indicators** focuses on the consequences of a product to the ultimate consumers. Questions centering on customer safety, product labeling and marketing communications are part of this section.

Each of these areas include an extensive list of questions to be replied by companies when preparing their Reports. For the purpose of this study, I have examined whether Sonae MC's 2009 Sustainability Report runs down to all of these criteria or not. The scored tables are illustrated on the Appendices 8 and 9.

4.4.2 GRI applied to SONAE MC – results' summary

In what concerns the company **Profile Parameters** (detailed on Appendix 8), as represented on Figure 12 it is possible to conclude that all the 42 questions were covered on the 2009 Report, except 6. The latter are part of the subset 4, Governance, Commitments and Engagements, and in particular, to governance and stakeholder engagement relation. Within the subset, the uncovered questions represent 35%, while globally they weight 14%, which means that "Profile" is 86% disclosed.

On the other side, by doing a general analysis on the **Performance Indicators** (Appendix 9), we can observe that the uncovered level is much higher when compared to the Profile parameters as all the set of indicators have unanswered questions. In 101 questions, 13 were answered (Figure 13.1), which means that only 13% of Sonae MC's Performance Indicators are published based on the G3³².

³² This is related to the fact that in 2009 Sonae published a general Sustainability document, reporting the Retail, Shopping Centers and Communications areas all together. In previous years, the individual report covered 52% of the Indicators.

When looking at the **Economic** Indicators, out of the 9 questions only 1 is part of the Report. This means that about 89% of the economic performance and market presence indicators are not published, of which 2 (25%) are additional questions.

Environmental aspects have a large amount of uncovered propositions; composed of 30, only 9 were replied. The remaining 70% of absences are mainly related to issues as materials used, water, biodiversity and products and services. Amongst the unanswered, 52% represent additional questions, which means that 10 core were not acknowledged.

In the class of the **Social** Indicators, the Human Rights and Society clusters account for 100% of uncovered statements. As far as Product Responsibility is concerned, only 2 questions are part of the sub-holding's report, which means that the uncovered represent 78%, considering that in these, 4 are additional questions. Last, Labor Practises and Decent Work Performance Indicators are 21% covered, 1 question totally and 2 partially covered. The unanswered affirmations stand for 78% (11 questions), the lowest value of all the six groups of indicators, but 7 are core topics.

Finally, when generally equating the **core versus additional** statements (Figure 13.2) of the 88 unanswered, the "additional" questions account for 25 only which means that 71,5% of these are "core" of the G3.

One of the objectives of GRI as an assessment tool is to standardize the calculation and presentation of qualitative and quantitative sustainability indicators. In order to make it a simple and effective report for stakeholders to analyze as well as to understand the company's commitment and response to stakeholders' expectations on sustainability performance, the firm should publish as many data as possible. By not fulfilling all the Profile parameters and Performance Indicators, Sonae MC's report lacks significantly important data.

Figure 12 – Standard Disclosures: Profile parameters

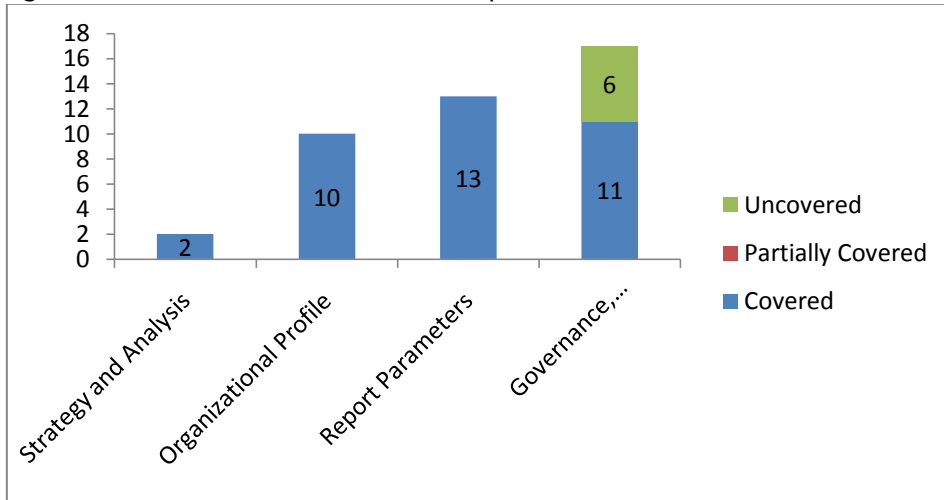


Figure 13.1 – Standard Disclosures: Performance Indicators

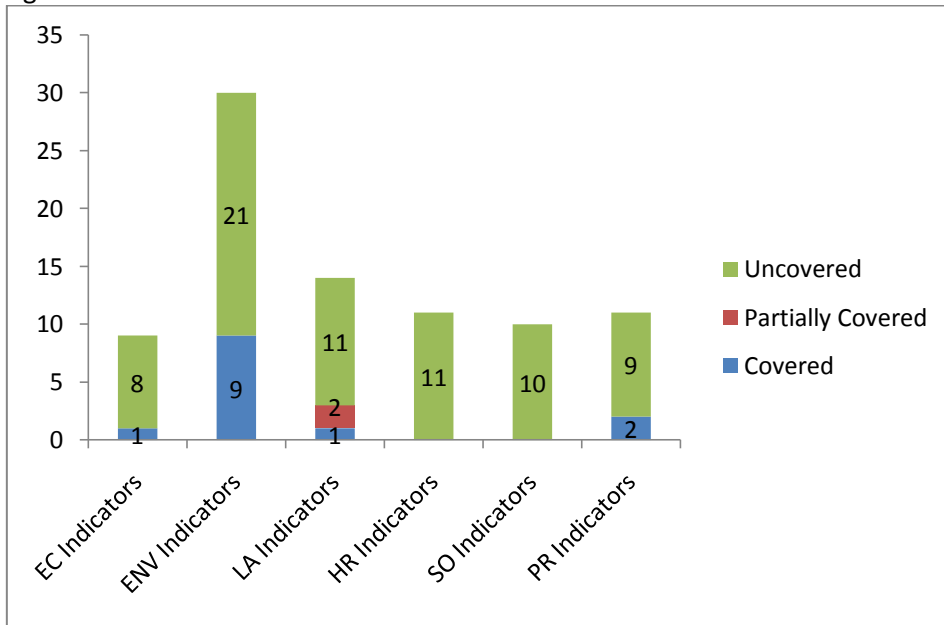
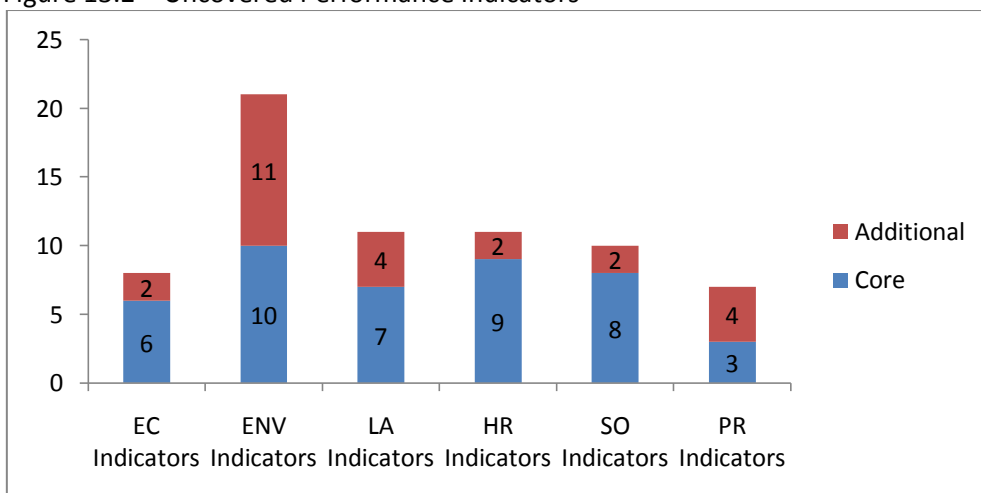


Figure 13.2 – Uncovered Performance Indicators



5. Conclusions and Future Research

In a context of increasing social interest and awareness into companies' stance towards sustainable challenges, the aim of this Master Thesis was to understand how a Portuguese company is responding to it.

Being a large firm of the Portuguese market, and in particular within the retail sector, Sonae MC is more disposed to examination from the various stakeholders; due to the visibility of its brands, Sonae MC is more exposed to address reactions among them. All the media coverage that the company gets, makes it more sensitive to any irresponsible behavior and the risk of doing nothing towards social and environmental issues cannot be taken.

In fact, despite the diversity of topics of interest, stakeholders are noticing and giving attention to entrepreneurial sustainability. Regardless of the general awareness of the 2009 Sustainability Report, most of the Indicators related to the Economical, Environmental and Social performances were absent; this was in part compelled by the business restructure that occurred on that year, which was followed by the publication of one common report in respect to the Holding company, Sonae SGPS.

The application of the G3 Guidelines has universally become a standard for CSR accountability since companies understand that acting green and communicating their sustainable initiatives' progress has impact on their performance. The inevitable consumer proximity at present can be strategic for the enterprises, as they are demanding more than ever low-environmental products, which consists in a test for companies such as Sonae MC to remain competitive on the market.

The trends on consumption clearly indicate that customers are looking for the presence of labels related to organic, ecologic and fairly traded product certifications at an affordable price. Another reliable driver for sustainability is the pressure to reduce packaging and food waste as well as the ecological footprint, translated in concerns with biodiversity and climate change/carbon efficiency, in particular to energy and greenhouse gas performance of products. End consumers are not only interested on the final products but also in understanding the supply chain, for instance, how far the products are transported until reaching the stores paying attention to new fuel options for transportation and logistics.

In addition to the consumers' sustainable behavior, European regulations are encouraging economies to follow certain strategies for this decade. The Europe 2020 has settled priorities and quantitative objectives to underpin five targets, concerned with the employment level,

R&D/innovation investments, climate change/energy, education and poverty/exclusion (which are detailed on Appendix 10).

Regardless of the study of stakeholders' perceptions on CSR as well as evaluating CSR according to the G3 GRI Framework this dissertation has faced two significant restraints: time and data access. Several attempts were made to run an internal and an external survey; the first part of the study is based on data already collected and, consequently, the analysis made in this dissertation is limited to the questions elaborated for the questionnaires. Together with the time constraint, these were a great challenge.

For the future, it would be interesting to apply the research questions of this dissertation to other companies and extend the study to other business industries. A comparison of the G3 Guidelines with retail companies from other countries would allow ascertaining whether the Triple Bottom Line has similar amplitude amongst the stakeholders, considering its non-mandatory nature. The increasing numbers of companies publishing reports based on these Guidelines as well as the constant effort of the NGO to update them indicate its magnitude.

In addition to exploring the stakeholders' perspectives as well as the measurements of CSR initiatives, it would be appealing to see studies engaged in presenting arguments for the following questions, as they also emerged during the development of this thesis:

Does promoting development through CSR work?

Is corporate success aligned with social responsibility?

Are CSR procedures and initiatives open towards alternative suggestions of the employees and the community?

In a context of economical and political crisis, how are businesses meeting new financial, social and environmental expectations and being successful?

CSR is about a company's long-term footprint on society.

Frankental, 2001

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Appendix 1 – Examples of legislation on environmental and social reporting to companies

Belgium	The 2003 law of pension funds require managers to disclose in their annual reports the extent to which they take account of ethical criteria, social and/or environmental factors in their investment policies.
Sweden	Since 1999, large companies are required to include in their annual reports information about their environmental impacts (atmospheric emissions, water, etc.).
United Kingdom	The 2006 "The Companies Act" obliges all listed companies to report on environmental issues, working conditions, and social or community matters
Norway	Since 1999, all companies are required to report on environmental information in their annual reports.
USA	Since 2002, all companies are required to disclose the Codes Ethics adopted by the CEO, CFO and Accounting Directors.

Source: Sustentare, 2008 (adapted and translated by the author)

Appendix 2 – The ten UNGC principles

The UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from "The Universal Declaration of Human Rights, The International Labor Organization's Declaration on Fundamental Principles and Rights at Work , The Rio Declaration on Environment and Development and The United Nations Convention Against Corruption".

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;
	Principle 2: make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4: the elimination of all forms of forced and compulsory labour;
	Principle 5: the effective abolition of child labour;
	Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;
	Principle 8: undertake initiatives to promote greater environmental responsibility;
	Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Source: UNGC website

Appendix 3 – Sonae’s Auditing Checklist

The information that Sonae shares externally is the same as that is contained in the Sustainability Report of the company: the full template for auditing suppliers is not available outside the company, as it is confidential information.

The sections of the Checklist for auditing suppliers are as follows, subdivided each section into several issues:

A – FACTORY AUDIT	1 - Raw-materials
	2 - Packing Materials
	3 - Preparation and control of raw materials
	4 - Control of the production process
	5 - Packaging, storage and dispatch
	6 - Inspection, testing and analysis in production
	7 - Infrastructure and equipment
B – DOCUMENTARY AUDIT	8 - Quality Management System
	9 - Hazard analysis and critical control points (Hazard Analysis and Critical Control Points - HACCP)
	10 - Customer Focus
	11 - Product Development
	12 - Events and marketing withdrawals
	13 - Supplier Evaluation
	14 - Human Resources and Training
	15 - Internal and external audits
	16 - Prevention and control of pests
	17 - Maintenance, calibration, inspection and testing on final product
C - ENVIRONMENT, HEALTH, SAFETY AND ETHICS	18 - Environment
	19 - Ethics
	20 - Health & Safety

Appendix 4 – Sonae’s Action Plan for 2009 and 2012

Commitments for 2009 and 2012

In 2007, Sonae Distribuição prepared a five year action plan with commitments through to 2012. Thus, every year we have the responsibility to carry out actions which lead to these commitments being achieved.

Commitments for 2009

Customers	<p>Focus on more healthy food habits and products</p> <ul style="list-style-type: none"> - Increase in the offer of more healthy products; - Promotion of more healthy eating habits.
Suppliers	<p>Extend commitments relating to quality, the environment and society along the value chain</p> <p>Support suppliers to comply with market demands</p> <ul style="list-style-type: none"> - Increase the number of audit visits to factories - Implement progressively more demanding eco-efficiency requirements in all areas covered by the “Clube de Produtores”; - Formalise the Sustainable Fishing Purchasing Policy.
Environment	<p>Reduce our Environmental Footprint, thus complying with our Environmental Policy</p> <p>Reduce electricity consumption by more than 1% on the basis of a like for like number of stores; Install 15 new autonomous energy production centres from renewable sources within the scope of legislation on micro-generation; Replace the refrigerant gas R22 by R427a in all cold production equipment (R22), which has not yet already been replaced; Widen the offer of reusable shopping bags; Reach a waste recovery rate of 75%; 100% of existing stores with gardens (and 100% of new ones) with automatic watering systems; Test rainwater collection systems for use in lavatories, for washing floors and watering; Increase the number of premises certified according to ISO 14001.</p>
Community	<p>Contribute towards community citizenship awareness and social cohesion</p> <p>Continue with high impact social projects which we have been carrying out, such as “Missão Sorriso”, “Causa Maior” and “Hipernatura” Continue the School Support Programme, in particular through initiatives such as “Pilhas de Livros” (Books for Batteries), “Leopoldinha Vamos Crescer” and “Escola Modelo”.</p>
Employees	<p>Be a benchmark company</p> <p>Formalise the Human Resources Policy.</p>

Commitments for 2012

Customers	<p>Focus on more healthy food habits and products</p> <p>Promoting information which:</p> <ul style="list-style-type: none"> - Leads to more healthy eating habits - Leads to sustainable consumer habits
Suppliers	<p>Extend our commitments relating to quality, the environment and society along the value chain</p> <p>Support suppliers to comply with market demands</p> <ul style="list-style-type: none"> - Increase the number of audit visits to factories - Implement progressively more demanding eco-efficiency requirements in all areas covered by the “Clube de Produtores”.
Environment	<p>Reduce our Environmental Footprint, thus complying with our Environmental Policy</p> <p>Reduce electricity consumption by more than 6% on a like for like bases; Invest in a sustained manner in the Installation of autonomous energy production centres from renewable sources; Reduce progressively the potential for emission of Green House Gases (GHGs); Reduce the environmental impact of waste generation; Reduce the potential consumption of water in stores; Extend environmental certifications and increase the general public’s awareness of good environmental practices.</p>
Community	<p>Contribute towards community citizenship awareness and social cohesion</p> <p>Invest in increasing public awareness in order to encourage behaviour leading to good citizenship, social cohesion and sustainability.</p>
Employees	<p>Be a benchmark company</p> <p>Strengthen the company continuously as a place for career and personal fulfilment. Increase the professional and personal qualification levels of employees.</p>

Source: Sonae Distribuição Sustainability Report, 2008

Appendix 5 – Suppliers and Municipalities Survey Results

1) Dos seguintes assuntos identifique aqueles que a SONAE deve abordar no seu Relatório de Sustentabilidade (Marque com x as 2 respostas que considere mais relevantes)

1.1) Assuntos económicos e de governance

	Sup.	Mun.
Informação económica sobre o valor gerado e distribuído pelos stakeholders.	24%	0%
Riscos e oportunidades económicas para a SONAE decorrentes das alterações climáticas.	21%	18%
Informação relativa ao modelo de governance e de avaliação de riscos.	7%	9%
Divulgação da estratégia de sustentabilidade e de compromissos futuros.	69%	45%
Políticas e práticas para a venda de produtos e serviços a pessoas desfavorecidas em termos económicos ou residentes em áreas isoladas.	0%	18%
Investimentos em infra-estruturas ou serviços que visam essencialmente o benefício público da comunidade (através de envolvimento comercial, em géneros ou pro bono).	3%	73%
Políticas e práticas para a selecção preferencial de fornecedores nacionais.	76%	64%

1.2) Assuntos ambientais

	Sup.	Mun.
Eficiência energética, emissões de CO ₂ e utilização de energias alternativas.	31%	73%
Impactes ambientais resultantes do transporte dos produtos e utilização de veículos mais eficientes.	3%	9%
Políticas e práticas que visem uma maior eficiência nas deslocações dos consumidores às lojas.	24%	9%
Separação, reutilização e reciclagem de resíduos.	21%	27%
Utilização de sacos reutilizáveis e com menor impacte ambiental.	17%	18%
Iniciativas de sensibilização ambiental para visitantes, colaboradores e comunidade.	24%	45%
Iniciativas de recuperação de embalagens e de produtos vendidos, reciclagem de pilhas, recolha de electrodomésticos usados, ...	17%	18%
Disponibilização de produtos com menor impacte ambiental - pilhas recarregáveis, electrodomésticos com classe energética A, detergentes concentrados,...	7%	9%
Inclusão de aspectos ambientais na análise e selecção de fornecedores.	52%	36%

1.3) Assuntos sociais

	Sup.	Mun.
Políticas e práticas de gestão dos recursos humanos (igualdade de oportunidades, salários justos, horários,...)	41%	82%
Apoio à formação e qualificação de colaboradores, inclusivamente no que respeita a ética.	17%	27%
Disponibilidade de produtos de alimentação saudável e sensibilização dos consumidores.	21%	0%
Políticas e práticas destinadas a assegurar a segurança física de visitantes e colaboradores.	3%	0%
Avaliação da satisfação do cliente.	45%	9%

Incidentes de não conformidade com regulamentos e códigos de comunicação e de marketing.	0%	0%
Venda de produtos e serviços a preços mais baixos.	0%	9%
Políticas e práticas destinadas à concepção e venda de produtos para grupos específicos ou minorias (exemplo: alimentação "Kocher", alimentação para vegetarianos, alimentação sem sal,...).	7%	0%
Políticas e práticas para a inclusão de clientes com alguma incapacidade física ou psíquico-motora.	3%	27%
Inclusão de aspectos sociais na análise e selecção de fornecedores (por exemplo, contratar apenas com fornecedores que dêem garantias de boas práticas de recursos humanos,...).	52%	18%
Investimentos na comunidade através de iniciativas, mecenato, patrocínio, voluntariado ou outra forma de apoio.	74%	55%

2) Teve conhecimento do Relatório de Sustentabilidade 2008 da SONAE?

	Sup.	Mun.
Sim	52%	18%
Não	48%	82%

Se respondeu "Sim" à questão 2, passe à questão 2.1.

Se respondeu "Não" à questão 2, passe à questão 3.

2.1) De que forma teve acesso ao Relatório de Sustentabilidade 2008 da SONAE? (Marque com x a resposta válida)

	Sup.	Mun.
Através do site da SONAE	40%	0%
Através de e-mail em formato electrónico	40%	50%
Através de documento publicado remetido por correio	13%	0%
De outra forma. Qual? _____	7%	0%

2.2) Leu o Relatório de Sustentabilidade 2008 da SONAE? (Marque com x a resposta válida)

	Sup.	Mun.
Sim, na totalidade	47%	0%
Sim, parcialmente	47%	18%
Não	7%	0%

Se respondeu "Sim, na totalidade" ou "Sim, parcialmente" à questão 2.2., passe à questão 2.3.

Se respondeu "Não" à questão 2.2., passe à questão 3.

2.3) Qual a informação presente no relatório que mais satisfaz as suas expectativas (a que julga ser mais relevante)? (Marque com x as 3 respostas que considere mais relevantes)

	Sup.	Mun.
Declaração do CEO	60%	9%
O Relatório de 2008	7%	0%
Os Compromissos e as Acções de 2008	13%	0%
Compromissos para 2009 e 2012	80%	9%
A Sonae Distribuição vista pelos seus <i>Stakeholders</i>	7%	9%
Relações de Confiança (Desempenho social e ambiental e promoção do consumo responsável)	27%	18%
Crescimento Contínuo (Informação económica)	27%	9%
Uma Gestão Responsável (Governance e gestão de risco)	20%	0%

3) Como gostaria de ver apresentada a informação no Relatório de Sustentabilidade da SONAE? (Marque com x a resposta que considere válida)

	Sup.	Mun.
Documento extenso e detalhado	3%	9%
Documento sintético e esquemático	90%	55%
Mais informação quantitativa	10%	0%
Mais informação qualitativa	3%	0%
Apresentação de "casos de estudo"	3%	18%

4) Como espera ter acesso ao Relatório de Sustentabilidade ou a outra informação sobre sustentabilidade da SONAE? (Marque com x a resposta que considere válida)

	Sup.	Mun.
Através do site da SONAE	10%	27%
Através de e-mail em formato electrónico	79%	64%
Através de documento publicado remetido por correio	10%	0%
De outra forma. Qual? _____	0%	0%

Nome da Entidade que representa: _____

Obrigado pela sua colaboração!



BARÓMETRO DE OPINIÃO - 2008

O presente questionário permite-lhe expressar a sua opinião sobre a forma como se trabalha na Sonae Distribuição, e está a ser distribuído simultaneamente a todos os colaboradores.

O sucesso deste trabalho depende de si, pelo que é essencial que participe, e que responda exactamente o que pensa. Não há respostas boas ou más, e muitas vezes a primeira que lhe ocorrer é a melhor, porque é a mais genuína. Por favor preencha o questionário sozinho não partilhando as respostas.

Os questionários são anónimos e toda a informação neles contida é absolutamente confidencial. A informação será analisada exclusivamente pela MBA Consultores, sendo os questionários posteriormente destruídos.

O seu preenchimento demora aproximadamente 20 minutos, embora não tenha tempo limite. Pedimos-lhe que procure fazê-lo numa ocasião em que não preveja interrupções.

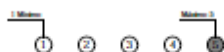
Instruções para Preenchimento do Questionário

- As respostas são efectuadas através do enchimento completo do círculo que reflecte a sua opinião (procure fazer como no exemplo que se segue).
- Para o preenchimento do questionário deverá utilizar obrigatoriamente lápis.
- Se quiser alterar uma resposta, por favor, apague-a completamente.
- Se não souber responder a qualquer das perguntas, deixe-a em branco e passe à seguinte.

Exemplo:

Se estiver totalmente satisfeito com o seu posto de trabalho, deve responder da seguinte forma:

1. Qual o seu grau de satisfação, relativamente ao seu posto de trabalho?



E nunca da seguinte forma:

1. Qual o seu grau de satisfação, relativamente ao seu posto de trabalho?



1. Qual o seu grau de satisfação, relativamente ao seu posto de trabalho?



Por favor devolva o questionário preenchido, introduzindo-o no envelope anexo e colocando-o no local indicado para o efeito.

Obrigado pela sua participação!

1. Que idade tem? (Por favor encha um dos círculos)	
1.1. Até 25 anos	1
1.2. De 26 a 35 anos	2
1.3. De 36 a 45 anos	3
1.4. Mais que 45 anos	4
2. Qual o seu grau de escolaridade? (Por favor encha um dos círculos)	
2.1. Até ao 9º ano (inclusive)	1
2.2. 10º e 11º ano	2
2.3. 12º ano ou Frequência do Ensino Superior	3
2.4. Curso Superior (Bacharelato, Licenciatura ou Formação pós-graduada)	4
3. Qual a sua Posição na Sonae Distribuição? (Por favor encha um dos círculos)	
3.1. Administrador, Director de 1ª Linha	1
3.2. Director, Gerente de Loja/Unidade ou Responsável de Loja	2
3.3. Chefe Intermédia (deve também colocar-se nesta posição os Operadores Principais)	3
3.4. Gestor/Técnico	4
3.5. Operador	5
3.6. Administrativo/Outros (deve assinalar esta opção quem não se integra em nenhuma das categorias anteriores)	6
4. Qual é a sua Situação Contratual? (Por favor encha um dos círculos)	
4.1. Efectivo - Tempo Inteiro	1
4.2. Efectivo - 'Part Time'	2
4.3. A Prazo - Tempo Inteiro	3
4.4. A Prazo - 'Part Time'	4
5. Há quanto tempo trabalha na Sonae Distribuição? (Por favor encha um dos círculos)	
5.1. Até 2 anos	1
5.2. De 2 a 5 anos	2
5.3. De 6 a 10 anos	3
5.4. Mais de 10 anos	4
6. Qual a insignia da Sonae Distribuição a que pertence? (Por favor encha um dos círculos)	
ESTRUTURA CENTRAL	
Note: Todos os Directores de 1ª Linha das diferentes insignias devem posicionar-se na estrutura central, mas das áreas referidas.	
6.1. Direcções/Áreas Comerciais (Exemplos: Alimentar, Bazar Ligado, Bazar Pesado (inclui SPV), Perceivos, Têxtil, Espaço, Comércio Internacional)	1
6.2. Direcção Financeira	2
6.3. Direcção de Sistemas de Informação e Direcção de Desenvolvimento e Inovação (DSI e DD)	3
6.4. Outras Direcções/Áreas da Estrutura Central: (Exemplos: Administração, Ambiente, Auditoria, Controlo de Gestão, Controlo Quêbra, Desenvolvimento Lojas, Jurídico, Marketing, I&D, Recursos Humanos, Centros do Fabrico, Modelo.Com, Estúdios Central Sportzone, Estrutura Central Maxmat, Estrutura Central Star, Operações Boujour, Operações Continente, Operações Modelo, Operações Vobis, Operações Worten, Operações Worten Mobile)	4
LOJAS/ENTREPÓSITOS/CENTROS DE FABRICO: (Nota: No caso de vários sites, quantizar o Responsável de Loja, Entrepósito ou Centro de Fabrico)	
6.5. Área Saúde (inclui Área Saúde do Continente Hipermercado)	5
6.6. Bonjour:	
6.6.1. Norte	6
6.6.2. Sul	7
6.7. Centros de Fabrico:	
6.7.1. Carnes	8
6.7.2. Padaria e Pastelaria	9
6.7.3. Pescado	10
6.8. Continente (inclui Oshet, Tabacaria, Calçados, Hipermercado de Caxito e Realiz, não inclui Worten)	
6.8.1. Norte	11
6.8.2. Centro	12
6.8.3. Sul	13
6.9. Continente online/Worten online/Vobis online	14
6.10. MaxMat e MaxGarden:	
6.9.1. Norte	15
6.9.2. Centro e Ilhas	16
6.9.3. Sul	17
6.11. Modalfa	18
6.12. Modelo (inclui Tabacaria, Calçados e Realiz):	
6.12.1. Norte	19
6.12.2. Centro Norte	20
6.12.3. Centro	21
6.12.4. Centro Sul	22
6.12.5. Sul	23
6.12.6. Madeira	24
6.13. Logística (Estrutura, Entrepósito, Transportes, Gestão de Abastecimento):	
6.13.1. Norte	25
6.13.2. Sul	26
6.13.3. Madeira	27
6.14. Sportzone e Loop:	
6.14.1. Norte	28
6.14.2. Centro	29
6.14.3. Sul	30
6.15. Star, Equador e Mendes, Nova Equador Internacional	31
6.16. Vobis	32
6.17. Worten Megastore:	
6.17.1. Norte	33
6.17.2. Sul	34
6.17.3. Espaço Worten (Continente Hipermercado)	35
6.18. Worten Mobile	36
6.19. Worten SuperStore	37
6.20. Zippy	38
7. É colaborador ex-Carrefour?	
7.1. Sim	1
7.2. Não	2



8. Pense no seu dia-a-dia e reflira em que medida os seguintes valores são praticados pelos colegas, em geral (1 se nunca são praticados até 5 se são sempre praticados):

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 8.1. Os clientes estão sempre em primeiro lugar | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.2. As pessoas (colaboradores) são o mais importante | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.3. Honestidade e Legalidade | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.4. Incentivo às novas ideias | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.5. Participação nas decisões | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.6. Sentido de inter-ajuda | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.7. Controlo de custos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.8. Orientação para resultados | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.9. Preocupação em fazer aquilo com que nos comprometemos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8.10. Respeito pelo ambiente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

9. Na sua opinião, a Sonae Distribuição, proporciona-lhe condições que permitem:

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 9.1. Prestar um bom serviço ao cliente? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9.2. Apresentar e experimentar novas ideias e sugestões? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

10. Pense em que medida cada uma das características que se seguem descreve a Sonae Distribuição (atribua um grau de 1 a 5):

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 10.1. Exigente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.2. Eficiente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.3. Bem dirigida | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.4. Em constante mudança | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.5. Inovadora | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.6. Humana | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.7. Centrada no cliente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.8. Com perspectivas de futuro | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.9. Com equipas de qualidade | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.10. Atractiva para os clientes | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.11. Que valoriza os bons desempenhos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.12. Com boas condições de trabalho | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.13. Que facilita a apresentação e implementação de novas ideias | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.14. Preocupada com a excelência do serviço | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10.15. Com espírito de equipa | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

11. Situe-se agora no seu local de trabalho. Pense em que medida cada uma das características que se seguem descreve a loja/entrepósito/centro de fabrico/estrutura onde trabalha (atribua um grau de 1 a 5):

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 11.1. Exigente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.2. Eficiente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.3. Bem chefiado | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.4. Em constante mudança | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.5. Com bom ambiente de trabalho | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.6. Com preocupação pelas pessoas | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.7. Inovador | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.8. Centrada no cliente (directa ou indirectamente) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.9. Com perspectivas de futuro | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.10. Com equipas de qualidade | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.11. Com boas condições de trabalho (ex: equipamento, iluminação) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.12. Que facilita a apresentação e implementação de novas ideias | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.13. Preocupado com a excelência do serviço | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11.14. Com espírito de equipa | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



12. Tome como referência a loja/entrepósito/centro de fabrico/estrutura onde trabalha. Qual o seu grau de satisfação em relação à informação que a Sonae Distribuição lhe proporciona (atribua um grau de 1 a 5):

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 12.1. Informação respeitante às chefias e organigrama | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12.2. Informação acerca das regras de funcionamento | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12.3. Informação acerca dos resultados | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12.4. Informação acerca dos novos colaboradores | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12.5. Informação acerca dos objectivos e responsabilidades da sua função | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

13. Que credibilidade atribui às seguintes fontes de informação?

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 13.1. Chefia | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.2. Colegas | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.3. Colaboradores/Subordinados (só para quem é chefe) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.4. "Correio da Distribuição" | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.5. Sindicatos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.6. Meios de Comunicação - Externos (Jornais/Televisão) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.7. Rumores e Boatos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13.8. Placcards informativos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

14. Tem as informações que necessita para realizar o seu trabalho?

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

15. Considerando o trabalho que realiza, a quantidade de informação escrita que recebe é: (Por favor encha um dos círculos)

- | | |
|--------------|-----------------------|
| Excessiva | <input type="radio"/> |
| Adequada | <input type="radio"/> |
| Insuficiente | <input type="radio"/> |

16. Quais dos seguintes aspectos são importantes para si, no seu trabalho?

(Atribua um grau de importância de 1, se não tem nenhuma importância a 5, se é muito importante):

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 16.1. Ter objectivos claramente definidos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.2. Ter estabilidade/segurança no emprego | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.3. Participar na evolução da empresa | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.4. Ser reconhecido no trabalho que faz | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.5. Gostar do que faz | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.6. Aplicar os seus conhecimentos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.7. Ter possibilidades de progredir na carreira | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.8. Ter boas condições de Segurança, Higiene e Saúde no Trabalho | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.9. Ser bem remunerado | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.10. Atingir os objectivos | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.11. Estar em contacto com o cliente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.12. Ter um bom relacionamento com a chefia directa | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.13. Ter autonomia no trabalho | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.14. Valorizar-se pessoal e profissionalmente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16.15. Trabalhar em equipa | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

17. Na sua opinião, existe uma preocupação real com a qualidade (produto, serviço, imagem):

- | | | | | | |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 17.1. Na sua equipa de trabalho? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 17.2. Na Sonae Distribuição? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Pense agora no seu dia-a-dia:

- | | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| 18. Acha que os objectivos da sua função estão claramente definidos? | 1 | 2 | 3 | 4 | 5 |
| 19. Hoje, sente segurança em termos de emprego na Sonae Distribuição? | 1 | 2 | 3 | 4 | 5 |
| 20. Acha que, na Sonae Distribuição há preocupação em que todos participem na evolução da empresa? | 1 | 2 | 3 | 4 | 5 |
| 21. Sente que o seu esforço é reconhecido pela sua chefia? | 1 | 2 | 3 | 4 | 5 |
| 22. Gosta do que faz actualmente? | 1 | 2 | 3 | 4 | 5 |
| 23. No desempenho da sua função tem possibilidade de aplicar os seus conhecimentos? | 1 | 2 | 3 | 4 | 5 |
| 24. Sente que tem autonomia suficiente para desempenhar a sua função? | 1 | 2 | 3 | 4 | 5 |
| 25. Ao ser confrontado com um problema, sente que pode recorrer e obter apoio, de outro colega ou de uma chefia para o ajudar a resolver? | 1 | 2 | 3 | 4 | 5 |
| 26. Sente que no seu trabalho são proporcionadas oportunidades para se desenvolver, pessoal e profissionalmente? | 1 | 2 | 3 | 4 | 5 |
| 27. No desempenho da sua função, qual o seu grau de satisfação face aos seguintes critérios: (Atribua um grau de 1 a 5) | 1 | 2 | 3 | 4 | 5 |
| 27.1. Relacionamento entre colegas | 1 | 2 | 3 | 4 | 5 |
| 27.2. Relacionamento com a chefia directa | 1 | 2 | 3 | 4 | 5 |
| 27.3. Ambiente de trabalho | 1 | 2 | 3 | 4 | 5 |
| 27.4. Condições de Segurança, Higiene e Saúde no Trabalho | 1 | 2 | 3 | 4 | 5 |
| 27.5. Salário | 1 | 2 | 3 | 4 | 5 |
| 27.6. Outras regalias financeiras (p. ex. prémios) | 1 | 2 | 3 | 4 | 5 |
| 27.7. Benefícios Sociais (p. ex. seguro de saúde) | 1 | 2 | 3 | 4 | 5 |
| 27.8. Desenvolvimento pessoal | 1 | 2 | 3 | 4 | 5 |
| 27.9. Acompanhamento do seu trabalho por parte da sua chefia directa | 1 | 2 | 3 | 4 | 5 |
| 27.10. Equipa de trabalho | 1 | 2 | 3 | 4 | 5 |
| 28. Na globalidade, qual é o seu actual grau de satisfação no desempenho da sua função? (Atribua um valor de 1 se não está satisfeito e 5 se está totalmente satisfeito) | 1 | 2 | 3 | 4 | 5 |
| 29. Atribua um valor relativamente ao que sente enquanto trabalhador da Sonae Distribuição: | 1 | 2 | 3 | 4 | 5 |
| 29.1. Orgulho | 1 | 2 | 3 | 4 | 5 |
| 29.2. Entusiasmo | 1 | 2 | 3 | 4 | 5 |
| 29.3. Decepção/Frustração | 1 | 2 | 3 | 4 | 5 |
| 29.4. Confiança | 1 | 2 | 3 | 4 | 5 |
| 29.5. Fadiga | 1 | 2 | 3 | 4 | 5 |
| 29.6. Inquietação/Insegurança | 1 | 2 | 3 | 4 | 5 |
| 29.7. Injustiça | 1 | 2 | 3 | 4 | 5 |
| 29.8. Identificação com a empresa | 1 | 2 | 3 | 4 | 5 |

- | | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| 30. Sente que a Sonae Distribuição reconhece o seu esforço? | 1 | 2 | 3 | 4 | 5 |
| 31. Acha que as progressões internas, em termos de carreira profissional, são incentivadas na Sonae Distribuição? | 1 | 2 | 3 | 4 | 5 |
| 32. Considera que a Sonae Distribuição promove: | 1 | 2 | 3 | 4 | 5 |
| 32.1. O desenvolvimento profissional | 1 | 2 | 3 | 4 | 5 |
| 32.2. Uma cultura de inovação | 1 | 2 | 3 | 4 | 5 |
| 32.3. Um boa integração no local de trabalho e na empresa | 1 | 2 | 3 | 4 | 5 |
| 32.4. A mudança de função | 1 | 2 | 3 | 4 | 5 |
| 32.5. A mudança para outras localidades | 1 | 2 | 3 | 4 | 5 |
| 33. No que respeita ao seu trabalho, o que gostaria que acontecesse? | 1 | 2 | 3 | 4 | 5 |
| 33.1. Manter-se na mesma função | 1 | 2 | 3 | 4 | 5 |
| 33.2. Mudar de função | 1 | 2 | 3 | 4 | 5 |
| 33.3. Mudar de região | 1 | 2 | 3 | 4 | 5 |
| 33.4. Mudar de empresa dentro da Sonae Distribuição | 1 | 2 | 3 | 4 | 5 |
| 33.5. Sair da Sonae Distribuição | 1 | 2 | 3 | 4 | 5 |
| 34. Pense na sua Carreira na Sonae Distribuição. Tem expectativas de progressão? (Por favor encha um dos círculos) | 1 | 2 | 3 | 4 | 5 |
| Não muitas | 1 | 2 | 3 | 4 | 5 |
| Algumas | 1 | 2 | 3 | 4 | 5 |
| Bastantes | 1 | 2 | 3 | 4 | 5 |
| 35. Foi alvo de um processo de Avaliação de Desempenho, neste último ano? | 1 | 2 | 3 | 4 | 5 |
| Sim | 1 | 2 | 3 | 4 | 5 |
| Não | 1 | 2 | 3 | 4 | 5 |
| 35.1. Se sim, considera que esse processo foi útil (teve resultados) para a melhoria do seu desempenho e para o seu desenvolvimento profissional? | 1 | 2 | 3 | 4 | 5 |
| 36. Pense no seu dia-a-dia e na relação com o cliente, e reflira em que medida os aspectos são observados. Se trabalha na estrutura, pense no serviço prestado às áreas com as quais se relaciona em termos de trabalho. | 1 | 2 | 3 | 4 | 5 |
| 36.1. Os colaboradores estão disponíveis para satisfazer as necessidades do cliente | 1 | 2 | 3 | 4 | 5 |
| 36.2. Os colaboradores estão informados para lidar com as situações | 1 | 2 | 3 | 4 | 5 |
| 36.3. Os colaboradores preocupam-se em resolver os problemas | 1 | 2 | 3 | 4 | 5 |
| 36.4. Os colaboradores têm iniciativa e propõem novas ideias | 1 | 2 | 3 | 4 | 5 |
| 37. Considera que as prioridades na realização das suas tarefas estão bem definidas (são claras e objectivas)? | 1 | 2 | 3 | 4 | 5 |
| Se respondeu "Não", "Não muito" ou "Suf." assinala qual ou quais dos seguintes motivos: | | | | | |
| 37.1. Múltiplas tarefas/projectos em simultâneo | 1 | 2 | 3 | 4 | 5 |
| 37.2. Falta de definição de prioridades por parte da chefia directa | 1 | 2 | 3 | 4 | 5 |
| 37.3. Alteração frequente de prioridades | 1 | 2 | 3 | 4 | 5 |

38. Participou em alguma acção de formação no último ano?

- Sim 1
- Não 2

39. Quanto à formação em que participou, considera que foi:

- 39.1. Útil - tendo em consideração a sua função/carreira 1 2 3 4 5
- 39.2. Aplicável - directamente na sua função 1 2 3 4 5
- 39.3. Adequada à realidade do seu local de trabalho 1 2 3 4 5
- 39.4. Contribuiu para o seu desenvolvimento profissional 1 2 3 4 5
- 39.5. Contribuiu para o seu desenvolvimento pessoal 1 2 3 4 5

40. Sente que precisa de ter mais formação?

- 40.1. Para desempenhar melhor a sua função? 1 2 3 4 5
- 40.2. Para actualização e desenvolvimento? 1 2 3 4 5

41. Acha que existe uma preocupação real com a produtividade?

- 41.1. Na sua equipa de trabalho? 1 2 3 4 5
- 41.2. Na Sonae Distribuição? 1 2 3 4 5

42. No que diz respeito à integração do Carrefour na Sonae Distribuição, qual o seu grau de Satisfação global, relativamente aos seguintes aspectos? (atribua um valor de 1 se está nada satisfeito e 5 se está totalmente satisfeito)

- Nota: Esta questão destina-se apenas a Colaboradores ex-Carrefour
- 42.1. Acolhimento de novos colaboradores 1 2 3 4 5
- 42.2. Comunicação de princípios e valores 1 2 3 4 5
- 42.3. Informação, formação e ferramentas para o exercício da função 1 2 3 4 5
- 42.4. Transparência e clareza na relação 1 2 3 4 5

43. Gosta de trabalhar na Sonae Distribuição?

- 1 2 3 4 5

44. Tenciona ficar a trabalhar na Sonae Distribuição? (Por favor escolha um dos círculos)

- Não 1
- Indeciso 2
- Sim, a curto prazo (1 ano) 3
- Sim, a médio e longo prazo 4

45. Independentemente da sua resposta à questão anterior, reflecta na razão(ões) que o poderia(m) levar a deixar de trabalhar na Sonae Distribuição? (Por favor escolha as alternativas que considera relevantes)

- Função desempenhada 1
- Salário 2
- Horário 3
- Perspectivas de carreira 4
- Estabilidade no emprego 5
- Relação com a sua chefia directa 6
- Condições de trabalho 7
- Saturação (cansaço/fadiga) 8
- Ambiente de trabalho 9
- Compatibilização do trabalho com a vida pessoal 10
- Nenhuma razão o levaria a deixar a Sonae Distribuição 11
- Outras (indique-as no espaço que se segue com letra de imprensa bem legível) 12

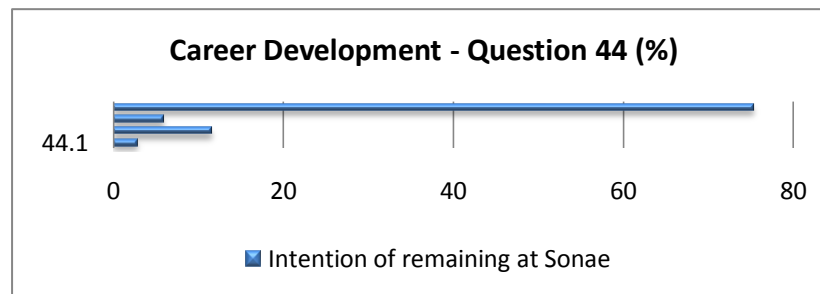
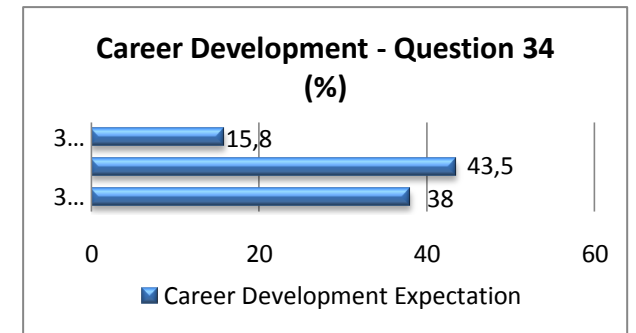
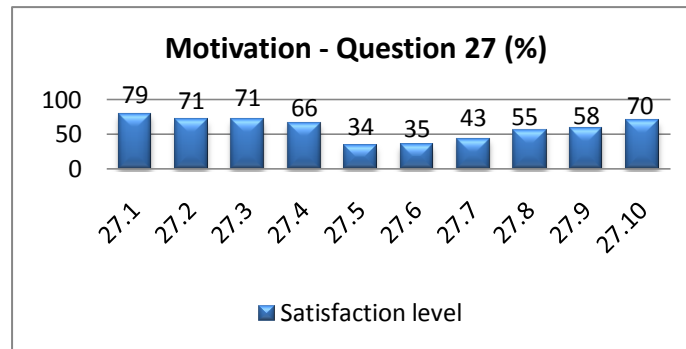
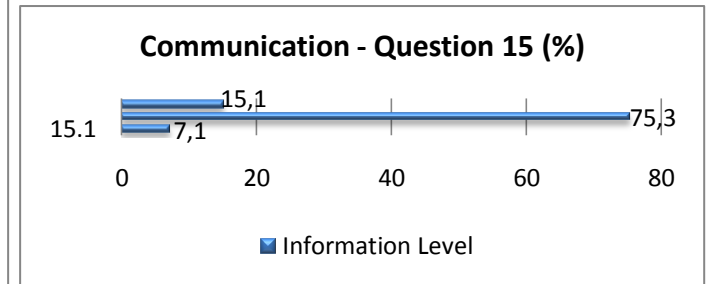
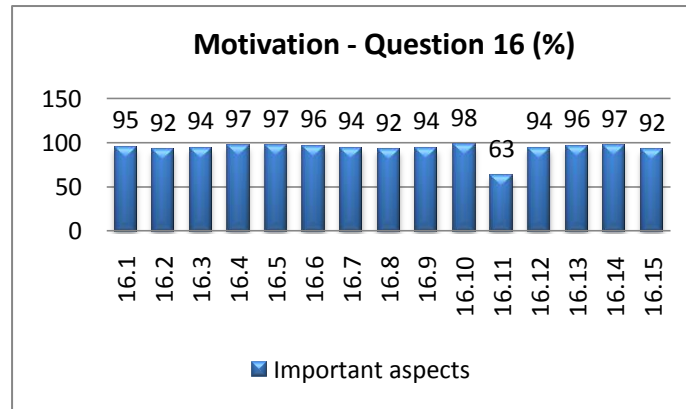
46. Se considerar que tem sugestões para apresentar, indique-as no espaço que se segue com letra de imprensa bem legível.

CARACTERIZAÇÃO DA AMOSTRA

Variável		%
Idade [x. etária da SD = 31,2]	Até 25 anos	27.1
	De 26 a 35 anos	41.7
	De 36 a 45 anos	22.7
	Mais que 45 anos	7.2
Grau de Escolaridade	Até Ao 9º ano	34.1
	10º e 11º ano	15.5
	12º ano ou Frequência Ensino Superior	36.3
	Curso Superior	11.9
Posição na Sonae Distribuição	Administrador, Director de 1ª Linha	0.2
	Director, Gerente de Loja	2.7
	Chefia Intermédia	10.9
	Gestor/Técnico	5.1
	Operador	73.7
	Administrativo/Outros	5.4

Variável		%
Situação Contratual	Efectivo – Tempo Inteiro	60.1
	Efectivo – ‘Part Time’	14.6
	A Prazo – Tempo Inteiro	12.9
	A Prazo – ‘Part-Time’	10.8
Antiguidade	Até 2 anos	34.1
	De 2 a 5 anos	19.0
	De 6 a 10 anos	18.5
	Mais de 10 anos	26.0
Colaboradores Ex-Carrefour	Sim	9.8
	Não	75.1

Answers in 1 to 5 scale	Average Answer	Question	Average Answer
Culture and Values		11.10	3.7
Question 8		11.11	3.5
8.1	4.2	11.12	3.5
8.2	3.4	11.13	4.0
8.3	4.0	11.14	3.6
8.4	3.7	Communication	
8.5	3.3	Question 12	
8.6	3.7	12.1	3.6
8.7	3.5	12.2	3.9
8.8	3.7	12.3	3.7
8.9	4.1	12.4	3.3
8.10	3.9	12.5	3.9
Question 10		Training	
10.1	4.4	Question 39	
10.2	4.0	39.1	4.0
10.3	3.9	39.2	3.9
10.4	4.1	39.3	3.9
10.5	4.0	39.4	4.0
10.6	3.4	39.5	3.8
10.7	4.4	Career Development	
10.8	4.2	Question 32	
10.9	3.8	32.1	3.4
10.10	4.0	32.2	3.5
10.11	3.4	32.3	3.6
10.12	3.6	32.4	3.2
10.13	3.5	32.5	3.1
10.14	4.1		
10.15	3.6		
Question 11			
11.1	4.3		
11.2	3.8		
11.3	3.8		
11.4	3.8		
11.5	3.6		
11.6	3.4		
11.7	3.6		
11.8	4.2		



Appendix 7 – Customers’ Survey and Results

1)Tipo de Cliente

Diga-me por favor se costuma efectuar compras em algumas destas insígnias (resposta múltipla):

Modelo	Modalfa
Continente	Modelo Bonjour
Worten	Zippy
Sportzone	Vobis

2)Prática mais importante

Das práticas que vou mencionar, diga-me por favor, quais as três práticas que considera mais importantes numa empresa com aquelas que referiu frequentar (resposta múltipla, para cada insígnia)

Produtos disponibilizados a clientes de menor rendimento	Medidas implementadas para assegurar a segurança
Medidas de protecção do ambiente	Existência de certificações ambientais
Assegurar fornecedores respeitem ambiente/direitos humanos	Práticas assegurar relacionamento fornecedores nacionais/internacionais
Acções implementadas para assegurar qualidade dos produtos	Programas de desenvolvimento profissional e apoios dados aos colaboradores
Produtos disponibilizados para promover alimentação saudável	Patrocínio de actividades culturais e lúdicas à comunidade local

3)Notoriedade de Iniciativas Sociais

O Continente, Modelom Modelo Bonjour, Worten, Vobis, Sportzone, Modalfa e Zippy realizam várias iniciativas sociais, consegue identificar alguma (resposta múltipla, para cada insígnia) ?

4)Actividades desenvolvidas

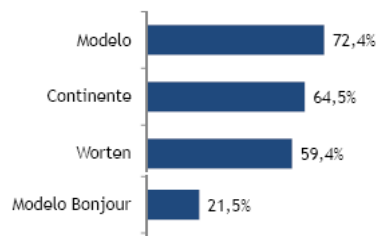
- a) Gostaria de saber mais informação sobre as actividades que o (insígnia) desenvolve de forma a proteger o ambiente? SIM/NÃO
- b) Gostaria de saber mais informação sobre as actividades que o (insígnia) desenvolve no apoio à comunidade? SIM/NÃO
- c) Gostaria de receber essa informação? SIM/NÃO
- d) Como gostaria de receber essa informação?

Através de uma publicação tipo Revista Certa/Jornal Modelo
Através de folhetos distribuídos nos Balcões das Lojas
Através do website

e) A Loja (insígnia) está inserida na Sonae Distribuição, que tem um Relatório de Sustentabilidade social anual, que fala das acções ambientais e sociais que tem desenvolvido ao longo dos anos. Tem conhecimento da existência deste documento? SIM/NÃO

Tipo de cliente

Diga-me por favor se costuma efectuar compras em algumas destas insignias que lhe vou referir (resposta múltipla)?



	Global Base: 707	Continente Base: 456	Modelo Base: 512	Modelo Bonjour Base: 152
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Sexo	Global	Continente	Modelo	Modelo Bonjour
Feminino	72,4%	72,9%	72,9%	71,7%
Masculino	27,6%	27,1%	27,1%	28,3%

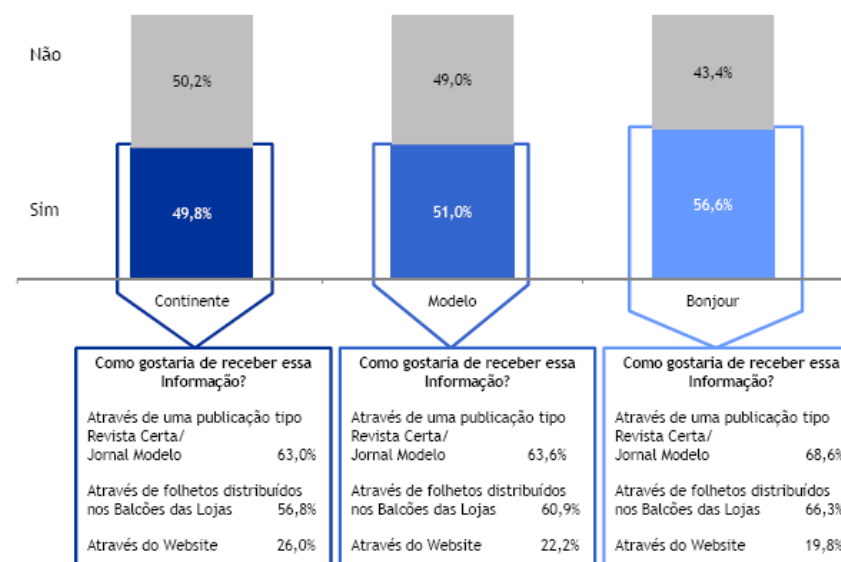
Idade	Global	Continente	Modelo	Modelo Bonjour
18-24 anos	9,0%	6,3%	6,3%	7,9%
25-34 anos	26,8%	26,8%	22,7%	19,7%
35-44 anos	23,9%	23,9%	24,4%	23,0%
45-54 anos	18,2%	18,2%	22,5%	19,7%
55-64 anos	14,5%	14,5%	16,2%	22,4%
>65 anos	7,7%	7,7%	8,0%	7,2%

Classe Social	Global	Continente	Modelo	Modelo Bonjour
Classe A/B	16,0%	16,0%	11,8%	15,2%
Classe C1	22,2%	22,2%	21,8%	14,6%
Classe C2	47,0%	47,0%	46,5%	41,7%
Classe D	14,7%	14,7%	20,0%	28,5%

Clientes	Global	Continente	Modelo	Modelo Bonjour
Cliente Exclusivo	9,0%	9,0%	10,5%	7,9%
Cliente Não Exclusivo	91,0%	91,0%	89,5%	92,1%

Actividades desenvolvidas

Gostaria de receber essa informação? Como gostaria de receber essa informação?



Notoriedade de Iniciativas Sociais

O Continente, Modelo, Modelo Bonjour, Worten, Vobis, Sportzone, Modalfa e Zippy realizam várias iniciativas sociais, consegue-me identificar alguma... (resposta múltipla)?

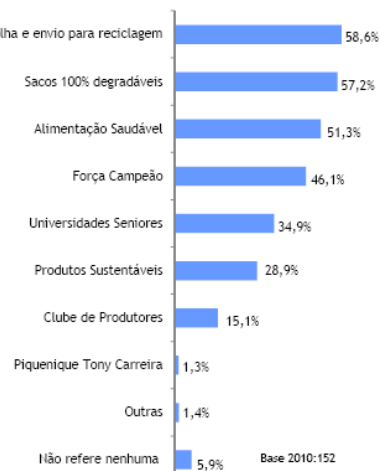
Notoriedade Total - Continente



Notoriedade Total - Modelo

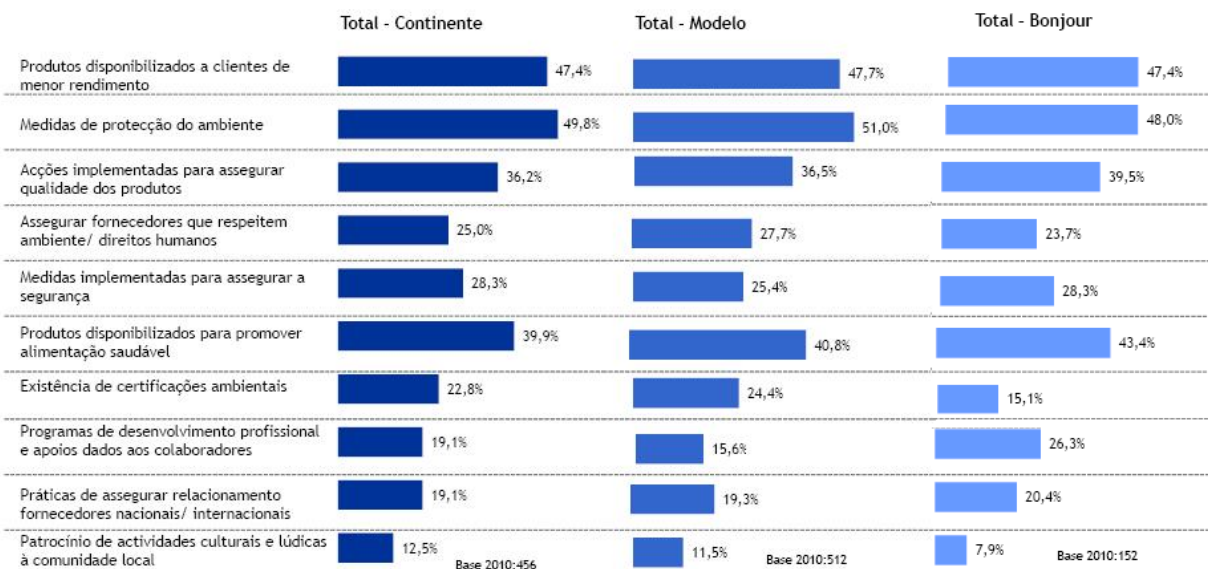


Notoriedade Total - Bonjour



Prática mais importante

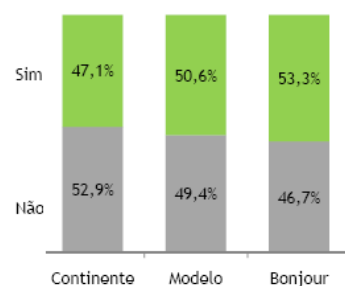
Das práticas que lhe vou mencionar, diga-me por favor, quais as três práticas que considera mais importantes numa empresa como... (resposta múltipla)?



Actividades desenvolvidas

Gostaria de saber mais informação sobre as actividades que o... desenvolve de forma a proteger o ambiente?

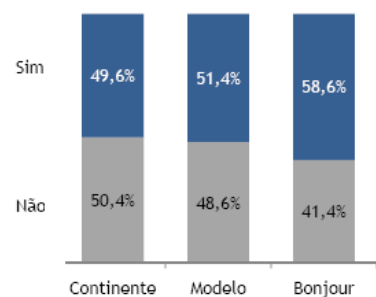
Actividades de Protecção do Ambiente



Actividades desenvolvidas

Gostaria de saber mais informação sobre as actividades que o... desenvolve no apoio à Comunidade?

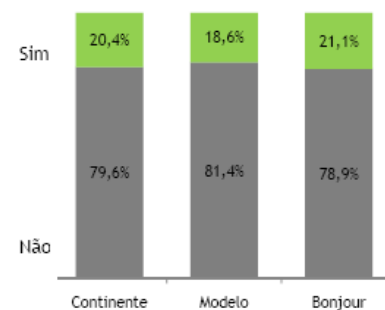
Actividades desenvolvidas no Apoio à Comunidade






Actividades desenvolvidas

















A Loja... está inserida na Sonae Distribuição, que tem um relatório de responsabilidade social anual, que fala das acções ambientais e sociais que tem desenvolvido ao longo dos anos.

Tem conhecimento da existência deste documento?










Appendix 8 – Standard Disclosures: Profile

	Covered
	Partially Covered
	Uncovered

Question	Description	Class.
Strategy and analysis		
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	
1.2	Description of key impacts, risks, and opportunities.	
Organizational Profile		
2.1	Name of reporting organization.	
2.2	Primary brands, products, and/or services.	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	
2.4	Location of organization's headquarters.	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	
2.6	Nature of ownership and legal form.	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	
2.8	Scale of the reporting organization *Number of employees; *Net sales (for private sector organizations) or net revenues (for public sector organizations); *Total capitalization broken down in terms of debt and equity (for private sector organizations); and *Quantity of products or services provided.	
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: *The location of, or changes in operations, including facility openings, closings, and expansions; and *Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	
2.10	Awards received in the reporting period.	
Report Parameters		
Report Profile		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	
3.2	Date of most recent previous report (if any).	
3.3	Reporting cycle (annual, biennial, etc.)	
3.4	Contact point for questions regarding the report or its contents.	

Report Scope and Boundary		
3.5	Process for defining report content, including: *Determining materiality; *Prioritizing topics within the report; and *Identifying stakeholders the organization expects to use the report.	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	
3.7	State any specific limitations on the scope or boundary of the report.	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	
GRI Content Index		
3.12	Table identifying the location of the Standard Disclosures in the report.	
Assurance		
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	
Governance, Commitments, and Engagement		
Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. Explain the degree to which these: Are applied across the organization in different regions and department/units; and Relate to internationally agreed standards.	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	

Commitments to External Initiatives		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: *Has positions in governance bodies; *Participates in projects or committees; *Provides substantive funding beyond routine membership dues; or *Views membership as strategic.	
Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization. Examples of stakeholder groups are: *Communities; *Civil society; *Customers; Shareholders and providers of capital; *Suppliers; and *Employees, other workers, and their trade unions.	
4.15	Basis for identification and selection of stakeholders with whom to engage.	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	

Appendix 9 – Standard Disclosures: Performance Indicators

ECONOMIC PERFORMANCE INDICATORS		
Aspect: Economic Performance		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	●
EC3	Coverage of the organization's defined benefit plan obligations.	●
EC4	Significant financial assistance received from government.	●
Aspect: Market Presence		
EC5 (ADD.)	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	●
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	●
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●
EC9 (ADD.)	Understanding and describing significant indirect economic impacts, including the extent of impacts.	●
ENVIRONMENTAL PERFORMANCE INDICATORS		
Aspect: Materials		
EN1	Materials used by weight or volume.	●
EN2	Percentage of materials used that are recycled input materials.	●
Aspect: Energy		
EN3	Direct energy use segmented by primary energy source.	●
EN4	Indirect energy use segmented by primary energy source.	●
EN5 (ADD.)	Energy saved due to conservation and efficiency improvements.	●
EN6 (ADD.)	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	●
EN7 (ADD.)	Initiatives to reduce indirect energy consumption and reductions achieved.	●
Aspect: Water		
EN8	Total water withdrawal by source.	●
EN9 (ADD.)	Water sources significantly affected by withdrawal of water.	●
EN10 (ADD.)	Percentage and total volume of water recycled and reused.	●
Aspect: Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	●
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●
EN13 (ADD.)	Habitats protected or restored.	●
EN14 (ADD.)	Strategies, current actions, and future plans for managing impacts on biodiversity.	●
EN15 (ADD.)	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	●
Aspect: Emissions, Effluents, and Waste		
EN16	Total direct and indirect greenhouse gas emissions by weight.	●

EN17	Other relevant indirect greenhouse gas emissions by weight.	●
EN18 (ADD.)	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●
EN19	Emissions of ozone-depleting substances by weight.	●
EN20	NO, SO, and other significant air emissions by type and weight.	●
EN21	Total water discharge by quality and destination.	●
EN22	Total weight of waste by type and disposal method.	●
EN23	Total number and volume of significant spills.	●
EN24 (ADD.)	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	●
EN25 (ADD.)	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	●
	Aspect: Products and Services	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	●
	Aspect: Compliance	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	●
	Aspect: Transport	
EN29 (ADD.)	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	●
	Aspect: Overall	
EN30 (ADD.)	Total environmental protection expenditures and investments by type.	●
LABOR PRACTISES AND DECENT WORK PERFORMANCE INDICATORS		
	Aspect: Employment	
LA1	Total workforce by employment type, employment contract, and region.	●
LA2	Total number and rate of employee turnover by age group, gender, and region.	●
LA3 (ADD.)	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major Operations.	●
	Aspect: Labor/Management Relations	
LA4	Percentage of employees covered by collective bargaining agreements.	●
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	●
	Aspect: Occupational Health and Safety	
LA6 (ADD.)	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	●
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	●
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●
LA9 (ADD.)	Health and safety topics covered in formal agreements with trade unions.	●
	Aspect: Training and Education	
LA10	Average hours of training per year per employee by employee category.	●
	Aspect: Diversity and Equal Opportunity	
LA11 (ADD.)	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●
LA12 (ADD.)	Percentage of employees receiving regular performance and career development reviews.	●

LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	●
	Aspect : equal remuneration for women and men	
LA14	Ratio of basic salary of men to women by employee category.	●
HUMAN RIGHTS PERFORMANCE INDICATORS		
	Aspect: Investment and Procurement Practices	
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	●
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	●
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	●
	Aspect: Non-discrimination	
HR4	Total number of incidents of discrimination and actions taken.	●
	Aspect: Freedom of Association and Collective Bargaining	
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	●
	Aspect: Child Labor	
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	●
	Aspect: Forced and Compulsory Labor	
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	●
	Aspect: Security Practices	
HR8 (ADD.)	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	●
	Aspect: Indigenous Rights	
HR9 (ADD.)	Total number of incidents of violations involving rights of indigenous people and actions taken.	●
	Aspect: Assessment	
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	●
	Aspect: Remediation	
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	●
SOCIETY PERFORMANCE INDICATORS		
	Aspect: Corruption	
SO2	Percentage and total number of business units analyzed for risks related to corruption.	●
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	●
SO4	Actions taken in response to incidents of corruption.	●
	Aspect: Public Policy	
SO5	Public policy positions and participation in public policy development and lobbying.	●
SO6 (ADD.)	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	●
	Aspect: Anti-Competitive Behavior	
SO7 (ADD.)	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	●
	Aspect: Compliance	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	●
	Aspect: Local Communities	

SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	●
SO9	Operations with significant potential or actual negative impacts on local communities.	●
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	●
PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS		
Aspect: Customer Health and Safety		
PR1	Life-cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	●
PR2 (ADD.)	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life-cycle, by type of outcomes.	●
Aspect: Product and Service Labeling		
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	●
PR4 (ADD.)	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	●
PR5 (ADD.)	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. (Additional indicator)	●
Aspect: Marketing Communications		
PR6	Programmes for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	●
PR7 (ADD.)	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	●
Aspect: Customer Privacy		
PR8 (ADD.)	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	●
Aspect: Compliance		
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	●

Appendix 10 – The 5 targets for the EU in 2020

1. **Employment:** 75% of the 20-64 year-olds to be employed
2. **R&D / innovation:** 3% of the EU's GDP (public and private combined) to be invested in R&D/innovation
3. **Climate change / Energy:** greenhouse gas emissions 20% (or even 30%, if the conditions are right) lower than 1990;
20% of energy from renewables;
20% increase in energy efficiency;
4. **Education :** Reducing school drop-out rates below 10%;
at least 40% of 30-34-year-olds completing third level education
5. **Poverty / Social exclusion :** at least 20 million fewer people in or at risk of poverty and social exclusion

Source: http://ec.europa.eu/europe2020/targets/eu-targets/index_en.htm