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# A SOJA DE PORTUGAL has been forging a path of maturity in the area of sustainability. This report is more than just an account of our business in 2017; it is also a commitment to a sustainable future.

António Isidoro, <sub>CEO</sub>



### SOJA DE PORTUGAL in 2017



75.000.000 € ANIMAL NUTRITION TURNOVER









INDUSTRIAL SITES



1.400 INDIRECT EMPLOYEES (AVERAGE)



25% TOTAL EXPORT SALES



ACTIVE CUSTOMERS



# 9.768.716 €

R&D INVESTMENT IN THE LAST 5 YEARS

#### About this Report

This is the sixth Sustainability Report of the SOJA DE PORTUGAL Group. This publication proposes to communicate the contribution of the Group to sustainable development, regarding the economic, environmental and social pillars, seeking to answer to the Stakeholders' expectations.

#### **Reporting period**

The Report refers to the activity of Group's companies (AVICASAL, SAVINOR and SORGAL) during 2017 (1 January to 31 December) including, whenever possible, information on previous years.

#### **Global Reporting Initiative (GRI)**

SOJA DE PORTUGAL prepared the Report of 2017 pursuant the GRI Standards, for the option "in accordance – Essential" (see "GRI Table" with the respective correspondence to the GRI Standards indicators).

#### Materiality

SOJA DE PORTUGAL build a Materiality Matrix regarding sustainability, with the purpose of appraising which themes were the most relevant to the Group and to its Stakeholders. In this way, the report is created in conformity with the Materiality Matrix and the respective material themes, which are the focus of the information described and of the structure of this Report.





#### **External Verification**

The presented data was not subject to independent external verification.

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We are an agro-industrial Portuguese group, born in 1943, in the city of Ovar, in the centre of Portugal. We currently operate in 3 sectors of activity:

- Animal Nutrition
- Poultry
- Collection, treatment and recovery of animal by-products

Some of the most salient agro-industrial Portuguese companies, such as SORGAL, AVICASAL and SAVINOR, are part of the group, which along with the focus on strong brands and constant innovation, which has allowed us to reach leadership positions in the national and cross-border markets. Hand in hand with our economic activity, we have constantly present our social and environmental responsibility which has contributed to a clear increase in quality of life of the communities in which we our present.

Because a part of you is part of us.



#### 1.1 Mission, Vision and Values ......

# Our mission

We aspire to develop business in the agri-food industry, in synergy-generating areas, by creating and providing the market with competitive, innovative and sustainable solutions, while maintaining high levels of service and guality and balancing the legitimate interests of different stakeholders.

### **Our Vision**

We aim to be recognized as a reference and excellent business group in the sector of the agri-food industry.

The development of SOJA DE PORTUGAL's activities is built on the following cornerstones:

- · Loyalty and Reliability in customer relations;
- Innovation:
- Risk management;
- Sustainability;
- and Operating Efficiency.

# **Our Values**



COOPERATION Together we are stronger



AMBITION We exceed expectations



RESPONSIBILITY

We are transparent and take different interests into account



RIGOUR

As we comply with requirements, so we require compliance



in adapting to change





RELIABILITY

We are proactive and agile We are reliable and consistent

## **1.2 SOJA DE PORTUGAL Universe**

A Group	SOJA DE PORTUGAL since 1943						
3 Operating Areas	ANIMAL NUTRITION		POULTRY	UTS			
5 Business Units	COMPOUND FEED FOR POULTRY AND LIVESTOCK COMPOUND FEED FOR AQUACULTURE CAT FOOD		BREEDING, SLAUGHTER, CUTTING AND MARKETING OF POULTRY	COLLECTION, TREATMENT AND RECOVERY OF ANIMAL BY-PRODUCTS			
7 Brands	RAÇOES SOJAGADO PETFOOD		C avicasal				
3 Companies	SORGAL, S.A.		AVICASAL, S.A.	SAVINOR, S.A.			

**1.2.1 Business areas** 

#### **ANIMAL NUTRITION**





Soja de Portugal's oldest business area and a part of Sorgal.

Under the SOJAGADO and PRONUTRI brands, it has two production units (Ovar and Oliveira de Frades) and a group of specialized technicians supporting producers in the best nutritional solutions. With leadership positions in several markets, this business area attends the sector's most important events and trade shows.

# **AQUASOJA**

Aquaculture feed business area, and part of SORGAL. This is the business area par excellence focused on the foreign market. It exports over 80% of its production with it main markets being Spain, Greece, Cyprus, Armenia, Albania and Poland. AQUASOJA provides feed solutions for species such as the Gilthead Bream, European Sea Bass, Salmonidae, Turbot, Prawn, Sturgeon, Catfish and Tilapia.

Its production capacity, together with studies conducted with prestigious universities, result in innovation and monitoring of major trends in the sector.

AQUASOJA is proactively involved in the "sea economy", particularly the use of raw materials with the enhancement of by-products from the agri-food industry.



Business area that designs and produces complete dry pet food for dogs and cats. Part of the Sorgal company, this business area began in 2001 by marketing pet food under the Sirdog and Sircat brands.

Sorgal entered the pet food market as a manufacturer in 2006, and since then has been characterized by fast-paced growth and growing market share, above all in the domestic market.

In 2013, SORGAL launched a new manufacturing plant fully dedicated to manufacturing dry food for dogs and cats, allowing it to double its production capacity, thereby creating better conditions to invest in foreign markets such as Spain, amongst others.

#### Our value proposition is...

To design, produce and market high-quality food enhancing the profitability of livestock operations, supported by integrated and tailor-made solutions, personalized technical assistance and solid partnerships.

#### Our value proposition is...

To design, produce and market integrated nutritional solutions for fish and crustaceans, tailormade in close cooperation with the producer, creating sustainable value in harmony with the environment.

#### Our value proposition is...

Reliability: we guarantee quality in a timely manner

Flexibility: we aim to sell the most personalized solution possible.

Proximity: ongoing feedback from customers.

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#### POULTRY



This is the business area responsible for the breeding, slaughter, cutting and marketing of poultry, represented by two brands: SAVINOR and AVICASAL. It has two plants for slaughtering, cutting and processing, with a slaughtering capacity of around 12,500 chickens per hour, a logistics platform in Pinhel and four poultry farms.

It has 4 million birds in an annual production cycle through over 150 integrated breeders. Its main distribution channel is retail, counting on over 70 distribution vehicles for this.

The entire production process complies with the strictest standards for food safety and tracking.

#### COLLECTION, TREATMENT AND RECOVERY OF ANIMAL BY-PRODUCTS.



Business area in charge of collecting byproducts in more than 300 locations in Portugal and Spain.

SAVINOR UTS' work is recognized as a public utility service, on which the sustainable processing of such products depends.

The processing and enhancement of animal byproducts results in raw materials such as meat meal, fish meal and animal fat oils.

In 2017, these products' sales growth was supported by foreign markets, with exports increasing significantly to account for 40% of this business area's total sales (around 5% in 2014).

#### Our value proposition is...

Breeding, slaughter and distribution of fresh poultry products with an excellent price/ quality ratio, supplemented by a portfolio of complementary products, providing our customers with a daily distribution service that strictly complies with delivery schedules.

#### Our value proposition is...

A reliable and competitive service for the collection, processing and enhancement of animal by-products, supported by innovative and sustainable processes within a culture of social, economic, and environmental responsibility.

# 1.2.3 Geographic location



**04 SORGAL** OLIVEIRA DE FRADES

**05 SORGAL** TORRES NOVAS

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#### **1.4 Main awards and distinctions**



#### SORGAL wins the 2017 National Agriculture Award

SORGAL was awarded the Prémio Nacional de Agricultura 2017 (National Agriculture Award 2017), in the large companies category. The accolade is an initiative by Banco BPI and the Cofina Group, sponsored by the Minister of Agriculture, Forestry and Rural Development. In the 6th edition of the National Agriculture Awards 1,268 candidates were registered, from which Sorgal stood out. In choosing the winner, the jury valued the commitment to the greater competitiveness, innovation and internationalisation of national products.

# 

#### AVICASAL distinguished with the "Consumer Choice" award

AVICASAL was selected as the "Consumer Choice 2018" brand, for the quality of its chicken products.

The evaluated criteria that corresponded to the satisfaction index were appearance, chicken cut (sections or whole), packaging state, inexistence of water in the packaging, brand, origin, part of the chicken (wing, thigh, leg, breast) and price.



#### • SAVINOR distinguished with the "Flavour of the Year" award

Thanks to its chicken, SAVINOR was distinguished with the "Flavour of the Year 2018" award.

The seal represents the only quality certification for the food sector based exclusively on the quality of the taste of the products, which are tasted and approved of by the consumers.

The consumers evaluate the chicken according to the following criteria: general satisfaction, appearance, odour, texture and flavour.

#### SOJA DE PORTUGAL Group distinguished with the Sustainable Development Award

The SOJA DE PORTUGAL Group won the 2017 Sustainable Development Trophy, awarded by the Chamber of Commerce and the Luso French Industry.

SOJA DE PORTUGAL distinguished itself by the development of competitive, innovative and sustainable solutions in the various business areas.



# SORGAL gets an Honourable Mention in the NOS Inovação [NOS Innovation] awards

The NOS Inovação rewards, in partnership with the TSF and Dinheiro Vivo, awarded an honourable mention to SORGAL, who developed a solution to tackle the winter disease which affects sea breams.

The second NOS Innovation Awards once again honoured companies that contributed to the Portuguese economy by developing innovative solutions in various areas of business.

#### SORGAL ranked among the 500 Biggest and Best by Exame magazine

Exame magazine published, in 2017, the 500 Biggest and Best Companies ranking. SORGAL was featured in 418<sup>th</sup> place.

#### AVICASAL is the biggest company in São Pedro do Sul

In October 2017, the newspaper Noticias de Vouzela published the ranking of the 100 largest Companies of São Pedro do Sul. AVICASAL featured in first place.



Governance Model and Risk Management

#### 2. Governance Model and Risk Management

#### 2.1 Governance Model

The Governance Model of SOJA DE PORTUGAL is composed of the General Meeting of Shareholders, the Board of Directors and the Statutory Auditor. The Sustainability Committee and Innovation Committee also support the Board of Directors. Under this model, the senior management is responsible for making Sustainability and Innovation a part of the company's day-to-day management.

#### General Meeting of Shareholders

The General Meeting of Shareholders meets at least annually for shareholders to make their recommendations. These meetings may be held whenever called by shareholders.

#### Board of Directors

The SOJA DE PORTUGAL Board of Directors is composed of two directors, António Isidoro (Chairman) and Manuel Silva (Director), both of whom are executive. It is in charge of supervising, controlling and monitoring strategic issues (goals, indicators and corporate targets). The Board of Directors is also responsible for monthly reporting to shareholders. Ordinary meetings are scheduled annually, with 12 meetings per year. Its self-evaluation system reflects the economic, social and environmental performance of all of SOJA DE PORTUGAL's department and teams.



# General Meeting of Shareholders Auditor Board of Directors

# Statutory Auditor







Manuel Silva Director

#### **Statutory Auditor**

The Statutory Auditor is responsible for overseeing the company's management in terms of compliance with the law, articles of association and applicable regulations. Furthermore, the Statutory Auditor is also in charge of checking and giving its opinion on the individual and consolidated presentation of accounts through audits which assure compliance with the legal standards.

#### Sustainability Committee

The Sustainability Committee's mission is to define the sustainability strategy and ensure its implementation throughout the entire group. This Committee is composed of the Chairman of the Board of Directors and the managers of the various operating areas (Product, Management Control, Marketing, Communication and Sustainability, Human Resources, Quality, Environment, Safety and Industrial).

Multidisciplinary in nature, the Committee meets guarterly to monitor the status of the implementation of the actions foreseen in the sustainability strategy, to discussion actions and projects to develop in order to improve its performance.



António Isidoro Chairman of the Board of Directors



Carolina Figueiredo John Araúio Product Coordinator of the Administrative Pet Food Department



Lídia Moreira Marketina. Communication and Sustainability Manager



António Isidoro Chairman of the Board of Directors

**Innovation Committee** 

stimulation of in-house creativity.

The Innovation Committee's mission is to define the

innovation strategy and ensure its implementation

throughout the entire group. This Committee

is responsible for ensuring the promotion of a

dynamic and revitalising culture in the organisation, and for strengthening the communication and integration of information among all the employees

and between the companies of the Group, fostering an appropriate management of knowledge and the

Multidisciplinary in nature, the Committee meets

guarterly, and its agenda includes final decisions on

the implementation of ideas/projects, the allocation

of project managers to RDI projects, the monitoring

of the state of implementation of planned initiatives

and discussion of future actions and projects.



**Tiago Aires** Technical and Commercial Director of Aquasoja

**Elisabete Matos** 

Innovation Manager

Paula Azevedo Accountina & Financial Operations Manager



Gabriel Gil Industrial Manager





Sónia Alves Human Resources Managers



Lurdes Noqueira Savinor QAS Manager



**Gabriel Gil** 

Industrial Manager

Manager



# 2.2 Risk management

SOJA DE PORTUGAL believes in the importance of a solid culture of compliance and, as such, has worked on its development where risk management plays a key role in the Group's management. The meticulous monitoring of the risks inherent to the company's various activities is instrumental in supporting the management boards, allowing them to control and mitigate any situations that may seem questionable - in particular concerning Economic, Financial, Food Safety, Environmental and Insurance risks.

# As such, the **10** reasons why SOJA DE PORTUGAL focuses on risk management are:

- 1. Safeguard against future uncertainty;
- 2. Ensure preventive behaviour and measures in accordance with the identified risks;
- 3. Take best risk governance practices into account;
- 4. Contribute to ensuring compliance with legal requirements;
- 5. Contribute to improving efficiency and efficacy;
- 6. Boost the identification of opportunities for improvement;
- 7. Act as a crucial instrument in supporting the management boards;
- 8. Encourage proactive management by constantly identifying new risk events;
- 9. Contribute to improving SOJA DE PORTUGAL's knowledge as a whole;
- **10.** Stakeholders Engagement.

### 3. Stakeholders Engagement

#### 3.1 SOJA DE PORTUGAL's Stakeholders

SOJA DE PORTUGAL recognizes the importance of all its Stakeholders as elements fundamental to its ongoing activities and for the success gained throughout its 75 years of activity. With a view to better understand stakeholder's expectations and concerns, and to incorporate these into its corporate policies and commitments, SOJA DE PORTUGAL fosters a trusting relationship that sustains the balance, innovation, and development of the business.

The stakeholders of SOJA DE PORTUGAL were identified based on criteria of responsibility, influence and dependence. In other words, all the persons and institutions that affect and/ or may be affected by SOJA DE PORTUGAL's activities, products or services and its associated performance.



# 3.2 Primary means of communication with the stakeholders

Besides the Sustainability Report, which it publishes annually, SOJA DE PORTUGAL has other means of internal and external communication with its Stakeholders:

Shareholders and Investors	Customers and Consumers	Employees	Scientific Community
<ul> <li>General Meeting of Shareholders</li> <li>Board of Directors meetings</li> <li>Statement of Accounts</li> <li>Management Information</li> </ul>	<ul> <li>Website, social networks</li> <li>Customer satisfaction assessment</li> <li>Open-door policy</li> <li>Complaint response policy</li> <li>Specialized event promotion and participation</li> <li>Direct customer support line for complaints and feedback</li> </ul>	<ul> <li>Website</li> <li>Bulletin boards</li> <li>Staff meeting</li> <li>Principles and policies</li> <li>Open-door policy</li> </ul>	<ul> <li>Website</li> <li>Partnerships with research centres and universities</li> <li>Publication of scientific articles</li> <li>Specialized event promotion and participation</li> <li>Co-financing of masters and doctoral scholarships</li> </ul>
Local Community	Sector Entities	Suppliers	State and Local Government
<ul> <li>Website</li> <li>Participation in trade shows and conferences</li> <li>Donations</li> <li>Initiatives for the involvement with the local community</li> <li>Projects with schools on environmental issues</li> </ul>	• Website • Support for initiatives/projects • Workgroups	<ul> <li>Website</li> <li>Periodic contacts and meetings</li> <li>Supplier Assessment</li> </ul>	• Website • Support for initiatives/projects
Financial Institutions	Media	Civil Society	
Website     Statement of Accounts	<ul> <li>Website</li> <li>Press releases</li> <li>Open-door policy</li> </ul>	Website     Specialized event promotion and     participation	

## 3.3 Key results of the Stakeholders Hearing

### 3.3.1 Description of sample group and response rate

In 2015, SOJA DE PORTUGAL carried out a new stakeholders hearing on sustainability issues. The hearing process was based on an initial sample of 68 stakeholders, from which 50 responses were obtained, giving rise to a response rate of 74%.

The hearing revolved around 3 main areas:

- Sustainability Performance;
- Key Issues; and
- Stakeholders Relations.



### 3.3.2 Key results of the Stakeholders Hearing

Analytical area	Results			
<b>1.</b> Sustainability Performance	The stakeholders consider that SOJA DE PORTUGAL presents a clear vision of its responsibilities in each pillar.	90% 84% 78%		
	in each pitai.	Economic Responsibility	Environmental Responsibility	Social Responsibility
2. Key Issues	<ul> <li>Food Safety</li> <li>Product quality</li> <li>Environmental Responsibility</li> <li>Economic performance/Value creation</li> <li>Employee training and development</li> </ul>	The results of the hearing enable identifying the most relevant topics for the stakeholders.		
<b>3.</b> Stakeholders Relations	The stakeholders consider that their level of involvement with SOJA DE PORTUGAL is "Very Good" or "Good".	36% ● Very Good ● C	<b>36%</b> Good • Sufficient	18% 6% 6

# The SOJA DE PORTUGAL Group undersigned Charter of Principles for Sustainable Development

SOJA DE PORTUGAL undersigned the Charter of Principles of BCSD Portugal – Business Council for Sustainable Development. By adhering to the Charter of Principles, the Group is publicly declaring its support and recognition that for a good company management it is crucial to have as a base the adoption of solid commitments to sustainability, as this is a fundamental competitive factor. The document was signed by more than 30 Portuguese companies.

The Charter of Principles of BCSD Portugal, the document of reference of the Business Council for Sustainable Development which establishes the guiding lines of a good company management, signed by the more than 30 Portuguese companies, encourages the undersigning organizations to adopt of their own accord the affirmed principles, and endeavour to extend the undersigning to the entities in their value chain.

For António Isidoro, chairman of the Board of Directors of SOJA DE PORTUGAL, the joint undersigning by various companies of the Charter of Principles of BCSD Portugal "reveals the Portuguese business network is committed to this project on a national level and, more importantly, recognizes the importance of investing in a sustainable business management which is, increasingly, a factor of competitiveness which need to be recognized and encouraged". The Group's CEO admits that sustainability themes are increasingly relevant throughout the value chain and in the relationships established between clients. Thus, and to promote the principles of sustainable management, the Soja de Portugal Group is simultaneously inviting its clients and suppliers to undersign this important document.

# Sustainability strategy

## 4. Sustainability strategy

The Sustainability Strategy of SOJA DE PORTUGAL for the period of 2016-2018 took into account various reviews and sources of information, namely:

#### Benchmark Analysis

• Results of the benchmark analysis of the peers of SOJA DE PORTUGAL on its Sustainability Strategy.

#### Stakeholder Hearing

Results of the stakeholders hearing regarding:

Assessment of the sustainability performance of SOJA DE PORTUGAL;

• Identification and prioritisation of relevant sustainability issues and opportunities for improvement.

### **Materiality Matrix**

• Crossing the results of the stakeholders hearing outcomes with the perspective of the members of the Sustainability Committee in terms of priority action towards sustainability.

Based on the steps described above, 6 strategic priorities were defined, and for each were set goals, specific actions to be developed, KPIs and targets to be met, which are reflected in the action plan presented on the following pages.

4.1 Strategic priorities



# ······ 4.2 2016-2018 Action Plan

Strategic priority	Strategic goal	Activity	/ KPI T		Implementation (Schedule)
	Strengthen the identification of	Create new products adding value to the business	New products' contribution to turnover	225k (€)	31-12-2018
	Research, Development and Innovation (RDI) and continuous improvement projects to create	Develop successful RDI Projects	Number of RDI projects completed resulting in new products or processes	5	Annual
	value	Promote the Generation of Ideas in the RDIMS – Research, Development and Innovation Management System	Number of ideas generated and pre-screened in the RDIMS	20	Annual
	Review strategic execution model based on guidelines	Review the Strategic Execution Model together with the staff of SOJA DE PORTUGAL	Reviewed Strategic Execution Model	-	31-12-2017
Creating value and fostering continuous	Define 2019-2021 strategic	Create strategy map with 2019-2021 strategic guidelines	Completed 2019-2021 strategy map	-	31-12-2018
	guidelines	Hold strategic reflection meetings with the staff of SOJA DE PORTUGAL	Number of strategic reflection meetings held to define guidelines for the three-year period	1	3-12-2018
	Improve economic/financial ratios based on best market practices	Benchmarking with best companies in the sector	Number of economic/financial benchmarkings per business area	1	Annual
		Monitor key indicators, targets and goals related to strategic plan	Number of staff meetings held	1	Annual
		Develop Business Intelligence tool to monitor key business indicators	Business Intelligence tool implemented	-	31-12-2017
		Revise tender specifications for classifying and selecting raw materials suppliers, subsidiaries and service providers to include sustainability requirements which increase or decrease their final score	Revised tender specifications (including sustainability criteria)	-	31-12-2017
	Gradually select and hire suppliers	Include the topic of sustainability in best practices manuals delivered to constituents to disseminate this topic throughout the entire value chain	Revised best practices manual (including the topic of sustainability)	-	31-12-2017
Promoting sustaina- bility in the value chain	by including environmental, economic, social and human rights criteria	Include the topic of sustainability in Poultry Days for constituents	Percentage of breeders involved in events (on date of Poultry Days)	60%	Annual
		Create a ranking of most sustainable suppliers by business area (poultry, UTS and animal nutrition)	Sustainable supplier ranking created	-	31-12-2018
	Communication and joint actions with producers to promote intensive animal production as a	Multimedia dissemination of the theme "Traditional breeding versus intensive breeding in the areas of Nutritional Value and Ecosystem Sustainability"	Number of disseminations	3	Annual
	sustainable business, including the concept of sustainability and best environmental practices	Consumer promotion, via our customers, of the ecosystem benefits of intensive animal production	Script on ecosystem benefits of intensive animal production produced	-	31-12-2017

Strategic priority	Strategic goal	Strategic goal Activity KPI		Target	Implementation (Schedule)
	Ensure/expand compliance of the Food Safety and Quality	Integrate the management systems into a single integrated management system (IMS)	IMS in a single management system	-	31-12-2016
	Management System	Certify IMS in new ISO 9001:2015 standard	IMS certified under ISO 9001:2015	-	31-12-2016
		Obtain ISO 22000 certification at Savinor	Obtaining of certification	-	31-12-2017
		Hold training activities with customers whose business involves animal breeding	Number of training activities	3	Annual
	Improve best practices in food safety, handling and food nutrition	Create a checklist of requirements relative to Food Safety at the SORGAL manufacturing plants	Checklist implemented	-	31-12-2016
Encouraging responsible		Create a best handling practices manual for the Aquaculture sector	Manual created	-	31-12-2017
		Certify aquaculture business area through the GLOBAL GAP standard	Certification obtained	-	31-12-2016
	Foster the dissemination of best practices relative to product quality control throughout the entire value chain	Disseminate quality control activities among stakeholders	Number of dissemination activities	2	Annual
	Implement, whenever possible, precision nutrition and the use of little-studied ingredients (by- products, yeasts, bacteria, algae) as a means of boosting performance and reducing nutritional inefficiencies	Develop partnerships with the science-technological community for the use of new ingredients	Number of new ingredients validated	3	31-12-2018
		Implement the integrated management system in all Group companies for monitoring all energy and water consumption, by business area and activity sector, which simultaneously ensures correlation and integration with production levels	Integrated management system for monitoring energy and water consumption implemented	-	31-12-2016
	Implement initiatives boosting the	Progressively replace the lighting system of industrial facilities with LED lighting	Percentage of LED lighting in all industrial facilities	90%	31-12-2018
Promoting environmen- tal responsi- bility	control and efficient use of water and energy resources	Promote the reuse of water whenever possible at SOJA DE PORTUGAL companies	Consumption of water collected	Decrease by 5%	31-12-2018
		Implement initiatives/projects at schools on environmental issues (in schools of geographic circles adjacent to the industrial locations of SOJA DE PORTUGAL)	Number of initiatives/projects implemented on environmental issues in the SOJA DE PORTUGAL Group	3	Annual
	Implement initiatives aimed at	Build a new wastewater treatment plant at SAVINOR	New wastewater treatment plant in operation	-	31-12-2016
	reducing water and gas emissions	Analyse benefits of installing a Biofilter at SAVINOR	Analytical report completed	-	31-12-2016
		Connect SORGAL to multi-municipal effluent treatment system	Connection to multi-municipal effluent treatment system completed	-	31-12-2016

Strategic priority	Strategic goal	Activity	KPI	Target	Implementation (Schedule)
		Implement a welcoming policy by functional group, describing and formulating mandatory training needs after the first 6 months of employment	Welcoming plans created, disseminated and implemented by functional group	-	31-12-2018
Enhancing Employees – Training and	Make a formal policy for talent management and development aimed at improving levels	Stabilize performance management and evaluation system for functional groups (1st and 2nd lines and commercial areas).	Percentage of employees, included in the project, assessed	100%	31-12-2018
Develop- ment	of employee motivation and commitment at SOJA DE PORTUGAL	Measure the level of SOJA DE PORTUGAL employee involvement	Percentage of employees who answered the involvement questionnaire	80%	30-06-2018
		Define the level of technical and behavioural skills needed for each job position	Percentage of positions with descriptions of technical and behavioural skills	100%	31/12/2017
Falsasian		Map out the risks of job positions	Mapping of risks completed	-	31/12/2017
Enhancing Employees – Occupa- tional Health	Formalise a Hygiene, Health and Safety Policy	Create a six-monthly occupational safety, hygiene and health report, containing the key safety, hygiene and health indicators (number of work accidents, working hours lost, rate of recurrence, etc.)	Occupational health and safety reports completed	1	Half yearly
and Safety		Analyse and implement operational, administrative and infrastructure controls to eliminate or minimise risks	Degree of implementation of the occupational safety, hygiene and health plan	80%	Annual
	Formalise the action strategy of SOJA DE PORTUGAL on matters of Social Responsibility, including definition of strategic areas and goals	Prepare synopsis report	Synopsis report prepared	-	31-12-2017
Involving local Com- munities		Implement academic merit awards program for school cycles 1, 2 and 3 in schools of geographic areas adjacent to the industrial locations of SOJA DE PORTUGAL	Number of programmes implemented	3	31-12-2017
	Develop projects/initiatives with positive social impacts for the community in the areas of health, education, environment and sports	Make monetary investments in the community	Value of the investment in the local community	150,000 €	Annual
		Make monetary investments in national patronage	Value of the investment in national patronage	50,000 €	Annual

# **5. SOJA DE PORTUGAL performance by Strategic Priorities**

### 5.1 Creating value and fostering continuous improvement

The chapter "Creating Value and Fostering Continuous Improvement" is a summary of how SOJA DE PORTUGAL ensures solid and efficient financial and operational management, creating value for its Stakeholders and fostering continuous improvement.

What are our strategic priorities?



What are the material topics?

Which stakeholders are affected?









Economic performance/value creation

**Creating Value and Fostering Continuous Improvement** 

Scientific











Shareholders and Investors

Customers and Employees Consumers

Local Sector Entities Community Community

Suppliers State and Local Government

Financial Civil Society Institutions



What do SOJA DE PORTUGAL Stakeholders say?

It's an employment generating group (Employees)

Concerned with the scope of and compliance with the environmental objectives delineated in the strategy (Employees)

Shows resilience and capacity to adapt to market requirements (Sector Entities)

(Data collected in the Stakeholders Hearing 2015)

#### What was the Status in 2017 in relation to the defined Goals?

Strategic goal	Activity	KPI – Key Performance Indicator	Target	Implementation (Schedule)	Status
	Create new products adding value to the business	New products' contribution to turnover	225k (€)	31-12-2018	170k (€)
Reinforce the identification of RDI- Research, Development, and Innovation- projects and continuous improvement	Develop successful RDI Projects	Number of RDI projects completed resulting in new products or processes	5	Annual	5
continuous improvement projects that lead to value creation	Promote the Generation of Ideas in the RDIMS – Research, Development and Innovation Management System	Number of ideas generated and pre-screened in the RDIMS	20	Annual	74
Review strategic execution model based on guidelines	Review the Strategic Execution Model together with the staff of SOJA DE PORTUGAL	Reviewed Strategic Execution Model	-	31-12-2017	In progress
	Create strategy map with 2019- 2021 strategic guidelines	Completed 2019-2021 strategy map	-	31-12-2018	In progress
Define 2019-2021 strategic guidelines	Hold strategic reflection meetings with the staff of SOJA DE PORTUGAL	Number of strategic reflection meetings held to define guidelines for the three-year period	1	3-12-2018	O
	Benchmarking with best companies in the sector	Number of economic/financial benchmarkings per business area	1	Annual	1
Improve economic/financial ratios based on best market practices	Monitor key indicators, targets and goals related to strategic plan	Number of staff meetings held	1	Annual	4
	Develop Business Intelligence tool to monitor key business indicators	Business Intelligence tool implemented	-	31-12-2017	Tool implemented in Dec-16

#### **5.1.1 Economic performance**

In 2017, SOJA DE PORTUGAL generated an economic value of 157,646,823 Euros, with 154,147,889 Euros having been distributed among the various stakeholders. In the reporting year, SOJA DE PORTUGAL received 1,000,297 Euros in financial benefits emitted by the government, pertaining to the SIFIDE and RFAI programmes.

	AVICASAL	SAVINOR	SORGAL
DIRECT ECONOMIC VALUE GENERATED (€)	75,331,417	50,180,344	32,135,062
ECONOMIC VALUE DISTRIBUTED (€)	73.764.066	48,973,390	31,410,433
Operating Costs	66,164,618	44.453.598	27,173,982
Employee salaries and benefits	3,979,532	3.933.053	2,724,888
Payments to Investors	3,464,708	471,511	1,176,507
Payments to the State	62,191	52,706	270,965
Donations and other investments in the community	93,017	62,522	64,091
ACCUMULATED ECONOMIC VALUE (€)	1,567,351	1,206,954	724,629

	AVICASAL	SAVINOR	SORGAL
VALUE OF SUPPORT RECEIVED FROM THE STATE $(\ensuremath{\mathfrak{C}})$	357,528	313,690	329,079
SIFIDE - Sistema de Incentivos Fiscais à I&D Empresarial [System of Tax Incentives to Business R&D]	357,528	234,507	169,369
RFAI - Regime Fiscal de Apoio ao Investimento [Tax Regime to Support Investment]	0€	79,183	159,710

#### **Broad-ranging projects**

The secret of SOJA DE PORTUGAL's success is its continual drive to adapt to the changing markets in which it operates. So, it is constantly engaged in transversal projects:



Promoting sustainability in the value chain

# 5.2 Promoting Sustainability in the Value Chain

The <u>chapter "Promoting sustainability in the value chain"</u> is a summary of how SOJA DE PORTUGAL encourages best practices throughout the entire value chain, gradually introducing environmental and social selection criteria in supplier management.

What are our strategic priorities?

What are the material topics?

Which stakeholders are affected?



L











Shareholders Scientific and Investors Community

ific Local Inity Community

It complies with supplier payment periods (Suppliers)

various feeds that it produces (Scientific Community)

It takes care in the selection of sustainable ingredients for the

Sector Entities Suppliers

opliers Civil Society

What do Soja de Portugal stakeholders say?

### What was the Status in 2017 in relation to the defined Goals?

Strategic Goal	Activity	KPI – Key Performance Indicator	Target	Implementation (schedule)	Status
	Revise tender specifications for classifying and selecting raw materials suppliers, subsidiaries and service providers to include sustainability requirements which increase or decrease their final score	Revised tender specifications (including sustainability criteria)	-	31-12-2017	Revised tender specifications (including sustainability criteria)
Gradually select and hire suppliers by including environmental, economic, social and human rights criteria	Include the topic of sustainability in best practices manuals delivered to constituents to disseminate this topic throughout the entire value chain	Revised best practices manual (including the topic of sustainability)	-	31-12-2017	In progress
	Include the topic of sustainability in Poultry Days for constituents	Percentage of breeders involved in events (on date of Poultry Days)	60%	Annual	78%
	Create ranking of most sustainable suppliers by business area (poultry, UTS and animal nutrition)	Sustainable supplier ranking created	-	31-12-2018	In progress
Communication and joint actions with producers to promote intensive animal production as a sustainable business, including the concept of sustainability and best environmental practices	Multimedia dissemination of the theme "Traditional breeding versus Intensive breeding in the areas of Nutritional Value and Ecosystem Sustainability"	Number of disseminations	3	Annual	Concluded

#### 5.2.1 Consumption of raw materials in 2017



# Adding value to by-products of other industries

Throughout the last few decades, the SOJA DE PORTUGAL Group has made continuous investments with the objective of improving its process and economic and environmental sustainability, and to leverage its strategy. From the end of the 1980s, the Group, which had experienced a significant expansion in the preceding decades, changes its strategic focus and concentrated on consolidation and stimulating internal synergies. Several of the group's companies were sold, maintaining only those business areas that had the potential and would benefit from internally generated synergies. The main objective became the boosting of an approach to business areas with a strong commitment in the circular economy and innovation.

The synergies generated between the various business areas of SOJA DE PORTUGAL thus resulted in sustainable final products that protect marine resources and have a reduced carbon footprint, as they deal with local ingredients. Despite the strong commitment of the group to the circular economy, all the business areas are also independently sustainable.

The production of compound feed for

poultry and livestock, aquaculture and pet food useraw materials produced by the byproduct recovery plants belonging to SOJA DE PORTUGAL.

These, in turn, use as raw material by-products of the agri-food industry, including those derived from the slaughter and cutting of poultry at SOJA DE PORTUGAL companies.

These by-products normally would have had other destinations, but in this way they are being used efficiently to produce compound feed, reintegrated in productive processes.

The by-products generated in the slaughtering

and cutting process are immediately processed at SAVINOR UTS and transformed into ingredients for animal nutrition, namely poultry meal and fat.

By processing and adding value to by-products of other industries, SOJA DE PORTUGAL is able to:

 Provide competitive, innovative and sustainable solutions, while maintaining high levels of service and quality;

• Ensure that the principal raw material of the poultry business area (animal feed) comes from a SOJA DE PORTUGAL company, which enables tighter control over its origin and quality;

Reduce exposure to external suppliers;

Reduce the water and carbon footprint;

• Ensure greater control of traceability of the finished products (For further information on traceability, see chapter 5.3.3 Traceability).



### 5.2.2 Revision of tender specifications for classifying and selecting suppliers

In 2017, the tender specifications were revised for classifying and selecting suppliers of raw materials and finished product, to include requirements in the field of sustainability, specifically environmental aspects which increase or decrease their final evaluation.

# Point no. 2.3 Environmental Aspects in the Tender Specifications for Suppliers of Raw Materials and Finished Product

- Place of production of products supplied;
- Means of production of products supplied (use of fertilizers, herbicides and pesticides, use of irrigation, type of farm machinery used, production per hectare);
- Identification of the type of means of transport;

Adoption of environmental practices that foster the sustainability of the products produced and sold by SOJA DE PORTUGAL


# 5.3 Encouraging Responsible Consumption

The chapter "Encouraging responsible consumption" is a summary of how SOJA DE PORTUGAL ensures an approach aimed at fostering product quality and food safety, contributing to mitigate risks associated to consumer health and safety, encouraging responsible consumption.

What are our strategic priorities?



What are the material topics?

Which stakeholders are affected?



**Product quality** Food safety









Shareholders Employees and Investors

Scientific Local Community

Sector Entities Suppliers



What do SOJA DE PORTUGAL Stakeholders say?

(Data collected in the Stakeholders Hearing 2015)

Community

It cares about complying with the standards for food safety and tracking (Suppliers)

Encouraging responsible consumption

It promotes training activities with its customers (Shareholders and Investors)

It promotes seminars open to the community (Media)

It has exemplary relations with the different stakeholders and a positive response to all requests made (Scientific *Community*)

It is constantly focused on innovation (Local Community)

# What was the Status in 2017 in relation to the defined Goals?

Strategic Goal	Activity	KPI – Key Performance Indicator	Target	Implementation (schedule)	Status
Ensure/expand compliance of the Food Safety and Quality	Integrate the management systems into a single integrated management system (IMS)	IMS in a single management system	-	31-12-2016	IMS in a single management system
Management System	Certify IMS in new ISO 9001:2015 standard	IMS certified under ISO 9001:2015	-	31-12-2016	IMS certified by ISO
	Obtain ISO 22000 certification at Savinor	Obtaining of certification	-	31-12-2017	Certification obtained
	Hold training activities with customers whose business involves animal breeding	Number of training activities	3	Annual	5
Improve best practices in food safety, handling and food nutrition	Create a checklist of requirements relative to Food Safety at the SORGAL manufacturing plants	Checklist implemented	-	31-12-2016	Checklist implemented
	Create a best handling practices manual for the Aquaculture sector	Manual created	-	31-12-2017	In progress
	Certify aquaculture business area through the GLOBAL GAP standard	Certification obtained	-	31-12-2016	Certification obtained
Foster the dissemination of best practices relative to product quality control throughout the entire value chain	Disseminate quality control activities among stakeholders	Number of dissemination activities	2	Annual	12
Implement, whenever possible, precision nutrition and the use of little-studied ingredients (by-products, yeasts, bacteria, algae) as a means of boosting performance and reducing nutritional inefficiencies	Develop partnerships with the science-technological community for the use of new ingredients	Number of new ingredients validated	3	31-12-2018	In progress

## 5.3.1 Management and Certification System

### Management System

SOJA DE PORTUGAL has implemented an Integrated Management System. This is a system consolidated on the experience and knowledge of SOJA DE PORTUGAL, capable of responding to current needs. This system has become a critical factor for success to ensure a focus on a better use of synergies, optimisation of resources and the definition of a single management system.

### Certification

The certifications are a guarantee of confidence for the Group's Stakeholders, namely, SOJA DE PORTUGAL's partners, clients and consumers. With respect to Certifications, the following were notable in 2017:

- The certifications are a guarantee of confidence for the Group's Stakeholders, namely, SOJA DE PORTUGAL's partners, clients and consumers. With respect to Certifications, the following were notable in 2017:
- Renewal of Certification of the Integrated Management System pursuant to the EN ISO 9001:2015 standard (AVISACAL, SAVINOR, SORGAL, Granja Avícola de S. Tiago and Sociedade Avícola do Freixo);
- Renewal of Food Safety Certification pursuant to the EN ISO 22000:2005 standard for the

AVISACAL plant and Granja Avicola de S. Tiago and Sociedade Avicola do Freixo. Implementation and Certification of the same standard for the SAVINOR unit;

- Renewal of the RDI Certification pursuant to the NP
   4457:2007 standard for the SORGAL plant;
- Implementation and Certification of the RDI Certification pursuant to the NP 4457:2007 standard for the AVICASAL and SAVINOR plants;
- Maintaining the Certification of the Pet Food factories of the Ovar and Lamarosa plants in the Pet Food business area, pursuant to the IFS Food - version 6 standard.
- Maintaining the Certification of Fish Feed manufacture at the Ovar Plant, pursuant to the GLOBAL GAP standard (Compound Feed Manufacturer).



# 5.3.2 Food safety

SOJA DE PORTUGAL ensures food safety throughout the entire value chain, from action taken among its suppliers right up to the offer of products and awareness-raising of customers. In order to guarantee that all the requirements of food safety are being met, all areas of Soja de Portugal's business have implemented the HACCP system (*Hazard Analysis and Critical Control Points*).

In addition to complying with all the regulatory requirements for its activity, the Group goes even further, implementing all the additional measures that it considers appropriate to offer a product of ever greater quality. Proof of this is maintaining the Certification of the Pet Food factories of the Ovar and Lamarosa plants in the Pet Food business area, pursuant to the IFS Food - version 6 standard, and maintaining the certification of Fish Feed manufacture at the Ovar Plant, pursuant to the GLOBAL GAP standard (*Compound Feed Manufacturer*). Still more proof of this is the training given by SOJA DE PORTUGAL in food safety to Employees and Clients.

### Training in Food Safety

• Employees: In 2017, 653 hours of training were given in Food safety, covering 247 employees.

Company	Hours of training (no.)	Employees covered (no.)
AVICASAL (including Granjas)	348	141
SAVINOR (including SPA)	213	85
SORGAL	92	21

• Customers: In November 2017, in the Poultry Days, in Viseu, SOJA DE PORTUGAL gave training to 128 participants.

### Food safety in AVICASAL and SAVINOR

AVICASAL and SAVINOR have 3 of their own poultry farms for chicken and turkey breeding and pursue this activity by carefully working the three principle factors involved in chicken and turkey breeding:

<ul> <li>Use animal feed exclusively supplied by SORGAL</li> </ul>	
<ul> <li>Conduct of microbiological and serological analyses of the flocks</li> <li>Rigorously monitoring the state of health of the flocks</li> </ul>	During breeding, there is constant monitoring of the poultry, specifically checking on:
	• Ventilation;     • Heating;
	Quality and distribution of water;
Boosting the production cycle	• Feed; • Weight;
<ul> <li>Ensure the quality, health and well-being of the birds</li> <li>Selection of the best strains of chicks and poults</li> </ul>	Behaviour.
	The majority of the poultry is created in farms located in the region of Lafões, where the quality of the water and air is recognised, providing good natural conditions for production.
-	Conduct of microbiological and serological analyses of the flocks     Rigorously monitoring the state of health of the flocks     Boosting the production cycle

Moreover, SAVINOR and AVICASAL have a **Manual of Best Practices**, which presents rules and procedures to be considered in poultry breeding, and identifies critical points of production that are essential for obtaining a compliant and safe finished product.

### 5.3.3 Traceability

Following a rationale of "from the farm to the plate", SOJA DE PORTUGAL has implemented an information system which ensures the traceability of products, throughout their life cycle. To this end, the Group has introduced a tracking process for each business area.

In poultry meat, tracking is ensured from raw materials to logistics. While in the collection and recovery of by-products, tracking is ensured from raw materials to production.

In animal feed, tracking is ensured from the arrival of raw materials and packaging materials to the dispatching of the finished product. This system is managed by a computer system that enables:

- The identification of products, batches and logistic units;
- The recording of all the successive links in the supplier chain and of the relevant information to be tracked along this chain;
- Providing the next participant in the chain with all the necessary information to continue the process.

In 2017, 30 tracking simulations were conducted as part of the internal control of quality and food safety, and for inspections by the competent entities.



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	Scenario Sectode Media to Hort 5.4		SORGAL,S.A.				
<ol> <li>Receipt of raw materials</li> <li>Use animal feed exclusively supplied by SORGAL;</li> <li>Use of day-old chicks and turkeys from carefully selected suppliers.</li> </ol>	<ol> <li>Receipt of raw materials</li> <li>Evaluation of the following criteria: composition of the by-products, presence of materials and extraneous materials, freshness of the by-products and quantity of water.</li> </ol>	<ul> <li>Verification of the cc materials, in terms of and/or organoleptic p analysis reports (the r</li> </ul>	<ol> <li>Receipt of raw materials and packaging n</li> <li>Verification of the conformity of the raw marmaterials, in terms of their physical character and/or organoleptic properties, as well as th analysis reports (the results are always associated batch of the raw material).</li> </ol>				
<ul> <li>2. Production</li> <li>Conducting of microbiological and serological analyses, to monitor the health condition of the birds;</li> <li>Product quality control is validated through the finished product control plan.</li> </ul>	<ul> <li>2. Production</li> <li>Processing of by-products in less than 24 hours between receipt of ramaterials and production, to ensure the freshness of the raw materials and the quality of the finished products (meal and fat).</li> </ul>	acturing orders identified by a bar code that ders in the management and production PLC for nufacture of each of the raw materials for that					
<ul> <li>3. Logistics</li> <li>Control of the temperatures and hygiene conditions of fresh and frozen products during transport.</li> </ul>	<ul> <li>3. Storage and dispatch of finished product</li> <li>Fulfilling the finished product control plan, which includes conducting microbiological and physical-chemical analyses;</li> <li>Classification of the finished product according to the analytical contrast results.</li> </ul>	• Fulfilling the finished	<b>l product</b> I product control plan.				
Analyses carried out in external laboratories	Analyses carried out in external laboratories		Analyses carried out in external laboratories	Analyses carried out in SORGAL's laboratory			
Poultry 1.089	Poultry 1,413	Raw materials	240	4,321			
	Fish By-product Processing Plant (cat.3) 1,819	SOJAGADO and PRONUTRI Finished Product	20	7,511			
	Poultry By-product Processing Plant (cat.3) 1,474	AQUASOJA Finished Product	39	253			
	Mammal By-product Processing Plant (cat.3) 601	Finished Product SORGAL PET FOOD	100	283			
	Meat By-product Processing Plant (cat.2) 200						

SOJA DE PORTUGAL takes care to offer products that are perfectly adapted to the animals' needs, in terms of both taste and nutritional balance. The following new products developed during 2017 are highlighted:

AVICASAL						
Breeding and commercialisation of Frango D'Avó.						
	SAVINOR					
Development of a project to test effective alternative antioxidants from natural products. The objective of the project was the optimisation, in economic and functional terms, of the antioxidants for animal meal produced at SAVINOR UTS.						
SORGAL						
R A Ç Ó E S SOJAGADO ProNutri	IN AQUASOJA	SORGAL PET FOOD				
<ul> <li>Experimentation with a new complex enzymatic (Vitazyme) as part of the SANFEED programme;</li> <li>Reformulation of the entire poultry chicken range (integration) to improve the yield of the ingredients;</li> <li>Optimisation of the production process based on the existing feed in each poultry group (precision nutrition that is exists for other species).</li> </ul>	<ul> <li>Development of a diet to reduce stress in critical periods for fish in fish farms;</li> <li>Development of a finishing diet to improve the effect of pigmentation in gilthead sea bream, based on natural ingredients;</li> <li>Technological development of grain with greater re- hydration capacity, with the aim of making the diet more digestible.</li> </ul>	<ul> <li>Design and production of 9 new formulas for rebranding the Silver brand, a premium brand that features high quality animal protein as its primary ingredient in all products, and introduces active ingredients, such as Yucca shidigera, pre- biotic fibres, beet pulp and yeast, which has been proven to help and improve the digestion and reinforce the immune system.</li> <li>Design and production of 2 new formulas as part of the MINDOG project.</li> </ul>				

### 5.3.5 Improvement and development of new processes

SOJA DE PORTUGAL has continued the implementation of improvements in processes and the development of new processes, namely:

### SAVINOR

### SORGAL

- Automation of UTS's Category 2 production system and of the gas cooling system;
- Enlargement and construction of new warehouses to increase storage capacity for fish and poultry meal;
- Construction of a recycling point and a warehouse to support industrial maintenance;
- Enlargement of the cutting room.

- Re-organisation of the layout of the Pet Food bagging lines, which enabled the process to be optimised;
- Assembly of a robot on bagging line number 2 in the Pet Food area that allows the process of assembling loads to be significantly optimised.
- Construction of a new supporting warehouse for the FishFeed production unit with a capacity of 1,000 tonnes.



## 5.3.6 Sustainable innovation

### **RDI Policy**

SOJA DE PORTUGAL recognises innovation as a fundamental aspect of it being a national market leader and acquiring an outstanding position in the international market. To this end, through the present RDI Policy, it assumes a commitment to continuously promote it, as a differentiating factor, leveraging the competitiveness of its offer:

- The sharing of knowledge and boosting of the generation of ideas;
- The development of industrial research and/or experimental development and/or innovation projects;

• The efficacy of the RDI management system and compliance with the applicable requirements.

Its guiding principles should be understood as a priority by all the employees and followed in their daily work, with a view to the creation of value.

### Research, Development and Innovation Management System

Accepting innovation as an integral part of its DNA, SOJA DE PORTUGAL has a Research, Development and Innovation Management System, with the following objectives:



### SIM - Soja Innovation & Improvement

As part of the SIM - Soja Innovation & Improvement project - SOJA DE PORTUGAL's Innovations department has introduced a "Portal of Ideas" on the SOJA DE PORTUGAL website, so that employees can share innovative ideas and improvements related to their daily work.

SIM's Objectives: Transforming and realising ideas for various functional areas, especially focused on products and services

Employee's ideas collected in 2017 as part of SIM: 74

In 2018, SOJA DE PORTUGAL proposed to carry out fundamental research in all its business areas, to aid the development of innovative products, to improve the quality and safety of its existing portfolio, to create new partnerships with the scientific community and consolidate existing ones. Similarly, SOJA DE PORTUGAL intends to encourage the implementation of employees' ideas.



## 5.3.7 Customer relations

In order to ensure the satisfaction of customers and the other Stakeholders, SOJA DE PORTUGAL created a Customer Support Line and undertook Satisfaction studies. SOJA DE PORTUGAL considers that the information collected through the Line and from the Studies is fundamental for the success of its activity. The following complaints/suggestions for improvement were recorded in 2017:



### **Customer Support Line**

SOJA DE PORTUGAL provides its customers and the other stakeholders a direct support line for receiving complaints and suggestions, available at AVICASAL, SAVINOR and SORGAL.

Customer Support Line AVICASAL apoio.cliente.avicasal@sojadeportugal.pt +232 700 020 Customer Support Line SAVINOR apoio.cliente.savinor@sojadeportugal.pt +22 986 5250 Customer Support Line SORGAL apoio.cliente.SORGAL@sojadeportugal.pt +256 581 100

## **Satisfaction studies**

For SOJA DE PORTUGAL, the carrying out of studies of customer satisfaction is extremely important, as it allows its performance to be assessed by them. The results of these studies since 2012 are presented below, by company and by business area.

	2017	2016	2015	2014	2013	2012
		Αςςι	umulated	l by com	oany	
SORGAL	42%	59%	89%	75%	58%	60%
AVICASAL	77%	85%	82%	71%	74%	67%
SAVINOR	72%	79%	87%	75%	79%	77%
SOJA DE PORTUGAL	64%	74%	86%	74%	70%	68%

	2017	2016	2015	2014	2013	2012
Accumulated by business area						
Compound Feed	52%	68%	93%	68%	42%	57%
Fish Feed	33%	57%	80%	86%	57%	50%
Peet food	46%	57%	93%	70%	74%	73%
Poultry	76%	85%	83%	72%	75%	68%
UTS	74%	67%	89%	77%	85%	86%

## 5.3.8 Visits to the facilities

In view of the growing interest of customers, students and teaching staff in experiencing practical activities, SOJA DE PORTUGAL offers them this opportunity by promoting visits to its facilities. The visits were carried out in 2017:

### SORGAL welcomes customers

SORGAL hosted a group of clients at its facilities in Ovar, in March. After a brief presentation about the company, the group was invited to visit the factory, where they were able to observe the various phases of the production process for producing compound feed, enabling all the participants to exchange ideas.

14 Participants

### Visit of UTAD and ICBAS students

Throughout 2017, AVICASAL continued its partnerships with the University of Trás-os-Montes and Alto Douro (UTAD) and with the Abel Salazar Institute for the Biomedical Sciences (ICBAS) intended to welcome students from these prestigious institutions to the company's facilities.

88 Participants from ICBAS

36 Participants from UTAD

### Visit of students from the Institute of Viana do Castelo

As a result of the partnerships with various teaching institutions, SORGAL received a visit from approximately 40 final year students from the Zootechnical Engineering course of the Escola Superior Agrária de Ponte de Lima (Higher Agricultural School of Ponte de Lima), and of the Polytechnic Instituto Politécnico de Viana do Castelo (Polytechnic Institute of Viana do Castelo).

### **43** Participants





# 5.3.9 Partnerships and projects with the scientific community and Funding of research grants

SOJA DE PORTUGAL develops partnerships and projects with the Scientific Community, namely with renowned Research Centres and Universities, and promotes the financing of grants to stimulate research by students in higher education. These initiatives contribute to the development of new products and services.

### Partnerships with the scientific community

In 2017, SOJA DE PORTUGAL established 17 partnerships with the scientific community:

- 1. Universidade Católica Portuguesa;
- 2. Universidade do Minho;
- 3. Instituto Politécnico de Viana do Castelo;
- 4. Universidade de Aveiro;
- 5. Universidade do Porto Instituto de Ciências Biomédicas Abel Salazar;
- 6. Universidade do Porto Faculdade de Ciências;
- 7. Universidade do Porto Faculdade de Farmácia;
- 8. Universidade do Porto Faculdade de Engenharia;
- g. Universidade de Trás-os-Montes e Alto Douro;
- 10. REQUIMTE (Chemistry and Technology Network);
- **11.** CIIMAR (Centro Interdisciplinar de Investigação Marinha e Ambiental [Interdisciplinary Centre for Marine and Environmental Research]).

- 12. CCMAR (Centro de Ciências do Mar do Algarve [Algarve Marine Science Centre]);
- 13. CRV (Centro para a Valorização de Resíduos [Waste Recovery Centre]);
- IBET (Instituto de Biologia Experimental e Tecnológica [Experimental and Technological Biology Institute);
- **15**. IPMA (Instituto Português do Mar e da Atmosfera, I. P. [Portuguese Institute of the Sea and Atmosphere]);
- **16**. INEGI (Instituto de Ciência e Inovação em Engenharia Mecânica e Engenharia Industrial [Institute of Science and Innovation in Mechanical and Industrial Engineering]);
- 17. Instituto Politécnico de Leiria.

# Projects with the scientific community

Projects	<text><text><text><text></text></text></text></text>	MinDog - Organic Minerals in Dog Feed (P2020 R&D project in co-promotion)	VALORMAR – Complete recovery of marine resources: potential, technological innovation and new applications ( <i>P2020 mobilizing R&amp;D project in co- promotion</i> ) <b>Valorization Regard tos</b> <b>Valorizatio integral dos</b>
Partners	SORGAL (leading promotor), SAVINOR, AVICASAL, Abel Salazar Biomedical Science Institute of the University of Porto	SORGAL (leading promotor), Alltech, Abel Salazar Biomedical Science Institute (UP) and Faculty of Pharmacy of the University of Porto	To discover the partners, click <u>here</u> [www.valormar.pt].

### Funding research grants



To learn more about the programme, click <u>here</u> [https://ijup.up.pt/2017/].

In 2017, a new competition was opened for Multidisciplinary Projects, IJUP Companies. As in former editions, SOJA DE PORTUGAL sponsored 3 projects in the programme, which will start in the first quarter of 2018.

Торіс	Evaluation of production or processing control practices on the microbiological quality and safety of poultry meat with focus on Salmonella	A study on the prevalence of Campylobacter spp and Helicobacter pullorum in chickens: between primary production and dispatching	Black Soldier Fly (Hermetia illucens) as fish meal substitute in diets for meagre (Argyrosomus regius): growth, digestibility and gut health
Partners	Faculty of Food and Nutrition Science	Instituto de Ciências Biomédicas Abel Salazar	Faculty of Science

### Funding research grants



To learn more about the programme, click <u>here</u> [http://www.ciimar.up.pt/].

SOJA DE PORTUGAL sponsored a scholarship for the Blue Young Talent programme. The topic chosen in 2017 was the following: "*The effect of dietary electrolyte balance (DEB) on fish hepatic metabolism and energy content*", having as mentor: Leonardo J. Magnoni, LANUCE/CIIMAR.

### Other theses supported by SOJA DE PORTUGAL:

"Extraction and recovery of hyaluronic acid and collagen from chicken combs", Gonçalo Costa Soares (Masters).



To learn more about the programme, click <u>here</u> [http://sanfeed.icbas.up.pt/].

The 5th and last scholarship sponsored by SOJA DE PORTUGAL was launched in 2017, and will run between 2018 and 2022 with the topic: *"Modulating the protein profile and technological value of milk, emphasizing on casein enrichment through a nutritional approach".* 

# 5.3.10 Dissemination actions and participation in specialised events

SOJA DE PORTUGAL is committed to promoting its products in various promotional activities and events in the sector. In 2017, we highlight the Group's presence at the following events:

• • • • • •

JANUARY

AQUASOJA associates itself with events of IACA (Associação Portuguesa das Industrias de Alimentos Compostos para Animais [Portuguese Association of Compound Animal Feed Industries]) and of FEFAC (Federação Europeia dos Fabricantes de Alimentos Compostos [European Federation of Compound Feed Manufacturers])

AQUASOJA supports IACA and FEFAC in holding FEFAC's Committee for Fish Feed, which was held in Lisbon and in the running of a workshop on sustainability in facilities of the Instituto Superior de Agronomia. The workshop on sustainability was under the topic "Strategy of the Animal Food Chain in the EU and Portugal for a Sustainable Livestock Production".

"What are the impacts of climate change on livestock production? How can we mitigate these effects? Do sustainable raw materials such as Soya and FEFAC's Principle Lines, Soja Plus, represent greater costs and difficulties of supply? What is being done in Portugal and in the European Union? What is the pressure from markets and consumers?" were some of the topics discussed.



### SOJA DE PORTUGAL participates in "Meet 2030:

Energy, climate and economic growth - business opportunities in Portugal"

"Meet 2030" was developed by the BCSD, in partnership with the Instituto Superior Técnico and with the companies associated with the BCSD and has the participation public bodies and national and international organisations.

The objectives of "Meet 2030" are:

• To create situations in Portugal in 2030, in the context of a fourth industrial revolution, in view of the national, European and global commitments to achieve carbon neutrality, the challenges of the various economic sectors and the research that has led by associates of the BCSD;

• To identify potential new sectors of economic activity, innovation in products and processes and the necessary competitive advantages needed so that companies maintain sustainable growth in the long-term;

• To identify solutions with greater added value and contribute to policy action that can define strategic priorities at the national and international level.

SOJA DE PORTUGAL and SAVINOR UTS in a working group on circular economics

The working group that aims to stimulate synergies between the associates of the BCSD Portugal (Business Council for Sustainable Development) in the area of waste and by-products in a first stage, to subsequently extend the project to the Portuguese business community in general.



# SOJA DE PORTUGAL participates in the 10th University of Porto Youth Research Meeting (IJUP)

For the fourth year running, SOJA DE PORTUGAL has been invited to take part in the IJUP congress as an evaluator.

Elisabete Matos, Manager of the Innovation Department, participated in the A4 Biological Sciences III and Engineering IV sessions as a moderator and evaluator of student work.

Several works resulting from research scholarships financed by SOJA DE PORTUGAL were also presented in this session.



SOJAGADO and PRONUTRI represented at the Trofa Annual Fair

The brands SOJAGADO and PRONUTRI were yet again represented at the Trofa Annual Fair, which took place from in March in the town of Trofa.



**FEBRUARY** 

MARCH

### AQUASOJA attends the 2nd aquaculture nutrition workshop organized by NUTRIMU

The 2nd aquaculture nutrition workshop was held in March, organized by NUTRIMU (Nutrition and Immunobiology Research Group) and by CIMMAR. Tiago Aires, Technical and Commercial Director of Aquasoja of the SOJA DE PORTUGAL group, was invited to speak, and presented his work entitled "Aquaculture Marine dependency ratios - threats or opportunities?" in the plenary session. Also presenting their work in this workshop, were a PhD student in the SANFEED programme Inês Campos, and the student Ângela Esteves, a scholarship recipient from the Blue Young Talent programme. Both students were financed by SOJA DE PORTUGAL.

### SOJAGADO and PET'S BEST at Agrobraga 2017

Since 1967, Agrobraga has come to occupy a position as one of the main references in displaying the agri-food sector in the country and particularly in the northern region.

### National Production Day celebrated as "I Am Portugal"

APRIL

"I Am Portugal" prepared a special programme to commemorate National Production Day which is celebrated on 26 April. The main objective was to make consumers aware of the importance of acquiring products and services with the "I Am Portugal" seal, and at the same time, promoting adhering companies, such as SOJAGADO.

The event was held at the Trindade Metro Station in Porto on the 26 and 27 April.





NI SOJAG

Aquasoja and SAVINOR UTS in the Global Seafood Expo AQUASOJA and SAVINOR UTS attended the Global Seafood Expo, one of the major world trade fairs for sea related business. The event, held in April, in Brussels, brought together over 1,800 exhibitors from more than 75 countries.

# SOJA DE PORTUGAL supports the "1st International Poultry Days" by APEZ

SOJA DE PORTUGAL, through its brands AVICASAL and SAVINOR, supported the First Edition of the International Poultry Days, organized by the Portuguese Association of Zootechnical Engineering (APEZ) in collaboration with Trás-os-Montes and Alto Douro University (UTAD), which was held in May.

### "Valorintegrador" project: Integrated Enhancement of Agri-Food By-products for Applications in Human and Animal Food

Elisabete Matos, Manager of the Innovation Department of the SOJA DE PORTUGAL group, was invited to present the Integrated Enhancement of Agri-Food By-products for Applications in Human and Animal Food (Valorintegrador) project at the 16th Food and Nutrition Congress organized by the Portuguese Association of Nutritionists.







# AQUASOJA represented in the 12th edition of the Aquaculture Seminar

AQUASOJA was represented in the 12th XII edition of the Aquaculture Seminar, organised by the Associação Portuguesa de Aquacultores [Portuguese Aquaculturists Association], through a presentation entitled "Feed Management in Aquaculture" made by Sara Velasco, Technical-Commercial Manager for AQUASOJA.

# AVICASAL/SAVINOR and Crédito Agrícola sign

#### an agreement

With the objective of guaranteeing preferential conditions for the integrated producers AVICASAL and SAVINOR, a protocol of cooperation was signed in May between the SOJA DE PORTUGAL Group and Crédito Agrícola. This agreement incorporates a series of special conditions for the Group's producers, related to the support of liquidity and investment, maintenance commissions for current accounts, annual fees for debit and credit cards, and insurance, among others.

The intention of this initiative is not only to contribute to the sustainable growth of the around 150 constituents, but also to encourage the economic development of the regions in which it operates.

### SOJAGADO and PRONUTRI organise the Technical Conferences on Pig Farming

In May the first edition of the Technical Days on Pig Farming organised by SOJA DE PORTUGAL through its brands SOJAGADO and PRONUTRI. The event was held in Furadouro, Ovar, and was attended by about 25 people.

All the participants were invited to visit SORGAL to get to know a little more about the facilities and the whole manufacturing process.







**SEPTEMBER** 

### Aquasoja and SAVINOR UTS at Business2Sea

As in previous years, AQUASOJA and SAVINOR UTS attended the Business2Sea event, organised by the Ocean Forum in partnership with the AEP – Business Association of Portugal.

SOJA DE PORTUGAL contributed to one of the panel discussions, "The challenges and opportunities of the industry 4.0 in the marine sector" through Nuno Medina, the group's Director of Business Development.



# AVICASAL receives a visit of the Secretary of State for Internationalisation

AVICASAL received a visit from the Secretary of State for Internationalisation, Eurico Brilhante Dias and the Mayor of São Pedro do Sul Municipal Council, Dr Vítor Figueiredo.

António Isidoro and Manuel Silva were the hosts who accompanied us on a visit to the AVICASAL facilities.

# SOJAGADO and PRONUTRI organise Sheep Days in Belmonte

With the aim of reinforcing links with its customers, SOJAGADO and PRONUTRI held the SOJA DE PORTUGAL Technical Days – Sheep, in the Pousada Convento de Belmonte. Their topic was "Principles for controlling mastitis in dairy sheep" and included the contribution of Dr Marisa Bernardino of Zoetis Portugal.





# OCTOBER

### SOJAGADO and PRONUTRI organise yet another edition of

### the Dairy Cattle Days

Taking advantage of the opening of Expobarcelos, where SOJAGADO and PRONUTRI had a stand, yet another of the customary editions of the Technical Days was organised by SOJA DE PORTUGAL – Dairy Cattle, in Barcelos.

The event was attended by around 150 invited guests and were addressed by Dr Marisa Bernardino of Zoetis Portugal who took as her topic "Rearing and its challenges".

AQUASOJA and SAVINOR UTS in Aquaculture Europe 2017 As occurred in previous years, AQUASOJA and SAVINOR UTS participated in the event organised by the European Aquaculture Society, Aquaculture Europe 2017, in Croatia.

This year, the topic was focused on "Cooperation for Growth" encouraging all the entities in the sector to develop initiatives that foster their growth and evolution.

### NOVEMBER

### AVICASAL and SAVINOR organise Poultry Days

The 8th edition of the Technical Poultry Days was held in Viseu in November, organised annually by SOJA DE PORTUGAL, through its constituent poultry farming companies, AVICASAL & SAVINOR.

The event was attended by over 140 poultry producers, and Group partners. The initiative was framed in the context of the strategy of articulation between AVICASAL and SAVINOR and their poultry producers, in a rationale of integration.



. . .



# 5.3.11 Publication of technical articles, participation in conferences and interviews

In 2017, SOJA DE PORTUGAL collaborated in the publication of technical articles and participated in various conferences. In the reporting year, a number of SOJA DE PORTUGAL employees were interviewed by various media entities.

Publication of technical articles	Life cycle assessment of aquafeed ingredients International Journal of Life Cycle Assessment	enzym	acidity reduction by atic esterification Procedia	Acidity reduct mammalian fa esterification Energy Procedia	at by enzymatic	Enzymatic esterificatio acidity reduction of po Chemical Engineering Trai	ultry fat nsactions	Hydrolyzed feather meal as a partial fishmeal replacement in diets for European seabass (Dicentrarchus labrax) juveniles Aquaculture
	Economic and environmental analysis of an enzymatic process for acidity reduction in animal fats 10th Young Research Meeting of the University of Porto		Enzymatic esterification reduction in pork lard 10th Young Research Meet University of Porto	-	reduction in fish oil 10th Young Research Meeting of the University of Porto		New lipid sources for marine fish: studies in European seabass (Dicentrarchus labrax) AquaImprove – 2nd Aquaculture Research Workshop	
	Potential use of poultry meal in diets for gilthead seabream (Sparus aurata): effect on growth performance, feed utilization and digestibility AquaImprove – 2nd Aquaculture Research Workshop		fatty acid profile alters the digestive capacity of European seabass Aqualmprove - 2nd Aquaculture Research Workshopmammal and induces good in Dicentrarc seabass) juve Aqualmprove -		mammal and p induces good g in Dicentrarchu seabass) juven	prove – 2nd Aquaculture		<b>Iture Marine dependency threats or opportunities?</b> rove – 2nd Aquaculture Workshop
Participation in conferences	The Valorintegrador project 16th Nutrition and Food Conference	•	Dynamic flow-through bioaccessible zinc in po 16th International Symposi Elements in Man and Anim	pet foodfood to support formulation decisosium of TracePetfood Forum				orintegrador project P Innovation Day: Circular Economy
	Development and application of a high-throughput method for evaluation of selenium in pet foods EUROANALYSIS 2017		Poultry fat as dietary lipid source for European seabass Dicentrarchus labrax juveniles: effects on growth, tissue composition and lipid metabolism Aquaculture Europe		A mammal and poultry blend can replace up to 75% fish oil in diets for Dicentrarchus labrax without impacting growth performance and nutrient utilization Aquaculture Europe		soybear grains w fishmea Sparus a	f dietary replacement of n meal by corn distiller's dried vith solubles (DDGS) in non- I based diets for seabream aurata juveniles ure Europe
	Dietary replacement of soybea solubles (DDGS) in diets for gil Aquaculture Europe							

Various interviews given to media outlets

# Soja de Portugal aposta na eficiência energética



Dinheiro Vivo Interview



Temos de ter noção que, tal como nós, os animais são diferentes e têm necessidades diferentes, Quando compramos comida para um cão ou para um gato temos de ter a noção de que este tem de se adequar ao animal

Revista Pontos de Vista Interview

legislação deu mais importância à proteção dos animais nota-se que há mais preocupação com os culdados de saúde e de alimentação dos animais de companhia, salienta a nossa interlocutora.

Carolina Figueiredo procura, constantemente, atualizar o seu conhecimento sobre os ingredientes que vido constituir o alimento animal. "Essa é, sem diávida, uma preocupação constante. Todos os componentes são essenciais na cada animal. Temos de ter noção que, tal como nós, os animais são diferentes e têm necessiadais diferentes. Quando compramos comida



#### EXISTE UMA CLARA TENDÈNCIA PARA ALIMENTAR OS ANI-Mias de estimação com os chamados "Restos de Comida", alguns donos consideram que os animais preferem eque não lines fraá mai nenhum. E verdade?

Carolina Figueiredo (CF) - E de todo incorreto. Em termos nutricionais não há um equilibrio. A tituão de exemplo, a comisa que coarinamos para não acaba por fornecer um maior aporte de ectos minerais para o animal. A meihor opção é confar num alimento comercial que é formulado por persoas que têmo cuidado de investigar e de perceber para o animal. A meihor opção é confar num alimento comercial que é formulado por persoas que têmo cuidado de investigar e de perceber as necessidades do animal, e que desenham um produto adequado, compieto e equilibrado.

OS ANIMAIS DE ESTIMAÇÃO HOJE SÃO MAIS DO QUE ISSO. São vistos como membro de família que acabam Por partilha espaços da casa como um ser huma-

### ALIMENTAÇÃO

ANTÓNIO CODINHO ASSISTÊNCIA TÉCNICA RUMINANTES - SOJAGADO antonio godinhoĝisojadeportugal pr



# Índice Crioscópico do leite

"E quando de repente quase todos se lembram de acrescentar água..."

Este é um tema polémico que gera sempre grande controvérsia, por ser um parâmetro várias vezes mal interpretado. As implicações económicas poderão ser significativas, sendo que há quem saia bonificado ou penalizado nas diferentes

**Revista Ruminantes** Interview

### ÍNDICE CRIOSCÓPICO, O QUE É?

O Indice Crioscópico é um parametro que indica a diminuição do ponto de congelação de um liquido, provocado pela adição de um soluto não volátil. Transpondo esta definição para o caso específico do leite, o Indice Crioscópico corresponde ao seu ponto de congelação ou mais corretamente, ao seu ponto de fusão. Esce ponto de fusão designa a temperatura à qual uma substância passa do estado

#### Qual a sua utilidade?

O Indice Crioscópico (porto de congelação) do leite é um indicador importante da sua qualidade. Foi um parâmetro adocado pela indústria de lacticinios ha já alguns anos e que visa detecar se ocorreu adição de água ao leite (deliberadamente ou acidentalmente), e em caso afirmativo permitir determinar qual a quantidade adicionada.

# Opinião. A próxima economia



Dinheiro Vivo Interview

# 5.4 Promoting Environmental Responsibility

The chapter "Promoting Environmental Responsibility" is a summary of how SOJA DE PORTUGAL implements best practices to reduce the environmental impact of its operations by efficiently managing natural resources, thereby reducing emissions.

What are our strategic priorities?



What are the material topics?

Which stakeholders are affected?







**Environmental Responsibility** 



Promoting Environmental Responsibility











Shareholders Employees and Investors

Scientific Customers and Consumers Community

I ocal Sector Entities Community

Suppliers State and Local Government

Institutions

Financial

Civil Society

# What do SOJA DE PORTUGAL Stakeholders say?

(Data collected in the Stakeholders Hearing 2015)

obtains Environmental Licensing for all the facilities (Financial Institutions)

It implements environmental agreements with government institutions (Employees)

It implements environmental performance monitoring tools (Employees)

It treats (animal) by-products and effluents appropriately (Scientific Community, Local Community)

It ensures the correct disposal of the waste produced at its facilities (Suppliers)

It monitors the quality of the air and establishes partnerships with municipal councils for waste treatment (Local *Community*)

It implements less-polluting production solutions (Employees)

It invests in improving the most sustainable processes and technologies in terms of production, with the corresponding environmental benefits, and has searched for new sources of raw materials (Sector Entities)

It has replanted a pine forest area close to the Ovar factory (Employees)

# What was the Status in 2017 in relation to the defined Goals?

Strategic Goal	Activity	KPI – Key Performance Indicator	Target	Implementation (Schedule)	Status
	Implement the integrated management system in all Group companies for monitoring all energy and water consumption, by business area and activity sector, which simultaneously ensures correlation and integration with production levels	Integrated management system for monitoring energy and water consumption implemented	-	31-12-2016	Integrated management system for monitoring energy and water consumption implemented in 2017
Implement initiatives boosting the control and efficient use of water and energy resources	Progressively replace the lighting system of industrial facilities with LED lighting	Percentage of LED lighting in all industrial facilities	90%	31-12-2018	In progress (60% implemented in 2017)
	Promote the reuse of water whenever possible at the Group's companies	Consumption of water collected	Decrease by 5%	31-12-2018	Reduction of 5% in water collected in 2017
	Implement initiatives/projects at schools on environmental issues (in schools of geographic circles adjacent to the Group's industrial locations)	Number of initiatives/ projects implemented on environmental issues in the SOJA DE PORTUGAL Group	3	Annual	In progress
	Build a new wastewater treatment plant at SAVINOR	New wastewater treatment plant in operation	-	31-12-2016	New WWTP in full operation since 1 November 2016
Implement initiatives aimed at reducing water	Analyse benefits of installing a Biofilter at SAVINOR	Analytical report completed	-	31-12-2016	Analysis report concluded in 2017
and gas emissions	Connect SORGAL to multi-municipal effluent treatment system	Connection to multi- municipal effluent treatment system completed	-	31-12-2016	Connection concluded in 2016

# 5.4.1 Efficient use of energy resources and reduction of associated CO2 emissions

### **Energy consumption**

The following is highlighted with regard to the use of energy resources by SOJA DE PORTUGAL in 2017:

	<b>19.785.134 kWh</b> + 1 % in relation to 2016	Consumption of electricity
	<b>1.423 t</b> - 34 % in relation to 2016	Consumption of fuel oil
	<b>6.858 t</b> - 5 % in relation to 2016	Consumption of biomass
	<b>251.097 GJ</b> - 3 % in relation to 2016	Total energy consumption
	<b>1,01 GJ/t product</b> + 1 % in relation to 2016	Specific consumption of energy

The industrial processes undertaken in SOJA DE PORTUGAL's factories are massive consumers of energy. The Group's three main factories - AVICASAL, SAVINOR and SORGAL - are considered intensive energy users, i.e. they annually consume more than 500 toe (tonne-of-oil equivalent), which represents 20,934 GJ.

To make the use of energy more efficient and reduce emissions of CO<sub>2</sub>, in 2012, SOJA DE PORTUGAL decided it was a priority to implement an integrated and continuous project of energy efficiency that covered the three industrial units. The project was realised in two phases: carrying out of energy assessments and implementation of initiatives envisaged in the plans to rationalise energy consumption.

The following initiatives were carried out in 2017, related to the use of energy resources:

AVICASAL	<ul> <li>Installation of a rapid opening curtain in the dock receiving fish by-products;</li> <li>Start of the process of replacing lighting with LED (light-emitting diode) lamps throughout the industrial site;</li> <li>Installation of an automatic heating and temperature control system in the automatic washing line for trays and pallets;</li> <li>Installation of compressed air meters and connection to the Energy Management System, in order to better analyse ways of optimising the production and use of this source of energy;</li> <li>Substitution of the cooling towers of the UTS and the slaughter house with more modern and efficient equipment, leading to lower energy consumption for the same objective.</li> </ul>
SAVINOR	<ul> <li>Full automation of the Category 2 factory, thereby leading to a reduction in times and consequently of energy and steam consumption;</li> <li>Improvement work to control the functioning of the cold centre, with the optimisation of the working set points, leading to a reduction in consumption in this critical area;</li> <li>Alterations undertaken in the cooling centre of the manufacturing units, with the installation of variable velocity in the extraction systems;</li> <li>Installation of a variable-velocity system in the water distribution/pressurisation network of the manufacturing units;</li> <li>Start of the process of replacing all industrial lighting with LED systems;</li> </ul>
SORGAL	<ul> <li>Finalising the process of replacing all lighting with LED lamps throughout Pet Food's industrial site;</li> <li>Complete automation of various work areas in the compound feed factory, with the aim of completely stopping equipment when it is idling with no load (redlers, elevators, etc.);</li> <li>Reuse of steam condensate in the granulation circuits;</li> <li>Substitution of the compressed air lines that were working inefficiently;</li> <li>Complete substitution of various electrical panels with more functional, automated and safer systems;</li> <li>Total reconditioning and insulation of the Pet Food dryer.</li> </ul>

As a result of these initiatives, in 2017, SOJA DE PORTUGAL registered a reduction of 3% in total energy consumption in relation to 2016, and an increase in specific energy consumption of 1%, as a result of the greater fall in production in 2017 (-4%) given the total reduction in energy consumption in 2017 (-3%).

### Total energy consumption per company

Regarding energy consumption by company, the highest consumption occurred at SAVINOR with a total of 119,461 GJ (48%), followed by SORGAL with a consumption of 95,276 GJ (38%) and lastly AVICASAL with 36,362 GJ (14%).







### At a time when global warming and climate change are cause for concern in the world, the improvement of energy efficiency is the most economical, effective and rapid solution to minimise the environmental impact incurred by the use of energy and to reduce emissions of carbon dioxide (CO2)" António Isidoro, Chairman of the Soja de Portugal Group

### António Isidoro, Chairman of the Board of Directors

Conversion	factors			
Energy	Unit	Factor	Source	
Fuel oil	PC (GJ/t)	40.28	APA - Agência Portuguesa do Ambiente (Portuguese Environment Agency) (2013) - <u>Table with figures of Low Calorific Value,</u> <u>Emission Factor and Oxidation Factor</u> [https://www.apambiente.pt/_zdata/DPAAC/CELE/tabela_PCI_FE_FO_2013.pdf]	
Density (kg/l) 0.84		0.84	APA (2014) - <u>Table of values for combustion densities (2013)</u> [https://www.apambiente.pt/_zdata/DPAAC/CELE/tabela_densidades_combustiveis_2013.pdf]	
Diesel	Diesel PC (GJ/t) 42.6		APA (2017) - Portuguese National Inventory Report on Greenhouse Gases, 1990-2015 1990-2015 (pages 3-99) [https://www.apambiente.pt/_zdata/Inventario/2017/20170530/NIRglobal20170526.pdf]	
Naphtha       PC (GJ/t)       44.5       GHG Protocol (2017) - Emission Factors from Cross Sector Tools         Ihttp://www.ghgprotocol.org/calculation-tools/all-tools/       [http://www.ghgprotocol.org/calculation-tools/all-tools]				
Electricity	GJ/kWh	0.0036	International Energy Agency - Basic Conversions [https://www.iea.org/media/training/alumni/CheatSheet.pdf]	

### CO2 equivalent emissions

Regarding the CO2 equivalent emissions derived from the activities of SOJA DE PORTUGAL in 2017, we highlight the following:



**Emission factors** 

Unit

KgCO2/GJ

KgCO2/GJ

KqCO2/GJ

KgCO2/KWh

Energy

Fuel oil

Diesel

Naphtha

Electricity

<b>10.094 t CO2e</b> CO2 emissions (scope 1 and 2)			
		<b>10.094 t CO2e</b> - 10 % in relation to 2016	CO2 emissions (scope 1 and 2)
40,69 t CO2e/t produto Specific emissions of CO2e - 6 % in relation to 2016	- - - - - - - - - - - - - - - - - - -		Specific emissions of CO2e

### CO2 equivalent emissions

As a result of the reduction in total energy consumption, total CO2 equivalent emissions in 2017, registered a reduction of 1,079 tonnes of CO2 equivalent compared to 2016, corresponding to a reduction of 10%.

2017 also saw a reduction in specific CO2 equivalent emissions by 6%.

#### CO<sub>2</sub> equivalent emissions per company

The majority of the CO2 equivalent emissions of SOJA DE PORTUGAL in 2017 was due to the activity of SORGAL (5,586 t CO2e - 55%), followed by SAVINOR (3,261 t CO2e - 32%) and AVICASAL (1,347 t CO2e - 13%).

The consumption of pellets amounted 34,600 tonnes over the last 5 years, and has avoided the burning of around 16,600 tonnes of naphtha, a more polluting source of energy production, thereby avoiding the emission of 53,000 tonnes of CO2 equivalent into the atmosphere.

Factor

78,9

74.1

281,36

		Evolution of CO2e emissions and of specific CO2e emissions
	15.000	• <b>48,16</b> 50,00
	13.000	<b>13.634</b> ● <b>43.46</b> 45.00 ਊ
tCO2e	11.000	13.034         • 43.46         45.00         pp           11.611         11.398         11.173         • 40.69         40.00         pd           39.37         9.585         10.094         10.094         pd         pd
ţ	9.000	35.15 8.324 35.47 35.00 0 8.834 32.00 0
	7.000	<b>30.39 31.27</b> 30.00
	5.000	2010 2011 2012 2013 2014 2015 2016 2017 <sup>25,00</sup>
		CO2 emissions     Specific emissions of CO2e





3%). Evolution in the consumption of pellets and respective consumption of naphtha and emissions avoided					emissions avoided
	Year	Consumption (t)	Value (€)	Consumption of naphtha avoided (t)	Emissions avoided (t CO2e)
	2013	4.043	485.531	1.813	5.763
	2014	8.997	1.169.681	4.035	12.822
tonnes over the last 5 years, and tonnes of naphtha, a more polluting	2015	8.311	1.101.283	3.727	11.845
ing the emission of 53,000 tonnes of	2016	7.017	883.412	3.147	10.000
	2017	8.635	1.019.278	3.872	12.306
	Total	34.600	4.375.486	16.593	52.736
Source					
APA - Agência Portuguesa do Ambiente (P	ortuguese	Environment Ager	ncy) (2013) - <b>]</b>	able with figures of Low Calorific Va	alue, Emission Factor and
Oxidation Factor and density values [https://www.com/action.com/action/a	s://www.a	pambiente.pt/_zda	ata/DPAAC/(	CELE/tabela_PCI_FE_FO_2013.pdf]	
GHG Protocol (2017) - Emission Factors fro	m Cross S	Sector Tools [http://	/www.ahapro	otocol.org/calculation-tools/all-tool	s]

73,3	GHG Protocol (2017) - Emission Factors from Cross Sector Tools [http://www.ghgprotocol.org/calculation-tools/all-
	International Energy Agency (2015) - CO2 Emissions from Fuel Combustion (pág.II.64)

[https://www.researchgate.net/profile/Rzger\_Abdula/post/What\_is\_Carbon\_Conversion\_Factors\_for\_electricity\_generation\_in\_the\_Middle\_East/ attachment/59d6477b79197b80779a2534/AS:462625529176064@1487309929166/download/CO2EmissionsFromFuelCombustionHighlights2015.pdf]

# 5.4.2 Efficient water use

### Water consumption

The following is highlighted with respect to water consumption by SOJA DE PORTUGAL in 2017:

<b>251.171 m3</b> - 3 % in relation to 2016	Total water consumption
<b>1,0124 m3/t produto</b> + 0,04 % in relation to 2016	Specific consumption of water
96 %	Water from underground abstraction
4%	Public water supply

In 2017, as in previous years, SOJA DE PORTUGAL has undertaken a variety of initiatives, in order to make a more efficient use of water, among which are:

AVICASAL	<ul> <li>Reusing water in zones where it has no impact on food safety;</li> <li>Using a system of management and control of pumps for extracting water, of the levels of water in the wells and storage tanks and of consumption by work area;</li> <li>Substitution of the cooling towers of the UTS and the slaughter house with more modern and efficient equipment, leading to less use of drinking water and less water loss through evaporation.</li> </ul>
SAVINOR	<ul> <li>Improving the process of sterilisation and cleaning with frequent audits of the process in pursuit of improvements and savings;</li> <li>Revision of the systems of separation and screening of solids from the various sectors in order to reduce the consumption of water in this task;</li> <li>Installation of a variable velocity system in the water distribution/pressurisation network.</li> </ul>
SORGAL	• Investments in the area of combatting wasting water with the total replacement of obsolete or faulty equipment, such as taps, flushes, damaged pipework, etc.

Due to the initiatives implemented by SOJADE PORTUGAL and the engagement of all its employees, there was a reduction in total water consumption for the fourth consecutive year. In 2017, 251,171 m3 was consumed, equivalent to a reduction of 3% in relation to 2016.

The specific consumption of water in 2017, remained more or less equal to the previous year (2016), registering a slight increase of 0.04%.



### Water consumption by company

The greatest part of total water consumption by SOJA DE PORTUGAL occurred at AVICASAL (112,683 m3 - 45%), followed by SAVINOR (110,886 m3 - 44%). As in the previous year, SORGAL was the company with the lowest water consumption in 2017 (27,602 m3 - 11%), as a result of the inherent nature of its activities.



# 5.4.3 Reduction in the production of wastewater



232.020 m3	Total wastewater
- 7 % in relation to 2016	produced
<b>0,9 m3/t produto</b> - 3 % in relation to 2016	Specific wastewater produced

#### Wastewater produced

In addition to ensuring that all the facilities comply with the values defined in the environmental licenses regarding the emission limits for wastewater discharges, accompanying the reduction of water consumption, SOJA DE PORTUGAL reduced the total discharge of effluents in 2017 to 232,020 m3, equivalent to a reduction of 7% in relation to 2016. Associated with the reduction in the volume of effluents produced and the reduced production in 2017, there was also a 3% reduction in the specific effluent produced in relation to 2016.



In order to ensure compliance with the defined values, AVICASAL and SAVINOR have installed WWTPs (wastewater treatment plants). In the cases of SAVINOR, the WWTP is connected to a multi-municipal system for wastewater treatment, where all the wastewater produced (industrial and domestic) is treated. AVICASAL discharges directly into the water system. To reduce its effluent load, in 2017, AVICASAL installed a system to remove solids from wastewater from the hoppers which receive by-products.

SORGAL has a compact wastewater treatment plant (WWTP) that receives domestic wastewater from the toilets and bathing facilities of the unit, and previously-treated industrial wastewater originating from the hydrocarbon separator. In 2017, SORGAL connected the internal compact WWTP to the municipal system for treatment of effluent and built a new Drinking Water Treatment Plant (DWTP).

### Wastewater produced per company

The company responsible for producing the greatest amount of wastewater is SAVINOR (114,937 m3 - 54%), followed by AVICASAL (114,555 m3 - 45%). SORGAL is responsible for only 1% (2,528 m3) of the production of effluents by SOJA DE PORTUGAL.



# 5.4.4 Optimization of the packaging used

<b>1.1701 t</b> - 21% in relation to 2016	Total consumption of packaging
<b>162 t</b> - 54% in relation to 2016	Consumption of paper and cardboard packaging
<b>187 t</b> - 22% in relation to 2016	Consumption of plastic packaging
<b>41 t</b> - 9% in relation to 2016	Consumption of aluminium packaging
<b>781 t</b> - 8% in relation to 2016	Consumption of wooden packaging



### **Consumption of Packaging**

In 2017, SOJA DE PORTUGAL consumed over 315 tons of paper and cardboard, plastic, aluminium and wooden packaging, with the greatest reduction being in the paper and cardboard packaging (54%).

### Consumption of packaging by company

SORGAL was the company responsible for the greatest consumption of subsidiary materials, primarily wooden (pallets).

### All the companies of SOJA DE PORTUGAL are members of Sociedade Ponto Verde.

# 5.4.5 Control of noise and odour levels

### Noise

To ensure that all its facilities comply with the values defined in the legislation in force, the companies of SOJA DE PORTUGAL conduct assessments of ambient noise.

### Odours

The activities of management and treatment of organic waste of animal origin carried out by SAVINOR could potentially lead to the emission of odours derived from the processing of the raw materials itself. Although these odours do not alter the quality of the air, when they occur, they may be unpleasant.

In order to minimise this externality, SAVINOR has committed to technology and the improvement of the processes that have enabled it to substantially reduce the intensity and frequency of odours. An example of this concern is the fact that the new WWTP, which fully entered into operation in 2017, ensures that all the critical operations in terms of possible emanation of odours or diffuse emissions, such as flotation or pressing, are carried out in an enclosed building constructed in treated carbon steel and concrete to reduce potential corrosion. In effect, all the tanks in which phases take place that entail the possible emanation of odours or diffuse emissions, are covered and have a permanent extraction of the gases generated by a treatment system through precipitation of solids and gas scrubbing with a capacity of close to 3,000 m3 of air/hour.
# 5.5 Enhancing the Employees

The chapter "Enhancing the Employees" is a summary of how SOJA DE PORTUGAL enhances the value of its employees by developing talent and improving workplace safety and wellbeing. SOJA DE PORTUGAL believes that motivated employees give their very best to the company.

What are our strategic priorities?



# What are the material topics?

Which stakeholders are affected?



4)

### Employee training and development Occupational health and safety



**Enhancing Employees** 



What do SOJA DE PORTUGAL Stakeholders say?

(Data collected in the Stakeholders Hearing 2015)



and Investors Consumers

It is concerned with monitoring the well-being of its Employees (Employees)

It promotes the integration of Employees by holding events and focusing on Environmental Education (Financial Institutions)

# What was the Status in 2017 in relation to the defined Goals?

Strategic Goal	Activity	KPI – Key Performance Indicator	Target	Implementation (schedule)	Status
Make a formal policy	Implement a welcoming policy by functional group, describing and formulating mandatory training needs after the first 6 months of employment	Welcoming plans created, disseminated and implemented by functional group	100%	31-12-2018	In progress
for talent management and development aimed at improving levels of	Stabilize performance management and evaluation system for functional groups (1st and 2nd lines and commercial areas).	Percentage of employees, included in the project, assessed	100%	31-12-2018	In progress
employee motivation and commitment at SOJA DE PORTUGAL	Measure the level of Soja de Portugal Group employee involvement	Percentage of employees who answered the involvement questionnaire	80%	30-06-2018	In progress
	Define the level of technical and behavioural skills needed for each job position	Percentage of positions with descriptions of technical and behavioural skills	100%	31-12-2017	100%
	Map out the risks of job positions	Mapping of risks completed	-	31-12-2017	Mapping of risks completed
Formalise a Hygiene, Health and Safety Policy	Create a six-monthly occupational safety, hygiene and health report, containing the key safety, hygiene and health indicators (number of work accidents, working hours lost, rate of recurrence, etc.)	Occupational health and safety reports completed	1	Half yearly	In progress
	Analyse and implement operational, administrative and infrastructure controls to eliminate or minimise risks	Degree of implementation of the occupational safety, hygiene and health plan	80%	Annual	In progress

# 5.5.1 The SOJA DE PORTUGAL team

# The employees of SOJA DE PORTUGAL

635 Employees (as at 31 December 2017)	cember 2017) 39% AVICASAL 26% SAVI		INOR	29% SORGAL	6% Other
<b>29</b> % Female	82% With open-ended contract	<b>99,7</b> % Ful	l-time	U U	<b>131</b> Employees who left <b>21%</b> Turnover rate
<b>93</b> % Rate of return after p Number of employees	parental leave who returned to work after parental leave		Numbe	of retention after parental leave er of employees who returned to work after ompany 12 months later	parental leave and are still

#### Action in accordance with ethical standards

The recent legislative alterations concerning personal data protection at a Community level suggest that the issues that have so far impeded SOJA DE PORTUGAL from formalising the Code of Code applicable to all its employees, and developed in 2012, will finally be overcome, so that the Group anticipates the definitive conclusion of this topic in 2018, after the entry into force of the new European Personal Data Protection Regulations.

#### SOJA DE PORTUGAL provides the following benefits to its employees:

In 2016, SOJA DE PORTUGAL completed the creative development and digital formats for communication, as part of the internal communication project started in 2015, and its operational implementation started in 2017.

#### Benefits provided to the employees

SOJA DE PORTUGAL provides the following benefits to its employees:

Benefits

All the employees

#### Christmas Party for

employees and their family

- Offer of toys to the children
- of the employees • Discounts on all

products of Soja de

- Portugal
- Portugal
- Offer of watches to all

employees who

complete 25 years of service

Former employees

• Offer of hampers to all retired employees of the three companies of SOJA DE PORTUGAL SOJA DE PORTUGAL - Sustainability Report 2017



**Training**<sup>1</sup>



SOJA DE PORTUGAL Group is committed to the training of its employees, through training programmes that further their professional development and value. This commitment by the Group also enables it to retain talent. As a result of this commitment, 220 training sessions were carried out at SOJA DE PORTUGAL in 2017, covering 561 employees. 15,450 hours of training were given, with 4,260 hours of training in the prevention and control of occupational risks, 1,884 hours of technical training, and the remaining 9,312 hours distributed in programmes for executive training and welcoming new employees.

Compared to 2016, there was an increase of 42% in the number of hours of training.

Change in total and average hours of training per employee									
	2017	2016	2015						
Total Hours of Training (no.)	15.456	10.870	10.477						
Average hours of training per employee (no.)	24	15	16						

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In 2017, the highest number of hours of training was held at AVICASAL, followed by SORGAL. The average hours of training per employee was highest at SORGAL, which shows an average higher than the overall average of SOJA DE PORTUGAL.

		AVICASAL			SAVINOR			SORGAL		OTHER			
													TOTAL
	М	F	Total	М	F	Total	М	F	Total	М	F	Total	
Total Hours of Training (no.)					,					,			
Senior staff	3	0	3	34	122	156	437	417	854	0	258	258	1.271
Middle and intermediate staff	97	22	119	210	44	254	50	137	187	35	8	43	603
Highly qualified professionals	684	131	815	366	194	560	972	1.035	2.007	0	135	135	3.517
Semi-qualified professionals	1.335	399	1.734	1.716	897	2.613	1.397	0	1.397	115	52	167	5.911
Unqualified professionals	6	256	262	164	4	168	757	25	782	179	45	224	1.436
Office assistants/apprentices	1.652	672	2.324	195	199	394	0	0	0	0	0	0	2.718
Total	3.777	1.480	5.257	2.685	1.460	4.145	3.613	1.614	5.227	329	498	827	15.456
Average hours of training (h/Emplo	yee)												
Senior staff	2	0	2	17	61	39	62	104	78	0	129	129	67
Middle and intermediate staff	24	22	24	105	15	51	10	46	23	18	8	14	29
Highly qualified professionals	34	8	22	37	32	35	24	33	28	0	68	68	28
Semi-qualified professionals	12	9	11	20	25	22	22	0	22	8	26	10	17
Unqualified professionals	2	37	26	41	2	28	29	25	29	18	6	13	24
Office assistants/apprentices	55	84	61	33	25	28	0	0	0	0	0	0	52
Total	22	19	21	24	26	25	25	41	29	13	36	22	24

<sup>1</sup> The data presented refers to the total number employees in service during 2017 (and not just the number of employees as at 31 December 2017).

#### System of evaluation of skills and management of individual performance

One of the main challenges for 2018 is the evaluation of internal clients and of the internal satisfaction of the Group, in which all employees will participate, and which will allow a global analysis of the organisational atmosphere of the Group. Furthermore, both evaluations will support the Networks Project with BSC (*Balanced Scorecard*) indicators, resulting from the analyses made of the various business areas and their departments.

The great challenge will be to complete the design of the system to evaluate skills and management of individual performance, not just at the level of objectives/BSC indicators, but also in the preparation/training needed for its implementation, at the level of heads and of the teams that will be involved in this project.



SOJA DE PORTUGAL is aware that the human, social, and economic costs that result from work accidents, justify its commitment to strengthening preventative measures and adopting a genuine culture of safety in the Group. This cultural change is based on the changing of behaviour and new understandings, principally through thinking about current practices.

It was on the basis of these guidelines that, in 2017, the SOJA DE PORTUGAL Group began a training programme to develop skills in the area of Safety, Hygiene and Health at Work for all its employees. In 2018, SOJA DE PORTUGAL will continue to work on the acceptance of teams towards the implementation of training programmes in the operational base, in which the area of Safety, Hygiene and Health at Work will continue to be crucial for the cultural change which the Group desires.

Risk Prevention and Control Programmes	AVICASAL	SAVINOR	SORGAL	OUTROS
		Participa		
Ergonomics at the workplace		70	10	
Hygiene, Health and Safety at Work	18	50	100	12
Action to take in the event of a work accident			6	
First Aid			24	
360° Safety: Promoting a culture of prevention			1	
Handling chemicals in the laboratory			2	
What to do in an emergency - Operational safety instructions			11	
Handling of chemical products			11	
Risk assessments by work station			11	
Means of first intervention - Fire fighting	10			
Total Participants (no.)	28	120	176	12
Total Activities (no.)	3	4	15	2

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At the end of 2017, the group had an exhaustive mapping of all the occupational risks by work station, including the identification of suitable measures to minimise the occupational risks. In 2018, SOJA DE PORTUGAL will continue working to implement measures to minimise occupational risks.

In 2017, SOJA DE PORTUGAL registered no occupational illness that had a positive effect on the occupational sickness rate, which registered zero.

Compared to 2016, an increase was seen in the number of accidents with sick leave (more than 10 accidents recorded), which justified the increase of 28% in the frequency index.

In the reported year, despite the reduced number of days lost, the index of seriousness increased 1% in line with the reduction of 5% in the total number of hours worked by the total of employees. Similarly, despite the reduction in hours of absenteeism, the rate of absenteeism increased 0.24 percentage points, in view of the fact that the potential hours suffered a reduction of 8%.

Occupational health and safety indicators	2015	2016	2017
Total hours worked (h)	1.231.643	1.133.822	1.082.320
Total potential hours (h)	1.304.325	1.183.796	1.084.006
Total deaths (no.)	0	1	0
Total work accidents (no.)	83	85	82
Total occupational diseases (no.)	0	3	0
Index of occupational diseases	0,0	0,0	0,0
Number of accidents with days lost (no.)	53	45	55
Frequency index	43,0	39,7	50,8
Total days lost (no.)	1.661	1.110	1.066
Index of seriousness	1.348,6	979,0	984,9
Hours of absenteeism (h)	90.859	99.443	93.624
Absenteeism rate (%)	6,97%	8,40%	8,64%

Note: The values of 2015 were corrected, to include all the employees.

Method of calculation:

Index of occupational diseases: Number of occupational diseases (no.) / Hours worked by all employees (h)\*1,000,000 Frequency index: Number of accidents with days lost (no.)/Hours worked per total of employees (h)\*1,000,000 Index of seriousness: Number of days lost (d)/Hours worked by the all employees (h)\*1,000,000 Absenteeism rate: Hours of absenteeism (h)/Potential hours (h)

# 5.6 Involving Local Communities

The chapter "Involving local communities" is a summary of the positive impact of Soja de Portugal on people's lives in local communities by creating jobs, development and minimising any negative impacts of its operations.

What are our strategic priorities?

What are the material topics?

Which stakeholders are affected?



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Involvement with the local community

Customers and

Involving local communities











Shareholders **Employees** and Investors

Community Consumers

Scientific

I ocal Sector Entities Community

Suppliers State and Local Government

Financial Institutions

What do SOJA DE PORTUGAL Stakeholders say?

It supports local communities and entities, both at an economic level and at a social level, supporting causes and/ or contributing with products, as well as through support to charitable associations and institutions where the companies are located (Employees, Local Community, Sector Entities, Suppliers)

It sponsors various events not directly associated to commercial activities (Scientific Community)

(Data collected in the Stakeholders Hearing 2015)

# What was the Status in 2017 in relation to the defined Goals?

Strategic Goal	Activity	KPI – Key Performance Indicator	Target	Implementation (schedule)	Status
Formalise the action strategy of Soja de Portugal on matters of Social Responsibility, including definition of strategic areas and goals	Prepare synopsis report	Synopsis report prepared	-	31-12-2017	Synopsis report prepared
Develop projects/initiatives with positive social impacts for	Implement academic merit awards program for school cycles 1, 2 and 3 in schools of geographic areas adjacent to the industrial locations of SOJA DE PORTUGAL	Number of programmes implemented	3	31-12-2017	In progress
the community in the areas of health, education, environment	Make monetary investments in the community	Value of the investment in the local community	150,000 €	Annual	In progress
and sports	Make monetary investments in national patronage	Value of the investment in national patronage	50,000 €	Annual	In progress

#### Organisation of the Christmas Party

As in previous years, SOJA DE PORTUGAL organised the Christmas Party for all employees of all the Group's companies and their families.

#### Support for the initiative "Cãovivio de Natal"

Pet's Best supported the holding of an event involving the dogs of the Trofa Municipal Dog Kennel and the users of the Trofa APPACDM (Associação Portuguesa de Pais e Amigos do Cidadão Deficiente Mental [Portuguese Association of Parents and Friends of Citizens with Mental Handicaps) entitled "Cãovivio de Natal" (Christmas Dog Party).

#### Support for the 11th Dog Walk organised by APADO

Pet's Best supported the 11th Dog Walk organised by APADO (Associação Protetora dos Animais Domésticos de Ovar [Ovar Association for the Protection of Pets]) an event that aims to raise funds for this association and raise awareness of the problem of animal abandonment.

#### Donation of food for the victims of the major fires of 2017

SOJAGADO, in partnership with the Portuguese Industrial Association of Compound Feed for Animals (IACA) and 15 other associated companies, donated around 50 tonnes of compound animal feed.

#### Participation in World Children's and Environment Day

SOJA DE PORTUGAL once more associated itself with the celebration of World Children's and Environment Day organised by the Trofa Municipal Council.

#### Support for the responsible adoption campaign

SOJA DE PORTUGAL, under its brand PETS' BEST, supported the Trofa Municipal Kennel's responsible adoption campaign.de adoção responsável do Canil Municipal da Trofa.

#### Support for the São Pedro do Sul Secondary School

Throughout the year, AVICASAL has sponsored a series of competitions held during the year, namely "Top Reader", "Problem of the Month" and "Write a Poem", held at the São Pedro do Sul Secondary School.

#### Sponsorship of the 6th Termas Handball Cup

AVICASAL supported the Termas Handball Cup intended to promote handball in the region of São Pedro do Sul, with a view to the growth of the sport in the county.

#### Making dreams come true, in partnership with Make-a-Wish

SOJA DE PORTUGAL, in partnership with Make-a-Wish, has made more than one child's dream come true.

#### Donation of food to various animal protection associations

Throughout 2017, PET's BEST donated food for cats and dogs to various institutions in the areas surrounding the Group's companies.

#### Offer of a "Magic Firefly" for all employees

SOJA DE PORTUGAL offered a "Magic Firefly" to each employee with the aim of supporting private non-profit organisations, which directly or indirectly care for people with mental handicaps and/or multiple handicaps in various areas.

# SOJA DE PORTUGAL supports the team from the Cultural and Recreational Association of Ribeira, Ovar

SOJA DE PORTUGAL sponsored the Ribeira Cultural and Recreational Association (Associação Cultural e Recreativa da Ribeira), based in Ovar in the 2017 season.

# 6. GRI Table for the Option "In accordance" - CORE

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		GRI 10	02 - GENER	AL CONTE	NTS				
Disclosı	ires and Management Methods		L	ocation			Verification	UNGC Principals	SDG
ORGAN	IISATIONAL PROFILE								
102-1	Name of the organization	1. SOJA DE POR	TUGAL				n/a		
102-2	Activities, brands, products and services	1.2.1 Business a	reas				n/a		
102-3	Location of registered office	Estrada 109, Lu 3880-728 S. Joã	•				n/a		
102-4	Location of operations	1. SOJA DE POR	TUGAL				n/a		
102-5	Property and legal status	1. SOJA DE POR	TUGAL				n/a		
102-6	Markets served	1.2.1 Business a 1.3 Map with the		location of S	SOJA DE PO	RTUGAL	n/a		
102-7	Scale of the organization	1. SOJA DE POR	TUGAL			n/a			
			AVICASAL	SAVINOR	SORGAL	OTHER			
		-	····•	Type of Co	8 9 9 8 6 9 9 8 8 8 8				
		Open-ended	193	132	165	30	- - 		
		Fixed-term	3	5	11	4	n/a		
102-8	Information on the employees and other workers	Indeterminate duration	52	29	5	6		6	8
		Type of Employment (no.)					6 9 9 6 6 6 8 8 8 8 8 8 8		
		Full-time	248	166	180	39	• • • • • • •		
		Part-time	0	0	1	1			
		Total	248	166	181	40			
102-9	Chain of suppliers	5.2 Promoting S	Sustainability i	in the Value	Chain		n/a		
102-10	Significant alterations in the organisation and chain of suppliers	No significant c	hanges occu	rred during	the reporting	g period.	n/a		
102-11	Approach to the precautionary principle	2. Governance I	Model and Ris	sk Managen	nent		n/a		
102-12	External initiatives	<ul> <li>3. Stakeholders Involvement- The SOJA DE PORTUGAL</li> <li>Group undersigned the Charter of Principles for sustainable</li> <li>management</li> <li>5.5.1 The SOJA DE PORTUGAL team - Acting in accordance with ethical standards</li> </ul>					n/a		
102-13	Member of associations	5.3.10 Partnersh and Funding of 5.3.11 Publicatio conferences an	research grai	nts			n/a		

STRATEC	βY								
102-14	Message from the Chairman	Message from th	ne Chairman				n/a		
ETHICS A	AND INTEGRITY								•
102-16	Values, principles, standards and standards of conduct	2. Governance M 5.5.1 The SOJA D ethical standards	E PORTUGA	0		rdance with	n/a	10	16
GOVERN	ANCE								
102-18	Governance structure	2. Governance M	odel and Ris	sk Managerr	nent		n/a		
STAKEHO	OLDERS ENGAGEMENT								
102-40	List of the organisation's Stakeholders groups	3.1 SOJA DE POR	TUGAL's Sta	akeholders			n/a		
			AVICASAL	SAVINOR	SORGAL	OTHER			*
102-41	Collective employment agreements	Percentage of employees covered by collective bargaining agreements (%)	95	95	84	88	n/a	3	8
102-42	Identification and selection of Stakeholders	3.1 SOJA DE POR	TUGAL's Sta	akeholders	n/a				
102-43	Engagement and involvement of Stakeholders Main questions and concerns raised by	<ul> <li>3.1 SOJA DE PORTUGAL's Stakeholders</li> <li>3.2 Primary means of communication with the Stakeholders</li> <li>5.3.7 Customer relations</li> <li>3.3 Key results of the Stakeholders Hearing</li> </ul>					n/a		
102-44	Stakeholders	What do SOJA D Chapter)	E PORTUGA	L Stakeholc	lers say? (Co	over of each	n/a		
REPORTI	ING PRACTICE								
102-45	Entities included in consolidated financial statements	About this Repo	t				n/a		
102-46	Definition of report content and limitations to topics	About this Repo	t				n/a		
102-47	List of material topics	About this Repo	t				n/a		
102-48	Reformulation of information	About this Repo	t				n/a		
102-49	Alterations in the report	About this Repo	t				n/a		
102-50	Reporting period	About this Repo	t				n/a		
102-51	Date of most recent previous report	About this Report					n/a		
102-52	Reporting cycle	Reports are issued annually.					n/a		
102-53	Contact for questions regarding the report	Back cover of thi	s Report.				n/a		
102-54	Option "in accordance" with GRI Standards	The report was p the option "in ac			with GRI Sta	ndards for	n/a		
102-55	GRI content indices	This table.					n/a		
102-56	External verification	About this Repo	t				n/a		

			SPECIFIC STANDARD	ONTENTS	;				
Disclosu	res and Ma	nagement Methods	I	ocation			Verification	UNGC Principals	SDG
GRI 200	- ECONO	MIC DISCLOSURES							
GRI 201	- ECONO	MIC PERFORMANCE (MATERIAL ASPECT)							
Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's mater referencing Stakeholders fea perspective. Due to its direct performance, the topic "Econ was considered a highly mat About this Report).	edback with relationship nomic Perfo	internal mic ue Creation"				
Management Methods	103-2	Management methods and their components	SOJA DE PORTUGAL has pro initiatives related to econom Creating Value and Fostering	ic performa	nce (see cha	pter: 5.1.	n/a		
β	103-3	Evolution of the management method	SOJA DE PORTUGAL measu associated with this aspect, (see chapter: 5.1. Creating Va Improvement).						
	201-1	Direct economic value generated and distributed	5.1.1 Economic performance	n/a		2, 5, 7, 8, 9			
		Financial implications and other risks and 1-2 opportunities for the organization, due to climate change	Risks from potential financial implications for the company arising from climate change	AVICASAL	SAVINOR	SORGAL			
	201-2		Risks from physical changes related to climate change (€)	13.092.592	17.176.988	289.276	n/a		13
			Regulatory risks (€)	50.000	50.000	50.000			
	201-4	Significant financial assistance received from the government	5.1.1 Economic performance				n/a		
GRI 203		CT ECONOMIC IMPACTS							
	203-1	Investments in infrastructure and supported	5.6 Involving Local Commun	n/a		2, 5, 7, 9, 11			
	_~J +	services	Donations and Gifts (€)	AVICASALSAVINORSORGAL62.52264.09193.017			117 a		_, ,, ,, ,, 11

301	– MATER	IALS				
3	301-1	Materials used by weight or volume	5.2.1 Consumption of raw materials and use of by-products of other industries	n/a	7, 8	8, 1
	301-2	Materials used that come from recycling	5.2.1 Consumption of raw materials and use of by-products of other industries	n/a	8	8, 1
	301-3	Recycled products and their packaging materials	5.2.1 Consumption of raw materials and use of by-products of other industries 5.4.4 Optimization of the packaging used	n/a	8	8, 1
302	- ENERG	Y (MATERIAL ASPECT)				
hods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's material topics were based on cross- referencing Stakeholders feedback with the Group's internal perspective. Due to its direct relationship with Energy, the topic "Environmental Responsibility" was considered a highly material topic (see materiality matrix – About this Report).			
Management Methods	103-2	Management methods and their components	SOJA DE PORTUGAL has promoted a number of different initiatives related to "Environmental Responsibility", including energy consumption (see chapter: 5.4.1 Efficient use of energy resources and reduction of associated CO2 emissions- Energy consumption).	n/a		
≥	103-3	Evolution of the management method	SOJA DE PORTUGAL measures and monitors indicators involving this topic, and discloses them in this Report (see chapter:5.4.1 Efficient use of energy resources and reduction of associated CO2 emissions- Energy consumption).			
	302-1	Energy consumption within the organisation	5.4.1 Efficient use of energy resources and reduction of		7, 8	7, 8, 12
	302-3	Energy intensity	5.4.1 Efficient use of energy resources and reduction of associated CO2 emissions - Energy consumption	n/a	8	7, 8, 12
	302-4	Reduction of energy consumption	5.4.1 Efficient use of energy resources and reduction of associated CO2 emissions - Energy consumption	n/a	8, 9	7, 8, 12

GRI 303	- WATER	(MATERIAL ASPECT)				
Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's material topics were based on cross- referencing Stakeholders feedback with the Group's internal perspective. Due to its direct relationship with Water, the topic "Environmental Responsibility" was considered a highly material topic (see materiality matrix – About this Report).			
Management Methods	103-2	Management methods and their components	SOJA DE PORTUGAL has promoted a number of different initiatives related to "Environmental Responsibility", including water consumption (see chapter: 5.4.2 Efficient water use).	n/a		
Aa	103-3	Evolution of the management method	SOJA DE PORTUGAL measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.4.2 Efficient water use).			
	303-1	Water consumption by source	5.4.2 Efficient water use	n/a	7, 8	6
GRI 305	- EMISSIC	ONS (MATERIAL ASPECT)				
hods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's material topics were based on cross- referencing Stakeholders feedback with the Group's internal perspective. Due to its direct relationship with Emissions, the topic "Environmental Responsibility" was considered a highly material topic (see materiality matrix – About this Report).			
Management Methods	103-2	Management methods and their components	SOJA DE PORTUGAL has promoted a number of different initiatives related to "Environmental Responsibility", including activities related to the reduction of CO2 emissions (see chapter5.4.1 Efficient energy use and reduction of associated CO2 emissions - CO2 Equivalent emissions).	n/a		
Z	103-3	Evolution of the management method	SOJA DE PORTUGAL measures and monitors indicators involving this topic, and discloses them in this Report (see chapter5.4.1 Efficient use of energy resources and reduction of associated CO2 emissions- CO2 Equivalent emissions).			

305-1	Direct GHHG emissions (Scope 1)	5.4.1 Efficient use of energy associated CO2 emissions-				n/a	7. 8	3, 12, 13, 14, 15
302-1	Direct driftid emissions (Scope 1)	Total GHG emissions -	AVICASAL	SAVINOR	SORGAL	117 d	7, 0	3, 12, 13, 14, 15
		direct (t CO2e)	279	1.563	2.686			
305-2	Indirect GHG emissions (Scope 2)	5.4.1 Efficient use of energy associated CO2 emissions-				n/a	7, 8	3, 12, 13, 14, 15
J0J 2		Total GHG emissions -	AVICASAL	SAVINOR	SORGAL	in a	7, 0	3, 12, 13, 14, 13
		indirect (t CO2e)	1.069	1.698	2.800			
305-4	GHG emission intensity	5.4.1 Efficient use of energy associated CO2 emissions-				n/a	8	13, 14, 15
305-5	Reduction of GHG emissions	5.4.1 Efficient use of energy associated CO2 emissions-				n/a	8, 9	13, 14, 15
		Total NOV amigaiana (t)	AVICASAL	SAVINOR	SORGAL			
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions	Total NOx emissions (t)	0,04	0	0	n/a	7, 8	3, 12, 13, 14, 15
		Total SOx emissions (t)	0,01	0	0			

GR 306 -		NTS AND WASTE (MATERIAL ASPECT)							
Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's mater referencing Stakeholders fee perspective. Due to its direct Waste, the topic "Environme a highly material topic (see n Report).	edback with th relationship v ntal Responsik	e Group's ir vith Effluent pility" was co	nternal s and onsidered			
Management Methods	103-2	Management methods and their components	SOJA DE PORTUGAL has pro initiatives related to "Environ the emission of wastewater ( production of wastewater).	mental Respo	nsibility", inc	cluding	n/a		
	103-3	Evolution of the management method	involving this topic, and disc	OJA DE PORTUGAL measures and monitors indicators noolving this topic, and discloses them in this report (see hapter 5.4.3 Reduction in the production of wastewater).					
	306-1	Discharge of water, by quality and destination	5.4.3 Reduction in the produc	ction of wastev	water		n/a	8	3, 6, 12, 14
	306-2	Waste by type and destination	Hazardous waste (t) - Recovery (t) - Disposal (t) Non-hazardous waste (t) - Recovery (t) - Disposal (t) Total waste produced (t)	AVICASAL 2 1 0,2 1.403 1.347 57 1.405	SAVINOR 5 3 2 1.850 1.815 35 1.855	SORGAL 27 4 23 482 256 226 226 508	n/a	8	3, 6, 12
	306-3	Significant spills	In 2017, no significant spills o	ccurred.			n/a	8	3, 6, 12, 14, 15
GRI 307	- ENVIRC	NMENTAL CONFORMITY							
307-1		Non-conformity with environmental laws and regulations	In 2017, no administrative pro at AVICASAL, SAVINOR or SC	0	e filed for in	Ifractions	n/a	8	16

	DISCLOSURES													
L - EMPLO	YMENT		-											
						A	VICASAL							
			М	F	<30	years old	30 a 50 yea	ars old	>50 years	s old	Total			
		New hirings (no.)	47	11		35	21		2		58			
		Rate of new hirings (%)	19%	4%	1	14%	8%		1%		23%			
		Employees who left (no.)	44	10		29	17		8		54			
		Turnover rate (%)	18%	4%	1	12%	7%		3%		22%			
						S	SAVINOR							
		New hirings (no.)	30	8		16	13		9		38			
		Rate of new hirings (%)	18%	5%	1	10%	8%		5%		23%			
	New hirings and turnover of	Employees who left (no.)	34	11		13	25		7		45			
401-1	employees	Turnover rate (%)	20%	7%		8%	15%		4%		27%	n/a	6	4
						S	SORGAL							
		New hirings (no.)	4	6		5	4		1		10			
		Rate of new hirings (%)	2%	3%		3%	2%		1%		6%			
		Employees who left (no.)	16	10		5	13		8		26			
		Turnover rate (%)	9%	6%		3%	7%		4%		14%			
							OTHER	·····						
		New hirings (no.)	3	2		3	2		0		5			
		Rate of new hirings (%)	8%	5%		8%	5%		0%		13%			
		Employees who left (no.)	3	3	*****	1	3		2		6			
		Turnover rate (%)	8%	8%		3%	8%		5%		15%			
401-2	Benefits for full-time employees that are not provided to temporary or part-time employees	5.5.1 The Soja de Portugal team	- Benefits prov	vided for e	mploye	ees						n/a		
					AVICA	SAL	SAVINOR	SO	RGAL	OTI	HER			
					М	F	M F	М	F	М	F			
		Employees entitled to parenta	l leave (no.)		6	5	6 1	6	1	2	0			
401-3		Employees who took parental	leave (no.)		6	5	6 1	6	1	2	0			
	Parental leave	Employees who returned to we leave (no.)			6	4	5 1	6	1	2	0	n/a	6	
		Employees who returned to we leave, still at the company 12 n	ork after parer 10nths later (n	ntal o.)	6	4	5 1	6	1	2	0			
		Rate of return (%)			100%	80%	83% 100%	100%	100%	100%	-			

GRI 403	- OCCUPA	TIONAL HEALTH AND SAFETY (MATERIAL /	ASPECT)								
Management Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's materia Stakeholders feedback with th relationship with Occupational and Safety" was considered a h this Report).	ie Group's . Health ai	s interna nd Safet	l perspect y, the topic	ive. Du c "Occu	e to its dir upational	Health		
lanagemer	103-2	Management methods and their components	Soja de Portugal has promoted a number of different initiatives related to "Occupational Health and Safety" (see chapter 5.5.3 Occupational health and safety).							n/a	
2	103-3	Evolution of the management method	Soja de Portugal measures and discloses them in this Report (s				-				
	403-2	Types and rates of accidents, occupational diseases, days lost, absenteeism and number of work-related deaths	5.5.3 Occupational health and s	safety					2	n/a	3, 8
	403-3	Employees with a high incidence or risk of diseases related to their occupation	5.5.3 Occupational health and Number of workers whose wo or workplace, is controlled by the organisation, involved in occupational activities with a high incidence or high risk of	AVIC prk,	O CASAL	SAVINOR	SOR		THER 0	n/a	3, 8
	404-3 Health and safety topics covered by collective employment agreements		5.5.3 Occupational health and safety						 		
			Formal agreements which address health and safety topics (%)	VICASAL 100%	<b>SAVIN</b> 100%			<b>OTHER</b> 100%		n/a	8
	employment agreemen		Formal agreements which do not address health and safety topics (%)	100%	100%	6 14	%	100%			

GRI 404		IG AND EDUCATION (MATERIAL ASPECT)								
Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's mat Stakeholders feedback wit direct relationship with Tra and Development" was co matrix – About this Report	th the institu ining and Ed nsidered a h	tion's internation, the	al perspect topic "Emp	ive. Due to its ployee Training			
Management Methods	103-2	Management methods and their components	SOJA DE PORTUGAL has p to "Employee Training and development).					n/a		
Ma	103-3	Evolution of the management method	SOJA DE PORTUGAL meas topic, and discloses them development).				0			
	404-1*	Average annual hours of training per employee	5.5.2 Training and develop	ment				n/a	6	4, 5, 8
			5.5.2 Training and developr	ment						
		Programmes for improving skills and		AVICASAL	SAVINOR	SORGAL	OUTROS		6 6 6 7 8 8 8 8 8 8 8 8 8 8	_
	404-2	supporting transition	Programmes for skills management and continuous learning (no. of sessions)	86	73	72	17	n/a		8
	••••		5.5.2 Training and develop	ment						
8 9 9 8 8 8 9 9		The percentage of employees who regularly		AVICASAL	SAVINOR	SORGAL	OUTROS		9 9 9 9 9 9 9 9 9	
	404-3	receive analyses of their performance and career development	Percentage of employees subject to performance review	0%	0%	0%	0%	n/a	6	5, 8

### GRI 405 - DIVERSITY AND EQUAL OPPORTUNITIES (MATERIAL ASPECTS)

5.5.1 The SOJA DE PORTUGAL team

		5.5.1 The SOJA D														•••••••••••••••••••••••••••••••••••••••	··· <del>;</del> ·····	··•••
							. <u>.</u>		AVICASA	L								
			Mana Dire	agers/ ectors	Seni	or staff	Midd interme	lle and diate staff	Highly qu qualified p	Ialified and rofessionals	Semi-o profes	qualified ssionals	Unqu profes	ualified ssionals		ssistants/ entices		
			no.	%	no.	%	no.	%	no.	%	no.	%	no.	%	no.	%		
		< 30 years old					1	17%	37	17%					8	73%		
		30 a 50 years old			4	100%	1	17%	118	54%			1	50%	3	27%		
		> 50 years old	1	100%			4	67%	62	29%	2	100%	1	50%				
		Male	1	100%	3	75%	1	17%	151	70%	1	50%			10	91%		
		Female			1	25%	5	83%	66	30%	1	50%	2	100%	1	9%		
		Total	1	100%	4	100%	6	100%	217	100%	2	100%	2	100%	11	100%		
									SAVINOR									
		< 30 years old							26	17%					4	100%		
		30 a 50 years old	1	100%	6	100%	3	100%	78	51%								
	Diversity of	> 50 years old					-		49	32%								
	governance	Male	1	100%	2	33%	2	67%	107	70%					1	25%		
105-1	bodies and	Female			4	67%	1	33%	46	30%					3	75%	n/a	6 5,
	employees	Total	1	100%	6	100%	3	100%	153	100%					4	100%		
						:		:	SORGAL	: : :								
		< 30 years old					3	17%	13	18%	2	13%	16	24%				
		30 a 50 years old	1	100%	6	67%	9	50%	38	54%	8	50%	30	45%				
		> 50 years old			3	33%	6	33%	20	28%	6	38%	20	30%				
		Male	1	100%	6	67%	14	78%	40	56%	16	100%	65	98%				
		Female			3	33%	4	22%	31	44%			1	2%			-	
		Total	1	100%	9	100%	18	100%	71	100%	16	100%	66	100%				
									OTHER	0/		04						
		< 30 years old			-			1000	6	20%	1	25%						
		30 a 50 years old			2	100%	1	100%	8	27%	2	50%	3	100%				
		> 50 years old Male						100%	16	53%	1	25%						
		Female			~	10.0%	1	100%	22	73%	2	50%	1	33%				
					2	100%		400%	8	27%	2	50%	2	67%				
		Total			2	100%	1	100%	30	100%	4	100%	3	100%				

				AVICASAL	SAVINOR	SORGAL	OTHER			
				Ratio F/M	Ratio F/M	Ratio F/M	Ratio F/M			
			Managers/Directors	-	-	-	-			
			Senior staff	-	-	-	_			
			Middle and intermediate staff	0,14	1,23	0,59	-			
		Basic salary by	Highly qualified professionals	0,94	0,87	0,98	0,96			
		functional category	Semi-qualified professionals	1,73	-	_	1,01			
	Detia of leasing colour sound		Unqualified professionals	-	-	0,49	1,60			
05-2	Ratio of basic salary and remuneration of women to men		Office assistants/apprentices	-	-	-	_	n/a	6	5, 8, 10
05-2			Total	0,88	0,86	1,01	1,17			5, 0, 10
	tomen		Managers/Directors	-	-	-	-			
			Senior staff	0,52	0,60	0,62				
		A	Middle and intermediate staff	0,16	0,90	0,60	-			
		Average remuneration by	Highly qualified professionals	0,82	0,69	0,92	2,76			
		functional category	Semi-qualified professionals	1,73	-	-	0,83			
		runctional category	Unqualified professionals	-	-	0,36	0,95			
			Office assistants/apprentices	1,79	1,23	-	-			
			Total	0,81	0,73	0,95	2,73			

iRI 406	5 - NON-D	ISCRIMINATION				
	406-1	Cases of discrimination and measures taken	In 2017, no cases of discrimination were registered at AVICASAL, SAVINOR or SORGAL.	n/a	6	5, 8, 16
RI 407	- FREEDO	OM OF ASSOCIATION AND COLLECTIVE BAF	GAINING			
	407-1	Operations or suppliers in which freedom of association or collective bargaining agreements may be at risk	In 2017, no operation, or any supplier of AVICASAL, SAVINOR or SORGAL saw the exercise of the freedom of association or collective bargaining agreements to be at risk.	n/a	3	8
RI 408	3 - CHILD I	LABOUR				
	408-1	Operations or suppliers with a significant risk of incidents of child labour	In 2017, no operation of AVICASAL, SAVINOR or SORGAL was at risk of child labour.	n/a	5	8, 16
RI 409	) - FORCE	D OR SLAVE-LIKE LABOUR				
	409-1	Operations or suppliers with a significant risk of incidents of forced or slave-like labour	In 2017, no operation of AVICASAL, SAVINOR or SORGAL was at risk of forced or slave-like labour.	n/a	4	8
RI 412	- ASSESS	MENT OF HUMAN RIGHTS				
	412-1	Operations submitted for assessment of Human Rights	In 2017, no operation of AVICASAL, SAVINOR or SORGAL was subject to reassessments of Human Rights and/or impact assessments.	n/a	1	
	412-2	Training on Human Rights policies and practices	In 2017, zero employees received training on policies and procedures regarding Human Rights aspects.	n/a	1	
	412-3	Investment agreements and contracts with Human Rights clauses	In 2017, no investment agreements or contracts which included Human Rights clauses.	n/a	2	
RI 413	- LOCAL	COMMUNITIES (MATERIAL ASPECT)				
Management Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's material topics were based on cross- referencing Stakeholders feedback with the institution's internal perspective. Due to its direct relationship with the community, the topic "Involvement with Local Community" was considered a highly material topic (see materiality matrix – About this Report).			
lagement	103-2	Management methods and their components	SOJA DE PORTUGAL has promoted a number of different initiatives related to the community (see chapter5.6 Involving Local Communities).	n/a		
Mar	103-3	Evolution of the management method	SOJA DE PORTUGAL measures and monitors indicators involving this topic, and discloses them in this report (see chapter 5.6 Involving Local Communities).			
	413-1	Operations with the involvement of the local community, assessment of impact and development of programmes	5.3.7 Customer relations 5.4.5 Control of noise and odour levels 5.6 Involving local communities	n/a	1	
	413-2	Operations with significant actual or potential negative impact on the local community	5.4.5 Control of noise and odour levels 5.6 Involving local communities	n/a	1	1,2

Management Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's material topics were based on cross- referencing Stakeholders feedback with the Group's internal perspective. Due to its direct relationship with consumer health and safety, the topic "Food Safety" was considered a highly material topic (see materiality matrix - About this Report).		
lagemen	103-2	Management methods and their components	SOJA DE PORTUGAL has promoted a number of different initiatives related to "Food Safety" (see chapter 5.3 Encouraging Responsible Consumption).	n/a	
Mar	103-3	Evolution of the management method	SOJA DE PORTUGAL measures and monitors indicators involving this topic, and discloses them in this Report (see chapter 5.3 Encouraging Responsible Consumption).		
	416-1	Assessment of the impacts of the products on health and safety in the products and services category	100% by HACCP 5.3 Encouraging Responsible Consumption	n/a	
RI 417	- MARKE	TING AND LABELLING (MATERIAL ASPECT)			
Management Methods	103-1	Explanation of the material topic and its limits	SOJA DE PORTUGAL's material topics were based on cross- referencing Stakeholders feedback with the Group's internal perspective. Due to its direct relationship with product and service labelling, the topic "Product Quality" was considered a highly material topic (see materiality matrix – About this Report).		
lagement	103-2	Management methods and their components	SOJA DE PORTUGAL has promoted a number of different initiatives related to "Product Quality" (see chapter 5.3 Encouraging Responsible Consumption).	n/a	
Мал	103-3	Evolution of the management method	SOJA DE PORTUGAL measures and monitors indicators involving this topic, and discloses them in this Report (see chapter 5.3 Encouraging Responsible Consumption).		
	417-1	Requirements on information and labelling of products and services	100% of product categories have specific labelling. 5.3 Encouraging Responsible Consumption	n/a	12, 16
	417-3	Non-conformities regarding marketing communications		n/a	
RI 419	- SOCIO	ECONOMIC CONFORMITY			
	419-1	Non-compliance with the laws and regulations in the social and economic area	In 2017, no non-conformities were registered with the laws and regulations in the social and economic area.	n/a	16
a - Unv	erified	rees in service during 2017 (and not just the number of emp ited Nations Global Compact [http://globalcompact.pt/ab			

