



Sustainability 2013

SUSTAINABILITY REPORT
CAIXA GERAL DE DEPÓSITOS

www.cgd.pt



**Caixa Geral
de Depósitos**

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About this report

Caixa Geral de Depósitos S.A., which is referred to as CGD throughout this document, is publishing its sixth annual Sustainability Report, which is for 2013.

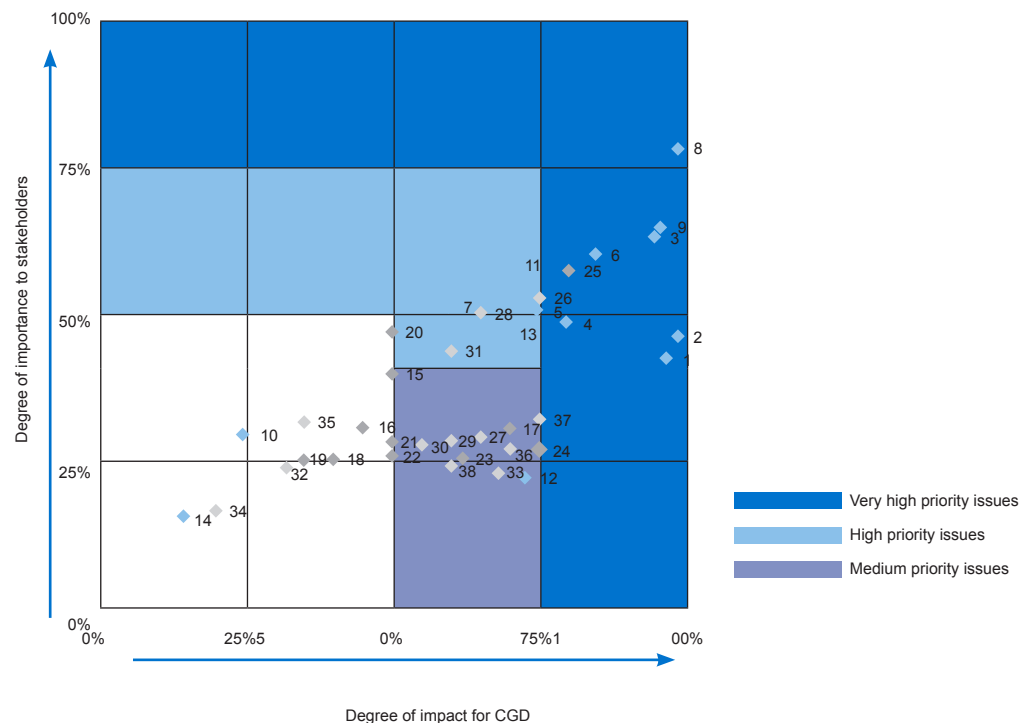
The information mainly concerns the business activity of CGD in Portugal. As a result of the broadening of its scope, information is also given on the sustainability performance of the following CGD Group companies:

- CGD Group companies: Caixa – Banco de Investimento, SA, Caixa Gestão de Activos, SGPS
- Joint venture: Sogrupa Compras e Serviços Partilhados, ACE and Sogrupa Sistema de Informação, ACE
- Affiliated banks – Banco Interatlântico, S.A. an Banco Comercial do Atlântico, SARL, both from Cape Verde, and Banco Caixa Geral Brasil, S.A., which are referred to in this report as BI, BCA and BCG Brasil, respectively

The figures refer to the period from 1 January to 31 December 2013. Information about previous years is given to show CGD's growth.

This document has been drafted in accordance with the new guidelines published by the Global Reporting Initiative – GRI 4.0 in May 2013, including the financial services sector supplement. In accordance with the new guidelines, the CGD drew up a materiality matrix based on input from internal and external stakeholders at the end of 2013 so that we could identify material issues to be addressed in this report. This illustrates the importance to stakeholders of economic, environmental and social issues based on their impact on CGD.

Materiality matrix



This exercise resulted in the following material issues, which are highlighted in this report.

Very high priority (impact >75%)

8	Quality of service and customer satisfaction
9	Security of customers and their financial assets
1	Governance model (management)
2	Economic performance (including impact of economic crisis and organisational restructuring)
3	Preventing corruption and money laundering
6	Risk management
25	Monitoring and preventing default risks
4	Code of Conduct
26	Developing human capital
5	Brand and reputation management
37	Financial inclusion of customers
24	Environmental and social criteria in company credit risk assessment

	Economic issue
	Environmental issue
	Social issue

High priority (impact =>50% <75% and importance >40%)

11	Clarity of information given to customers on products and services (responsible communication and marketing)
7	Sustainability strategy and commitments
28	Career, remuneration and incentive management
13	Products for SMEs, institutional customers and society's emerging challenges
31	Work-life balance
20	Employee environmental training and awareness
15	Environmental management system

Medium priority (impact =>50% <75% and importance >40%)

21	Community environmental training and awareness
22	Environmental training and awareness for private and business customers
30	Occupational health and safety
29	Diversity and equal opportunities
27	Attracting and keeping talent
38	Sectorial funding policies
23	Environmental and social criteria in project finance risk assessment
36	Financial literacy
33	Responsible supplier management
17	Eco-efficiency
12	Systematic dialogue with stakeholders

CGD reports in accordance with the materiality results obtained for the comprehensive option, while affiliate banks report some indicators, which are identified in the attached GRI table.

CGD makes commitments as part of its Corporate Sustainability Programme. The degree of fulfilment of these commitments is described in this report.

In 2013, CGD subscribed to the United Nations Global Compact Principles. This tie has strengthened CGD's commitment to its Corporate Sustainability Programme. Evidence of general compliance with these 10 principles is highlighted in this report.

This Sustainability Report has undergone external assurance as per the statement by Deloitte & Associados, SROC, S.A, which is attached hereto. This assurance analysed the compliance of the information provided with that requested by GRI G4 and also validated the reliability of the information associated with these items (strategies, profile and performance indicators) by examining evidence in order to guarantee that it gave an appropriate picture of the reality at CGD.

Attached is a table of correspondence between the contents of the report and GRI requirements and another setting out the good governance principles for the state sector.

Additional information about the company's policies and practices is available on the CGD website and previous reports. For more information go to <http://sustentabilidade.cgd.pt> or contact sustentabilidade@cgd.pt.

Statement by the Chairman of the CGD Group Executive Committee



2013 showed some albeit tenuous signs of economic recovery worldwide that gave Europe a new lease of life. But the reality, challenges, problems and solutions will never be the same again.

The true extent of the economic, financial and social effects of the Financial Adjustment Programme and the crisis in Portugal will only be known and fully measurable as the years go by.

In times as troubled and challenging as these, opportunities to make a difference and build new, fairer, more balanced paradigms can be the *raison d'être* and the reason why an institution like Caixa Geral de Depósitos comes to the fore.

Caixa Geral de Depósitos is restricted by the guidelines set out in the agreement signed by the Portuguese government, International Monetary Fund, European Commission and European Central Bank. Even so, as the “Portuguese people’s bank”, in 2013 it continued to play the decisive role that companies, households and society as a whole expect from such a key institution.

In a context of obvious economic, social and even psychological fragility, our “there’s a bank that’s helping to turn the country around” campaign reflected our strategic will to encourage others, especially individuals and SMEs not to give up, to keep going, to believe in their dreams in the knowledge that they can always count on Caixa.

This humanistic vision not only increased trust and confidence but also, from a business point of view, it allowed Caixa Geral de Depósitos to achieve ambitious goals.

The CGD Group’s Strategic Plan for 2011-2013 was designed to meet the two main challenges posed by the above programme and the new economic and financial circumstances: i) to protect and strengthen the Group’s financial health, especially with regard to solvency, liquidity and profitability and ii) to focus on the banking business in order to ensure the sustainability and competitiveness of the organisation and its business model.

The CGD Group therefore pursued its strategy of focusing on its core business and reducing exposure to other activities. 2013 witnessed changes in the Group’s structure and composition due, for example, to the divestment of its health branch and privatisation of its insurance area.

At the end of the year, our commercial network consisted of 1,277 branches in Portugal and abroad. The number of branches in Portugal fell by 43 to 805 and, as a sign of the times and macroeconomic expansion in emerging countries, nine new units were added to our foreign network to a total of 472. Eight were opened in Angola and Macau.

The values that identify our brand – precision, transparency, security, integrity and respect – derive from our organisational model and the persistence at the highest level of commitments that reconcile a vision of responsible banking with promotion of the future.

Full implementation of an integrated corporate strategy, which was one of the greatest challenges in 2011-2013, will strengthen our organisational culture as a whole and, even more important, achievement of unquestionable efficiency and leadership. As in previous editions, proof of this common trajectory and shared good practices is set out in this Sustainability Report by our affiliated banks in Brazil and Cape Verde, as part of our Corporate Sustainability Programme.

Our Corporate Sustainability Programme is of vital importance to Caixa Geral de Depósitos and is based on cost-effective, financially viable, socially fair and environmentally correct positions and business areas. They embody CGD's sustainability strategy and enshrine a variety of voluntary commitments that go far beyond legal or compliance obligations. They are organised on the basis of the principles set out in our sustainability policy: Responsible banking, promotion of the future, protection of the environment, human asset management and community engagement.

This annual edition of our Sustainability Report provides in-depth information on the milestones reached by CGD and other CGD Group members on this comprehensive journey towards the millennium goals.

Of all the themes, initiatives and achievements that marked 2013 as part of our Corporate Sustainability Programme, the following were the most important: subscription of the 10 United Nations Global Compact Principles, implementation of an ISO 14001 environmental management system, introduction of the management model set out in the Code of Conduct and strict compliance with international anti-corruption and money-laundering rules, including publication of the institution's sanction policy statement on the cgd website.

Extremely important changes were also made in the CGD Group's risk management. This included: risk governance in line with best European practices, prevention of the default risk, inclusion of social and environmental criteria in risk analysis and risk management in the supply chain.

There is a lot to say about what we achieved in the social component, human capital, community engagement and valuation of the principles of citizenship and it has all been described in the pages below.

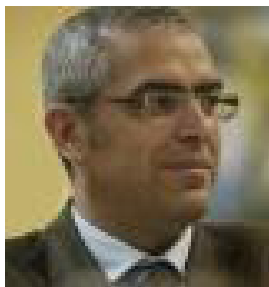
The support given by Caixa Geral de Depósitos to culture, the arts, the knowledge society, innovation and new technologies, promotion of financial literacy and volunteering in order to raise the awareness of children and young people of the importance of sustainable development and a future for everyone, built by everyone in a pluralistic, multifaceted, dialogue represent an added responsibility that we hope will last and of which we wish to be worthy. We are all important to the future that we want.



José de Matos

Chairman of the Executive Committee

Statement by the Chairman of the Board of Directors of Banco Interatlântico



Banco Interatlântico is aware of its social and environmental responsibility and has always embraced social causes and encouraged good practices at different levels. In 2013 it continued its social responsibility policy and supported several initiatives organised by public and private institutions, churches, associations and NGOs in the areas of sports, culture, education, health and local authorities.

In order to reinforce its corporate image, BI participated in important events, especially those involving the Cape Verdean diaspora.

Sponsorship of the following events was particularly important as they also gathered contributions from the emigrant community for constant improvement of our range of products and quality of service. They were as follows: – Project to set up a community integration office promoted by Associação Caboverdiana Cretcheu in Almada, which opened in May 2013 and has different units to meet integration and social inclusion needs – International Meeting of the Cape Verdean Diaspora Association Movement in May 2013 organised by Associação Caboverdiana de Lisboa, entitled “Cape Verdean Diaspora Association Movement: What challenges, what leadership, what future?”

Considerable support was given to promoting and valuing Cape Verdean culture and we sponsored a number of cultural activities, especially in the area of music.

Where financial literacy is concerned, BI has undertaken some initiatives, which are described on the bank’s website www.bi.cv and on its Facebook page <https://www.facebook.com/Interatlantico>. The contents include publications by Banco de Cabo Verde (Financial Education series, Payment Systems series and Consumer series), BI leaflets on matters of interest to bank customers, such as good financial practices, focusing particularly on cheques, cards, FAQ and the bank’s social responsibility, among others.

Banco Interatlântico’s values are good corporate citizenship, respect for ethics, laws and customs and social responsibility. It endeavours to assert itself as a bank that provides a high-quality, important, responsible overall financial service with high ethical standards for the country’s economic development and greater competitiveness, capability, innovation and employee satisfaction.

Interatlântico includes social and environmental concerns in its credit risk analysis. It has an internal awareness programme in place and has standardised social and environmental risk analyses in its lending operations.

As a bank belonging to a leading financial group in Cape Verde, Banco Interatlântico has sought development while maintaining a balance between profitability, growth and financial solidity within the framework of prudent risk management and harmony with our milieu.

A handwritten signature in blue ink, appearing to read 'Jorge Alves'.

Jorge Fernando Gonçalves Alves

Chairman of the Board of Directors and the Executive Committee

Statement from the Chairman of the Board of Directors and Executive Committee of Banco Comercial do Atlântico



Aware of the three dimensions of sustainability, the Board of Directors at BCA has been pursuing a strategy focusing on the BCA's economic and financial sustainability, which is the pillar of the other two dimensions, society and the environment, which go hand in hand with it.

The economic dimension of sustainability is based more and more on market segmentation and the design of products and services to secure our market share for loans and deposits by meeting our customers' needs and on quality of service, which entails expanding our network of branches, ATMs and POS, which are essential in ensuring customer loyalty. When promoting the economic dimension of sustainability, BCA sets great store by gains in operating efficiency.

Regarding environmental sustainability, in which BCA has been a pioneer, in 2013 our bank received two awards at the Green Project Awards Gala. One was in the Sustainable Tourism and Agriculture category for a project to recover the coastline at Praia de Mar de Baixo in Tarrafal de Santiago and the other was in the Natural Resources Management and Conservation category for a project to preserve Parque Natural de Serra Malagueta in Santa Catarina. Our strategy of supporting the Cape Verde sea turtle protection campaign showed very encouraging results between 2008 and 2013. There was a substantial rise in the number of nests, a reduction in the capture of turtles and an increase in the area of monitored beaches. Also where environmental sustainability was concerned, BCA is currently studying and implementing a renewable energy and energy efficiency project at its facilities so that it can continue to be regarded as a responsible institution committed to promoting a more environmentally friendly society in Cape Verde.

Where social sustainability is concerned, BCA is dually active. Internally, we ensure that our bank is an institution for which our employees are proud to work and externally we sponsor social aid, cultural, sporting, training and educational events.

Our commitment to the full development of Cape Verde is only possible because it has been made by everyone who works for BCA and we have teams dedicated to supporting and promoting environmental and social sustainability initiatives.

A handwritten signature in dark ink, appearing to read 'António de Castro Guerra'.

António de Castro Guerra

Chairman of the Board of Directors and Executive Committee of BCA

Statement from the CEO of Banco Caixa Geral Brasil



Working for economic, social and environmental sustainability makes us more competitive and reasserts our respect and responsibility for future generations.

In a completely interconnected world, the road to sustainable development is a one-way ticket for businesses. It's on people's agenda and that's where it's going to stay.

New markets, new demands and new business models are constantly appearing and encouraging us to permanently rethink our relationship with the public.

Being sustainable is not just being 'green' or thinking about environmental protection. It's much more than this. It involves practices and actions that are lasting and replicable. It's considering all the economic, environmental and social aspects of business relations. It's recognising the role that companies play in the construction of society.

Contributing to the progress and development of society is therefore a direction that is totally in favour of sustainable prosperity.

Banco Caixa Geral – Brasil (BCG-Brasil) has been operating in the Brazilian market for five years and is aware of its responsibility to society. It continues to support projects that foster sustainability and a more caring society, in line with the premises of its matrix – Caixa Geral de Depósitos.

At Banco Caixa Geral – Brasil we believe that sustainability is being open to a conscious future.

A handwritten signature in blue ink, reading 'Henrique Cabral Menezes', on a light green rectangular background.

Henrique Cabral Menezes
CEO of BCG-Brasil

Key indicators

CGD's performance*

ECONOMIC PERFORMANCE	2011	2012	2013
Operating income (EUR million)	1892	1685	1034
Core Tier 1 (Banco de Portugal) %	9.5	11.6	11.7
Core Tier 1 (EBA)	n/a	9.4	9.4
Tier 1 (Banco de Portugal) %	9.0	11.2	11.3
Solvency ratio (Banco de Portugal) %	11.6	13.6	13.3
Customer deposits – market share (Portugal) %	27.6	28.1	27.6
Customer loans – market share (Portugal) %	20.9	21.3	21.6

THE GROUP'S RATING	CGD			Portugal		
	Short term	Long term	Date	Short term	Long term	Date
Standard & Poor's	B	BB-	Jan-14	B	BB	Jan-14
FitchRatings	B	BB+	Jul-13	B	BB+	Oct-2013
Moody's	N/P	Ba3	Dez-13	N/P	Ba3	Nov-13
DBRS	R-2 (mid)	BBB (low)	June-13	R-2 (mid)	BBB (low)	Dec-13

SOCIAL PERFORMANCE	2011	2012	2013
No. of employees	10465	10392	9892
Average hours of training per employee	29.4	36.3	42.8
No. of internships	302	287	323
Investment in the community (EUR thousand)	15,846	5747**	14,467
- No. Saldo Positivo visitors	266,830	454.732	676,826

ENVIRONMENTAL PERFORMANCE	2011	2012	2013
Fuel consumption (GJ)	1385	1,653	1559
Electricity consumption (GJ)	322,101	299,624	291,643
Water consumption (m3)	193,059	175,877	164,287
Paper envelope consumption (t)	250	298	168
Total waste production (t)	835	1007	766
Cost of energy and water per employee (EUR thousand/FTE)	1.52	1.75	1.67

* Economic performance– figures on the CGD Group's consolidated business, with the exception of operating income, which refers to CGD's individual activity.

** Not including investment in improving knowledge

Main events

"Caixa Geral de Depósitos is the key brand in the Portuguese financial market. It is the perfect example of a modern financial group prepared to meet the needs and expectations of millions of customers in 24 markets.

In 2013 CGD was voted the best known bank brand by Portuguese consumers and also as: Important to society, trustworthy, sound, prestigious, exemplary and socially and environmentally responsible.

CGD is the brand that most supports strategic sectors of the economy, culture and sustainability."

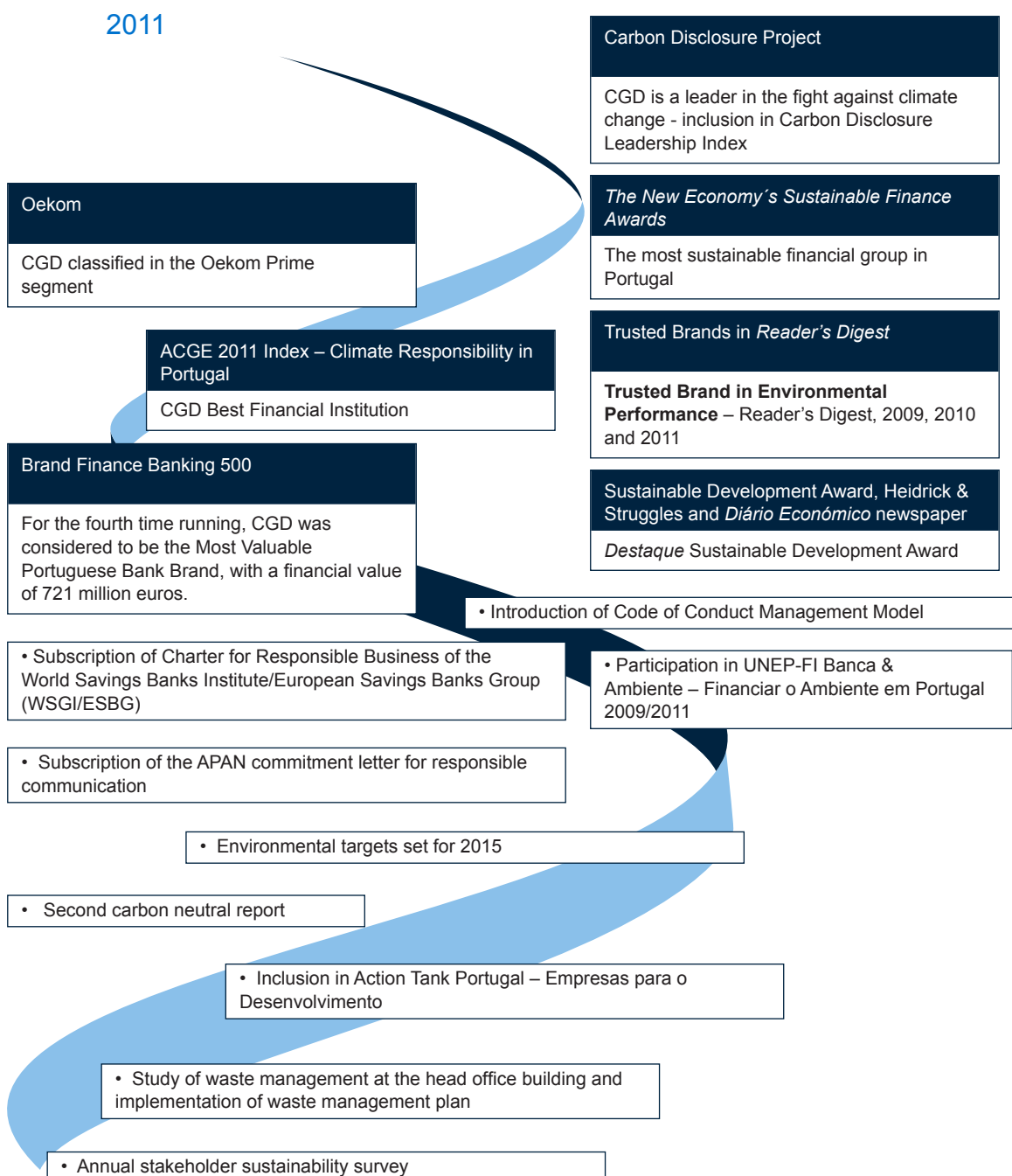
Source: Brandscore – Brand Barometer – 2013

Important issue:

Brand and reputation management

According to 65% of the stakeholders surveyed, sustainable development must be important to CGD, given the influence it has on the bank's image and reputation.

MAIN SUSTAINABILITY MILESTONES 2011-2013



2012

Carbon Disclosure Project

Top rating (A) for performance and inclusion in the Carbon Performance Leadership Index

The New Economy's Sustainable Finance Awards

CGD was voted the Most Sustainable Bank in Portugal

Trusted Brand in Cape Verde

Banco Comercial Atlântico was voted the Trusted Bank of the Cape Verdeans with the Trusted Brand seal for the third time running

Oekom

Prime rating in the Oekom rankings

Trusted Brands in Reader's Digest

CGD was re-elected Trusted Brand in Portugal in the Reader's Digest Trusted Brand study for the 12th time.

Euromoney

Caixa Banco de Investimento (Caixa BI) Best Investment Bank in Portugal - and similar distinctions from the prestigious magazines *Global Finance*, *World Finance* and *EMEA Finance*

Brand Finance Banking 500

For the fifth time running, CGD was considered the Most Valuable Portuguese Bank Brand in Portugal, with a value of 381 million euros.

Marcas que Marcam

Winner in the Banks and Credit and Debit Cards categories - Marcas que Marcam - QSP-Consultoria de Marketing and *Diário Económico* newspaper

SuperBrands

Voted a Brand of Excellence for the fifth time running – SuperBrands

- Formalisation of product and service policy

- CGD joined the European Commission's Committee of experts for social business

- Participation in Banca & Ambiente – UNEP-FI questionnaire on environmental risks adapted for local authorities

Annual Internal Safety and Security Report

Distinction from the Ministry of Home Affairs for the second year running for drills organised by CGD

- Start of minimum banking services

- Extension of sustainability reporting to banks in Cape Verde and Brazil

- Third GHG Emissions Offset Report

- Extension of scope of offset of GHG emissions to Fundação CGD Culturgest Porto and emissions from treatment of waste produced at the head office building

- Participation in the APB Financial Education Working Group

- Pilot project of Young VolunTeam Programme

- Introduction of Saldo Positivo Empresas

2013

Carbon Disclosure Project

Top performance rating (A) in Carbon Disclosure Project and good positions in the Climate Disclosure Leadership Index (CDLI) and Climate Performance Leadership Index (CPLI)

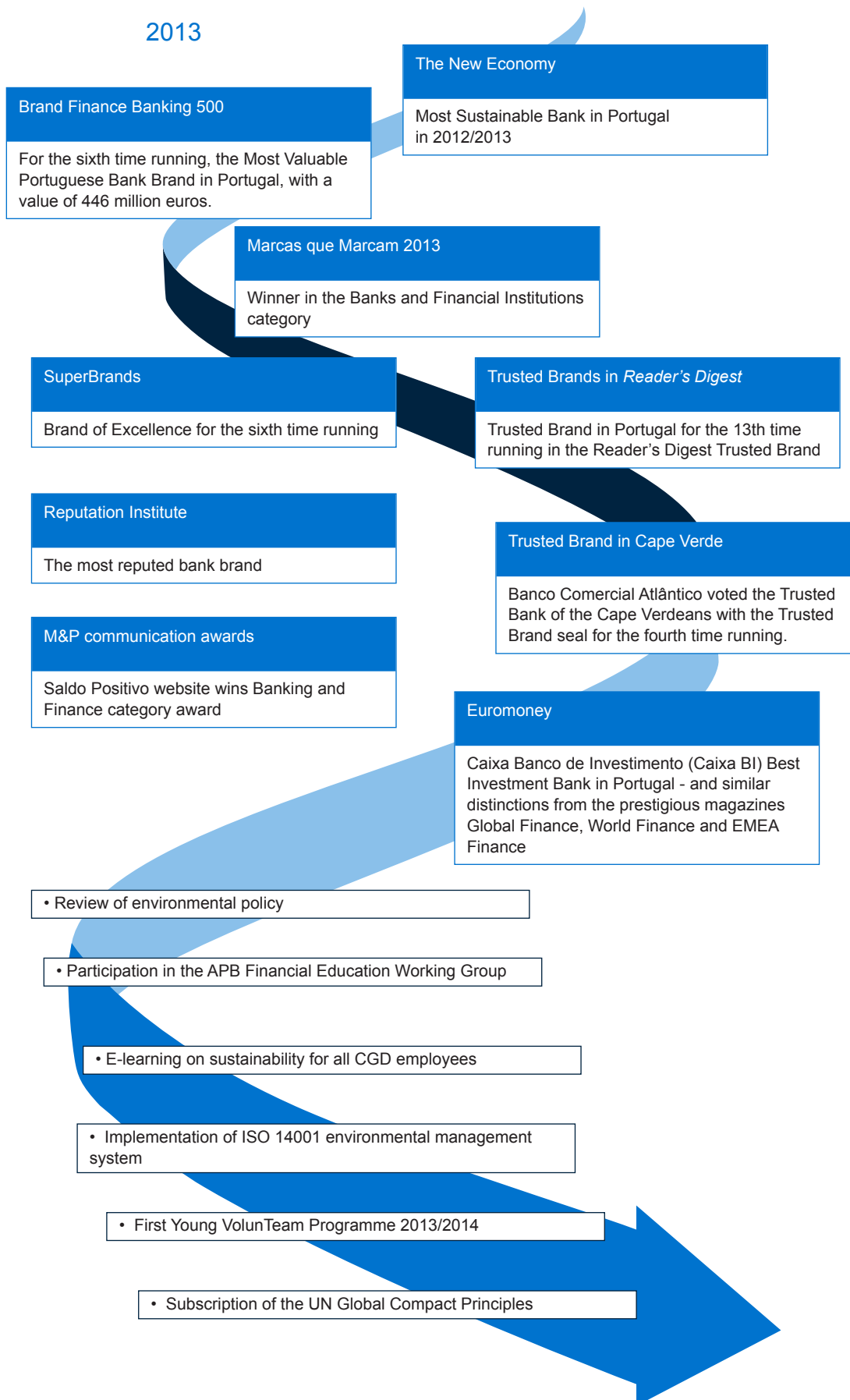
Sustainable Development Award 2012/2013

Sector award in the general rankings of the fifth awards from Heidrick & Struggles and *Diário Económico*

Oekom

Best in class in the international financial sector - Prime rating

2013



1. Corporate profile



CGD is guided by a business strategy including some aspects with threefold benefits for the development of the economy, protection of the environment and investment in the community. As CGD considers sustainable development a permanent challenge in its activity, its Corporate Sustainability Programme makes one of the most important contributions to the Bank's brand image and reputation. CGD has therefore been fostering cohesion between the Group's different companies by sharing good practices. The CGD Group's international platform has been a very important factor in assisting the development of companies' businesses. As a result CGD has become a driving force behind exports and foreign investment.

1.1 Organisational identity

Caixa Geral de Depósitos was founded in 1876. It is the country's largest financial group and operates in different business areas. Retail banking operations are the responsibility of CGD, which has a distribution network of branches and Caixa Empresas (Caixa Company) offices in Portugal and offers a variety of financial products and services for households, companies and institutions.

MISSION

The CGD Group's mission is to cement its position as a structural factor in the Portuguese financial system that can be distinguished owing to the high importance and responsibility of its contribution to:

- Economic development
- Greater competitiveness, capacity for innovation and international expansion of Portuguese companies
- The stability and soundness of the national financial system

As a market leader, it seeks balanced performance between profitability, growth and financial soundness, within a framework of prudent risk management.

THE ORGANISATION'S VALUES



* The CGD Group therefore pursued its strategy of focusing on its core business and reducing exposure to other activities and sectors. 2013 witnessed changes in the Group's structure and composition due, for example, to completion of the sale by Caixa Seguros e Saúde, SGPS, SA of HPP – Hospitais Privados de Portugal, SGPS, SA to the Brazilian group Amil and privatisation of its insurance area.

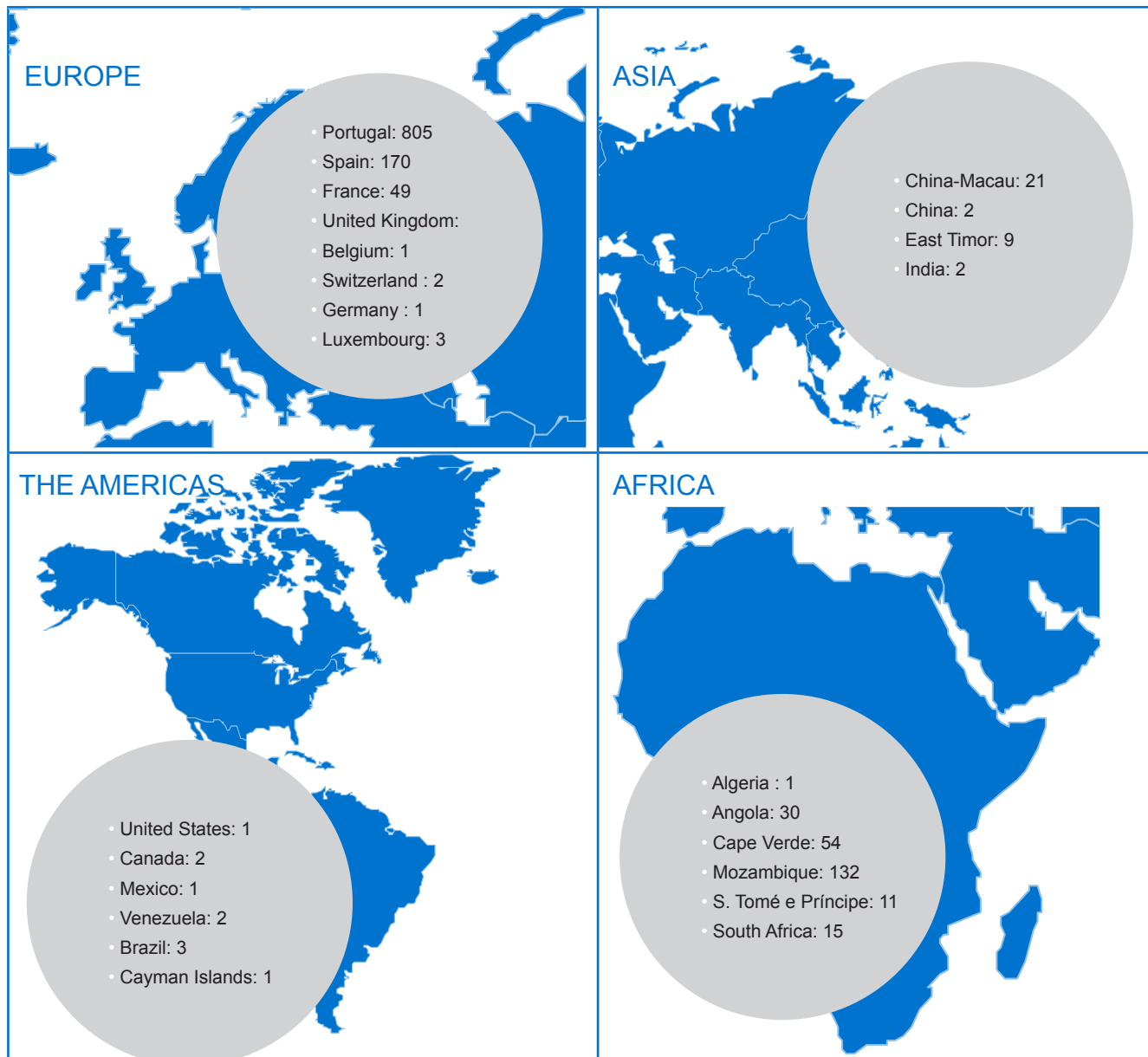
COMMERCIAL NETWORK

At the end of 2013, the CGD Group's commercial network totalled 1,277 branches, 805 in Portugal and 472 abroad. There was a reduction of 43 CGD branches in Portugal and at the end of the year there were 737 branches, 38 automated branches and 29 business offices.

Nine new units were set up in our foreign branch network: Bancos Comercial e de Investimentos Mozambique (1) and Banco Caixa Geral Totta de Angola (4) and Banco Nacional Ultramarino Macao (4), which are continuing to expand with four new units each.

THE CGD GROUP IN THE WORLD

(number of units in the commercial network)



* The figures in the chart include insurance and other agencies.

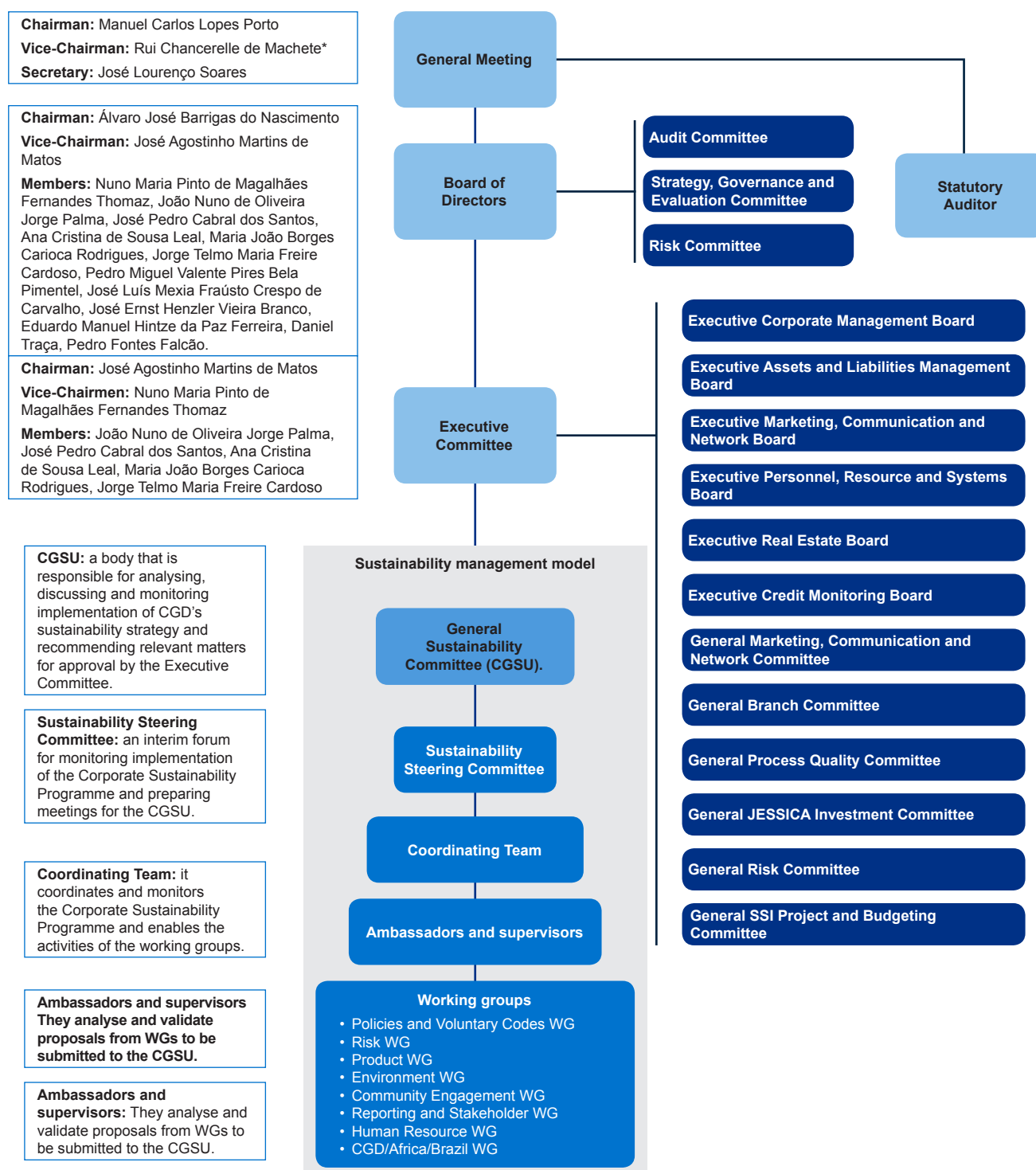
1.2 Governance model

Important issue:

Governance model

The CGD governance model, which separates management and supervision, consists of the Board of Directors, which delegates the everyday running of CGD and the Group to the Executive Committee, the Audit Committee and the Statutory Auditor.

CORPORATE BODIES – 2013-2015



* The former vice-chairman of the general meeting, Rui Manuel Parente Chancerelle de Machete, resigned with effect on 24 July 2013, when he took office as Minister of State and Foreign Affairs. He has not been replaced.

The executive boards are deliberative bodies that examine and decide on proposals for the implementation of the business strategy, support resources and overall personnel policy. The general committees answer to the Executive Committee and have no deliberative powers. They constitute special forums for discussion and assistance in decision making and normally submit recommendations.

The sustainability management model applies to the entire organisation and involves most of the corporate bodies and joint ventures in pursuit of the Corporate Sustainability Programme, along with some Group companies and subsidiary banks – Caixa Banco de Investimento, Caixa Gestão de Ativos, Fundação Caixa Geral de Depósitos – Culturgest, Banco Interatlântico, Banco Comercial do Atlântico and Banco Caixa Geral Brasil.

1.3 Corporate strategy

THE CGD GROUP STRATEGIC PLAN

CGD pursued its activities in accordance with the guidelines set out for 2011-2013, under the Economic Adjustment Programme entered into by the Portuguese Government, International Monetary Fund, European Commission and European Central Bank, which has restricted CGD's business since 2011.

The CGD Group's Strategic Plan for **2011-2013** is based on **two key challenges**:

Challenge 1

To protect and foster the CGD Group's financial health (solvency and profitability) in response to the needs generated by the new economic and financial sector framework

Designed to respond to the needs of the new circumstances in the economy and the financial sector in more adverse scenarios, thereby strengthening the Group's performance

Challenge 2

To transform CGD by focusing on the banking business in order to ensure the Group's sustainability and competitiveness as an organisation and in its business model

Designed to prepare and ensure CGD's sustainability and competitiveness as an organisation and in its business model in the new paradigm of the banking sector, by transforming the bank's current business model in Portugal and integrating its products and services with the international network

Implementation of the strategy was conditioned by capital needs arising from the European Banking Authority's rules and the need for a plan for restructuring CGD that would demonstrate its medium and long-term sustainability and its ability to repay the state. This plan reinforced the strategy, especially in terms of:

- Concentration of the business in retail banking
- Deleveraging of non-core assets
- Greater operating efficiency in domestic activity thanks to cost reductions, optimisation of the number of branches and renegotiation of outsourced services
- Restructuring of our operation in Spain

CORPORATE SUSTAINABILITY PROGRAMME

CGD continued to implement its Corporate Sustainability Programme in 2013, based on economic, environmental and social areas of action. This programme embodies CGD's sustainability strategy in line with that of the CGD Group. It provides for fulfilment of a number of voluntary commitments that go beyond CGD's legal and compliance obligations. These commitments are divided in accordance with the facets of its sustainability policy: Responsible banking, promotion of the future, protection of the environment, human asset management and community engagement. Fulfilment status is indicated at the start of each chapter.

Important issue:

Sustainability strategy and commitments

100% of the stakeholders surveyed considered CGD's sustainable development very important or important.

1.4 Economic performance

In 2013, the European Commission approved the CGD restructuring plan submitted by the Portuguese government as part of its recapitalisation process. Recapitalisation was one of the new regulatory requirements imposed by the European Banking Authority (EBA) and resulted from the need for 1.65 billion euros in additional capital (a 750 million increase in share capital and 900 million in Core Tier 1 capital instruments), which was subscribed by the state, as a shareholder, in June 2012 and considered by the European Commission to be state aid. CGD's approved restructuring plan ensures the institution's focus on supporting companies and private customers in Portugal.

Important issue:

Economic performance

95% of the stakeholders surveyed considered that CGD was important to the financial sector because of its soundness, reliability and integrity.

SHARING OF VALUE BY STAKEHOLDERS BY COUNTRY IN 2013

(EUR thousands)

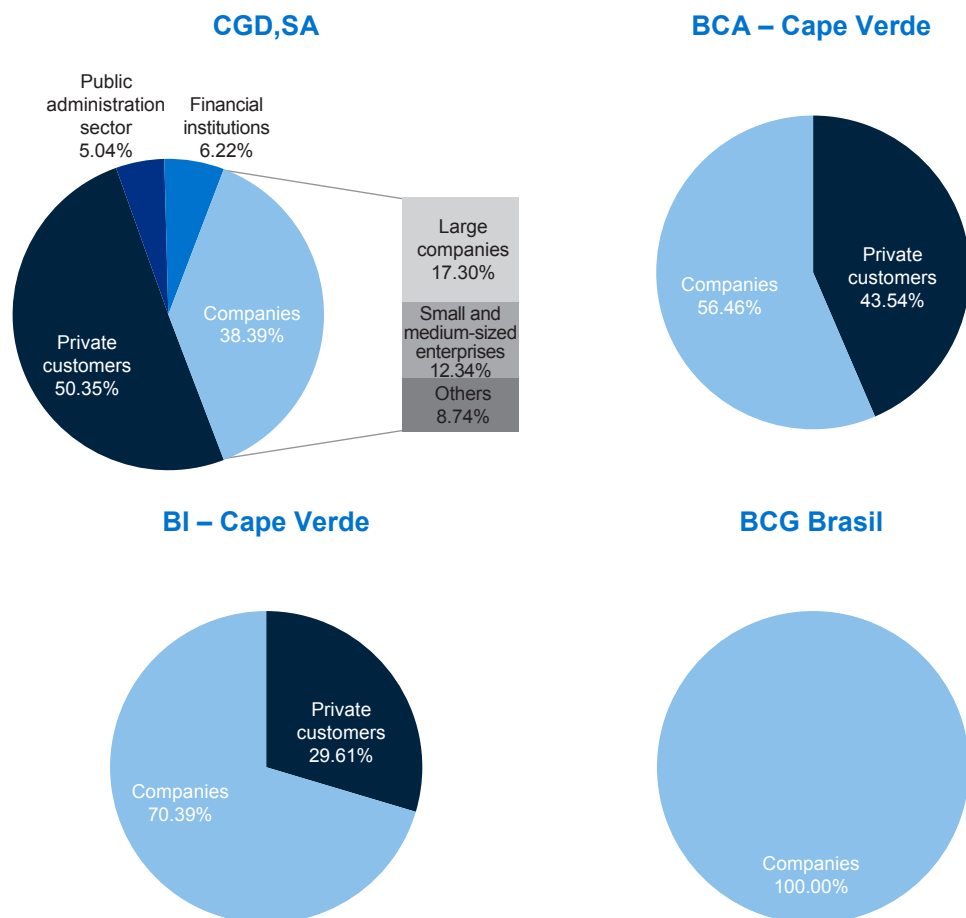
Economic value generated	Economic value distributed				Economic value accumulated
Customers Net interest income	Shareholder – capital ombudsmen				
	CGD, SA	BI	BCA	BCG Brasil	
CGD, SA – Portugal	0	0	0	0	CGD, SA – Portugal
• 1,034,062					• 104,840
	Governance				
	CGD, SA	BI	BCA	BCG Brasil	
BI – Cape Verde	33,510	61.6	0	1,005	BI – Cape Verde
• 7,242					• 2,265
	Suppliers				
	CGD, SA	BI	BCA	BCG Brasil	
BCA – Cape Verde	360,209	2,863	6,562	15,054	BCA – Cape Verde
• 23,867					• 608
	Employees				
	CGD, SA	BI	BCA	BCG Brasil	
BCG – Brasil	532,457	1,967	8,922	9,072	BCG – Brasil
• 15,903					• 761.7
	Community				
	CGD, SA	BI	BCA	BCG Brasil	
	3,044	84.9	2,303	10.4	

The CGD Group recorded a consolidated net profit of 575.8 million euros in 2013, as opposed to a 394.7 loss in 2012. These results continued to be penalised by the reduction in financial margin, fragile economic activity in Portugal and the high cost of provisions and impairments. In terms of individual business activity, CGD, SA recorded a net loss of 1.0905

billion euros, mostly due to the unfavourable performance of the financial margin, high costs of provisions and increases in structural costs (associated with extraordinary effects).

LOANS GRANTED BY TYPE OF CUSTOMER AND LOCATION 2013

(%)



LOANS GRANTED BY SECTOR AND LOCATION

(EUR thousands)

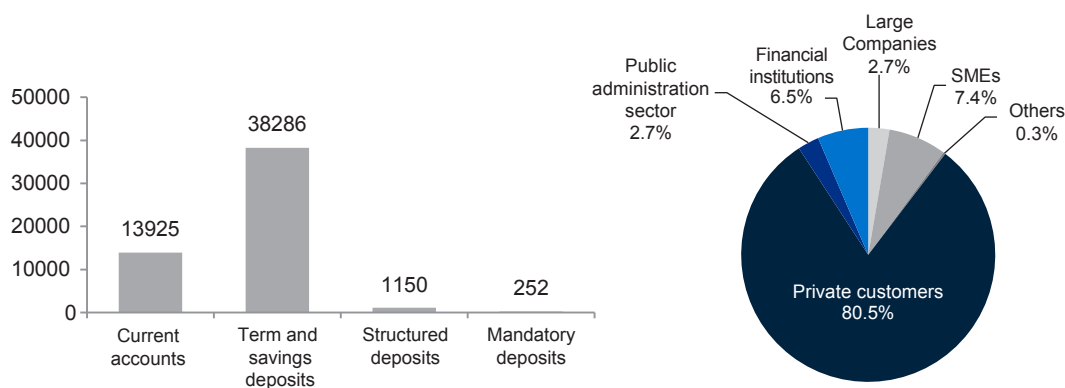
	CGD,SA	BCA Cape Verde	BI Cape Verde	BCG Brasil
Agriculture, stockbreeding, hunting, forestry and fishery	388,876	600	49	0
Extractive industries	68,716	380	36	0
Manufacturing industries	3,077,890	14,368	5,111	34,201
Production and distribution of electricity, water and gas	1,318,938	30,937	3,224	30,683
Construction	4,800,196	28,405	13,144	49,053
Wholesale/retail trade, motor repairs, personal and domestic goods	2,029,248	25,402	5,506	3,264
Hospitality and restaurant industry	701,750	9,905	12,619	0
Transport, storage and communications	1,868,787	18,851	9,929	26,083
Financial activities	7,079,617	8	48	0
Real estate activities	2,521,049	9,349	15,452	0
Other activities	2,924,678	15,406	16,511	0
Public administration, defence and social security	2,709,685	58,569	0	0

Education	157,840	34	1,155	3,335
Health and social security	441,229	2,796	1,698	0
Other communal, social and personal activities and services	1,256,053	26,760	15,644	27,306
Households with domestic staff	102	18	147	0
International bodies and other extraterritorial organisations	26	282	0	0
Total companies	31,344,506	242,071	100,235	173,925
Housing	31,277,102	143,979	26,085	0
Other private purposes	1,359,374	42,681	16,089	0
Total private customers	32,636,476	186,660	42,174	0
TOTAL	63,980,982	428,731	142,409	173,925

DEPOSITS BY TYPE OF CUSTOMER AND LOCATION 2013

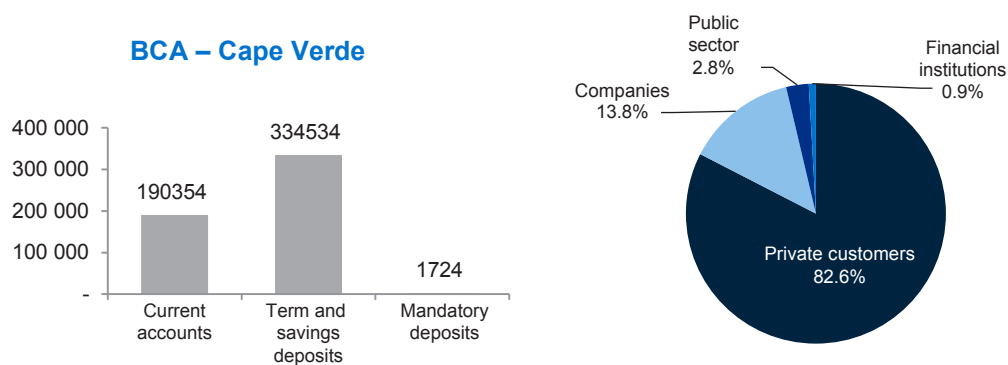
(EUR millions; %)

CGD, S.A.*

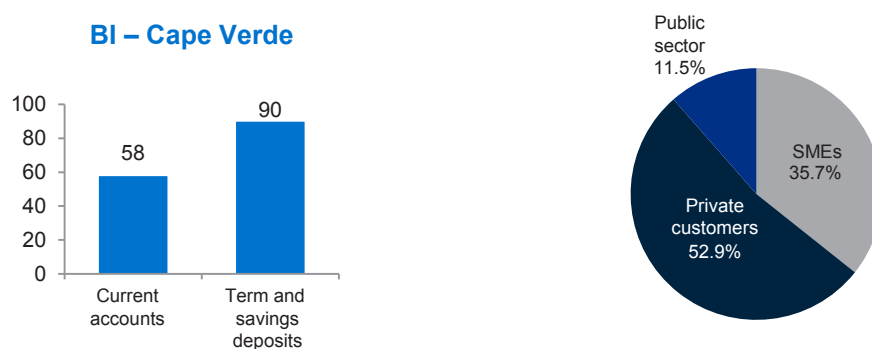


*The information on deposits refers to domestic activity.

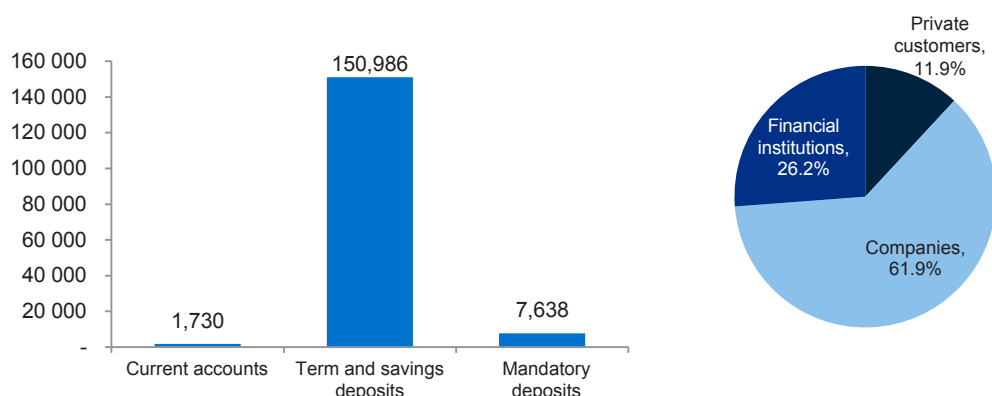
BCA – Cape Verde



BI – Cape Verde



BCG Brasil



1.5 Dialogue with stakeholders

CGD commitments Responsible banking

Commitment	Goal	Status
Guarantee the implementation of our stakeholder engagement strategy	Periodically consult stakeholders on their expectations and sustainability priorities 2010-ongoing	<input checked="" type="checkbox"/>
Promote sustainable development Use all CGD's communication channels to promote sustainable development	Guarantee communication on sustainability on cgd. pt in Portuguese and English 2010-ongoing	<input checked="" type="checkbox"/>

☒ Done
 ☒ Not done
 ☐ In progress
 ☐ New commitment

CGD believes that ongoing dialogue with its stakeholder is essential to the sustainable development of its business. In 2013, CGD maintained its different direct channels to ensure ongoing dialogue and effective engagement with the different groups of stakeholders.

Important issue:

Systematic dialogue with stakeholders

85% of the stakeholders surveyed said that their engagement with CGD was good or very good.

CHANNELS FOR DIALOGUE WITH STAKEHOLDERS

Stakeholder group	Forms of relationship	Frequency
Shareholder / state	General Meeting	Annual
	Reporting	Quarterly
	Sustainability survey	Annual
Customers Private customers	Satisfaction surveys	Six-monthly
	Cx magazine	Quarterly
	CGD website	Ongoing
	Micro-site residents abroad	Ongoing
	Vantagens Caixa portal	Ongoing
	Social media	Ongoing
	Espaço Cliente (Customer Area) – suggestion and complaint service	Ongoing
	Commercial network	Ongoing
	Communication campaigns	Whenever opportune
	Sustainability survey	Annual

Corporate customers	Satisfaction surveys	Six-monthly
	Caixa Empresas magazine	Bimonthly
	Cx magazine	Quarterly
	CGD website	Ongoing
	Vantagens Caixa portal	Ongoing
	Social media	Ongoing
	Sustainability survey	Annual
Regulators	Specific instructions from regulators	Ongoing
	Clarification requests	Ongoing
	Participation in working groups	Ongoing
	On-site supervision	Ongoing
	Public consultations	Ongoing
	Reports	Ongoing
	Sustainability survey	Annual
Suppliers	Periodic meetings and contacts	Four-monthly
	Sustainability survey	Annual
Employees	Workers' Committee	Monthly
	Intranet	Ongoing
	Caixapessoal portal	Ongoing
	Caixa Notícias Newsletter	Monthly
	Training courses	Whenever opportune
	Performance evaluation	Annual
	Organisational climate surveys	Whenever opportune
	Sustainability survey	Annual
	Caixa de Ideias (Ideas) competition	Annual
	Nós Caixa (in-house magazine)	Quarterly
	Nós Caixa micro-site	Ongoing
	Cx magazine	Quarterly
	In-house publications (brochures, guides, manuals, leaflets and posters)	Whenever opportune
Community	Fundação CGD Culturgest	Ongoing
	Agreements with higher education establishments	Annual
	Sustainability survey	Annual

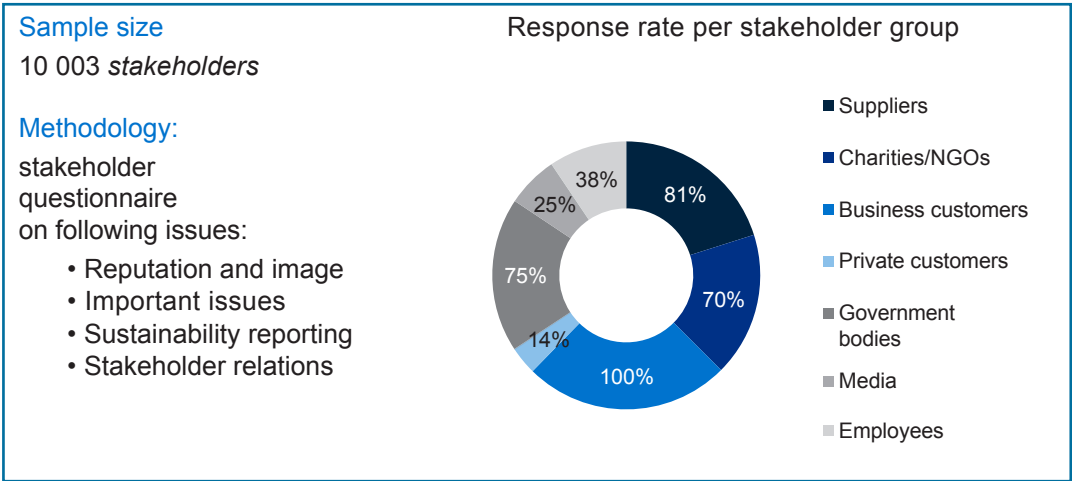
LISTENING TO STAKEHOLDERS

At the end of 2013, CGD began its yearly process of listening to stakeholders on sustainability matters. CGD regards this process as necessary in taking on board society's expectations, which change over time, so that the bank can align its action with them.

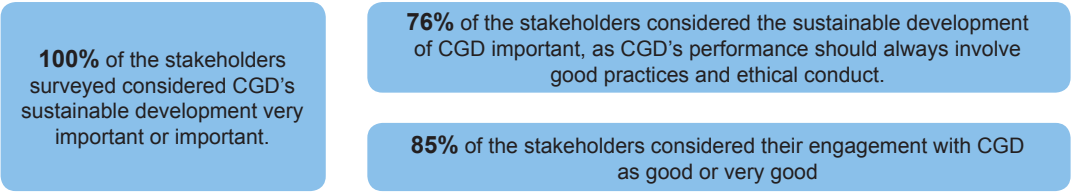
The aims of this sustainability survey were:

- To identify stakeholders' expectations with regard to sustainability
- To assess their perception of CGD and its ability to respond to important issues
- To measure the suitability of its communication channels
- To identify opportunities to improve its economic, environmental and social performance
- To measure the quality of the last report as perceived by the stakeholders and obtain information for inclusion in this report.

MAIN RESULTS OF LISTENING TO STAKEHOLDERS



Main results



Overall, the stakeholders surveyed considered the five most important issues to be economic: quality of service and customer satisfaction, safety and security of customers and their financial assets, anti-corruption and money-laundering practices; risk management and clarity of customer information on products and services. Employees also identified support products for SMEs, institutional customers and society's new challenges. For further information on material issues, please see the materiality matrix in the section About this Report.

The report includes more results of surveys on the issues in question. The information gathered in the survey is processed and incorporated in management by the competent departments and also taken on board by the bodies responsible for implementing the sustainability programme, with a view to ongoing improvement in CGD's performance in this area.

2. Sustainability in the business





Ethics management in business has been of growing importance and is an essential tool in decision-making. The CGD Code of Ethics is particularly important. CGD undertakes organisational ethics initiatives aimed at reinforcing a culture based on ethical principles and compliance with the law, regulations and good practices. Regarding ethics and responsibility in its activity, CGD subscribes to codes and promotes initiatives aimed at compliance with principles that are relevant to its economic, environmental and social performance.

CGD commitments: Responsible banking

Commitment	Goal	Status
To include sustainability in the CGD governance model	Subscribe to the United Nations Global Compact principles 2013 – ongoing	<input checked="" type="checkbox"/>
To ensure implementation of the Code of Conduct management model	Implement a three-year ethics and code of conduct training plan: Provide employees with knowledge and skills on business ethics and codes of conduct 2012-2014	<input checked="" type="checkbox"/>
Ensure process quality and certification	Implement and certify a quality management system for key business processes 2010 - ongoing	<input checked="" type="checkbox"/>
Promote sustainability in the supplier chain	Gradually include environmental and social criteria in management of suppliers 2011 - ongoing	<input checked="" type="checkbox"/>

CGD commitments Promotion of the future

Commitment	Goal	Status
Develop environmentally and socially responsible products and services	Create new financial products and services or include an environmental and/or social component in existing products and services to produce direct environmental and social benefits and/or minimise negative environmental and social impacts 2009 - ongoing	<input checked="" type="checkbox"/>
Incorporate environmental and social aspects in company credit risk assessment	Use environmental and social criteria in the assessment of credit risks and project finance 2010 - ongoing	<input checked="" type="checkbox"/>

☒ Done ☐ Not done  In progress  New commitment

2.1 Corporate ethics

CGD considers corporate ethics in business to be a key factor in its development. It benefits customer attraction and loyalty, satisfaction of internal and external stakeholders' expectations, the efficiency of processes and prudent risk management.

CODE OF CONDUCT MANAGEMENT MODEL

Ethics management in business has been of growing importance and is an essential tool in decision-making. Its Code of Ethics is particularly important.

CGD's Code of Conduct management model is designed to use a series of initiatives to implement, monitor and constantly improve CGD's Code of Conduct in its work.

It is also a tool for self-analysis of the Code of Conduct and focuses on assessing its targets' acceptance of it. It is a document that is present in CGD's and its employees' everyday activity. It is extremely important to assess its influence on business activity, identify possible room for improvement and propose solutions.

The code is available on the Intranet and CGD's website <https://www.cgd.pt/investor-relations/governo-sociedade/regulamentos/codigo-conduta/Pages/Codigo-Conduta-CGD-Introducao.aspx>

IN-HOUSE WHISTLEBLOWING SYSTEM

As set out in Article 34 of CGD's Code of Conduct, our in-house whistleblowing system (SCIPI) is yet another initiative in the code of conduct management model. This system can be used to report management acts performed on behalf of or under the control of CGD that violate laws, regulations or other rules in accountancy, internal and other audits, corruption and banking or financial crime.

The system has been in place since 2013 and complements CGD's other reporting mechanisms. It is voluntary and confidential as employees can choose to use it as an alternative to the usual communication channels because it protects the identity of the whistle-blower. These rules and regulations foster ethical behaviour and discourage the type of serious situation that might jeopardise CGD's credibility and financial health.

THREE-YEAR ETHICS AND CONDUCT TRAINING

The three-year ethics and Code of Conduct training plan for central departments began in 2012 and will close at the end of 2014. Its targets are employees in these departments and its main goals are:

- To recognise the importance of ethics to CGD's business
- To recognise employees' role in business ethics
- To pinpoint the main international recommendations and CGD's voluntary rules and commitments
- To identify the concept, goals, structure and provisions of the CGD Code of Conduct
- To propose solutions for ethical dilemmas in real situations.

Important issue:

Code of Conduct
76% of the stakeholders considered the sustainable development of CGD important, as its performance should always involve good practices and ethical conduct.

The training demonstrates the importance of the CGD Code of Conduct as a management tool for ethics at the institution, a guide on relations with different stakeholders and promoter of an organisational culture of compliance. The trainees showed considerable interest in the subjects discussed in class.

Completion of the training plan in 2013 resulted in:

32 sessions

**92 hours
of training**

497 trainees

SUBSCRIPTION OF CODES

Regarding ethics and responsibility in its activity, CGD subscribes to codes and promotes initiatives aimed at compliance with principles that are relevant to its economic, environmental and social performance. They include:

- Principles of Good Governance for Companies in the State Corporation Sector (Decree-Law 133/2013 of 3 October)
- The European Voluntary Code of Conduct on Pre-contractual Information on Home Loans
- The Code of Conduct of Instituto Civil da Autodisciplina da Publicidade (Civil Institute of Self-discipline in Advertising)
- United Nations Environment Programme — Finance Initiative
- Enterprise for Health — a European network of healthy companies, of which CGD is a founding member
- Charter for Responsible Business of the World Savings Banks Institute/European Savings Banks Group (WSGI/ESBG)
- Commitment Letter of Associação Portuguesa de Anunciantes (APAN – Portuguese Advertisers Association) on responsible communication.

COMPLIANCE WITH THE GLOBAL COMPACT PRINCIPLES

In 2013, CGD subscribed to the Global Compact Principles, thereby reinforcing its commitment to the CGD Corporate Sustainability Programme. This United Nations initiative proposes strategic policies for companies that commit to aligning their activity with 10 universally accepted principles in the areas of human rights, labour practices, environmental protection and anti-corruption. These principles stem from the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the United Nations Development Programme and the United Nations Environment Programme.

CGD SUBSCRIBES TO THE GLOBAL COMPACT PRINCIPLES

The CGD has signed a commitment with the United Nations Global Compact, the world's largest voluntary corporate responsibility initiative.

CGD has subscribed because of its commitment towards the ongoing implementation of the organisation's 10 principles.

By doing so, CGD now belongs to and actively works with its country's network and with the Global Compact networks in countries where there are operations with a relevant impact on society, the economy and the environment, thereby contributing to the development of local communities.

CGD also belongs to the UNICRI (the United Nations Interregional Crime and Justice Research Institute), Advisory Committee through its Prevention, Security and Business Continuity Office (GPS). CGD is a member of the technical coordination team of UNICRI Portugal, which subscribes to the UN Global Compact's Principles.

PREVENTING CORRUPTION AND MONEY LAUNDERING

As a socially responsible bank, CGD devotes particular attention to the prevention of money laundering and the funding of terrorism in order to preserve all its customers' integrity and trust.

This prevention entails strict compliance with the law, regulations, ethical and deontological rules and internationally accepted good practices.

CGD is obliged to abide by binding international economic sanctions imposed by international bodies such as the UN Security Council and the European Union.

CGD developed and implemented policies and procedures for complying with obligations arising from international economic sanctions. In 2013, a formal statement on CGD's sanctions policy was drafted and published in its website – <https://www.cgd.pt/Institucional/Compliance/Documents/Declaracao-sobre-a-Politica-de-Sancoes-da-CGD.pdf>.

In compliance with its legal obligations and standards of ethics, integrity and transparency, CGD has a corruption and money laundering prevention system that ensures compliance with the law and regulations, such as Law 25/2008 of 5 June.

Provision of IT tools for the prevention of money laundering and funding of terrorism is another constant concern at CGD. It has a number of apps, including monitoring accounts and customers, classification of customers' risk profile and a system for filtering out sanctioned customers and identifying politically exposed people.

All CGD employees are obliged to know and abide by laws and regulations applicable to their work and all the internal rules and procedures governing their activity. Specific training in different formats is available and is one of the cornerstones of the entire prevention system.

Important issue:

Preventing corruption and money laundering

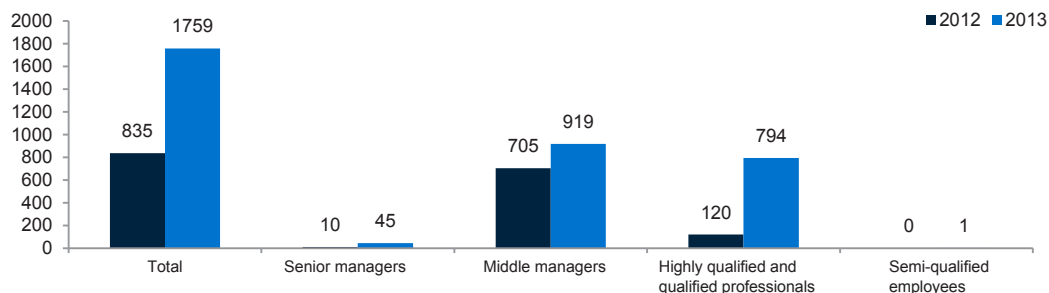
Training in prevention of money laundering and funding of terrorism - 2013

- 21 classroom training sessions
- 147 hours
- 426 account managers in the commercial network

ANTI-CORRUPTION TRAINING – CGD, SA 2013

(number of employees)

In 2013, 18% of employees at CGD, SA received anti-corruption training



ANTI-CORRUPTION Principle 10 –
Businesses should work against corruption in all its forms, including extortion and bribery.

Anti-corruption training - affiliate banks

4% of BCA employees, all specialists, received anti-corruption training during intake of new management staff. The BCA Code of Conduct enshrines the principles and rules of professional conduct that it follows and that bind the members of its corporate bodies, employees, interns, service providers and representatives on a permanent or temporary basis. The code enshrines the BCA's clear attitude of clearly rejecting all forms of corruption and has been circulated to all employees in service orders and on the company's intranet.

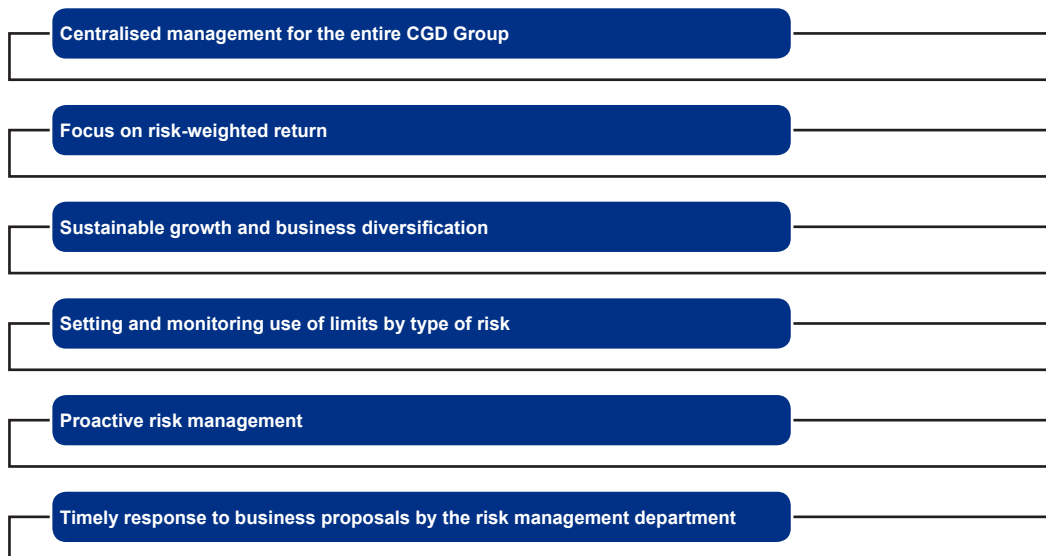
At BI, normal practice is to give the Manual of Conduct to new recruits on admission. It requires rejection of all forms of corruption. In 2013, 10% of employees in the bank employee category were informed of related procedures and 2% of them also received training on the subject.

At BCG Brasil, all employees have received training in anti-corruption practices and been informed of procedures in this area. Service providers have also been informed of the bank's practices.

2.2 Risk management

The CGD Group has a policy of proactive risk management in line with the sustained, diversified growth of the business. It has a conservative attitude consistent with an appropriate degree of aversion to risk in the products to which it is exposed, though it is committed to innovation and market monitoring.

CGD GROUP'S RISK MANAGEMENT PRINCIPLES



In 2013 risk management was altered at CGD Risk Governance level, in line with best risk management practices and growing regulatory requirements. A Risk Committee was set up. Pursuant to the recommendations in Article 76 of Directive 2013/36/EU of 26 June 2013, the Risk Committee is a non-executive supervisory body and advises the Board of Directors on the Group's strategy and appetite for risk.

In addition, in order to ensure the appropriate flow of information and discussion of risk policies at executive level, approval was given for the creation of an advisory body for the Executive Committee. This General Risk Committee is responsible for controlling internal risk management and the main risk indicators, thereby stepping up centralised management. This committee is chaired by the Chief Risk Officer and is made up of the other Executive Committee members and departments involved in risk management. It is also attended occasionally by other departments whenever necessary.

RISK GOVERNANCE



INTERNAL CONTROL SYSTEM

CGD has an internal control system in place to ensure an appropriate control environment and efficient risk management. This system consists of strategies, systems, processes, policies and procedures defined by the Board of Directors and actions taken by the board and other employees of the institution in order to guarantee:

- Efficient, profitable medium- and long-term performance (performance goals)
- Existence of comprehensive, pertinent, reliable, timely financial and management information (information goals)
- Respect for the law and regulations (compliance goals).

Management of CGD's internal control system is based on guidelines and methodologies recognised as good practices, especially the generic internal control method recommended by the COSO (Committee of Sponsoring Organizations of the Treadway Commission) and information systems in the CobiT framework – Control Objectives for Information and Related Technology).

CGD's main risks are:

Deterioration of the country's macroeconomic condition and its impact on banking, especially in defaults and generation of earnings

Continuation of the Euribor interest rate curve at all-time lows, with a substantial impact on return on assets with indexed rates

Potential financial risks arising from customers' social and environmental factors

Potential decrease in customers' perceived satisfaction with quality of service and the bank's soundness

In order to mitigate these risks, CGD seeks to ensure an appropriate internal control environment by using a risk management system, the Operational Risk and Internal Control Programme (ROCI), an efficient information and communication system and an effective monitoring process, in accordance with Banco de Portugal eligibility requirements and best practices. In order to guarantee ongoing operation, a business continuity management system is currently under way. This holistic management process identifies potential threats to an organisation and their potential impact on the business. It makes the organisation more resilient and its response capacity more effective.

For further information on risk management at CGD, our Annual Report and Accounts has a separate chapter on the subject and a note in the notes on the separate and consolidated financial statements entitled "Disclosures on financial instruments", which describes our management of the financial risks of CGD's and the CGD Group's activity and measures their exposure to each type of risk.

PREVENTION OF THE DEFAULT RISK

The CGD Group has a system for identifying, assessing and controlling the risk of its credit portfolio. It covers all customer segments and is active when the loan is granted and in monitoring the risk throughout the life of operations.

In 2013, CGD continued to invest in the prevention and handling of defaults by private and business customers. A company-wide structural project was set up to analyse and optimise credit monitoring, management and recovery.

MONITORING PRIVATE CUSTOMERS

**Restructured value:
EUR 433.4 million**

**11,477 customers
undergoing treatment**

**EUR 831 million in total
liabilities for customers
undergoing treatment**

CGD has a partnership relationship with its customers, as shown by its continuous search for extra-judicial solutions aimed at maintaining the CGD-customer relationship to the advantage of both parties.

CGD has measures in place for preventing and reducing default and activates procedures to assist its customers in the event of signs of financial problems – Default Risk Action Plan.

Eleven risk alerts in our computer system are used to identify customers with difficulties. These alerts apply to private and business customers who have been flagged as being in potential financial stress.

At a time of unemployment and lower household incomes, we introduced a number of solutions for managing defaults on credits (personal loans, overdraft facilities and credit cards). Those used most were extension of maturities (grace period and repayment) and loan consolidation in order to reduce and adapt instalments to customers' financial capacity.

CGD has adopted all the new legislative measures on default and has strict procedures in place for timely detection of financial risk situations and breaches of contract. It also has a classroom and e-learning training programme in place to prepare the network for a proactive approach to prevention and regularisation of defaults. This programme also applies to the central departments.

In addition to the prevention and regularisation of defaults on mortgages, CGD has shown a constant concern for lightening households' burden, minimising monthly repayments and adapting them to households' disposable income, to ensure that they are able to keep their homes.

In addition to revising the mortgage conditions, CGD has developed a House Swap scheme. This continues to entail giving the customer the choice of:

- Selling their home to real estate rental investment funds, which are described in point 2.4 Sustainable products and services, and leasing another from the fund's portfolio for a lower rent, resulting in an expense compatible with their budget
- Exchanging their current home for another, cheaper one owned by the CGD Group, meaning that their monthly repayments are compatible with their budget
- Selling their home to real estate rental investment funds then renting the same property, which now belongs to the fund, at a rent lower than their mortgage repayments.

Important issue:

Monitoring and preventing default risks

In 2013, CGD made 28,508 contract amendments in 24,441 operations representing a total of 1.465 billion euros in liabilities, as part of its prevention and mitigation of mortgage defaults.

65,074 customers were monitored, representing 269.5 million euros, under the Extrajudicial Default Regularisation Programme (PERSI).

In 2014 CGD will be introducing mechanisms for closer monitoring of customers who have undergone CGD intervention to regularise their defaults, over the two-year period established by Banco de Portugal.

MONITORING BUSINESS CUSTOMERS

EUR 3.9 billion in liabilities and EUR 60 million in deposits

107 economic groups to a total of 624 companies

Impairments of around EUR 960 million, 29% of total lending

CGD formed the Company Service Department (DAE) in 2012 in view of the need for a new approach by CGD to the business sector in order to deal with an extremely adverse economic context with an exponential increase in non-performing loans. In 2013 the department continued to monitor and recover loans granted to companies and their groups with involvement in CGD of more than 5 million euros, with impairments of 10% or more or, regardless of the amount of the impairment, that belong to high-risk sectors (construction, real estate, hospitality and tourism).

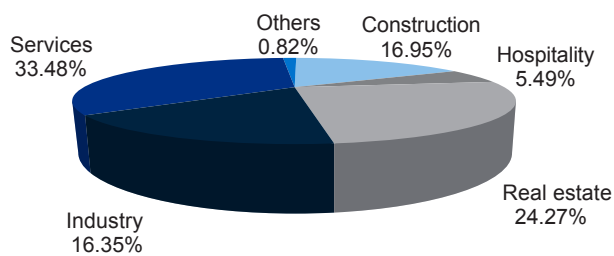
CGD has three company offices, two in Lisbon and one in Porto. They foster proximity to customers and take account more effectively of the regional specificities of the Portuguese business sector. Each region has an administrative and operational support unit (Middle Office Sul and Norte) to ensure that the customer has full support.

The commercial personnel in these offices was increased in 2013 to ensure that CGD had the necessary human resources to handle new dossiers. The Technical Support Unit approved at the end of 2012 was set up in the first quarter of 2013. Its job is to monitor company restructuring funds and monitor the real estate assets of DAE customers.

As at 31 December 2013, the DAE had in its portfolio 3.9 billion euros in liabilities and deposits of 60 million euros in 107 business groups to a total of 624 companies, with around 960 million euros in impairments, i.e. 29% of total credit.

Dossiers by Business Sector

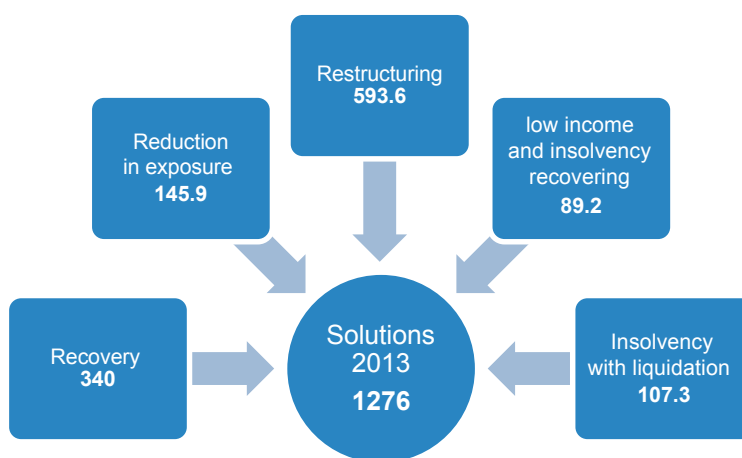
(% of dossiers as at 31 December 2013)



CGD proposed solutions and formalised operations for around 96% of its portfolio of business groups in the DAE up to October 2013.

Solutions for DAE Customers

(EUR millions)



ANALYSIS OF SOCIAL AND ENVIRONMENTAL RISK OF LOANS

Assessment of credit risks and project finance at CGD includes environmental and social aspects.

The international concerns in Cape Verde have embraced the cause of sustainability and environmental and social risk by signing a second line of credit with the French Development Agency (AFD). The project has been under way since 2011 and has to take measures that are required by the AFD for financial intermediaries that it funds. The BI and BCA have taken steps to keep up with these requirements, starting with an analysis of their loan portfolios and their risks, a sectoral exclusion list and an environmental and social questionnaire, among others. Their sustainability and environmental and social risk policies and implementation of an environmental and social risk analysis process are currently awaiting approval by the Board of Directors.

BCG Brasil has standard conditions for granting loans and a social and environmental policy that provide for payment of any fine for violating any legislation on racial or gender discrimination, child labour or slave labour or proven cases of sexual or moral harassment or crimes against the environment. Customers are obliged to abide by environmental legislation and must compensate the bank for any loss or damage resulting to it from environmental harm.

Important issue:

Environmental and social criteria in credit risk assessment and sectoral funding

Sectoral funding policies



HUMAN RIGHTS
Principle 1 –
 Businesses should support and respect the protection of internationally proclaimed human rights; and

ANALYSIS OF ENVIRONMENTAL RISK

When introducing its environmental management system, CGD established a process for assessing the significance of environmental aspects on the basis of their potential impact on the environment, such as air, water, soil, subsoil, comfort, flora, fauna, socio-economic milieu, human health, the landscape, energy and natural resources.

Environmental impacts are assessed on the basis of their severity and probability and this results in the environmental impact risk. The result of this assessment is cross-referenced with the evaluation of control conditions for each environmental aspect in accordance with legal and other requirements, the organisation's rules and the opinion of stakeholders, which reflect additional needs for control and monitoring for CGD.

For further information about our environmental management system, see Chapter 4.1 CGD's environmental strategy.

RISK MANAGEMENT IN THE SUPPLIER CHAIN

In its relations with suppliers, CGD complies with legislation applicable to the state corporate sector. CGD sends enquiries to selected suppliers after an analysis based on market and risk criteria and compliance with the law on taxation and social security. Decisions to enter into contracts are based on a separate technical and financial analysis of quotes and are then regulated in a contract or similar legal document.

CGD plays an extremely important role in the development of the national economy, which goes beyond its contribution in direct creation of jobs and payment of salaries and taxes. CGD boosts the economy and indirect creation of jobs by selecting mostly national suppliers on the basis of normal economic rationality criteria.

PROPORTION OF SPENDING WITH NATIONAL SUPPLIERS IN 2013 (%)

Portugal	Cape Verde	Brazil
CGD,SA	BI	BCG Brasil
96%	83%	100%

Important issue:

Responsible supplier management

In 2013, CGD had 1,162 suppliers, whose main supplies and services were as follows:

- Purchase and maintenance of automated machines
- Purchase and maintenance of computer equipment
- Provision of printing, enveloping and multi-purpose services
- Office splices and advertising material
- Transport of valuables
- Card services
- Vehicle rentals
- Voice and data communication services
- Water, electricity and fuel
- Cleaning and plant maintenance services, security guards, consultancy, audits, ratings, dealing, outsourcing of back-office services, advertising, insurance, storage and despatch of office supplies, transport and processing of mail, remodelling work, among others.

Supplier management is an integral part of CGD's sustainability strategy. Many of CGD's social and environmental impacts arise indirectly from the actions of its suppliers and can be significant. CGD therefore plays the part of an agent of change in the value chain by promoting the principles of sustainability upstream as a way of mitigating environmental and social risks in its supply chain.

CGD has continued to gradually include sustainability criteria in the selection of suppliers and sharing their performance and good practices.

In 2013, via Sogruppo Compras – Serviços Partilhados, ACE, CGD conducted 264 negotiations and signed 75 contracts with suppliers, 31% of which included environmental clauses and around 39% labour practice clauses.

The plan for 2014 is to include general environmental clauses for all contracts with suppliers. This is one of the goals in the environmental management system for 2014.

CGD has produced a code for suppliers that defines sustainability principles in line with those of the Global Compact. It was approved in early 2014. CGD also continued to share good practices with its suppliers by organising visits to its head office building and workshops on its environmental management system.



HUMAN RIGHTS
Principle 2 – make sure that they are not complicit in human rights abuses.



LABOUR
Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;



LABOUR
Principle 4 – the elimination of all forms of forced and compulsory labour;



LABOUR
Principle 5 – the effective abolition of child labour; and

2.3 Customer relations

CGD manages its customer relations to foster long-term relationships of trust, monitor their needs, use responsible communication mechanisms and safe, responsible financial management in order to ensure their total satisfaction.

In 2013 we continued to step up relational management of customers by increasing the number of employees providing personalised customer care and dedicated-management, and increased forms of interaction, such as digital channels.

RESPONSIBLE COMMUNICATION

CGD permanently monitors and adapts its activity to new laws and regulations and recommendations and good practices from supervisory bodies concerning transparent customer relations. It also operates clearly and truthfully in line with the values and principles set out in its Code of Conduct.

For example, in 2013, we adapted our operations to the following rules issued by Banco de Portugal:

- Circular 3/2013 of 1 February on good practices in commissions on acceptance of payment cards
- Instruction 12/2013 of 17 June, which updated the European standardised information sheet on consumer credit pursuant to the duty to provide pre-contractual information
- Circular 98/2013 of 12 December on good practices to be followed by credit institutions when implementing the extraordinary scheme for the protection of mortgagees in very difficult economic circumstances, approved by Law 58/2012 of 9 November

In **Cape Verde**, **BCA** and **BI** permanently monitor and adapt their activity to new laws and regulations and recommendations and good practices from supervisory bodies concern-

Important issue:

Clarity of information given to customers on products and services
82% of the stakeholders surveyed felt that CGD advertises its products and services responsibly so that customers can make a free, informed choice.

ing transparent customer relations. They also operate in line with the values and principles set out in their Codes of Conduct. For example, in 2013, they adapted their operations to the following rules issued by Banco de Cabo Verde:

- AGMVM 5/2013 on means of disseminating information
- AGMVM 7/2013 on prospectuses for public distribution offers (models abiding by the prospectuses for public offers)
- AGMVM 8/2013 on advertising public offers of securities
- Notice 1/2013 setting rules for credit institutions when publishing price lists and Series A Circular 177 of 09.07.2013 regulating the price list structure
- Notice 3/2013 setting out the minimum information that credit institutions must provide to allow comparative judgements and increase competition and transparency in the credit market

BCG Brasil has a Suitability Policy for customers that covers the transparency of customer information on financial products. This policy is designed to protect investing customers and sets out measures and procedures for the bank, in accordance with recommended best practices from Associação Brasileira das Entidades dos Mercados Financeiro e de Capitais (ANBIMA). The aim is to help their customers make investment decisions and adapt them to each investor category so that customers are aware of the degree of risk of each product and understand the associated concepts and potential losses. In 2013 Comissão de Valores Mobiliários (CVM) issued a new instruction (539) that imposes stricter rules for financial institutions on recommending financial products in line with investors' profiles, known in the market as suitability. The bank has already adopted many of the practices required by this instruction, which will come into effect in January 2015.

POLICIES FOR THE DESIGN AND SALE OF FINANCIAL PRODUCTS AND SERVICES

Disclosure of information on CGD's retail products and services is subject to strict rules on information and transparency so that bank customers can make informed, reasoned decisions on the product or service being offered to them.

CGD is bound by these obligations when advertising the financial products and services that it sells under legislation and regulations from the supervisory bodies.

Truthful, transparent, balanced, clear advertising is a way of creating value for the institution and favours increased customer satisfaction and fewer complaints and reduces the compliance risk. High-quality communication is conducive to a lasting relationship of trust between CGD and its customers.

CGD's concerns on this subject reflect the principles and rules of professional conduct enshrined in its Code of Conduct and Corporate Governance Practices set out in Decree-Law 133/2013 of 3 October, which defined the law on the public corporate sector and revoked, among others, Council of Ministers Resolution 49/2007 on the principles of good governance in the state corporate sector.

In October 2013, CGD published internal regulations on the creation and introduction of funding products and the implementation of each stage in the development process from their design to their launch and monitoring of their placing. Funding products are, for example, deposits, funds, bonds and financial insurance.

In November 2013, CGD revised and republished the internal regulations published in 2011 on the general principles of its advertising, setting out the responsibilities of the units involved and establishing the need for validation by the responsible body for advertising of financial products and services marketed in Portugal and abroad by CGD or third parties.

These updated regulations stressed the importance of the principles underlying advertising, such as identification, veracity, transparency, balance and clarity and also set out the rules based on the medium used, mandatory and restricted use expressions and the obligation to keep an up-to-date list of customers who do not want to receive advertising.

All forms of communication are submitted to the Compliance Office and Risk Management Department and also to the supervisory authorities in the case of complex products and services. CGD’s advertising of products and services from other Group units or third parties requires validation by their compliance structures for their products. In 2013 the Compliance Office approved 78 products and 707 advertising campaigns in terms of conformity with regulations, legislation and CGD’s in-house principles on the information given to customers.

QUALITY OF SERVICE

Customers want quality and value in the products and services that they acquire and these factors dictate their satisfaction and loyalty. CGD’s quality management system (QMS) is therefore an excellent way to foster and incorporate quality and continuous improvement in the CGD Group’s operations, by acting in terms of the value chain in each department with the common goal of improving quality of service.

1 New project in quality management systems began Phase I – Diagnosis	3 new processes certified (ISO 9001) (First certification)	Maintenance of three certified processes (ISO 9001) (Phase III – Maintenance)	682 employees and 25 departments directly covered in process quality projects
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In 2013, CGD's main activities towards certification and quality of processes were:

- Implementation and certification of the QMS in management and handling of customer suggestions and complaints
- Implementation and certification of the QMS in processing of financial market operations
- Implementation and certification of the QMS in inbound operations at the Caixa Contact Centre
- Definition of a system (diagnosis, documentation, indicators and satisfaction survey) and monitoring of agreed levels of service to implement and certify the QMS in the card-issuing process
- Keeping up certification of the QMS for financial markets and prevention and safety processes
- Monitoring and certification of a mortgage process
- Diagnosis, analysis and monitoring of processing times and performance in loans to companies and foreign trade
- Definition and implementation of our environmental management system at the head office building (involving 4,500 Employees and departments) under ISO 14001, with a view to certification in 2014.

CUSTOMER SATISFACTION

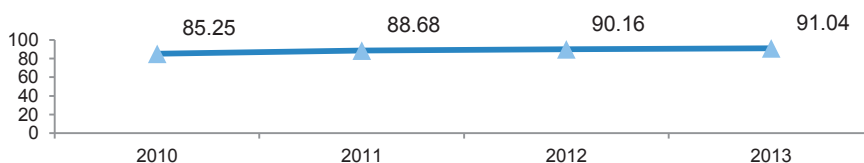
Assessment of customer satisfaction and quality of service is one of CGD's unique strategic pillars. This assessment is done with measurement systems based on techniques such as mystery visits to points of sale and customer opinion polls (phone interviews), including business units and retail banking employees responsible for personalised private and business customer care in Portugal and abroad.

Regular surveys of customers are combined with on-line studies, benchmarking and other sporadic, qualitative studies especially to assess key moments in interaction with CGD and suitability of value proposals.

In 2013, the main activities were continuation of quality and customer satisfaction programmes, which assessed 10 service models and two waves of mystery shoppers at CGD branches.

ASSESSMENT OF CUSTOMER SATISFACTION

(points on a scale of 0 to 100)



The consistent rise in overall levels of quality of service and customer satisfaction increases perception of an improvement in overall quality, which has been reflected in high degrees of loyalty and recommendation. The results were therefore above the performance target of 90 for 2013 (on a scale of 0 to 100).

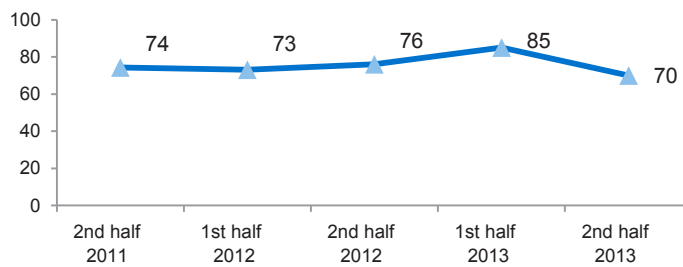
Important issue:

Quality of service and customer satisfaction 83% of the stakeholders surveyed considered that CGD was concerned about customer satisfaction and building strong, lasting business relationships.

Over 50% of the private customers who interacted regularly with the bank recommend CGD (customer answering 9 or 10 on a scale of 1 to 10 to the question "If asked your opinion on the bank, how likely would you be to recommend CGD?").

MYSTERY SHOPPER PROGRAMME RESULTS

(points on a scale of 0 to 100)



In order to align mystery shopping with the critical success factors in the customer experience, the programme focuses on behavioural attitudes, commercial pro-activeness and closure of deals.

The results of the mystery shopper programme at CGD branches deteriorated in the second half of 2013, not reaching the performance goal of 80 points (on a scale of 0 to 100).

In order to optimise relations with customers on the basis of satisfaction results, CGD:

- Shares mystery shopping assessment charts with the managers of each branch evaluated as a team management tool.
- Discloses each branch's and employee's results on a special online platform on the intranet to identify individual opportunities for improvement
- Includes results in commercial network training courses
- Includes results in the commercial network's goals and incentives
- Indicates reasons for recommending or not recommending CGD in focus group interviews of private customers
- Identifies critical individual and local areas of action (branches and employees) and flags the most critical cases in each assessment item for speedier and better action on the results.
- Provides commercial leads for phone contacts with customers in order to improve quality of service by deepening the relationship with lower satisfaction levels and less likely to recommend CGD and less frequent contacts with the banks.
- Collects suggestions and comments from the commercial network in the pre- and post-launch phases of products and services by regularly gathering commercial feedback and interacting personally with commercial departments.

BCG BRASIL

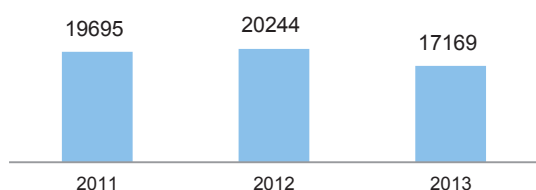
BCG Brasil has a communication channel between customers and the institution. Access is free by e-mail (ouvidoria@bcgbrasil.com.br) or phone (0800 940 3810).

ESPAÇO CLIENTE – SUGGESTION AND COMPLAINT SERVICE

In 2013, the CGD online Customer Area had 392,053 hits and 566,542 pages visited. The cgd.pt website received 6,550 cases in 2013, 3% were suggestions.

SUGGESTIONS AND COMPLAINTS

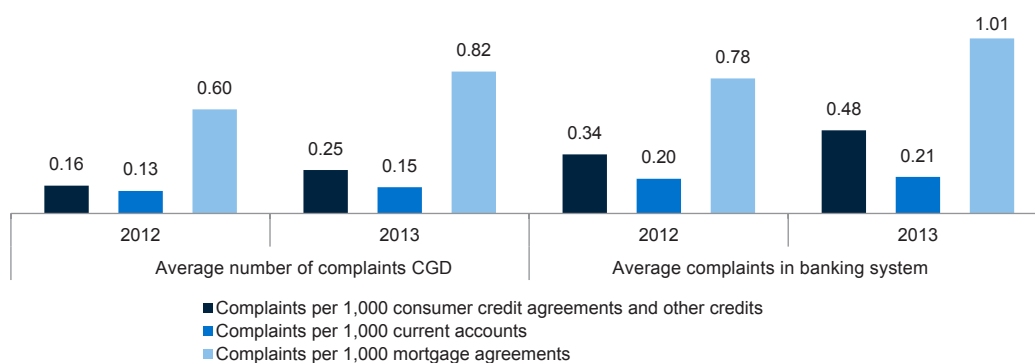
(numbers)



The issues addressed most were cards (25%), current accounts (16%) and mortgages (10%).

RESULTS OF BANCO DE PORTUGAL BEHAVIOURAL SUPERVISION REPORT

(in average number of complaints)



In 2013, the two main initiatives for customers submitting complaints were:

1. **Phone survey** (100 complaints per month), which can be summarised as follows:

Universe: 6,363 customers received a response from CGD between 1 January and 31 December 2013 (via the Customer Support Office)

Sample 2,457 customers selected, 1,200 of whom completed the interview

Information gathering: phone interviews

Scope of analysis:

- Customer's knowledge of the suggestion and complaint service
- Quality of service in the commercial network in a context of dissatisfaction
- Quality of handling of complaint
- Impact of handling of complaint on image of and relationship with CGD
- Customer's evaluation of the different attributes of a service of this kind

Main conclusions:

1. The cgd.pt website is an excellent channel for the suggestion and complaint service.
2. When customers use the service their main aim is to solve their problem and re-establish their relationship of trust with CGD
3. The ability to solve issues submitted by customers to the suggestion and complaint service is decisive to customer satisfaction.
4. Customers consider response time to be a factor that influences their satisfaction with the service.

2. Focus group

<p>Universe: Customers who answered the phone survey as part of the Complainant Satisfaction Assessment Programme</p> <p>Sample 8 complainants</p> <p>Information gathering: Formation of a focus group</p>	<p>Goals</p> <ul style="list-style-type: none">• Assessment of customers' perception of the quality of the CGD complaint service• Survey of general perceptions of complaint service
<p>Main conclusions:</p> <ol style="list-style-type: none">1. Customers considered that the main features of the suggestion and complaint service should be: receipt of the complaint, accompaniment during analysis of the complaint and quality of response2. Appreciation of an impartial response3. Customers felt that an informative response (with a clear, understandable explanation) was decisive to satisfaction with the service.	

It is vital to implement the follow-up model for complainants surveyed in order to improve the quality of service and reduce dissatisfaction with the performance of the Customer Support Office identified by the Complainant Satisfaction Assessment Programme. Phased implementation is scheduled for 2014 for the following situations:

- Customers who did not receive a response from the Customer Support Office
- Customers who expressed high dissatisfaction in the satisfaction survey
- Customers for whom the solution depends on subsequent contact with their branch
- Customers whose situation is pending resolution by head office
- Customer suggestions that are being analysed for possible improvements in CGD's service

BCA

In 2013, the BCA received 51 complaints, which were mainly about waiting times in the bank, waiting time and decision on loan applications, fees and charges on means of payment and other products and services.

BCG BRASIL

The complaint departments did not receive any complaints in 2013.

FINANCIAL ACCESSIBILITY

There was an adjustment in CGD's physical presence in the domestic retail network in 2013. On 31 December, it consisted of 737 universal branches (56 fewer than at the end of 2012) and 29 Caixa Empresas offices (seven fewer) to a total of 766 business units. This adjustment was part of CGD's branch network profitability project and was aimed at optimising and maximising their profitability, one of the pillars of our 2012-2014 commercial and marketing strategy.

The project's goals include optimising the capillarity of the network (closures, breakdown or increase in service, adjustment of presence model, opening hours and functions) and maximising the profitability of installed potential (commercial management, service model, processes, organisation, profitability model, premises and human resources).

In spite of this reduction, CGD's commercial network underwent other measures to positively enhance the customer experience and commercial dynamic:

- improvement of branches' comfort and functionality with a new customer care model at another 15 branches, to cover 87% of the network
- extension of dedicated management services to reach more than 885,000 private customers and 38,500 companies, including consolidation of remote relational service management models for specific customer segments: Caixadirecta international and Caixazul for customers residing abroad, Caixadirecta IU for university students and Caixadirecta Mais for post-graduates preferring remote channels
- boosting customers' multi-channel experience with growing integration of services between branches and remote channels, for example via:
 - online access to the customer's dedicated manager or commercial assistant in all home banking channels (Caixa Mais commercial assistants went online and multi-channel articulation was extended to mobile channels in 2013)
 - www.cgd.pt website users can now ask for a call-back from the Caixa Contact Centre to ask questions or subscribe to products.

This integrated, increasingly humanised relational management of remote channels enables CGD to respond to the main needs of each customer and respect their access options at any time while still keeping a consistent relationship with their commercial manager to facilitate business.

Initiatives to improve access to financial services for the disadvantaged

Customer service line for the deaf

This project is in place at the CaixaContactCenter (CCC) and is designed for all hearing impaired customers. It uses images on the PC or mobile phone screen. A sign language interpreter acts as an intermediary (Serviin). Video calls are used for communication between Serviin and the customer and Serviin communicates with the CCC in an audio call. The line has been in operation since 11 April 2013. This service is available on the Serviço Caixadirecta – Linha Informativa (Information Line) phone channel. A campaign was launched to advertise the new video call service with Portuguese sign language online, on live copy radio, in the press, on corporate tv (film with interpreter), and in newsletters.

Adaptation of accessibility

CGD made some changes to improve access conditions for people with motor impairment (stone or concrete ramps, metal ramps and lifts among other alterations to the outside environment). Around 93% of the commercial network has full accessibility for customers with reduced mobility.



HUMAN RIGHTS
Principle 1 –
Businesses should support and respect the protection of internationally proclaimed human rights; and

Accessibility to www.cgd.pt website

CGD ensures that its website is 100% accessible to all its special-needs users and that it complies with the requirements of the W3C international consortium at maximum AAA level. Monitoring of accessibility is guaranteed and certified by UMIC, a certified agency that is authorised by the consortium to audit accessible websites. CGD provides accessibility information via a dynamic symbol on the www.cgd.pt homepage, which automatically records real-time information. Its AAA image changes to indicate the percentage of accessibility.

ColorADD – colour identification system for sight-impaired users

CGD began to use the ColorADD code in 2013 and is progressively incorporating it in its information and advertising media. This code enables colour-blind customers and employees to fully understand their messages. Colour blindness affects more than 350,000 people in Portugal and 8% worldwide (97% of them men).

CGD believes that no customer's access to information should be limited due to a disability or impairment.

The inclusion of ColorADD in CGD's communication guarantees full integration of the colour blind, whenever colour is a decisive factor.

In CGD's business, colour is an important communication factor, for example to indicate the degree of risk of financial products and market volatility (CMVM Regulation 2/2012) and when reading financial indicators, results or reports.

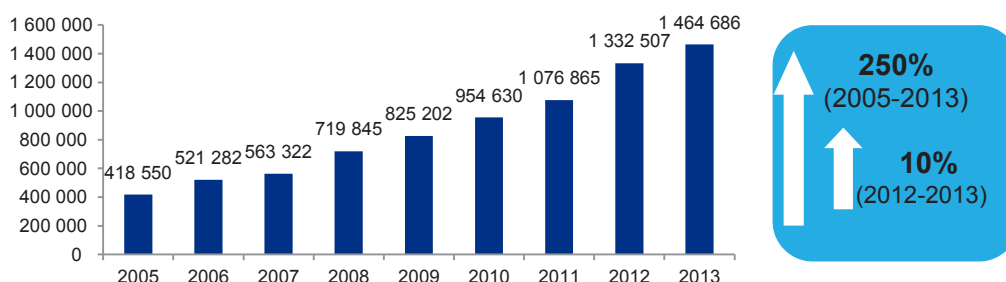
Internet banking

In 2013, all remote banking services were enhanced with new functions and support apps to ensure a qualitative leap in customer service and more dynamic management of these channels that complement face-to-face service. CGD has adopted procedures as a result of the development of the SEPA (Single European Payments Area), a pan-European project set up after the introduction of the euro.

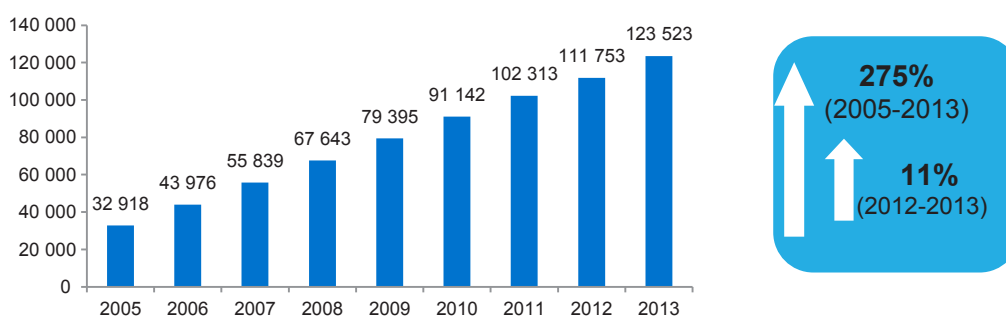
The strategic priority given to the business segment resulted in in-depth restructuring of our internet banking and mobile banking services for this segment in 2013. New features such as innovations in images and browsing, introduction of a human factor (photos and contact details of the customer's manager and commercial team) and more functions (transfers outside the euro area or in foreign currency, viewing of foreign trade operations and applications for documentary credits for imports).

The numbers of active Caixadirecta on-line and Caixa e-banking grew 9.9% and 10.5%, respectively.

ACTIVE CAIXADIRECTA ON-LINE CONTRACTS – PRIVATE CUSTOMERS (number of contracts)



ACTIVE CAIXADIRECTA ON-LINE CONTRACTS – BUSINESS CUSTOMERS (number of contracts)



Mobile Banking

CGD focused closely on mobile banking in 2013. The Caixadirecta mobile service's image and browsing were remodelled and Caixadirecta apps were introduced for iOS (Apple) and Android operating systems for tablets and smartphones, providing a new financial asset management experience.

In addition to transactions, the app highlights current campaigns, provides access to a calculator for automatic savings mechanisms and branch searches. It also offers an innovative immediate saving service, which allows customers to transfer an amount from their current account to their savings account ("Save now" button).

Social media

CGD continued to invest in a presence in the social media in 2013 and offered new profiles: Caixa Woman, Vantagens Caixa, Caixa IU (for university students) and Saldo Positivo (financial literacy), which totalled 95,500 fans. It is also present on YouTube (brandchannel and Saldo Positivo) and Instagram (MTV Card).

For further information of CGD's remote channels, see Annual Report and Accounts (pages 74-75).

Security of information in online channels

In 2013, measures were taken to increase security of information in electronic channels.

Important issue:

Security of customers and their financial assets

Description	Target group
Trusted payees – a function enabling customers to check bills and mobile phones and then pay these payees with no need to authenticate the operation.	Caixadirecta users
Sharing credentials – new electronic channel platform for companies which strong authentication mechanisms can be shared between Caixadirecta and Caixa e-banking	Simultaneous Caixadirecta and Caixa e-banking users
Limits on functions – companies can set limits on specific functions (e.g. payment of services)	Caixa e-banking users
Limitations on operators – allowing the company to create an operator with viewing rights only Making it possible to create a profile allowing payment files to be uploaded but without permission to view to the details of the files sent (e.g. salaries)	Caixa e-banking users

2.4 Sustainable products and services

CGD continued to implement its product and service policy in July 2013. It stepped up focus on the strategic pillars of segments, products and commercial optimisation.

SUPPORT FOR SMES AND THE DEVELOPMENT OF THE ECONOMY

In 2013, the CGD Group continued its strategy of funding the Portuguese economy, with particular focus on the small and medium-sized enterprise segment (SMEs), especially those in the tradable goods and services sector. CGD has strengthened connections in international regions where the Group operates, i.e. Asia, Africa and Europe in order to help Portuguese companies access other markets.

Bearing in mind its strategic focus on its positioning as the “company bank”, CGD’s teams of commercial managers dedicated to SMEs, micro-companies and entrepreneurs strengthened its support for all sectors of the economy, with special attention to exports and producers of tradable goods and to the cash flow and capitalisation of companies.

CGD reinforced its competitive positioning in terms of market share in this segment and the leadership that it had achieved in several product areas, such as:

- **PME Crescimento 2013 Line** – an agreement with mutual guarantee companies, IAPMEI and PME Investimentos to improve access conditions to finance by Portuguese SMEs. The agreement took off in January and is designed to help create jobs and support economic growth via investment or exports – [324,336,000 euros in credit granted in 2013](#)
- **PME Investe and PME Crescimento lines**

Important issue:

Products for SMEs, institutional customers and society's emerging challenges

86% of the stakeholders surveyed considered that CGD plays a crucial role in providing financial support to companies, communities, households and society as a whole.

- **Investe QREN** – this line set up under the agreement with mutual guarantee companies, Instituto Financeiro para o Desenvolvimento Regional (IFDR) and Sociedade de Investimento (SPGM) increases support for Portuguese companies in all sectors, with a mutual guarantee. It is dedicated to supporting approved QREN/SIAC projects to complement EU funding – [29,466,000 euros in credit granted in 2013](#)

New CGD products and specific lines were also launched, including IVA EnCaixa, Linha Caixa Capitalização, Caixa Exportações and Caixa Mais Tesouraria, which helped increase our market share in this segment:

IVA EnCaixa

This is a unique cash-flow product in the form of a short-term credit limit that is easy to obtain and use. It is for all companies that keep accounts and makes a huge difference to their cash flow as it allows them to anticipate VAT payments receivable.

Linha Caixa Capitalização – [12,414,000 euros in credit granted in 2013 \(including CEB funds\)](#)

This pioneering line in the Portuguese financial market combines capital and debt features and is designed to provide companies with stable resources to neutralise the impact on cash flow of a general increases in payment times and need the allocate additional funds towards growth, especially in the foreign market and import replacement products. It has the support of Sistema Nacional de Garantia Mútua and FINOVA.

Linha Caixa Empresas Exportações

This line supports the national economy and relieves companies' cash flows with flexible time limits and conditions for anticipating payments. It is designed for exporters and producers of tradable goods.

Our commercial campaign was complemented during the year by institutional campaigns based on the concept "There's a bank that is helping the economy turn around" to reinforce CGD's positioning as a driver of the economy. Caixa. Of course".

PME Líder/Excelência Status 2013



Sectoral products and services

CGD supports Portuguese companies in the agriculture, forestry, stockbreeding, agro-industry, fishery and tourism sectors with a full range of financial products and services.

Linha PRODER/PROMAR + Apoio Agricultura – [21,330,000 euros in credit granted in 2013](#)

A special credit line for investment projects approved under the Rural Development Programme (PRODER) and Operational Fishery Programme (PROMAR), with a total maturity of up to seven years and a grace period of up to two years.

Support line for qualifying tourism companies (general line) – [3,270,000 euros in credit granted in 2013 \(including ITB funds\)](#)

A line of credit to fund start-up or remodelling projects, entertainment activities or restaurants.

Cash flow credit line for tourism sector companies

Assistance to SMEs' cash-flow management by offering favourable conditions for anticipated payments receivable by these companies (contracts with tour operators, invoices, bills of exchange and cheques).

Financial consolidation support line for tourism sector companies

A line of credit agreed upon by CGD, Turismo de Portugal, and mutual guarantee companies for viable, default-free companies enabling them to extend the repayment times of loans already obtained and adapt them to the funds generated by their businesses

MICROCREDIT, ENTREPRENEURSHIP AND MICROFINANCE

CGD's Central Microcredit Branch (ACM) is responsible for operational management of agreements with the ANDC, IEFP and ANJE. The agreements with the ANDC and ANJE were renewed in 2013.

The ACM facilitates access and disseminates information on microcredit, thereby reinforcing CGD's role in stimulating the national economy, promoting and financing the creation of small, sustainable businesses and contributing to the economic revitalisation of the domestic market.

Central Microcredit Branch's main microcredit indicators for 2013

**122 active processes
produced in 2013 and an
accumulated total of 640**

**Total of 1,895,000 euros
contracted in 2013**

Cooperation agreement between CGD and Associação Nacional de Direito ao Crédito (ANDC) – 611,000 euros in credit granted in 2013

This agreement set up a cooperation commitment between CGD and the ANDC to develop microcredit goals, such as economic and social integration of people involved in business projects. It is designed to allow credit for the people who are or may soon be in a state of economic and social exclusion and have no access to conventional bank loans via normal mechanisms. This creates the right conditions for them to develop a small, sustainable business and thus create their own employment.

ANJE line of microfinance – agreement with Associação Nacional de Jovens Empresários (ANJE) 95,000 euros in credit granted in 2013

The basic aim of this agreement is to facilitate self-employment and the creation of small businesses by ANJE members and investment in the expansion and modernisation of their companies.

Cooperation agreement between CGD and IEFP – Linha de Crédito Microinveste and Invest + – 1,826,000 euros in credit granted in 2013

These lines are designed to support viable business ideas that will create and maintain sustainable jobs. They are for all people with an entrepreneurial profile who have special difficulties in finding work and are at risk of social exclusion. It is for unemployed people registered at job centres.

In the future, the ACM will continue its role of social responsibility by offering microcredit instruments, thereby helping to create self-employment and fighting economic and social exclusion.

In addition to microcredit, CGD has products for entrepreneurship and creation of businesses, including tailor-made investment solutions designed in recent years:

Caixa Jovem Empreendedor – 1,240,000 euros in credit granted in 2013

It is for the purchase of equipment or other components for the start of small business or modernisation of existing ones in which the majority shareholders are aged under 40.

Cartão Caixa Empreender – 2,029,000 euros traded

This card covers cash-flow needs of small and micro-companies in all sectors that have been in business for less than two years. Cardholders have access to Poupança Caixa Saving, which earns interest based on the amount saved and offers business protection insurance.

In 2013 CGD also became more competitive by introducing and improving innovative products, such as:

Cartão Caixa Break – 46,217,000 euros traded

This prepaid bank card is for employees' meal vouchers. It is safe and easy to use in a vast network of outlets and offers tax advantages for the company and employees.

Serviço Netcaixa Contactless – this service offers value by ensuring greater ease, convenience and speed of payments with contactless technology terminals where payments of up to EUR 20 can be made by passing the card over the machine with no need for a PIN. This technology offers advantages for companies (quick, simple payment, shorter queues, less cash in the till) and their customers (fast, secure payment, easy shopping).

MICROFINANCE

In 2013, CGD's private segment continued to invest in mechanisms that facilitate and encourage saving, support for entrepreneurship and the introduction of solutions for households' defaults on consumer credit. It strengthened its commitment to articulation between business goals and sustainability and social responsibility.

CGD introduced **Serviço Caixa Família** in 2013. It allows households to set up their own saving network (each customer's natural network) and improve the interest rate on each individual account, with a higher interest rate scale (based on total balance) for all accounts. The advantages are greater for customers who use CGD as their primary bank by domiciling income, which gives them access to better interest rates in the first year.

Cartão LOL Junior – 29,000 euros trade in 2013

The Poupança Jovem campaign encouraging young people to set up and add to savings accounts and promoted use of prepaid LOL and LOL Júnior cards to manage their everyday spending, focusing on its association with saving.

Caixapoupança Superior – 4,271,000 euros balance in deposits at the end of 2013

This account facilitates small, continuous saving (accepting deposits as small as 1 euro). It is for holders of the Caixa IU, ISIC or Caixa Académica Estudante student cards.

Cartão Leve – 66,102,000 euros traded in 2013

A card associated with the permanent Leve PPR retirement solution.

FINANCIAL INCLUSION

Minimum banking services – 3,042 active accounts at the end of 2013

Under an agreement signed by CGD, the government and Banco de Portugal on 27 November 2012, CGD continued to provide minimum banking services.

This banking service is free and consists of a current account with domiciled income. These customers have access to the Caixadirecta online service, where they can make domestic transfers between CGD accounts and receive a free digital statement. They also receive an annuity-free debit card that they can use to shop and withdraw cash in Portugal.

Inclusion of the disabled

CGD continued to provide solutions for customers with an officially certified disability of 60% or over:

Important issue:

Financial inclusion of customers

Mortgages for the disabled – 4,134,000 euros in credit granted in 2013

This low-interest mortgage loan allows disabled civilians and armed forces veterans to buy or build their own homes.

Caixa Poupança Rumos – 9,790,000 euros in balances at year end in deposits set up in 2013

It is a very flexible, renewable, six-month term deposit with a passbook for customers with a disability of 60% or more.

Inclusion of the third sector

Social Investe

This is a specific line of credit for the social sector (private charities, mutual funds, *misericórdias*, cooperatives, local development associations and other non-profit social organisations) that encourages investment, steps up activity in existing or new areas of intervention, modernisation of community services and management and reinforcement of cash flow.

Cartão Caixa Fã – 667,427,000 euros traded in 2013

This card allows users to finance charities and NGOs

Cartão Fundação Alentejo – 246,301,000 traded in 2013

This is for customers wishing to help Fundação Alentejo and contribute to socially important projects for Alentejo and its inhabitants (part of annuity goes to Fundação Alentejo).

Senior segment

Caixa Activa is for customers aged over 55 and includes personal loans for general goods and services and investment opportunities to meet their needs, including renewable energy.

Immigrant segment

CGD maintained its branch at Centro Nacional de Apoio ao Imigrante (CNAI) in Lisbon. Using a similar service model to Loja do Cidadão, it receives and integrates foreign residents in Portugal.

Residents abroad

CGD also continued to focus on complementarity between the network of branches, subsidiaries and representation offices abroad and remote channels, especially the Caixadirecta International service.

University segment

The strategic university segment has had a special programme since 1994, which is designed to benefit university students as an important group to the country's economic and social development.

2013 was another year in which CGD asserted its leadership in the university market, with academic establishments covered by active agreements in Portugal. CGD has 19 university branches located at the main campuses and is continuing its hands-on approach plus remote service with a 24/7 phone line, 808 212 213 – Caixadirecta IU service.

Continuing its introduction of the new Caixa IU brand from 2011, CGD sponsored more than 120 events in 2013, in addition to other regional or national initiatives such as student union celebrations and summer festivals, including the 19th Campanha da Nova Época Universitária (New University Season Campaign) 2012, to welcome students.

The remodelled website for the segment (www.caixaiu.pt) continued in 2013 as a notice board at the service of all CGD's partner schools, also providing news of interest to academia.

CGD financed degree courses, master's programmes, PhDs and MBAs, rewarding academic merit with discounts on spreads via Crediformação and student loans with mutual guarantees, to an amount of over EUR 14 million.

Crediformação Caixa – 10,571,000 euros of credit granted in 2013

The aim of this solution is to help finance students' course fees and purchase of materials. For studies in Portugal, the loan is for up to EUR 35,000 with a maximum repayment time of 16 years and abroad up to EUR 60,000 with a maximum repayment time of 15 years.

Student loans with mutual guarantee – 377,000 euros in credit granted in 2013

This line of credit is to finance the costs of degree courses and is exclusive to students at schools covered by Universitários Caixa IU agreements.

It continued to offer debit and credit cards to meet students' needs.

Caixa IU card – 386,306,000 euros traded in 2013

It is a debit card for students that offers discounts on a number of cultural activities, among other benefits.

Caixa ISIC cards (ISIC + ISIC DD + ISIC Erasmus) – 847,161,000 euros traded in 2013

These credit cards for students act as ID card and offer discounts on health, sports, and IT, for example.

Caixa ITIC card – 13,349,000 traded in 2013

This credit card has official recognition of faculty status offering discounts and benefits

HEALTH

CGD considers access to health an asset for all and an important factor in the construction of a sustainable society. It therefore provides a series of solutions for access to health care.

Crédito Pessoal Saúde Emergência – 791,000 euros credit granted in 2013

This loan is for goods and services to meet health needs and is for customers with a monthly income of three times the national minimum wage or less.

HPP Saúde card – 515,000 traded in 2013

This card offers discounts and special conditions at HPP Saúde health units.

Funding of renewal of urban centres

By offering a wide number of products for urban renewal, in recent years CGD has been reasserting its commitment to these important, decisive sectors, not only for the national and local economy, but also to improve people's living and hygiene conditions.

This commitment is based essentially on four components:

1. JESSICA/CGD Urban Development Fund
2. Real estate investment funds for residential rentals (FIIAH)
3. Social rental programmes

JESSICA/CGD Urban Development Fund

The JESSICA initiative, introduced by the European Commission and European Investment Bank in collaboration with the Council of Europe's Development Bank, is a financial engineering instrument that promotes urban renewal projects. And because urban renewal means sustainability and cohesion, inclusion and economic development, stimulating the rental market and creating jobs, as manager of the JESSICA/CGD Urban Development Fund CGD offers two lines of credit that provide medium- and long-term finance for projects located in the areas of influence of the Norte, Centro e Alentejo regional operations programmes:

- Line of credit for funding projects that are eligible for JESSICA community funds:
- Additional line of credit to fund the parts of urban renewal projects that are not eligible for JESSICA

In terms of investment areas, the JESSICA/CGD UDF will fund projects aimed at:

- Urban renewal in medium and large sized cities
- Energy efficiency and renewable energy
- Economic revitalisation of city centres for SMEs and innovative companies
- Dissemination of information and communication technologies
- Investments fostering social integration, cultural development, sport and leisure facilities, business support facilities, modernisation of urban infrastructure and public spaces, etc.

The JESSICA/CGD Urban Development Fund funded urban renewal projects to the amount of around EUR 20 million in 2013.

Also as part of the JESSICA/CGD UDF, CGD introduced the **Cidades de Portugal** real estate investment fund for residential rentals to support the rental market in peripheral urban centres where it is necessary to restore the homes. It is also helping to set up a national entrepreneurship network by providing a large number of retail outlets all over the country. This measure is of vital importance to economic development and job creation.

The Cidades de Portugal FIIAH has capital of EUR 30 million in funds from the JESSICA/UDF and from CGD.

Real estate investment funds for residential rentals (FIIAH)

CGD was a pioneer in developing real estate investment funds for residential rentals, financial instruments set up by Law 64-A/2008 to stimulate the residential rental market and offer a less costly alternative to households wishing to convert their mortgage contracts into rental agreements, while still maintaining the option to repurchase their home.

CGD has been stepping up its investment in these vehicles internally and externally and they have served to implement a series of measures in support of the residential rental market and economic development. As a result, these vehicles also stimulate the market for urban renewal because before the residential and retail premises can be put on the market via these instruments, they and, if necessary, their surrounding areas must be restored so that they are fit for use.

On the one hand, they are a solution for owners and financial institutions to profit from their properties by placing them on the rental market. On the other, they allow families unable to meet their mortgage commitments to satisfy their housing needs by renting.

In 2009 CGD offered two of these funds, which are essential vehicles in stimulating the residential rental market. These vehicles were as follows at the end of 2013:

Caixa Arrendamento
- 1,215 properties to a value of
EUR 97.6 million
- EUR 115.2 million under
management at end of 2013

Caixa Imobiliário
- 286 properties to a value of
EUR 38.5 million
- EUR 45.6 million under
management at end of 2013

In addition to the vehicles mentioned, CGD entered a FIIAH run by a real estate investment fund manager outside the CGD Grupo, called Arrendamento Mais FIIAHA, in 2013. At present, CGD has a EUR 30 million investment in this instrument, which serves the same purpose as the others.

SOCIAL RENTAL PROGRAMMES

Social rental market

In 2012, CGD joined the social rental market initiative, one of the government's measures in the Social Emergency Programme.

This initiative benefited from the start from the CGD Group's know-how and the experience gained from the Arco-Íris – Novos Horizontes para o Arrendamento Programme, between Fundimo (now Fundger) and Vila Nova de Gaia Municipal Council.

The social rental market is a partnership between the state, subscribing municipalities, Instituto da Habitação e da Reabilitação Urbana (IHRU), Instituto de Gestão Financeira da Segurança Social (IGFSS) and seven credit institutions, including CGD.

It is aimed at social classes that have incomes too high to qualify them for social housing but cannot afford to rent a home on the free market. It therefore offers a threefold benefit:

- It solves households' difficulties in accessing housing, as the rents charged are up to 30% lower than those in the free market.
- It boosts the rental and urban renewal markets, as the properties are ready for immediate occupation when handed over.
- It allows banks to obtain revenue from the properties in their portfolios.

After a call for tenders, management of these homes was awarded to Norfin – Sociedade Gestora de Fundos de Investimento Imobiliário, S.A., through Fundo de Investimento Imobiliário para Arrendamento Habitacional Solução Arrendamento.

At the end of 2013, CGD had an investment of over EUR 35 million in the Solução Arrendamento FIIAH, which supports the social rental market.

Agreements with municipalities

Also as part of the social rental market, CGD has been entering into agreements with some municipalities, in which properties are placed on the market by the local authorities in a win-win solution.

- The Arco-Íris – Novos Horizontes para o Arrendamento Programme, which has been in place since 2011, arose from an agreement between the CGD Group and Gaia-Social, EEM. Similarly to the social rental market, the aim is to provide housing for families that have incomes too high to qualify them for social housing but cannot afford to rent a home on the free market.
- In 2012, CGD signed rental contracts with Coimbra Municipal Council for it to sublet to those selected by the municipality.

In 2013 these two initiatives made 65 properties available.

CGD and a number of municipalities have been studying the possibility of partnerships similar to those described, to extend their benefits to more people.

FINANCING A LOW-CARBON ECONOMY

CGD plays an essential role in financing a low-carbon economy and helping to reduce its customers' greenhouse gas emissions.

CGD continued to offer specific financial solutions with preferential conditions for private, business and institutional customers in access to more carbon-efficient goods and services. In the area of renewable energy, agreements were maintained with different entities for the purchase and installation of ecological equipment and to foster changes in behaviour to reduce energy consumption and value the role of forests. The purchase of environmentally friendly cars was also encouraged with reduced spreads.

Crédito Pessoal Energias Renováveis – 59,000 euros in credit granted in 2013

This credit for private customers is to fund the purchase and installation costs of renewable energy generators (solar thermal or photovoltaic collectors, wind turbines or others, heat pumps and support or connection equipment).

Cartão Caixa Carbono Zero – 1,080,000 euros traded in 2013

The Caixa Carbono Zero card offers carbon credits to its customers. It is the only card that offsets CO₂ emissions by afforesting areas in mainland Portugal, such as Tapada Nacional de Mafra (Floresta Caixa).

Crédito Pessoal Energias Renováveis – EDP Serviços and GALP Gás Natural agreements and Yunit partnership – 500,000 euros in credit granted in 2013

Important issue:

Products for SMEs, institutional customers and society's emerging challenges 86% of the stakeholders surveyed considered that CGD was an environmentally responsible company and developed ecological products and services.



ENVIRONMENT
Principle 9 – encourage the development and diffusion of environmentally friendly technologies.

Funding of purchase and installation costs of solar thermal or photovoltaic collectors, wind or other turbines, heat pumps and support equipment or connection to existing equipment under their respective agreements.

In 2013, CGD continued to assist companies that decided to invest in better energy efficiency, use of renewable energy and micro-generation (solar, wind and hydroelectric).

Solução Caixa Empresas – Energias Renováveis – 4,339,000 euros in credit granted in 2013

This solution promotes company investment in renewable energy – solar thermal and photovoltaic, hydroelectric and wind power. Eligible investments are aimed at energy saving, micro-generation and power farms.

EIB lines of credit

As part of its company-oriented activity, CGD has negotiated credit lines with the European Investment Bank (EIB) to promote investment in Portugal on special conditions, e.g. EIB XV and MIDCAP I.

EIB lines – investment in environment / EIB MIDCAP I line – 21,769,000 euros in credit granted in 2013

This line funds investments in environmental sustainability projects, especially quality of life, environment and energy saving and efficiency

EIB lines – investment in environment / EIB XV lines – 175,000,000 euros in credit granted in 2013

This line finances investments in energy economy and environmental protection (SMEs and other bodies, including central and local government)

PROJECT FINANCE

CaixaBI – Banco de Investimento, SA (CaixaBI) is the CGD Group company that handles project finance. Because of the nature of this activity and customers' obligation to comply with the law (most countries entail safeguarding socio-economic and environmental concerns), the principles of environmental and social sustainability are respected.

In 2013, funding of EUR 8.2m was granted for the concession to operate municipal drinking water supply services and the collection, treatment and discharge of wastewater in Oliveira de Azeméis.

One of CaixaBI's constant concerns is to abide by social and environmental legislation in full. Environmental and social risks of project finance are assessed in three stages: during due diligence, construction and operation.

The CGD Group's project finance portfolio focuses mainly on projects in the Iberian Peninsula (around 90%). The safeguard of social and environmental obligations is a given in these countries' legislation and economic agents must comply with them.

In the context of greater involvement of multilateral institutions as potential funders of projects enabled by CaixaBI, it anticipates their needs for information and asks promoters for a sustainability analysis of the project, with a description of its social and environmental impact. The following factors are normally taken into account:

- Project's impact on creation of local jobs

Important issue:

Environmental and social criteria in project finance risk assessment



HUMAN RIGHTS
Principle 2 – make sure that they are not complicit in human rights abuses.

- Sharing of project management with the local community – spillover effects
- Hiring of human resources in line with the practices in the promoter's country of origin

These rules apply to projects in countries such as Angola, Mozambique and Brazil.

SUSTAINABLE INVESTMENT FUNDS

CGD has two investment fund managers: Caixa Capital, the CGD Group's venture capital fund manager and CaixaGest, a CGD Group company that manages real estate investment funds and performs discretionary portfolio management.

These CGD companies offer investors a variety of financial products to meet their specific interests and have been promoting responsible investment through investment funds with environmental and social benefits.

Fundo Especial de Investimento Caixagest Energias Renováveis (Caixagest Special renewable Energy Investment Fund) – 17,025,000 euros under management at the end of 2013

It is a special investment fund that only invests in renewable energy and related activities. The fund's main purpose is to provide investors with access to a diversified portfolio of assets directly or indirectly associated with renewable energy, environmental quality and carbon assets.

Fundo de Capital de Risco Caixa Empreender+ – Caixa Capital – 15 million euros of realised capital to a total subscribed of 25 million euros of CGD investment at the end of 2013

Fundo Caixa Crescimento (Caixa Capital) – 5 million euros of realised capital to a total subscribed of 30 million euros of CGD investment at the end of 2013

This fund finances high-potential projects in growth or expansion phases representing innovation and sustainability by investing in their capital.

Via a medium- to long-term partnership, Fundo Caixa Crescimento is designed for economically viable Portuguese SMEs or Mid-Cap with an annual turnover of less than EUR 250m that require funding to pursue their business plans, strengthen their capital structures and share the business risk with a credible, experienced financial partner.

3. Our community

3.1 Our human capital



CGD's employees are an essential strategic asset for its success. CGD uses effective management of talent and knowledge along with promotion of a work-life balance.

Commitments: Managing human assets		
Commitment	Goal	Status
Managing talent	Manage employees' motivation and personal development 2010-ongoing	<input checked="" type="checkbox"/>
	Create development programmes devoted to CGD in articulation with higher education establishments 2009-ongoing	<input checked="" type="checkbox"/>
	Assist employees in completing the second Bologna cycle (master's degrees) 2009-ongoing	<input checked="" type="checkbox"/>
	Increase dissemination of national and international internal mobility opportunities 2009-ongoing	<input checked="" type="checkbox"/>
Managing performance	Include Corporate Sustainability Programme goals in the performance management system 2013-ongoing	<input checked="" type="checkbox"/>
Managing knowledge	Guarantee an average of at least 35 hours' training per employee 2009-ongoing	<input checked="" type="checkbox"/>
	Consolidate in-house trainer pool 2012-ongoing	<input checked="" type="checkbox"/>
	Consolidate certification of knowledge in four key jobs 2012-ongoing	<input checked="" type="checkbox"/>
	Develop a process for assessing the efficacy of training for all programmes 2012-ongoing	<input checked="" type="checkbox"/>
Guaranteeing sustainability training and awareness	Train and raise employee awareness on sustainability matters 2012-ongoing	<input checked="" type="checkbox"/>
	Develop in-house communication on sustainability 2010-ongoing	<input checked="" type="checkbox"/>
Monitoring the social climate	Conduct employee satisfaction survey 2010 – whenever opportune	<input type="checkbox"/>
Guaranteeing occupational health and safety	Promoting prevention and safety events 2011 - ongoing	<input checked="" type="checkbox"/>
Promoting volunteering	Introduce corporate volunteering initiatives 2010 - ongoing	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Cumprido <input type="checkbox"/> Não cumprido ⌚ Em progresso ◆ Novo compromisso		

3.1.1 Our human assets

At the end of 2013, CGD had 9,892 employees, 5% fewer than in 2012, due to downsizing resulting from the current economic and financial circumstances and shifts in business paradigm. CGD's activity is based on equal opportunities and full respect for human rights and management of its human assets abides by these principles.

	CAPE VERDE		BRAZIL
CGD,SA 9,892 employees	BCA 435 employees	BI 115 employees	BCG Brasil 66 employees
• 56% women • 44% men	• 63% women • 37% men	• 37% women • 63% men	• 32% women • 62% men

Important issue:

Diversity and equal opportunities

CGD,SA EMPLOYEES PER COUNTRY (numbers)

Portugal	9,825	Cape Verde	2	Luxembourg	3
South Africa	1	Canada	2	Macao	4
Germany	1	China	1	Mozambique	11
Angola	11	Spain	4	São Tomé e Príncipe	2
Algeria	1	USA	1	Switzerland	5
Belgium	1	France	4	Timor	7
Brazil	2	United Kingdom	2	Venezuela	1



LABOUR
Principle 6 – the elimination of discrimination in respect of employment and occupation.

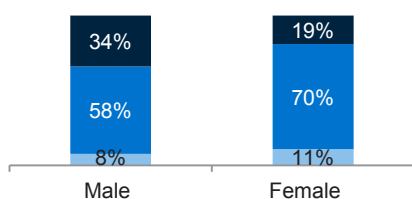
99% of CGD, SA employees are full-time and 1% part-time. At the international subsidiary banks covered by this report, 100% of employees at BCA and BCG Brasil and 99% at BI are full-time.

CGD defends the company's internal stability, as shown by the types of contract that it concludes with its employees:

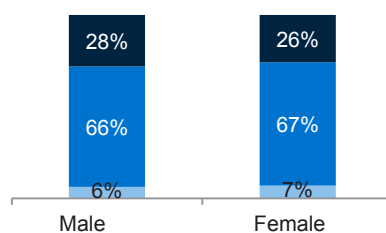
- At CGD, SA, 65% of employees have individual employment agreements, 33% public service contracts and 2% fixed-term contracts.
- At BCA, 92% of employees have individual employment agreements and 8% fixed-term contracts.
- At BI, 63% of employees have indefinite contracts and 37% fixed-term contracts.
- At BCG Brasil, 100% of employees have individual employment agreements.

CGD,SA EMPLOYEES BY GENDER AND AGE GROUP (numbers)

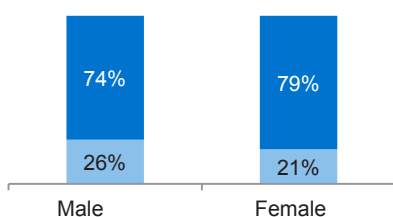
CGD,S.A.



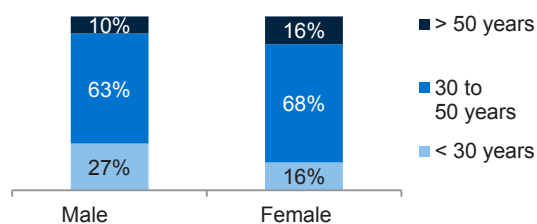
BCA



BI



BCG BRASIL



CGD,SA EMPLOYEES BY JOB CATEGORY , GENDER AND AGE GROUP (2013) (percentage and number)

CGD, SA

	<30	30 to 50	>50	Gender		Total Number
				M	F	
Board of Directors	0%	50%	50%	100%	-	2
Senior managers	0%	58%	42%	62%	38%	826
Middle managers	3%	80%	17%	47%	53%	3,922
Highly qualified and qualified professionals	16%	56%	28%	40%	60%	5,013
Semi-qualified employees	0%	18%	82%	67%	33%	45
Unqualified employees	0%	4%	96%	-	100%	84

BCA

	<30	30 to 50	>50	Gender		Total Number
				M	F	
Board of Directors	0%	56%	44%	56%	44%	9
Managers	0%	69%	31%	40%	60%	88
Specialists	11%	69%	20%	67%	33%	171
Multi-function	11%	83%	7%	26%	74%	46
Administrative staff	0%	57%	43%	30%	70%	37
Auxiliary staff	6%	56%	38%	49%	51%	84



LABOUR
Principle 6 – the elimination of discrimination in respect of employment and occupation.

BI	<30	30 to 50	>50	Gender		Total Number
				M	F	
Board of Directors	0%	100%	0%	100%	0%	1
Specialists	0%	100%	0%	20%	80%	15
Bank employees	27%	73%	0%	36%	64%	94
Assistants	20%	80%	0%	80%	20%	5

BCG BRASIL	<30	30 to 50	>50	Gender		Total Number
				M	F	
Board of Directors	0%	0%	100%	50%	50%	2
Executive	0%	50%	50%	83%	17%	6
Managers	4%	88%	8%	65%	35%	26
Administrative staff	44%	53%	3%	56%	44%	32

The CGD Group has an inclusive policy and hires people with physical disabilities without discrimination and ensures technical assistance and the necessary accessibility for their full integration and development.

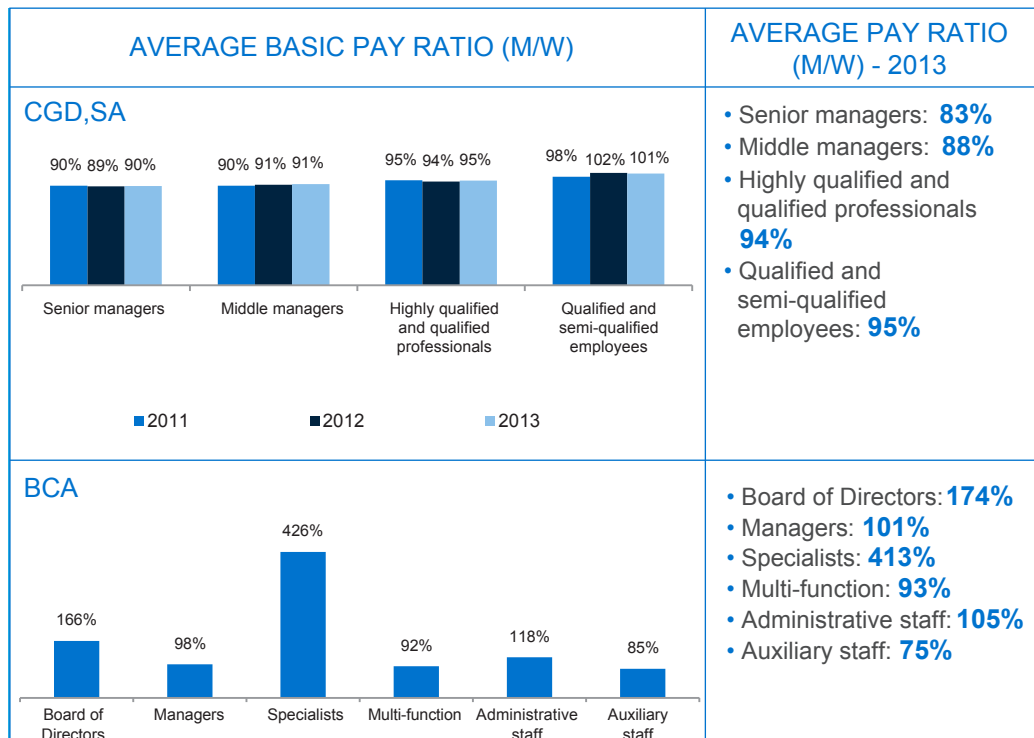
In 2013, CGD had 133 employees with physical disabilities (77 women and 56 men) and BCA – Cabo Verde had two and BI – Cabo Verde had one.

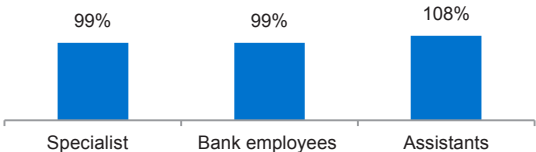
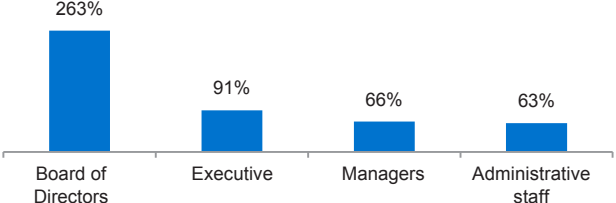
PAY EQUALITY BY GENDER AND JOB CATEGORY (2011)

(%)



LABOUR
Principle 6 – the elimination of discrimination in respect of employment and occupation.



AVERAGE BASIC PAY RATIO (M/W)	AVERAGE PAY RATIO (M/W) - 2013
BI  <p>Specialist: 99% Bank employees: 99% Assistants: 108%</p>	<ul style="list-style-type: none"> • Board of Directors: N.A • Specialist: 99% • Bank employees: 99% • Assistants: 63%
BCG BRASIL  <p>Board of Directors: 263% Executive: 91% Managers: 66% Administrative staff: 63%</p>	<ul style="list-style-type: none"> • Board of Directors: 263% • Executive: 91% • Managers: 66% • Administrative staff: 63%

At CGD, SA, BI- Cape Verde, BCA- Cape Verde and BCG Brasil the basic remuneration paid to employees is defined in a pay scale based on level for each job category and does not distinguish between genders. As in previous reports, CGD, SA calculated the proportion of men and women by job category and found some differences between genders. This was due exclusively to the fact that there are differences in the number of employees by gender at the different levels. Equal basic pay is guaranteed for employees at the same level and in the same job category, regardless of gender.

3.1.2 Attracting and keeping talent

CGD continued its policy of valuing its human resources and talent management. Its employees' careers are developed by means of professional progression opportunities, especially via internal mobility, so that they hone their skills and achieve their goals.

Where external recruitment was concerned, CGD continued its internship programme, which has promoted the CGD image and brand to strategic segments, especially university students. Under our social responsibility commitment, this programme enables young people taking vocational or higher education courses to have curricular internships or gain some initial experience in a business context after graduating. Interns can also be profiled to identify those with the development potential for a job at CGD, who then join the recruitment pool.

The process is based on proximity to the academic world by means of agreements and university student job offices, which count on CGD as a partner during job fairs. CGD was present at nine job fairs in 2013.

Important issue:

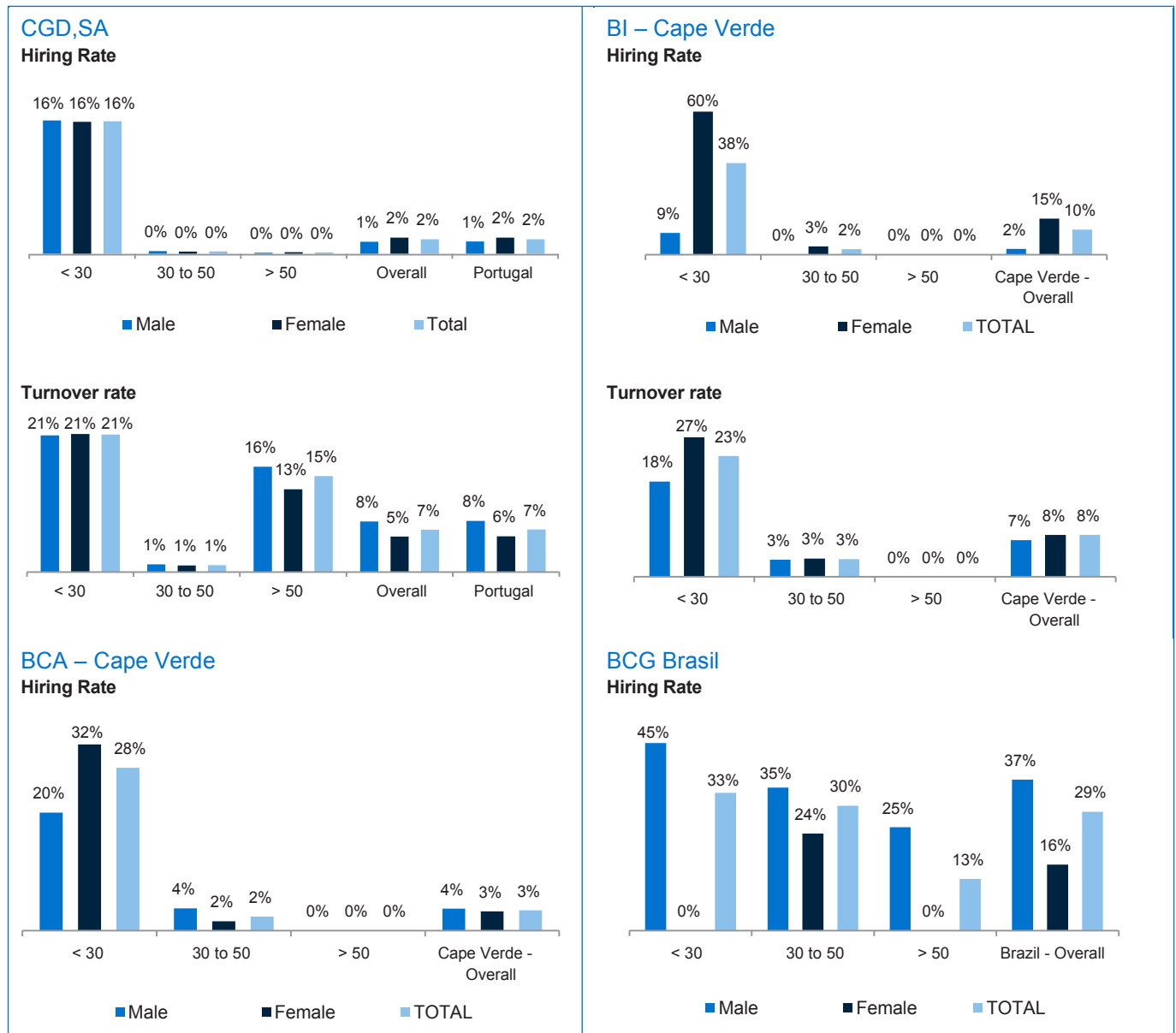
Attracting and keeping talent

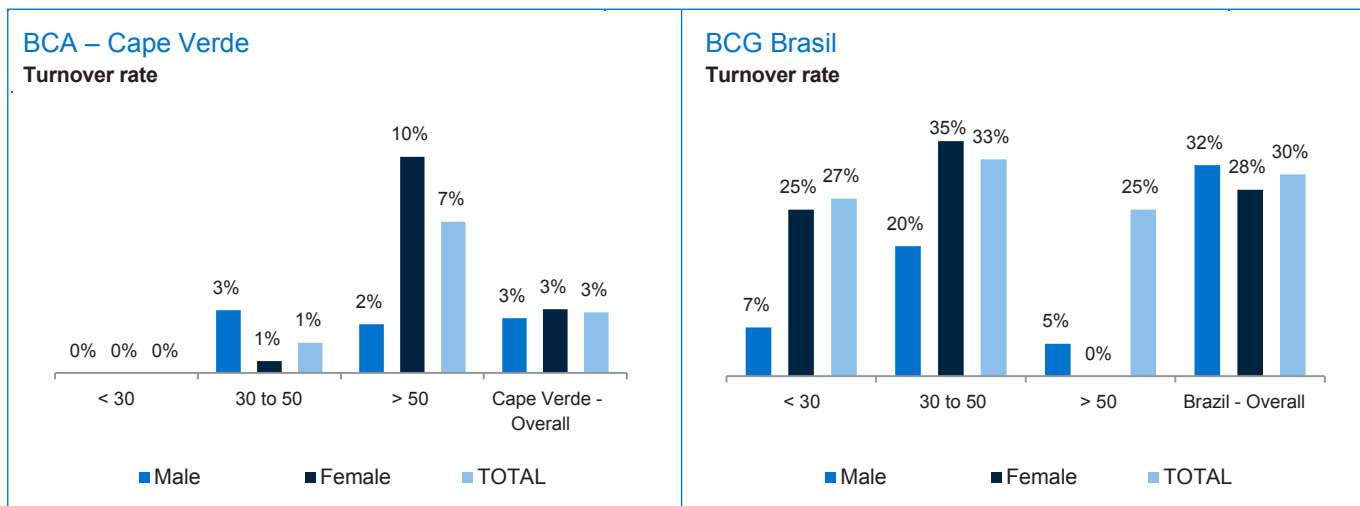
This programme therefore serves two purposes, as it enables CGD to attract and keep talent and allows students to find employment.

In 2013 there were 323 internships, 162 of which were vocational and 161 curricular (including the Summer Academies). 102 internships were part of the employability movement. At the end of the year, CGD had 151 interns.

BCA granted 36 vocational and five curricular internships and had 34 interns at the end of the year. BI had eight interns at the end of 2013, having granted one curricular and 16 vocational internships during the year.

EMPLOYEES HIRED AND LEAVING BY GENDER, AGE GROUP AND COUNTRY (%)





DEVELOPING HUMAN CAPITAL

CGD considers it essential to monitor, guide and boost employees' careers.

Concerning critical jobs in the private customer business – managers, assistant managers and customer managers – employees with potential for these jobs are identified in tests and placed in the Internal Recruitment Pool. This makes it possible to identify areas for improvement and draw up personal development plans in partnership with supervisors. Fifty employees were profiled and 138 development plans were drawn up in 2013.

When appointed to a new job, employees from the IRP go into a job internship plan – a specific training programme including face-to-face teaching, e-learning and on-the-job training, the purpose being to provide employees with the essential skills and knowledge they need for the job. This programme involved 111 employees in 2013.

A job certification process was introduced in 2013, by which 114 internship plan employees from the private customer network were asked to take practice and theory tests. Those who passed confirmed their suitability for the job and received a certificate from the Bank Training Institute.

This certification process was recently extended to employees who had transferred from Caixa Azul customer managers to business customer managers. They began special training.

PERFORMANCE EVALUATION

CGD employees undergo an annual evaluation of their skills, attitudes and fulfilment of goals in order to contribute to their professional development, motivation and recognition of merit, in a cascade process.

All employees in service in 2013 received performance evaluation.

A sustainability goal associated with the Dow Jones Sustainability Index assessment was also included in direct association with the Corporate Sustainability Programme in the performance management system.

There is currently a study under way of the enlargement of this system to more job areas as part of the commercial network's points and incentive system.

TRAINING

The 2013 Training Plan continued the road begun in the last two years, in line with the strategic goals for the three-year period.

Important issue:

Developing human capital

Career, remuneration and incentive management



LABOUR
Principle 6 – the elimination of discrimination in respect of employment and occupation.

AVERAGE HOURS OF TRAINING

(hours per employee)



CGD maintained two lines of action in its personal development and continuous learning programmes :

1. Skill-building and development training of work groups in comprehensive theoretic and practical programmes, e.g.

Reinforcing key competences programme, which disseminated procedures, new regulatory requirements and good practices to the commercial network when monitoring default and credit risk management. It also worked the commercial and management teams' capacities to handle sophisticated models and provide services to companies.

Capacity building and certification programme, which taught the basic skills needed for interns, contract employees, managers, assistant managers and Caixazul and Caixa Empresas managers.

2. Training in response to the need for higher specialisation, sometimes at individual level or to help develop employees with potential, e.g.

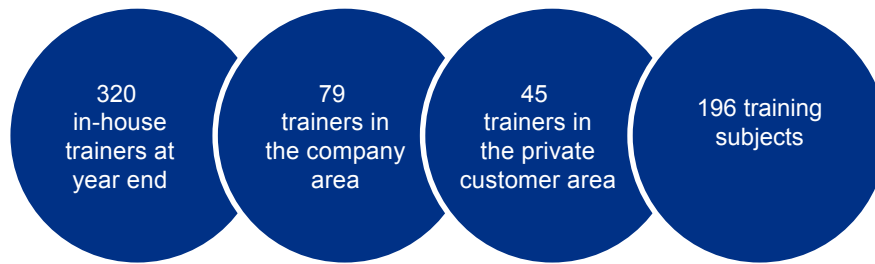
- **348** employees enrolled in courses, conferences and seminars in Portugal and abroad to improve their specific know-how
- **226** employees from commercial and support departments received foreign language training

- **89** employees used the highly specialised training programme to attend higher education, master's, post-grad and specialisation courses. Based on the criteria, it contributed to registration and class fees and gave them time to prepare for exams if they had the status of working students
- **1,152** employees received training in Microsoft Office to improve their IT skills

In addition to these programmes, CGD continued to invest in some goals in the 2011-2013 Training Plan, which contributed to the vocational improvement of its employees by increasing in-house training. This entailed:

- greater involvement of employees in the construction of training contents and courses, with a focus on in-house know-how and dissemination of good practices
- Consolidation of the in-house trainer pool and regional teams of CGD trainers using rotation and hiring of new employees.

IN-HOUSE TRAINER POOLS



As mentioned in previous years, in addition to regular trainers from the trainer pool, there are also other trainers who occasionally conduct classes or part of them. There were 107 courses in 2013 that used this kind of trainer.

CGD continued to prepare in-house trainers in a course with e-learning, classroom and self-testing providing them with the skills they need to give training classes. This year it involved 105 in-house trainers. In some training programmes, the trainers also received specialised classroom coaching.

CGD also developed training programmes with schools, in line with its needs:

- an increase in local training initiatives in new local enabling courses, which had over 20,000 participants in 2013
- ongoing job certification process for the four main positions in the commercial network involving 114 employees in 2013
- deployment of teams for the CGD transformation process and continuation of the executive training programme for directors.

New sustainability course for employees

In 2013 CGD introduced an e-learning sustainability course for all employees to teach them about the contribution that the banking sector can make to sustainable development, especially how CGD has managed its business responsibly via its Corporate Sustainability Programme.

The completion rate of the course was 85% with a 95% trainee satisfaction rate.

A satisfaction questionnaire was given to the managing body of the OEs regarding the effectiveness and strategic alignment of training solutions. The average score was Good - 4 (on a scale of 1 to 6).

Important issue:

Employee environmental training and awareness

TRAINING IN INTERNATIONAL UNITS

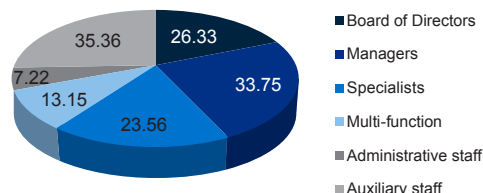
AVERAGE HOURS OF TRAINING BY JOB CATEGORY AND REGION AND BY AGE GROUP AND REGION

(number of hours)

BCA

The BCA's 2012-2014 strategic training, knowledge and innovation plan covers all employees. An operational training plan is drawn up every year.

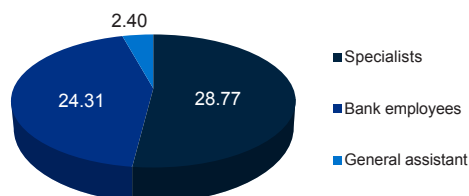
30.86 training hours per employee



BI

BI provides training to employees in different areas in order to develop their skills.

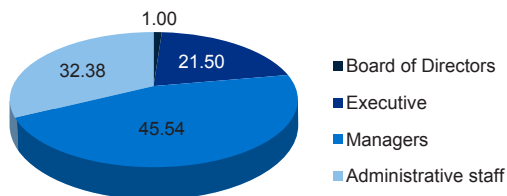
23.73 training hours per employee



BCG Brasil

BCG Brasil's training and development policy requires the training process to improve employees' knowledge and performance by identifying individual and team strong points and encourage their optimisation. BCG Brasil believes that training is much more than teaching something to an employee or a team. It is also passing on knowledge, providing support and guidance, developing skills and thereby increasing productivity.

35.62 training hours per employee



WORK-LIFE BALANCE MEASURE

Managing human assets in terms of creating the right conditions for employees' wellbeing and development is one of CGD's strategic sustainability lines.

This process focuses on the human factor as the main differentiating feature based on an ethically impeccable culture that is reflected in strict compliance with legal obligations and voluntary use of the best national and international social and family responsibility practices, such as employee's work-life balance.

CGD endeavours to nurture and support the development of its employees in all aspects of their lives outside work and values family, their many social and citizenship roles and the sociocultural and sports dimension for an active, healthy, responsible life.

CGD began harmonising corporate policies and measures with a view to concerted action and a supporting culture throughout the CGD Group.

Important issue:

Work-life balance

Particular attention was devoted to needs and stresses due to the current social and economic context in order to find flexible solutions suited to employees' concrete family and socio-professional circumstances in the different countries.

Support measures included:

a) **Psychosocial support** – In 2013 CGD continued its psychosocial support for employees and their families based on optimal articulation between social work and psychology, with qualified professionals ready to provide expert, ethical support in problem situations.

b) **Socio-economic support** – The recession resulted in particular attention to financial support aimed at protecting and improving the balance in CGD families. In addition to mortgages and personal loans already offered on favourable terms, the following measures were taken in 2013:

- Revision of the rules on personal loans with renewed focus on strict restraint, saving incentives and prevention of economic instability
- Possibility of consolidating short-term credits along social criteria
- Possibility of introducing a one-year grace period on low-interest mortgages
- Extension of two personal lines of credit set up in 2012 for working and retired CGD employees and for CGD Group company employees to meet substantial social needs.

c) **Health support**

- Medical and nursing units in the main cities and agreements with approved providers in the different specialities to ensure nationwide medical coverage
- Vaccination and free screening campaigns focusing on the prevention of seasonal flu, giving up smoking and the prevention of cardiovascular and other diseases via articulation between occupational health services and health units
- Agreements for ongoing, integrated care for employees and their families
- Specific treatment agreements for addiction disorders for employees and their families
- Subsidies and support for special treatments for children with special needs
- Special co-payment scheme for serious illness

d) Policies on flexibility and socio-professional support

- Suitability of the job, place and work station to employees' physical and psychological conditions
- Geographical and functional mobility based on a policy of combining CGD's interest and employees' personal and family needs
- Possibility of extending leave for family assistance in extreme social need or serious illness
- Working student subsidy
- Priority to admission of or disabled or deceased employees' family members

e) Family support

- Social subsidies for employees' children
- Scholarships for employees' children in higher education based on merit and social criteria
- Extension of the network of agreements for the purchase of products and services on preferential terms in the areas of insurance, transport, crèches and kindergartens, nursing homes and home support
- Holiday camps, language courses and other activities in school holidays
- Sharing of used school books
- English coaching for students in compulsory and upper secondary education

f) Social solidarity

- CGD Social Services blood donor group's wider platelet and bone marrow drive in 2013
- Development of corporate volunteering with support provided to many social and environmental volunteering initiatives, such as the in-house Seniamor team that works to prevent post-retirement isolation
- Support for pensioners' associations, such as the ANAC, which took over the presidency of the European Savings Bank Group among representatives of banks from eight countries in 2013, which demonstrates recognition of its prestige in the area of senior associations

g) Sports and culture

- Easy access to performances for specific target groups
- Reading Club, with free postage on book orders for residents in the autonomous islands to combat insularity and partnerships with publishers and bookshops
- Dissemination of books designed for children with special needs
- Favourable conditions of access to Fundação Culturgest's cultural initiatives for employees and their families
- CGD provides facilities for sports, especially at the Culture and Sports Centre in the head office building and the Ajuda Pavilion. It also has agreements for a wide variety of sports for employees and their families all over the country.

CGD's excellent work-life balance policy is only possible because of a culture of social leadership and people's active, responsible, caring, resilient participation, not as mere recipients of social measures but as agents in the management of challenges.

BENEFITS AT BANKS ABROAD

BCA: Mortgages, car loans, tax subsidies and salary advances at low interest; rent subsidies for some managers; productivity bonuses paid annually indexed to performance evaluations; 50% co-payment of academic or vocational courses attended in Cape Verde, provided they are of interest to the bank; 75% co-payment of monthly fees for employees taking English courses in Cape Verde with decisions made case by case based on the bank's interests and the amount of the fees; life insurance for all employees; co-payment of fees at some gyms in Cidade da Praia; fuel allowance (for some supervisors); mobile phones and top-ups (for some supervisors and specialists); company cars for directors and coordinators of Staff bodies.

BCG Brasil Medical and dental care for all employees and their direct dependants (spouse or partner and children); additional welfare programme 90 days after admission; life insurance; transport, meal and culture vouchers; crèche and babysitting subsidy; subsidy for disabled children.

3.1.3 In-house communication and awareness

In-house communication is a strategic issue in managing CGD's human assets. There are therefore a number of channels and media for all employees to ensure permanent dialogue.

MAIN IN-HOUSE MEDIA USED

MEDIUM	GOALS	2013
Intranet	To distribute institutional information to all employees on a daily basis	75.8 million page views in 2.28 million visits
<i>CaixaNotícias</i> newsletter	A single medium is used to circulate information on all areas of interest at CGD. It is considered CGD's official newsletter.	-
Nós Caixa micro-site	To provide non-commercial or institutional information of interest to employees – updated weekly	1 million pages visited

MEDIUM	GOALS	2013
In-house publishing –nóscaixa magazine	To strengthen employees' ties and feeling of belonging to the CGD Group and facilitate identification of employees with the organisation's values Quarterly	-
Communication by email – CaixaInfo	To circulate occasional information using a recognised medium	-
In-house posters	Reinforcing messages at the head office building with posters in circulation areas	-

CAIXA PESSOAL – IN-HOUSE HUMAN RESOURCE MANAGEMENT PORTAL

The Caixa Pessoal portal is for the exclusive use of CGD employees and is devoted to human resource management matters. It continued to be an essential tool for everyday management, allowing access to personalised information and human resource applications in order to disseminate knowledge and assist employees in their professional and personal development.

In 2013 there was a monthly average of around 9,000 accesses to Caixapessoal thanks to a policy of active content management and the provision of functions of use to each employee's life, such as access to apps and HR and e-Learning training news (including knowledge-sharing communities).

Caixapessoal continued to be available to all employees, even outside the workplace. This factor was especially important for distance education (e-Learning courses and training tutorials). In 2013 there were 107,000 accesses to the portal. Of these, 3,300 were accesses made from outside the organisation at the weekend.

If employees are unable to find the information they need on the portal or need to contact the Personnel Department on an HR management matter, they also have the onlineCaixapessoal Helpdesk.

Caixa de Ideias competition

In 2013, CGD used different forms of in-house communication to raise employees' awareness of the issues in the Corporate Sustainability Programme.

There were also initiatives such as the Caixa de Ideias (Ideas Competition) competition and celebration of CGD's anniversary.

This CGD in-house competition is for all its employees and encourages them to create and submit original, innovative ideas in areas that are strategic to CGD. Its aim is to allow employees to play an active part in CGD's strategic challenges by suggesting solutions for improving procedures, processes, products and services.

The competition had a single theme in 2013: Companies. The aim of this theme was for ideas to contribute to CGD's commitment to support the country's economic development and international expansion and innovation in Portuguese companies (especially SMEs), in a setting of greater competition and promotion of sustainability in its broad sense. Multi-disciplinary teams were encouraged to participate, with a strong didactic component and focusing on the demonstration and valuation of in-house talent in order to boost more visible, usable results.

104 teams totalling 327 employees competed. Six ideas got through to the final and the winner was "Prospects em Ágile". It consists of a platform for uploading and handling credit operations.

CGD's 137th anniversary

CGD celebrated its 137th anniversary by reinforcing the emotional ties that bind the employees to the institution and bringing them closer, reminding everyone of the emotional values that link its employees to the brand and motivate employees to take on future challenges.

The commemoration began with teaser e-mails (one a day for five days) to all CGD Group employees and ended with an e-mail from the Chairman of the Executive Committee congratulating everyone on the day itself.

Introduction of the De Nós para Nós Programme

In December 2013, the message from the Chairman of the Executive Committee marked the start of the De Nós para Nós Programme. This is an in-house communication programme aimed at informing and involving employees in a current project to increase the organisation's effectiveness. The programme began with the CEC's message, which showed the programme's intranet page and a motivational film on the project and the importance of CGD's teams and values.

3.1.4. Corporate volunteering

Corporate volunteering is one of the forms taken by CGD's corporate responsibility to encourage employees to play an active part in its community engagement policy. It helps raise their awareness of the importance of sustainability issues, such as the environment, financial education and social support, while also enabling them to participate in sustainable development.

In 2013, CGD employees participated in two important volunteering initiatives – the Young VolunTeam Programme and the Junior Achievement Portugal Educação para Empreendedorismo (Education for Entrepreneurship) Project.

YOUNG VOLUNTEAM PROGRAMME

CGD, with Sair da Casca, ENTRAJUDA and the support of the Department of Education and the European Commission's Youth in action Programme undertook the Young VolunTeam Programme in 2013. Its goals were as follows:

- To raise the education community's awareness of volunteering as an expression of active citizenship
- To increase recognition of the importance of their contribution to developing essential skills in young people in different areas: social inclusion, entrepreneurship, education, employment and citizenship

- To create a new space for active citizenship offering opportunities for learning and participating that foster not only solidarity but also mobility, curiosity, openness and entrepreneurship in the students
- To improve Portugal's place in the European youth volunteering rankings and be a success story that can serve as an example for new social responsibility projects

The pilot edition of the Young VolunTeam Programme (2012/13 school year) involved schools all over the country with groups of three or four students and a teacher. All year the students acted as ambassadors and agents of change at the school and took action to disseminate the values of volunteering to other students, their families and the local community.

MAIN RESULTS OF THE YOUNG VOLUNTEAM PROGRAMME IN THE COMMUNITY

Programa Young VolunTeam

- 101 student ambassadors
- Mobilisation of 576 fellow students at the schools
- 216 volunteering training sessions involving 1,504 students at 51 compulsory-education schools
- 164 volunteering initiatives, campaigns and projects
- 108 beneficiaries
- Collection of 50,687 kg of foodstuffs, 400 kg of bottle tops, 1,580 kg of paper for recycling, 1,175 kg of clothes, 834 kg of toys, 1,083 kg of books and EUR 6,774.

JUNIOR ACHIEVEMENT PORTUGAL (JAP) – EDUCATION FOR ENTREPRENEURSHIP

CGD has been collaborating in the Junior Achievement Portugal Education for Entrepreneurship project since 2010. Its main goal is to bring to schools the concepts of financial literacy, citizenship and entrepreneurship and the values of creativity and innovation.

Junior Achievement Portugal – Education for Entrepreneurship

- 62 volunteer employees
- 481 hours
- Beneficiaries 63 classes from schools all over the country and over 1,500 students.

In 2013, CGD renewed its agreement with Entrajuda and its support for one the partnership's most innovative and charismatic projects, Bolsa do Voluntariado (Volunteer Pool) – an online tool and meeting place for anyone needing or offering volunteer work. CGD is the main partner in Bolsa do Voluntariado, which is currently available on www.bolsadovoluntariado.pt and Facebook (Volunteerbook). It was the first third-sector app developed for Windows 8.

CGD's volunteering enjoys the valuable participation of:

- CGD Social Services blood donor group
- ANAC – Associação Nacional dos Aposentados da CGD
- Séniamor (Lisbon and Porto) an important in-house volunteer group that helps prevent social isolation after retirement

3.1.5 Occupational health and safety

CGD undertakes a number of health and safety initiatives for its employees and customers and is committed to continuous improvement of its processes and OHSAS 18001 best practices. CGD is actually planning to draft an occupational health and safety policy for the Group in 2014.

OCCUPATIONAL HEALTH

CGD's occupational health and safety policy is not limited to compliance with legislation on the subject. It consists of a holistic policy aimed at improving employees' physical, psychological and social health and wellbeing. In 2013, CGD began developing a corporate HR occupational health and safety policy.

Important issue:

Occupational health and safety

The multidisciplinary occupational medicine team (doctors, nurses, psychologists and admin staff) provides personalised, hands-on care, conducting an exhaustive analysis of situations and their treatment and, if necessary, providing employees with vocational rehabilitation and reintegration.

A careful analysis is made of environmental, organisational and work factors and the human and individual characteristics influencing behaviour at work. Occupational risks (biological, chemical, physical, ergonomic and psycho-social) are assessed and measures are taken to eliminate or reduce damage.

Causes of occupational accidents and diseases are analysed and the necessary prevention measures are taken. There were 98 occupational accidents in 2013, 55 of which were during travel and 43 in the workplace and 54 resulted in sick leave. In addition to medical exams before returning to work, seven of these cases were given personalised follow-up due to their severity. There were no cases of occupational diseases in 2013.

Clinical occupational medicine exams and tests screen for alterations in systems and organs for wider prevention going beyond job or work conditions, with a view to a wider scope of prevention. The idea is to detect decompensation that if diagnosed early can be treated immediately before a full-blown disease develops.

Occupational medicine also provides gynaecological and breast cancer screening (162 consultations for 120 employees), nutrition (502 consultations for 228 employees), anti-smoking (130 consultations for 25 employees) and support for employees travelling on business (75 consultations for 52 employees).

Female employees continued to have a Breastfeeding Corner where they can express and store their milk to extend their baby's breastfeeding time, as the benefits to mother and child are well known. Caixa Pessoal continues to offer a health information section.

7,777 examinations were performed in 2013 (admissions, periodic and incidental). The psychology group assessed and monitored 483 problem situations (64 physical and 419 psychological) and 10 crisis situations resulting from muggings. A problem situation is one that does not result in long absences but involves one or more problems (presentism, inter-personal conflicts, dissatisfaction, lack of motivation) that have an impact on employees' health and wellbeing.

OCCUPATIONAL SAFETY

As part of CGD's restructuring, the Occupational Safety Unit was transferred to the Personnel Department (DPE) in the new Occupational Health and Safety Section working hand-in-hand with Occupational Medicine. The recent structural change and the adoption of proactive policies have permitted greater focus on employees' health and wellbeing. This change gave new impetus to personnel policy, which focuses on personal, individual contact with all departments.

CGD undertook a number of activities in this area, in line with best practices during the year:

1) Technical occupational safety audits: risk assessment of workplaces based on three-yearly planning, with recommendations for preventive and corrective measures, whenever applicable. 312 audits were conducted in 2013, representing 37% of the commercial network;

2) Analysis and management of occupational accidents: after accidents are reported, the circumstances are analysed and a report is issued recommending preventive and corrective measures, whenever applicable;

3) Analysis and management of incidents: after an occupational safety incident is reported, its circumstances are analysed and necessary measures are taken to reduce its impact and prevent future incidents;

4) Ergonomic studies and project analysis: These studies result in proposals to eliminate or reduce any risks at source. In 2013 the customer care island format was reassessed and substantial improvements for users were recommended. CGD is currently surveying needs in the food area in the commercial network to ensure that all facilities have appropriate conditions for meals. A space was created in the 5 de Outubro building for the purpose;

5) e-learning and classroom prevention and safety training courses: There was one occupational health and safety training course for vocational internships and another for the Summer Academy in 2013.

PREVENTION AND SAFETY

Under its safety and security risk prevention and management policy (PPGRS) for people, assets and valuables, CGD's Prevention and Safety Office (GPS) assesses the impacts of CGD operations on the safety of employees and customers, with a view to ongoing improvement of existing safety and security systems. In 2013, the GPS kept up certification of the quality management system. Its most important initiatives were as follows:

1) Analysis and management of incidents: After an incident is reported, its circumstances are analysed and necessary measures are taken to reduce its impact and prevent future incidents;

2) Classroom training in prevention and safety: in vocational internships, for new employees and manager training;

3) CaixaSegura training courses: Training courses are given to rapid intervention and emergency response teams to teach them what they need to know to act with maximum effectiveness in an emergency. Over 90% of the teams' members are trained in fire safety and first aid. In 2013 132 employees attended refresher courses;

4) Total and partial drills at the central buildings, now also in the commercial network (facilities in risk category 2): Total and partial building evacuation drills at central buildings to assess activation of the business continuity plan and Crisis Office, test the different aspects of the internal emergency plan and foster operational articulation with the Joint Operational Command Post made up of civil defence personnel;

5) Safe visit concept: Compulsory reconnaissance visit to the head office building and central buildings – 5 de outubro and Aliados – to inform all new residents of basic emergency procedures;

6) Cooperation agreement with Regimento de Sapadores Bombeiros (fire brigade): An agreement under which the emergency teams and GPS employees are given fire-fighting training;

7) AED – Automatic External Defibrillator Programme – (equipment approved by INEM): with special training for users;

8) Proximity (Security) Programme: presence of a security guard at branches in the commercial network (Lisbon and Porto districts) to protect customers and employees from theft, fraud, threats etc.

3.2 Active citizenship



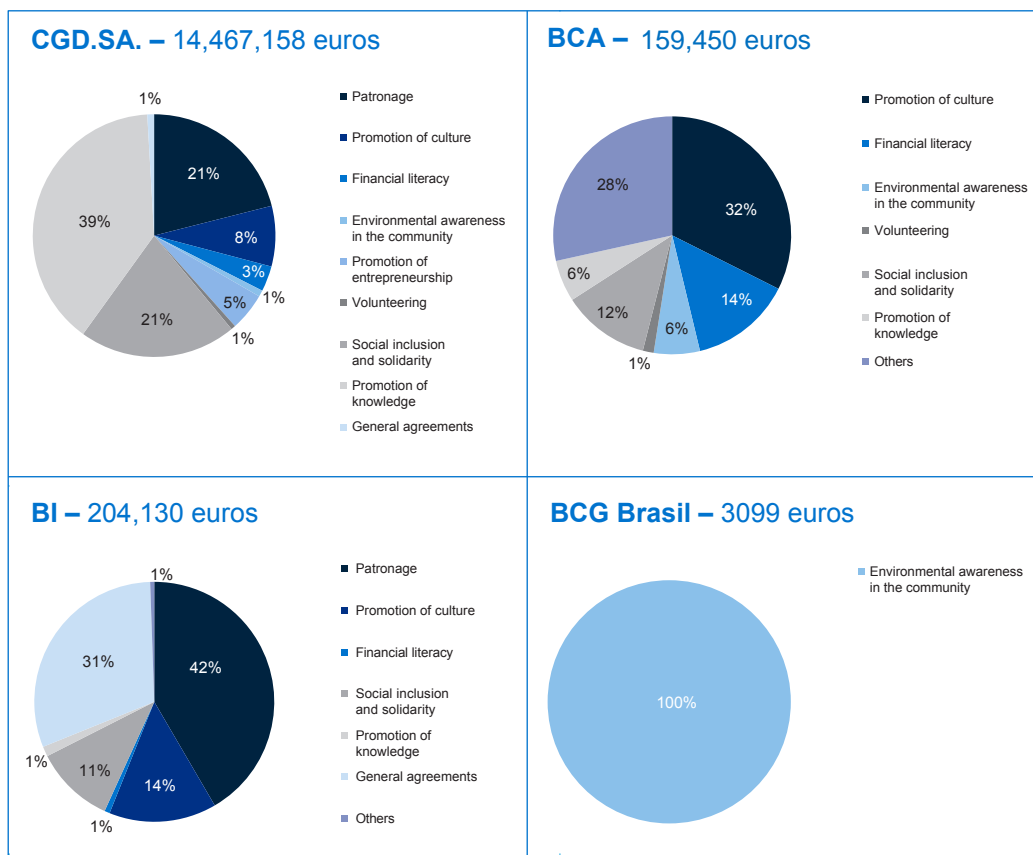
As part of its community engagement policy, CGD follows good social innovation practices that boost management models capable of adding value to society. It has therefore committed to creating solutions that meet emerging social needs, including education and financial literacy, young entrepreneurship, volunteering and support of social and cultural activities, in which Fundação Caixa Geral de Depósitos – Culturgest has been a vital cultural agent.

CGD helps to improve conditions for access to funding by developing inclusive business models and encouraging self-employment, thereby contributing to the development of the economy and active citizenship.

Commitments: Community engagement		
Commitment	Goal	Status
Ensure implementation of the community engagement policy	Monitor the social impact of CGD's investment in the community using the London Benchmarking Group tool 2012 – ongoing	⌚
	Development of triage tools for social support in line with our social pillar's strategic aims 2013 – ongoing	⌚
Social innovation Invest in improving everyone's daily lives and contribute to social inclusion	Participate in the Portuguese Action Tank Contribute to social inclusion with an approach based on new corporate models and initiatives 2010 – ongoing	☑
	Foster entrepreneurship 2012-ongoing	☑
Promote financial literacy Play an active part in the financial education of customers and the community	Promoting financial education for a wide audience of private and business customers and non-customers 2009-ongoing	☑
	Step up financial education for children and young people 2013-ongoing	☑
☑ Cumprido ☒ Não cumprido ⌚ Em progresso ◆ Novo compromisso		

3.2.1 Investment in the community

Pursuant to its policy, CGD continued to monitor its investment in the community.



3.2.2 Social innovation

CGD continued its social innovation initiatives and its role as a driving force for the development of comprehensive, ground-breaking multidisciplinary solutions to social problems.

BEM COMUM VENTURE CAPITAL FUND

The Bem Comum Fund is an initiative of the ACEGE – Associação Cristã de Empresários e Gestores, in which CGD has invested since 2010. This venture capital fund is for people aged over 40 with occupational experience and focuses on funding projects that have growth prospects and can create jobs in any sector.

ACTION TANK PORTUGAL

Action Tank Portugal – Empresas para o Desenvolvimento (ATP) is an alliance of 11 companies, one of them being CGD, which undertake experimental projects in collaboration. Its mission is to contribute to social inclusion with an approach based on new business models and initiatives, particularly inclusive business, social business and social entrepreneurship.

In 2013, the issue of employability was included in all the projects and ideas, ranging from youth unemployment to employability via entrepreneurship.

PROMOTION OF ENTREPRENEURSHIP

CGD continued to make entrepreneurship a strategic communication priority. It has been sponsoring a number of initiatives in recent years in the awareness that there is still a way to go in the development of a sustainable business model from the idea to its implementation.

BETA-I – PROMOTION OF ENTREPRENEURSHIP

CGD joined Beta-i – Associação para a Promoção do Empreendedorismo e da Inovação to assist in the development of a more entrepreneurial culture by means of accelerated start-up programmes and events to promote entrepreneurship.

- **Beta-start** – a four-week accelerated start-up programme with phases ranging from validation of an idea to prototyping and market testing of the product. The two editions in 2013 received **101 applications**, **22 projects** were selected involving **39 entrepreneurs**, and **more than 150 hours of training** were given with support of over **60 mentors and coaches**.
- **Beta-start Founders Dating** – A three-hour networking session for entrepreneurs to meet potential business partners (**34 participants**).
- **Beta-talk** – monthly events where experienced guest entrepreneurs share their ideas and stories on their start-ups with future entrepreneurs. Sessions were held in different districts of the country, including the Azores, involving **over 570 participants**.
- **Explorers Festival Basecamp** – Introduction to the media of the Explorers Festival attended by a panel of Portuguese and international speakers on IT matters, involving **243 participants** – start-ups, journalists, students and investors, among others.
- **Explorers Festival** – the largest entrepreneurship and innovation festival in southern Europe, involving an estimated **1,000 people**, including journalists, opinion leaders, techies, start-ups, corporate, innovators, investors and students. CGD also sponsored a side event at the festival, in the form of a conference with international speakers and Q&A sessions. There were **180 participants**.
- **Lisbon Challenge** – a four-month international start-up acceleration programme with sessions in Boston, London and São Paulo. 500 applications were received, 40% from over 25 countries in the fields of IT, tourism, education, creative industry, health and biotechnology. **74 start-ups** involving **190 people** were created.
- **Venture Day Lisbon** – An Iberian conference organised in partnership with the IE Business School, and attended by the most influential early stage investors from the two countries and 10 start-ups that shared their experiences and competed for a prize (**357 participants** – start-ups, investors and journalists).
- **Startup Weekend São Paulo Universitários** – An intensive weekend for presenting ideas ranging from prototyping to creation of a business (**80 participants**).
- **GreenFest** – two workshops during GreenFest: Lean Innovation and Entrepreneurship with **104 participants**, including entrepreneurs and students.

Following its strategy of ongoing support for innovation and entrepreneurship projects, CGD also supported other events, such as World Entrepreneurship Week, which was held at Instituto Superior de Agronomia in Lisbon and the national final of Poliempreende, an entrepreneurship competition organised by polytechnic institutes and held at the Guarda polytechnic.

ENERGIA DE PORTUGAL PROJECT

CGD once again sponsored the Energia de Portugal Project, an *Expresso* newspaper initiative. It is a movement that creates the right conditions for people to bring their ideas to fruition. After the advertising of the project and selection of candidates, the event was opened. There were then eight boot camps, where the teams developed their projects. The final event was the Investment Pitch ceremony.

In the Investment Pitch, the final 15 teams, chosen from 50, presented their projects to investors in the hope of finding backers for their business.

over 400 people at the
opening event

over 200 people at the
boot camp

over 400 people at the
Investment Pitch

AconteSer – LIDERAR COM RESPONSABILIDADE PROJECT

ICGD continued to support the AconteSer – Liderar com Responsabilidade project, undertaken by Associação Cristã de Empresários (ACEGE). The programme's aim was to raise business leaders' awareness of the need to change ingrained patterns of behaviour that jeopardise competitiveness and sustainability of the Portuguese economy.

A cycle of free workshops on best business practices was held at different venues and on a variety of topics in 2013. CGD participated as trainer at workshops on financing of SMEs and hosted several sessions.

3.2.3 Education and financial literacy

FINANCIAL EDUCATION

CGD's focus for the promotion of knowledge in 2013 was financial education and it continued initiatives from previous years.

Important issue:

Financial literacy

Participation in the Associação Portuguesa de Bancos – Boas Práticas, Boas Contas (Good Practices, Good Accounts) project

Boas Práticas, Boas Contas website is an educational project designed to provide the public with useful, accessible information on banking services. It uses realistic, practical cases that are similar to the real life of many households so that people can readily identify with them. It is a project for the general public and its contents were devised by the APB Financial Literacy Working Group, to which CGD belongs. Its aim is to provide simple, clear information on the main banking products and services, thereby helping to improve the financial culture of the Portuguese-speaking community. The approach uses innovative communication based on illustrations and simple, direct language.

NATIONAL SCIENCE COMPETITIONS 2013

As in previous years, in 2013 CGD sponsored the national science competitions, an Aveiro University initiative that promotes exact and social sciences. It involved 15,000 compulsory education and upper secondary students and tested their skills in maths, biology, physics, Portuguese, geology and, for the first time, financial education.

KIDZANIA

KidZania is a theme park for families with children aged 3 to 15. It has its own currency (the kidZo) with which children can pay for services (supermarket, hairdresser, car rental, etc) and play make-believe. The aim is to teach children the values and rules of citizenship, help them live healthily in society and make them aware of the need to save.

As in previous years, CGD and the Saldo Positivo website were at KidZania with activities and games to commemorate World Savings Day.

TRAVELLING FINANCIAL EDUCATION+ EXHIBITION

The project is the result of a partnership between CGD and Aveiro University. It is an educational but entertaining exhibition that promotes financial education, by travelling the country from north to south with three permanent monitors. Although it is mainly for young people aged 7 to 17, the exhibition is open to the general public and combines educational and recreational aspects to promote financial literacy.

Since the first edition in 2010/2011, the route has been adjusted to the school year so that the exhibition and its parallel lectures can be included in the syllabus. It has three modules:

- Module I – What's money for?? – games and charades for primary and middle school pupils
- Module II – How do I spend money? – for lower secondary students
- Module III – Should I buy or not? – a more technological approach for upper secondary school students and the general public

From October 2010 to 2013, the exhibition has received over **72,200 people**, made **81 three-day stops** all over the country, accompanying the school calendar year after year and the skills and tastes of the different communities involved.

CICLO DA POUPANÇA

Ciclo da Poupança is a microsite consisting of tips, curiosities, games and information about the planet. It is designed to raise awareness, particularly of children and young people, of the need to preserve the planet by linking the concepts of saving resources and saving money (<http://ciclodapoupanca.com/>).

FINANCIAL LITERACY



CGD continued its Financial literacy Programme – Saldo Positivo It currently consists of two areas: Saldo Positivo Particulares (<http://saldopositivo.cgd.pt/>) and Saldo Positivo Empresas (<http://saldopositivo.cgd.pt/empresas>).

The main goals of the programme are:

- To improve the public's financial education
- To help households manage their money better and make more informed choices
- To help entrepreneurs and managers in the management of their businesses and answer the main questions faced by small and medium-sized enterprises.

In 2013, CGD remodelled the website and introduced a number of activities to attract more visitors and fill gaps in the public's financial knowledge, thereby ensuring that the financial contents offered corresponded to the concerns that households and businesses face today.

MAIN ACTIVITIES IN 2013

<p>Remodelling of the website</p> 	<ul style="list-style-type: none"> • The website's design was totally remodelled to make it faster and more attractive. • New categories of topics were introduced (jobs and low cost) to address the public's current concerns. We returned to the idea of building simulators – one of the website visitors' favourite tools. • Opinion pieces by outside specialists on a wide variety of subjects (economics, human resources, entrepreneurship, etc) were included.
<p>Greater focus on social media</p> 	<p>Saldo Positivo has had a Facebook page since 2010. Aware of the impact of social media on the number of visitors to the website, Saldo Positivo increased its focus on this channel by seeding. There was a 242% increase in the number of likes on its Facebook page.</p> <ul style="list-style-type: none"> • An online campaign was conducted on LinkedIn, Facebook and Google Search, focusing on Saldo Positivo Empresas.

Saldo Positivo area on Sapo Mulher	<ul style="list-style-type: none"> • Saldo Positivo now has its own portal on the Sapo Mulher portal. Its purpose is to foster the financial literacy of visitors while also advertising the Saldo Positivo project.
Training from north to south of the country	<ul style="list-style-type: none"> • As part of the AconteSer project by Associação Cristã de Empresários e Gestores (ACEGE), Saldo Positivo held workshops in June and September to publicise Saldo Positivo Empresas to entrepreneurs and managers in Fundão, Guarda, Viana do Castelo, Guimarães, Évora and Beja. • Saldo Positivo joined in the commemoration of Green Day at the Electricity Museum with two workshops: Doing more with less: Everyday savings tips and Get down to work: how to create your own business

Results

Saldo Positivo is a tool to help households and businesspeople to make more informed financial decisions and had its best year ever in 2013. The difficult economic context in Portugal in 2013 and the increase in the unemployment rate to record levels meant that households looked for more information as to how to manage their family budgets better.



Proof of the project's quality and importance was the fact that Saldo Positivo **won the Banca & Finanças Award** from Meios & Publicidade in 2013.

The number of visitors shot up 48% against 2012 and time spent on the website increased by more than 53%. In other words, Saldo Positivo (Particulares and Empresas) is not only getting more visitors but they are also reading more contents and spending more time at the site.

	2012	2013	Variation (%)
- No. visits:	575,054	840,109	46.1
- No. unique visitors:	454,732	676,826	48.8
- No. views:	4,748,233	5,699,142	20.0
Time spent	9.42	14.48	53.8

In October, as part of the commemoration of **World Savings Day**, Saldo Positivo undertook a number of initiatives that influenced traffic on the website (e.g. "One savings tips a day" and "Savings Week at KidZania").

BANCO INTERATLÂNTICO

BI's financial literacy initiatives included:

- Provision on the www.bi.cv website of Banco de Cabo Verde manuals (Financial Education series, Payment Systems series and Consumer series) in the customer area and flyers with useful information about cheques
- BI's Facebook page has links to the above information plus items on these matters in order to help and enlighten bank customers – good practices, FAQ and Nós apoiamos (We help) (BI's social responsibility).

- Sharing of tips and useful information from CGD's Saldo Positivo. This initiative was very popular with the general public and drew more attention to BI's Facebook page <https://www.facebook.com/Interatlantico>.

3.2.4 Culture and historical heritage

Ongoing sponsorship of social and cultural activities is a strategic aspect of CGD's community engagement policy and is one of the basic pillars of CGD's activity.

Fundação Caixa Geral de Depósitos – Culturgest has been a crucial cultural agent and organised a number of events in different cultural areas in 2013.



The foundation's Education Service organised 334 activities attended by 7,471 people of all ages:

- There were 135 side activities of exhibitions involving 2,779 participants.
- There were eight contemporary art teaching activities for teachers involving 196 of the 483 educators registered at our Education Service events.
- Twelve activities related to art history were organised. They involved 157 participants, most of them CGD employees, to a total of 209 attendants.
- There were 11 activities for mediators and educators at museums and 590 specialists participated.

A partnership was formed with the Calouste Gulbenkian Foundation Discover Programme for work with and for museum specialists and the third conference "For art or for the public?".

There were 46 school holiday workshops and 23 birthday parties to keep families busy during the holidays and weekends. They were attended by 700 and 396 children respectively. Special attention was also devoted to the children's parents and caretakers, who were able to take part in special activities about their children and contemporary art. 549 parents enrolled in 20 activities. The foundation received 1,053 pre-school children, 2,558 primary school children, 965 5th to 9th grade students, 502 upper secondary students and 62 university students. 2,326 adults and 73 schools and institutions participated in the activities.

More than 40 outsourced artists, teachers and specialists in art theory and contemporary art worked with the education service.

Partnerships and agreements with CP and the CML Culture Bus made it possible provide cheaper transport for schools.

CGD continued to support the design of educational activities around the IndieJúnior and DocLisboa festivals and new partnerships were formed with teachers' associations (APECV) and art schools (António Arroio), for activities to meet these groups' needs. A partnership agreement was signed with Fundação de Serralves for the fourth conference "For art or for the public?". All the partnership agreements were signed in the second half of the year and so their impacts will certainly be noticed in 2014.

Orquestras CGD (CGD Orchestras) Project

This project began in 2001 and ensures CGD's presence in the cultural field at two important levels: decentralised, high-quality cultural initiatives all over the country and promotion of educational and family events to create new audiences.

This project helps advertise events to CGD customers. It also benefits the beneficiaries, as it makes new audiences aware of its activities.

It directly involves Orquestra Metropolitana de Lisboa, Orquestra do Norte, Orquestra Clássica do Sul and Orquestra Clássica do Centro.

More than 60 events are held every year. Thanks to CGD they are either free or charge or for a symbolic amount and include diversified programmes such as traditional classical music, fusion with other genres like jazz or fado and events aimed at defending our national heritage, such as an international Portuguese guitar festival.

In addition to the above initiatives, CGD supports cultural events and institutions. It entered into a partnership with Fundação Centro Cultural de Belém in 2013, as it is one of the most important culture-promoting organisations in Portugal.

Historical heritage

CGD's historical heritage consists of two areas, its historical archives and museum. These hold historical documents (from the 16th century to the present day) and a large collection of items that were used in daily banking over the years.

The purpose of the archives and museum is to show their collections and so 22 research studies and 12 smaller documents have been published. Four articles have also been published in CX magazine.

The exhibitions "Space and Time" and "Space and Writing" displayed documents and items from different ages to show how administrative procedures were carried out and what banking entailed over the years.

Researchers, especially from universities, also use these historical documents. Readers come mainly from Portugal and the Portuguese-speaking African countries.

Media library network

The media library network is the fruit of an agreement between CGD and Camões – Instituto da Cooperação e da Língua and is an integral part of CGD's social responsibility due to the important role that it plays in the countries in which it is available.

The main goal of this network is to foster the economic, social and cultural development of the people in the countries where the libraries are set up, also promoting the Portuguese language, which creates a bond between Portugal and these countries.

The media libraries are places for research and their main purpose is to manage and disseminate technical, educational and scientific information on traditional or technologically advanced media to assist activities such as education and research.

Eight media libraries have been set up. The latest was opened in Nampula, Mozambique in October 2013. The network has facilities on two continents: Africa, with three media libraries in Mozambique (Maputo, Beira and Nampula), Cape Verde with three (Praia, Mindelo and Espargos) and S. Tomé e Príncipe, with one, and in Asia with a media library in Dili, East Timor.

More than 1.6 million people have visited the media libraries since the project began in 1997 with the opening of the Maputo library. Around 154,000 visits were in 2013.

3.2.5 Solidarity

Every year, CGD donates office furniture that is in good condition but no longer used. In 2013, CGD donated 1,196 items to 17 institutions.

ANAC – Associação Nacional dos Aposentados da CGD in Guarda also received 72 items of furniture.

4. Environmental management



CGD has made a number of commitments based on a proactive approach to the prevention of pollution, ongoing improvement of its environmental performance and implementation of its environmental strategy in order to manage the environmental impacts directly associated with its activity. CGD monitors and optimises environmental

aspects: energy consumption, consumption of materials, water consumption, waste production and treatment and greenhouse gas emissions.

Commitments: Environmental protection		
Commitment	Goal	Status
Ensure implementation of environmental strategy	Implement environmental management system (EMS) 2010 – ongoing	In 2013, CGD continued to develop and implement its EMS with a view to having it certified in 2014.
	Quantify CGD's emissions: Conduct an annual GHG emissions inventory (including Fundação Caixa Geral de Depósitos Culturgest, Lisbon and Porto) 2007 – ongoing	<input checked="" type="checkbox"/>
	Extend quantification of GHG emissions to other CGD Group entities 2012 – ongoing	<input checked="" type="checkbox"/>
	Reduce emissions 2011-2015: – 15% reduction in overall carbon emissions per employee (tCO ₂ e/ FTE) against 2006 – 4% reduction in energy consumption at its premises, excluding the Data Centre, per employee (kWh / FTE) against 2006	<input checked="" type="checkbox"/>
	Offset CO₂e emissions – Offset of emissions from Fundação Caixa Geral de Depósitos Culturgest Lisboa, CGD vehicles and publications, Fundação Caixa Geral de Depósitos Culturgest Porto and treatment of waste from head office building 2010-ongoing	<input checked="" type="checkbox"/>
	Implementation of Renewable Energy and Energy efficiency Project at premises of Banco Comercial do Atlântico. 2013 – ongoing	
Educate customers, employees and the community on the need to preserve the environment	Step up the environmental sustainability component in CGD communication media 2010-ongoing	<input checked="" type="checkbox"/>
	Promote in-house reuse and recycling of waste 2011 – ongoing	<input checked="" type="checkbox"/>
	Foster polar scientific research 2010-2013	<input checked="" type="checkbox"/>
	Promote the Portuguese native forest through Floresta Caixa to guarantee a heritage for future generations. 2007-ongoing	<input checked="" type="checkbox"/>
	Plant as many trees as CGD has child customers. 2011-2014	
<input checked="" type="checkbox"/> Does <input type="checkbox"/> Does Not In progress New commitment		

4.1 CGD's environmental strategy

Under its environmental programme, CGD has set a number of commitments and guidelines based on three fundamental pillars:

- Comply with environmental legislation and requirements
- Take a proactive attitude to prevention of pollution
- Improve environmental performance

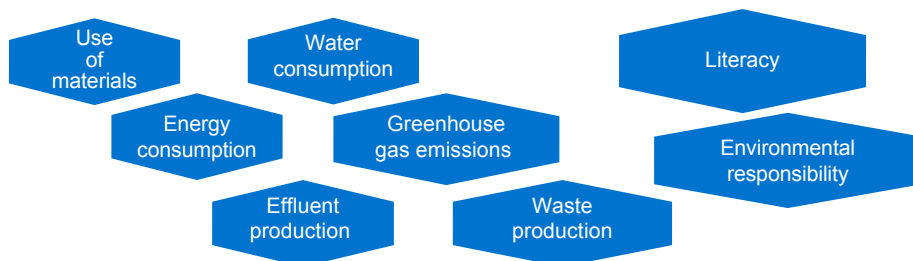
In 2013 CGD continued to develop its environmental management system (EMS) at the head office building, in accordance with ISO 14001:2012. This involved revising the environmental policy, identifying and assessing significant environmental aspects, setting goals and targets, drawing up plans of action and their monitoring indicators. CGD also drafted the EMS manual, defined environmental management procedures and developed an environmental tutorial specially designed to inform employees of the best environmental practices and the how the EMS works.

Introduction of the EMS at CGD will make environmental information management more effective and make it possible to monitor CGD's progress in the face of environmental challenges and to contribute to the image and reputation of the CGD brand and the perception of the ethical, responsible exercise of banking activity.

In 2013, 56% of CGD S.A's costs of protecting the environment went to prevention and management and 44% in costs of disposing of waste, treatment of emissions and mitigation.

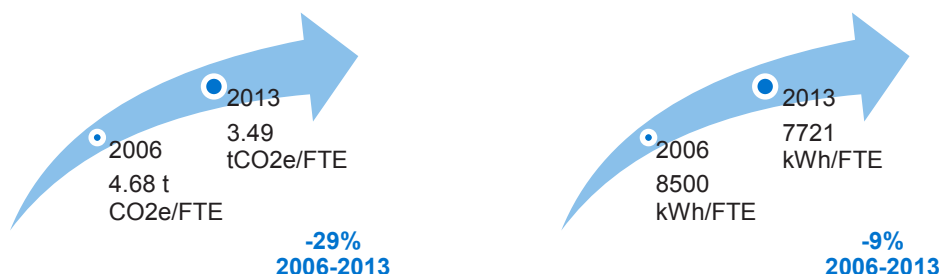
ENVIRONMENTAL ASPECTS

In 2011, CGD set two reduction goals for 2015 against 2006:



- 15% reduction in overall carbon emissions per FTE
- 4% reduction in energy consumption at its premises, excluding the data centre, per employee

CGD is achieving the expected reduction in relation to 2006 and has substantially exceeded its targets.



Important issue:

Environmental management system

Eco-efficiency

83% of the stakeholders surveyed felt that CGD took concrete measures to minimise the overall environmental impact of its activity.



ENVIRONMENT
Principle 7 – Businesses should support a precautionary approach to environmental challenges;



ENVIRONMENT
Principle 8 – undertake initiatives to promote greater environmental responsibility; and



ENVIRONMENT
Principle 9 – encourage the development and diffusion of environmentally friendly technologies.

4.2 Environmental performance

ENERGY CONSUMPTION

In 2013, CGD continued to monitor energy consumption and was able to assess the impact of the reduction measures that it has taken over the years.

Energy consumption	CGD, SA			
	2011	2012	2013	Δ12/13
Fuel for buildings				
Diesel (GJ)	229	161	179	11.2%
Natural gas (GJ)	1,156	1,492	1,380	-7.5%
Fuel consumption by company vehicles				
Petrol	2,952	1,883	1,291	-31.4%
Diesel (GJ)	55,497	54,875	55,565	1.3%
Electricity				
Central buildings (GJ)	149,486	140,951	135,245	-4.0%
Commercial network (GJ)	172,615	158,673	156,398	-1.4%
Direct primary energy generated				
Central solar thermal energy CGD head office building [GJ]	3,541	3,422	3,083	-9.9%
Photovoltaic electricity commercial network \ [GJ]	1,251	1,590	1,298	-18.4%
Direct primary energy generated				
Photovoltaic electricity commercial network [GJ]	1,251	1,590	1,298	-18.4%
Total energy consumption (GJ)	385,476	361,457	353,140	-2.3%



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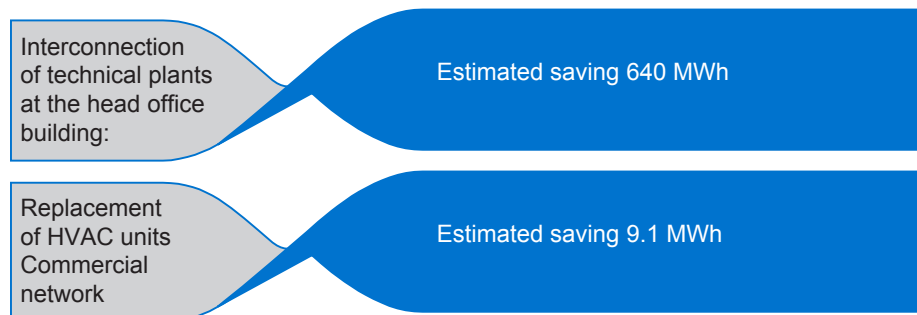
Energy consumption went down 2% against 2012. There was a reduction in consumption with the exception of diesel fuel at central buildings, where it rose 11%. This increase was due to the use of emergency groups for tests and maintenance at the head office building.

CGD continued its policy of purchasing vehicles and there was an ongoing reduction of petrol consumption (-31%). There was however a slight increase in diesel consumption (1%), due to activity.

In 2013, CGD continued to take energy efficiency measures to reduce the organisation's energy consumption. CGD kept up the existing mobility measures for fleet management and on-duty travel. It encouraged people to use public transport rather than personal vehicles, car pooling and greater control over the whole vehicle life cycle and reduction in running costs.

CGD achieved a 3% reduction in energy consumption in 2013. The reduction at the central buildings is the result of greater control and reduction of equipment operating time and the most substantial decrease was at the head office building. CGD also conducts quarterly and three-monthly analyses of energy generation and consumption and checks on or takes energy efficiency measures if feasible.

MEASURES FOR INCREASING ENERGY EFFICIENCY AND ESTIMATED SAVING



ENVIRONMENT
Principle 9 – encourage the development and diffusion of environmentally friendly technologies.

Energy generation from renewable sources decreased against previous years due to weather conditions. The solar plant at the head office building was shut down in the first quarter for inclusion in the building's centralised technical management system (SGTC). Photovoltaic electricity generation helps to reduce the carbon content of the country's electrical system.

The energy certification of the central buildings in Porto (Ed. Camões and Ed. 31 Janeiro) and our branch in Vila Franca do Campo, Azores, were renewed in 2013.

The banks in Cape Verde – Banco Interatlântico (BI), Banco Comercial do Atlântico (BCA) – and BCG Brasil continued to monitor energy consumption in 2013.

Energy consumption	BCA			BI			BCG Brasil		
	2012	2013	Δ12/13	2012	2013	Δ12/13	2012	2013	Δ12/13
Fuel for buildings									
Diesel (GJ)	1,723	716	-58.4%	112	110	-1.8%	0,3	2.5	900.0%
Fuel consumption by company vehicles	2,776	2,505	-9.8%	500	515	3.0%	4,568	3,400	-25.6%
Petrol	508	482	-5.1%	57	60	5.3%	4,568	3,400	-25.6%
Diesel (GJ)	2,268	2,023	-10.8%	443	455	2.7%	-	-	-
Electricity	9,443	10,172	7.7%	1,708	1,581	-7.4%			
Central buildings (GJ)	3,304	3,464	4.8%	562*	551	-2.0%	1,080	1,094	1.3%
Commercial network (GJ)	6,138	6,707	9.3%	1,145	1,029	-10.1%	-	-	-
Total energy consumption (GJ)	13,942	13,392	-3.9%	2,320	2,207	-4.9%	1,230	1,209	-1.7%

* Electricity consumption at the central buildings was corrected against the figure reported in 2012

The BCA's fuel consumption in its buildings fell by 58% thanks to the supplier's greater efficiency. There was a substantial increase in diesel consumption at BCG Brasil due to electricity grid outages, the tests conducted on the building and installation of a generator.

ENERGY INTENSITY, 2013



CGD, SA	BCA	BI	BCG Brasil
36 GJ/FTE	31 GJ/FTE	19 GJ/FTE	24 GJ/FTE
0.34 GJ/EUR thousand	0.56 GJ/thousand EUR	0.30 GJ/EUR thousand	0.1 GJ/EUR thousand

GREENHOUSE GAS EMISSIONS

Greenhouse gas (GHG) emissions are one of the main direct and indirect environmental impacts from CGD's activity. CGD therefore created its Baixo Carbono (Low Carbon) Programme.

Under this programme, CGD has conducted an annual inventory of greenhouse gas emissions from its activities since 2006, in line with the Greenhouse Gas Protocol (GHG Protocol) guidelines. Greenhouse gases are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O)

CGD's carbon footprint covers all of the bank's activity in Portugal and includes fuel consumption in central buildings and company cars, cooling leaks, electricity consumption, travel in private vehicles and waste produced at the head office building, Fundação Caixa Geral de Depósitos Culturgest Lisbon and Porto.

The inventory has enabled CGD to characterise and monitor consumption and therefore GHG emissions over the years. This helps identify successful areas where reduction measures have been taken.

CGD fulfils its commitment to extend the scope of its inventory to other CGD Group companies. For the second year running, it calculated the carbon footprint of the Cape Verde banks – Banco Interatlântico (BI), Banco Comercial do Atlântico (BCA) – and BCG Brasil.

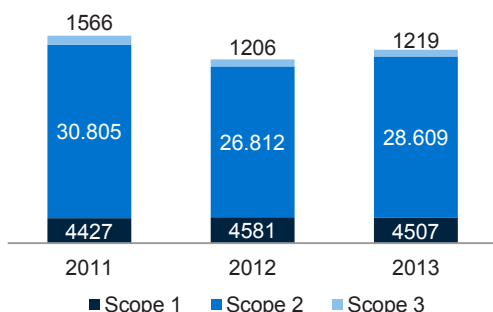
GHG emissions	CGD, SA			
	2011	2012	2013	Δ12/13
Scope 1	4,427	4,581	4,507	-1.6%
Direct emissions from fuel consumption at facilities (t CO ₂ e)	84	96	91	-5.2%
Direct emissions from fuel consumption by company cars (t CO ₂ e)	4,058	4,198	4,206	0.2%
Direct emissions from f-gas leaks from equipment at facilities (t CO ₂ e)	285	286	209	-26.9%
Scope 2				
Indirect emissions from electricity generation (t CO ₂ e)	30,805	26,812	28,609	6.7%
Scope 3	1,566	1,206	1,219	1.1%
On-duty travel (t CO ₂ e)				
Air	1,097	909	954	5.0%
Rail	47	49	48	-2.0%
Car	361	231	205	-11.3%
Treatment of waste produced at facilities (t CO ₂ e)	61	18	11	-38.9%
Total (t CO ₂ e)	36,798	32,599	34,335	5.3%

In 2013, total GHG emissions increased 5% against 2012. The main reason for this increase was emissions from electricity generation, which is closely associated with our power supplier. The emission factor used, which was higher than that used in 2012, considers the supplier's energy mix, which is affected by hydrology conditions in the year.

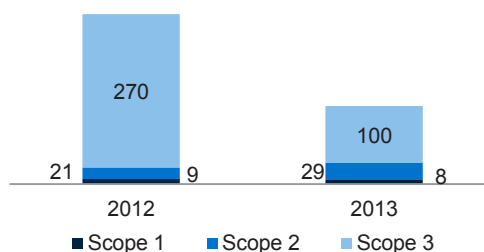
GREENHOUSE GAS EMISSIONS BY SCOPE AND COUNTRY

(in tonnes CO₂e)

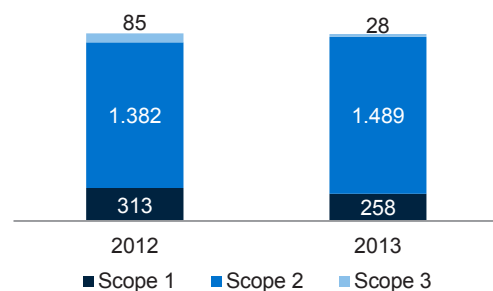
CGD, S.A.



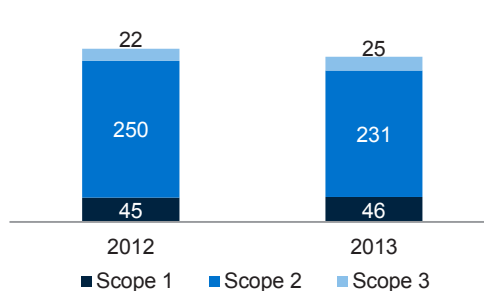
BCG Brasil*



BCA – Cape Verde



BI* – Cape Verde



ENVIRONMENT
Principle 7 – Businesses should support a precautionary approach to environmental challenges;



ENVIRONMENT
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* The 2012 in scope 3 for BCG Brasil and scope 2 for BI were corrected against the previous year.

CGD continues to take a wide range of measures to reduce its emissions. They include the use of renewable energy and low-carbon technology in buildings and travel and appropriate waste management.

At the launch of the CDP Iberia 125 Climate Change Report 2013, the Carbon Disclosure Project (CDP) recognised CGD's achievements in reducing carbon emissions and mitigating the risks of climate change. It reached high positions in the Climate Disclosure Leadership Index (CDLI) and Climate Performance Leadership Index (CPLI).

CGD has answered the CDP questionnaire voluntarily since 2009. For the third year running, it achieved a high position with a score of 99 points on the CDP reporting, scale and in a top position in the restricted group of the 14 best Iberian companies. For the second year, CGD received the A grade, the highest in the performance rankings, achieved by only six companies. CGD's participation and score in the CDP questionnaire are company assessment tools for investors and other stakeholders with powers of decision in relation to market requirements and performance in reducing the impacts of climate change.

CARBON INTENSITY, 2013



CGD, SA	BCA	BI	BCG Brasil
3,5 t CO ₂ e/FTE	4,1 t CO ₂ e/FTE	2,6 t CO ₂ e/FTE	2,1t CO ₂ e/FTE
0.03t CO ₂ e/EUR thousand	0.07t CO ₂ e /EUR thousand	0.04t CO ₂ e /EUR thousand	0.01t CO ₂ e /EUR thousand

EMISSIONS OFFSET

As part of its Baixo Carbono Programme, CGD offsets some of the emissions that it cannot reduce after quantification of greenhouse gas emissions generated by its activity in Portugal during the reporting period. The following activities and emission sources are considered for offsetting:

- Direct GHG emissions from use of petrol and diesel in CGD commercial vehicles
- Indirect GHG emissions from electricity consumption and treatment of waste produced at Fundação Caixa Geral de Depósitos Culturgest Lisbon and Porto
- Indirect GHG emissions from treatment of waste produced at the head office building:
- Indirect GHG emissions from production of publications

Calculation of GHG emissions from activities that are offset is included in the annual CGD S.A. inventory. CGD will offset 3,607 t CO₂e from its activity in 2013.

GREENHOUSE GAS EMISSIONS TO BE OFFSET IN 2013

(in tonnes CO₂e)

GHG emissions		2013
CGD's commercial vehicles	Fuel consumption	3013
Fundação Caixa Geral de Depósitos Culturgest Lisbon and Porto	Electricity consumption (GJ)	538
	Waste treatment	1
Head office building:	Waste treatment	11
Publications	Production	44
	Total to be offset (t CO ₂ e)	3,607

WATER CONSUMPTION

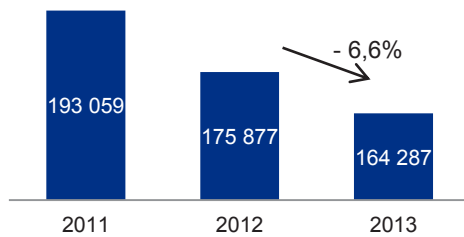
CGD reduced water consumption by 7% against 2012, thanks to the measures taken in previous years. Water from the public water mains is used in toilet facilities and for irrigation at CGD S.A. facilities. Given CGD's high geographical dispersion, it does not monitor water consumption in the commercial network. CGD's facilities do not have any kind of water recovery system.

There was an increase in water consumption at overseas facilities. The BI and BCA obtain their water from the municipal mains and water tankers.

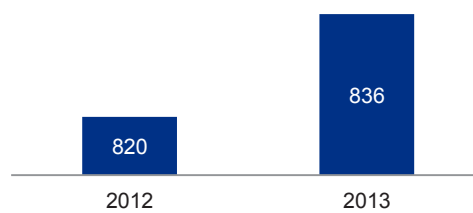
WATER CONSUMPTION BY LOCATION

(in m³)

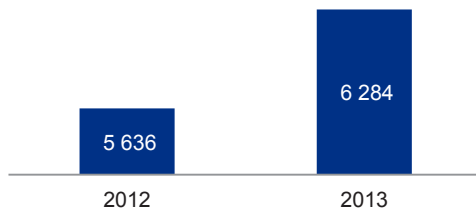
CGD, S.A.



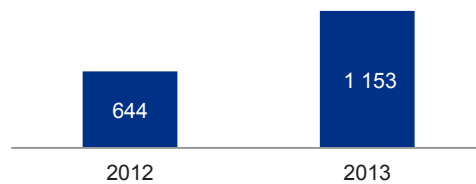
BCG Brasil



BCA – Cabo Verde



BI – Cabo Verde



CONSUMPTION OF MATERIALS

In 2013, CGD also continued to follow eco-efficiency practices in the consumption of materials.

Consumption of materials	CGD, SA			
	2011	2012	2013	Δ12/13
White photocopy paper (t)	508	452	451	0%
Paper envelopes (t)	250	298	168	-43.6%
Paper and cardboard for passbooks (t)	44	41	38	-7.3%
Plastic bank cards (t)	13	13	10	-23.1%
Advertising material: posters and leaflets (t)	17	16	19	18.8%
Brochures (t)	3	2	0.2	-90%



ENVIRONMENT
Principle 7 – Businesses should support a precautionary approach to environmental challenges;

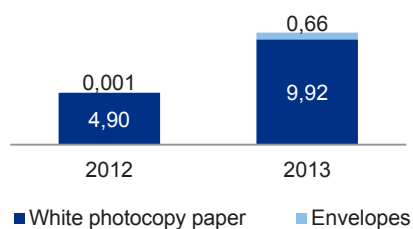


ENVIRONMENT
Principle 8 – undertake initiatives to promote greater environmental responsibility; and

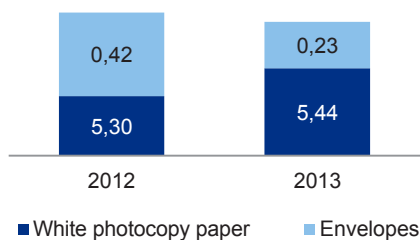
MOST SUBSTANTIAL CONSUMPTION OF MATERIALS AT OVERSEAS FACILITIES

(tonnes)

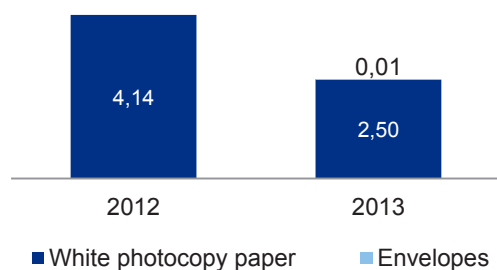
BCA



BI



BCG Brasil



At CGD, white A4 and A3 photocopy paper used in 2013 was certified by the Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC), thereby guaranteeing that the forests from which it comes are managed sustainably and strictly comply with international criteria.

In 2013, 59% of the envelopes used were made of paper with FSC or PEFC certification. Production of brochures has fallen over the years in favour of online forms of communication. All brochures produced in 2013 were made of certified paper.

In 2013, CGD continued to send digital statements for Caixadirecta online (home-banking) customers to replace the monthly printed document, thereby saving tonnes of paper and millions of euros every month. There was a 44% reduction in the use of envelopes against 2012, thanks to more digital communication.

In 2013, CGD, SA was able to account for consumption of plastic cups and toners and ink cartridges at the central buildings and in the commercial network. Eight tonnes and one tonne respectively were consumed.

WASTE PRODUCTION

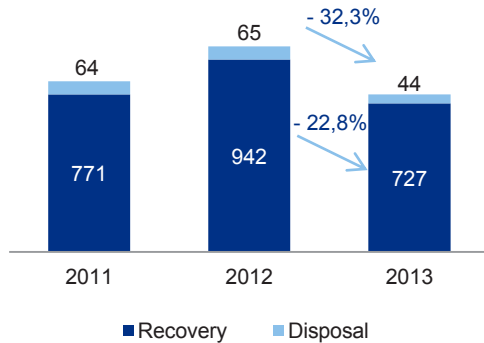
Pursuant to CGD's waste management plan, a total of 771 tonnes of waste was produced, 766 tonnes of which were non-hazardous waste and five hazardous waste.

The waste recovery rate was the same as in 2012, 94%.

WASTE PRODUCTION BY FORM OF DISPOSAL IN 2013

(tones)

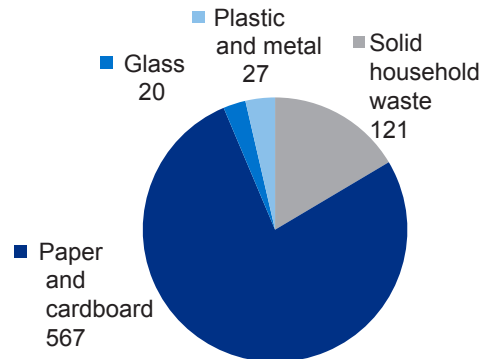
CGD, S.A.



MAIN TYPES OF WASTE PRODUCED IN 2013

(tones)

CGD, S.A.



ENVIRONMENT
Principle 9 – encourage the development and diffusion of environmentally friendly technologies.

Total waste production fell 23% against 2012, thanks to in-house promotion of reuse and minimisation of use of resources.

4.3 Environmental awareness

CGD continued to raise the environmental awareness of its employees in different forms of in-house communication and of its stakeholders, mainly customers and the community.

With its stakeholders in mind, CGD continued to provide online tools to calculate and identify tips for reducing environmental impact. Good examples are the practical low carbon guides designed for environmental and carbon literacy by promoting a more sustainable attitude and responsible use of available resources, while helping to reduce costs at work and at home. Where IT was concerned, – the Green Programme – in addition to measures to improve energy efficiency (consolidation and deletion of servers, replacement of storage units by new solutions), CGD continued to raise employees' awareness of environmental issues – water wastage, energy, ICT carbon footprint, climate change and waste.

Important issue:

Community and customer environmental training and awareness



ENVIRONMENT
Principle 8 – undertake initiatives to promote greater environmental responsibility; and

PROJECTS SPONSORED:

In 2013, CGD sponsored a number of external environmental projects:

- A project **to assess the nationwide nitrogen footprint**, Instituto Superior Agronomia (ISA). The nitrogen footprint is a project from the INI – International Nitrogen Initiative designed to minimise the effects of nitrogen on human health and the environment and optimise the benefits of nitrogen in sustainable food production.
- **Mochila Verde** (Green Backpack) is an educational environmental project undertaken by Lisboa E-Nova and Lisbon Municipal Council. It will last four years and will reach primary school children in the Lisbon area.
- **Green Day**, a Verde Movimento initiative, was held in the Electricity Museum gardens on 22 September. The issue addressed was mobility and sustainability for bicycle rides and races for children and adults.

- The **Nova Geração de Cientistas Polares** (New Generation of Polar Scientists) **Programme** offers research grants to young polar scientists whose studies focus on the Antarctic and are related to different strategic subjects. All the scholarships are directly related to the problems of climate change. The young scientists continued to present the results of their research in 2013. Nineteen of them have already published the results of their studies, which are available on the CGD website.

THE MEDIA

CGD continued to contribute to the media to raise stakeholders' environmental awareness. In 2013 CGD participated:

In two editions of *Ambiente Magazine* about environmental issues in 2013 (5,000 copies per edition)

As sponsor of the Green Savers Portal providing the latest information on sustainability and fostering the inclusion of good, sustainable practices in the everyday lives of companies and people. Seven articles about CGD were published and totalled 38,000 views on Facebook and 1,588 on the portal.

NATIONAL AND INTERNATIONAL EVENTS

At the invitation of Quercus, CGD participated in an **international conference – Condomínio da Terra Um novo património para uma nova economia** (Co-ownership of the Earth, a new heritage for a new economy) at Parque Biológico de Gaia. For the first time, this conference brought together in Portugal world-famous scientists and researchers to discuss the current international model for countries' relations on sustainable development.

In 2013 CGD and Liga para a Protecção da Natureza organised a **series of four conferences on the oceans**. The importance of preserving the oceans as a marine resource and policies on planning of coastal areas were the subjects of discussion on the Blue Economy. CGD also took part in **an awareness campaign on energy efficiency**, at **Energy Live Expo 2013 Conference** on efficient energy consumption. Under the "Your tree, our forest" project, CGD launched an ebook *Árvores da Terra* and the new Floresta Caixa microsite.

GREEN PROJECT AWARDS – BCA AND BCG BRASIL

Two of BCA's projects were finalists in the 2013 Cape Verde Green Project Awards in two categories. The "Jardim do BCA" (BCA Garden) project received an honourable mention.

- Natural resources category – management- "Jardim do BCA" project: The project helps to preserve the environment by protecting biodiversity and thus fighting global warming.
- Sustainable Tourism and Agriculture category - Project "Conservação e Recuperação de Orla Marinha da Praia de Mar de Baixo no Tarrafal de Santiago" (Conservation and recovery of the Praia de Mar de Baixo coastline in Tarrafal de Santiago) BCA sponsored the entire Tarrafal Municipal Council project as part of its environmental responsibility policy.
- BCG Brasil sponsored the Second Green Project Awards Brasil in São Paulo.

ANNEXES

GLOSSARY

Climate change – is planet-wide variations in the climate over time. The latest United Nations report confirms the scientific evidence of current changes in the climate and explicitly points to greenhouse gas emissions from human activities as the main factor for global warming.

Biodiversity – is 'variability among living organisms from all sources (...). This includes diversity within species, between species and of ecosystems'.

Carbon – is the generic name for greenhouse gases.

Offset of emissions – is the acquisition by an organisation or individual of emission reduction units (carbon credits) generated by external projects in a quantity equivalent to their emissions, thereby cancelling out the effect on the climate.

CO₂e – equivalent carbon dioxide – is a reference unit to quantify greenhouse gases. It converts emissions of different types of gas into carbon dioxide emissions with a contribution similar to the greenhouse effect. Units are standardised by applying their Global Warming Potential.

Low-carbon economy – is an economy that seeks to minimise greenhouse gas emissions in order to reduce climate change, while also fostering sustainable development. A low-carbon economy is based, among other things, on more rational use of energy resources and the use of renewable energy sources.

Greenhouse effect – is a natural process that keeps the average temperature in the troposphere relatively stable over time, given the presence of greenhouse gases in the atmosphere (without it the temperature on the earth's surface would be about 34°C colder than it is today). This process creates a balance between incident solar radiation absorbed and irradiated solar radiation in the form of infrared rays (heat). (see greenhouse gases)

Electricity generated from renewable sources – is electricity generated by plants

that only use renewable energy, such as the share of electricity from renewable sources at hybrid power stations that also use conventional sources, including renewable electricity used to fill storage systems and excluding that generated as a result of storage systems.

Forest Stewardship Council (FSC) – is an independent, non-profit NGO that promotes responsible forest management worldwide.

FTE – Fulltime equivalent – is a method of measuring an employee's involvement in an organisation's activities or only in a particular project.

Greenhouse gases (GHG) – are gases that partially retain the heat from solar radiation on the earth's surface. Without them, the planet's temperature would be about 30°C lower. Some of these gases, such as carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O) occur naturally. Others are of industrial origin, like hydro fluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆). Their concentration in the atmosphere has been increasing as a result of human action resulting in an unwanted intensification of the greenhouse effect.

GRI – is the Global Reporting Initiative

GHG Protocol (the Greenhouse Gas Protocol) was developed by the World Business Council on Sustainable Development and World Resources Institute.

Global warming potential (GWP) – potential for global warming

GWh – Gigawatt-hour.

Emissions inventory – is the periodical quantification of greenhouse gas emissions from a certain activity or organisation. Emission sources for organisations vary according to their sector, though they generally include energy consumption at their facilities and employee travel. The results make it possible to monitor carbon performance and measure the efficacy of reduction measures.

Environmental impact – is favourable or unfavourable changes in environmental and social parameters in a particular area over a certain period of time as a result of a project, compared to the situation that would occur

in the same period and area if the project had not taken place.

Private charities – are institutions taking social action to prevent and assist in situations of vulnerability, exclusion and human need. They promote inclusion and social integration by assisting children and young people, families, youth, the elderly, disabled and other people in need.

ISO (International Organization for Standardization) – is a non-governmental organisation that standardises goods and services in order to promote the quality of products.

KWh – stands for kilowatts-hour.

Mitigation – is human intervention to reduce the concentration of greenhouse gases in the atmosphere by reducing emissions at source (e.g. cutting down fossil fuel consumption) and increasing the capacity of carbon sinks (e.g. promoting afforestation projects).

NGO – stands for non-governmental organisation.

Carbon footprint – is the measurement of all greenhouse gas emissions occurring throughout the life cycle of a product or service, from raw materials to disposal of the waste generated at the end of its life. The expression is often used for organisations in a similar sense to emissions inventory.

Programme for the Endorsement of Forest Certification (PEFC) – is an independent, non-profit NGO that promotes sustainable forest management.

Rating – is the risk classification of a company or institution. The assessment may be generic, taking account of a company or institution's economic and financial situation and profit prospects, or specific, referring to its credit risk, considering its ability to service its debts.

Recycling – is when the materials making up a component are used to make new components, thereby reducing energy associated with their manufacture in most cases.

Waste – is any substance or object of which a holder disposes or has the intention or obligation to do so.

Reuse – is putting components to similar use without alterations, whenever possible.

Seeding – is a term used in the social media when information is disseminated between social media users.

Environmental management system (EMS) – is a system that enables an organisation to document, manage and monitor information about the environmental performance of its activities, products and services.

Stakeholder – according to Freeman, who popularised the concept in 1984, these are people or groups who affect or are affected by a company's goals. Stakeholders may, for example, be shareholders, employees, suppliers, customers, government or society.

tCO₂e – stands for tonnes of equivalent carbon dioxide (see CO₂e).

METHODOLOGICAL NOTES

G4-10

There are no subcontracted employees at BI – Cabo Verde, BCA – Cabo Verde or BCG Brasil.

LA1

Turnover rate = (no. of employees leaving during the reporting period / total employees at the end of the reporting period) x 100, by age group and gender

Hiring rate = (no. of new hirings / total employees) x 100, by age group and gender

The figures for CGD, SA refer only to new hirings and employees leaving in Portugal.

LA3

Return to work rate = (total no. of employees returning to work after parental leave/total no. of employees who took parental leave)*100, by gender

Retention rate = (total no. of employees retained for 12 months after return from parental leave/total no. of employees who returned from parental leave in the previous reporting period)*100, by gender

LA6

Lost days due to occupational accidents are counted from the actual day or the day after the accident depending on the time it occurred. For example, if an accident occurs when an employee is travelling home from work, the lost day is classified on the following day.

CGD considers an “occupational accident” to be one involving medical leave. Lost days are only business days.

The following formulas were used to calculate the rates for this indicator:

Unit	Value
Occupational accident frequency rate	(No. of occupational accidents with sick leave/MAP)* 1,000,000
Severity rate	(Lost days due to occupational accident or illness/ MAP)*1,000,000
Occupational disease frequency	(No. occupational diseases /MAP)*1,000,000
Absentee rate	(Total lost hours/MAP)*100
MAP	Total employees in reporting year * No. Hours' work a day * [no. of business days in year – 25 days' holiday leave].

Calculation of the absentee rate did not include absences for maternity or paternity leave, studies, holidays, marriages or bereavement.

In terms of absentee rate, absences of up to one day at BCG Brasil are controlled by the manager and HR has no control over this information.

LA11

The performance management system considers all employees who worked during the assessment year, with the exception of the corporate bodies. The system's rules set a minimum period of 90 days' actual service. If this is not the case, some employees may be excluded.

EN1

At CGD, SA the unit weight of materials reported was calculated by direct weighing or from the materials' specifications (weight and size).

Banco BI Cabo Verde and BCA Brasil considered the specifications of the materials used during the reporting period. Banco BCA Cabo Verde was unable to obtain the specifications of the envelopes used and so Banco BI's specifications were considered.

EN3

Energy consumption was converted into energy units (GJ) using conversion factors. The factors used for CGD, SA, BI Cabo Verde, BCA Cabo Verde and BCG Brasil are shown in the following table:

Conversion factor		General		
		Unit	Value	Source
Electricity		kWh/GJ	0.0036	International Energy Agency
CGD, S.A				
Diesel	PCI	GJ/ton	42.600	Agência Portuguesa do Ambiente (Portuguese Environmental Agency) – Portuguese National Inventory Report on Greenhouse Gases 1990-2010, 2012
	Density	kg/l	0.833	Repsol – fuel specifications (diesel)
Petrol	PCI	GJ/ton	44.000	Agência Portuguesa do Ambiente (Portuguese Environmental Agency) – Portuguese National Inventory Report on Greenhouse Gases 1990-2010, 2012
	Density	kg/l	0.748	Repsol – fuel specifications (EFITEC 95)
Natural gas	PCI	GJ/((N)m³ x 10³	38.460	Agência Portuguesa do Ambiente (http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf)
BI Cabo Verde and BCA Cabo Verde				
Diesel	PCI	GJ/t	43.0	GHG Protocol (August 2012) http://www.ghgprotocol.org/calculation-tools/all-tools (the figures reported by the GHG Protocol for April 2014 remained the same)
	Density	kg/l	0.84	
Petrol	PCI	GJ/t	44.3	
	Density	kg/l	0.74	
BCG Brasil				
Diesel	PCI	GJ/t	43	Brazilian GHG Protocol -Programme IPCC 2006
	Density	kg/l	0.840	
Petrol A	PCI	GJ/t	44.3	
	Density	ka/l	0.740	

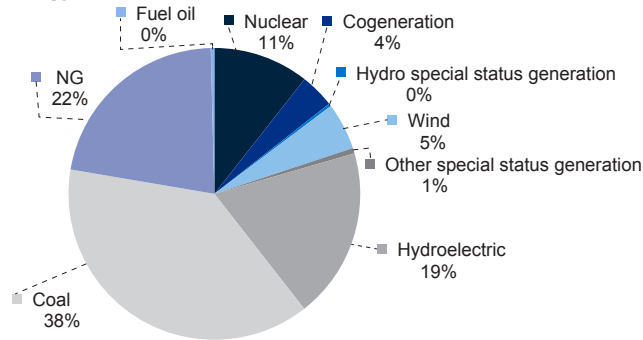
The figures shown for electricity consumption in CGD, SA central buildings refer to: Av. João XXI – Lisbon (head office); Av. 5 de Outubro, 175, Lisbon; Av. Aliados – Porto (Pç. D. João I); Av. França- Porto; Pç. da Liberdade – Porto; Camões – Porto; R. 31 Janeiro – Porto; Sapadores – Lisbon; Cabo Ruivo – Lisbon; Arquivo Alves Redol – Lisbon.

In 2013, ENDESA was the only electricity supplier to the CGD, SA central buildings. EDP SU and ENDESA continued to supply electricity to the commercial network in 2013. Only ENDESA data were used for the energy mix, as they accounted for around 81% of total electricity consumption in 2013. On the date of writing this report, the energy mix data for 2013 were not available at ERSE, and so we considered those published by CGD for 2012.

(https://www.endesaonline.com/pt/lares/teguia/informacionutil/rotulagem_da_energia/index.asp)

The figures shown do not reflect losses from the distribution and transmission of electricity in the grid or losses from limitations on efficiency in the generation of the electricity used by CGD, as it was not possible to obtain updated figures combining all these components from public sources.

CGD S.A, energy mix



EN8

The figures shown for water consumption in CGD, SA central buildings refer to those in Av. João XXI – Lisbon (head office); 5 de Outubro, 175, Lisbon; Av. Aliados – Porto (Pç. D. João I); Av. França- Porto; Pç. Da Liberdade – Porto; Camões – Porto; R. 31 Janeiro – Porto; Sapadores – Lisbon; Cabo Ruivo – Lisbon; Arquivo Alves Redol – Lisbon.

Consumption at BCG Brasil was obtained by estimate as the bank occupies 22% of the building at which it is based.

EN15

The energy consumptions reported in EN3 were used to calculate CGD's scope 1 direct emissions. The emission factors used for CGD, SA, BI Cabo Verde, BCA Cabo Verde and BCG Brasil are shown in the following table:

	CGD, S.A.		
Emission factors	Unit	Value	Source
Natural gas	kg CO ₂ /GJ	56.1	Agência Portuguesa do Ambiente (Portuguese Environmental Agency) – Portuguese National Inventory Report on Greenhouse Gases 1990-2010, 2012
	kg CH ₄ /GJ	0.0012	
	kg N ₂ O/GJ	0.0014	
Diesel	kg CO ₂ /GJ	74.1	
	kg CH ₄ /GJ	0.0006	
	kg N ₂ O/GJ	0.0006	
Petrol	kg CO ₂ /GJ	73	
	BI Cabo Verde and BCA Cabo Verde		
Diesel	kg CO ₂ /TJ	74.1	GHG Protocol (August 2012) http://www.ghgprotocol.org/calculation-tools/all-tools (the figures reported by the GHG Protocol for April 2014 remained the same)
	kg CH ₄ /TJ	10	
	kg N ₂ O/TJ	1	
Petrol	kg CO ₂ /TJ	69.3	
	kg CH ₄ /TJ	10	
	kg N ₂ O/TJ	1	
	BCG Brasil		
Diesel	kg CO ₂ /litre	2.7	Brazilian GHG Protocol – Programme IPCC 2006
	kg CH ₄ /litre	0.00036	
	kg N ₂ O/litre	0.00002	
Petrol	kg CO ₂ /litre	2.27	
	kg CH ₄ /litre	0.00033	
	kg N ₂ O/litre	0.00002	

The global warming potential of gas consumed was used to determine emissions from gas leaks from HVAC equipment.

Emission factors	CGD, S.A		
		Value	Source
Gas	R134 A	1,300	The figures were established by the IPCC.
	R402 A	2,500	
	R404 A	3,784	
	R407 C	1,653	
	R410 A	1,428	
	R417 A	2,235	
	R422 A	3,043	
	R 422 D	2,623	

EN16

The energy consumptions reported in EN3 were used to calculate CGD's scope 2 direct emissions. The emission factors used are shown in the following table:

Emission factors	CGD, S.A		
		Value	Source
Electricity (ENDESA 2012 factor)	kg CO ₂ /kWh	0.353	https://www.endesaonline.com/pt/lares/teguia/informacionutil/rotulagem_da_energia/index.asp
BI Cabo Verde and BCA Cabo Verde			
Other Africa (2011 factor)	kg CO ₂ /kWh	0.527	CO ₂ EMISSIONS FROM FUEL COMBUSTION International Energy Agency
BCG Brasil			
Brazilian National Interconnected System	kg CO ₂ /kWh	0.0960	Ministry of Science, Technology and Innovation (MCTI) http://www.mct.gov.br/index.php/content/view/321144.html#ancora

Note: Scope 2 emissions from BI Cabo Verde and BCA Cabo Verde were recalculated due to a change in the source of information. The International Energy Agency is now the body responsible for publishing the emission factor.

EN17

Scope 3 indirect emissions cover the following activities: On-duty travel in personal vehicles and waste treatment. The emission factors used are shown in the following table: The same method was used for reporting year 2013.

Emission factors	CGD, S.A, BI Cabo Verde, BCA Cabo Verde and BCG Brasil		
	Unit	Value	Source
Domestic air travel (<463 km)	kg CO ₂ /pkm	0.165	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting
	CH4 kg CO ₂ e/pkm	0.00010	
	N2O kg CO ₂ e/pkm	0.00163	
Short haul air travel – (> 463 km and < 3,700 km)	kg CO ₂ /pkm	0.094	
	CH4 kg CO ₂ e/pkm	0.00001	
	N2O kg CO ₂ e/pkm	0.00093	
Air travel – long haul (≥3,700 km)	kg CO ₂ /pkm	0.108	
	CH4 kg CO ₂ e/pkm	0.00001	
	N2O kg CO ₂ e/pkm	0.00106	
Rail	kg CO ₂ /pkm	0.043	CP – Comboios de Portugal – Sustainability Report 2007/2008

Taxi	kg CO ₂ /vkm	0.205	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting
	CH ₄ kg CO ₂ e/vkm	0.00005	
	N ₂ O kg CO ₂ e/vkm	0.00177	
Car- (fuel unknown)	kg CO ₂ /km	0.194	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting
	CH ₄ kg CO ₂ e/km	0.00011	
	N ₂ O kg CO ₂ e/km	0.00108	
Boat	kg CO ₂ /km	0.019	
	CH ₄ kg CO ₂ e/km	0.00001	
	N ₂ O kg CO ₂ e/km	0.00015	

CGD produces waste that is sent for recycling (R) and energy reclaim or landfill disposal (D). Emissions from recycling and energy reclaim are considered to be zero as they are allocated to production sectors. Emissions from landfill disposal (D) were determined by using the emission factor published in Defra (emission factor for municipal waste).

Emission factors	CGD, S.A.		
	Unit	Value	Source
Landfill – solid household waste	kg CO ₂ /t RSU	290	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting

EN21

The energy consumptions reported in EN3 were used to calculate CGD's atmospheric emissions for emergency generators and company vehicles. The emission factors used are shown in the following table:

Emission factors	CGD, S.A.		
	Unit	Value	Source
Diesel	kg NOx/GJ	0.8	IPCC 2006
	kg SO ₂ /GJ	0.21	
Petrol	kg NOx/GJ	0.6	
	kg SO ₂ /GJ	0.075	

EN23

Quantities of plastic, paper and cardboard packaging waste and other equivalent household waste from Fundação Culturgest Porto are estimated (based on the number of exhibitions in Porto in 2013 and the specific waste they produced) from the amount of waste sent to the central building's refuse centre.

It was not possible to obtain the information for the Cape Verde banks – BCA and BI – as they do not yet process this type of information.

BCG Brasil does not report this indicator as the bank's head office is in a condominium and it currently has no way of accounting for the waste produced. BCG Brasil does, however, undertake selective waste collection at its facilities.

GRI Index

GRI TABLE FOR THE "IN ACCORDANCE" OPTION – Comprehensive					
GRI INDICATOR		LOCATION	Omissions	Limit of material aspect	Assurance
STRATEGY AND ANALYSIS					
G4-1	Statement from the chairman about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Pages 5 to 9	n.a		✓
G4-2	Key impacts, risks and opportunities	Pages 17, 21, 24, 28-35, 45-57, 58, 76	n.a		✓
ORGANISATIONAL PROFILE					
G4-3	Name of the reporting organisation	Page 3	n.a		✓
G4-4	Primary products and services	Pages 45-57 Products and services for private customers on: https://www.cgd.pt/Particulares/Pages/Particulares.aspx Products and services for business customers on: https://www.cgd.pt/Empresas/Pages/Empresas.aspx	n.a		✓
G4-5	Location of organisation's headquarters	CGD's head office is at Avenida João XXI, 63, 1000-300 Lisboa	n.a		✓
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Page 15	n.a		✓
G4-7	Nature of ownership and legal form	CGD is a public limited company owned by a single shareholder, the Portuguese state. The Minister of Finance appoints the shareholder's representative at General Meetings.	n.a		✓
G4-8	Markets served	Page 15	n.a		✓
G4-9	Scale of the reporting organisation	Pages 15, 18, 59	n.a		✓
G4-10	Total number of employees by employment contract and gender	Pages 59, 100 CGD had 95 subcontracted employees in 2013. It was found that subcontracted employees should have been accounted for in 2012 (103). Scope: CGD, SA + affiliated banks	n.a		✓
G4-11	Percentage of employees covered by collective bargaining agreements Compliance with Global Compact Principle 3	At CGD, SA, all employees are covered directly by collective bargaining agreements, either directly under the company agreements or under internal regulations determining their application to the remaining universe. There are no collective bargaining agreements at BCA or BI. There is a Personnel Statute that defines the rights, guarantees and duties of employees on the BCA payroll and regulates labour relations, unless an agreement or provision states otherwise. At BCG Brasil, 100% of employees are covered by collective bargaining agreements. Scope: CGD, SA + affiliated banks	n.a		✓
G4-12	The organisation's supply chain*	Page 34 Scope: CGD;SA	n.a		✓

G4-13	Any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Page 16 There were no significant changes.	n.a		✓
G4-14	The precautionary approach or principle	After joining the United Nations Environment Programme – Financial Initiative (UNEP-FI) in April 2009, CGD made a commitment to respect the precautionary principle. In addition, CGD's climate change strategy has introduced environmental variables in its approach to risk management, operational planning and the development and introduction of products and services.	n.a		✓
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Page 26	n.a		✓
G4-16	Memberships of associations and national or international advocacy organisations	https://www.cgd.pt/Institucional/Sustentabilidade/Programas-Parcerias/Pages/Programas-Parcerias.aspx	n.a		✓
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-17	All entities included in the organisation's consolidated financial statements	Page 3 2013 Annual Report and Accounts – Chapter 1.14	n.a		✓
G4-18	The process for defining the report content and the Aspect Boundaries	Pages 3, 23	n.a		✓
G4-19	All the material Aspects identified in the process for defining report content	Pages 3-4, 23	n.a		✓
G4-20	Material Aspect Boundary within the organisation	Pages 3-4 We used a comprehensive approach by stakeholder group. The limits of each material issue are marked in the appropriate column of this table.	n.a		✓
G4-21	Material Aspect Boundary outside the organisation	Pages 3-4 We used a comprehensive approach by stakeholder group. The limits of each material issue are marked in the appropriate column of this table.	n.a		✓
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	Pages 91, 100-104	n.a		✓
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	There were no significant changes in the geographical scope of activity reported. We transferred to the G4 version of the GRI, which entailed reporting some indicators not reported in previous years.	n.a		✓
STAKEHOLDER ENGAGEMENT*				Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities and NGOs	
G4-24	List of stakeholder groups engaged by the organisation	Pages 21-22	n.a		✓
G4-25	Basis for identification and selection of stakeholders with whom to engage	Pages 21-22 Page 28 of 2009 Sustainability Report–Technical Section via link https://www.cgd.pt/Institucional/Sustentabilidade/Relatorio/2009/Pages/Relatorio-Sustentabilidade.aspx	n.a		✓
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Pages 21-22	n.a		✓
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns	Pages 3-4, 23	n.a		✓

REPORT PROFILE					
G4-28	Reporting period	Page 3	n.a		✓
G4-29	Date of most recent previous report	Page 3	n.a		✓
G4-30	Reporting cycle	Page 3	n.a		✓
G4-31	Contact point for questions regarding the report or its contents	Page 4	n.a		✓
G4-32	The 'in accordance' option the organisation has chosen	This table	n.a		✓
G4-33	The organisation's policy and current practice with regard to seeking external assurance for the report	Page 3-4	n.a		✓
GOVERNANCE*				Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs,, government bodies and media	
G4-34	Governance structure of the organisation, including committees under the highest governance body	16-17	n.a		✓
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Page 16	n.a		✓
G4-36	Whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Page 16	n.a		✓
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Pages 3, 23	n.a		✓
G4-38	Composition of the highest governance body and its committees	Page 16	n.a		✓
G4-39	The Chair of the highest governance body is also an executive officer	2013 AR – pages 570-571,574	n.a		✓
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	2013 AR – page 570	n.a		✓
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed	2013 AR – page 571	n.a		✓
G4-42	The highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	2013 AR – page 571	n.a		✓
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Page 16	n.a		✓
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	2013 AR – page 575	n.a		✓
G4-45	The highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities and in the implementation of due diligence processes	Page 16	n.a		✓

G4-46	The highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	Page 16	n.a		✓
G4-47	The frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	Page 16 The General Sustainability Committee meets every three months or whenever its Chair sees fit, never with an interval greater than six months between meetings,	n.a		✓
G4-48	The highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered	The Executive Committee is responsible for analysing and formally approving the Sustainability Report. The Corporate Sustainability Programme's Coordination Team is responsible for drafting this report.	n.a		✓
G4-49	The process for communicating critical concerns to the highest governance body	Pages 16-17	n.a		✓
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Pages 16-17, 21-23, 29 2013 AR – pages 571, 573 and 580	n.a		✓
G4-51	Remuneration policies for the highest governance body and senior executives	2013 AR – pages 617-622	n.a		✓
G4-52	Process for determining remuneration	Page 64 2013 AR - pages 617-622	n.a		✓
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	Page 64 2013 AR - pages 617	n.a		✓
G4-54	The ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	The compensation for the highest-paid individual is 6.88 the annual median compensation (excluding the highest-paid individual). Scope: CGD, SA	n.a		✓
G4-55	The ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	There was no variation in the compensation of the highest-paid individual and the average among the others is 0.76%. Scope: CGD, SA	n.a		✓
ETHICS AND INTEGRITY*				Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs and media	
G4-56	The organisation's values, principles, standards and norms of behaviour	Page 14, 25			✓
G4-57	Internal and external mechanisms adopted by the organisation for seeking advice on ethical and lawful behaviour	Pages 25, 39-41			✓
G4-58	Internal and external mechanisms adopted by the organisation for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	Page 21-22, 25			✓

INDICATOR		LOCATION	Global Compact Principle	Omissions	Limit of material aspect	Assurance
ECONOMIC PERFORMANCE INDICATORS						
ASPECT: ECONOMIC PERFORMANCE*		Management approach Pages 10, 18-21			Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs, government bodies	
G4, EC1	Direct economic value generated and distributed	Page 18 Scope: CGD, SA + affiliated banks	-	n.a		✓
G4, EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	CGD did not invest in carbon credits in 2013	-	n.a		✓
G4, EC3	Benefit plans offered by the organisation	2013 Annual Report and Accounts, Notes to the individual financial statements – Note 34 Retirement pensions and other employee benefits BCA has a defined benefit plan. The bank and its employees contribute 11% and 6% of the payroll, respectively (excluding holiday and Christmas subsidies). Obligations in 2013 totalled 3,849,425 euros. All BI's employees are registered with the national social security and pension system and this system is fully responsible for them. BCG Brasil has a private welfare policy and the pension plan is estimated at around 14,000 euros a month covered by the company's general resources. Scope: CGD, SA + affiliated banks		n.a		✓
G4, EC4	Significant financial assistance received from the government	In 2013, CGD, S.A. received 9,466,985 euros in tax benefits. These benefits arose from current tax law, the Tax Benefit Statutes (EBF) and Corporate Income Tax Code (CIRC) for: Portuguese-speaking African countries (EBF), membership fees and donations (CIRC and EBF) and costs of net creation of new jobs (EBF) BCA, BI and BCG Brasil received no financial assistance from the government. Scope: CGD, SA + affiliated banks		n.a		✓

ASPECT: MARKET PRESENCE						
G4, EC5	Ratios of standard entry level wage by gender compared to local minimum wage	CGD,SA: – Female: 217% – Male: N.A. (there were no men in the lowest category in 2013) In 2013, this indicator was no applicable in Cape Verde as the minimum wage was fixed at CVE 11,000 (EUR 99.76) and only came into effect on 1 January 2014, pursuant to Decree-Law 6/201, published in Boletim Oficial N° 6, I Série, of 29 January 2014. However, if the minimum wage were considered, the value for for the Cape Verde banks would be: BCA: – Female: 242% – Male: 242% BI – Female: 274% – Male: 274% BCG Brasil: – Female: 442% – Male: 451% Scope: CGD,SA + affiliated banks	Principle 6	n.a		✓
G4-EC6	Proportion of senior management hired from the local community	CGD and its affiliated banks have no procedure in place for local hiring. Scope: CGD, SA + affiliated banks	Principle 6	n.a		✓
ASPECT: INDIRECT ECONOMIC IMPACTS						
G4-EC7	Development and impact of infrastructure investments and services supported	Page 77 Scope: CGD, SA + affiliated banks	-	n.a		✓
G4-EC8	Indirect economic impacts, including their extent	Page 34 Scope: CGD,SA	-	n.a	-	✓
ASPECT: PROCUREMENT PRACTICES*		Management approach 24, 34-35			Internal: CGD,SA in Portugal External: suppliers, business customers, private charities, NGOs, government bodies	
G4-EC9	Proportion of spending on local suppliers	Page 34 CGD, SA + BI and BCG Brasil	-	n.a		✓
ENVIRONMENTAL PERFORMANCE INDICATORS		Management approach Pages 10, 86-87				
ASPECT: MATERIALS*		Management approach Pages 19, 86-87, 93-94			Internal: CGD,SA in Portugal External: suppliers, business customers private charities, NGOs, government bodies	
G4-EN1	Total weight or volume of materials used	Pages 93-94, 100 Scope: CGD, SA + affiliated banks	Principles 7 and 8	n.a		✓
G4-EN2	Percentage of materials used that are recycled input materials	CGD uses paper with FSC or PEFC certification. Scope: CGD, SA	Page 94 Principle 8	n.a		✓

ASPECT: ENERGY*		Management approach Pages 10, 86-90			Internal: CGD, SA in Portugal External: suppliers, business customers, private charities and NGOs	
G4-EN3	Energy consumption within the organisation	Pages 88-89, 100-102 Scope: CGD, SA + affiliated banks	Principles 7 and 8	n.a		✓
G4-EN4	Energy consumption outside the organisation	Page 90-91 Scope: CGD, SA + affiliated banks	Principle 8	n.a		✓
G4-EN5	Energy intensity	Page 90 Scope: CGD, SA + affiliated banks	Principle 8	n.a		✓
G4-EN6	Reduction of energy consumption	Pages 10, 88-89 Scope: CGD, SA + affiliated banks	Principles 8 and 9	n.a		✓
G4-EN7	Reductions in energy requirements of products and services	Pages 55-57 Scope: CGD, SA	Principles 8 and 9	n.a		✓
ASPECT: WATER*		Management approach Pages 10, 86-87			Internal: CGD, SA in Portugal External: suppliers, business customers, private charities, NGOs, government bodies	
G4-EN8	Total water withdrawal by source	Pages 93, 102 Scope: CGD, SA + affiliated banks	Principles 7 and 8	n.a		✓
G4-EN9	Water sources significantly affected by withdrawal of water	Not applicable	Principle 8	n.a		✓
G4-EN10	Percentage and total volume of water recycled and reused	Page 93	Principle 8	n.a		✓
ASPECT: BIODIVERSITY*		Management approach Pages 86-87			Internal: CGD, SA in Portugal External: suppliers, business, private charities, NGOs, , government bodies	
G4-EN11	Operational sites in, or adjacent to, protected areas	This indicator is not considered relevant to CGD, as it operates in urban areas. The risk of being located in protected areas or adjacent to areas of high biodiversity value is nil. However, CGD undertakes biodiversity protection initiatives, through the Floresta Caixa Project, which helps to minimise the environmental impact of its business and instils good practices in its employees, customers and society as a whole, in a vision of social responsibility and sustainable development. Scope: CGD, SA	Principle 8	n.a		✓
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value	This indicator is not considered relevant to CGD (see EN11). Scope: CGD, SA	Principle 8	n.a		
G4-EN13	Habitats protected or restored	This indicator is not considered relevant to CGD (see EN11). Scope: CGD, SA	Principle 8	n.a		✓
G4-EN14	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations	This indicator is not considered relevant to CGD (see EN11). Scope: CGD, SA	Principle 8	n.a		✓

ASPECT: EMISSIONS*		Management approach Pages 86-87			Internal: CGD, SA in Portugal External: suppliers, business customers, private charities, NGOs	
G4-EN15	Direct GHG emissions (Scope 1)	Pages 90-91, 102-103 Scope: CGD, SA + affiliated banks	Principles 7 and 8	n.a		✓
G4-EN16	Indirect GHG emissions (Scope 2)	Pages 90-91, 103 Scope: CGD, SA + affiliated banks	Principles 7 and 8	n.a		✓
G4-EN17	Indirect GHG emissions (Scope 3)	Pages 90-91, 103-104 Scope: CGD, SA + affiliated banks	Principles 7 and 8	n.a		✓
G4-EN18	Carbon intensity	Page 92 Scope: CGD, SA + affiliated banks	Principle 8	n.a		✓
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Pages 90-91 Scope: CGD, SA + affiliated banks	Principles 8 and 9	n.a		✓
G4-EN20	Emissions of ozone-depleting substances by weight	According to the GRI guidelines, ozone-depleting substances in products or equipment resulting from use or disposal are not covered by this indicator. This indicator is therefore not considered relevant to CGD Scope: CGD, SA	Principles 7 and 8	n.a		✓
G4-EN21	NOx, SOx, and other significant air emissions	NOx: Diesel 44 t Petrol 1 t SO2: Diesel 9x103 t Petrol 6x103 t Page 104 Scope: CGD, SA	Principles 7 and 8	n.a		✓
ASPECT: EFFLUENTS AND WASTE*		Management approach Pages 86-87			Internal: CGD, SA in Portugal External: suppliers, business customers, private charities, NGOs	
G4-EN22	Total water discharge by quality and destination	CGD's premises are located in urban areas that have sewage and rainwater collection systems. There are no discharges of water and so CGD considers that this indicator is not applicable. Scope: CGD, SA	Principle 8	n.a		✓
G4-EN23	Total weight of waste by type and disposal method	Pages 94-95, 104 Scope: CGD, SA	Principle 8	n.a		✓
G4, EN24	SIGNIFICANT SPILLS	CGD does not monitor this type of information, as its activity does not cause spills with environmental impacts. CGD therefore does not consider this indicator to be material. Scope: CGD, SA	Principle 8	n.a		✓
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous and percentage of transported waste shipped internationally	Not applicable to CGD due to the nature of its activity	-			✓
G4-EN26	Water bodies and related habitats significantly affected by the organisation's discharges of water and runoff	CGD are located in urban areas and so there are no water bodies affected by discharges of water. Scope: CGD, SA	Principle 8			✓

ASPECT: PRODUCTS AND SERVICES*		Management approach Pages 10, 86-87			Internal: CGD, SA in Portugal External: suppliers, business customers, private charities, NGOs, government bodies	
G4-EN27	Extent of mitigation of environmental impacts of products and services	Pages 90, 91, 93-96 Scope: CGD, SA	Principles 7, 8 and 9	n.a		✓
G4-EN28	Products and their packaging materials that are reclaimed	Due to the nature of its activity, CGD does not reclaim products or packaging. However, all plastic reclaimed from cancelled credit cards is sent for recycling (see indicator EN23). Scope: CGD, SA	Principle 8	n.a		✓
ASPECT: COMPLIANCE						
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There were no occurrences in 2013. Scope: CGD, SA	Principle 8	n.a		✓
ASPECT: TRANSPORT						
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	Page 90 Scope: CGD, SA	Principle 8	n.a		✓
ASPECT: OVERALL						
G4-EN31	Total environmental protection expenditures and investments by type	Page 87 Scope: CGD, SA	Principles 7, 8 and 9	n.a		✓
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT*		Management approach 24, 34-35			See Point G4-12	
G4-EN32	New suppliers screened using environmental criteria	Page 35 Scope: CGD, SA	Principle 8	n.a		✓
G4-EN33	Significant negative environmental impacts in the supply chain and actions taken	CGD did not assess negative environmental impacts in the supply chain in 2013. Pages 34-35 Scope: CGD, SA	Principle 8	n.a		✓
ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS						
G4-EN34	Number of environmental complaints	No environmental complaints were made by CGD employees or stakeholders in 2013. Scope: CGD, SA	Principle 8	n.a		✓

SOCIAL PERFORMANCE INDICATORS –LABOUR PRACTICES		Management approach: Pages 10, 58, 59, 62, 64, 68, 70, 72, 74				
ASPECT: EMPLOYMENT*		Management approach Pages 10, 58, 62-63			Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities and NGOs	
G4-LA1	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Pages 63, 64, 100 Scope: CGD, SA + affiliated banks	-	n.a		✓
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees*	Benefits provided to full-time employees are the same as those provided to temporary or part-time employees.* BI has no temporary or part-time employees and they all work full time. Page 67-70 Scope: CGD, SA + affiliated banks	-	n.a		✓
G4-LA3	Return to work and retention rates after parental leave, by gender	CGD, SA: Return to work rate Male: 99%; Female 90%; Total 90% Retention rate Male : 99%; Female : 86%; Total: 90% BCA: All employees who took maternity leave returned to work at the end of their leave and were still in service 12 months after their return, although it is not possible to indicate the exact numbers. BI: Return to work rate Male 100%; Female 100%; Total 100% Retention rate Parental leave taken by six employees ended in January, October and November 2013 (males) and December 2013 and January 2014 (females). On the date of writing of this report, it is therefore only possible to confirm that one employee is still in service 12 months after his return. BCG Brasil Return to work rate Male 100%; Female 100%; Total 100% Retention rate: Male : 99%; Female : 86%; Total: 90% Page 100 Scope: CGD, SA + affiliated banks	Principle 3	n.a		✓
ASPECT: LABOUR RELATIONS						
G4-LA4	Minimum notice periods regarding operational changes	The minimum notice periods for collective dismissal at CGD, SA are those set out in the Labour Code (15 to 75 days depending on years of service). The company agreements do not establish a period. However, in the event of complete closure of an establishment, CGD is obliged to post its employees at another or with companies that are legally or financially associated or economically interdependent. It is only if this new posting is completely impossible that the company can start collective dismissal procedures (see Clause 30 of the company agreements) Scope: CGD, SA	Principle 4	n.a		✓

ASPECT: OCCUPATIONAL HEALTH AND SAFETY*		Management approach – Pages 58, 74-75			Internal: CGD, SA in Portugal External: business and private customers	
G4-LA5	Percentage of workforce represented in health and safety committees	There is no specific occupational health and safety committee. CGD's Executive Personnel, Resource and Systems Board handles occupational health and safety, among other issues, covering all employees. Scope: CGD, SA	-	n.a		✓
G4-LA6	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender	<p>No. of occupational accidents with sick leave CGD, SA: Male: 11, Female: 43; Portugal: 54 BCA: Male: 0; Female: 0 BI: Male: 0; Female: 0 BCG Brasil Male: 0; Female: 0</p> <p>Lost days due to occupational accident or illness CGD, SA: Male: 230; Female: 849; Portugal: 1,079 BCA: Male: 0; Female: 0 BI: Male: 0; Female: 0 BCG Brasil 0</p> <p>Occupational accident frequency rate CGD, SA: Male: 1.50; Female: 4.82; Portugal: 3.32 BCA: Male: 0; Female: 0 BI: Male: 0; Female: 0 BCG Brasil Male: 0; Female: 0</p> <p>Occupational accident severity rate CGD, SA: Male: 31.28%; Female: 95.16%; Portugal: 66.30% BCA: 0% BI: 0%; BCG Brasil: 0%</p> <p>Occupational disease frequency rate: CGD, SA: Male: 0%; Female: 0%; Portugal: 0% BCA: 0% BI: 0%; BCG Brasil 0%</p> <p>Absentee rate: CGD, SA: Male: 2.45%; Female: 3.65%; Portugal: 3.11% BCA: Male: 3%; Female: 5%; Portugal: 5% BI: Male: 9%; Female: 5%; Portugal: 6% BCG Brasil Not available</p> <p>Number of work-related fatalities: CGD, SA: Male: 0; Female: 0; Portugal: 0 BCA: Male: 0; Female: 0; BI: Male: 0; Female: 0; BCG Brasil: 0% Page 100 Scope: CGD, SA + affiliated banks</p>	-	n.a		✓
G4-LA7	Workers with high incidence or high risk of serious diseases	CGD has no employees involved in occupational activities with a high incidence or high risk of serious or specific diseases.	-	n.a		✓

G4-LA8	Health and safety topics covered in formal agreements with trade unions	<p>CGD has signed company agreements with all the trade unions represented at the company, which constitutes a rate of 100%.</p> <p>Where health and safety are concerned, Clauses 95 and 96 of these agreements enshrine a number of company health obligations (occupational medicine) and hygiene and safety in the workplace. With regard to health, (Clause 95), in addition to regular, legally required exams, CGD's occupational medicine service is also obliged to take the necessary prophylactic measures against infectious and contagious diseases and conduct annual ophthalmological screening. In the event of an occupational accident or sudden illness in the workplace, the company is obliged to provide immediate medical and pharmaceutical assistance and transport to hospital.</p> <p>Regarding hygiene and safety in the workplace (Clause 96), the company undertook to ensure that workplaces had proper condition of hygiene, cleanliness and safety in order to guarantee a healthy work environment and avoid the risk of occupational diseases and accidents, keep noise levels within those recommended by the authorities, provide all employees with drinking water in accessible locations, perform cleaning operations outside working hours unless absolutely necessary and perform all necessary repair and maintenance work in order not to endanger employees' lives or health.</p> <p>Scope: CGD, SA</p>	-	n.a		✓
ASPECT: TRAINING AND EDUCATION*		Management approach Page 10; 58 and 64-67			<p>Internal: CGD, SA in Portugal</p> <p>External: suppliers, private and business customers, private charities and NGOs</p>	
G4-LA9	Average hours per year of training per employee and by gender and job category	<p>Pages 65, 67</p> <p>Scope: CGD, SA + affiliated banks</p>	-	n.a		✓
G4-LA10	Programmes for skills management and lifelong learning	<p>Pages 64-67</p> <p>Scope: CGD, SA + affiliated banks</p>	-	n.a		✓
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	<p>Page 64, 100</p> <p>BCA conducts performance reviews annually of all the bank's employees, regardless of their type of contract. It is the duty of the bank in general and the reviewer in particular to assess employees that have been in service for at least three months in the reporting year.</p> <p>At BI, performance reviews are conducted annually and only the directors and board members are not assessed.</p> <p>At BCG Brasil, performance reviews apply to all the bank's employees.</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 6	n.a		✓
ASPECT: DIVERSITY AND EQUAL OPPORTUNITIES*		Management approach Pages 58, 59-62			<p>Internal: CGD, SA in Portugal</p> <p>External: suppliers, private and business customers, private charities and NGOs</p>	
G4-LA12	Breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<p>Pages 60-61</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 6			✓
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation*	<p>Page 61-62</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 6			✓

ASPECT: SUPPLIER ASSESSMENT FOR LABOUR PRACTICES*		Management approach: Pages 24, 34-35			See point G4-12	
G4-LA14	New suppliers screened using environmental criteria	Page 35 Scope: CGD, SA	-	n.a		✓
G4-LA15	Negative impacts for labour practices in the supply chain and actions taken	CGD did not assess negative impacts for labour practices in the supply chain in 2013. Pages 34-35 Scope: CGD, SA	-	n.a		✓
ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS						
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	No complaints about labour practices were made by CGD, SA, BCA or BI employees or other stakeholders in 2013. There was one employee complaint at BCG Brasil and it was settled in a legal agreement. Scope: CGD, SA + affiliated banks	-	n.a		✓
SOCIAL PERFORMANCE INDICATORS-HUMAN RIGHTS Management approach: Page 26-27, 33-35, 56-57						
ASPECT: INVESTMENT*		Management approach: 24, 33-34, 56-57			Internal: CGD,SA in Portugal External: suppliers, customers, companies	
G4-HR1	Significant investment agreements and contracts that include human rights clauses	The CGD Group's project finance portfolio mainly focuses on projects in the Iberian Peninsula. The safeguard of human rights is a given in these countries' legislation and economic agents must comply with them. In other areas in which the CGD Group operates, such as Brazil and Africa, the projects financed that directly or indirectly include human rights clauses have to do with operations in which multilateral institutions take part. No investment contracts were entered into in 2013. Page 56-57 BI – Cabo Verde and BCA – Cabo Verde do not report this indicator as they do not yet process this information. All operations contracts signed by Banco Caixa Geral Brasil S.A have clauses holding the customers responsible for any noncompliance with any legislation, including that on human rights. Scope: CGD, SA + affiliated banks	Principle 2	n.a		✓
G4-HR2	Employee training on human rights	No training in this area was given at CGD, SA or the affiliated banks in 2013. Scope: CGD, SA + affiliated banks	Principle 1	n.a		✓
ASPECT: NON-DISCRIMINATION*		Management approach Page 59			Interno: CGD,SA em Portugal External: Fomecedores, Clientes Empresas e Particulares, private charities	
G4-HR3	Total number of incidents of discrimination and corrective actions taken	At CGD, SA and the affiliated banks there is no record of any case of discrimination between employees or potential employees that has been duly proven by a final court decision. Scope: CGD, SA + affiliated banks	Principle 6	n.a		✓

ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING Management approach Page 34-35						
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated and measures taken to support these rights*	At CGD, SA and the affiliated banks there are no impediments to freedom of association or collective bargaining. This is demonstrated by the labour agreements signed (company agreements) and the high number of workers belonging to trade unions at CGD. Nonetheless, non-union members are covered by the internal rules agreed upon with the unions. Furthermore, no suppliers at this kind of risk were identified. Scope: CGD, SA + affiliated banks	Principle 3	n.a		✓
ASPECT: CHILD LABOUR Management approach Page 34-35						
G4-HR5	Operations and suppliers identified as having significant risk for child labour and measures taken*	As required by the Labour Code, at CGD, SA the minimum age for admission in the company agreements is: 18, or 16 years for the offspring of deceased or incapacitated workers There is therefore no risk of child labour. No operations with a risk of child labour were identified at the affiliated banks. Scope: CGD, SA + affiliated banks	Principle 5	n.a		✓
ASPECT: FORCED OR COMPULSORY LABOUR Management approach Page 34-35						
G4-HR6	Operations and suppliers identified as having significant risk for forced or compulsory labour and measures taken*	At CGD there is no risk of forced or compulsory labour. If there were, the Workers' Committee and trade unions would be the first to blow the whistle and this has never happened. No operations with a risk of forced labour were identified at the affiliated banks. Scope: CGD, SA + affiliated banks	Principle 4	n.a		✓
ASPECT: SECURITY PRACTICES						
G4-HR7	Security personnel trained in human rights	The Prevention and Security Office at CGD, SA has not received any training in human rights, but it belongs to the Advisory Committee of UNICRI – Security Governance/Counter-Terrorism Laboratory and made efforts for CGD to join Global Compact, which it did on 12 December 2013. In general, the security companies that provide services to CGD have a module in guard training that speaks about the Portuguese Constitution. Scope: CGD, SA	Principle 1	n.a		✓
ASPECT: INDIGENOUS RIGHTS						
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	There have been no incidents of violations involving rights of indigenous peoples at CGD. Page 56-57 Scope: CGD, SA	Principle 1			✓

ASPECT: ASSESSMENT						
G4-HR9	Operations that have been subject to human rights reviews or impact assessments	<p>In 2013, project finance was granted to only one project in Portugal. It did not undergo a specific human rights review, though its compliance with social and environmental legislation was assessed.</p> <p>There is no record at BCA or BI of any operations subject to human rights review. However, if necessary, reviews of this nature are conducted during credit analyses.</p> <p>BCG Brasil has standard procedures when granting loans and they include human rights clauses. Pages 56-57,35</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 1	n.a		✓
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT*		Management approach: 24,34-35			See point G4-12	
G4-HR10	New suppliers screened using human rights criteria	<p>Suppliers were not screened using human rights criteria in 2013. Page 35</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 2	n.a		✓
G4-HR11	Significant negative human rights impacts in the supply chain and actions taken	<p>CGD did not assess negative impacts for human rights in the supply chain in 2013.</p> <p>Pages 34-35</p> <p>Scope: CGD, SA</p>	Principle 2	n.a		✓
ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS						
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	<p>No complaints about human rights were made by CGD, SA, BCA, BI or BCG Brasil employees or other stakeholders in 2013.</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 1	n.a		✓
SOCIAL PERFORMANCE INDICATORS –SOCIETY		Management approach: 42-43, 56-57				
ASPECT: COMMUNITY						
G4-SO1	Operations with implemented local community engagement	<p>Page 42-43</p> <p>Scope: CGD, SA</p>	Principle 1	n.a		✓
G4-SO2	Operations with significant negative impacts on local communities	<p>There are no financing operations with significant negative impacts on local communities.</p> <p>Page 56-57</p> <p>Scope: CGD, SA</p>	Principle 1	n.a		✓

ASPECT: CORRUPTION*		Management approach Page 27-28			Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs, government bodies and the	
G4-SO3	Operations assessed for risks related to corruption	<p>The Internal Audit Department of CGD, SA performed the following audits in 2013:</p> <ul style="list-style-type: none"> – Commercial Department: a) On site: - 170 branches; - 14 company offices, 9 OE Region; - 8 Caixa Empresas segment b) Follow-up action: - 137 follow-ups; - 10 reports; – Central structures: 3 audits; 4 follow-ups; - Processes, products and operations: 2 audits; 7 follow-ups; - Compliance / rules and regulations: 16 audits; - Information systems: 7 remote audits; 2 follow-ups; - Foreign units: 6 audits; 4 follow-ups; - National subsidiaries: audit; - Outsourced audits (CLF): 6 audits; - Outsourced audits (CxA): 3 audits; 2 follow-ups; - Remote audits: 7 across-the-board audits; - Continuous audits:- 54 continuous monitoring alerts and 9 reports <p>In 2013, the IAD audited BCG Brasil. Among other aspects, the audit used sampling to assess credit operations and compliance with prudential directive on the subject. In order to comply with Law 12.846 /2013 – the Anticorruption and Good Corporate Governance Law, BCG Brasil included in all its contracts a condition obliging the customer to abide by the requirements of the law. This is a tool for assessing customers' compliance with this law.</p> <p>No operations underwent corruption risk analyses at BCA or BI in 2013.</p> <p>Scope: CGD, SA + Associated banks</p>	Principle 10	n.a		✓
G4-SO4	Communication and training on anti-corruption policies and procedures	<p>Page 28</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 10	n.a		✓
G4-SO5	Confirmed incidents of corruption and actions taken	<p>There were no cases to which this indicator applied at CGD or the affiliated banks in 2013.</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 10	n.a		✓

ASPECT: PUBLIC POLICY						
G4-SO6	Total value of political contributions by country and recipient/beneficiary	<p>In fulfilment of its mission and fundamental values and as a bank of reference in Portugal, CGD does not fund political causes. Its conduct is guided by the principles of transparency, non-segregation, ethics and good conduct recognised by all stakeholders. Moreover, Portuguese law does not allow companies to make political contributions: Law 19/2003 of 20 June (Article 8)</p> <p>BI, BCA and BCG Brasil do not make this type of contribution and their conduct is guided by the principles of transparency, non-segregation, ethics and good conduct recognised by all stakeholders.</p> <p>Scope: CGD, SA + affiliated banks</p>	Principle 10	n.a		✓
ASPECT: ANTI-COMPETITIVE BEHAVIOUR						
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	<p>There were no cases to which this indicator applied in 2013.</p> <p>Scope: CGD, SA</p>	-	n.a		✓
ASPECT: COMPLIANCE						
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	<p>CGD is awaiting the final decision on an action brought by Banco de Portugal in 2012, in which CGD was found guilty of failing to display a sign informing of the existence of a complaint book at its Gare do Oriente branch.</p> <p>CGD was ordered to pay a fine of 200,000 euros, with a two-year suspended sentence, in a case brought against CGD, SA and three of its customers for three very serious administrative offences due to alleged violation of their duty to protect the market.</p> <p>CGD was also ordered to pay a fine of 200,000 euros, with a suspended sentence, in a case brought by CMVM in 2011 for eight serious administrative offences.</p> <p>BCA was ordered to pay a fine of 90,962.68 euros in a case brought by BCV.</p> <p>There were no fines or sanctions at BI or BCG Brasil in 2013.</p> <p>Scope: CGD, SA + affiliated banks</p>	-	n.a		✓

ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY*		Management approach: Pages 24, 34-35			See point G4-12	
G4-SO9	New suppliers screened using criteria for impacts on society	Suppliers were not screened using criteria for impacts on society in 2013. Page 35 Scope: CGD, SA	-	n.a		✓
G4-SO10	Significant negative impacts on society in the supply chain and actions taken	CGD did not assess negative impacts on society in 2013. Pages 34-35 Scope: CGD, SA	-	n.a		✓
ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY						
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	No complaints about impacts on society were made by CGD, SA, BCA, BI or BCG Brasil employees or other stakeholders in 2013. Scope: CGD, SA + affiliated banks	-	n.a		✓
SOCIAL PERFORMANCE INDICATORS-PRODUCT		Management approach: 24, 35-41, 45				
ASPECT: CUSTOMER HEALTH AND SAFETY		Management approach Pages 45, 74-75			Internal: CGD,SA in Portugal External: suppliers, business and private customers, private charities , NGOs, government bodies and the media	
G4-PR1	Assessment of product impacts on health and safety	Pages 74-75 Scope: CGD, SA	-	n.a		✓
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	This indicator is not considered applicable, as banking products and services have no impact on health or safety. Scope: CGD, SA	-	n.a		✓
ASPECT: LABELLING OF PRODUCTS AND SERVICES		Management approach Pages 35-37			Internal: CGD,SA in Portugal External: suppliers, business and private customers, private charities , NGOs, government bodies and the media	
G4-PR3	Type of product and service information required by the organisation's labelling procedures and percentage of significant product and service categories subject to such information requirements	Page 35-37 Scope: CGD, SA + affiliated banks	-	n.a		✓
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	In 2013, CGD, SA had nine incidents of non-compliance with labelling of products and services related to pre-contractual information, special schemes and price lists. Eight resulted in a warning from Banco de Portugal and one in a fine from Banco de Portugal. There were no incidents of non-compliance with labelling of products and services at BCA, BI or BCG Brasil. Scope: CGD, SA + affiliated banks	-	n.a		✓
G4-PR5	Results of surveys measuring customer satisfaction*	Pages 38-41 At BCA and BCG Brasil customer satisfaction is measured in the complaint management process. BI does not yet have procedures for measuring customer satisfaction Scope: CGD, SA + affiliated banks	-	n.a	Internal: CGD,SA in Portugal External: suppliers, business and private customers, private charities, NGOs, government bodies and the media	✓

ASPECT: MARKETING COMMUNICATIONS						
G4-PR6	Sale of banned or disputed products	<p>The financial products and services that CGD sells abide by strict legal criteria and internal rules, ranging from their identification and design to sale and advertising.</p> <p>Complaints from CGD customers on matters related with its activity or the sale of financial products and services are handled by the Customer Support Office (GCL) in compliance with CGD policies on products and services, the environment and community engagement, among other measures.</p> <p>Scope: CGD, SA</p>	-	n.a		✓
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	<p>In 2013, CGD, SA had two incidents of non-compliance with the duty to provide information in advertising campaigns, which resulted in a warning from Banco de Portugal.</p> <p>Scope: CGD, SA</p>	-	n.a		✓
ASPECT: CUSTOMER PRIVACY						
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	<p>In 2013, CGD received four complaints via the Customer Support Office concerning breach of privacy and losses of customer data.</p> <p>BCA received three complaints concerning breach of privacy of customer data. They were specifically related to the leaking, theft or loss of customer data and were all found to be the complainant's responsibility.</p> <p>BI received one complaint about a breach of bank secrecy.</p> <p>BCG Brasil received no complaints of this kind.</p> <p>Scope: CGD, SA + affiliated banks</p>		n.a		✓
ASPECT: COMPLIANCE						
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	<p>CGD is awaiting a final decision on a charge of an administrative offence from Banco de Portugal in 2011, because the Almirante Reis branch did not produce the complaint book.</p> <p>Under an administrative offence charge by BdP in 2012 against CGD for violating Article 9 (4) of Decree-Law 15/2007 of 7 March, CGD was ordered to pay 30,346.98 euros.</p> <p>In 2012, BdP brought several administrative actions against CGD for not providing customers with a copy of the general conditions of contracts prior to signing. It was ordered to pay 25,136.24 euros.</p> <p>In 2013, Banco de Portugal brought four administrative actions and CGD is awaiting a final decision.</p> <p>BCA, BI and BCG Brasil had no significant fines or sanctions in 2013.</p> <p>Scope: CGD, SA + affiliated banks</p>	-	n.a		✓

FINANCIAL SERVICES SECTOR SUPPLEMENT INDICATORS

ASPECT: PRODUCT PORTFOLIO*					Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs, government bodies and the media	
Management approach	Policies with specific environmental and social components applied to business lines*	Pages 33, 45, 56-57 Scope: CGD, SA + affiliated banks	-	n.a		✓
	Procedures for assessing and screening environmental and social risks in business lines	Pages 30-35, 56-57 Scope: CGD, SA + affiliated banks	-	n.a		✓
	Processes for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Pages 65-67 Scope: CGD, SA	-	n.a		✓
	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	Pages 30-33, 56-57 Scope: CGD, SA	-	n.a		✓
	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	Pages 23, 24, 34-35, 45-57, 66, 72-74, 77-83, 95-97 Scope: CGD, SA + affiliated banks	-	n.a		✓
G4-FS6	Percentage of the portfolio for business lines by specific region, size and by sector*	Pages 19-21 Scope: CGD, SA + affiliated banks – Awaiting answer to FS6 from Brazil	-	n.a		✓
G4-FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line	Pages 45-57 Scope: CGD, SA	-	n.a		✓
G4-FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line*	Pages 55-57 Scope: CGD, SA	-	n.a		✓
ASPECT: AUDIT					Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs, government bodies and the media	
Management approach	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	CGD does not have specific audits for assessing the implementation and fulfilment of environmental, social or sustainability policies. Periodic communication and reporting of environmental and social performance and management practices by CGD are essential in meeting goals, and ensuring all stakeholders' engagement. This ensures that the progress achieved in different areas of the policies is reported. This reporting process undergoes external assurance and audits. The Sustainability Committee monitors the status of these policies. For the pursuit of these policies implementation plans are established and regularly reviewed. They have clear goals and targets directly related to significant environmental and social aspects of CGD's activity. CGD's sustainability policy undertakes to progressively include environmental and social aspects in credit risk assessment and the selection of companies and projects to be funded. CGD respects its public commitments and has progressively included social aspects in credit and risk assessment. Environmental and/or social risks are analysed in project finance operations (see answer on management approach – Procedures for assessing and screening environmental and social risks in business lines)	-	n.a		✓

G4-FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	CGD's sustainability, environment, community engagement and product and service policies are implemented throughout the CGD Group, in companies involved in the corporate sustainability programme and the affiliated banks in Cape Verde (BI and BCA) and Brazil (BCG Brasil).	-	n.a		✓
G4-FS11	Percentage of assets subject to positive and negative environmental or social screening	In 2013 the only product that selected assets on the basis of environmental criteria was the Fundo Especial Investimento Caixaegest Energias Renováveis special investment fund, which accounted for 0.06% of total assets under Caixa Gestão de Ativos. In the social component of assets based on an assessment using social criteria, there are three closed real-estate investment funds for residential rental – Caixa Arrendamento, Caixa Imobiliário and Cidades de Portugal, which accounted for 0.71% of the assets managed by Caixa Gestão de Ativos. Scope: CGD, SA	-	n.a		✓
ASPECT: ACTIVE OWNERSHIP						
Management approach	Voting policies applied to environmental or social issues for shares over which the reporting organisation holds the right to vote or to support voting decision	When necessary, CGD exercises its voting right while taking account of the implications of decisions with direct social and environmental impacts. In general, CGD exercises its voting right for formal company aspects that have no direct effects on environmental or social issues. Scope: CGD, SA	-	n.a		✓
G4-FS13	Access points in low-populated or economically disadvantaged areas	Pages 42 Scope: CGD, SA	-	n.a		✓
G4-FS14	Initiatives to improve access to financial services for disadvantaged people*	Pages 42-44, 49-50 Scope: CGD, SA	-	n.a		✓
ASPECT: LABELLING OF PRODUCTS AND SERVICES*		Management approach Pages 35-37			Internal: CGD, SA in Portugal External: suppliers, business and private customers, private charities, NGOs, government bodies and the media	
Management approach	Policies for the design and sale of financial products and services	Pages 35-37 Scope: CGD, SA	-	n.a		✓
	Initiatives to enhance financial literacy by type of beneficiary*	Pages 80-83 Scope: CGD, SA + BI	-	n.a		✓

* Relevant/material issue

REVIEW REPORT

Translation of a report originally issued in Portuguese.

To the Executive Committee of
Caixa Geral de Depósitos, S.A.

Introduction

1. We have performed a review of the 2013 Sustainability Report of Caixa Geral de Depósitos, S.A. ("CGD") that covered its compliance with the disclosure of information requirements defined by the fourth version of the Guidelines for Sustainability Reporting of the Global Reporting Initiative, including the Financial Services Sector Disclosures (together referred to as "GRI G4 Guidelines"), for the comprehensive option, including the reliability of the underlying information, as indicated in the "GRI Index".

Responsibilities

2. The Board of Directors of CGD is responsible for preparing the 2013 Sustainability Report, as well as defining, implementing and carrying out adequate processes, procedures and criteria for collecting, processing, presenting and validating the information contained therein. Our responsibility is to issue a report, based on the procedures referred to below, on the information referred to above.

Scope

3. We conducted our review in accordance with the International Standard on Assurance Engagements 3000 – ISAE 3000, issued by the International Auditing and Assurance Standards Board, for Assurance Engagements other than Audit or Limited Reviews of Historical Financial Information, for a limited level of assurance.
4. This standard requires that we plan and perform procedures and apply audit skills and techniques, in order to obtain an adequate understanding of the subject matter and, considering the circumstances, to obtain sufficient and appropriate evidence on which to base our opinion. In a limited assurance engagement, the procedures performed consist primarily of inquiries of CGD personnel and analytical procedures, including tests on a sample basis, and therefore, less assurance is obtained than in an engagement aimed at obtaining reasonable assurance.

5. The main procedures performed were:

- Interview of those responsible in CGD for the sustainability management, for the preparation of the Sustainability Report, in order to know and understand the management and reporting principles, as well as the systems and procedures applied;
- Review of the processes, criteria and systems used to collect, accumulate, present and validate the 2013 data, relating to the indicators reviewed by us;
- Analytical data review and tests, on a sample basis, of the CGD's calculations relating to the quantitative data subject to our review, as well as tests to confirm the quantitative and qualitative data included in the scope of our work, as referred in paragraph 1 above, through obtaining evidence thereof;
- Review of the compliance of the Sustainability Report content, with the GRI G4 Guidelines information disclosure requirements for the comprehensive option, in the context of the "GRI Index"; and
- Verification of the consistency of information included in the Sustainability Report with the results of our work, and with relevant information included in CGD Management Report and Financial Statements for 2013.

Opinion

6. Based on the work performed, as described in paragraph 5 above, which was executed to obtain a moderate level of assurance, nothing has come to our attention that causes us to believe that in all material aspects the information referred in paragraph 1 above, has not been reliable and consistently prepared and that it does not conform with the disclosure requirements of the GRI G4 Guidelines for the comprehensive option.

Independence of the team

7. We comply with the policies of Independence of Deloitte, which are in all respects similar to the Code of Ethics of the International Ethics Standards Board for Accountants, set by International Federation of Accountants.

Lisbon, 30 June 2014

Deloitte & Associados, SROC S.A.

Deloitte & Associados, SROC S.A.
Represented by João Carlos Frade

Compliance with good governance principles

Mission, goals and general principles	
Indication of mission and how it is pursued and the vision and values that guide the company	Pages 14 Page 559 of the 2013 Annual Report and Accounts
Policies and lines of action deriving from the company's strategy	Pages 18, 87 Page 559 of the 2013 Annual Report and Accounts
Indication of goals and their degree of fulfilment and justification of any deviations and corrective measures taken or pending	Pages 10, 17, 21, 24, 58, 76 and 86 Page 560 of the 2013 Annual Report and Accounts
Indication of key factors on which the company's results depend	Page 560 of the 2013 Annual Report and Accounts
Capital structure	
Capital structure	Page 562 of the 2013 Annual Report and Accounts
Any limitations on ownership or transferability of shares	Page 562 of the 2013 Annual Report and Accounts
Shareholders' agreements	Page 562 of the 2013 Annual Report and Accounts
Capital structure	
Shareholdings and bonds owned	
Names of natural persons (corporate bodies) and/or legal persons (company) that directly or indirectly own holdings in other entities with a detailed indication of the percentage of share capital and votes	Page 563 of the 2013 Annual Report and Accounts
Purchase and sale of shareholdings and membership of any associations or foundations	Page 564 of the 2013 Annual Report and Accounts
Financial guarantees provided or assumption of debts or liabilities of other entities	Page 566 of the 2013 Annual Report and Accounts
Indication of the number of shares and bonds owned by members of the management and supervisory bodies	Page 566 of the 2013 Annual Report and Accounts
Information on significant business relations between owners of shareholdings and the company	Page 567 of the 2013 Annual Report and Accounts
Mechanisms used to prevent conflicts of interest	Page 567 of the 2013 Annual Report and Accounts
Corporate bodies and committees	
Officers of the General Meeting	
Officers of the AGM, term of office and remuneration	Page 569 of the 2013 Annual Report and Accounts
Shareholders' decisions	Page 569 of the 2013 Annual Report and Accounts
Management and supervision	
Governance model	Page 16 Page 568 of the 2013 Annual Report and Accounts
Articles of association on procedures for appointing and replacing members	Page 568 of the 2013 Annual Report and Accounts
Composition, term of office and number of members	Page 16 Page 573 of the 2013 Annual Report and Accounts
Names of executive and non-executive members of the BoD and independent members of the General and Supervisory Board	Page 16 Page 573 of the 2013 Annual Report and Accounts
Relevant details of each member's CV	Page 580 of the 2013 Annual Report and Accounts
Habitual, significant family, professional or business relationships of members with shareholders who own a qualifying shareholding of over 2% of the voting rights	n.a.
Organisation charts of division of responsibilities among the different corporate bodies	Page 568 of the 2013 Annual Report and Accounts
Operation of the Board of Directors	Page 570 of the 2013 Annual Report and Accounts
Committees belonging to the management or supervisory body	Page 16 Page 571 of the 2013 Annual Report and Accounts

Supervision

Name of the supervisory body based on the business model adopted, statutory minimum and maximum number of members, term of office, number of members and alternates	Page 16 Page 574 of the 2013 Annual Report and Accounts
Names of the members of the supervisory body	Page 576 of the 2013 Annual Report and Accounts
Relevant details of each member's CV	Page 580 of the 2013 Annual Report and Accounts
Operation of the supervisory body	Page 575 of the 2013 Annual Report and Accounts

Statutory Auditor

Name of statutory auditor, certified auditor	Page 576 of the 2013 Annual Report and Accounts
Legal limits	Page 576 of the 2013 Annual Report and Accounts
Number of consecutive years for which the auditor or audit firm has worked with the company or group	Page 577 of the 2013 Annual Report and Accounts
Description of other services provided to the company by the audit firm	Page 577 of the 2013 Annual Report and Accounts

External auditor

Name	Page 4 Page 578 of the 2013 Annual Report and Accounts
Policy and frequency of rotation	Page 578 of the 2013 Annual Report and Accounts
Indication of work other than audits performed	Page 578 of the 2013 Annual Report and Accounts
Annual remuneration paid	Page 578 of the 2013 Annual Report and Accounts

Internal organisation

Articles of association and communications

Amendments to the company's articles of association – applicable rules	Page 568 of the 2013 Annual Report and Accounts
Whistleblowing	Page 25 Page 600 of the 2013 Annual Report and Accounts
Anti-fraud policies	Page 27 Page 601 of the 2013 Annual Report and Accounts

Internal risk control and management

Information on internal control system	Page 30 Page 601 of the 2013 Annual Report and Accounts
People, bodies or committees responsible for internal audits and or the internal control system	Page 29 Page 602 of the 2013 Annual Report and Accounts
Main risk policy measures	Page 28-35 Page 601 of the 2013 Annual Report and Accounts
Hierarchical or functional accountability	Page 29 Page 601 of the 2013 Annual Report and Accounts
Other area with risk control competences	Page 29 Page 602 of the 2013 Annual Report and Accounts
Main types of risk	Page 30 Page 603 of the 2013 Annual Report and Accounts
Description of process for identifying, assessing, monitoring, controlling, managing and mitigating risks	Page 28-30 Page 600 of the 2013 Annual Report and Accounts
Details of the risk control system and risk management in place at the company	Page 29-30 Page 601 of the 2013 Annual Report and Accounts

Regulations and codes

Internal and external regulations	Page 25-26, 35 Page 609 of the 2013 Annual Report and Accounts
Codes of conduct and code of ethics	Page 25 Page 614 of the 2013 Annual Report and Accounts

Website

Addresses and information provided	Page 617 of the 2013 Annual Report and Accounts
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Remuneration

Power to determine remuneration

Body with powers to fix remuneration	Page 617 of the 2013 Annual Report and Accounts
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Remuneration Committee

Composition	n.a
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Remuneration structure

Remuneration policy for members of the management and supervisory bodies	Page 617 of the 2013 Annual Report and Accounts
Information on how remuneration is structured	Page 618 of the 2013 Annual Report and Accounts
Variable component of remuneration and allocation criteria	Page 618 of the 2013 Annual Report and Accounts
Deferral of payment of variable component	n.a.
Parameters and reasons for allocating bonuses	Page 618 of the 2013 Annual Report and Accounts
Additional pension schemes	Page 656 of the 2013 Annual Report and Accounts
Disclosure of remuneration	
Annual remuneration paid	Page 619 of the 2013 Annual Report and Accounts
Amounts paid by other subsidiary or group companies	Page 620 of the 2013 Annual Report and Accounts
Remuneration paid as dividend sharing and/or bonuses	Page 618 of the 2013 Annual Report and Accounts
Compensation paid to former executive directors	n.a.
Amount of annual remuneration paid to the company's supervisory body	Page 620 of the 2013 Annual Report and Accounts
Annual remuneration of the officers of the general meeting	Page 618 of the 2013 Annual Report and Accounts
Transactions with related and other parties	
Mechanisms for monitoring transactions with related parties	Page 34-35 Page 623 of the 2013 Annual Report and Accounts
Other transactions	Page 623 of the 2013 Annual Report and Accounts
Analysis of the company's economic, social and environmental sustainability	
Strategies followed and degree of fulfilment of targets	Pages 18, 21, 24, 58, 76, 86 Page 625 of the 2013 Annual Report and Accounts
Policies	Page 18, 77, 87 Page 627 of the 2013 Annual Report and Accounts
Form of compliance with the principles of appropriate business management: Social, environmental and economic responsibility	Pages 18, 21, 24, 58, 76, 86 Page 629 of the 2013 Annual Report and Accounts
Assessment of corporate governance	
Compliance with recommendations	Page 644 of the 2013 Annual Report and Accounts

