



CGD REPORTS

SUSTAINABILITY 2010

CAIXA'S SUSTAINABLE COMMITMENT

www.cgd.pt



**Caixa Geral
de Depósitos**

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OUR REPORT

FOLLOWING our commitment to publish a report on sustainability issues every year, CGD is proud to present its third Sustainability Report, on activities in 2010. This report includes responses to the Global Reporting Initiative (GRI) requirements.

The information in this report refers essentially to the activities of Caixa Geral de Depósitos S.A. in Portugal, referred to here as CGD. There may, however, be some references to other CGD Group companies, which are duly identified.

As in previous years, this report abides by the top level guidelines (A+) of the Global Reporting Initiative (GRI G3). Attached is a correlation table between the contents of the report and GRI requirements and another setting out the good governance principles for the state enterprise sector.

This report has undergone independent external assurance, as per the attached statement by Deloitte & Associados, SROC, S.A. This assurance analysed the compliance of the information provided with that requested by GRI G3 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.

For further information on Sustainability at CGD, please refer to <https://www.cgd.pt/English/Institutional/> or contact sustentabilidade@cgd.pt.

GRI TABLE		C	C+	B	B+	A	A+
MANDATORY	Self-declared						✓
OPTIONAL	External assurance						✓
	Verified by GRI						

CHAIRMAN'S STATEMENT



CGD is publishing its third Sustainability Report reflecting its performance and good practices in this field. The A+ top rating awarded to CGD's first two reports is recognition of its merit and its progress in implementing good financial, social and environmental practices.

In the current scenario of economic and financial crisis, sustainability-based management is increasingly important, as it has to do with CGD's responsibility in its relationship with customers, employees and the community as a whole.

As a key leading institution in the Portuguese financial system, CGD has added responsibility because of its history and values. Thanks to its forward-looking vision, CGD can only be in the front line of sustainable development.

Sustainability is one of CGD's strategic priorities acknowledged at the highest management level and implemented throughout the institution. By introducing its sustainability management model in March 2010, CGD strengthened its multidisciplinary teams' ability to develop and encourage the General Sustainability Committee in line with international best practice.

This included defining our sustainability, environment and community engagement policies, which recognise sustainable development in CGD's activity.

Our stakeholder engagement strategy also complied with best practices and abided by the principles of the AA1000 and Global Reporting Initiative (GRI) standards. It provides for constant dialogue with CGD's stakeholders, as this is essential for cementing transparent, trusting relationships.

We therefore continued to foster closer relations between CGD's Board of Directors and the different commercial units in each region in 2010 with a view to forging closer contact with employees and customers and a space for sharing in the Conselhos Abertos (open boards).

2010 witnessed the acknowledgement of our contribution to sustainable development. CGD was voted Portugal's Most Sustainable Financial Institution in the New Economy's Sustainable Finance Awards.

Constant innovation in products, channels, selling processes, pricing and transposition to different market segments or commercial inter-network approaches has been and will continue to be a critical success factor for CGD, as illustrated by the fact that it was considered the top Portuguese and 16th European bank in investment in innovation (The 2010 EU Industrial R&D Scoreboard).

For CGD to achieve sustained growth, management based on certification guarantees the quality of its financial services. In 2010, CGD received ISO 9001:2008 quality certification from APCER for the work done by its Prevention, Safety and Business Continuity Office.

Where the environment is concerned, CGD has been implementing projects aimed at increasing its energy efficiency and reducing its carbon emissions. Its initiatives include recourse to renewable energy, use of low carbon technologies in buildings and travel and appropriate waste management.

In 2010, CGD implemented the climate strategy that it had defined in 2007 with its Caixa Carbono Zero Programme, which placed it in the vanguard of the Portuguese financial sector in response to the new demands for a low carbon economy. CGD was the first bank in Portugal to have a carbon neutrality programme.

We used credits generated by a project that reduces emissions by replacing fossil fuel at a paper mill in Brazil, where the CGD Group is also present. The project has Voluntary Carbon

Standard certification, an internationally recognised stamp of quality. These carbon credits from technological projects are complemented by others from the Floresta Caixa Carbono Zero (Caixa Zero Carbon Forest) project, which CGD sponsors in Tapada Nacional de Mafra.

Membership of the United Nations Environment Programme places even greater responsibility on CGD's role in combating climate change.

As a signatory investor in the Carbon Disclosure Project, CGD voluntarily answers an annual questionnaire with information on its emissions and reduction initiatives and management of the risks and opportunities that climate change offers its business.

In 2010, CGD, as a responsible employer, continued to promote ongoing training to develop its employees' skills and offer them better work and personal conditions.

CGD undertook the revision of its Code of Conduct, which resulted in a new version that came into effect on 1 October 2010.

Our Code of Conduct is a key instrument in strengthening CGD's ethical commitments and systematising rules of conduct governing its activity. In view of its importance, each employee was given a copy of the code, as everyone's commitment and involvement are essential, whatever their position. They need to know and disseminate and, above all, abide by CGD's rules of conduct every day.

CGD's commitment to the community is based on defending the principles of ethics, transparency and respect for the rules governing its activity and ongoing, committed support for social and cultural activities.

In this area, I would like to highlight the important work of Fundação Caixa Geral de Depósitos – Culturgest Foundation in CGD's cultural actions at the service of the Portuguese public. Its activity in 2010 was, as usual, intense.

CGD's involvement is innovative and permanent and covers a wide variety of areas. It is a contribution to a more prosperous knowledge society and fosters inclusion and financial literacy by providing information for financially responsible behaviour.

In 2010, CGD became the Official Bank of the Social Stock Ex-

change, a pioneering project that encourages charitable institutions to adopt a new vision of sustainability in their projects, and motivates society to join this innovative social investment platform.

Volunteering at CGD in 2010 involved a number of initiatives from north to south of the country and created an image of CGD as a responsible, hands-on institution with exemplary values and practices.

CGD will therefore continue to encourage volunteering, which has clear benefits for all involved. In 2011 its target is 20,000 hours of volunteer work.

In short, this report for CGD stakeholders describes the commitment, accountability and active participation of the different pillars of sustainability and our short-, medium- and long-term pledges in this field.



Fernando Faria de Oliveira
Chairman of the Board of Directors
Caixa Geral de Depósitos, S.A.

HIGHLIGHTS 2010

JANUARY 2010

- > Company and Organisation Citizenship Award: Caixa Carbono Zero 2010 Programme received the award for best environmental initiative.;
- > Process Quality Unit set up.

FEBRUARY 2010

- > 1st Banca & Ambiente (Banking and Environment) Workshop - United Nations Environment Programme - UNEP FI, Value Chain of the Construction and Tourism Sectors;
- > Card Partnership Portal opened;
- > Remade in Portugal - travelling exhibition of the winning pieces in the 1st and 2nd Design Competitions (Ecofavo and Rapunzel);
- > 24th Conselho Aberto (Caldas da Rainha and Leiria).

MARCH 2010

- > General Sustainability Committee approved;
- > Sustainability management model set up;
- > Sustainability Programme working groups formed;
- > Business & Poverty – Sair da Casca (Coming out of your Shell) conference (sponsored by CGD).

APRIL 2010

- > Survey of stakeholders to identify important sustainability issues for reporting ;
- > CGD sponsored 3rd Portuguese Polar Science Conference at Coimbra University;
- > 2nd Banca & Ambiente Workshop - United Nations Environment Programme - UNEP FI: Utilities, Transport and Manufacturing Sectors;
- > Winning piece (Rapunzel) of 2nd Design Competition exhibited at Fuorisalone in Milan;
- > New CaixaMais customer service model introduced.

MAY 2010

- > GHG emissions inventory 2009 CGD Banca Portugal;
- > Universidade Católica MBA Case Competition in social innovation ;
- > CGD participated in a conference on "Intergenerational Justice and Law" (Calouste Gulbenkian Foundation);
- > Answered Carbon Disclosure Project survey;
- > 25th Conselho Aberto (Beja).

JUNE 2010

- > CGD Mobility Programme: employee commuting survey;
- > World Environment Day - Floresta Caixa and Floresta Caixa Carbono Zero presented;
- > First General Sustainability Committee.

JULY 2010

- > Social Bank publicised;
- > CGD appointed Official Bank of Social Stock Exchange;
- > Winning piece (Ecofavo) of the 1st Design Competition exhibited in Shanghai;
- > Caixadirecta Mais (More Caixadirecta (Caixa Direct)) Agency opened.

AUGUST 2010

- > 2009 Sustainability Report published;
- > CGD joined Empresas contra Fogos (Companies against Fires) ECO Movement.

SEPTEMBER 2010

- > CGD Cátedra (CGD Chair) Estudos do Mar (Sea Studies) Memorandum signed at Aveiro University;
- > GHG emissions inventory 2009 Banco Caixa Geral Brasil;
- > Nova Geração de Cientistas Polares (New Generation of Polar Scientists) Programme Researchers' Night (Calouste Gulbenkian Foundation);
- > 26th Conselho Aberto (Cascais and Oeiras);
- > Educa+ project started up.

OCTOBER 2010

- > Code of Conduct revised;
- > Bem Comum (Common Good) Fund set up;
- > 3rd edition of Design Competition 2010/2011 - Urban Facilities;
- > 3rd Banca & Ambiente Workshop - United Nations Environment Programme - UNEP FI: Risk Management;
- > Celebration of World Savings day;
- > 2nd General Sustainability Committee;
- > "Economia do Mar" (Economy of the Sea) conference organised by CGD;
- > Volunteering – cleaning up the beaches in Peniche.

NOVEMBER 2010

- > Caixa Carbono Zero Programme: employees of Fundação CGD - Culturgest received training;
- > Design Competition 2010/2011 seminar;
- > 27th Conselho Aberto (Gaia);
- > Sustainability, environment and community engagement policies set out;
- > Sustainability management model publicised: units abroad.

DECEMBER 2010

- > ISO 9001:2008 (Prevention, Safety and Business Continuity Office);
- > Social Business Conference at CGD with Muhammad Yunus;
- > Muhammad Yunus sponsors Business and Poverty Chair at Universidade Católica in Porto;
- > In-house Caixa de Ideias (Idea Box) competition on sustainability;
- > Christmas campaign, book Outras Histórias (Other Stories), employee volunteer campaign;
- > CGD - Portugal's most sustainable financial institution - The New Economy's Sustainable Finance Awards 2010.

*You can never have an impact
on society if you have not changed
yourself.*

Nelson Mandela

Former president of South Africa
Nobel Peace Prize 1993



OUR BANK

1 > OUR BANK



1.1 ORGANISATIONAL PROFILE

CGD has been monitoring and stimulating the country's economic and social development and, since the date on which it was founded, 10 April 1876, it has been a reference in the Portuguese banking sector in assisting families, companies and institutions.

TODAY CGD is the matrix of a solid financial group, prepared to meet the expectations of millions of customers and face the challenges of globalised markets and society as a whole.

The CGD Group's mission is based on the consolidation of its position as an essential part of the structure of the Portuguese financial system that is distinguished by the importance and responsibility of its contribution to:

- > Economic development;
- > Increased competitiveness, capacity for innovation and international expansion of Portuguese companies;
- > The stability and solidity of the country's financial system.

As market leader, CGD defends progress that balances profitability, growth and financial solidity within a framework of prudent risk management.

One of the main strategic mainstays of CGD's activity is sponsorship of social and cultural development, the promotion of sustainable principles and practices and being a role model for good governance.

CGD GROUP'S STRATEGIC GUIDELINES

The sustained achievement of the CGD Group's strategic goals is based on four guidelines:

CUSTOMER ORIENTATION

Develop a value-added, customer-oriented culture.

EFFICIENCY

Increase operational efficiency as a way of reducing costs by reviewing costs by reviewing organisational models, re-defining internal procedures, taking advantage of synergies, increasing human resources' productivity and integrating the activities of the different Group companies.

CONSOLIDATION AS A UNIVERSAL BANK

Reinforce the CGD Group as a universal bank, strengthen its position in traditional business areas and expand its presence to underdeveloped or unexploited areas.

INTERNATIONAL EXPANSION

Continue the international expansion of the Group's business considering the euro market as a natural area of operation.

FIGURE 1 > OPERATING STRUCTURE OF THE CGD GROUP AND MAIN DIVISIONS, OPERATORS, SUBSIDIARIES AND JOINT-VENTURES

GRUPO CAIXA GERAL DE DEPÓSITOS*	NATIONAL	INTERNATIONAL
COMMERCIAL BANKING	Caixa Geral de Depósitos, S.A.	Banco Caixa Geral (Spain) 99.8%
		Banco Caixa Geral (Brazil) 100.0%
		BNU (Macao) 100.0%
		CGD Subsidiária Offshore Macao 100.0%
		Banco Comercial Atlântico (Cape Verde) 59.3%
		Banco Interatlântico (Cape Verde) 70.0%
		Mercantile Bank Hold. (South Africa) 91.8%
		Parbanca, SGPS 100.0%
		Banco Com. Invest. (Mozambique) 51.0%
		Partang, SGPS 51.0%
		Banco Caixa Geral Totta (Angola) 26.0%

* Actual percentage of holding

FIGURE 1 > OPERATING STRUCTURE OF THE CGD GROUP AND MAIN DIVISIONS, OPERATORS, SUBSIDIARIES AND JOINT-VENTURES
— CONTINUATION

GRUPO CAIXA GERAL DE DEPÓSITOS*	NATIONAL	INTERNATIONAL
ASSET MANAGEMENT	Caixa Gestão de Activos, SGPS	100.0%
	Caixa Gest	100.0%
	CGD Pensões	100.0%
	Fundímo	100.0%
SPECIALISED CREDIT	Caixa Leasing e Factoring — IFIC	51.0%
	Locarent	50.0%
	Credip — IFIC	80.0%
INVESTMENT BANKING AND VENTURE CAPITAL	Gerbanca, SGPS	100.0%
	Caixa Banco de Investimento	99.7%
	Caixa Capital	99.7%
	Caixa Desenvolvimento, SGPS	99.7%
HEALTH AND INSURANCE	Caixa Seguros e Saúde, SGPS	100.0%
	Comp. Seguros Fidelidade Mundial	100.0%
	Império Bonança Comp. Seguros	100.0%
	Via Directa Comp. Seguros	100.0%
	Cares Companhia de Seguros	100.0%
	Companhia Port. de Resseguros	100.0%
	Fidelidade Mundial, SGII	100.0%
	GEP — Gestão de Perit. Automóveis	100.0%
	EAPS — E. Análise, Prev. e Seg.	100.0%
	HPP — Hosp. Privados Portugal, SGPS	100.0%
	HPP — Lusíadas	100.0%
	HPP — Boavista	100.0%
	HPP — Algarve	100.0%
	HPP Saúde — Parcerias Cascais	100.0%
	HPP Viseu, S.A.	65.0%
	LCS — Linha de Cuidados de Saúde	100.0%
	Multicare — Seguros de Saúde	100.0%
	EPS — Gestão de Sistemas de Saúde	100.0%
	BCI — ALD (Mozambique)	46.1%
	A Promotora (Cape Verde)	52.7%
	GCI — S. Capital Risco (Mozambique)	34.6%
	Banco Nacional Invest. (Mozambique)	50.0%
	Garantia (Cape Verde)	65.4%

* Actual percentage of holding

FIGURE 1 > OPERATING STRUCTURE OF THE CGD GROUP AND MAIN DIVISIONS, OPERATORS, SUBSIDIARIES AND JOINT-VENTURES
— CONTINUATION

GRUPO CAIXA GERAL DE DEPÓSITOS*		NATIONAL	INTERNATIONAL
AUXILIARY SERVICES	Caixatec — Tecnologias de Informação	100.0%	SISP (Cape Verde) 12.9%
	Imocaixa	100.0%	Inmobiliaria Caixa Geral (Spain) 99.8%
	Sogrupos Sistemas Informação ACE	100.0%	
	Sogrupos Compras e Serv Partilh. ACE	100.0%	
	Sogrupos IV Gestão de Imóveis ACE	100.0%	
	Caixa Imobiliário	100.0%	
	CaixaNet	80.0%	
	Esegur	50.0%	
	SIBS	21.6%	
	Trionis	2.2%	
OTHER FINANCIAL HOLDINGS		NATIONAL	INTERNATIONAL
OTHER HOLDINGS	Parcaixa, SGPS	51.0%	La Seda Barcelona 14.8%
	Caixa Participações, SGPS	100.0%	
	Wolfpart, SGPS	100.0%	
	Banco Comercial Português	2.7%	
	Banco Inter. São Tomé e Príncipe	27.0%	
	Portugal Telecom	6.3%	
	EDP	0.4%	
	REN — Redes Energéticas Nacionais	1.2%	
	GALP Energia	1.4%	
	ZON Multimédia	10.9%	
	TagusParque	10.0%	
	AdP Águas de Portugal, SGPS	9.7%	
	SOFID Soc. Financ. Desenv., IFIC	10.0%	
	Turismo Fundos, SGFI	33.5%	
	Floresta Atlântica, SGFI	11.9%	
	Brisa	1.6%	
	Cimpor	9.6%	
	VAA — Vista Alegre Atlantis	4.5%	

* Actual percentage of holding

The CGD Group operates in 23 countries and four continents and occupies a leading position in its main areas, especially retail banking in Portugal, insurance, asset management and investment banking.

TABLE 1 > NUMBER OF GROUP BRANCHES (2010)

CGD (Caixa Geral de Depósitos, S.A.) Portugal	869
‣ Branch network	830
‣ Office Network	39
Banco Caixa Geral (Spain)	211
Banco Comercial e de Investimentos (Mozambique)	95
Banco Comercial do Atlântico (Cape Verde)	32
Banco Caixa Geral Totta de Angola	21
Mercantile Lisbon Bank Holdings (South Africa)	15
Banco Nacional Ultramarino (Macao)	14
Banco Interatlântico (Cape Verde)	9
Caixa — Banco de Investimento (Lisboa+Madrid)	2
Banco Caixa Geral Brasil	1
Subsidiary in France	46

OTHER CGD SUBSIDIARIES

Zhuhai	1
East Timor	8
Spain	1
Madeira	1
London	1
Luxembourg	2
New York	1
The Cayman Islands	1
Macao Offshore Subsidiary	1
TOTAL	1,332
Agencies abroad	12

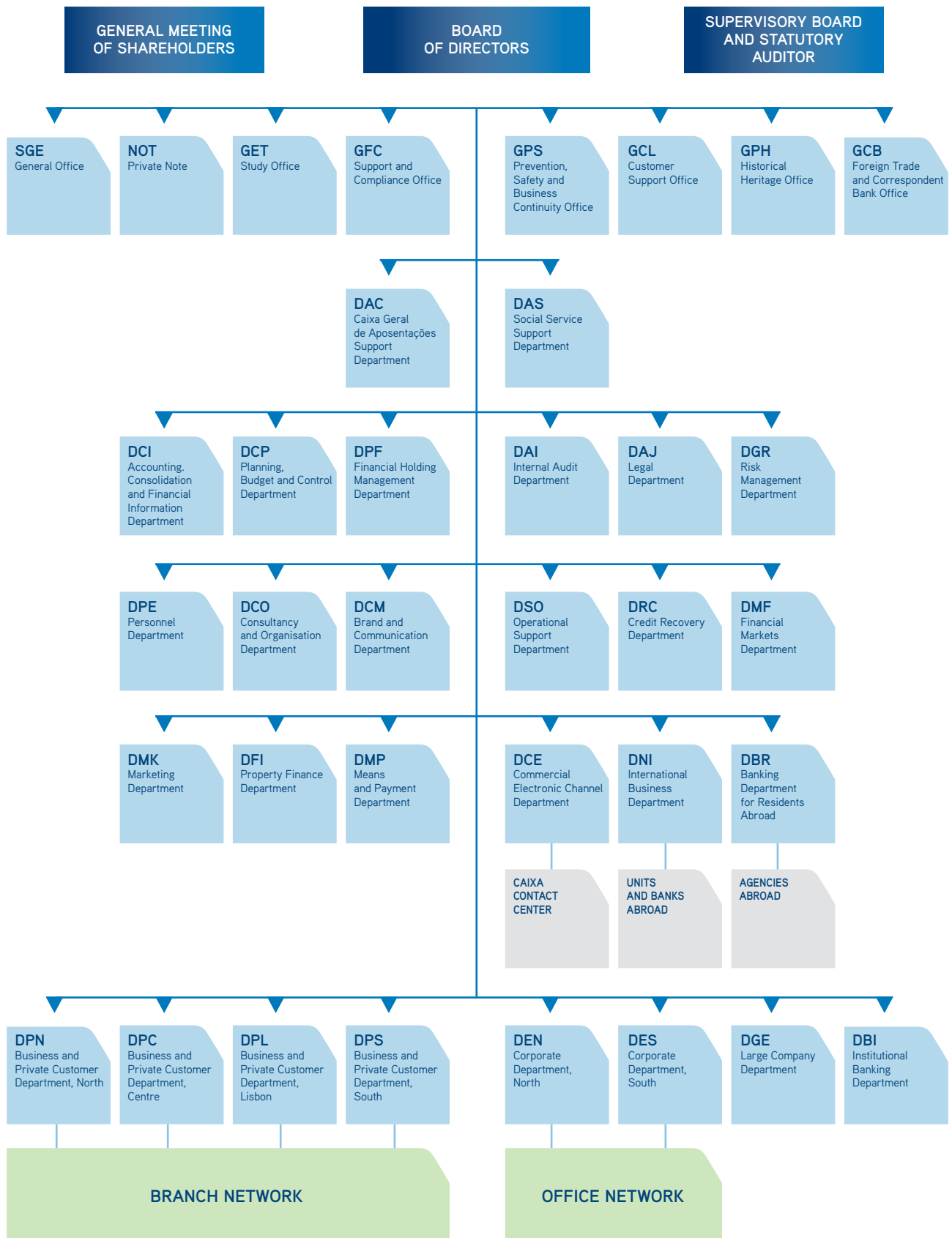
EXPANSION OF THE CGD GROUP COMMERCIAL NETWORK

At the end of 2010, the CGD Group's commercial network comprised 1,332 branches, 869 of which were in Portugal and 463 abroad. It has 59 more than in 2009 – 21 in Portugal and 38 in other countries. At international level, 24 new branches were opened in Mozambique (Banco Comercial e de Investimentos) and 10 in Angola (Banco Caixa Geral Totta Angola).

The development of synergies between the Group's different units abroad meant that CGD's international activity contributed 80.7 million euros to the Group's consolidated net profit, as opposed to 74 million euros in 2009.

The figure below shows CGD's organisational structure.

FIGURE 2 > ORGANISATION CHART OF CAIXA GERAL DE DEPÓSITOS, SA



1. 2 MAIN RESULTS AND ECONOMIC INDICATORS

In 2010, CGD's profits were affected by two fundamental aspects:

- > High impairment resulting from the devaluation of securities in its portfolio of strategic investments due to the slump in the capital market, and;
- > A decrease in financial headroom as a result of low interest rates (Euribor), our credit portfolio profile (with a high percentage of mortgages and medium- to long-term loans).

Nonetheless, in spite of this unfavourable scenario, CGD's overall performance can be considered highly positive. There was a substantial increase in net worth, which demonstrates the creation of value. The CGD Group's consolidated net profit was 251 million euros, which is 10% lower than in 2009, mainly due to a reduction in financial headroom and a need to recognise impairment of securities.

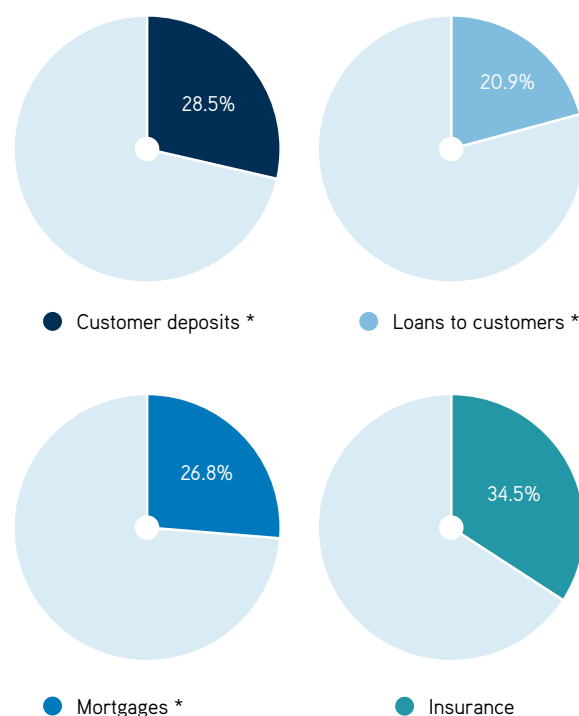
TABLE 2 > MAIN FIGURES FOR CAIXA GERAL DE DEPÓSITOS, S.A. BUSINESS ACTIVITY (EUR MILLIONS)

	2008	2009	2010	Growth rate (% var. 10/09)
Banking income	2,764	1,956	1,948	-0.41%
Net profit	484	241	47,3	-8.4%
Loans granted*	65,242	67,095	71,562	6.66%
Customer resources and other loans	50,561	53,713	54,788	2.00%

* Considering gross assets

In December 2010, CGD increased its share capital by 550 million euros and its equity totalled 7.84 billion euros, 692 million (+9.5%) more than at the end of 2009.

GRAPH 1 > CGD MARKET SHARES 2010 (%)



* Includes securitised loans

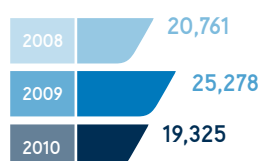
In overall terms, the share of loans to customers went up from 20.5% to 20.9%, which partly reflects an increase in the share of loans to companies. The market share for mortgages fell from 27.1% to 26.8%.

GRAPH 2 > TOTAL CUSTOMER RESOURCES (EUR MILLIONS)

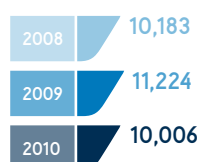
Retail



Institutional investors



Off-balance sheet



TOTAL



GRAPH 3 > SOLVENCY RATIO

TOTAL RATIO



TIER I



CORE TIER I



RATINGS

In spite of the difficult economic and financial scenario, CGD had the highest ratings of any Portuguese financial group in 2010:

	SHORT TERM	LONG TERM
MOODY'S	Prime – 1	A1
STANDARD & POOR'S	A-2	A-
FITCHRATINGS	F1	A

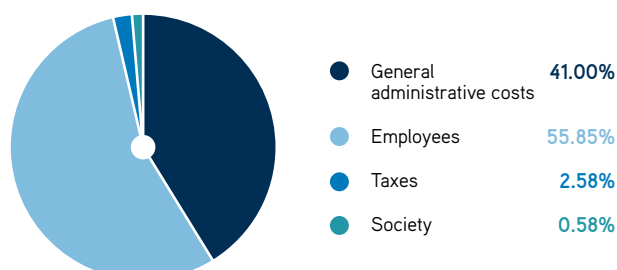
CREATION AND DISTRIBUTION OF WEALTH

TABLE 3 > CREATION AND DISTRIBUTION OF WEALTH (EUR THOUSANDS)

	2009	2010
Wealth created	1,956,280	1,948,450
Wealth distributed to stakeholders	1,429,850	1,009,111
General administrative costs	415,068	413,691
Employees	626,687	563,593
Shareholder (the state)	170,157	0 ⁽¹⁾
Taxes, including fines and penalties	208,820	26,011
Society	9,118	5,816
Accumulated economic value (banking income - wealth distributed)	526,430	939,339

(1) In view of the new Basel II rules and the current economic and financial scenario, Banco de Portugal (Portuguese Central Bank) recommended that the institutions that it supervises increased their capital by withholding dividends.

GRAPH 4 > DISTRIBUTION OF WEALTH 2010 (%)



1. 3 ETHICS AND CORPORATE GOVERNANCE

CGD is a public limited company owned by a single shareholder, the state. The Minister of Finance appoints the shareholder's representative at the General Meeting of Shareholders. On 31 December 2010 the state approved a share capital increase of 550 million euros, which raised the capital to 5.05 billion euros.

CGD's governance model consists of the General Meeting of Shareholders, Board of Directors (BoD), Supervisory Board and Statutory Auditor, plus some specialised committees (Loan Board, Extended Loan Board, Delegated Marketing, Communication and Networks Board (CDMC), Personnel, Means and Systems Board (CDPM), Assets and Liabilities Committee (ALCO)). The members and operation of these bodies are described in detail in the Annual Report.

CORPORATE BODIES

GENERAL MEETING OF SHAREHOLDERS

TERM: 2008–2010

CHAIRMAN:

Manuel Carlos Lopes Porto

VICE-CHAIRMAN:

Daniel Proença de Carvalho

SECRETARY:

José Lourenço Soares

BOARD OF DIRECTORS (BOD)

TERM: 2008–2010

All CGD's directors are executive directors.
(4 are permanent employees)

CHAIRMAN:

Fernando Manuel Barbosa Faria de Oliveira

DEPARTMENTS:

Institutional Relations

Fundação CGD Culturgest

Corporate Communication (including sustainability) and Media Relations

General Office

Consultancy

Financial Investments

Internal Audits

Credit Risk

Historical Heritage

VICE-CHAIRMAN:

Francisco Manuel Marques Bandeira

DEPARTMENTS:

Commercial Area

Agencies Abroad

Human Resources

Support for Social Services

DIRECTORS

Norberto Emílio Sequeira da Rosa

DEPARTMENTS:

Strategic Planning and Management Control
Computing
Operational Support
Means of Payment
Electronic Channels
Compliance
Assistance to CGA
SEPA

Rodolfo Vasco Castro Gomes Mascarenhas Lavrador

DEPARTMENTS:

International Business
Foreign Trade and Correspondent Banks
Legal Affairs
Communication (In-house and External and Advertising)
Private Note

José Fernando Maia de Araújo e Silva

DEPARTMENTS:

Marketing
Property Management
Property Finance
Insurance
Prevention and Safety
Credit Recovery
Specialised Credit

Jorge Humberto Correia Tomé

DEPARTMENTS:

Corporate and Organisational Development
Large Companies
Institutional Banking
Customer Support
Investment Banking
Venture Capital

Pedro Manuel de Oliveira Cardoso

DEPARTMENTS:

Financial Markets
Asset Management
Risk Management
Administrative Services

REVISION OF CGD'S CODE OF CONDUCT

One of CGD's strategic focuses for 2008/2010 was making it a national role model in good governance and ethical conduct and proactively developing best practices in these areas.

Our Code of Conduct is particularly important, as it sets out the institution's ethical commitments and the rules of conduct for employees in their daily work.

As CGD is proactive in constantly seeking the best tools for achieving its strategic goals, it revised its Code of Conduct, which was first published in 2008. This involved a number of CGD bodies and complied with the general rules on credit institutions and financial companies with regard to behaviour supervision and Banco de Portugal regulations on the internal control system.

The choice of the matters to be revised or included in the Code of Conduct was based on the following criteria:

- Relevance to CGD's specific activity;
- Orientation towards CGD's expectations and responsibilities to its stakeholders ;
- Capacity of new rules and principles to go beyond legal compliance and help decision making in the most common ethical dilemmas.

The updated version of the CGD Code of Conduct was divided into the following chapters:

CHAPTER	CONTENT
Introduction	Reasons for the existence of the code and importance of ethical conduct to the business
Purpose and scope	The nature of the code as part of the internal rule system
Mission and values	Basic rules and values to which CGD and its employees commit
Principles of action	Responsibilities and practices in stakeholder relations
Rules of professional conduct	The most important duties of professional conduct
Closing remarks	Dealing with complaints, monitoring enforcement of the code and whistle-blowing

This new version was published after the Workers' Committee's opinion was heard and came into effect in October 2010.

More important than the existence of a code of conduct is the way in which it is implemented and managed, as this will determine its effectiveness and fulfilment of its original goals.

In order to meet this need, at the same time as the code was published CGD adopted a Code of Conduct management model, which provides for initiatives in vital areas of intervention in its implementation, monitoring and ongoing improvement. These areas include revision of contracts and in-house rules, internal and external communication, employee training, risk analysis and establishing targets and indicators.

CGD has been giving classroom training on the Code of Conduct to employees who have recently joined the company or are doing vocational internships. This shows how important CGD considers to be the management of the ethical component of its business and the fundamental role that all employees play in this regard.

OTHER CODES AND RELEVANT PRINCIPLES

CGD subscribes, supports and adopts other principles and codes of conduct that it considers relevant to its economic, environmental and social performance. They include:

- > Good Governance Principles for Companies in the State Enterprise Sector (Council of Ministers Resolution 49/2007) (see Annex E to this report);
- > The European Voluntary Code of Conduct on (Pre-contractual Information on) Home Loans, subscribed in 2000;
- > The Code of Conduct of Instituto Civil da Autodisciplina da Publicidade (Civil Institute of Self-discipline in Advertising) since 2000;
- > United Nations Environment Program – Finance Initiative since 2009;
- > Carbon Disclosure Project since 2008;
- > Enterprise for Health – a European network of healthy companies, of which CGD was a founding member in 2000.

1. 4

THE CGD BRAND IN SUSTAINABILITY

The CGD trademark is one of its main assets and is a benchmark in the Portuguese financial market.

The Brand Performance Barometer 2010 – BrandScore Report from Grupo Consultores, considered CGD a leader in brand recognition – top-of-mind and spontaneous in the Portuguese banking sector.

The high brand recognition is correlated to all the points of experience of contact with the brand. CGD has the highest degree of average acceptance of the brand's values: solidity, trust, prestige and reference.

AWARDS, DISTINCTIONS AND CERTIFICATIONS

TABLE 4 > AWARDS AND DISTINCTIONS 2010

AWARD/DISTINCTION	
CGD - PORTUGAL'S MOST SUSTAINABLE FINANCIAL INSTITUTION 2010	CGD was voted Portugal's Most Sustainable Financial Institution by The New Economy's Sustainable Finance Awards, which acknowledges banks and financial institutions at international level that have shown leadership and innovation in including social, environmental and corporate criteria in their operations. This distinction reinforces CGD's position as a worthy ambassador of the Portuguese financial sector and represents recognition of its merit in the field of sustainability.
THE 2010 EU INDUSTRIAL R&D SCOREBOARD	In 2010, CGD was considered the top Portuguese and 16th European bank in investment in innovation.
GLOBAL REPUTATION OF THE BRAND	According to the Ranking Reputation Institute – Pulse 2010, CGD's reputation with consumers is higher than that of all the PSI-20 companies and it is the Portuguese bank brand with the best standing. Its reputation is the result of consumers' perception of seven indicators: products and services, innovation, workplace, management model, citizenship, leadership and performance.
BRAND FINANCE BANKING 500	In 2010, the CGD brand was considered the Most Valuable Banking Brand in Portugal by Brand Finance Banking 500 Ranking for the third year running. CGD's brand was valued at one billion euros and it is in 101 st place in the ranking.

TABLE 4 > AWARDS AND DISTINCTIONS 2010 — CONTINUATION

AWARD/DISTINCTION	
BRAND OF EXCELLENCE 2010 – SUPERBRANDS	CGD is recognised by the Portuguese and Superbrands specialists and was voted a Brand of Excellence in 2010. The Superbrands Expert Council first draws up a short list of 500 brands and chooses "the brands that offer significant physical and/or emotional advantages over rival brands, which consumers consciously or unconsciously want, recognise and repeatedly seek out." These 500 brands are then put to a consumer vote. The ones with the most votes are given Superbrand status.
CGD - INVESTOR RELATIONS & GOVERNANCE AWARDS	CGD received a special award in this year's Investor Relations & Governance Awards for the best market discipline report on the changes in the financial system under the new capital accord known as Basel II. These awards are organised by Deloitte, with the support of <i>Diário Económico</i> newspaper, and recognise companies' best practices in investor relations.
CGD VOTED TRUSTED BRAND IN THE BANKING - ENVIRONMENTAL ACTION CATEGORY	The <i>Estudo Marcas de Confiança</i> (Trusted Brands Survey) 2010 showed that the CGD brand was at the top of the banking category with 37% of Portuguese votes. CGD was recognised as a trusted brand and, in the banking category, the one that had undertaken the most initiatives to preserve the planet.
WORLD LIFESTYLE AWARD	CGD was one of the brands to receive the World Lifestyle 2010 Award for companies of excellence and prestige in recognition of its social responsibility initiatives.
CLIMATE RESPONSIBILITY IN PORTUGAL: ACGE 2010 INDEX	CGD was acknowledged by the ACGE Index for its performance in improving its energy efficiency. Every year, Euronatura gives awards to Portuguese companies that include the fight against climate change in their management, through the Climate Responsibility project: ACGE Index project.
SAPO AWARDS	Three card campaigns were nominated for the 2010 Sapo Awards: Caixa Design, Caixa Carbono Zero (on Lifecooler) and the MTV card. CGD also won the Silver Sapo Award for its Ciclo da Poupança (Savings Cycle) website on environmental literacy for children. Every year the Sapo Awards promote the internet and recognise creativity and the technological expertise of Portuguese online advertising.

CAIXA BANCO DE INVESTIMENTO — — INVESTMENT BANK IN PORTUGAL 2010/ /BEST DEBT HOUSE IN PORTUGAL 2010

The performance of CaixaBI, the CGD Group's investment bank, continued to be recognised in 2010 not only by customers and partners but also by the main international analysts, who acknowledged the Bank's well-deserved position at the top of the main league tables.

Global Finance magazine voted CaixaBI the Best Investment Bank in Portugal and *Euromoney* considered it the Best Debt House in Portugal.

In turn, *Project Finance* magazine voted the ELOS project (high speed railway between Portugal and Spain) the European Hi-Speed Rail Deal of the Year 2010.

CGD's CaixaBI was also considered a leader in project finance in 2010. It was involved in operations totalling around 1.2 billion euros, almost all of which went to operations in Portugal and came first in Dealogic's rankings.

QUALITY CERTIFICATION

Certification-based management not only ensures the quality of financial services but also improves CGD's strategic orientation towards its customers' needs.

In 2006, Associação Portuguesa de Certificação (APCER – Portuguese Certification Association) certified CGD's Financial Market Department's quality management system, which was responsible for the first issue of mortgage bonds in Portugal. ISO 9001:2008 certification recognised CGD's dedication to guaranteeing compliance of its products and services, customer satisfaction and constant improvement.

In 2009, APCER certified the CGD Group's financial market operations processing system devised by its Operational Support Department.

In December 2010, the procedures of the Prevention, Safety and Business Continuity Office (GPS) received quality certification from APCER.

FIGURE 3 > CAIXABI — 2010 AWARDS



CGD COMMITMENTS

Quality certification of Prevention, Safety and Business Continuity Office

DONE

The commitment and motivation of the GPS team were vital to completing all stages and were the reasons for the success of the quality management system.

The main goals of this process were:

- > To foster employees' commitment to the work of the office and the institution;
- > To improve individual skills through awareness of ongoing improvement in processes;
- > To add value with innovation and quality in interaction with customers and suppliers;
- > To introduce a code of good practices and set high standards of excellence.



Quality certification achieved greater internal and external recognition for our office. We devoted ourselves to improving processes and invested considerably in training. Innovation is part of our everyday duties. What we did was to systematically improve our work. We conducted customer surveys and found that satisfaction was above 90%. This is very important.

Nuno Bento
Prevention, Safety
and Business Continuity Office

Main organisations to which CGD belongs and in which it holds positions in their governing bodies:

- > Associação Portuguesa de Bancos (APB)
- > Instituto Português de Auditoria Interna (IPAI)
- > Associação Portuguesa de Anunciantes (APAN)
- > Instituto Civil da Autodisciplina da Publicidade (ICAP)

Main organisations to which CGD belongs and considers its membership of strategic value or high importance to the institution:

- > Business Council for Sustainable Development (BCSD Portugal)
- > United Nations Environment Programme — Finance Initiative (UNEP-FI)
- > Carbon Disclosure Project (CDP)
- > Associação Empresarial para a Inovação (Cotec Portugal)
- > Fórum para a Competitividade
- > Instituto Português de Corporate Governance
- > European Savings Bank Group (ESBG)
- > Single Euro Payment Area (SEPA)
- > Fundação Portugal África
- > Fundação Serralves

Other CGD partners

- > Entrajuda — Apoio a Instituições de Solidariedade Social
- > Bolsa de Valores Sociais
- > Associação Nacional de Direito ao Crédito
- > Associação Nacional de Jovens Empresários
- > Instituto do Emprego e Formação Profissional
- > Associação Industrial do Minho

If I change, I change the world.

Gloria Anzaldúa

American writer and activist



OUR APPROACH

2 > OUR APPROACH



2.1 STAKEHOLDER ENGAGEMENT

CGD acknowledges that the sustainable development of its activity is enhanced by continuous dialogue with its stakeholders and considers that a transparent relationship of trust with them is essential.

STAKEHOLDER ENGAGEMENT helps to identify, understand and align their expectations with regard to CGD's action, and to manage risks and identify opportunities resulting from dynamic interaction between CGD and society.

FIGURE 4 > CGD'S STAKEHOLDER GROUPS



STATE SHAREHOLDER

The shareholder expects CGD to fulfil its key mission in the Portuguese financial system and seek a balance between solidity, profitability and growth within a framework of prudent risk management, exemplary efficiency and quality of service, good governance and a high sense of social responsibility, involving support for cultural and social activities and the promotion of sustainability.

PRIVATE CUSTOMERS

Developing balanced, transparent, lasting relationships with its private customers is essential to the continuity and assertion of CGD's business. It offers solutions that contribute to better, more prudent management of financial resources and needs, including transaction channels and helps to improve their quality of life and thereby live up to their expectations.

CORPORATE CUSTOMERS

Developing balanced, transparent, lasting relationships with this group is also decisive to the continuity and assertion of CGD's business. This is CGD's way of being a financial partner to the Portuguese business world, especially SMEs, providing solutions that meet their growth and consolidation needs and help increase their capacity to respond to growing social and environmental demands.

REGULATORS

The regulators' role goes beyond regulation and supervision. In addition to the duty to report to them, CGD, as a role model in Portuguese banking activity, plays an active role in activities and projects aimed at improving the architecture of the Portuguese, EU and international financial systems.

SUPPLIERS

The quality and reliability of CGD's products and services depend on responsible practices on the part of its suppliers. As a way of guaranteeing alignment of interests, CGD's procurement policy is based on criteria of transparency and responsible practices throughout the value chain.

COMMUNITY

CGD constantly encourages innovation and knowledge, social, cultural and environmental projects and fosters a lasting relationship with the community in general and institutions of higher education, NGOs, charities, associations and civic movements.

EMPLOYEES

The sustainable development of CGD's business activities depends on its employees' ability to implement its strategy. As a responsible employer, CGD not only wishes to guarantee good working conditions but also to implement personal and occupational development measures and to motivate its employees.

CGD has different channels for relations with each stakeholder so that it can establish a dialogue and real involvement.

The table below shows the current forms of relationship.

TABLE 5 > CHANNELS FOR DIALOGUE WITH STAKEHOLDERS

STAKEHOLDERS	FORMS OF RELATIONSHIP	FREQUENCY
STATE SHAREHOLDER	General Meeting of Shareholders	Annual
	Reporting	Quarterly
PRIVATE CUSTOMERS	Satisfaction surveys	Six-monthly
	<i>Azul</i> magazine	Quarterly
	<i>Caixa no Mundo</i> magazine	Quarterly
	CGD website	Daily / continuous
	Complaints management	Daily
	Commercial network	Daily
	Communication campaigns	Whenever opportune
	Sustainability survey	Annual
CORPORATE CUSTOMERS	Satisfaction surveys	Six-monthly
	<i>Caixa Empresas</i> magazine	Bimonthly
	CGD website	Daily
	Sustainability survey	Annual
	Conselhos Abertos	Quarterly
REGULATORS	Specific instructions from regulators	Continuous
	Queries	Continuous
	Working groups	Continuous
	Personal supervision	Continuous
	Public consultations	Continuous
	Reports	Continuous
SUPPLIERS	Sustainability survey	Annual
	Regular meetings and contacts	Quarterly
COMMUNITY	Fundação CGD Culturgest	Daily
	Agreements with universities and polytechnics	Annual
	Orquestras CGD (CGD Orchestras) Project	Annual
	Sustainability survey	Annual
	Open Boards	Quarterly
	Fundo Caixa Fã (Caixa Fan Fund)	Si-monthly
	Social Stock Exchange	Continuous
EMPLOYEES	Workers' Committee	Monthly
	Intranet	Daily
	<i>Caixa Notícias</i> Newsletter	Monthly
	Caixapessoal (portal)	Daily
	Caixa de Ideias Competition	Annual
	Nós Caixa (in-house magazine)	Quarterly
	Sustainability survey	Annual
	Training courses	Whenever opportune
	Performance evaluation	Annual
	Organisational climate surveys	Whenever opportune
	Conselhos Abertos	Quarterly

One of the ways in which CGD fosters ties with its stakeholders is its Conselhos Abertos. They began in December 2004, and are designed to bring CGD's Board of Directors closer to the different commercial units in each region, foster proximity to employees, customers and local communities and provide an opportunity for sharing experiences and discussing matters of interest.

This initiative includes a plenary meeting of the Board and a managers' meeting and a visit to CGD Group's business units in a certain region.

Four editions were held in 2010:

24th CONSELHO ABERTO

Leiria and Caldas da Rainha area

SUBJECT: The internationalisation and competitiveness of the Portuguese economy.

25th CONSELHO ABERTO

Beja area

SUBJECT: Portugal and Alentejo at the crossroads of the future.

26th CONSELHO ABERTO

Cascais and Oeiras area

SUBJECT: Portugal in Europe – functions and growth opportunities – scenarios for uncertain times.

27th CONSELHO ABERTO

Gaia area

SUBJECT: The importance of innovation and operational execution in the present economic context.

STAKEHOLDER ENGAGEMENT STRATEGY

CGD's stakeholder engagement strategy was set out in 2010. It is based on four courses of action:

1. STRATEGIC STAKEHOLDERS

- CGD's strategic stakeholders were identified in 2010 in an in-house exercise involving employees with an in-depth knowledge of CGD and the financial sector in general. This resulted in a matrix of stakeholders based on their impact on the Bank's activity and CGD's impact on them.

2. MATERIALITY

- As society's expectations tend to change, CGD wants its stakeholder engagement process to evolve and so it reviews material issues every year and takes other action to identify materiality.

3. DIALOGUE

- CGD has different channels for relations with each stakeholder for dialogue and actual engagement with each group.
- These channels are appropriate to the degree of maturity of the relationship with stakeholders, the social setting in which it operates and currently available technologies. Whenever any of these variables change, CGD seeks to adapt these channels.
- The sustainability survey is designed to obtain feedback from stakeholders on the efficacy of CGD's response to matters of interest to the different groups and assess the suitability of the channels used. It is also used to check the issues that stakeholders consider relevant.

4. INCLUSION OF INFORMATION COLLECTED FROM STAKEHOLDERS IN MANAGEMENT OF THE BUSINESS AND SUSTAINABILITY

- The information collected from stakeholders is not only processed and included in the management of the competent departments, it is also taken on board by the departments responsible for CGD's sustainability programme.
- CGD's stakeholder engagement strategy is part of its sustainability management model and the coordinating team and the different working groups, especially the reporting and stakeholder working group, are responsible for monitoring, and submitting regular reports and recommendations for improvement to the General Sustainability Committee.

CGD'S COMMITMENTS

Stakeholder engagement strategy

Conduct relevance and materiality test

DONE

Stakeholder engagement strategy

Start formal engagement of CGD's key stakeholders

DONE 2010

Listening to suppliers

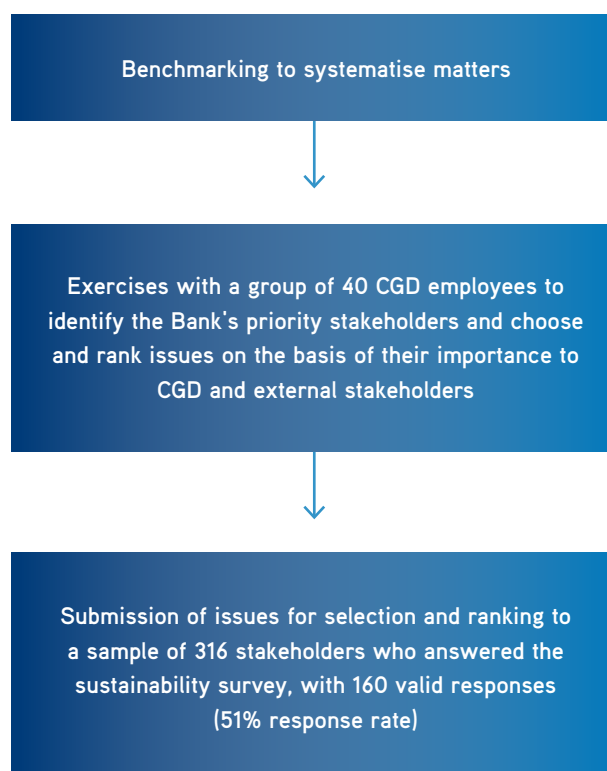
Find out priority sustainability matters of main suppliers

DONE 2010

CGD based the choice of the contents of this report on a benchmarking analysis of the latest sustainability reports of Portuguese and foreign organisations recognised for their performance in the Dow Jones Sustainability Index (DJSI) and the results of a stakeholders survey in 2010, (the same used to choose the matters covered in the 2009 Sustainability Report).

A materiality analysis was conducted in accordance with the Global Reporting Initiative (GRI) guidelines to identify and rank matters to be included in our sustainability approach and report.

FIGURE 5 > MATERIALITY ANALYSIS OF MATTERS TO BE REPORTED



In 2010, CGD developed its own homogeneous reporting model to assist in the drafting of this and future sustainability reports. It consists of GRI indicator forms and people were designated to answer them.

2. 2

SUSTAINABILITY PROGRAMME

As a key market leader in the promotion of best practices in the financial sector, CGD is firmly committed to sustainable development. This attitude is reflected in a number of voluntary economic, environmental and social commitments that go way beyond its legal obligations and contribute to developing its business and increasing competitiveness.

In view of the specificity of the financial business, CGD has identified a number of positive impacts of its activity, which have to do, among other things, with companies' sustainable economic development, greater competitiveness, international expansion and capacity for innovation, the creation of jobs, financial inclusion and the promotion of responsible consumption and renewable energy.

After pinpointing CGD's positive and inevitable negative impacts such as the use of natural resources in its activity, the generation of effluent and the creation of waste, it is easy to understand that sustainability issues carry not only risks (fraud and money laundering, anticipation of potential financial risks from environmental factors and customer perception of satisfaction with quality of service) but also business opportunities (e.g. financial products fostering the protection of biodiversity and social inclusion).

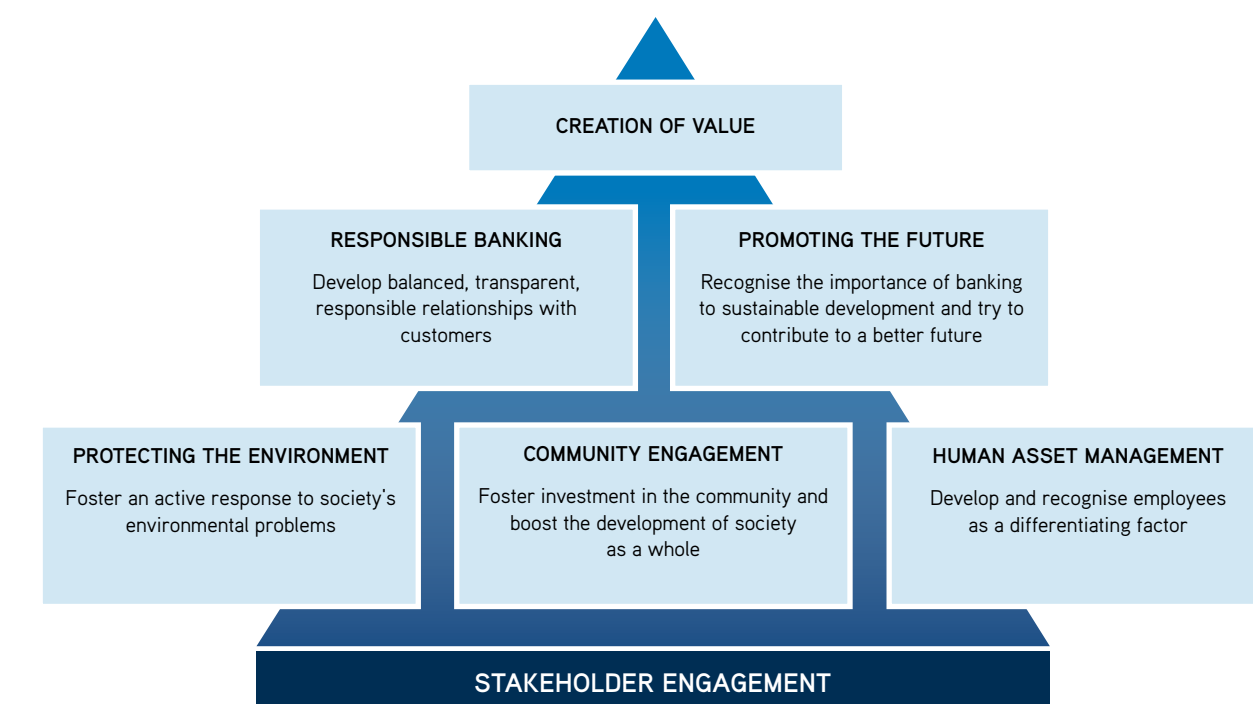
In this context, in 2010 CGD consolidated its sustainability programme, which is based on essential positioning pillars that guide its activity in order to create value: economically profitable, financially viable, socially fair and environmentally correct.

By drafting and implementing its sustainability programme and governance model CGD showed its wish to develop processes and procedures to guide its entire activity in this field.

SUSTAINABILITY POLICY

In 2010, CGD drafted its sustainability policy statement in order to guarantee pursuit of the programme's goals. It defines five key strategic areas of action, constantly aimed at the creation of value for CGD and its stakeholders.

FIGURE 6 > CGD'S KEY STRATEGIC AREAS OF ACTION



The table below shows the guidelines of CGD's sustainability policy.

TABLE 6 > GUIDELINES OF CGD'S SUSTAINABILITY POLICY

GUIDELINES	
RESPONSIBLE BANKING Develop balanced, transparent, responsible relationships with customers.	<ul style="list-style-type: none"> > Guarantee transparency in communication, price and loan policies > Grant loans responsibly and create renegotiation mechanisms in cases of default > Encourage saving and financial inclusion by offering products and services suited to all types of customer > Ensure an effective complaint management system and guarantee that customer satisfaction is periodically assessed > Manage the value chain upstream with a view to gradually including sustainability criteria in the selection of suppliers
PROMOTION OF THE FUTURE Recognise the importance of banking to sustainable development and contribute towards a better future.	<ul style="list-style-type: none"> > Create financial solutions that facilitate access to environmentally and socially responsible products and services or include these components in existing ones > Progressively include environmental and social aspects in credit risk assessment and the selection of operations to be funded while also informing stakeholders of environmental and social risks > Develop products and services appropriate to social and environmental responsibilities in the external markets where CGD operates
ENVIRONMENTAL PROTECTION Promote an active response to society's environmental problems	<ul style="list-style-type: none"> > Continue our climate change strategy and manage and monitor direct and indirect impacts of our activities, products and services > Encourage eco-efficiency in operations and minimise consumption of materials, energy and other resources > Foster environmental literacy in society by raising stakeholder awareness and involvement, encouraging scientific research and disseminating good environmental practices > Implement an environmental management system
COMMUNITY ENGAGEMENT Foster investment in the community and the development of society in general	<ul style="list-style-type: none"> > Continue ongoing, committed sponsorship of social and cultural activities through social banking > Continue cultural activities and sponsor projects in the areas of music, arts and letters, cinema and documentaries, etc through Fundação CGD - Culturgest > Foster financial education and literacy in society and encourage more responsible consumption, savings and investment > Create financial solutions that foster the development of Portuguese businesses > Undertake social projects to create sustainable value for society and select and monitor them and appraise their results on the basis of predefined criteria

TABLE 6 > GUIDELINES OF CGD'S SUSTAINABILITY POLICY — CONTINUATION

GUIDELINES	
HUMAN ASSET MANAGEMENT	
Develop and recognise employees as a differentiating factor	<ul style="list-style-type: none"> > Ensure equal opportunities and no discrimination > Promote good working conditions, talent management, ongoing training and mobility and career progression opportunities > Foster a work-life balance for each employee with a view to personal fulfilment and higher motivation > Foster an internal culture inspired by sustainability by awareness-raising and involvement in environmental and social volunteer work > Regularly assessing employees' satisfaction and expectations

In addition to its sustainability policy, in 2010 CGD also set out other policies to guide its activity. They are important tools for taking account of sustainability in management and include our environmental policy and community engagement policy (see chapters 6 and 7 of this report). In 2011 we will examine the need to set out additional policies in the areas of human resources and products and services, for example.

RISK MANAGEMENT

CGD seeks to guarantee adequate internal control with a risk management system, an efficient information and communication system, and effective monitoring in order to ensure the quality and efficacy of the system.

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

OPERATIONAL RISK AND INTERNAL CONTROL PROGRAMME AT CGD

CGD's Operational Risk and Internal Control Programme (ROCI) was implemented in 2006 to introduce operational risk management mechanisms in accordance with Banco de Portugal eligibility requirements.

In 2007, the Board of Directors approved the extension of the method to the CGD Group as an incentive to its implementation and consolidation.

This extension has been taking place progressively since 2008 in accordance with the plan submitted to Banco de Portugal.

The project was already under way at Banco Comercial e de Investimentos in Mozambique in 2010 and began at BCG Brasil in June.

Banco de Portugal authorised CGD (as a group and individually), CaixaBI - Banco de Investimento, Caixa Leasing e Factoring and Caixagest to use the standard method, and also BCG (Spain) and the Mercantile Bank (South Africa), which received approval from their supervisory bodies.

STRESS TESTS

CGD conducts quarterly credit, market, interest rate and liquidity risk stress tests not only to comply with Banco de Portugal Instruction 18/2007 but also to have a clearer idea of the institution's risks and protect its assets and activity.

BANCA & AMBIENTE

— PROGRAMME UNEP-FI

The Banca & Ambiente project was set up to involve banks and businesses so that, together, they could identify the main environmental risks of the Portuguese economy's most exposed sectors and develop strategies for minimising and managing them.

In 2010, four workshops were held alternately at Fundação Caixa Geral de Depósitos - Culturgest and BES Arte & Finança, under the supervision of the consultancy company Sustentare and in partnership with CGD and BES. The project promoted by the two banks was part of the United Nations Environment Programme (UNEP-FI), an initiative that CGD joined right at the start.

The aim of these workshops was to pinpoint the main environmental risks facing the different business sectors in Portugal with their stakeholders, i.e. banks, companies and specialised NGOs, in order to:

- > Disseminate the environmental risk to SMEs and the entire Portuguese financial sector;
- > Provide tools and knowledge to identify the main environmental risks;
- > Foster the gradual inclusion of companies' environmental risks in banks' credit analyses.

WORKSHOPS Banca & Ambiente	TOPIC
WORKSHOP 1 8 February 2010	Environmental risks in the construction, property and tourism sectors
WORKSHOP 2 12 April 2010	Environmental risks in the utilities, transport and manufacturing sectors
WORKSHOP 3 11 October 2010	Analysis of social and environmental risks in the financial sector, exclusively for banks' risk managers
WORKSHOP 4 4 February 2011	Natural resources, food and retail (agriculture, forestry, fishery and retail).

These workshops were attended not only by employees but also companies and CGD customers invited on the basis of their sector.

CGD COMMITMENTS

UNEP-FI — United Nations Environment Programme - Finance Initiative

Improve knowledge of environmental risks at Portuguese banks and companies, organise Banca & Ambiente events

DONE 2010

Inform CGD employees of environmental risks of the project undertaken with UNEP FI, "Banca & Ambiente"

DONE 2010

2.3 MANAGEMENT FOR SUSTAINABILITY MODEL

Sustainability is a strategic priority for CGD and applies to the entire institution. When CGD implemented its management for sustainability model in March 2010, it ensured that its multidisciplinary teams could pursue the sustainability programme in line with international best practice.

CGD COMMITMENTS

Define the management for sustainability model

Identify bodies involved and their competences and information flows

DONE 2010

Incorporate sustainability in the CGD governance model

Include all environmental, social and governance aspects in CGD's culture

DONE 2010

The implementation of this model entails setting out the responsibilities of each CGD body and some Group companies for pursuing strategies, policies and recommendations.

CGD's management for sustainability model is structured as follows.

FIGURE 7 > CGD MANAGEMENT FOR SUSTAINABILITY MODEL



The General Sustainability Committee was officially set up by order of the BoD in March 2010 and announced in a service order in 2011, though it went into operation in June 2010.

CGD's working groups have different but complementary spheres of intervention and act in priority areas to implement the Sustainability programme. The groups are as follows:

- > Policies and Voluntary Codes
- > Risks
- > Products
- > Environment
- > Community Engagement
- > Reporting and Stakeholders
- > Human Resources
- > Africa and Brazil

These working groups began their work in 2010. It is reported in **Annex F** to this report.

*We do not inherit the earth from our
ancestors, we borrow it from our
children.*

Native American proverb



OUR COMMITMENTS

3 > OUR COMMITMENTS








Since the publication of its first sustainability report, CGD has publicly made a number of commitments to flesh out its strategic lines of action in this field.

THE TABLE below shows these commitments, their goals, timeline and status.

TABLE 7 > CGD COMMITMENTS

> ENVIRONMENT

COMMITMENT	GOALS	START	END	STATUS
ENVIRONMENTAL POLICY Defines general commitments, goals and targets for the entire organisation. Sets out general procedures and defines responsibilities.	To define and implement environmental policy To define and formalise environmental policy	2009	2010	
	To implement environmental management system	2010	Ongoing	 Study under way
CAIXA CARBONO ZERO PROGRAMME Strategic CGD programme for climate change	Quantify CGD's emissions Annual inventory of CGD's GHG emissions (including Fundação Caixa Geral de Depósitos - Culturgest)	2007	Ongoing	 2010 Inventory completed
	Extension of Caixa Carbono Zero Programme to CGD Group Caixa Seguros annual emissions inventory	2009	2010	 2009 Inventories completed
	Banco Caixa Geral Brasil annual emissions inventory	2009	2010	
	Reduce emissions Set reduction goals – target 2015	2009	2010	 Done in 2011
	Continue installation of photovoltaic panels in the commercial network	2009	2010	
	CGD mobility plan - plans to implement and monitor action	2009	2010	
	Offset CO₂e emissions Offsetting projects – define criteria	2009	2010	

 Done
  Partially done
  Not done
  Under way
  New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> ENVIRONMENT

COMMITMENT	GOALS	START	END	STATUS
CAIXA CARBONO ZERO PROGRAMME Strategic CGD programme for climate change	Actual offset Fundação Caixa Geral de Depósitos — Culturgest Vehicles and CGD publications	2010	Ongoing	 Done 2010
	Fundação Caixa Geral de Depósitos Culturgest Porto	2011	Ongoing	
	E2Trade – energy efficiency at branches Analyse feasibility	2010	2010	 Under analysis due to current scenario
	Implement	2011	Ongoing	
UNEP-FI United Nations Environment Programme - Finance Initiative	Further knowledge of environmental risks at Portuguese banks and companies Banca & Ambiente campaigns	2009	2011	
NOVA GERAÇÃO DE CIENTISTAS POLARES PROGRAMME	Promote polar scientific research	2010	2012	 Done 2010
WASTE RECYCLING Foster reuse and recycling	100R– Guaranteed 100% Recycling Certification Certify head office building	2009	2010	 Under analysis due to current scenario

 Done
  Partially done
  Not done
  Under way
  New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> EMPLOYEES

COMMITMENT	GOALS	START	END	STATUS
TALENT MANAGEMENT	Manage personal development and motivation of employees with high potential	2009	Ongoing	● Done 2010
	Create development programmes for CGD together with the main universities	2009	Ongoing	● Done 2010
	Assist employees studying for master's degrees (under Bologna)	2009	Ongoing	● Done 2010
INTERNAL MOBILITY	Increase dissemination of internal mobility opportunities (in Portugal and abroad)	2009	Ongoing	● Done 2010
KNOWLEDGE MANAGEMENT	Guarantee average of at least 35 hours' training per employee	2009	Ongoing	● Done 2010
ENVIRONMENTAL TRAINING	Train employees in CGD's environmental policy, including training in environmentally friendly products and services	2010	Ongoing	● Done 2010
SOCIAL CLIMATE SURVEY	Assess employee satisfaction	2010	Whenever opportune	● Not done 2010 Under analysis due to current scenario
SAFETY AND SECURITY	Organise prevention and safety events, including the 1 st Safety Seminar	2011	Ongoing	○
	Conduct new survey of satisfaction with safety in the branch network and create the right conditions for extending the initiative to buildings	2011	Ongoing	○
	Join Global Compact	2011	Ongoing	○

● Done ● Partially done ● Not done ● Under way ○ New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> CUSTOMERS

COMMITMENT	GOALS	START	END	STATUS
MICROCREDIT PORTFOLIO Analyse loans to people excluded from conventional credit circuits in order to sponsor the creation of self-employment and small businesses	Create the right conditions for sustainability of our microcredit portfolio	2009	2010	
ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE PRODUCTS AND SERVICES Offer innovative financial products and services with direct environmental and social benefits or that help to minimise negative environmental and social impacts	Create new products and services	2009	Ongoing	 Done 2010
	Include an environmental and/or social component in existing products and services	2010	Ongoing	 Done 2010
INCENTIVES To sell socially responsible products and services	Encourage employees to sell environmentally and socially responsible products and services	2010	Ongoing	 Partially done 2010
ENVIRONMENTAL AND SOCIAL ASPECTS IN ASSESSMENT OF COMPANIES' CREDIT RISK	Teach CGD employees about environmental risk associated with the Banca & Ambiente project under way with UNEP FI	2009	2011	 Done 2010
	Analyse and identify environmental criteria that may be included in credit risk assessment and project finance operations	2010	2012	

 Done
  Partially done
  Not done
  Under way
  New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> CUSTOMERS

COMMITMENT	GOALS	START	END	STATUS
PC CAIXA ACTIVA (CAIXA ACTIVE) Finance – for seniors	Fight the senior population's info-exclusion. Include digital literacy content. Partnership between CGD, Microsoft, Inforlândia and senior university network (RUTIS)	2010	2010	
FUNDING MODEL FOR LOCAL AUTHORITIES <i>(Project Finance)</i>	Finance local authorities' strategic projects in fields such as energy efficiency, carbon emissions management and urban mobility	2010	Contínuo	 Partially done 2010
QUALITY CERTIFICATION	Certify quality of Prevention, Safety and Business Continuity Office Implement quality management system based on ISO 9001:2008	2010	2010	
	Certify quality management system of Customer Support Office Implement quality management system based on ISO 9001:2008	2011	2012	
	Certify home loan process	2010	2012	
	Certify quality management system of International Business Department	2011	2012	
	Extend scope of certification of quality management system of Operational Support Department	2011	2012	








 Done
  Partially done
  Not done
  Under way
  New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> STAKEHOLDERS

COMMITMENT	GOALS	START	END	STATUS
STAKEHOLDER ENGAGEMENT STRATEGY Define formal strategy for relations with CGD's strategic stakeholders	Test relevance and materiality (or ascertain expectations of issues that CGD needs to develop) with external stakeholders and revise relevance and materiality test with internal stakeholders	2010	2010	
	Start formal strategy for engagement with CGD's strategic stakeholders	2010	Ongoing	 Done 2010

> GOVERNANCE

COMMITMENT	GOALS	START	END	STATUS
DEFINE MANAGEMENT FOR SUSTAINABILITY MODEL	Identify bodies involved, define their competences and inherent information flows	2009	2009	 Done 2010
INCORPORATE SUSTAINABILITY IN CGD'S GOVERNANCE MODEL	Include environmental, social and governance aspects in CGD's culture	2010	Ongoing	 Done 2010
	Sign the Charter for Responsible Business of the European Saving Banks Group (ESBG)	2011	2011	
	Sign the Charter of Commitments of Companies in the Financial Sector for the Sustainable Development Agenda	2011	2011	

 Done
  Partially done
  Not done
  Under way
  New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> COMMUNITY

COMMITMENT	GOALS	START	END	STATUS
COMMUNITY ENGAGEMENT POLICY Set out a formal community engagement policy	Formalise a strategic community engagement policy and engage the community	2010	2010	● Done 2011
CONTRIBUTE TO CITIES' SUSTAINABLE DEVELOPMENT	SaeR partnership – identify areas in which the regional economy will be able to create wealth effectively and sustainably	2010	2011	●
SOCIAL BANK Invest in improving everyone's daily lives and contribute to social inclusion	Foster volunteering as part of the European Year of Volunteering 2011	2010	2011	○
	Draft a volunteer guide for all those wishing to do volunteer work	2011	2012	○
	Social Stock Exchange Continue to support the Social Stock Exchange as its official bank	2010	Ongoing	○
SOCIAL INNOVATION	Participate in Portuguese Action Tank Contribute to social inclusion in an approach based on new business models and initiatives	2010	Ongoing	○
	Participate in Joint Social Innovation Lab Promote sessions run by organisations from different sectors in order to jointly create and implement pioneering social solutions	2011	Ongoing	○
	Financial literacy Conduct awareness campaigns on savings, within the commercial network	2010	2011	○
	Monitor social impact of CGD's investment in the community Join the London Benchmarking Group	2011	2012	○

● Done ● Partially done ● Not done ● Under way ○ New commitment

TABLE 7 > CGD COMMITMENTS— CONTINUATION

> SUPPLIERS

COMMITMENT	GOALS	START	END	STATUS
LISTENING	Ascertain main suppliers' priority sustainability issues (expectations)	2010	Contínuo	● Done 2010
SUSTAINABILITY CRITERIA IN SELECTION	Gradually include environmental and social selection criteria for suppliers	2011	Contínuo	●

> COMMUNICATION

COMMITMENT	GOALS	START	END	STATUS
FOSTER FINANCIAL LITERACY Participate actively in financial education of customers and the community	Include Saldo Positivo (Positive Balance) in advertising of products and services	2009	Ongoing	● Done 2010
PROMOTE ENVIRONMENTAL AWARENESS Educate customers, employees and the community to preserve the environment	Increase environmental communication on the CGD website Increase communication on Caixa Carbono Zero Programme 2010	2009	Ongoing	● Done 2010
	Include environmental sustainability in communication	2010	Ongoing	● Done 2010
FOSTER SUSTAINABLE DEVELOPMENT Use all CGD's communication channels to foster sustainable development	Step up communication on sustainability on www.cgd.pt , in Portuguese and English	2010	Ongoing	● Done 2010
	Develop in-house communication on sustainability	2010	Ongoing	●
	Promote the International Year of Forests through the creation of a microsite on the Floresta Caixa initiative	2011	2011	○
	Promote specific initiatives on the native Portuguese forest and biodiversity	2011	2011	○
	Continue to support the ECO Movement – Companies against Fires	2010	Ongoing	● Done 2010

● Done ● Partially done ● Not done ● Under way ○ New commitment

*There are no passengers on
Spaceship Earth. We are all crew.*

Marshall MacLuhan

Canadian writer and philosopher



OUR EMPLOYEES

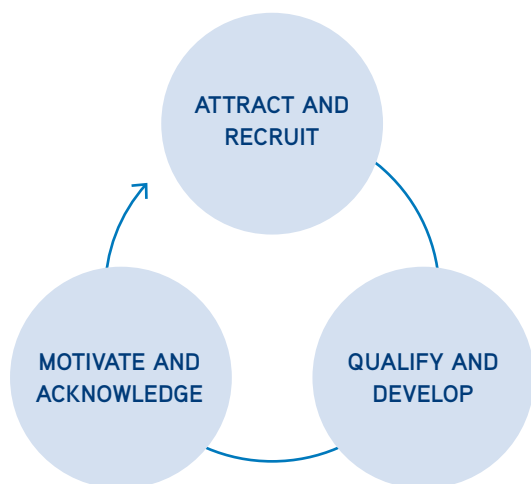
4 > OUR EMPLOYEES



In 2010, CGD continued to put its faith in developing its employees' skills, recognising merit and potential and directly supporting the business by creating a better work-life balance.

CGD'S human resource management is based on its institutional values, organisational culture, knowledge, communication and performance. The figure below shows the main pillars of the human capital management system at CGD.

FIGURE 8 > CGD'S HUMAN CAPITAL MANAGEMENT SYSTEM



4. 1 OUR HUMAN CAPITAL

At the end of 2010, CGD employed 10,785 people, 54 at agencies abroad.

TABLE 8 > NO. OF CGD EMPLOYEES BY COUNTRY¹ (2010)

NO. OF CGD EMPLOYEES BY COUNTRY	2008	2009	2010
PORTUGAL	10,927	10,888	10,731
SOUTH AFRICA	1	1	1
FRANCE	2	2	2
BRITAIN	1	4	4
LUXEMBOURG	-	2	2
MACAO	8	8	9
NEW YORK (USA)	1	1	1
SÃO PAULO (BRAZIL)	1	2	2
EAST TIMOR	1	4	5
VENEZUELA	-	1	1
ANGOLA	-	2	9
GERMANY	1	1	1
SPAIN	-	4	5
MOZAMBIQUE	-	5	5
CAPE VERDE	-	4	4
SÃO TOMÉ	-	2	2
BRUSSELS (BELGIUM)	-	-	1
TOTAL	10,943	10,931	10,785

(1) The number of CGD employees per country for 2009 has been corrected against the 2009 Sustainability Report.

CGD's workforce consisted of 95% permanent employees and 5% with fixed-term contracts, all covered by the collective labour agreement. CGD also had 25 subcontracted employees in 2010.

As in previous years, only 1% of its employees were working part time.

TABLE 9 > DIRECT EMPLOYEES BY TYPE OF CONTRACT AND SCHEDULE

	2008			2009			2010		
	PART-TIME	FULL-TIME	TOTAL	PART-TIME	FULL-TIME	TOTAL	PART-TIME	FULL-TIME	TOTAL
Individual employment agreement	7	5,282	5,289	7	5,465	5,472	7	5,967	5,974
Employment contract	111	4,847	4,958	107	4,545	4,652	100	4,159	4,259
Fixed-term contract	-	696	696	-	726	726	-	489	489
Indefinite contract	-	-	-	-	81	81	-	63	63
TOTAL	118	10,825	10,943	114	10,817	10,931	107	10,678	10,785

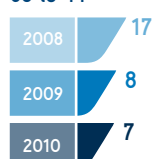
GRAPH 5 > NUMBER OF EMPLOYEES LEAVING BY GENDER AND AGE GROUP (2010)

> MALE

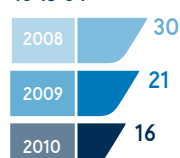
18 to 34



35 to 44



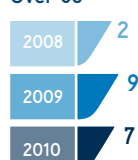
45 to 54



55 to 64



Over 65

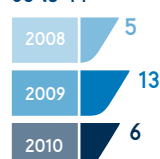


> FEMALE

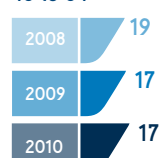
18 to 34



35 to 44



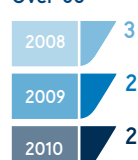
45 to 54



55 to 64



Over 65



The annual variation in employees in the 18 to 34 age group has been increasing due to changes in recruitment policy. CGD chose to sign contracts directly rather to subcontract.

TABLE 10 > TURNOVER BY GENDER AND AGE GROUP (2010)

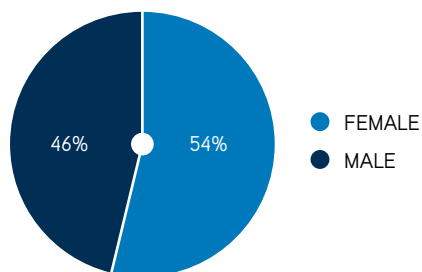
FEMALE	2008	2009	2010	MALE	2008	2009	2010
Over 65	50%	40%	33.33%	Over 65	13.33%	50%	38.89%
55 to 64	18.90%	26.29%	32.74%	55 to 64	22.74%	23.08%	36.18%
45 to 54	1.34%	1.28%	1.30%	45 to 54	1.54%	1.15%	0.91%
35 to 44	0.25%	0.60%	0.27%	35 to 44	1.04%	0.51%	0.46%
18 to 34	1.82%	16.67%	25.69%	18 to 34	4.80%	17.90%	25.31%

EQUAL OPPORTUNITIES

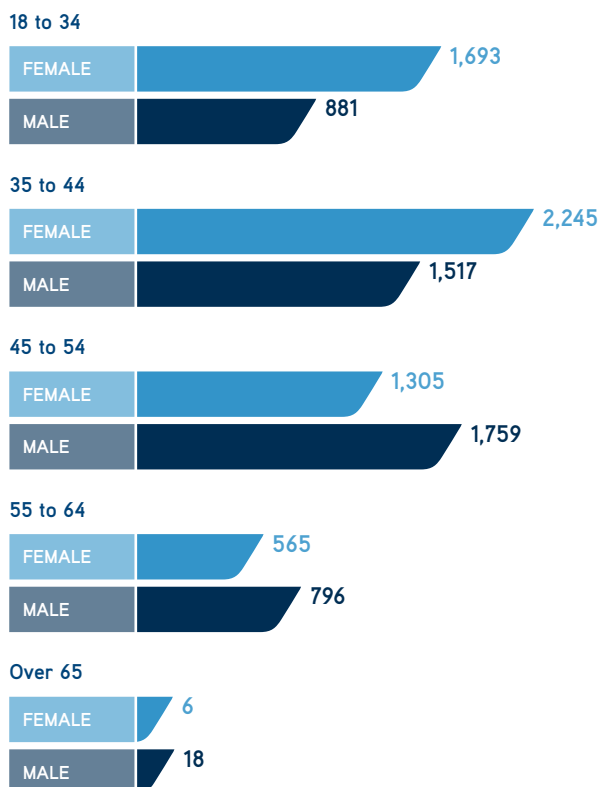
CGD guarantees equal treatment and opportunities to all its employees with no discrimination.

As in previous years, CGD's human resources were equally distributed in terms of gender (54% female and 46% male) in 2010.

GRAPH 6 > EMPLOYEES BY GENDER (2010)

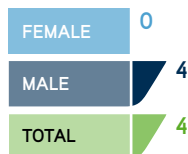


GRAPH 7 > EMPLOYEES BY GENDER AND AGE GROUP (2010)

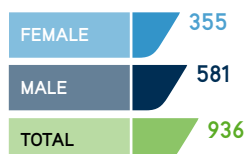


GRAPH 8 > EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER (2010)

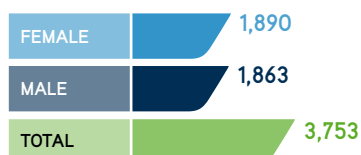
Directors



Senior managers



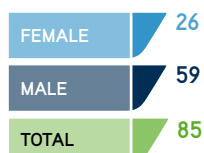
Middle managers



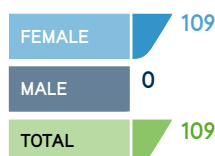
Highly skilled and skilled workers



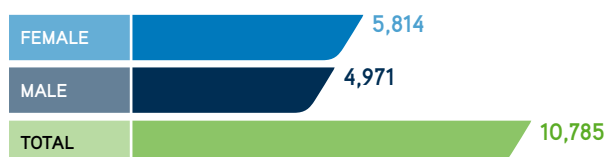
Semi-skilled workers



Unskilled workers



Total



GRAPH 9 > EMPLOYEES BY AGE GROUP AND OCCUPATIONAL CATEGORY (2010)

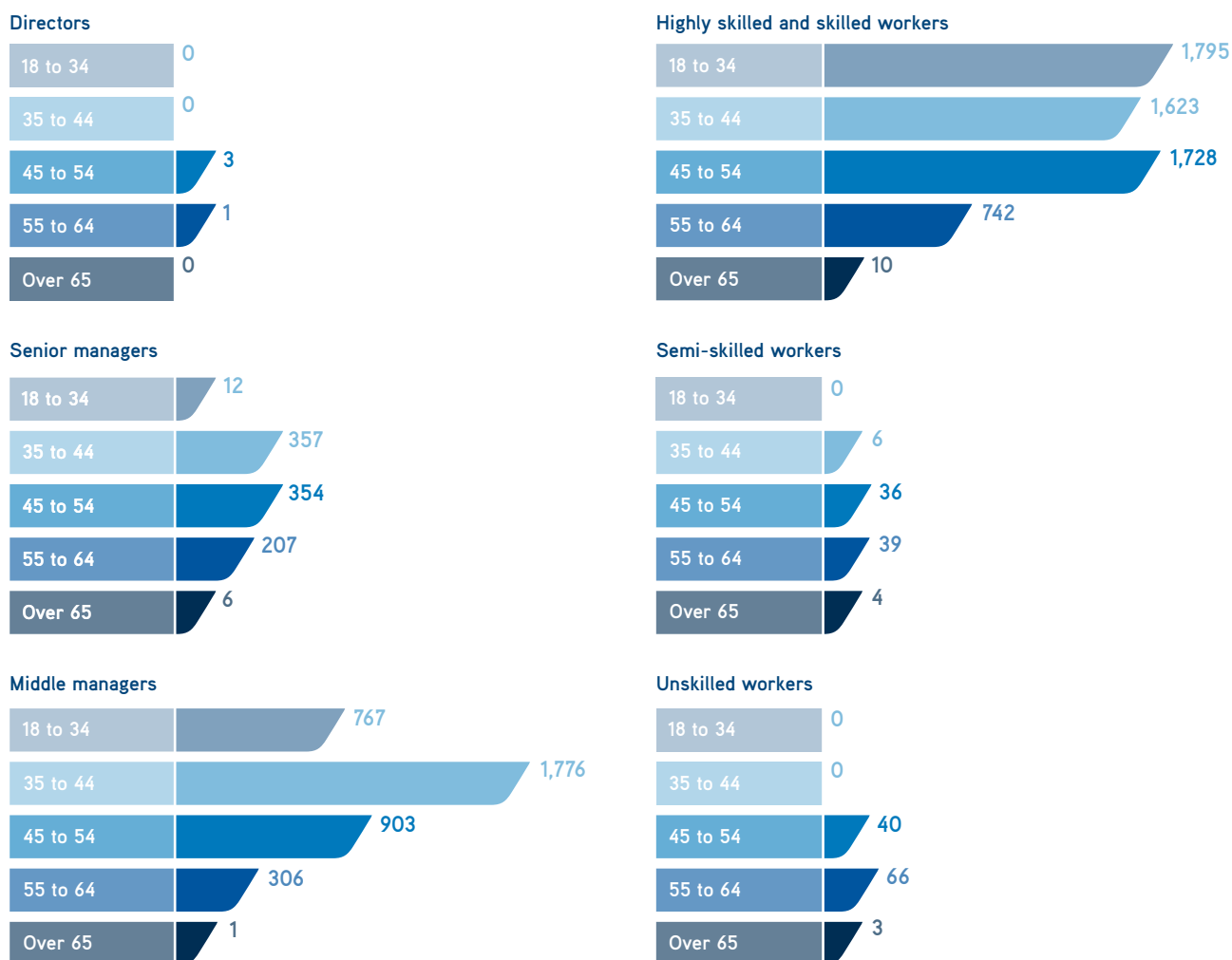
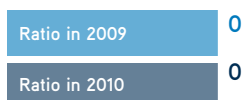


TABLE 11 > SUPERVISORY CATEGORIES BY GENDER (2010)

	FEMALE		MALE		TOTAL
	NO. EMPLOYEES	%	NO. EMPLOYEES	%	
Management /supervisory categories	2,245	47.8	2,448	52.2	4,693
Other categories	3,569	58.6	2,523	41.4	6,092
TOTAL	5,814	53.9	4,971	46.1	10,785

GRAPH 10 > PROPORTION OF BASIC SALARY BETWEEN MEN AND WOMEN BY OCCUPATIONAL CATEGORY (2010)

Directors



Senior managers



Middle managers



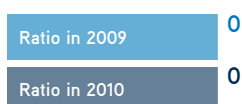
Highly skilled and skilled workers



Semi-skilled workers



Unskilled workers



● FEMALE

● MALE

WORK-LIFE BALANCE

CGD's actions have been guided by the principle of harmony between work, family, health and leisure as complementary dimensions of the organisation and people's lives.

The performance of the Personnel Department was outstanding in this context, especially its Social Action Unit (NAS), occupational medicine and Serviços Sociais da CGD (CGD Social Services - SSCGD), a financially and legally independent, state-owned non-profit corporation.

SSCGD's mission is to support its members and their families (beneficiaries) in the areas of health, social welfare, culture, sports, recreation and leisure while maintaining the present and future sustainability of its financial structure. SSCGD finances most of its activities for more than 50,000 beneficiaries (employees and former employees who have retired from CGD) from membership fees and funds allocated by CGD, S.A.

CGD's culture is family-friendly and it has a number of measures in place to support employees and their families in achieving a work-life balance. These measures include:

PERSONNEL DEPARTMENT

- Mortgages and personal loans are granted to employees with favourable maturities and interest rates. In 2010, social funding was set up to assist families in irreversible situations of extreme precariousness
- The employee support programmes helps them deal with stress or psychosocial crises resulting from events in their lives (such as losses, divorces, family bereavements and particular social or family situations)
- Priority is given to the admission of family members of employees who pass away or are unable to work
- Geographical and job mobility is based on a policy of facilitating transfers in accordance with employees' personal or family needs
- Job or workplace conditions are adapted to employees' physical and psychological needs
- The family assistance period is extended without loss of pay beyond that required by law in the event of an illness or accident in exceptional cases
- Support is provided in retirement or early retirement, to retiree associations (Associação Nacional de Aposentados da CGD and Associação dos Antigos Empregados do ex-BNU) and the in-house volunteer group, SêniAmor, in order to prevent ruptures and social exclusion and encourage the creation of inter-generational solidarity network
- Support is provided for mothers during pregnancy and breastfeeding with temporary reserved parking spaces at central buildings
- Child, study and working student subsidies are paid
- Agreements with a number of organisations guarantee employees and their families favourable conditions: public transport (agreement with Caminhos de Ferro Portugueses on long journeys) and insurance.

CGD SOCIAL SERVICES

- The Centre for Culture, Sports and Free Time Activities (CCDOTL) includes social, cultural and sports activities for employees and their families, such as holiday camps on favourable terms for employees' children in Portugal and abroad to help them occupy their free time with recreational and educational pastimes.
- Study grants are awarded to the children of employees with lower incomes.
- Its mother and child health programme offers nursing services until the baby is a month old.
- Agreements with organisations offer employees and their families preferential conditions for schools, crèches, kindergartens, care homes, social homes and home assistance.

BREASTFEEDING CORNER

As part of its family responsibility and because CGD believes in the real benefits of breastfeeding to mother and child, it implemented a pioneering project in Portugal aimed at encouraging extended breastfeeding. In October 2010, it opened an exclusive area for breastfeeding and milk expression in its Occupational Medicine unit at the head office building. This Breastfeeding Corner allows employees to express milk or breastfeed their babies while at work.

In addition to the Breastfeeding Corner, this project also includes a Lactation Clinic, which gives advice in person or on the phone to CGD working mothers with questions about breastfeeding. Mothers who are unable to use the breastfeeding facility at the head office building can phone or email the Lactation Clinic. CGD is considering extending the project and finding the best case-by-case solution for mothers to express milk during working hours.

4. 2 ATTRACTING AND RECRUITING

CGD recruitment and selection procedures abide in full by the principle of equal opportunities. Selection is based on each candidate's CV and skills profile. In e-recruitment, opportunities are advertised and applications are accessible to everyone online. All they have to do is enter their personal data and occupational experience on www.cgd.pt.

In 2010, 1058 new employees were admitted, with an average age of 26, with preference going to those with university degrees. Ninety percent were placed in commercial areas.

Particular attention is given to in-house recruitment for skilled or more responsible jobs, thereby offering employees many opportunities for professional development and career enhancement.

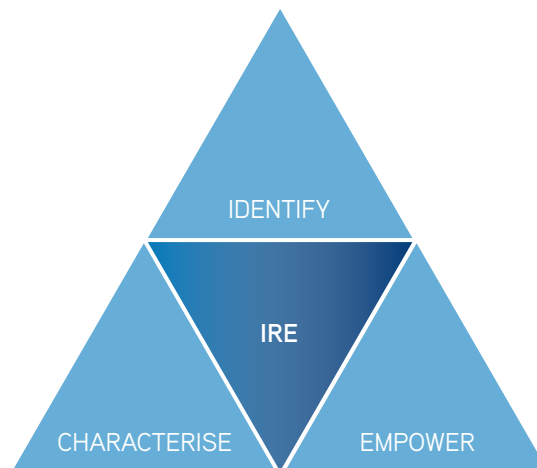
CGD does not discriminate in any way in recruitment. In addition to those of Portuguese origin, there are also employees from Europe (26), Portuguese-speaking African countries (26), Africa (1), the USA (2), South America (4), Brazil (4) and Asia (1).

CGD also believes in equal treatment and opportunities for the disabled. In 2010, CGD employed 157 people with disabilities, 81 of whom were women and 76 men.

IN-HOUSE RECRUITMENT EXCHANGE

CGD believes in its strategy of developing its employees. In 2010, it set up its In-house Recruitment Exchange to identify and monitor each employee's development potential. It is an essential human resource management and talent management tool.

FIGURE 9 > CORNERSTONES OF THE IN-HOUSE RECRUITMENT EXCHANGE



IDENTIFY employees whose career plans suit them for positions as managers, assistant managers or account managers in the commercial network

CHARACTERISE each employee's development potential

EMPOWER employees with key skills for their jobs

CGD COMMITMENTS

Talent management

Manage high-potential employees' personal development and motivation

DONE 2010

In-house mobility

Increase dissemination of national and international internal mobility opportunities

DONE



Our employees expressed satisfaction with their inclusion in the In-house Recruitment Exchange and regarded it as a sign of personal recognition and a way of developing their skills for different jobs. They saw themselves reflected in the results of the characterisation tests and were enthusiastic about having an individual development plan.

Maria João Freitas
Personnel Department

CGD'S INTERNSHIP PROGRAMME

CGD's recruitment policy is aimed at the commercial area and is a gateway for final-year university students or recent graduates in areas of importance to banking (Economics, Management, Accounting, Marketing and Computing). Vocational and educational internships were organised at the Summer Academies.

CGD's internship programme was set up in 1994 and thousands of young people from universities and polytechnics have already been involved. The programme's main goals are:

- > To offer new graduates their first work experience;
- > To enable final-year students to complete their courses;
- > To strengthen the ties between education institutions and CGD;
- > To create ties with the youth and student segment.

In 2010, CGD continued to work closely with the best Portuguese universities in publicising its vocational internship programmes. It has undertaken a number of initiatives to this end, such as supporting Instituto Superior de Economia e Gestão (ISEG) in the ISEG Management Challenge (in which around 300 students participated), official sponsorship of the Economics Faculty On-line Employment Exchange at Porto University and participation in universities' career fairs to show their students different employment possibilities.

In 2010, CGD held its second Summer Academy for second-year students, principally those taking Economics or Management degrees. This academy arises from the need to adapt CGD to the current academic scenario after the substantial changes made by the Bologna Process and resulting early inclusion of students in the employment market. Two hundred and thirty candidates were shortlisted from a total of 600 and 60 were selected to participate.

In 2010, 492 internships were granted, 65% of which were vocational in the commercial area, with a view to future hiring.

TABLE 12 > INTERNSHIPS

	2008	2009	2010
No. of interns on 31 December	238	286	231
No. of internships granted during the year	399	698	492
No. of educational internships	130	227	172
No. of vocational internships	269	471	320

4.3 QUALIFYING AND DEVELOPING

In 2010, CGD continued its training model and strategy for 2008/2010 in order to foster a culture of excellence which, in view of the size of its workforce, made it possible to match employees' development needs with its commercial strategy and business goals.

We also kept up our range of in-house training (in e-learning and b-learning courses, tutorials and training videos) on the Caixapessoal Portal (which can be accessed from home) and the possibility of employees attending external courses in Portugal and abroad, especially:

- › Under agreements with the Portuguese Bank Training Institute (IFB) and School of Bank Management (ISGB) for degree courses in Bank Management and Information Systems Management;
- › Attending postgraduate, master's and specialised courses.

In 2010, CGD assisted 111 employees attending or completing master's degrees (under Bologna).

CGD COMMITMENTS

Talent management

Set up dedicated CGD development programmes in articulation with the main universities

DONE

Talent management

Assist employees in attending and completing master's degrees

DONE

A total of 415,000 hours of training were given to CGD employees in 2010 thanks to its programmes and commitment to ongoing development of its human resources.

TABLE 13 > HOURS OF TRAINING BY OCCUPATIONAL CATEGORY

	2008	2009	AVERAGE HOURS PER EMPLOYEE 2010
Directors	67	43	10,8
Senior managers	35,095	38,649	41.3
Middle managers	242,330	166,086	44.3
Highly skilled and skilled workers	495,881	209,919	35.6
Semi-skilled workers	526	385	4.5
Unskilled workers	11	11	0.1
TOTAL	773,910	415,092	38.5

**TABLE 14 > AVERAGE DURATION OF TRAINING
BY MANAGEMENT APPROACH**

MANAGEMENT APPROACH	AVERAGE DURATION (HOURS)
Economic performance	1,335
Environmental performance	198.3
Social performance — Workers	14,013.4
Social performance — Human Rights	30
Social performance — Society	214
Social performance — Product	898.4

CGD COMMITMENTS

Knowledge management

Guarantee at least 35 training hours per employee

DONE

The training areas were selected on the basis of the needs of the banking and financial business and specific needs related to the implementation of CGD's sustainability strategy and general good practices. The most important courses in 2010 were as follows.

CAIXARELAÇÃO EMPRESAS (CAIXA COMPANY RELATIONS)

The CaixaRelação Empresas programme guarantees total reconciliation between CGD's business goals and the needs of Caixa Empresas employees (network of company offices and CaixaEmpresas and multi-branch managers in the private customer network). It is designed to prepare commercial teams in the corporate segment for the challenges of this business area.

CaixaRelação Empresas is a phased training programme and its goals are:

TO REVITALISE by strengthening the whole Caixa Empresas

team for a change in culture, service and operation, fostering a team spirit and creating new sources of personal and professional motivation

TO DEVELOP technical, business and behavioural skills in line with business needs and goals.

TO RECONCILE the development of skills with the needs and challenges of the jobs of office coordinators, Caixa Empresas managers, commercial and administrative assistants in the commercial area.

FIFTH CGD INTERNATIONAL FORUM, 2010

The CGD Group's Fifth International Forum was held in Cascais on 11 and 12 March 2010. Its central theme was the internationalisation of the Portuguese economy.

The forum was promoted by our International Business Department and its aim was to promote the CGD Group's financial activity abroad, foster the alignment and general development of a real institutional culture throughout the entire Group and exploit the many synergies arising from its widespread presence all over the world. It is the largest internationalised Portuguese financial platform (23 countries on four continents).

The rich programme included workshops and presentations on CGD's presence in new markets such as Brazil and Angola and bilateral and multilateral meetings between foreign CGD Group units, CGD departments and CGD Group companies in Portugal. All representatives from Portugal and abroad participated actively.

TRAINING ON CORRUPTION AND THE PREVENTION OF MONEY LAUNDERING

As a socially responsible bank with the finest brand reputation in Portugal, CGD devotes special attention to corruption and money laundering issues, therefore stepping up strictness as a fundamental pillar of its performance.

TABLE 15 > NUMBER OF EMPLOYEES TRAINED IN THE PREVENTION OF MONEY LAUNDERING AND FUNDING OF TERRORISM BY OCCUPATIONAL CATEGORY (2010)

OCCUPATIONAL CATEGORY	NO. EMPLOYEES TRAINED IN ANTI-CORRUPTION
Senior managers	81
Middle managers	901
Highly skilled workers	788
Semi-skilled workers	2
Apprentices	0
TOTAL	1,772

At CGD, 15.68% of its employees received training on corruption and money laundering. Around 0.75% of CGD's senior managers have training in this area.

4. 4 MOTIVATING AND ACKNOWLEDGING

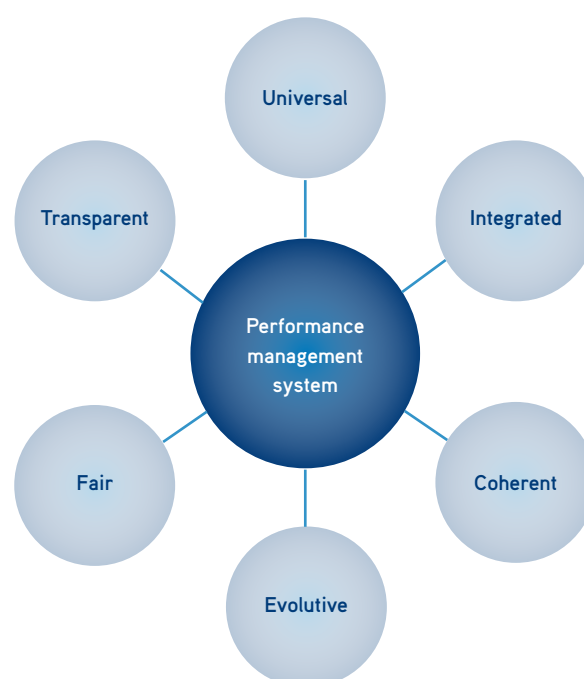
CGD has been strengthening its performance management system (SGD) in order to pinpoint and recognise its employees' performance.

The main aims of the system are:

- > To foster the sharing of CGD's goals and encourage a culture of performance and individual and team responsibility;
- > To align the assessment cycle with the management cycle and link the setting and monitoring of individual and team goals with those of the bank;
- > To nurture the supervisor-employee relationship, promote the role of managers as unit overseers and establish a real chain of commitment to achieve CGD's goals;
- > To make an objective, transparent assessment of employees' performance;

- > To recognise and value individual and team contributions;
- > To identify employees' needs in order to take appropriate action for professional development and ongoing improvement in their performance.

FIGURE 10 > PRINCIPLES OF THE CGD PERFORMANCE MANAGEMENT SYSTEM



UNIVERSAL Applied to CGD as a whole

INTEGRATED Supports an integrated human resource management policy

COHERENT Values achievement of goals along with skills and behaviours critical to the Group and different jobs

EVOLUTIVE Ongoing improvement tool that adjusts to CGD's needs

FAIR Different perspectives: evaluator, supervisor of evaluator and evaluatee

TRANSPARENT Well, defined, uniform evaluation criteria known to everyone

In 2010, CGD employees' performance was evaluated with a view to professional development and encouragement and rewarding of the achievement of individual and team goals.

Goals were set and organised on the basis of five performance factors, as shown below.

FIGURE 11 > PERFORMANCE FACTORS



Evaluating is not just measuring, it is differentiating. CGD's performance evaluation system clarifies each person's responsibility, provides the necessary skills with demanding, meticulous, qualifying monitoring and training and commits everyone to CGD's results and the goal of supporting and improving each employee's performance.

We achieve: greater objectivity, transparency and accountability in all involved.

We improve: each employee's monitoring, feedback and development.

We guarantee: better appreciation and recognition of and for supervisors.

We get: better results.

Victor Ferreira
Personnel Department

POINT SYSTEM IN THE COMMERCIAL NETWORK

CGD has a benefit management model, a system that rewards efforts to attract business, its point system.

The system helps achieve strategic commercial goals with changes in commercial activity, such as:

- > Increasing commercial pro-activity in customer relations, encouraging employees' sales effort in the commercial network;
- > Valuing the attraction of business and considering it complementary to closing deals;
- > Contributing to better control of commercial opportunities not yet formalised and operations not yet contracted.

In addition, in individual performance management it also makes it possible:

- > To measure individual performance ;
- > To improve performance by setting and measuring business goals;
- > To differentiate the best performances.

In 2010, around 3,600 employees in the commercial network were rewarded. The following indicators demonstrate the commitment of employees covered by the system:

- > 90% of commercial staff with operations recorded and 86% with operations attracted;
- > Inclusion in the performance evaluation system of this type of goal for all employees in the commercial network.

CGD COMMITMENTS

Incentives

Encourage employees to sell environmentally and socially responsible products and services

PARTIALLY DONE

RELATIONSHIP MANAGERS

As part of its motivation and career development, CGD's Personnel Department creates proximity and relationship with its employees and the departments to which they belong through its relationship managers.

Relationship managers provide permanent technical support to all CGD's departments, with respect to human resource management questions, with a view to providing services to in-house customers. Each manager monitors a portfolio of employees in central and regional commercial departments.

This team's goals include the following:

- > Providing technical support in human resource management;
- > Regularly monitoring employees and providing appropriate career development support;
- > Managing internal mobility and trying to reconcile employees' expectations;
- > Identifying and recruiting appropriate resources.

4. 5 IN-HOUSE COMMUNICATION

CGD considers in-house communication essential in supporting its business and as a tool for disseminating and cementing the culture and values of the institution and its brand. Communication between supervisors and employees is two-way so that needs and expectations can be identified.

CGD COMMITMENTS

Foster sustainable development

Develop in-house communication on sustainability

DONE

Employees' main channels of communication with the institution are:

- > Caixapessoal (Caixa Personnel) Portal on the CGD intranet giving employees access to corporate legal, functional and recreational information about the CGD Group;
- > Intranet, a platform allowing access to essential information for commercial and management activities and in-house communication on matters related to the institution;
- > The Workers' Committee, which meets with the Board of Directors every month.

In addition to its regular or continuous means and channels of communication, CGD communicates with its employees in a number of publications, such as:

IN-HOUSE PUBLICATION — NÓS CAIXA

It is distributed to all current and retired CGD employees and describes the work of CGD, the Group, its employees and challenges and examples of current business activity, promotes its corporate culture and strengthens emotional ties to the CGD brand. It is distributed with Cx, a bimonthly institutional and general-interest magazine for segmented customers and available to the general public on newsstands.

NEWSLETTERS

Caixa Notícias is sent to all employees every month. Caixa Info and Caixa News inform employees of operational matters.

CGD also conducts in-house communication campaigns on specific subjects such as the Manual on the Prevention of Money Laundering and Funding of Terrorism, which was distributed to all employees, and the promotion of the Saldo Positivo website (which contains advice on savings, appropriate in the country's current situation) in line with the challenges, needs and opportunities of its target markets and society as a whole.

CAIXA DE IDEIAS COMPETITION

As it recognised the importance of its employees' participation in identifying opportunities for improvement, growth and innovation, CGD organised the third Caixa de Ideias Competition, which rewards employees for the ideas of the highest quality, integrity, feasibility and commitment.

Once again, CGD invited employees to contribute to an active, company-wide process of growth and enrichment by submitting innovative, feasible, opportune or pertinent suggestions for the CGD community's activities, thereby stimulating their initiative, creativity, responsibility and knowledge of CGD and fostering organisational talent.

The main new features of the third competition were as follows:

- > The opportunity given to the contributors of the ideas to play an active part in studying and implementing them;
- > Continuation of the permanent or main competition (on major themes and lasting around six months), plus monthly mini-competitions to stimulate ideas on more specific issues. The themes in the mini-competitions in 2010/2011 were: sustainability (in financial and banking products), volunteering and social innovation, cost reduction, financial education, entrepreneurship and the Caixa Woman segment.



The idea competition helps to increase personal involvement, motivation, energy, productivity and vocational enhancement and boosts the institution's profits.

This initiative is associated with motivational issues and is a more effective way of encouraging the participation of all employees who want to do so in creating value for the business and the institution. It is also an excellent opportunity to show up in-house talent and foster a feeling of belonging to CGD. Objectively, the aim is to listen to those who deal every day with situations that can be improved in terms of circuits and procedures and new products and services. The competition was continued in 2010 and it has been very popular with employees.

When asked, CGD's employees say that Caixa de Ideias and the monthly challenges are professionally stimulating. They also recognise that the competition is a form of active participation enabling them to contribute to a more innovative company and they appreciate the fact that they can help implement their ideas.

Suzana Ferreira

Brand and Communication Department

CGD also organised contests for employees only on the intranet and in partnerships associated with bank cards, for example.

There were two important social events for employees: the Third SSCGD Cultural and Sports Meeting and CGD's 134th anniversary:

> THE THIRD SSCGD CULTURAL AND SPORTS MEETING

lasted two days and included cultural and sports activities for CGD Group employees and their families, along with SSCGD guests. Associação Nacional de Aposentados da CGD (ANAC), SéniAmor and Tempo Útil also participated;

> AS PART OF THE CELEBRATION OF CGD'S 134TH ANNIVERSARY

on 10 April 2010, employees were invited to share and illustrate their stories at CGD, throughout the month of April.

4. 6 HEALTH AND SAFETY IN THE WORKPLACE

HEALTH

Healthcare has always been a concern for CGD and it has a number of initiatives in place in this area, many of them also covering its employees' families. The most important are:

> CGD SOCIAL SERVICES

This is CGD's own health sub-system, which has high medical coverage, a number of medical centres and agreements with service providers all over the country. It is based on the principles of quality of service and members' freedom of choice.

> SOCIAL ACTION UNIT

This unit, together with the Psychology Office, provides psychosocial counselling and answers to the Personnel Department. It is aimed at preventive action, the development of an anti-absenteeism programme and support in situations of stress and anxiety.

> OCCUPATIONAL MEDICINE

In addition to the periodical medical exams required by law, CGD also conducts occupational medicine prevention awareness and treatment campaigns, which include screening programmes and nutrition and anti-smoking clinics.

GRAPH 11 > OCCUPATIONAL MEDICINE HEALTHCARE PROGRAMMES

TREATMENT

Psychological and psychiatric exams



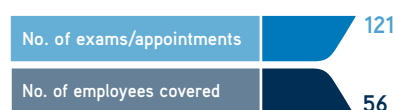
EDUCATION AND TRAINING

Nutrition clinic



COUNSELLING

Travellers' clinic

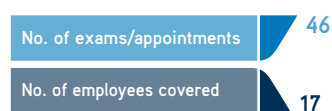


PREVENTION AND RISK CONTROL

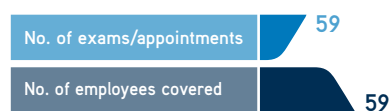
Gynaecological and breast screening



Anti-smoking clinic



Cardiovascular prevention



Prevention of rectal and colon cancer

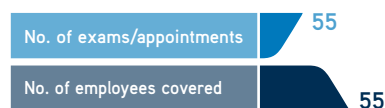


TABLE 16 > COVERAGE OF HEALTHCARE PROGRAMMES

BENEFICIARIES	EDUCATION AND TRAINING	COUNSELLING	RISK PREVENTION AND CONTROL	TREATMENT
Employees	Yes	Yes	Yes	Yes
Employees' families	No	No	Yes	Yes
Community	No	No	No	No

In 2010, 562 employees were involved in healthcare programmes to a total of 946 exams or appointments.

Families are covered in the risk prevention/control and treatment programmes organised by the social services.

In 2010, given the frequency of employees' business travel, CGD provided a traveller's kit with some useful medications, a brochure describing each medicine and its dosage and important health information. Travellers are also given a manual informing them of important issues, such as endemic diseases in each country, environmental risks and the main characteristics of each disease. CGD purchased these kits for use in rotation by employees who have to travel on business.

SAFETY IN THE WORKPLACE

CGD constantly promotes ways of controlling and reducing risks in the workplace in order to prevent accidents and protect employees' health and safety. The Prevention, Safety and Business Continuity Office (GPS) plays an important role here. Its main goals are to manage and coordinate the protection of people and property in central buildings and the banking network, organise preventive action, implement and maintain CGD's Business Continuity Plan to ensure that it fits the capabilities and actual response capacity.

TABLE 17 > PROGRAMMES TO ASSESS IMPACTS OF CUSTOMER HEALTH AND SAFETY OPERATIONS

Technical occupational health and safety audits
Analysis and management of occupational accidents
Analysis and management of incidents
Analysis of works projects
E-learning and classroom training on prevention and safety
Training under the CaixaSegura Programme
Analysis of answers to questionnaire in the branch network on satisfaction with safety
Ergonomics studies
Full and partial drills in buildings
Safe visit concept (visit to inform new residents on basic emergency procedures)

The Prevention, Safety and Business Continuity Office's quality management system obtained ISO 9001:2008 certification in 2010 and it continued to incorporate OHSAS 18001 best practices in its activities.

In recent years, due to global warming, there has been an increase in extreme weather phenomena, such as storms, forest fires and cyclones, with a significant impact on people.

The GPS is aware of the risks to which CGD employees may be exposed and has distributed information on what to do in the event of a disaster or serious accident.

CAIXA SEGURA (SAFE CAIXA) AREA

The Caixa Segura area was set up in the head office building for the prevention and safety of people and property. It is an excellent place for training on self-protection measures, sharing knowledge on safety measures for all CGD employees and their families and external employees providing services in CGD buildings.

Regular prevention and emergency plans have been developed in the Caixa Segura area, during which all kinds of assessments are made of the safety conditions at CGD, including drills.

In September 2010, CGD held an evacuation drill at its head office building on Avenida João XXI and its Avenida 5 de Outubro building in Lisbon, and in Évora, as part of its Business Continuity Plan. For the first time the fire brigade, the police force, INEM (ambulance service) and Criminal Police played active roles and interacted under the integrated protection and rescue system. CGD's Business Continuity Plan was implemented and employees were moved to an alternative location.

In 2010, the GPS processed the results of the safety satisfaction survey conducted in the CGD branch network in 2009. The response rate was around 89%, which was much higher than in 2006 (55%). The conclusions indicate that:

- The branches are satisfied with the safety conditions and greater proximity that they feel in interaction with the Protection and Safety Office, especially thanks to its willingness to receive suggestions from employees on prevention and safety matters;
- The branches are more aware of the importance of the issue, which helped improve performance (for example, false alarms went down from 911 to 396 a month);
- Visits to the office's intranet page increased and successful e-learning training and the Safety Guide taught employees more about robbery, theft and hold-ups;
- The need to hold prevention and safety events more often and to continue to improve the information provided by the office was regarded as an opportunity for improvement.

Following the survey, in 2010 the GPS gave training to meet the needs identified, including:

- E-learning "Prevention and Safety " course;
- Awareness-raising of the need to reduce false alarms;
- Drafting of emergency and prevention plans included in the Safety Guide;
- Publication of internal service orders (OS 30/2008 - Safety Managers and OS 25/2009 - Safety Procedures at Branches);
- An ergonomic study on the installation of banknote recyclers at the counter, resulting in the elimination or minimisation of risk at source.

The GPS belongs to the Advisory Committee of UNICRI (United Nations Interregional Crime and Justice Research Institute).

CGD belongs to the UNICRI Portugal technical coordination team. UNICRI was founded in 1968 to assist intergovernmental, governmental and non-governmental organisations to draft and implement better policies for crime prevention and criminal justice. UNICRI's programmes foster national self-sufficiency and institutional capacity-building by providing a one-stop service offering expertise on the prevention of crime and criminal justice problems. It subscribes to the UN Global Compact's Ten Principles.

American businessman
Independent presidential candidate



OUR CUSTOMERS, PRODUCTS AND SERVICES

5 > OUR CUSTOMERS, PRODUCTS AND SERVICES



As the leading institution in the Portuguese financial system, CGD has met the challenges facing it by making decisions based on ethical, economically rational criteria designed to contribute to a more balanced and sustainable society.

AT ITS BRANCHES and Caixa Empresas offices CGD offers a vast range of products and services for corporate and private customers.

TABLE 18 > CGD'S PRODUCTS AND SERVICES

PRIVATE CUSTOMERS	COMPANIES
Deposits and investments	Deposits and investments
Cards	Cash-flow support
Home solutions	Cards
Insurance	Insurance
Car solutions	Car solutions
Investment solutions	ML-term credit
Personal loans	Sector-specific products
CaixaDirecta service	Oferta Ibérica (Iberian Offer)
Caixa Mais service	International business
	Caixa e-banking service

In 2010, CGD committed to stepping up its proposals of value, strengthening service and quality models and creating customer loyalty and satisfaction.

It continued to implement its strategic plan for 2008/2010 and provided the following support:

1. To non-financial companies in general and small and medium-sized enterprises (SMEs) in particular by granting credit and financing investment, venture and development capital, investment and restructuring funds and project finance, among others;
2. To the export sector and companies' international expansion through lines of credit and stimulation of trade finance;
3. To entrepreneurship and the capitalisation of companies;
4. To increasing competitiveness based on productivity, innovation, technology and brands;
5. To restructuring, associations and formation of company production and distribution networks.

5. 1 INNOVATIVE, ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE PRODUCTS AND SERVICES

Through its sustainability policy, CGD has committed to creating financial solutions that facilitate access to environmentally and socially responsible products and services and including these components in existing solutions.

CGD COMMITMENTS

Environmentally and socially responsible products and services

Creation of new environmentally and socially responsible products and services

DONE 2010

Inclusion of an environmental and/or social component in existing ones

DONE 2010

ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE PRODUCTS AND SERVICES

Since 2007, CGD has had a strategic climate change programme, the Caixa Carbono Zero Programme (see Chapter 6). One of the fundamental aspects of this programme, business, entails the introduction or maintenance of financial products and solutions that foster the use of technologies and low-carbon behaviours.

CGD offered the following important financial solutions in 2010:

- › **CAIXA CARBONO ZERO CARD:** this is a credit card that facilitates access to low-carbon goods and services and offers carbon credits to its customers. The card favours electronic communication, is made of recyclable, chlorine-free plastic and offsets unavoidable emissions resulting from its production (www.cartaocaixacarbonozero.cgd.pt).
- › **CRÉDITO PESSOAL ENERGIAS RENOVÁVEIS (RENEWABLE ENERGY PERSONAL LOANS):** these loans facilitate the purchase of technologies for generating energy from renewable sources. This solution finances the purchase and installation of wind, solar thermal or photovoltaic or other collectors and support equipment or connection to existing devices.
- › **CAIXA EMPRESAS ENERGIAS RENOVÁVEIS (CAIXA COMPANY RENEWABLE ENERGY):** this is a medium- to long-term financial solution to finance investments in improving energy efficiency, the use of solar thermal energy and microgeneration (solar, hydroelectric and wind). It also helps to reduce dependence on outside energy and increase the competitiveness of the national economy.

In 2010, CGD started the Energias Renováveis (Renewable Energy) Campaign to advertise products financing the purchase of renewable energy equipment for private and business customers (wind, solar thermal or photovoltaic or other collectors). The aim of the campaign was to foster energy efficiency and thereby encourage energy savings and more responsible use of the planet's resources.

Pursuant to the National Energy Efficiency Action Plan - Portugal Efficiency 2015, which encompasses 12 programmes (Council of Ministers Resolution 80/2008 with the support of Agência para a Energia) and focuses on different levers for energy efficiency, CGD introduced a product offer for technologies in services and the residential area in partnership with EDP. They are Renováveis na Hora (Renewables Now) and Programa Solar (Solar Programme), designed to help replace non-renewable by renewable energy consumption and facilitate access to micro-generation and solar heating.

The table below shows the main products and services with environmental benefits and their values for 2010.

TABLE 19 > MONETARY VALUE OF PRODUCTS AND SERVICES WITH ENVIRONMENTAL BENEFITS BY LINE OF BUSINESS

LINE OF BUSINESS	PRODUCT OR SERVICE	DESCRIPTION AND PURPOSE	VALUE (EUR)
RETAIL BANKING	Card	CAIXA CARBONO ZERO CARD The only card that offsets CO2 emissions by foresting areas in mainland Portugal, such as Tapada Nacional de Mafra (Floresta Caixa Carbono Zero).	Value of transactions in 2010 ⁽¹⁾ 1,919,000
	Personal loans	CRÉDITO PESSOAL ENERGIAS RENOVÁVEIS Loans on special conditions for private customers wishing to buy renewable energy generating equipment, finance for purchase and installation of wind, solar thermal or photovoltaic or other collectors, heat pumps and support equipment or connection to existing devices	Loans granted in 2010 14,403,000

(1) Sum of debit and credit transactions with cards

TABLE 19 > MONETARY VALUE OF PRODUCTS AND SERVICES WITH ENVIRONMENTAL BENEFITS BY LINE OF BUSINESS – CONT.

LINE OF BUSINESS	PRODUCT OR SERVICE	DESCRIPTION AND PURPOSE	VALUE (EUR)
RETAIL BANKING	Personal loans	CRÉDITO PESSOAL ENERGIAS RENOVÁVEIS BP Finance of purchase and installation of solar thermal collectors (solar panels)	Loans granted in 2010 65,000
	Personal loans	CRÉDITO PESSOAL ENERGIAS RENOVÁVEIS EFACEC Finance of purchase and installation of solar thermal or photovoltaic collectors under an agreement with EFACEC.	Loans granted in 2010 231,000
	Loans to companies	CAIXA EMPRESAS - ENERGIAS RENOVÁVEIS This solution fosters companies' investments in renewable energy –wind, hydroelectric and solar thermal and photovoltaic. Eligible investments are aimed at microgeneration, energy saving and the installation of energy generating facilities.	Loans granted in 2010 58,000
	Loans to companies	EIB LINES - INVESTMENT IN ENVIRONMENTAL COMPONENTS / EIB LINES MIDCAP I Supporting investments in environmental sustainability projects, such as quality of life, the environment and energy saving and efficiency	Capital contracted 31-12-2010 2,647,000
	Loans to companies	EIB LINES - INVESTMENT IN ENVIRONMENTAL COMPONENTS / EIB LINES III AND XIV Supporting investments in energy saving and environmental protection projects	Loans granted in 2010 7,767,000
	Loans to companies	ENERGIA RENOVÁVEL 2010/QREN-PME (RENEWABLE ENERGY 2010 / NSRF-SMES) Supporting investments by SMEs or ENI with certification in any mainland NUTS II region (except Lisbon) in the installation of solar thermal systems: water heating, HVAC and passive environment associated with installation (e.g. thermal insulation and solar factor correction in windows)	Loans granted in 2010 14,529,000

TABLE 19 > MONETARY VALUE OF PRODUCTS AND SERVICES WITH ENVIRONMENTAL BENEFITS BY LINE OF BUSINESS – CONT.

LINE OF BUSINESS	PRODUCT OR SERVICE	DESCRIPTION AND PURPOSE	VALUE (EUR)
RETAIL BANKING	Loans to private customers and companies	CRÉDITO PESSOAL - ENERGIAS RENOVÁVEIS SLB AGREEMENT Finance of purchase and installation of solar thermal and photovoltaic equipment (microgeneration) for private customers with a CGD Benfica credit card or Carbono Zero card and organisations indicated by SLB	Loans granted in 2010 41,000
	Loans to private charities and sports associations in the public interest	ENERGIA RENOVÁVEL 2010/QREN - IPSS/ADUP (RENEWABLE ENERGY 2010 / NSRF - PRIVATE CHARITIES AND SPORTS ASSOCIATIONS) Support for these institutions and associations in the rational use of energy and environmental and energy efficiency in collective facilities	Loans granted in 2010 0
ASSET MANAGEMENT	FEI Aberto Caixagest Energias Renováveis (Caixagest Open Special Renewable Energy Investment Fund)	FEI ABERTO CAIXAGEST ENERGIAS RENOVÁVEIS This special investment fund only invests in renewable energy and related activities. Its aim is to provide investors with access to a diversified portfolio of assets directly or indirectly associated with renewable energy, environmental quality and carbon assets.	Amount under management 31-12-2010 37,000
INVESTMENT BANKING	Venture capital fund	FUNDO DE CAPITAL DE RISCO ENERGIAS RENOVÁVEIS – CAIXA CAPITAL (RENEWABLE ENERGY VENTURE CAPITAL FUND - CAIXA CAPITAL) CGD has a fund for investment in companies with high development potential as a way of benefiting from their appreciation. They operate in the generation of electricity from renewable energy sources	CGD's investment in 2010 3,420,000
	Project Finance	PROJECT FINANCE CGD finances projects that help improve global environmental sustainability conditions	CGD's investment in 2010 165,497,000

SOCIALLY RESPONSIBLE PRODUCTS AND SERVICES

CGD offers a number of socially responsible products and services designed not only to boost economic activity and create wealth but also to combat social exclusion.

CGD has a commercial range suited to the needs of different customer segments, such as:

> YOUNG PEOPLE

In 2010, as part of its acknowledged mission to contribute towards young people's development, CGD combined a banking and an educational component and offered specific products aimed at long-term saving (Caixa Pop Net Products), at attractive rates for savings accounts.

CGD launched the Regresso às Aulas (Back to School) Campaign in September and October 2010, based on the principle of closer contact of young people with the management of their cash and savings. It entailed raising awareness of the need for long-term savings and the use of cards appropriate to their holders' ages that keep up with them as they grow.

The saving function of the LOL and LOL Júnior cards allows them not only to manage small budgets but also to save unspent parts of their allowance and transfer them regularly to savings accounts.

> UNIVERSITIES AND UNIVERSITY STUDENTS

In 2010, CGD was once again a leading business partner of most of the higher education institutions in Portugal, accounting for more than 280,000 students and faculty, with the Caixa Universidade Politécnico (Caixa University Polytechnic) or CUP Card.

As a bank that fosters knowledge, CGD continued its Nova Época Universitária Campaign (New University Year Campaign), with the slogan "Caixa Does it for You" based on agreements with higher education institutions to issue ID cards for the academic population, with or without a banking component.

Crediformação, a student loan solution, was behind a special campaign waged from June to October, with a prize draw.

Under an agreement with Associação Académica de Coimbra, CGD introduced its Cartão Caixa Académica (Caixa Academic Card), which is free and exclusive to Coimbra University students.

CGD also developed the Caixa Jovem Empreendedor (Caixa Young Entrepreneur) solution for financing the purchase of equipment and other investment components necessary to start up or expand small businesses.

> CAIXA ACTIVA (ACTIVE CAIXA)

In 2010, CGD stepped up its Caixa Activa Solution for customers aged over 55. In March, it introduced Activo PC Sénior (Active PC Senior), an innovative digital inclusion project for the senior population, in partnership with Microsoft, Rede Universidades de Terceira Idade (RUTIS) and Inforlândia, in order to increase senior citizens' involvement in new information and communication technology.

This pioneering initiative facilitates the digital inclusion of the senior population. It includes a website with information, software and computers specially configured for this age group.

CGD used specific media to increase communication with this customer segment:

- > A monthly newsletter;
- > The quarterly *Caixa Activa* magazine that fosters 55+ quality of life;
- > Microsite (<http://www.cgd.pt/site/caixactiva/Pages/Caixactiva.aspx>);
- > Events at branches, called Hora Caixa Activa (Caixa Active Hour), including cardiovascular screening and a Grandparents Day excursion.

CGD COMMITMENTS

Finance PC Caixa Activa

For senior citizens: Fight their info-exclusion

DONE 2010

> EMIGRANTS

In 2010, CGD stepped up communication with the emigrant segment and developed a new microsite <http://residentes-noestrangeiro.cgd.pt> for customers living abroad. The idea is to inform them of its range of specific financial solutions and provide an agenda of CGD initiatives for emigrant communities. It also has a section with useful links on tourism, official bodies, etc.

CGD also distributes *Caixa no Mundo* magazine to around 60,000 Portuguese in different countries.

> IMMIGRANTS (CGD/CNAI)

With this segment in mind, CGD has a branch at Centro Nacional de Apoio ao Imigrante (CNAI) in Anjos in Lisbon. This immigrant support centre is sponsored by the Alto Comissariado para a Imigração e Minorias Étnicas (ACIME - High Commission for Immigrants and Ethnic Minorities) and receives and integrates foreign residents in Portugal. It is a kind of one-stop shop with public bodies and companies offering certain services.

> LINES OF CREDIT

In 2010, CGD continued to consolidate its permanent range of lines of credit:

PARES LINE OF CREDIT: to finance investment projects in the Programa de Alargamento da Rede de Equipamentos Sociais (Programme to Extend the Social facility Network - PARES) submitted by private charities or similar organisations (agreement with Instituto de Segurança Social, I.P. (ISS)).

TOURISM LINE OF CREDIT: to fund investment projects in the tourism sector, including converting existing economically and financially viable complexes that, on the basis of the priorities set out in the National Strategic Tourism Plan, help improve quality, innovation and competitiveness of Portuguese tourism.

LINE OF CREDIT FOR VOCATIONAL SCHOOLS: to promote business relations with owners of vocational schools, given the size and importance of the education sector (under the Programa Operacional do Potencial Humano (POPH - Operational Human Potential Programme)).

In addition to these, CGD also set up a special **2010 LINE OF CREDIT FOR THE AGRICULTURE AND LIVESTOCK SECTORS**, for investments and to boost working capital in these sectors.

It also set up **LINES OF CREDIT FOR THE RECONSTRUCTION OF MADEIRA**, to help companies and sole traders affected by the storms in the region in 2010.

> REAL ESTATE HOME LEASE INVESTMENT FUNDS

These investment funds (FIIAH) consist of financial instruments set up by Law 64-A/2008 – State Budget for 2009 and regulated by Ministerial Order 1553-A/2008 to stimulate the residential lease market.

CGD has an FIIAH called Caixa Arrendamento (Caixa Lease), which has a social aspect allowing families in financial hardship to stay in their permanent residence by replacing their mortgage contract with a lease agreement.

> CARD PARTNERSHIP PORTAL

Furthermore, in February 2010 CGD set up a portal that lists all its card partners, www.parceriascartoes-cgd.com. The portal also gives corporate customers the opportunity to become partners in the initiative and communicate with around one million CGD card holders. It will be a useful, effective tool for partners to boost their own business and strengthen their business relationship with CGD.

> MINIMUM BANKING SERVICES

In 2000, the state set up a mechanism for access to low-cost minimum banking services provided voluntarily by financial institutions. CGD joined right from the start and on 14 March 2000 signed an agreement with the government and Banco de Portugal regarding access to minimum banking services, regulated by Decree-Law 27-C/2000 of 10 March.

These services comprise a current account with a passbook and debit card at costs that include charges and cannot exceed 1% of the national minimum wage. They are designed to combat the fact that not having a bank account is an obstacle to obtaining goods and services and that this may contribute to social exclusion, an important issue in the current socio-economic scenario.

This and other important products and services that help minimise negative social impacts are described below, along with their figures for 2010.

TABLE 20 > MONETARY VALUE OF PRODUCTS AND SERVICES WITH SOCIAL BENEFITS BY LINE OF BUSINESS

LINE OF BUSINESS	PRODUCT OR SERVICE	DESCRIPTION AND PURPOSE	VALUE (EUR)
RETAIL BANKING	Cards	CAIXA FÃ CARD Enables users to finance charities and NGOs	
		FUNDAÇÃO ALENTEJO CARD For customers wishing to help Fundação Alentejo and contribute to projects that are socially important to Alentejo and its inhabitants (part of the card's annual fee goes to Fundação Alentejo)	
		CAIXA UNIVERSIDADE POLITÉCNICO (CUP) CARD A debit card for students in higher education that replaces several cards and offers discounts on a variety of cultural activities	
		ISIC CARD Credit and ID card for students in higher education offering discounts on health, sports and IT products, for example	
		ISIC DD CARD Credit and ID card for students in higher education offering discounts on health, sports and IT products, for example	Amount spent in 2010 ⁽¹⁾ 2,102,000
		ITIC CARD Credit card with official recognition of teacher status offering discounts and benefits	
		LOL JÚNIOR CARD Enables parents or guardians to closely monitor their children's financial needs and teach them about finance and savings	
		HPP SAÚDE CARD Gives holders access to discounts and special conditions in HPP Saúde units.	
		CARTÃO LEVE (LIGHT CARD) Associated with the permanent Leve PPR (light retirement savings account) solution	

(1) Sum of debit and credit transactions with cards

TABLE 20 > MONETARY VALUE OF PRODUCTS AND SERVICES WITH SOCIAL BENEFITS BY LINE OF BUSINESS — CONT.

LINE OF BUSINESS	PRODUCT OR SERVICE	DESCRIPTION AND PURPOSE	VALUE (EUR)
RETAIL BANKING	Current accounts	MINIMUM BANKING SERVICES Access, on signing of a contract, to deposits, holder status and debit and credit of a current account with a passbook and debit card	No. live accounts on 31 December 2010 320,000
	Private customers' deposits	CAIXA POUPANÇA RUMOS (CAIXA DIRECTIONS SAVINGS) A term deposit for customers with 60% disability or more, in which those with balances above 10,000 euros are entitled to a year's home assistance	Balance of deposits on 31-12-2010 923,000
	Personal loans	CRÉDITO PESSOAL AO CONSUMO — OFERTA CAIXA ACTIVA (LOANS FOR PERSONAL SPENDING — CAIXA ACTIVA OFFER) Purchase of general consumer goods or services and investment opportunities for customers to meet their needs, including renewable energy	Loans granted in 2010 346,290,000
	Loans to companies	LINE OF MICROCREDIT Finances the purchase of equipment or components for projects in any area	Loans granted in 2010 636,000
	Loans to companies	MICROINVESTE AND INVEST+ LINES OF CREDIT To support entrepreneurship and the creation of self-employment	Loans granted in 2010 2,585,000
ASSET MANAGEMENT	Investment fund	CLOSED REAL-ESTATE INVESTMENT FUND FOR HOME LEASE - CAIXA ARRENDAMENTO This fund is specially designed for investment in property for home lease in order to reduce household expenses in the current financial market scenario and stimulate the urban property rental market in Portugal	Amount under management on 31-12-2010 40,696,000
	Investment fund	CAIXA IMOBILIÁRIO FIIAH - CLOSED REAL-ESTATE INVESTMENT FUND FOR HOME LEASE This fund is specially designed for investment in property for home lease in order to reduce household expenses in the current financial market scenario and stimulate the urban property rental market in Portugal	Amount under management on 31-12-2010 50,452,000

TABLE 20 > MONETARY VALUE OF PRODUCTS AND SERVICES WITH SOCIAL BENEFITS BY LINE OF BUSINESS — CONT.

LINE OF BUSINESS	PRODUCT OR SERVICE	DESCRIPTION AND PURPOSE	VALUE (EUR)
INVESTMENT BANKING	Investment fund	EMPREENDER MAIS (ENTREPRENEUR PLUS) VENTURE CAPITAL FUND – CAIXA CAPITAL CGD has a fund dedicated to pursuing investment opportunities associated with entrepreneurship, innovation and sustainability	CGD investment in 2010 1,380,000
	Project Finance	PROJECT FINANCE CGD finances projects that help improve overall social sustainability conditions	CGD investment in 2010 88,467,000

5. 2 CGD – SMES' TRUSTED PARTNER

In order to consolidate its strategic vision for 2008-2010, CGD made Portuguese companies its active partners and continued to make a solid contribution to economic development and increase the competitiveness, capacity for innovation, exports and international expansion of Portuguese companies.

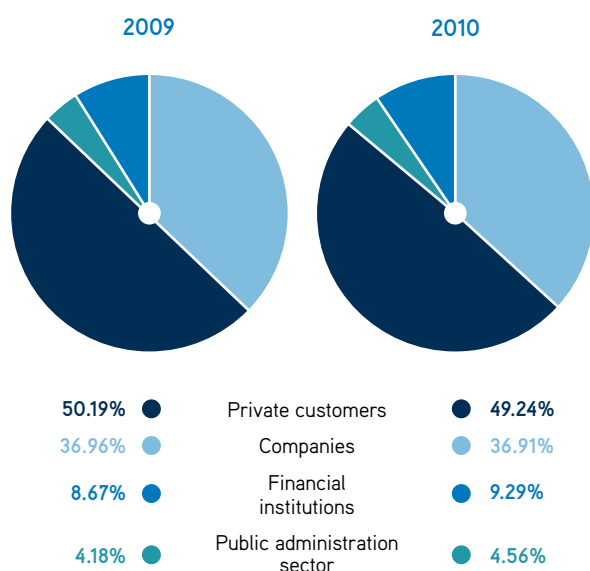
CGD offers Serviço Caixa Empresas and has the largest network specialising in SMEs with nationwide coverage:

- > Network of Caixa Empresas offices for medium-sized companies;
- > Serviço Caixa Empresas at its branch network for micro and small companies.

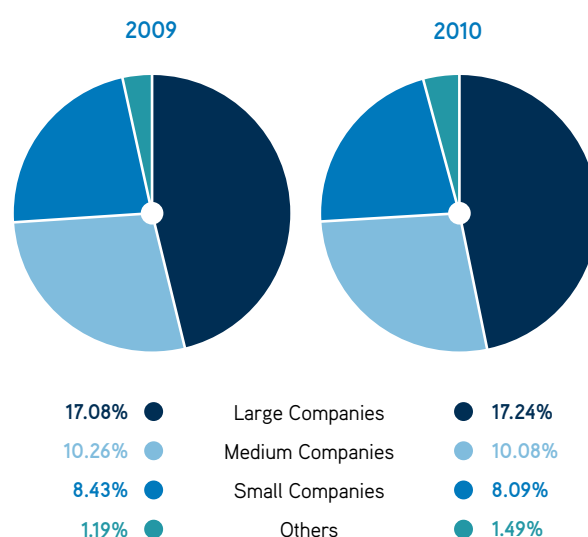
TABLE 21 > CREDIT GRANTED BY TYPE OF CUSTOMER (EUR)

	CREDIT GRANTED AS AT 31 DECEMBER 2009	CREDIT GRANTED AS AT 31 DECEMBER 2010	VARIATION 09/10
COMPANIES	24,780,000	25,559	3%
Large companies	11,451,000	11,937,000	4%
Medium companies	6,876,000	6,981,000	2%
Small companies	5,655,000	5,606,000	-1%
Others	798,000	1,034,000	30%
PRIVATE CUSTOMERS	33,647,000	34,103,000	1%
PUBLIC ADMINISTRATION SECTOR	2,801,000	3,161,000	13%
FINANCIAL INSTITUTIONS	5,816,000	6,432,000	11%
TOTAL	67,044,000	69,254,000	3%

GRAPH 12 > CREDIT GRANTED BY TYPE OF CUSTOMER (%)



GRAPH 13 > CREDIT GRANTED BY SIZE OF COMPANY (%)



CGD's commitment to supporting the national economy entailed maintaining its share of credit granted to companies and the public administration sector. The private segment still carries the most weight in total credit.

In 2010, small and medium-sized companies continued to account for the largest share of loans granted by CGD in terms of size of business.

TABLE 22 > CREDIT GRANTED BY BUSINESS SECTOR (EUROS)

	CREDIT GRANTED AS AT 31 DEC. 2009	% OF CREDIT GRANTED AS AT 31 DEC. 2009	CREDIT GRANTED AS AT 31 DEC. 2010	% OF CREDIT GRANTED AS AT 31 DEC. 2010
Agriculture, stockbreeding, hunting, forestry and fisheries	339,580,000	0.51%	373,270,000	0.52%
Extractive industry	460,699,000	0.69%	472,767,000	0.66%
Manufacturing	2,960,196,000	4.41%	3,177,421,000	4.44%
Electricity, water and gas	1,260,122,000	1.88%	1,319,872,000	1.84%
Construction	5,952,307,000	8.87%	5,351,155,000	7.48%
Wholesale and retail trade, repair of vehicles, motorcycles, and personal and domestic goods	2,788,271,000	4.16%	2,693,594,000	3.76%
Accommodation and catering	733,717,000	1.09%	737,602,000	1.03%
Transport, storage and communications	1,127,350,000	1.68%	1,429,596,000	2.00%
Financial activities	6,986,829,000	10.41%	9,430,953,000	13.18%
Real estate activities	3,119,229,000	4.65%	3,258,964,000	4.55%
Other activities	984,691,000	1.47%	1,385,687,000	1.94%

TABLE 22 > CREDIT GRANTED BY BUSINESS SECTOR (EUROS) – CONTINUATION

	CREDIT GRANTED AS AT 31 DEC. 2009	% OF CREDIT GRANTED AS AT 31 DEC. 2009	CREDIT GRANTED AS AT 31 DEC. 2010	% OF CREDIT GRANTED AS AT 31 DEC. 2010
Public administration, defence and social security	3,235,475,000	4.82%	3,860,267,000	5.39%
Education	120,920,000	0.18%	167,718,000	0.23%
Health and social security	396,825,000	0.59%	474,925,000	0.66%
Other collective social and personal activities and services	952,321,000	1.42%	1,092,528,000	1.53%
Families with domestic employees	107,000	0.00%	476,000	0.001%
International organisations and other extraterritorial bodies	311,000	0.00%	7,000	0.000%
TOTAL	31,418,952,000	46.83%	35,226,800,000	49.23%

In 2010, as in previous year, credit to companies was mainly to finance activities in the service sector.

TABLE 23 > DEPOSITS BY TYPE OF CUSTOMER (EUR)

	2009	2010	VARIATION 09/10
CURRENT ACCOUNTS	16,134,000	15,669,000	-3%
COMPANIES	2,751,000	2,735,000	-1%
Large companies	461,000	390,000	-15%
Medium companies	545,000	528,000	-3%
Small companies	1,716,000	1,770,000	3%
Others	29,000	48,000	66%
PRIVATE CUSTOMERS	10,087,000	10,515,000	4%
PUBLIC ADMINISTRATION SECTOR	1,856,000	1,367,000	-26%
FINANCIAL INSTITUTIONS	1,439,000	1,051,000	-27%

TABLE 23 > DEPOSITS BY TYPE OF CUSTOMER (EUR) — CONTINUATION

	2009	2010	VARIATION 09/10
TERM DEPOSITS AND SAVINGS ACCOUNTS	30,923,000	30,674,000	-1.00%
COMPANIES	2,463,000	2,706,000	10%
Large companies	442,000	901,000	104%
Medium companies	527,000	489,000	-7%
Small companies	1,466,000	1,266,000	-14%
Others	28,000	48,000	71%
PRIVATE CUSTOMERS	26,672,000	26,324,000	-1%
PUBLIC ADMINISTRATION SECTOR	337,000	302,000	-10%
FINANCIAL INSTITUTIONS	1,452,000	1,343,000	-8%
STRUCTURED DEPOSITS	1,483,000	1,658,000	12%
COMPANIES	40,000	41,000	3%
Large companies	0	0	0%
Medium companies	2,000	2,000	0%
Small companies	37,000	38,000	3%
Others	0	0	0%
PRIVATE CUSTOMERS	1,443,000	1,617,000	12%
PUBLIC ADMINISTRATION SECTOR	0	0	0%
FINANCIAL INSTITUTIONS	0	0	0%
MANDATORY DEPOSITS	555,000	304,000	-45%
COMPANIES	184,000	120,000	-35%
Large companies	33,000	18,000	-45%
Medium companies	32,000	22,000	-31%
Small companies	104,000	71,000	-32%
Others	15,000	9,000	-40%
PRIVATE CUSTOMERS	325,000	152,000	-53%
PUBLIC ADMINISTRATION SECTOR	42,000	25,000	-40%
FINANCIAL INSTITUTIONS	4,000	7,000	75%

TABLE 23 > DEPOSITS BY TYPE OF CUSTOMER (EUR) – CONTINUATION

	2009	2010	VARIATION 09/10
TOTAL DEPOSITS – DOMESTIC ACTIVITY	49,095,000	48,305,000	-2%
COMPANIES	5,438,000	5,602,000	3%
Large companies	936,000	1,309,000	40%
Medium companies	1,106,000	1,041,000	-6%
Small companies	3,323,000	3,145,000	-5%
Others	72,000	105,000	46%
PRIVATE CUSTOMERS	38,527,000	38,608,000	0%
PUBLIC ADMINISTRATION SECTOR	2,235,000	1,694,000	-24%
FINANCIAL INSTITUTIONS	2,895,000	2,401,000	-17%

In 2010, CGD undertook a number of initiatives to support companies and entrepreneurs with high quality products and services, in particular by proactively setting multi-use limits for cash-flow management and also by supporting international expansion and exporting companies in the domestic market and the markets where CGD operates, thereby contributing to the growth of the national economy.

The following are the most important CGD initiatives for this segment:

FIGURE 12 > CGD INITIATIVES FOR SMES



In addition to its permanent products and services, CGD continued to foster investment with solutions and lines of credit for SMEs, such as:

PME INVESTE (SME INVEST)

CGD has participated in all the PME Investe lines, those of the highest strategic national importance being PME Investe VI/ PME Investe VI Amendment – Endowment Exporters, with specific endowments of 450 and 500 million euros, respectively. These lines are for exporters and finance investments in fixed assets (new investment), reinforcement of working or permanent capital or settlement of debts to the tax authority or Social Security.

CAIXA EMPRESAS ENERGIAS RENOVÁVEIS

With finance of up to 100% of the total investment at highly competitive rates and flexible maturities, including subsidies under the NSRF incentive system for SMEs and private charities or sports associations in the public interest, CGD makes it possible to reduce energy bills and CO2 emissions and offers insurance on advantageous conditions suited to each company's activity.

LINES FROM THE EUROPEAN INVESTMENT BANK (EIB), ESPECIALLY

- > **EIB XV** for SMEs and other entities to finance projects in the EU supporting production, urban renewal, infrastructure, environmental protection, energy saving or information technology;
- > **MIDCAP I** to finance investment projects submitted by SMEs aimed at improving companies' productivity and competitiveness – innovation, renewable energy, energy efficiency, production factors, the environment and research and development.

LINES FROM THE CEB - COUNCIL OF EUROPE DEVELOPMENT BANK

- > Education and health to finance investment projects submitted by companies, private charities and similar organisations on attractive terms with extended maturities;
- > Education to support investment projects submitted by companies, local authorities, private charities and similar organisations, private and cooperative schools and other non-profit organisations working in education.

SOLUÇÃO CAIXA QREN (CAIXA NSRF) SOLUTION

To provide finance at competitive rates for components not eligible for SMEs Investe lines, such as the purchase of land, property and used goods and vehicles and Caixa PME Líder (Caixa SME Leader), with new products and special conditions in the form of credit and interest of surplus cash.

PUBLICITY CAMPAIGNS

At the same time, CGD participated in seminars organised by different bodies to publicise its products and services for SMEs. It also intensified campaigns to advertise its Caixa Empresas range.

In order to encourage innovation, CGD offers retail and catering companies a turnkey service for advertising their brands and services on its website and renewable energy solutions for the restaurant and hotel sector, such as thermal solar power with specific funding and advantages associated with the Caixa Empresas Energias Renováveis Solution, and possible inclusion in the NSRF.

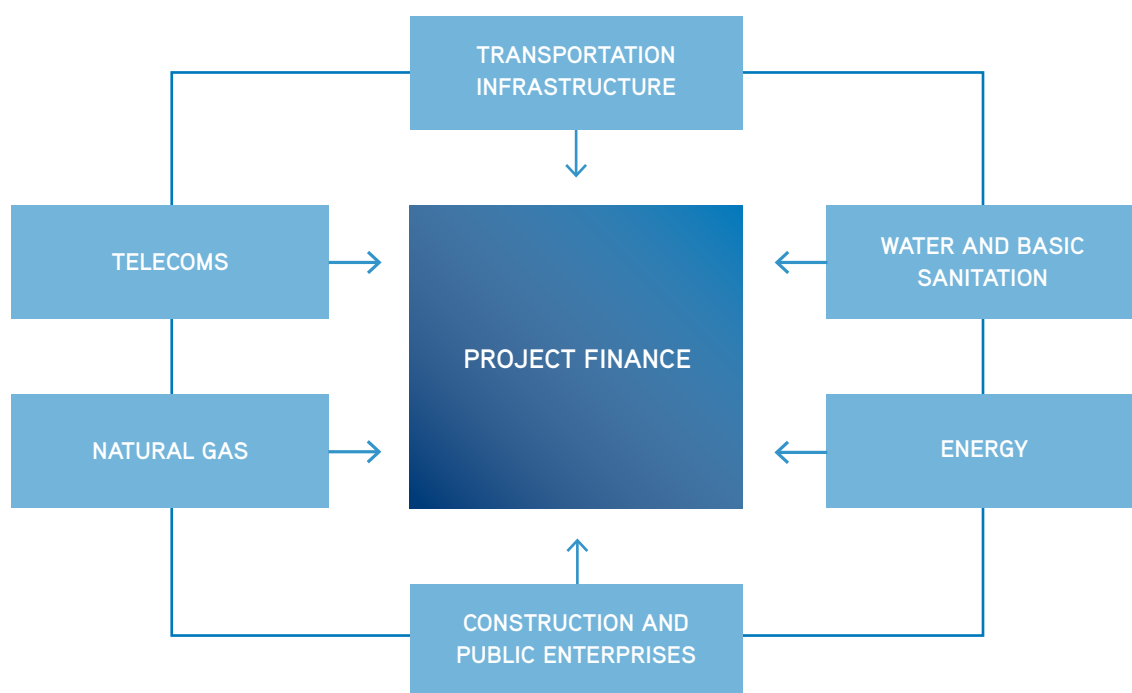
In 2010, CGD ran a campaign entitled "Caixa Empresas – Apoio à Exportação (Support for Exports)" with special focus on products and services provided to exporters and companies looking for international expansion and new markets.

5. 3

PROJECT FINANCE

Project finance at CGD is the responsibility of Caixa - Banco de Investimento, S.A (CaixaBI), which sets up and structures operations on a project risk basis. Its work ranges from assisting in the consolidation of ideas to monitoring projects and it operates in the following sectors:

FIGURE 13 > SECTORS - PROJECT FINANCE



In this context, CaixaBI's activity has an indirect impact on the environment, as a company that has supported companies by granting credit and also as an investor in the financial market.

The introduction of environmental and social criteria in soliciting and setting up operations and appraising environmental and social risks in the analysis of projects and candidate companies, as required by law, is an opportunity for CGD to raise its business customers' awareness of the importance of assessing environmental impacts and respecting human rights in their activities.

CaixaBI has played an important role in finance for environmental projects, such as wind farms, hydroelectric plants, other renewable energy sources, waste treatment and sewage systems, all projects with a huge environmental impact which are highly complex and very demanding at all levels, including approval and environmental monitoring.

The table below describes the projects in which CaixaBI was involved in 2010 and which warrant attention due to their size and role in improving overall sustainability conditions.

TABLE 24 > PROJECT FINANCE – MAIN PROJECTS 2010

PROJECT	DESCRIPTION	CGD GROUP'S CONTRIBUTION (EUR)
ENEOP – EÓLICAS FASE I Energy/ Portugal	Finance of 480 MW in 23 wind farms undertaken by Enernova (40%), Finerge (20%), TP (20%) and Generg (20%)	40,746,587
ÁGUAS DE CASCAIS Environment/Portugal	Finance of concession to operate municipal water mains and wastewater drainage system in the Cascais municipality for 25 years, granted to Água de Cascais, owned by AGS – Administração e Gestão de Sistemas de Salubridade (42.96%), AQUAPOR – Serviços (42.96%) and ORIENTE (14.08%)	31,272,953
ELOS Infrastructure/Portugal	Finance of project for the concession, construction, finance, maintenance and supply of railway infrastructures in the Poceirão/Caia section, as part of the high-speed line between Lisbon and Madrid and railway infrastructures in the Évora/Caia section of the conventional line between Sines and Caia, jointly called Poceirão-Caia Section	46,588,565
UTE Los Hornillos Environment/Spain	Refinance of concession for the construction, operation and maintenance of the urban solid waste recovery plant of the Community of Valencia, led by Sacyr	14,700,000
HOSPITAL VILA FRANCA (G. Infra-estrutura) + HOSPITAL VILA FRANCA (G. Hospitalar) Health/ Portugal	Finance of the two management companies of Vila Franca de Xira Hospital (responsible for the hospital building for 30 years and responsible for the establishment and its clinical component for an initial period of 10 years)	53,466,812
ECOSTEEL Environment/Portugal	Finance, with Itaú, of the purchase of water treatment assets from Thyssen by Foz do Brasil for their operation and maintenance for 13 years	32,188,841
Finance of schools owned by GRUPO CALVETE Education/Portugal	Refinance of the debt of GPS Educação e Formação by structuring the first finance as project finance in education in Portugal. GPS Educação e Formação, which belongs to Grupo Calvete, owns 19 schools with 10,000 pupils and students at different levels of education	35,000,000

At international level, CaixaBI participated in projects that will contribute to the sustainable development of emerging societies. It undertook the following operations in Angola, Mozambique and Brazil:

› **TETE BRIDGE CONCESSION**

Financial consultancy to the consortium led by Ascendi and Soares da Costa;

› **MAPUTO-CATEMBE-PONTA DO OURO CONCESSION**

Financial consultancy to the consortium led by Ascendi and Visabeira;

› **MOAMBA COMBINED CYCLE PLANT**

Financial consultancy to a project led by EDM;

› **MAPUTO THERMAL POWER STATION**

Financial consultancy to a project led by EDM;

› **ZAV PROJECT**

Financial consultancy to Empark in the bidding process for the car park concession in São Paulo;

› **EMBRAPORT PROJECT**

Participation in the structuring and financing of a port in Santos, in which Grupo Odebrecht and the Dubai Ports World Group were the key shareholders;

› **GRUPO PROCME**

Financial consultancy in an auction of electricity transmission lines in São Paulo in December.

FIGURE 14 > OPTIMISATION OF CUSTOMER RELATIONS



5. 4 CUSTOMER RELATIONS

Customer satisfaction is a priority for CGD. In 2010, it continued to work towards ongoing improvement in excellence of service and maximisation of customer satisfaction.

CGD has been using mechanisms to optimise customer relations:

RULES ON TRANSPARENCY IN CUSTOMER RELATIONS

CGD fosters long-term relationships with its customers by consolidating its presence in families' life cycles and it promotes social development through the principles of a healthy, culturally enriched life and safe, responsible financial management. CGD therefore fully complies with the legal and regulatory requirements on information, especially:

CODE OF CONDUCT

Ethical conduct in business is an extremely important factor in the development and growth of companies in general and financial institutions in particular. It brings countless benefits such as customer attraction and loyalty, satisfaction of internal and external stakeholders' needs, differentiation and consolidation of reputations, gains in efficiency in production processes or prudent risk management.

CGD's complaint management policy

At CGD, customers' complaints and suggestions are an excellent way of improving quality of service from a dual perspective - responding substantively and solving the problem and identifying and adopting more appropriate procedures in the future.

FRAMEWORK CONTRACT

Pursuant to the Payment Services Directive, CGD has new general conditions on the opening of accounts and provision of services to its costumers. The aim of the changes is to set out a new customer relations model, improve clarity and quality of information and make sure they know their rights.

BROKERAGE CONTRACT

The general conditions in CGD's brokerage contract regulate its service and investments in financial instruments, such as the reception and transmission of orders, execution of orders and the registration and deposit of financial instruments.

EXTRAJUDICIAL SETTLEMENT OF DISPUTES

Without prejudice to resorting to the complaint settlement methods set out in its complaint management policy or to legal means, CGD offers its customers the opportunity to use extrajudicial channels to complain and settle disputes arising from payment services.

BANK MOBILITY

The idea of mobility of banking services is to facilitate national payment transfers from your current account to another bank quickly and easily. In recent years, there has been increasing mobility between private customers at the different banks, in view of changes in their personal and working lives and new patterns of use of banking products. In order to facilitate this mobility and foster healthy competition between banks, the banking industry, including CGD, has adopted the Common Principles for Mobility of Banking Services in Portugal, to which Associação Portuguesa de Bancos subscribed.

RESPONSIBLE COMMUNICATION

As in previous years, in 2010 CGD's communications for marketing, advertising and promotion purposes and for sponsorship of financial products and services continued to provide all information required by law.

Where legal requirements in terms of ethics and deontology in advertising are concerned, CGD can be considered to be reinforcing its commitment to transparency and responsibility towards customers. It subscribes to and complies with the ICAP Code of Conduct and the European Voluntary Code of Conduct on Pre-contractual Information on Home Loans.

The issue and advertising of CGD's financial products and services are also governed by the following general principles (in accordance with Banco de Portugal Notice 10/2008):

PRINCIPLE OF IDENTIFICATION

- The institution responsible for the products and services advertised must be clearly identified.

PRINCIPLE OF VERACITY

- Advertising must be truthful and not distort the facts. Claims made about products and services must be accurate and verifiable at any time..

PRINCIPLE OF TRANSPARENCY

- All the necessary information must be provided for an informed, reasoned decision. No information necessary in each case for a proper evaluation of the characteristics advertised for a financial product or service may be omitted or disguised.

PRINCIPLE OF BALANCE

- Conditions of access and any restrictions or limitations must be given the same emphasis as the advertised characteristics of the financial product or service. No emphasis must be given to any potential benefits of brokerage or a financial instrument without also giving an accurate indications of any relevant risks.

PRINCIPLE OF CLARITY

- Customers must be clearly informed about all the features of the products offered and the prices of services provided and any other costs. Advertising must be written in clear, accessible language and avoid the use of technical terms and expressions unless they are well known. The information must be presented in such a way as to be understood by the general public.

The Compliance Office (GFC) is responsible for monitoring compliance with the requirements of legislation and other regulatory documents and performs this type of assessment for all products and services.



In the process of monitoring compliance of advertising and new products, the Compliance Office's main concern is that customers should be given all the information they need to make an informed, reasoned decision.

The office therefore checks all the advertising pieces in close collaboration with the departments responsible for the products and services advertised and with the Brand and Communication Department in a participative, dynamic process from the birth of the product to its promotion in a variety of media.

This ensures that CGD advertising meets legal and regulatory requirements with regard to information and transparency when selling financial products and services and abides by the principles of veracity, transparency, balance and clarity set out in the CGD Code of Conduct.

We believe that effective advertising that complies with these principles is a source of value for CGD, as it fosters lasting, trusting relationships with customers.

José António Varela
Compliance Office

An important set of rules has increased the duties of transparency in the sale of financial products and services. The idea is to standardise information given by credit institutions so that customers can assess and compare products correctly.

These duties are divided into three phases: advertising, pre-contractual and contractual information.

ADVERTISING > Banco de Portugal Notice 10/2008 introduced new duties to provide information and ensure transparency in advertising. CGD therefore gives the same emphasis to all information needed for a proper assessment of the product's characteristics, such as conditions of access and any restrictions and limitations.

PRE-CONTRACTUAL > Standardised information forms have been introduced this phase in order to provide all the information that the customer needs to make an informed decision.

CONTRACTUAL > These duties refer to mandatory information that must be set out in the contract and provided to the customer while it is in effect.

RENEGOTIATION OF DEBT

Where renegotiation of debt is concerned, CGD has set up mechanisms for the proactive negotiation of loans that are most likely to be defaulted on or become uncollectable.

Since 2008 (Decree-Law 171/2008 of 26 August), renegotiation of mortgage contracts has had simpler rules for bank customers.

All loan contracts for purchase, construction and building work in permanent or second homes, loans for rentals and to purchase land for construction are covered.

CAIXA MAIS SERVICE MODEL PERSONALISED CUSTOMER MANAGEMENT

The Caixa Mais service, which was introduced in 2010, represents a focus on the customer and change in the business relationship. It develops proximity and trust with customers. Today, CGD branches provide this service to around 180,000 customers.

Caixa Mais agents play a fundamental role in this service model and foster a closer, more attentive, lasting relationship of trust.

The idea behind the Caixa Mais service is:

- More service (as it belongs to a branch with properly coordinated customer care areas with a dedicated commercial assistant);
- More advantages (benefits due to higher commercial involvement);
- More convenience (more important contacts by commercial assistants and easier communication with the bank).

With the introduction of the Caixa Mais package and Caixa Mais service in 2010 (following the consolidation of CGD's new customer care model in previous years), a communication campaign was undertaken in May 2010 for the new model at CGD branches - the Caixa Mais "Quem é Mais Cliente Merece Mais" - The more involved customers are, the more they benefit" campaign.



The idea of the concept "Quem é Mais Cliente merece sempre Mais" was that people who are more involved with CGD deserve more advantages: more financial benefits (better conditions for products), more simplicity and convenience and more service (new customer care model at branches and Caixa Mais service).

The financial benefits grow as customers step up their relationship with CGD by buying products individually or in a package.

The Caixa Mais package and close ties are therefore two powerful tools for attracting new customers and strengthening the commercial relationship with those for whom CGD is not their main bank.

This strategy for attracting customers and cementing the relationship with them is based on key moments in customers' relations with CGD, such as opening their first account (new customers), opening a new account (existing customers) or applying for loans. This is when a hopefully lasting, rewarding and progressive relationship of mutual trust begins or is renewed.

Saborida Alves
Marketing Department



More important than the personal aspect, which was highly rewarding at all levels in my case, is recognising that the project is of great strategic interest to CGD, as an increase in proactivity with customers means more, better business.

Lisandra Oliveira

Caixa Mais Commercial Assistant
(Castelo Branco branch)

The Caixa Mais project has brought customers closer in a personalised dynamic way and created a stable, trusting relationship, which means we can say that expectations have been exceeded. Ties have been created and the business benefits.

Fernanda Mendonça

Caixa Mais Commercial Assistant
(Lamego branch)

PROMOTING HIGH-QUALITY PROCESSES

Seeking to improve the quality of customer service is still a strategic priority for CGD.

The table below shows the goals, methods and main activities in 2010 to assess quality of service and improve customer satisfaction.

TABLE 25 > MAIN SERVICE QUALITY ASSESSMENT METHODS

GOALS	METHODS	MAIN ACTIVITIES IN 2010
To find out about behaviour and trends in bank services' customers and evaluate CGD's positioning	<ul style="list-style-type: none"> > Regular analyses and benchmarking of independent studies 	<ul style="list-style-type: none"> > Several ad-hoc analyses were conducted in 2010 > Three annual reports were produced
To assess quality of service, levels of satisfaction, customer loyalty, concepts and innovations	<ul style="list-style-type: none"> > Phone surveys > Mystery shoppers > On-line surveys > Focus Group > Postal surveys 	<ul style="list-style-type: none"> > 10 service quality assessment and customer satisfaction programmes > Assessment of Caixadirecta on-line > Assessment of Caixa e-banking

TABLE 25 > MAIN SERVICE QUALITY ASSESSMENT METHODS — CONTINUATION

GOALS	METHODS	MAIN ACTIVITIES IN 2010
To monitor results, share and recognise best practices in quality of service and identify and implement improvements	<ul style="list-style-type: none"> > Publication of results, rankings, best practices and opportunities for improvement > Quality dashboard > On-line reporting of results up to level of account managers and commercial assistants > Inclusion of results of training contents in the commercial network > Inclusion of results in performance management systems (commercial network and central departments) 	<ul style="list-style-type: none"> > Presentation of results in Delegate Marketing, Communication and Network Board > Sharing of results with the commercial network > Publication of 3,900 individual branch reports > 8 reports published on the intranet > 2 special newsletters > Presentation of results at 3 branch committees; > Quality dashboard > On-line reporting tool

CGD's Service Quality Initiative performed a diagnosis of the current reality in terms of quality management processes and initiatives. It inventoried critical opportunities for improvement and development models in view of best practices and drew up alternative scenarios for the organisational framework of support processes, monitoring mechanisms and action priorities.

CGD approved the creation of a Process Quality Area to define and monitor levels of service, recommend action and validate quality principles by:

- > Making commitments to internal levels of service on the basis of CGD's customer vision;
- > Drafting plans of action for achieving established levels of service and implementing follow-up mechanisms;
- > Introducing systematic monitoring of quality of processes;
- > Supporting projects leading to certification of processes and structures.

Work on getting the new area up and running began in January 2010.

The method used was based on crucial moments in CGD's interaction with customers and the importance of processes in terms of quality of service and impact on satisfaction. Work began with mortgage loans, opening current accounts and creating and updating customer information.

Pursuing a path to recognition and public acknowledgement of the quality of CGD's customer services, it began a project to certify the mortgage process in March 2010.

MANAGEMENT OF COMPLAINTS AND SUGGESTIONS

At CGD, the Customer Support Office is responsible for monitoring quality of service and customer satisfaction. It was set up in 2008 and is in charge of analysing, processing and responding to all customer suggestions and complaints. It answers directly to the Board of Directors.

This office exists to help handle customer displeasure, recover and perpetuate their satisfaction and make improvements in the business. This coincides with the basic principles of a quality management system:

Customer orientation, process approach to activity and focus on continuous improvement.

CUSTOMER AREA

When measuring customer satisfaction, CGD is provided with relevant information for assessing products, services, processes and even functional models. To do this, it has set up a dedicated Customer Area for suggestions and complaints on the CGD website. This enables CGD to manage opinions and suggestions from customers and non-customers.

Use of the Customer Area service is free and open to all. Entries are recorded and numbered and are processed on the basis of good practices aimed at ethical, uniform settlement. Customers can fill in a form on-line, phone, call in at any CGD branch or write to the Customer Support Office.

CGD is committed by contract and its complaint management policy to send a written response within 10 business days. Customers' communications are given consideration and used in the continuous improvement of services and their adaptation to customers' expectations.



The Customer Support Office responds to all customer complaints and must comply with regulatory time limits in order to fulfil operational risk treatment goals.

The challenges are as great as they are stimulating.

First of all we want to guarantee standardisation and commercial ethics in dealing with dissatisfaction. In 2010 we did discussion and alignment work on good practices in handling complaints.

Then, a complaints manager has to play a number of roles, to ensure a meticulous, impartial analysis of dissatisfaction and CGD's responsibility and find a solution that is acceptable to everyone. To give a brief example, I would say that a manager has to be an astute investigator (of the circumstances), a persistent facilitator (of settlement) and a public relations officer (in the response) with a strong sense of diplomacy and protocol.

Furthermore, we want to use the information that our customers give us to improve and distinguish our quality of service in general. As a result, in 2010, we began circulating and sharing improvement opportunity reports with feedback on remedial and other action taken.

Finally, our suggestions and complaints service is up and running. In 2010 we conducted a publicity campaign for the service at branches and are preparing to advertise it permanently.

Our ambition for 2011 is ongoing improvement and quality certification of the office. We plan to conduct surveys of customers who have submitted complaints to assess the quality of our service.

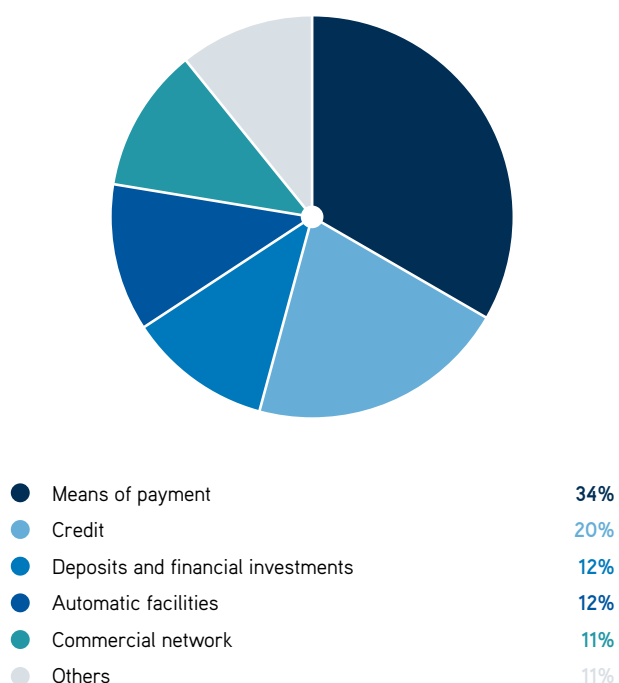
Helena Marrafa

Customer Support Office

GRAPH 14 > NUMBER OF COMPLAINTS

1st half 20082nd half 20081st half 20092nd half 20091st half 20102nd half 2010

There is a continuing downward trend in the number of complaints.

GRAPH 15 > MAIN SUBJECTS OF COMPLAINTS
(2ND HALF 2010)TABLE 26 > RESULTS OF BDP BEHAVIOURAL SUPERVISION
REPORT 2010

	AVERAGE COMPLAINTS CGD	AVERAGE COMPLAINTS ALL BANKS
Complaints per 1,000 consumer credit agreements and other loans	0.15	0.29
Complaints per 1,000 current accounts	0.11	0.16
Complaints per 1,000 mortgage contracts	0.92	1.05

INTERNET BANKING

CGD is market leader in remote banking channels, especially internet banking and provides private, business and institutional customers with safe, secure solutions based on innovation, convenience and usability, thereby enhancing its relationship with them.

CGD's internet banking services use the most advanced security technologies in the market. CGD informs customers of the importance of taking preventive measures when using new technologies and set up a special area on its website (<https://www.cgd.pt/Seguranca/Pages/Seguranca.aspx>).

Accessibility to its web pages encompasses a wide range of disabilities, including visual, hearing, motor, speech, language and neurological impairments and learning difficulties that hinder access to and understanding of the information. For anyone with any type of impairments like those mentioned above, CGD offers more accessible contents and services on www.cgd.pt, regardless of the type of hardware, software, network, language, location or any special needs.

In terms of accessibility of www.cgd.pt and www.cgd.pt/mobile, CGD maintained the AAA level of the W3C consortium throughout 2010 and kept its pioneering position at national and international level.

As an aware, responsible institution CGD fosters citizenship, inclusion and equal opportunities for all. When www.cgd.pt was being developed the following standards and good practices were implemented: best accessibility practices (W3C Web Content Accessibility Guidelines 1.0).

www.cgd.pt is the only website in the financial sector with the maximum score from Agência para a Sociedade do Conhecimento, IP (UMIC) in its benchmarking of web accessibility (Web@x).

FIGURE 15 > CGD'S INTERNET BANKING SERVICES

PRIVATE CUSTOMERS



CORPORATE CUSTOMERS



PRIVATE CUSTOMERS

CAIXADIRECTA ON-LINE

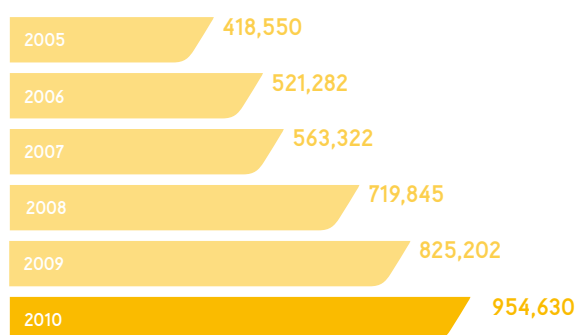
Caixadirecta on-line is CGD's internet banking service for private customers. They have free, easy access to their accounts and paid services are cheaper than at CGD branches.

This channel includes mobile access, such as **Caixadirecta mobile** via mobile phone, **Caixadirecta sms** and the **Caixadirecta invest** online brokerage service for operations and information on Portuguese and international financial markets.

In 2010, the **Caixadirecta mais** service was introduced after the launch of CGD's new customer care model. It has a team of remote commercial assistants and uses direct channels (phone and internet).

The university segment now also has a remote service called **Caixadirecta universitários (Caixadirecta Students)**, which provides commercial and other services via direct channels (phone, internet and e-mail) to over 150,000 students.

GRAPH 16 > NUMBER OF ACTIVE CAIXADIRECTA ON-LINE CONTRACTS



The sustained growth in this channel continued in 2010 and there was an increase of 22% in the number of operations and 16% in active contracts.

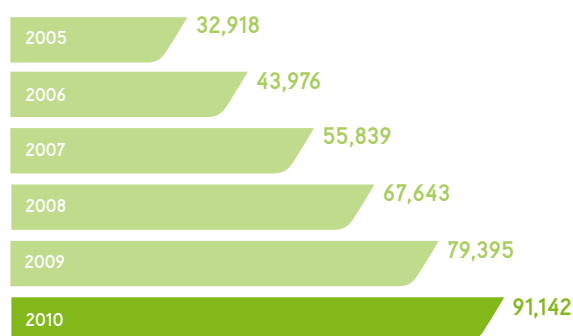
CORPORATE CUSTOMERS

CAIXA E-BANKING

Caixa e-banking is CGD's internet banking service for business customers. The number of operations grew by 20% and the number of active contracts by 15% in 2010.

Caixa e-banking mobile is for companies and institutions using mobile phones, Smartphones or PDAs with internet access and can be used for all current banking operations. There was a substantial - 188% - growth in the number of contracts in 2010.

GRAPH 17 > NUMBER OF ACTIVE CAIXA E-BANKING CONTRACTS



*Pollution should never be the price
of prosperity*

Al Gore

Former Vice-President of the United States
Environmental activist
Nobel Peace Prize 2007



THE ENVIRONMENT
THAT WE PROTECT

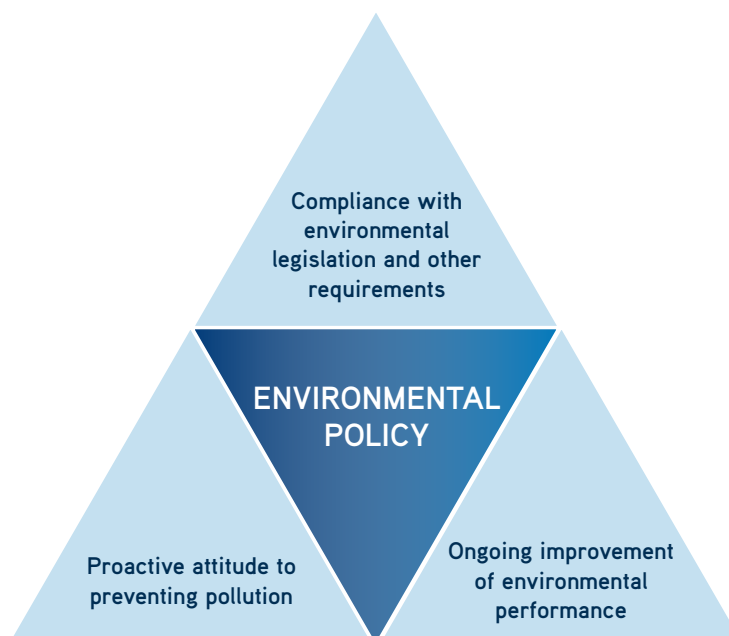
6 > THE ENVIRONMENT THAT WE PROTECT



In its environmental approach, CGD has been undertaking a number of initiatives to reduce the impact of its activity and instilling good practices in employees, customers, suppliers and the community.

CGD set out its environmental policy as part of its plan to combat climate change (see www.cgd.pt).

FIGURE 16 > PILLARS OF CGD'S ENVIRONMENTAL POLICY



Goals and targets will be set and periodically reviewed in the different areas related to aspects and the significant environmental impacts of CGD's activity.

CGD COMMITMENTS

Environmental policy

Establish environmental policy

DONE

CGD is aware of the need to develop environmental management policies and practices based on the best international standards, such as the UNEP Statement by Financial Institutions on the Environment & Sustainable Development, Carbon Disclosure Project and UNEP FI.

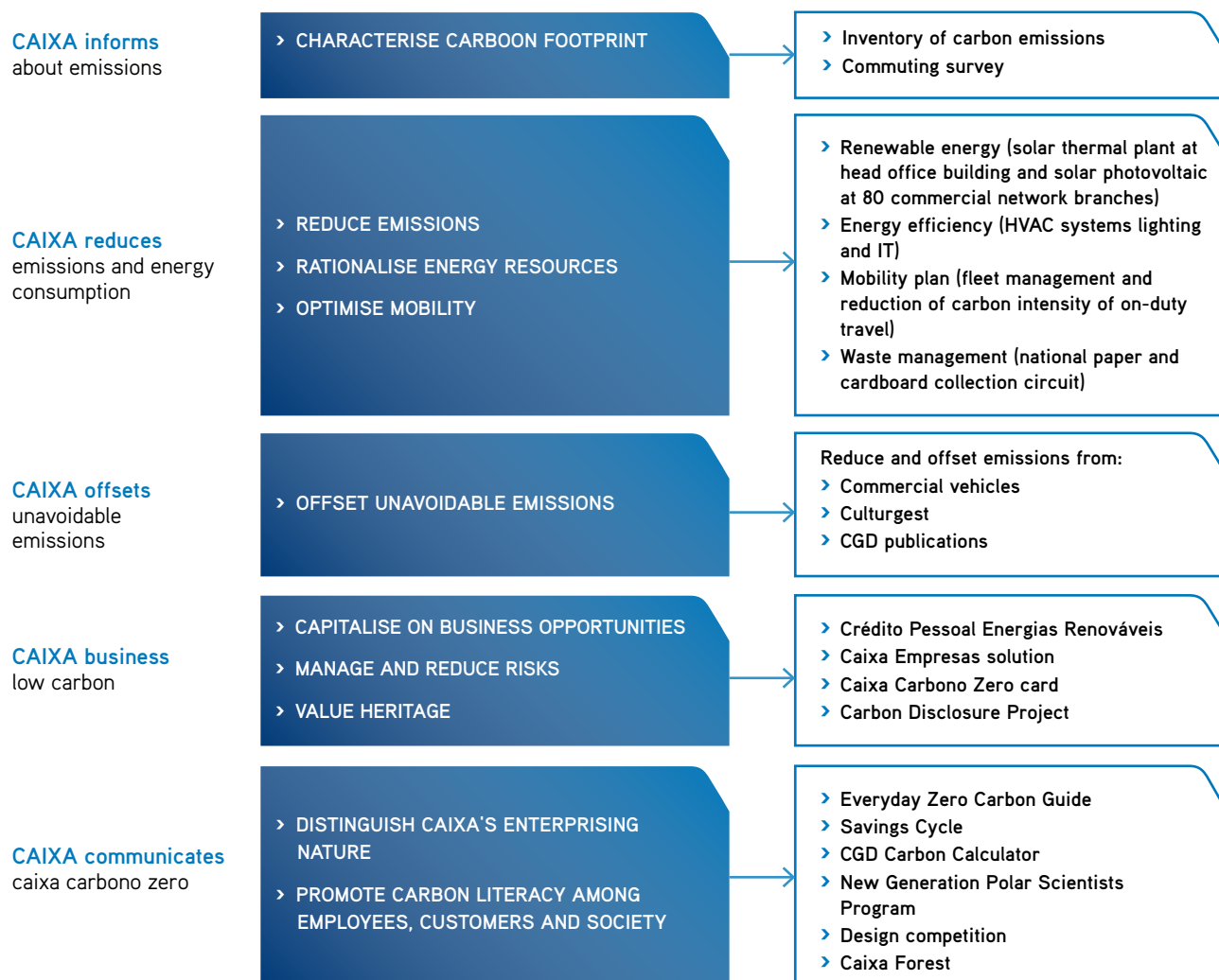
It recognises the environment as a decisive factor in the creation of value and the sustainability of business, which supports and strengthens its strategy, brand and corporate values; its responsibility to preserve the environment and manage and monitor the direct and indirect impacts of its activity, products and services; and the promotion and participation of stakeholders, considering their expectations when making decisions.

6.1 CAIXA CARBONO ZERO PROGRAMME STRATEGY FOR CLIMATE CHANGE

The Caixa Carbono Zero Programme is CGD's strategy for climate change. The programme was introduced in 2007, and placed CGD at the head of the Portuguese financial sector in responding to the new requirements of a low-carbon economy.

This programme applies to CGD as a whole and is based on five spheres of action, as shown below.

FIGURE 17 > CAIXA CARBONO ZERO 2010 PROGRAMME: FIVE SPHERES OF ACTION AND PROJECTS 2007-2010



SPHERE 1 > INFORM INVENTORY OF EMISSIONS

Ascertaining the carbon emissions profile of CGD's activity is the first step towards ensuring that they are properly managed, including establishing and monitoring reduction measures.

CGD has had an annual inventory of greenhouse gas (GHG) emissions since 2006 for its banking activity in Portugal. It is prepared in accordance with the Greenhouse Gas Protocol (GHG Protocol), which is the best-known international standard for corporate emissions inventories.

The information collection process is being constantly improved and so some limitations on available data have been resolved, especially regarding mobility and electricity. In 2010, the scope of the data was considered satisfactory for accounting for the emissions inventory.

In 2010, total emissions fell by 16% against 2009. The variation was -1%, if we exclude the effect of the emission factor for grid electricity (standardised results). This is a favourable outcome if we consider the expansion of CGD's activity and reflects efforts made towards reduction.

CGD COMMITMENTS

Caixa Carbono Zero Programme

Quantification of CGD emissions

Annual GHG/CGD emissions inventory (including Fundação Caixa Geral de Depósitos - Culturgest)

DONE 2010

SPHERE 2 > REDUCE REDUCTION MEASURES (ENERGY AND MOBILITY)

It is essential to establish in-house emission reduction measures and goals in order to implement CGD's climate responsibility strategy.

ENERGY

CGD has been implementing projects to increase its energy efficiency and reduce carbon emissions since 2006. Initiatives include use of renewable energy, low carbon technologies in buildings and travel and appropriate waste management.

The main measures are designed to reduce electricity consumption at premises, as it accounts for 80% to 90% of total emissions, by means of systematic energy efficiency action (HVAC systems, lighting and information technology). The programme continued in 2010 with the replacement of equipment by more efficient models at a number of premises in the commercial network: lighting systems (45 branches) and HVAC (33 branches). A solar thermal plant has been operating at CGD's head office building since 2008. Its energy is used to heat water for restrooms and in the central HVAC system, thereby reducing mains electricity consumption.

Fundação Caixa Geral de Depósitos - Culturgest has a wide range of energy efficiency measures, which include replacement of the lighting in its galleries, alteration of the stage lighting system in the Large Auditorium and the installation of sensors in corridors and storage areas.

Between 2006 and 2010 the measures implemented reduced electricity consumption at CGD's central buildings by 11%, which represents an overall saving of around 5.5 GWh/year and the prevention of emissions of about 2 600 t CO₂e/year.

MOBILITY

CGD continued its Mobility Plan, which is a medium- to long-term strategy for promoting more and better mobility options.

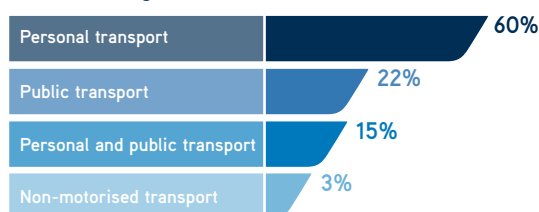
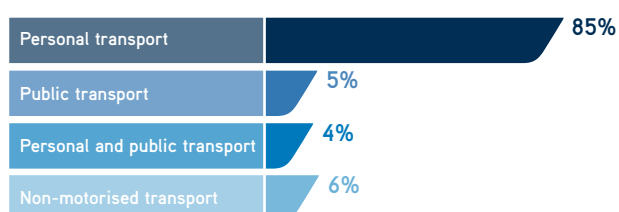
Since 2008, CGD has been implementing measures to optimise management of its vehicles. In 2010, the measures included a centrally managed vehicle pool for on-duty travel, whenever rail or allocated vehicles are not a viable alternative. A number of mechanisms encouraged the use of public instead of private transport and rail instead of air travel whenever possible.

A commuting survey was conducted in June 2010 to find out how CGD employees travelled to work every day and find sustainable mobility solutions.

The response rate was around 45%, meaning that around 5,000 employees participated, 2/3 of whom at branches, company offices and regions.

The results were analysed in late 2010 and posted in the CGD intranet and website. They showed a considerable dependency on private cars, which was higher in the countrywide branch network than in the Lisbon and Porto central buildings.

Nonetheless, they also indicated that the branch and office networks had a higher rate of non-motorised travel, greater even than the use of public transport.

GRAPH 18 > TRANSPORT MODE USED BY WORKPLACE LOCATION**Central buildings****Branches and offices**

An analysis of the answers and reasons given by each employee showed that an improvement in transport services and the characteristics of the facilities' surroundings can provide easier access to the workplace and a more sustainable mobility pattern.

On the basis of these results, CGD is considering changes to encourage modal transfers with a view to travel with lower carbon intensity.

As part of its ongoing mobility plan, CGD improved conditions for employees who cycle to work by providing bike racks at its head office building to meet demand. Thanks to the success of this initiative, an extra rack was installed in 2010. The idea was to encourage the use of bicycles as a sustainable, ecological, healthy means of travel and a non-polluting means of transport, thereby also contributing to the health and wellbeing of the employees.

The Mobility Plan also applies to business travel in Portugal. In addition to the above measures, CGD is currently organising e-learning platforms and training courses around the country. Where its vehicles are concerned, CGD devotes particular attention to technology and behaviour in their use. With the exception of credit card statements, great progress was made with digital statements, which reduced the transport needed by external suppliers of goods and services.

CGD COMMITMENTS**Caixa Carbono Zero Programme**

CGD Mobility Plan

DONE (ongoing)**Caixa Carbono Zero Programme**

Reduction goals for 2015

DONE 2011

In 2010, CGD performed a prospective analysis for setting goals for reducing emissions by 2015.

**SPHERE 3 > OFFSETTING PROGRAMME
CAIXA CARBONO ZERO TARGET 2010**

With its Caixa Carbono Zero 2010 target, CGD is furthering its commitment to manage its own emissions and offset unavoidable emissions from its activity, i.e. those it cannot reduce.

In 2010, CGD began to fulfil this commitment and offset 4,021 t CO₂e from its commercial vehicles, reports and publications and the work of Fundação Caixa Geral de Depósitos – Culturgest. It was thus the first bank in Portugal with a structured carbon neutrality programme.

CGD COMMITMENTS**Caixa Carbono Zero Programme**

Actual offset Fundação Caixa Geral de Depósitos Culturgest, vehicles and CGD publications

DONE 2010

Emissions from CGD's commercial vehicles are offset at the same time as measures are being implemented to minimise consumption (see Sphere 2 – reduction measures – mobility).

In order to offset its emissions, CGD has established criteria for the use of carbon credits with high degrees of integrity and in ways that enhance the environmental and social benefits of the projects it supports.

In 2010, credits were used from a project that reduces emissions by replacing fossil fuels at a paper and cellulose plant in Brazil, where the CGD Group is present. The project has Voluntary Carbon Standard certification, an internationally recognised stamp of quality. These carbon credits from technological projects are complemented by others from the Floresta Caixa Carbono Zero project, which CGD sponsors, in Tapada Nacional de Mafra.

CGD COMMITMENTS

Caixa Carbono Zero Programme

Offset projects
Define criteria

DONE

Floresta Caixa Carbono Zero consists of new wooded areas that meet the requirements for effective offsetting of emissions, as defined by the CarbonoZero® infrastructure.

Tapada Nacional de Mafra is the first area to participate in Floresta Caixa Carbono Zero. It was founded in 1747 and is a unique natural, historical and cultural heritage. It contains some of the most traditional species of Portuguese flora. CGD supports work in a 50 hectare area affected by a fire in 2003. The project involves planting new stands of cork oaks and umbrella pines to a total of over 10,000 trees, along with carbon management plans and biodiversity conservation. It will be monitored for 30 years, during which around 3,000 tonnes of CO₂ will be sequestered.

SPHERE 4 > BUSINESS SOLUTIONS FOR A LOW-CARBON ECONOMY

Climate change is also an issue in the market where the banking sector plays a vital role.

Private, corporate and institutional customers need new financial solutions that will enable them to reduce their energy and carbon bills. One of the spheres of the Caixa Carbono Zero Programme is the development of new products and financial solutions that foster low-carbon behaviour and technologies.

The Caixa Carbono Zero card is another step towards fulfilling CGD's strategy in the fight against climate change and it is innovative and unique in Portugal. It gives CO₂ credit, which means that the amount accumulated in the cash-back programme goes towards projects that absorb or avoid carbon dioxide. It generates credits that allow cardholders to offset their unavoidable emissions. These emissions, which result from the production and distribution of the card, are quantified and offset so that it is a product with no effect on the climate – a Carbono Zero card.

Tapada Nacional de Mafra is the first recipient of the funds from the Caixa Carbono Zero card. In partnership with Life-cooler, the card suggested four excursions every two weeks from July to November 2010: the coal train trail, reliving the Battle of Vimeiro, discover the Torres Vedras Line and a picnic in Monchique.

Other environmentally responsible products and services are described in Chapter 5.

SPHERE 5 > COMMUNICATE COMMUNICATION AND AWARENESS INITIATIVES

CGD fosters carbon literacy among employees and customers and in the community by increasing public recognition of the issue of climate change and providing practical, precise information on how individuals can reduce emissions.

CGD COMMITMENTS

Foster environmental awareness

Increase communication of the Caixa Carbono Zero Programme on CGD website

DONE 2010

Include environmental sustainability in communication

DONE 2010

Foster sustainable development

Step up communication on sustainability on CGD website in Portuguese and English

DONE 2010

Develop in-house communication on sustainability

DONE 2010

The Caixa Carbono Zero Programme area on the CGD website is an ideal channel for publicising its awareness initiatives, such as Dia-a-Dia Carbono Zero, Calculadora de Carbono CGD (CGD Carbon Calculator) or Ciclo da Poupança.

Calculadora de Carbono CGD indicates a person's carbon footprint, i.e. the amount of carbon dioxide and other greenhouse gases associated with daily activities.

The calculator uses a number of simple questions to simulate a person's energy consumption patterns at home and when travelling and provides specific information on good practices for reducing emissions when using equipment or in travel choices. On the basis of the user's answers, the calculator detects key areas for reducing carbon emissions and drafts a personal reduction plan. Calculate your carbon footprint on <http://www.calculadoracarbono-cgd.com/>

In 2010, CGD continued the Ciclo da Poupança website to raise children's awareness of the need to save natural resources and preserve the planet by connecting the ideas of saving resources and money.

The Guia Dia-a-Dia Carbono Zero guide suggests ways for CGD employees to lead low-carbon daily lives to help reduce emissions at work and at home.

CGD has developed two practical low carbon guides to encourage environmental and carbon literacy and foster a more sustainable attitude among its stakeholders.

Guia Prático de Baixo Carbono - Organização de Eventos (Practical Low-Carbon Guide - Organising Events) addresses aspects such as selecting the venue, catering services, setting up stands, promotional and support materials, and other issues.

Guia Prático de Baixo Carbono - Campanhas e Suportes de Comunicação (Practical Low-Carbon Guide - Advertising Campaigns and Media) covers television and cinema, audio, SMS and web (email, banners and microsites), panels and hoardings, production and assembly of stands and support materials. Each document contains a list of environmental stamps, labels and certifications for each area.

CGD's 2009 Annual Report and Accounts and Sustainability Report are CarbonoZero ®. The GHG emissions associated with them were quantified and offset as established in the CarbonoZero® reference document. Making the reports CarbonoZero® meant achieving a Caixa Carbono Zero 2010 goal regarding the responsibility taken for offsetting emissions from initiatives and a commitment to manage and reduce CGD's emissions. In addition to the reports, emissions from CGD publications were also offset (five magazines and two booklets) and the book *Outras Histórias* for Christmas 2010.

In the second half of 2010 and early 2011 four Caixa Carbono Zero Programme awareness-raising sessions were held at Fundação Caixa Geral de Depósitos - Culturgest.

The idea was to raise foundation employees' awareness of climate change. The sessions focused on action that Culturgest has taken and will continue to take in the Caixa Carbono Zero Programme, such as offsetting emissions from its activities at the CGD head office building.

CGD COMMITMENTS

To train and educate employees in CGD's environmental policy

Training on environmentally responsible products and services

DONE 2010

In addition to measures aimed at its own activities, another of CGD's priorities is to improve the carbon (and environmental) performance of suppliers of goods and services.

In order to guarantee that CGD meets the commitment in its climate change strategy based on the Caixa Carbono Zero Programme, CGD is developing an environmental supplier assessment matrix (as part of its communication activity).

6. 2 ECO-EFFICIENCY

As sustainability is one of its strategic guidelines, CGD has been developing eco-efficiency measures to reduce the use of resources, especially water and energy, thereby helping to improve the environment and contributing to sustainable development.

ENERGY EFFICIENCY

Energy efficiency is a central issue in the management of CGD's buildings and there is potential to optimise around 1,000 premises all around the country totalling 800,000 m2 and involving thousands of employees. They include different types of property ranging from large buildings to small branches, all of which use substantial amounts of energy, especially electricity.



The management of CGD buildings, undertaken by Sogrupos GI, participates in the Caixa Carbono Zero Programme in three priority spheres: energy efficiency (use less), renewable energy (diversify sources) and environmental impact (pollute less).

One of SGI's main purposes is to improve the productivity of energy sources and reduce energy bills and carbon intensity by acting on the generation and consumption side, including low-carbon technology and renewable energy.

We have been working with great enthusiasm and commitment and we are proud of the excellent results achieved.

We have made an important contribution to sustainability by reducing consumption and emissions at CGD thanks to renewable energy use and energy efficiency measures..

Mário Rodrigues,
Sogrupos Gestão de Imóveis (Real Estate)

CGD has had a robust energy efficiency and renewable energy programme since 2006, designed to rationalise use and reduce energy bills, operating costs and carbon emissions. The programme's priority is the need to adapt economic rationality criteria with the expected guarantee of reliable facilities, indoor air quality and comfort for users.

One of the most important features in renewable energy is the solar thermal plant at CGD's head office building, the largest in the country and considered a case study, which has been in operation since 2008. It saves more than 1 GWh of electricity a year, equivalent to around 1 kg of CO₂e a minute. Another is the solar photovoltaic microgeneration programme in the commercial network, which currently covers 86 branches, where 1,450 panels generate around 430,000 kWh. It avoids the emission of 200 tonnes of CO₂ every year.

CGD COMMITMENTS

Caixa Carbono Zero Programme

Reduce emissions
Continue installation of photovoltaic panels in the commercial network

DONE

CGD took a number of measures to rationalise consumption, such as:

- > Installation of new, more energy-efficient equipment with high output at new or remodelled premises;
- > Replacement of lighting and air-conditioning equipment with newer technology;
- > Optimisation of equipment and premises, especially air conditioning, ventilation and lighting;
- > Replacement of centralised technical management system at the head office building to improve energy efficiency at the premises and reduce consumption with new, optimised control algorithms and excellent analysis and management of data on premises and equipment;
- > Implementation of consumption management systems to adjust the availability and performance of equipment, facilities and buildings to the real needs of activities and people.

Environmental performance improvement also extends to rationalising energy use by information and communication technology.

TABLE 27 > REDUCTION OF ENVIRONMENTAL IMPACT OF ENERGY EFFICIENCY INITIATIVES

ENVIRONMENTAL INITIATIVE	REDUCTION	UNIT	REMARKS
Replacement of ferromagnetic by electronic ballast at 45 branches (2010)	120,000	kWh	Commercial network
Replacement of HVAC units by more efficient ones during refurbishment of 33 branches (2010)	60,000	kWh	Commercial network
Removal of 298 36 watt fluorescent light bulbs on levels -3 to -6 in the car park	33,986	kWh	CGD head office building
Change in lighting schedule in foyers of the large auditorium at Culturgest	25,000	kWh	CGD head office building
Change in schedule of hot air curtains at reception	50,688	kWh	CGD head office building
Change in schedule of air treatment unit in the pavilion in the social area, level -2	29,700	kWh	CGD head office building

Since 2006, these measures have resulted in an overall saving of more than 5 GWh a year in CGD's central buildings alone, which is an average reduction of around 2 600 t CO₂e a year. These larger buildings have also received certification for their energy and indoor air quality. Our head office building received a classification of A+.

Where mobility is concerned, there are environmental rules on the purchase of vehicles. The increased use of videoconferences and public transport for business travel are encouraged. In-depth work on employees' commuting habits began in 2010.

TABLE 28 > DIRECT ENERGY CONSUMPTION BY PRIMARY SOURCE (GJ)

	2008	2009	2010	VARIATION 2010/2009
IN BUILDINGS				
DIESEL	524	458	256	-44%
NATURAL GAS	n.a.	1,447	1,403	-3%
TOTAL	524	1,905	1,659	-13%
CGD VEHICLE CONSUMPTION				
PETROL	3,007	2,691	2,981	11%
DIESEL	47,250	51,281	51,933	1%
TOTAL	50,257	53,972	54,914	2%
TOTAL ENERGY PURCHASED	50,781	55,877	56,573	1%

TABLE 29 > DIRECT PRIMARY ENERGY GENERATED (GJ)

	2010
Solar thermal energy plant CGD head office	3,258
Photovoltaic electricity commercial network [GJ]	1,428
Total energy generated (GJ)	4,686

TABLE 30 > DIRECT PRIMARY ENERGY SOLD (GJ)

	2010
Photovoltaic electricity commercial network	1,428
Total sold	1,428

In 2010, CGD used a total of 59,831 GJ of energy.

Indirect energy used at CGD is electricity.

TABLE 31 > ELECTRICITY CONSUMPTION AT PREMISES (GJ)

	2008	2009	2010	VARIATION 2010/2009
Central buildings	176,555	169,828	168,229	-1%
Commercial network	194,515	196,380	190,126	-3%
Total	371,070	366,208	358,356	-2%

CGD's emissions reduction measures have focused mainly on electricity consumption at CGD premises. In fact, reductions have increased at central buildings since 2006, thanks to energy efficiency measures (facilities and equipment) there. In the commercial network, there was a 3% decrease against 2009. This is thanks to initiatives like the replacement of lighting and cooling systems by more efficient equipment.

TABLE 32 > ELECTRICITY CONSUMPTION AT PREMISES BY PRIMARY ENERGY SOURCE (GJ)

	2009	GJ	2010	GJ
	PERCENTAGE OF TOTAL		PERCENTAGE OF TOTAL	
Natural gas	34.39%	127,045	26.9%	96,489
Coal	17.85%	65,955	12.7%	45,585
Hydroelectric	15.04%	55,552	23.4%	83,722
Wind	13.75%	50,812	13.5%	48,431
Cogeneration and microgeneration SSG	8.29%	30,626	12.7%	45,367
Nuclear	5.95%	21,965	6.0%	21,400
Others	1.86%	6,875	2.0%	7,326
Fuel oil	1.46%	5,410	0.8%	2,964
Hydroelectric SSG	1.40%	5,190	2.0%	7,073

Source: ERSE—Entidade Reguladora dos Serviços Energéticos, considering that main supplier to be EDP Corporate

TABLE 33 > TOTAL DIRECT AND INDIRECT EMISSIONS OF GHG (TONNES OF CO₂E)

	2008	2009	2010	VARIATION 2010/2009
TOTAL DIRECT EMISSIONS				
Cooling and heating gas leaks from premises (central buildings and commercial network)	197	157	214	37%
Fuel consumption (diesel and natural gas) at central buildings	38	115	100	-14%
Fuel consumption by CGD fleet (diesel and petrol)	3,704	3,909	3,974	2%
Total direct CO ₂ emission	3,940	4,181	4,288	3%
TOTAL INDIRECT EMISSIONS				
Electricity (central buildings and commercial network)	48,366	36,010	28,691	-20%
Total direct and indirect GHG emissions	52,306	40,191	32,979	-18%

Total direct and indirect emissions of GHG resulting from CGD's activities come essentially from energy consumption.

There was a reduction of around 18% in total GHG emissions from 2009 to 2010.

Although there has been an overall increase in emissions for this source, in relative terms (emissions per CGD vehicle) there was a 4% decrease. The overall rise is due to an increase in the number of vehicles (2% against 2009). This is partly due to the formation of a vehicle pool with 35 cars in order to make

the best use of CGD vehicles and reduce employees' use of their own cars. Pool vehicles are used whenever rail travel or allocated vehicles are not a viable alternative. Rental vehicles may also be used.

TABLE 34 > OTHER INDIRECT GHG EMISSIONS (TONNES OF CO₂E)

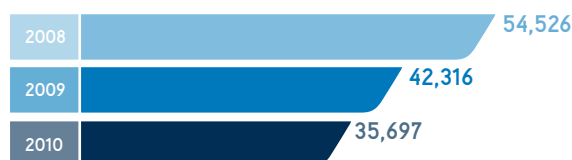
	2009	2010	VARIATION 2010/2009
Travel in third-party vehicles	2,181	2,622	20%
Air travel	1,506	1,968	31%
Rail travel	75	67	-10%
Personal transport	600	588	-2%
Treatment of waste from premises	48	95	97%
Total other indirect GHG emissions	2,229	2,718	22%

CGD has procedures in place to encourage the use of public instead of private transport and rail rather than air travel whenever possible.

Regarding business travel in third-party transport (responsible for 7% of total emissions in 2010), there was a fall in rail travel and the use of personal vehicles or taxis, resulting in a reduction in emissions. There was an increase in total emissions from air travel, in spite of a reduction in emissions per kilometre, thanks to longer average distances per flight. This increase must be regarded in light of CGD's international expansion.

GRAPH 19 > GHG EMISSIONS BY FULL TIME EQUIVALENT

Emissions (tCO₂e)



Emissions per employee (tCO₂/FTE)



There was a reduction in emissions per employee in absolute and relative terms in 2010. This decrease is due not only to reduction measures but also to the fact that emissions from electricity consumption at premises (around 80% of the total in 2010) largely depended on the carbon intensity (i.e. origin) of the mains electricity. The trend towards a reduction in the carbon content of the electricity used since 2009 is therefore reflected positively in CGD's total emissions.

WATER CONSUMPTION

Since it is impossible to monitor water consumption throughout the commercial network, due to high dispersal and different suppliers, CGD monitors consumption at central buildings only. The water used comes exclusively from the mains and is used in restrooms and for irrigation.

Water is a limited natural resource and so in 2010, CGD took measures to rationalise consumption in its buildings.

Consumption at central buildings totalled 181,799 m³ from the water mains. This represents a reduction of around 9% against 2009, thanks to CGD's efforts to reduce and optimise use.

Action was taken at the CGD head office building in the first half of 2010 to reduce water consumption throughout the CGD Group.

The action taken included:

> REPLACEMENT OF DISHWASHING EQUIPMENT IN THE KITCHEN:

The replacement equipment is technologically advanced and highly efficient. It has a permanent centrifugal water recycling system that filters and removes particles, thereby saving water, energy and detergent.

> REPLACEMENT OF COOLING TOWERS AT TECHNICAL PLANT 2 (CT2):

The CT2 chiller cooling towers have high-output ejectors and ventilators powered by variable speed motors. They use 30% less water than the previous ones.

> FLOW REDUCERS IN TOILETS:

Flow reducers were installed in around 600 taps in the toilets, so that individual throughput was reduced from 10 to 1.9 litres per minute. Considering the scale of this work, the number of uses and the time of each use, this has saved an estimated 400 m³ a month. CGD is currently assessing other measures to further improve water consumption efficiency at all CGD Group facilities.

TABLE 35 > REDUCTION OF ENVIRONMENTAL IMPACT BY RATIONALISATION OF WATER CONSUMPTION

ENVIRONMENTAL INITIATIVE	REDUCTION	UNIT	REMARKS
600 flow reducers on taps in toilets	5,088	m ³	CGD head office building
Four cooling towers replaced in HVAC system	220,800	kWh	CGD head office building
Four cooling towers replaced in HVAC system	5,120	m ³	CGD head office building
Two direct expansion split machines replaced by water fan coils in the CPD area on level -4	49,056	kWh	CGD head office building
A direct expansion split machine was replaced by two water fan coil units in the virtual branch area on level 5	37,493	kWh	CGD head office building

PAPER CONSUMPTION

The A4 paper used throughout CGD's branch network and central buildings is certified by the Forest Stewardship Council, thereby guaranteeing that the forests from which the paper is made are sustainably managed and comply strictly with international criteria. CGD has mechanisms in the workplace for collecting paper for recycling.

TABLE 36 > RAW MATERIALS USED BY WEIGHT (TONNES)

	2008	2009	2010	VARIATION 2010/2009
White photocopy paper	588,1	752,7	774,5	3%
Envelopes	318,4	252,6	299,6	19%
Paper and cardboard in passbooks	55,5	54,3	46,78	-14%
Plastic	32,2	31,6	30,89	-2%
Plastic and bank cards	9,4	12,5	23,9	91%
Posters	6,4	13,9	n.d. ⁽¹⁾	-

(1) Not available

WASTE MANAGEMENT

CGD encourages more recycling of waste to help improve its environmental performance.

TABLE 37 > TYPE AND METHOD OF WASTE DISPOSAL

DISPOSAL METHOD	TYPE OF WASTE	QUANTITY OF WASTE (TONNES)	
		2009	2010
RECYCLING OR RECOVERY (organic recovery and not energy recovery by incineration)	Paper and cardboard	441,54	391,5
	Glass	37,57	30,7
	Plastic	27,87	28,2
	Organics	245,62	175,1
	Others	11,85	22,6
	Ink cartridges and toners	0	0
INCINERATION (not only incineration but also disposal in landfills)	Mixture of household and similar waste	50,99	100,4
TOTAL QUANTITIES			748,5

With the exception of household and similar waste sent for incineration, all other waste was sent for recycling or recovery.

TABLE 38 > HAZARDOUS WASTE

HAZARD	TYPE OF WASTE	QUANTITY OF WASTE (TONNES)
Non-hazardous	Remaining waste produced	748,5
Hazardous	Electric and electronic equipment	0
TOTAL QUANTITIES		748,5

CGD did not produce any hazardous waste in 2010.

6.3 OTHER ENVIRONMENTAL INITIATIVES

CGD has also undertaken a wide range of initiatives in addition to the Caixa Carbono Zero Programme to foster environmental awareness and involve all stakeholders. They include Floresta Caixa, the Nova Geração de Cientistas Polares Programme, Concurso de Design de Mobiliário com Materiais Reciclados/Recicláveis (Furniture Design with Recycled or Recyclable Materials Competition), Blog O Planeta Agradece (The Planet Thanks Us Blog), Movimento ECO – Empresas contra fogos (The Companies against Fires Eco Movement), Green Key Programme, National Environmental Innovation Award, Projecto EcoCasa (EcoHome Project) and Programa Amigos do Ambiente (Friends of the Environment Programme).

FLORESTA CAIXA

The Floresta Caixa Project is designed to minimise environmental impact and instil good practices in stakeholders to help build new forests in Portugal consisting of native species managed actively and sustainably.

CGD sponsors different projects for afforesting and recovering area destroyed by fire, including Floresta Caixa Carbono Zero.

CGD has formed partnerships for the recovery and afforestation of areas in Portugal, for example with Quercus in the Criar Bosques, Conservar a Biodiversidade (Create Woods, Preserve Biodiversity) programmes and with Associação Nacional de Empresas Florestais (ANEFA) for the reforestation of areas destroyed by fire, with the involvement of local authorities.

Floresta Caixa currently has 107,000 trees from north to south of the country and the species planted will be monitored and tended for 30 years.

PROGRAMA NOVA GERAÇÃO DE CIENTISTAS POLARES (CGD'S SPONSORSHIP OF POLAR SCIENCE)

The Nova Geração de Cientistas Polares Programme is an innovative CGD initiative that began in 2009. In partnership with Comité Português para o Ano Polar Internacional (Portuguese Committee for the International Polar Year), it introduced research grants for young polar scientists studying different strategic issues of the Antarctic, but all directly related to the problem of climate change – cryosphere and climate change, biological sciences and atmospheric physics.

The programme involves five universities and seven young researchers received study grants to help develop science on the Polar Regions. Three were completed in 2010.

As part of this programme, in partnership with the Portuguese Polar Programme, CGD organised two days' activities associated with the Polar Regions in January 2010. Visitors to the Knowledge – Living Science Pavilion were able to participate in an event called "Spend Saturday on a polar expedition!" and children and adults discovered the importance of polar science and what daily life is like in the Antarctic.

CGD also sponsored the Third Portuguese Polar Science Conference at Coimbra University in April 2010.

CGD COMMITMENTS

Nova Geração de Cientistas Polares Programme

Foster polar science research

DONE 2010



Briefly taking stock, it is no exaggeration to say that the Nova Geração de Cientistas Polares Programme indelibly marked the success of the Fourth International Polar Year in Portugal and clearly showed that it is possible for companies to have a significant impact in sponsoring science and encouraging it through new generations of scientists. This involvement also opened doors to new funding from other sources and had a positive retroactive effect on stimulating polar research and impact on research teams that went far beyond training new researchers.

The programme will therefore always be linked to the genesis of polar science in Portugal. It was also highly praised by the scientific community. The grant recipients were not only able to conduct research at Portuguese and foreign centres of excellence but in some cases also participated in field campaigns in the Arctic and Antarctic, very important milestones in their training. Indeed, several of them will continue advanced research projects in doctoral programmes.

Gonçalo Vieira

Scientific Coordinator of the Nova Geração de Cientistas Polares Programme

FURNITURE DESIGN WITH RECYCLED OR RECYCLABLE MATERIALS COMPETITION

In 2010, CGD organised the third Design Competition based on the concept of "converting old into new" in park furniture, street lighting and communication systems to encourage best environmental practices.

The competition is for design students and inspires them to think about the city, assimilate and transmit the interaction between space and man and the scale and functions of the city and combine these premises with new, sustainable practices and behaviour.

The competition was open until June 2011 and was very popular with students and universities. Entrants were asked to create a piece of urban equipment abiding by the criteria of sustainability, functionality, design, creativity, innovation, versatility, constructive technique and urban suitability.

O PLANETA AGRADECE BLOG

The O Planeta Agradece blog, which began in 2007, raises environmental awareness in a wide debate. It suggests ideas and good practices and instils a more responsible attitude in the community. Come and join in at <http://oplanetaagradece.blogspot.pt/>

MOVIMENTO ECO — EMPRESAS CONTRA FOGOS (COMPANIES AGAINST FIRES)

CGD joined the ECO Movement in 2007 and since then has signed cooperation agreements with Autoridade Florestal Nacional (AFN), Autoridade Nacional de Protecção Civil (ANPC) and Guarda Nacional Republicana (GNR). Under the supervision of the Ministry of Agriculture and Ministry of Internal Affairs, these bodies play a crucial role in coordinating and implementing forest fire prevention policies.

CGD COMMITMENTS

Foster sustainable development

Continue to support Movimento ECO – Empresas contra Fogos – Done 2010

DONE 2010

GREEN KEY PROGRAMME 2010

In 2010, CGD sponsored the Green Key Programme coordinated nationwide by Associação Bandeira Azul da Europa (ABAE). The project began in Denmark in 1994 and awards ecolabels to hotels for good practices and concern for the environment. There are currently 16 member countries.

CGD thus joined a project whose success has been reflected in a progressive increase in the number of Portuguese tourist facilities covered. In 2010, 25 hotels were awarded the Green Key, a symbol of sustainable tourism that enjoys CGD's support.

CGD offers advantageous conditions to holders of Caixa Carbono Zero, Caixa ITIC, Caixa Leisure and Caixa Woman cards at some of the Green Key facilities in order to encourage sustainable tourism.

NATIONAL ENVIRONMENTAL INNOVATION AWARD

In 2010, CGD was a patron of the National Environmental Innovation Award for the second year running. This award is given by Indústria e Ambiente magazine and goes to Portuguese organisations that contribute to good environmental performance with their innovations.

On 25 May, Environmental Innovation Day, the three winning projects were announced for 2010:

- > **1st PLACE**
CorkSorb absorbents for spills
— Corticeira Amorim, SGPS
- > **2nd PLACE**
— iMerterKit — ISA — Intelligent Sensing Anywhere
- > **3rd PLACE**
Biodegradable and compostable plastic composts
— CABOPOL, S.A.

The three winners were then eligible to enter Environmental Innovation for Europe 2010 (EEP Award 2010).

EcoCasa PROJECT

CGD was the main patron, and sole patron for the banking sector, of the EcoCasa Project, in partnership with Quercus, in aid of more effective management of energy consumption.

The project's aim is to encourage greater energy efficiency and rationalise domestic energy use.

The partnership with Quercus has had a great impact in a number of social sectors, as demonstrated by the large number of requests for training and awareness sessions at schools and elsewhere and participation in events such as fairs, conferences and workshops.

In addition to these activities, the EcoCasa Project has a new website that contains simulators to assess the most efficient choices of lighting and equipment and emissions from fuel consumption, among others.

Awareness of these issues was also raised in other initiatives in different media, such as regular spots like *Minuto Verde* (Green Minute) and *Um Minuto pela Terra* (One Minute for the Earth), broadcast on RTP1 and Antena 1, and a weekly text message campaign called *SMS Ambiente* (Environment Texts).

These are some of the projects that confirm a general commitment to the urgent issue of climate change, which justifies CGD's active involvement.

AMIGOS DO AMBIENTE PROGRAMME

In 2010, CGD and Quercus introduced an innovative education for sustainability programme called Amigos do Ambiente. A short, one-minute cartoon gave practical advice about contributions that everyone can make towards improving the environment in such different areas as energy, water, air, waste, noise or the conservation of nature.

The episodes were aimed at children aged 5 to 10 and were aired during cartoon time on RTP1, RTP2, RTP África and RTP Internacional.

*I believe that we can create
a poverty-free world.*

Muhammad Yunus

Nobel Peace Prize 2006
Pioneer of microcredit



THE COMMUNITY
AROUND US

7 > THE COMMUNITY AROUND US



Throughout its history, CGD has always fostered best practices in meeting the challenges of Portuguese society in different times and situations and has sought to provide direct support for social responsibility initiatives.

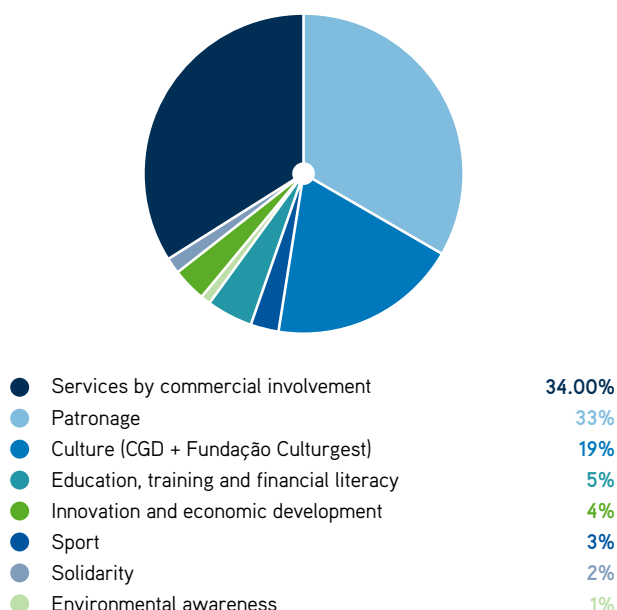
CGD'S RESPONSIBILITY is not limited to being able to achieve good financial results. CGD knows that it plays an important role in contributing to a society with high levels of education and social stability.

In 2010, CGD invested 5,816,000 euros directly in the community (35% of pre-tax profits). This does not include commercial initiatives for the public good.

TABLE 39 > DIRECT INVESTMENT IN THE COMMUNITY BY AREA OF INTERVENTION AND COMMERCIAL INITIATIVES FOR THE PUBLIC GOOD 2010 (EUROS)

	2010
Patronage	5,926,900
Culture (CGD + Fundação Culturgest)	3,432,188
Sport	515,792
Education, training and financial literacy	824,804
Environmental awareness	133,068
Innovation and economic development	624,069
Solidarity	286,387
Services by commercial involvement	6,050,121
Microcredit (loans granted)	636,865
Agreements with higher education institutions	4,287,685
Poupança Rumos (deposits)	923,575
General agreements	201,996
TOTAL	17,793,329

GRAPH 20 > DIRECT INVESTMENT IN THE COMMUNITY BY AREA OF INTERVENTION AND COMMERCIAL INITIATIVES FOR THE PUBLIC GOOD 2010



7.1 COMMUNITY ENGAGEMENT POLICY

On the basis of a diagnosis performed in 2010, CGD drafted its community engagement policy, with the following aims:

- > To include the community as a decisive factor in the creation of value and the sustainability of its business and support and strengthen its strategy, brand and corporate values;
- > To meet the community's needs while abiding by principles of ethics, transparency, compliance with codes of conduct, respect for employees and ongoing support for social and cultural activities;
- > To promote best practices in response to the challenges of Portuguese society through three strategic approaches: social innovation, culture and education and financial literacy;
- > To encourage stakeholder participation, while considering their expectations and values when making decisions.

CGD has made three basic commitments in this policy: structuring, assessing and monitoring its investments in order to maximise the impact of its activities, which are clearly in line with its core business and returning to the community a part of what it receives.

CGD COMMITMENTS

Community engagement policy

Draft a formal policy

DONE 2011

7. 2 SOCIAL INNOVATION

In view of shifts in paradigms and ways of life, in which social weaknesses are exposed and there is more social exclusion, CGD has helped to find solutions in the community.

CGD mobilises civil society professional and volunteer partners to find solutions to problems that its stakeholders consider essential, in order to meet social needs and foster social inclusion through business activities.

In 2010, CGD conducted a diagnosis of its investment in the community in order to obtain a national and international benchmark of best practices and redefine its social intervention model.

The study resulted in Banco Social (Social Bank), the name for CGD's work in innovation and social inclusion.

BANCO SOCIAL

Banco Social is a CGD platform for social development solutions through:

- > Creation of low-cost products for greater social inclusion (microcredit, micro-insurance);
- > Improvement in monitoring of borrowers in microcredit;
- > Identification and development of social financing models;
- > Support for social business projects;
- > Greater articulation with the third sector in devising new, more inclusive social solutions;
- > Continuation of partnerships to assess and monitor the impact of its social investment.

CAIXA FÃ FUND

The Caixa Fã Fund was set up in 2008 as part of CGD's social responsibility programme to support projects in this area. Every year, the fund sponsors 12 structural social intervention projects undertaken by institutions with credibility and the ability to implement their initiatives.

The Caixa Fã Card, which generates funds for Caixa Fã Fund charitable institutions when used by customers, is an innovative initiative in the Portuguese financial market when it comes to including social aspects in business.

TABLE 40 > PROJECTS SUPPORTED BY THE CAIXA FÃ FUND IN 2010

INSTITUTIONS SPONSORED IN 1 st HALF 2010	AMOUNT CONTRIBUTED (EUROS)
Associação Estrela Guia	27,000
<i>Domus Fraternitas</i> — Fundação de Solidariedade Social/Comunidade Terapêutica de São Francisco de Assis	30,000
Casa do Gaiato	30,000
Associação Quinta Essência	30,000
Movimento ao Serviço da Vida (MVS)	25,000
Associação Protectora dos Pobres (APP)	25,000
INSTITUTIONS SPONSORED IN 2 nd HALF 2010	
Associação Portuguesa de Apoio à Mulher com Cancro da Mama (APAMCM)	30,000
Movimento de Defesa da Vida (MDV)	30,000
Acreditar — Associação de Pais e Amigos de Crianças com Cancro	29,000
Associação Lavoisier	24,240
Associação Portuguesa para as Perturbações de Desenvolvimento e Autismo (APPDA)	15,000
Aldeia de Crianças SOS	30,000

The Caixa Fã Fund is also open to individual contributions to the accounts of the project promoters.

There was a pressing need to implement effective monitoring of projects sponsored and to measure the actual social impact of donations from the Fundo Caixa Fã Fund.

This resulted in a partnership with the Bolsa de Valores Sociais (Social Stock Exchange), which fosters the creation of substantial social gains.

BOLSA DE VALORES SOCIAIS

CGD has been the official bank of Bolsa de Valores Sociais (BVS) since July 2010. This ground-breaking project helps charities adopt a new vision of sustainability for their projects. CGD advertises the BVS project at its branches, on its information platforms and to its partners in order to mobilise civil society.

By promoting the concept of social investment, Bolsa de Valores Sociais is suggesting that support for civil society organisations should be regarded not as charity but as an investment that will generate a new type of profit - social profit.

The aim of the partnership between CGD and BVS is designed to boost the community's involvement, as a natural result of the work already promoted by the Caixa Fã Fund.



Bolsa de Valores Sociais embodies an innovative trend as it fosters investment in projects with a high social impact.

By investing in this exchange, I know that I am helping the projects of charitable institutions that have a vision of sustainability for their work. This means that their work generates an important social return and that my investment will not be limited to short-term support, but will help a project that will result in a better life for these institutions' beneficiaries.

I believe that we all have a role to play in building a fair society and sustainable social development and that investment in innovative social solutions is also an investment in everyone's future.

Sara Silva Ramos

Investor in Bolsa de Valores Sociais

FUNDO BEM COMUM (COMMON GOOD) FUND

Unemployment is a reality in our society. As a result, after realising that there were no other effective solutions, Associação Cristã de Empresários e Gestores (ACEGE) decided to set up Bem Comum, SCR.

Bem Comum is an original venture capital fund that fosters the right conditions to help unemployed middle and senior managers aged over 40 to become entrepreneurs.

CGD joined the scheme in October 2010, with the following goals for helping to change the situation:

- Encourage qualified managers with valuable experience whose skills are not being used due to unemployment or early retirement to undertake business projects;
- Provide financial and technical assistance to projects with growth potential to guarantee the sustainable creation of jobs;
- Create a broad support and information platform for senior entrepreneurship.

OTHER SOCIAL INNOVATION INITIATIVES

➤ 2010 CHRISTMAS CAMPAIGN

CGD launched a Christmas Campaign in 2010 for the book *Outras Histórias*. In this book, public figures of recognised merit with different educational backgrounds and life experiences agreed to write children's stories based on illustrations donated by the artist Roberto Chichorro. The book was the fruit of a joint solidarity effort and earnings from its sale went towards two Bolsa de Valores Sociais projects: *Rir é o melhor remédio* (laughter is the best remedy) (Operation Red Nose) and *Crescer dos 8 aos 80* (growing up from 8 to 80) (Associação Jerónimo Usera).

➤ BOOK *GESTÃO DE ORGANIZAÇÕES SEM FINS LUCRATIVOS* (MANAGEMENT OF NON-PROFIT ORGANISATIONS)

In view of CGD's manifest interest and investment in social innovation, in 2010 it participated in the publication of *Gestão de Organizações sem Fins Lucrativos – O Desafio da Inovação Social*, which is designed to be a tool for all those working in third sector management. The book is intended to help empower employees at non-profit organisations to fulfil their social mission more effectively. It is the first of its kind in Portugal and is the result of the efforts and commitment of TESE – Associação para o Desenvolvimento, do Impulso Positivo and União Distrital das Instituições Particulares de Solidariedade Social do Porto.

➤ THE LISBON MBA - CASE COMPETITION

In 2010, CGD sponsored a case competition, in its capacity as patron of the Lisbon MBA. The students were asked to conduct an exhaustive diagnosis and make suggestions for solving the financial problems of a non-profit association for pregnant young women. They had to draft creative recommendations and address the possible role of large companies like a CGD in this area.

7. 3 FOSTERING DEVELOPMENT

CGD's mission is to be a structuring group in the Portuguese financial system and stand out for its importance and responsibility. It must contribute to economic development, greater competitiveness, companies' capacity for innovation and international expansion and the solidity of the country's financial system.

ECONOMIA DO MAR OCEAN ECONOMY

CGD takes responsibility for being an active party and a promoter of Portugal's reencounter with the culture and Economia do Mar.

Furthermore, CGD is careful to introduce new financial instruments and other support measures for companies wishing to make a stake in the sea. One example of this is the conferences organised or sponsored by CGD and its partnership with two business associations:

- Fórum Empresarial para a Economia do Mar, which was founded after a study by Sociedade de Avaliação Estratégica e Risco – SaeR (SaeR report *O Hypercluster da Economia do Mar* (The Marine Economy Hypercluster) in which Professor Ernâni Lopes was one of the main driving forces);
- Associação Oceano XXI which, among other responsibilities, manages the National Strategic Reference Framework (NSRF) and the Compete programme for companies linked to the marine economy;

In 2010, CGD undertook the following initiatives:

- It joined Fórum Empresarial da Economia do Mar, an association of companies officially founded on 29 April 2010, as set out in *Hypercluster da Economia do Mar*;
- It sponsored the setting up of a Chair of Marine Studies at Aveiro University and the Sea Workshops during the Portugal e o Mar (Portugal and the Sea) Conference;
- CGD and *Jornal de Negócios* newspaper organised a conference on the economy of the sea to raise civil society's awareness of sea issues and open eyes to the sea's potential in Portugal's economic development;
- It sponsored projects and initiatives bringing the public closer to maritime culture and activities, such as the first CGD Sailing Regatta and the Second Tanto Mar (So Much Sea) Week, among others.

CITIES AND DEVELOPMENT

By tradition, CGD plays a very important role in so-called institutional banking in the Portuguese economy, especially with regard to its share of credit to local authorities. In this context and especially in the last three years, CGD has noted signs of change in trends in local authorities' socioeconomic environment due to the financial turmoil that particularly shook the OECD countries in 2008, based on an analysis of the local authorities' economic and financial model in the last 35 years. Due to these changes, the current model can no longer make a valid contribution to creating material, social and cultural wealth.

CGD therefore asked SaeR to perform an in-depth diagnosis of the current market context for local authorities, in its broadest sense, and identify principles and concrete courses of action. The idea was for local authorities and cities to continue to be a decisive factor in sustainability, the creation of economic wealth, people's quality of life, knowledge, innovation and creativity so that they could contribute to the competitiveness of the Portuguese economy.

The conclusions were that local authorities' management should cease to be based on distribution and adopt a promoter-investor culture based on the following principles:

- An overall strategic vision;
- Selective investment in basic factors of competitiveness in a scenario of scarce funding;
- Optimisation of costs;
- Increase in return on assets;
- Increase in predictability and stability of revenue and tax autonomy;
- New forms of finance not involving increases in public borrowing but attracting new classes of investor (e.g. municipal bonds, property investment funds, etc);
- Greater credibility of the urban unit with all its stakeholders thanks to more and better-quality information and more discussion and participation;
- Strategic alliances and partnerships among municipalities and between municipalities and private players in concrete, structural development projects designed to generate value.

According to the SaeR/CGD study, cities will play a decisive role in changing the development model in the Portuguese economy, which will have to happen, as the current model is not sustainable.

CGD COMMITMENTS

Contribute to sustainable development of cities — SaeR partnership

Identify fields in which the regional economy can create wealth effectively and sustainably

DONE

REPORT ON THE DEVELOPMENT OF THE PORTUGUESE ECONOMY

CGD sponsored a report on the development of the Portuguese economy in 2010. It was intended to systematise relevant information and convert it into useful, practical knowledge on the progress of the Portuguese economy in terms of the structures, behaviour and players involved in the creation of wealth.

The report is a CGD Group initiative in total harmony with its special role in the Portuguese financial system, especially with regard to the qualitative dimension resulting from its mission as a public institution to contribute to the system's stability and solidity, the country's economic development and the competitiveness, innovation and international expansion of Portuguese companies.

7. 4 URBAN RENEWAL

CGD's stake in urban renewal is to contribute to the regeneration of cities with a view to greater social, cultural and economic vitality.

PROPERTY INVESTMENT FUNDS FOR RESIDENTIAL LEASES (FIIAH)

CGD associates the urgent need for urban renewal with that of revitalising the home rental market and so it has been encouraging the development of instruments for this purpose by providing property investment funds for residential leases (FIIAH), through Caixa Arrendamento and Caixa Imobiliário. It has also been restoring and leasing properties in its portfolio.

CGD has a long-term urban renewal finance solution aimed at improving the habitability of buildings. The solution is for private customers, members of the professions, companies, owners' associations, municipalities, municipal undertakings, private charities and urban renewal companies (SRU).

A number of initiatives have been promoted with municipalities, with which CGD has been drafting and implementing municipal housing programmes and we have also signed agreements with urban renewal companies such as Porto Vivo SRU, CidadeGaia SRU, Coimbra Viva SRU and Évora Viva SRU.

SIL - PORTUGAL REAL ESTATE EXHIBITION AWARD

The importance that the CGD Group gives to the property rental market was also made clear in 2010 by its participation in the Portugal Real Estate Exhibition (SIL), where, for the first time in Portugal, it held auctions of properties for sale and lease.

The CGD Group's commitment in this market segment was publicly recognised in the 2010 SIL, as it received the Rental Award for its Solução Caixa Arrendamento (Caixa Lease Solution). It also won the SIL Real Estate Award. Both awards demonstrate the importance and recognition of CGD in the eyes of the main players in these markets.

GAIA DOURO FUND

CGD entered into partnerships with municipal housing undertakings, such as the agreement with Gaia Social EEM, in which it committed to offering preferential conditions to residents in Vila d'Este wishing to renovate their properties in one of the largest urban renewal projects.

In March 2010, Gaia Municipal Council and Fundimo, CGD's asset management company, signed a cooperation agreement. Pursuant to this agreement, CGD introduced the Gaia Douro Fund, a special closed real estate investment fund for the modernisation and urban renovation of Gaia. The fund consisted of a portfolio of 19 properties for sale or rent in the Vila Nova de Gaia municipality with a view to future projects for residential, retail and business purposes.

The fund also enables owners in Vila d'Este to renovate their units on very attractive credit conditions in terms of pricing, maturities and exemptions. It was thus associated with the largest urban renewal operation under way in Europe.

JESSICA (JOINT EUROPEAN SUPPORT FOR SUSTAINABLE INVESTMENT IN CITY AREAS)

In 2010, CGD was shortlisted for the European Commission and the European Investment Bank JESSICA initiative, which allows Member States to use amounts from structural funds to set up an urban development fund with return. These amounts are for urban renewal programmes and priority goes to the funding of projects for urban renewal, energy efficiency (especially in buildings) and revitalisation of city economies with support for SMEs and projects for disseminating information technology in urban areas. CGD's involvement in this initiative reflects its growing commitment to improving living conditions in our cities.

CGD COMMITMENTS

Finance for local authorities

Finance local authorities' strategic projects in areas such as energy efficiency, carbon emissions management and urban mobility

PARTIALLY DONE

VAMOS MUDAR A CIDADE (LET'S CHANGE THE CITY) BLOG

In 2010, CGD set up the Vamos mudar a cidade blog (<http://www.vamosmudaracidade.com>), a forum for discussing the main issues of everyday life in our cities, also accessible from the CGD website. Here people discuss ways of contributing to sustainable, intelligent, creative cities, such as urban renewal, mobility, cultural and social revitalisation, green areas, recycling household waste and saving energy.

7.5 ENTREPRENEURSHIP AND MICROCREDIT

Microcredit today is a powerful means of fighting poverty and social inequality and makes a positive contribution to combating social and economic exclusion by creating self-employment and small businesses. It enables CGD to help people who do not have access to credit in normal market conditions and who are not in the economic circuit for some reason. It fosters entrepreneurship as an alternative for people who are unemployed and, in the exercise of their citizens' rights, it aims to help them to play a dignified role in society again.

CGD COMMITMENTS

Microcredit portfolio

Ensure the sustainability of CGD's microcredit portfolio

DONE

CGD has a centralised unit for managing and monitoring its microcredit, the Agência Central para o Microcrédito (Central Microcredit Agency), which was set up in 2009. Its main purpose is to disseminate information on the subject to customers more effectively and optimise decision-making and the grant of loans.

MICROCREDIT PRODUCTS AND PARTNERSHIPS

In 2010, CGD continued the agreement that it had signed in September 2009 with Instituto do Emprego e Formação Profissional (IEFP), mutual guarantee companies and SPGM – Sociedade de Investimento, which set up a line of credit for entrepreneurship and the creation of self-employment.

This agreement followed up on a government initiative that approved the Entrepreneurship and Self-employment Creation Programme (PAECPE). The programme is designed to encourage the formation of small companies and combat unemployment through the creation of self-employment by the unemployed and people with wages lower than the guaranteed monthly income.

CGD's products in this area include:

- > MICROINVEST for loans of up to €15,000 per operation with a mutual guarantee of 100% ;
- > INVEST+ to finance loans between €15,000 and €100,000 with a mutual guarantee of 75%, in which the finance is limited to 95% of the investment, which must not exceed €200,000.

For people wishing to start their own business, CGD offers not only the above products but also microcredit instruments and support for entrepreneurship with the Caixa Empreender+ Solution.

In 2010, CGD started its Caixa Empreender (Caixa Entrepreneur) campaign, which included boosting Caixa Empreender+ and the Microinveste and Invest+ lines of credit and publicising them at IEFP seminars.

In 2010, CGD continued the consolidation of previous years for:

- > Microcredit and micro-finance with a line of credit set up under its agreement with Associação Nacional para o Direito ao Crédito (ANDC);
- > Micro-finance in which it continued its Caixa Jovem Empreendedor (Caixa Young Entrepreneur) line of credit, line of credit for Associação Nacional de Pequenas e Médias Empresas (ANPME), line of microfinance – Associação Nacional de Jovens Empresários (ANJE) and Raia Histórica line of credit.

In 2010, CGD also reinforced its strategic partnerships with social responsibility bodies in the area of microcredit.

During the year, the ACM's activity grew considerably. This was due not only to the agreement with Associação Nacional de Jovens Empresários (ANJE), which was transferred to the ACM in early 2010, but also to the new agreement between CGD and Instituto de Emprego e Formação Profissional (IEFP) to support entrepreneurship and the creation of self-employment.

The agreement with the ANDC, which the ACM had monitored since it was signed, underwent no substantial changes from the previous year.

In December 2010, the ACM's activity totalled 442 cases and 4.8 million euros in capital.

SUCCESS STORIES

Maria Leonor da Silva Vieira Cascalheira Microcredit customer

Maria Leonor Cascalheira was unemployed for over two years due to a high-risk pregnancy. She had two toddlers to take care of and was living on her husband's modest salary when she read about microcredit on the internet.

She was used to ironing at home and so, with the help of Associação Nacional de Direito ao Crédito (ANDC), she applied for a loan, which was approved by CGD. In less than two months from the start of the process in January 2008, she managed to open a laundry in Pinhal de Frades.

Eight months later, she is very pleased, as she has plenty of customers. She collects and delivers laundry and sometimes does small alterations and her prices are quite competitive compared with other laundries in the area.

She says that there is more demand, in spite of the crisis. Her initial forecast of three or four packages a day has doubled. She has recently hired a part-time employee to take some of the pressure off her husband in handling the business side and to give herself more time for the family.

Her dream now is that, with her ability and quality of service and if demand continues to increase, she may be able to open another laundry within a year.

João Paulo Pinto Microcredit customer

João Paulo sells clothes and towels at markets and farms in Alentejo to people who are usually unable to get to the shops.

For 20 years he lived in Lisbon and worked as a painter in the construction industry. Following some changes in his life, he decided to return to his origins and moved to Cabeção, in the municipality of Mora in Alentejo.

João Paulo turned to microcredit to set up a business that he thought would work in the area.

He went ahead with his fighting spirit and contagious humour and achieved very good results. One of his mottoes is customer satisfaction, especially in terms of the price-quality ratio of his products.

Along with his new business, his old occupation serves as a back-up and he is able to keep up a balanced life.

7. 6 PROMOTING KNOWLEDGE

RELATIONSHIP WITH UNIVERSITIES

Since 1993, CGD has been entering into agreements with universities and polytechnics, which involve issuing the multi-purpose Caixa Universidade Politécnico card used as an ID and bank card.

These agreements are usually for several years and include special conditions for CGD's services, such as ID cards for students, lecturers and non-academic staff, financial products and services for private customers on preferential terms and sponsorship of activities organised by the institutions of higher education and their student unions.

CGD's activity with universities is based on three fundamental pillars:

1. Promoting knowledge and academic merit by awarding research grants, prizes for the best students and curricular and vocational internships;
2. Encouraging entrepreneurship by sponsoring competitions and providing special financial solutions for young entrepreneurs;
3. Meeting students' financial needs while they are at university and when they start work.

As a knowledge bank, CGD:

- > Awards prizes for the best students on the courses;
- > Sponsors important scientific projects with an impact on society and academic life;
- > Awards prizes for new projects resulting in the formation of companies, in two different phases: support for planning and actual start-up of the business;
- > Sponsors conferences and seminars that disseminate knowledge in academic milieu and promotes vocational internships.

CGD has the Caixa Universidade Politécnico (CUP) portal for undergraduate and postgraduate students. It is a social and academic meeting place for students and provides practical tools

and information of use in their everyday lives. Holders of CGD's CUP (Caixautomática Universidade/Politécnico) card have added advantages on the portal, since they have additional access to exclusive features.

PMaTE AND NATIONAL SCIENCE COMPETITIONS 2010

Since 2006, CGD has sponsored the national competitions organised by the Matemática Ensino (Maths Teaching) Project. It awarded study grants and prizes to the students with the best marks in the competitions at the Aveiro University Campus in April 2010. This unique initiative is one of the largest education and science events in the country and brings together around 18,000 students in compulsory and secondary education from all over the country and also Mozambique. They participate in nine competitions in the areas of maths, biology, physics, Portuguese and geology.

The EDUCAÇÃO + (More Education) project was introduced to teachers and the media at the event. It is part of CGD's social responsibility work and complements the Saldo Positivo website by providing classroom teaching in financial education to students and the general public.

EDUCAÇÃO+

The Second Conference "Internacional de Educação Financeira" (International Financial Education Conference) organised by CGD and Aveiro University at Fundação Culturgest began the Educação + financial literacy project.

The travelling Educação+ exhibition is a joint CGD - Aveiro University project to promote financial education among young people in close cooperation with schools and local authorities.

It began in October 2010. After Águeda, Vouzela, Gouveia, Cinfães, Mirando do Douro, Chaves and Ponte da Barca, in 2011 the exhibition will go to another 16 cities from north to south of Portugal.

Aveiro University certifies the course contents in the Matemática Ensino (PmatE) Project with constant reference to Saldo Positivo. They are divided into three modules:

> MODULE I

What is money for?

1st to 6th grade;

> MODULE II

How to spend money

7th to 9th grade;

> MODULE III

To buy or not to buy?

Secondary education and general public.

CGD — THE DESIGN BANK

CGD has been a design bank since 2009 and has fostered innovation and value.

Design is a fascinating, creative discipline that is essential to our culture and contributes to the harmony of our daily lives.

Designers incorporate social and economic concerns and a vision of the world and their surroundings in their creative process. They interact with nature and other creators and absorb what is going on around them so that they can anticipate trends in human habits and behaviour and provide a result that improves people's lives.

CGD's aim in this association is not only to underscore the importance of this area to the development of the Portuguese economy by adding value to the country's products and services but also to highlight the vital role that design has played in stimulating change.

By sponsoring Centro Português de Design (CPD), CGD has strengthened its strategic position as a bank geared towards innovation, quality, excellence and social and economic needs.

CGD was the major sponsor in the Remade in Portugal project, which encourages the creation and development of Portuguese products made using at least 50% recycled material (pre- and post-use). The project involves periodic exhibitions in Portugal and abroad to spread the culture of eco-design.

Remade in Portugal joined CGD's Design de Mobiliário com Materiais Reciclados Competition (see Chapter 6).

In 2010, CGD sponsored other design initiatives, such as:

- > Design awards, including the Sena da Silva, Daciano da Costa and Sebastião Rodrigues awards;
- > Design Observatory, a research centre for collecting and processing data and conducting studies in partnership with key bodies;
- > Royal College, London Grant for the best design student at the universities with which CGD has agreements.

CGD is the official sponsor of Experimenta Design, which is responsible for the programme at Palácio Quintela (IADE headquarters), for one year. The palace's excellent location in Chiado vastly increases the visibility of the programme to Portuguese and foreign visitors, making it an emerging cultural space.

> DESIGN AO CUBO (DESIGN CUBED)

Under its agreement with the Faculty of Architecture at Universidade Técnica de Lisboa, CGD sponsored the event Design ao Cubo to show the different aspects of design taught (product, communication and fashion) and also promote CGD's Design Card. This card is tailor-made for all professional and student designers, lecturers and design professionals.

SUSTAINABLE ARCHITECTURE

> LISBON ARCHITECTURE TRIENNALE

CGD sponsored the second Lisbon Architecture Triennale in 2010, which fostered reflection, debate, exploration and dissemination of contemporary architecture. The theme this year was "Let's Talk about Homes".

CGD was patron of the international conference, which was held in the Aula Magna in November.

The conference is based on the principles of high quality and the development of Portuguese architecture, this year including homes and living in them. The approach was intended to be plural, bringing architecture down into the street, addressing architectural matters closer to people's lives, public debate and the actual reality of the social experience of architecture.

> SUPPORT FOR THE PROJECT BY THE ARCHITECT EDUARDO BENAMOR DUARTE

CGD also sponsored Benamor Duarte with his piece *Cadeira Rapigattoli* at See, Lay-on – the Milan Design Fair. His project highlighted Portuguese design as a key value for the country's culture and technology.

7. 7 FINANCIAL LITERACY

CGD organises financial literacy initiatives for people to learn better saving habits and avoid over-indebtedness and the inherent risk of default.



Financial literacy allows people to make informed financial decisions. The concept goes beyond mere financial knowledge since it also involves the way it affects their attitudes and behaviour.

By recognising the importance of literacy to the responsible management of personal finances, CGD helps to empower people to meet the demands made by the complexity and diversity of financial products.

Suzana Ferreira

Brand and Communication Department

CGD stepped up its investment in financial literacy and undertook the following initiatives:

SALDO POSITIVO

CGD conducted a new Saldo Positivo campaign in March 2010 to reinforce the promotion of financial literacy and also changed its financial literacy website (www.saldopositivo.cgd.pt), which was launched in 2008.

This change took the form of a new layout with more features and applications, with the goal set out in CGD's financial strategy of helping personal finances for effective everyday management.

The new website's features include daily news updates, a large area for sharing opinions, infographics and videos and new monthly quizzes and simulators, such as a calculator for buying or leasing a home, paying off or increasing loans (borrowing), the right savings for a good pension, and also insurance and taxes.

The motto for the reopening of the Saldo Positivo website was "Balance your life and your accounts", to encourage people to plan the management of their individual and family budgets.

The result was greater interactivity, more participation and harmony with current communication trends for more responsible individual and family financial management.

CGD COMMITMENTS

Foster financial literacy

Include Saldo Positivo in advertising of products and services

DONE

CICLO DA POUPANÇA

In 2010 CGD continued to develop the Ciclo da Poupança website, which was set up to raise the awareness of children and young people of the need to preserve the planet by saving natural resources by linking the concepts of saving natural and financial resources.

The website won the Sapo Silver Prize for online creativity in the sector financial category in 2010.

During Savings Week, from 27 to 31 October, CGD waged the I Know how to Save Campaign at its play branch at KidZania. It received 5,242 visitors.

Also in order to foster financial literacy and encourage youngsters to save, CGD asked children to complete tasks in the I Know how to Save game. The prizes included science kits.

All the children were given a CGD passbook to record their spending plans and deposits so that they and their parents can ensure that their expenses are properly managed.

In addition, CGD, in partnership with *Expresso* newspaper, published a free manual *A arte de bem gerir o seu dinheiro* (The Art of Managing Your Money), a brochure with four editorials in the economy section on savings issues and a web conference with a personal savings expert.

7. 8 VOLUNTEER WORK

CGD encourages in-house volunteering and participation in the community and comes across as a responsible, hands-on institution with key values and practices.

CGD's broader vision of volunteering takes the form of efforts to help institutions working to reduce the social, environmental and cultural inequality and asymmetries, primarily with human resources, but also with logistic and financial support, adapting their scale to national and local realities with an equal level of effectiveness.

The strategic goals of volunteering at CGD are:

- > To ensure that volunteer work helps CGD's strategic areas of social intervention, such as the environment, the sea, financial literacy and entrepreneurship;
- > To obtain recognition for the institution thanks to its volunteer work;
- > To encourage volunteering all over the country enabling all current and former employees and local communities to participate;
- > To increase the number of volunteers;
- > To create an electronic support channel for volunteer work;
- > To achieve a uniform social impact in local and national areas of intervention.

In 2010, more than 400 people joined in volunteer work organised by CGD, including employees and their families and friends.

The following were the most important permanent volunteer initiatives in 2010:

BOLSA DO VOLUNTARIADO (VOLUNTEER EXCHANGE) > this is a platform with more than 16,000 volunteers enrolled who are seeking an institution with which they can identify and to which they can contribute their experience and know-how. The exchange was set up by Entrajuda in 2006 and has been sponsored by CGD since that year;

ENTRAJUDA > the aim of CGD's partnership with this private charity is to assist other social institutions with their organisation and management in order to improve their performance and efficiency. CGD has worked with Entrajuda since it went into operation;

TERRA DOS SONHOS > Terra dos Sonhos is an association that was founded on World Day of the Child in 2007 to fulfil the dreams of children and young people aged two to 18 years who have been diagnosed with chronic or terminal diseases. The agreement between CGD and Terra dos Sonhos was the impetus behind getting the association started in Portugal.

The following one-off actions took place in 2010 as part of CGD's volunteer work:

BEACH CLEANUP (PENICHE) > 150 CGD volunteers (employees, family and friends) cleaned up Peniche beaches on 2 October and collected over 230 kilos of waste;

BANCO ALIMENTAR (FOOD BANK) (NOVEMBER CAMPAIGN) > A total of 3,265 tonnes of food were collected, 775 more than in 2009 and 168 CGD volunteers took part.



(...) I was contacted for the team that collected food at the Pingo Doce supermarket at the Alto da Barra shopping centre in Oeiras. I really enjoyed participating on the 28th and we were very pleased to see how many customers were willing to contribute. We filled dozens of carts with bags. I'm proud to say that CGD's employees contributed to the success of the November campaign! More than 3,000 tonnes of food were collected! Really good..

Elisabete Miranda
Control and Planning Department

2010 CHRISTMAS CAMPAIGN > On Volunteer Day, 5 December, CGD volunteers from all over the country read stories to children from the book *Outras Histórias*. Sixty volunteers were at 26 charities to hand out food and other items.

In addition to the volunteer work planned for 2010, CGD also engaged in other activities, such as:

- > Purchase and distribution of essential goods to institutions not involved in the 5 December action;
- > More than 40 CGD volunteers in the selection of voices in November to take part in producing the CGD audio version of the book *Outras Histórias*;
- > Initial preparation of a leaflet to be sent to soon-to-be-retirees to inform them of volunteer work and boost Bolsa do Voluntariado.



I would like to say thank you for the opportunity to participate in the recording and enjoy a unique, unforgettable experience. You can always count on me.

Lúcia Vaz Ribeiro
Castelo da Maia Branch

7.9 CULTURE AND HISTORICAL HERITAGE

Where cultural activity is concerned, CGD continues to play an unequivocal, inimitable role in promoting music, art, cinema, literature and the Portuguese language and culture in Portugal and worldwide.

CGD's work towards the wide dissemination of culture includes:

- > Direct action as a cultural agent through Fundação Caixa Geral de Depósitos – Culturgest;
- > Decentralised intervention by promoting events and forming partnerships with bodies that play a crucial role in organising prestigious cultural initiatives all over the country;
- > Presence in the contemporary art market by enriching the CGD art collection;
- > Conservation of the bank's historical heritage.

FUNDAÇÃO CAIXA GERAL DE DEPÓSITOS – CULTURGEST

CGD's Fundação Caixa Geral de Depósitos – Culturgest operates at the CGD head office building in Lisbon and the CGD building in Avenida dos Aliados in Porto. It works intensively in all the arts, especially theatre, dance, music of genres (opera, classical music, jazz, world music, etc), cinema, new circus, the visual arts and literature. It also organises conferences and conference seasons on the arts, science and thought.

The foundation has an Education Department and manages CGD's collection. It inventories, studies and preserves its works and puts on exhibitions that travel the country. It is also responsible for planning and producing exhibitions at Fidelidade Mundial's Espaço Chiado 8.

In 2010 more than 80,000 people of all ages went to cultural events organised by Culturgest at CGD premises. There were 21 performances of 10 dance shows, 54 performances of 12 plays, 42 performances of 34 musical events, six performances of two new circus shows and 158 film screenings. The Lis-

bon gallery had five and Porto gallery four exhibitions. There were four exhibitions at Chiado 8.

The Education Department organised 541 activities, most of which consisted of visits to exhibitions at the head office building, but also including birthday parties, workshops for people of different ages, workshops for children and young people during the school holidays, activities for teachers, visits to the works of art at the CGD building and an international conference entitled "Em nome das artes ou em nome dos públicos? Discursos, linguagens e dialectos, do mediador à mediação em arte contemporânea" (In the name of the arts or of the public? Discourses, languages and dialects from the mediator to mediation in contemporary art), which had wide repercussions in Portugal and abroad.

Lisbon's two largest and most important cinema festivals, Indielisboa and Doclisboa are based at Culturgest, where many of the screenings take place.

Fundação CGD – Culturgest is known for its contemporary programmes, which are almost all out of the mainstream. On the other hand, a number of events, especially music and circus, and many of the Education Department initiatives are for a wider audience. The quality of the foundation's activity is generally acknowledged by the public and critics.

The critics in the press usually place Fundação CGD – Culturgest shows and exhibitions in the top rankings in their annual reviews. This was also the case in 2010. In *Público* newspaper, the best play, the best dance performance, the best film and the best exhibition of the year were put on by Culturgest. In addition to these first places, other shows and exhibitions were listed in the top 10. According to the critics in *Expresso* newspaper, three of the 10 best theatre performances took place at the foundation, along with two of the best dance shows and two of the best exhibitions (one of them at Chiado 8). Respondents in a survey by *L+Artes* magazine included Culturgest exhibitions among those with the most votes. The only Portuguese jazz magazine, *Jazz.pt*, included four Culturgest concerts among the best 15.

The continuing presence of Fundação CGD – Culturgest in annual reviews, considering the diversity of critics and publication and the strong competition in Lisbon and the rest of the country, is certainly a sign that the foundation is considered an excellent organisation in its sphere of activity.

PROJECTO ORQUESTRAS CGD

The Orquestras Project is the result of partnerships with the organisers of Orquestra Metropolitana de Lisboa, Orquestra do Norte, Orquestra do Algarve and Orquestra Clássica do Centro.

The project began in 2001 and consists of patronage of these orchestras and the organisation of Caixa Geral de Depósitos Concerts, devoted to traditional classical and fusion music.

In 2010, 58 concerts were held from north to south of the country, 30 of which were essentially educational in nature, to create new audiences and the habit of enjoying culture as a family (educational events, family concerts and promenade concerts).

CGD ART COLLECTION

In recent decades, the CGD collection has become an important repository for preserving the memory of recent Portuguese art. The collection contains works by a number of essential artists in the history of Portuguese art since the 1960s. Its works are shown to the public in travelling exhibitions in different parts of the country.

HISTORICAL HERITAGE

CGD's Historical Heritage Office in Lisbon collects, conserves, organises and shows CGD's heritage and sponsors and participates in exchanges of information with similar institutions, schools and Portuguese and foreign historical heritage research centres. It also manages CGD's media libraries abroad.

In 2010, an area devoted to CGD's heritage was set up on the corporate website. It provides information on the Bank's history, archives of historical documents, museum, collections, libraries and media libraries.

MEDIA LIBRARY NETWORK

CGD has been setting up a network of media libraries in Portuguese-speaking countries under a cooperation agreement with Instituto Português de Apoio ao Desenvolvimento (IPAD) and other institutions in Portugal and countries that are beneficiaries of Portuguese aid where the Portuguese language can be promoted as much as possible.

Under this agreement, media libraries have been set up in Dili (Timor), Maputo and Beira (Mozambique), S. Tomé (S. Tomé e Príncipe) and Praia and Mindelo in Cape Verde.

CGD has expanded this network beyond the Portuguese-speaking world and opened its first media library in Europe in 2005, at its premises in Luxembourg, an EU country with a large, dynamic community of Portuguese immigrants and descendants that accounts for around one-fifth of the working population.

These are computerised, multimedia libraries and allow readers to view information, thereby facilitating access to knowledge needed for economic development and helping to train human capital.

OTHER CULTURAL PROJECTS

In 2010, other projects in different cultural areas received CGD's patronage:

MUSIC

André Sardet's *Mundo de Cartão* tour

Associação Musical Lisboa Cantat

CD of the works of Fernando Lopes Graça – Obra Coral a capella – Vol. 1

Maestro Álvaro Cassuto

Four CDs with works by Portuguese composers

Miso Music Portugal

Musical and video creation (ThS)inking Survival Kit, which was presented in Lisbon and at the London City Festival

Mariza concert in Cape Verde as part of the celebrations of the 550th anniversary of the discovery of Cape Verde and the 35th anniversary of its independence

Jazz ao Centro

Coimbra International Jazz Meetings

World premiere of the CD *Penínsulas & Continentes* by Maria de Medeiros

Cinema S. Jorge, Lisbon

FILMS AND DOCUMENTARIES

DOCLISBOA 2010

8th International Film Festival

Associated brand and exclusive partner in all extensions

INDIELISBOA'10

Independent Film Festival

Official partner of festival and extensions

CINESC

First National Festival of Short Films for Cinema Schools

PHOTOGRAPHY AND JOURNALISM

Photojournalism Exhibition World Press Photo 2010
Fórum da Maia

Exhibition of photography by Cruz Filipe
Tomar Municipal Council (works donated)

Gazeta Awards from Clube de Jornalistas
(Journalist Club)

THE ARTS AND LETTERS

Festival das Artes de Coimbra (Coimbra Arts Festival)
Fundação Inês de Castro

D. Diniz Literature Award
Fundação da Casa de Mateus

Porto Cartoon World Festival
Museu Nacional da Imprensa

International exhibition *Surrealism Now*
Fundação Bissaya Barreto, Coimbra

Exhibition and catalogue *A Invenção da Glória. D. Afonso V e as Tapeçarias de Pastrana*
Museu Nacional de Arte Antiga

Exhibition and catalogue *Arte Médica e Imagem do Corpo* Biblioteca Nacional de Portugal

Exhibition and catalogue *Malangatana — 50 anos de pintura* Universidade de Évora

Exhibition of illustrations by Roberto Chichorro

Centro Nacional de Cultura (National Culture Centre)
Gold patron

Fundação Mário Soares (Mário Soares Foundation)
Archive and museum of Timorese resistance in Timor

Fundação Cidade de Lisboa (Lisbon City Foundation)
Annual grants from Colégio Universitário da Cooperação

Fundação Júlio Pomar (Júlio Pomar Foundation)
Multi-annual patronage

Fundação de Serralves (Serralves Foundation)

Prémio Vida Literária Associação Portuguesa de Escritores/Caixa Geral Depósitos (Portuguese Writers' Association Literary Life Award)

Palácio Quintela Project in partnership with Experimenta Design

Travelling exhibition of Design 09 Awards
Partnership with Centro Português de Design

Prémio Pessoa (Pessoa Prize)

Book *Colegiada de Nossa Senhora da Oliveira - História e Património* by Museu Alberto Sampaio

Celebrations of the First Centenary of the Republic at Museu da Presidência

Patron of Museu de Imprensa (Press Museum)

7. 10 SPORTS

CGD believes in sports as essential to a healthy, responsible life and in sharing fundamental values such as dedication, loyalty, effort and a team spirit.

CGD has played an active role in promoting amateur sports and helping create the right conditions for young athletes to represent not only their clubs but also Portugal in international competitions.

It also invested in facilities that encourage sports and contribute to social development.

It has partnerships with Federação Portuguesa de Rugby and Associação Académica de Coimbra.

PORTO BIKE TOUR

For the fifth year running, CGD sponsored the World Bike Tour in Portugal, this time in Porto.

This project is organised by Instituto da Droga e da Toxicodpendência and consisted of a recreational bike ride along the banks of the Douro from Arrábida Bridge to Foz.

The Porto Bike Tour was associated with the institute's *Pedalada... só com a tua energia!* Campaign, which travelled to beaches around the country during the roadshow publicising the event. It is designed to encourage healthy lifestyles and make young people aware of the consequences of drug use.

7. 11 SOLIDARITY

CGD has played a significant role in supporting the country's economic and social development by joining major causes in the area of solidarity and good works.

CGD'S BLOOD DONOR GROUP

The sole purpose of CGD's blood donor groups organised by Serviços Sociais da CGD is to save lives by giving blood. With around 5,000 donors and regional units all over the country, it is the largest group from a financial institution and one of the largest in Portugal.

MULHER ACTIVA (ACTIVE WOMAN) AWARD

CGD sponsored the tenth Mulher Activa Award with the theme "Women". The award goes to Portuguese women whose work has had a highly positive impact on society and people's quality of life.

SOLIDARITY ACCOUNTS

The following were the most important active solidarity accounts in 2010:

- > Conta solidariedade Fábrica da Igreja Matriz de Santa Cruz – Lagoa Aço;res;
- > Conta solidariedade Emergência Ilha da Madeira.

DONATIONS

CGD makes financial donations to institutions and projects in addition to those indicated above for the Caixa Fã Fund. They include:

- > Assistência Médica Internacional (AMI)
- > Associação Nacional de Desporto para Deficientes Motores (ANDDEMOT)
- > Associação Lavoisier
- > Associação Nacional de Fibrose Quística (ANFQ)
- > Associação Portuguesa de Bibliotecários, Arquivistas e Documentalistas (BAD)
- > Associação para a Promoção Cultural da Criança (APCC)
- > Associação Terra dos Sonhos
- > Bens de Utilidade Social (BUS)
- > CADIN
- > Entrajuda
- > Fundação de Serralves
- > Fundação Portuguesa de Cardiologia
- > Igreja Paroquial de S. João de Deus
- > Pro Dignitate — Fundação de Direitos Humanos
- > Santa Casa da Misericórdia de Braga
- > TESE — Associação para o Desenvolvimento
- > Revista Visão Braille

GOODS DONATED

Every year, CGD also donates office furniture in good condition but no longer in use to charitable institutions or organisations in the public or community interest.

In 2010, CGD donated items to the following organisations:

- > Associação de Bombeiros Voluntários de Montemor-o-Novo
- > Candeia — Associação para a Animação de Crianças e Jovens
- > Banco de Bens Doados
- > União das Misericórdias
- > Centro Social S. Miguel Arcozelo



ANNEXES

ANNEX A > GLOSSARY

CLIMATE CHANGE > 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 (see greenhouse gases).

THE ENVIRONMENT > the physical, ecological, economic and socio-cultural systems with a direct or indirect effect on the quality of human life.

HVAC > heating, ventilation and air conditioning.

BIODIVERSITY OR BIOLOGICAL DIVERSITY > "variability among living organisms from all sources (...): this includes diversity within species, between species and of ecosystems" (Convention on Biological Diversity).

BIOMASS > total dry mass of biological material, a biodegradable fraction of products and waste from farming and forestry (cereals, pasture, starchy and oleaginous products, wood and fibre, etc) and industrial and household waste.

CARBON > the generic name for greenhouse gases (see greenhouse gases).

COGENERATION > the simultaneous generation of electricity and thermal energy in a single process.

FUEL > anything that is combustible (e.g. wood, paper etc).

OFFSET OF EMISSIONS > 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 (see carbon credits).

CARBON CREDITS > reductions in greenhouse gases expressed in equivalent carbon dioxide units generated by selected projects and traded on special markets. A carbon credit corresponds to one tonne of reduced equivalent carbon dioxide and can be acquired by organisations or individuals to offset their emissions (see offset of emissions).

CO₂e OR EQUIVALENT CARBON DIOXIDE > 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 their global warming potential.

FTE > fulltime equivalent.

SUSTAINABLE DEVELOPMENT > development that satisfies the needs of the present without compromising the ability of future generations to satisfy their own needs. In accordance with the European Union Strategy for Sustainable Development (COM(2001)264 final, of 15 May), economic growth, social cohesion and environmental protection must go hand in hand in

order to achieve sustainability. In other words, sustainable development is only possible through a compromise between the three pillars: economy, society and environment.

LOW-CARBON ECONOMY > 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 on more rational use of energy resources and the use of renewable energy sources, in addition to other factors.

ECOSYSTEM > a complex that includes the living community, its environment and interactions and functions as an ecological unit in nature.

GREENHOUSE EFFECT > 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 absorbed incident solar radiation and irradiated solar radiation in the form of infrared rays (heat) (see greenhouse gases).

ELECTRICITY GENERATED FROM RENEWABLE SOURCES > electricity generated by plants that only use renewable energy, as well 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.

GREENHOUSE GASES (GHG) > 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 hydrofluorocarbons (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 (see greenhouse effect).

GHG PROTOCOL > the Greenhouse Gas Protocol.

GWh > Gigawatt-hour.

ENVIRONMENTAL IMPACT > 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 with the situation that would occur in the same period and area if the project had not taken place (Decree-Law 69/2000).

EMISSIONS INVENTORY > the periodical quantification of greenhouse gas emissions from a certain activity or organisation. Emission sources for organisations vary according to the sector, though they generally include energy consumption at their facilities and employee travel. The results make it pos-

sible to monitor carbon performance and measure the efficacy of reduction measures.

kWh > Kilowatt-hour.

CAIXA CARBON ZERO TARGET 2010 > CGD's commitment to offset unavoidable emissions from its activity by acquiring carbon credits. Caixa has a phased offset programme in place whereby it acquires carbon credits generated by technological projects (that avoid emissions of greenhouse gases into the atmosphere) and forest schemes (that absorb CO₂ from the atmosphere).

MITIGATION > 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).

MJ > Megajoule

CARBON FOOTPRINT > 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 (see emissions inventory).

OFFSET PROJECT > also called a credit generating project. It reduces the concentration of greenhouse gases in the atmosphere over and above that which would occur in its absence, thereby generating an asset corresponding to the emissions reduced. This reduction may result from technological changes that avoid emissions (e.g. replacing fossil fuels by renewable sources to generate electricity) or action to increase capacity to remove CO₂ from the atmosphere (e.g. afforestation or reforestation). The acquisition of carbon credits is a source of finance for the project.

KYOTO PROTOCOL > an international agreement signed in Kyoto, Japan, in 1997. Among other aspects, it sets emission reduction targets for industrialised countries aimed at an overall reduction of 5.2% of 1990 emissions between 2008 and 2012.

RECYCLING > the use of materials making up a component to make new components, thereby reducing the energy associated with their manufacture, in most cases.

REDUCTION IN EMISSIONS > all action taken to avoid greenhouse gas emissions. The main reduction measures include improving buildings' energy efficiency, using renewable energy sources and reducing fuel consumption in transport.

WASTE > any substances or objects of which a holder disposes or has the intention or obligation to do so.

REUSE > putting components to similar use without alterations, whenever possible.

CARBON SEQUESTRATION > the removal of greenhouse gases from the atmosphere. The process may be biological (absorption of CO₂ by plants through photosynthesis) or geological (underground storage of CO₂).

tCO₂e > tonnes of equivalent carbon dioxide.

ATU > air treatment unit.

ANNEX B > METHODOLOGICAL NOTES

LA1 > The distribution of CGD S.A. employees in the different countries in which it operates was reviewed for 2009 in order to ensure comparability with 2010 data. Subcontracted employees are considered supervised employees for GRI purposes.

LA2 > The following formula was used to calculate turnover rate by age group:

Turnover = [(number of employees leaving)/(number of employees at end of period)]*100.

LA7 > 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.

This report does not show the frequency of occupational diseases, only the number of diseases recognised in the period to which it refers.

Unlike 2009, absences to care for family were not excluded from the absentee rate.

The rates inherent in this indicator were calculated with the following formulas:

RATES FOR OCCUPATIONAL ACCIDENTS AND DISEASES, ABSENTEEISM AND FATALITIES	FORMULA
Occupational accident frequency rate	(No. of occupational accidents with sick leave /MAP)* 1000000
Severity rate	(Days lost due to occupational accident or disease /MAP)*1000
Absentee rate	(Total hours lost /MAP)*100
Number of work-related fatalities	No.
Number of occupational diseases recognised in 2010	No.

MAP: Maximum Acquired Potential

LA8 > Some employees benefited from more than one programme. Employees of CGD S.A. and other Group companies are entitled to specialised exams and occupational medicine prevention programmes. In 2010 5,071 employees received seasonal flu vaccinations.

LA10 > Data on training include in-house and external training. The following formula was used to calculate the average number of hours' training per employee and occupational category: average hours' training per employee and occupational category = total hours' training per occupational category / total number of employees in each category.

LA13 > The management categories include directors, senior managers and middle managers.

LA14 > The ratio was obtained from women's average basic salary for each occupational category divided by the men's average basic salary in the same category.

It was not possible to calculate the ratio for directors and unskilled workers because one gender predominates in each of these categories.

The 2009 figures were reformulated to remove additional remuneration on top of each employee's basic salary.

EN1 > CGD no longer purchases ink cartridges or toners for its multi-purpose equipment. They are now supplied under contract by the supplier of the equipment.

The figures for white photocopy paper consumption for 2008 and 2009 from the previous report were rectified, as there was a calculation error.

EN3 > Consumption of diesel, petrol and natural gas was converted into energy units (GJ) using the following conversion factors:

CONVERSION FACTOR	FACTOR	VALUE	SOURCE
Electricity (MJ/kWh)	kWh-->MJ	3,600	International Energy Agency
Diesel	PCI (GJ/ton)	43,310	Agência Portuguesa do Ambiente, 2010
	Density (kg/l)	0,837	Agência Portuguesa do Ambiente, 2010
Petrol	PCI (GJ/ton)	44,770	Agência Portuguesa do Ambiente, 2010
	Density (kg/l)	0,748	Agência Portuguesa do Ambiente, 2010
Natural gas	PCI [GJ/((N)m ³ x 10 ³)]	37,642	Agência Portuguesa do Ambiente, 2010 DGE, Despacho N.º 17 313/2008

On the date of completion of this report, it was not possible to calculate fuel consumption without a loyalty card.

EN4 > The method used to process information was the same as previous years for CGD's central buildings. It was necessary to recalculate the figures for the commercial network, however. This was because, when the 2009 Sustainability Report was written, part of the information on electricity consumption in the commercial network was not available due to incompatibilities between CGD SAP system and the billing system of a new electricity supplier (EDP Corporate). We therefore decided to extrapolate the missing consumption figures on the basis of available billing information. However, a comparison of these data and those for 2010 showed a variation of around 6%. In view of this and the weight of carbon emissions from electricity consumption in total CGD emissions (around 90%),

and the fact that the consumption data for 2009 were already in the SAP at the time of writing of the 2010 Sustainability Report, we decided to recalculate the 2009 figures. Having decided to make a restatement, we also recalculated the data for 2008 to ensure that the analysis used the same extraction methods for all years (2008, 2009 and 2010).

CONVERSION FACTOR	FACTOR	VALUE	SOURCE
Electricity (MJ/kWh)	kWh-->GJ	0,0036	International Energy Agency

The electricity consumption figures for central buildings refer to those in Av. João XXI, Lisbon (head office), Av. 5 de Outubro 175, Lisbon, Av. Aliados, Porto, Edifício Av. França, Pç da Liberdade, Porto, Edifício Camões, Edifício 31 Janeiro, Sapadores, Lisbon, Cabo Ruivo, Lisbon and Arquivo Alves Redol, Lisbon.

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.

EN16 > Direct emissions from diesel used in emergency generators and natural gas in heating boilers were accounted for. They were calculated on the basis of the quantities of fuel used by each and their emission factor. Direct emissions from fuel combustion in CGD's vehicles were accounted for. Emissions of f-gases were calculated on the basis of the quantity and type of gas in the equipment and the leakage rate in the IPCC method established for each type of equipment. Indirect emissions from electricity generation for consumption at facilities were calculated using the 2010 annual average emission factor from each supplier for the amount of energy supplied.

EN17 > Emissions from personal transport are those from travel in taxis and private cars.

EN22 > The figures shown refer only to waste produced at CGD's head office building (the only facility with individual control), with the exception of filing paper and cardboard waste collected in the commercial network and sent for recycling in the national circuit.

FS6 > The information on credit granted by type of customer (in EUR millions) is for CGD, SA in Portugal and its foreign branches. The information on credit to customers by economic sector and deposits by type of customer is only for CGD, SA in Portugal.

ANNEX C > GLOBAL REPORTING INITIATIVE INDEX

1 > STRATEGY AND ANALYSIS

	GRI INDICATOR	STATUS	ASSURANCE	LOCATION
1.1	Chairman's statement	✓	✓	P. 4-5
1.2	Description of key impacts, risks and opportunities	✓	✓	P. 10, 30-32, 36-45 Fulfilment of commitments is described throughout the report.

2 > ORGANISATIONAL PROFILE

	GRI INDICATOR	STATUS	ASSURANCE	LOCATION
2.1	Name of the reporting organisation	✓	✓	P. 3
2.2	Chief brands, products and/or services	✓	✓	P. 67-68
2.3	Operational structure of the organisation including main divisions, operating companies, subsidiaries, and joint ventures	✓	✓	P. 10
2.4	Location of organisation's headquarters	✓	✓	CGD's head office is at Avenida João XXI, 63, 1000-300 Lisboa
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	✓	✓	P. 13
2.6	Nature of ownership and legal form	✓	✓	P. 17
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	✓	✓	P. 13
2.8	Scale of the reporting organisation	✓	✓	P. 15, 48, 68
2.9	Significant changes during the reporting period regarding size, structure, or ownership	✓	✓	P. 15
2.10	Awards received in the reporting period	✓	✓	P. 20-21

3 > REPORT PARAMETERS

	GRI INDICATOR	STATUS	ASSURANCE	LOCATION
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Report profile

3.1	Reporting period for information provided	✓	✓	P. 3
3.2	Date of most recent previous report	✓	✓	P. 29
3.3	Reporting cycle	✓	✓	P. 3
3.4	Contact point for questions regarding the report or its contents	✓	✓	P. 3

Scope and boundary of the report

3.5	Process for defining report content	✓	✓	P. 25–26, 29 P. 21 of the 2009 Sustainability Report - technical section on www.cgd.pt
3.6	Boundary of the report	✓	✓	P. 3
3.7	Specific limitations regarding the scope and boundary of the report	✓	✓	P. 3
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations	✓	✓	P. 3 The report covers the activity of Caixa Geral de Depósitos, SA, and its branches abroad.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	✓	✓	P. 141–142 Annex B — Methodological notes
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	✓	✓	P. 48 There was a correction of information on the number of employees per country for 2009. Other re-statements are mentioned in Annex B Methodological notes.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	✓	✓	There were no significant changes from the previous report.

Index of GRI content

3.12	Index of GRI table content	✓	✓	This table
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Assurance

3.13	Policy and current practice with regard to seeking external assurance for the report	✓	✓	P. 3
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4 > GOVERNANCE

	GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Governance				
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	✓	✓	<p>P. 17–18</p> <p>Corporate Governance Report — p. 556-560 of 2010 Annual Report and Accounts</p>
4.2	Chairman's role	✓	✓	<p>Corporate Governance Report 2010 — p. 557-558 and 590 of 2010 Annual Report and Accounts</p> <p>The Chairman of the Board of Directors has executive duties and is responsible for corporate relations, corporate communication (including sustainability), press relations, general office, study office, financial holdings, internal audits, risk and credit and historical heritage.</p>
4.3	Independent and/or non-executive board members	✓	✓	<p>All CGD's board members are executive directors and are elected by the single shareholder – the state. Pursuant to current regulations, none of them can be considered independent</p>
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	✓	✓	<p>P. 60 and 61</p> <p>The shareholder's formal communication with the Board of Directors is at the General Meeting of Shareholders, the powers of which are described in the Corporate Governance Report 2010 — p. 557-558 of the 2010 Annual Report and Accounts.</p>
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance)	✓	✓	<p>Corporate Governance Report 2010 — p. 561 of the 2010 Annual Report and Accounts.</p> <p>The Board of Directors is assessed on the basis of CGD's economic performance and there is no variable component of the directors' remuneration that depends on social or environmental performance. However, since 2009, the Brand and Communication Department has allocated six employees to sustainability. The evaluation of these employees' performance is indexed to the fulfilment of specific sustainability goals.</p>

4 > GOVERNANCE — CONTINUATION

	GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Governance				
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	✓	✓	<p>Corporate Governance Report 2010 — p. 561 of the 2010 Annual Report and Accounts</p> <p>CGD's Code of Conduct also demonstrates its strong commitment to avoiding conflicts of interest. Any CGD employee who does not comply with this code may be subject to a disciplinary procedure and resulting sanctions, depending on the severity of the situation. For more information see: www.cgd.pt</p>
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics	✓	✓	<p>Applicable legislation is respected and there are no rules that the selection of directors should depend on environmental or social criteria.</p> <p>Corporate Governance Report 201 — p. 585-609 of the 2010 Annual Report and Accounts</p>
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	✓	✓	<p>P. 18–19</p> <p>See www.cgd.pt See 2010 Annual Report and Accounts on www.cgd.pt</p>
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	✓	✓	<p>P. 34–35</p> <p>In addition to its sustainability management model, CGD's governance model is designed for effective supervision of its identification and management of performance and business risks and opportunities. It is described in detail in Chapter 3.5 of the 2010 Annual Report and Accounts, from which some examples have been taken: the boards and committee of the Board of Directors, the Operational Risk and Internal Control programme (ROCI) and the main activities of the Internal Audit Department.</p>
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	✓	✓	<p>The Supervisory Board is responsible for drafting an annual report on compliance with economic goals set for the Board of Directors by the shareholder.</p> <p>There are no formal processes for evaluating performance of the environmental and social components</p>

4 > GOVERNANCE — CONTINUATION

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
External commitments			
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organisation	✓	✓	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 Caixa Carbono Zero Programme and environmental policy have introduced environmental variables into its approach to risk management, operational planning and the development and introduction of products and services.
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	✓	✓	P. 19
4.13 Memberships in associations and/or national/international advocacy organisations	✓	✓	P. 23

Stakeholder engagement

4.14 List of stakeholder groups engaged by the organisation	✓	✓	P. 25–26
4.15 Basis for identification and selection of stakeholders with whom to engage	✓	✓	P. 29 P. 20–21, 29–30 of the 2009 Sustainability Report – Technical Section on www.cgd.pt
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	✓	✓	P. 27–28
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	✓	✓	Pág 29 P. 20–21, 29–30 of the 2009 Sustainability Report – Technical Section on www.cgd.pt

ECONOMIC MANAGEMENT APPROACH

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
GOALS AND PERFORMANCE	✓	✓	P. 15–16, 37–45
POLICIES	✓	✓	P. 30–33
ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34
TRAINING AND AWARENESS	✓	✓	P. 55–58
MONITORING AND FOLLOW-UP	✓	✓	P. 34

EC > ECONOMIC PERFORMANCE INDICATORS

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Economic Performance					
EC1	ESSENTIAL	Direct economic value generated and distributed	✓	✓	P. 16
EC2	ESSENTIAL	Financial implications and other risks and opportunities for the organisation's activities due to climate change	✓	✓	P. 30–33, 68–71, 98–103 P. 33–34 of the 2009 Sustainability Report – Technical Section on www.cgd.pt
EC3	ESSENTIAL	Coverage of the organisation's defined benefit plan obligations	✓	✓	2010 Annual Report and Accounts note 33 P. 277
EC4	ESSENTIAL	Significant financial assistance received from government	✓	✓	In 2010, CGD, SA received €9,401,066,389 in tax benefits. These benefits arose from current tax law, the Tax Benefit Statutes (EBF) and Corporate Income Tax Code (CIRC) for: <ul style="list-style-type: none"> ➤ Portuguese-speaking African countries (EBF) ➤ Membership fees and donations (CIRC and EBF) ➤ Costs of net creation of new jobs (EBF)

Aspect: Market Presence

EC6	ESSENTIAL	Policies, practices and proportion of spending on locally based suppliers at significant locations of operation	✓	✓	In its relations with suppliers, CGD complies with legislation applicable to the state corporate sector. CGD sends enquiries to selected suppliers after a prior 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 bids and are then confirmed in a contract or similar legal document. CGD usually hires local (national) suppliers in view of the normal criteria of economic rationality.
EC7	ESSENTIAL	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	✓	✓	CGD has no special local hiring procedures.

Aspect: Indirect Economic Impacts

EC8	ESSENTIAL	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement	✓	✓	P. 117–118
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ENVIRONMENTAL MANAGEMENT APPROACH

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
GOALS AND PERFORMANCE	✓	✓	P. 37–45
POLICIES	✓	✓	P. 31, 97–98
ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34 Annex F — Sustainability Programme
TRAINING AND AWARENESS	✓	✓	P. 55–58, 103–104
MONITORING AND FOLLOW-UP	✓	✓	P. 34

EN > ENVIRONMENTAL PERFORMANCE INDICATORS

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
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Aspect: Materials

EN1	ESSENTIAL	Material used by weight or volume	*	✓	P. 111, 141 Annex B — Methodological notes
EN2	ESSENTIAL	Percentage of materials used that are recycled input materials	✓	✓	P. 111

Aspect: Energy

EN3	ESSENTIAL	Direct energy consumption by primary energy source	✓	✓	P. 107, 141–142 Annex B — Methodological notes
EN4	ESSENTIAL	Indirect energy consumption by primary energy source	✓	✓	P. 107–108, 142 Annex B — Methodological notes

Aspect: Water

EN8	ESSENTIAL	Total water withdrawal by source	✓	✓	P. 110
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Aspect: Biodiversity

EN11	ESSENTIAL	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	✓	✓	CGD operates in urban areas and so the risk of being located in protected areas or adjacent to areas of high biodiversity value is low. In cases when this occurs, given its type of activity, the impacts are always low. CGD therefore considers this indicator irrelevant and does not monitor this type of information.
EN12	ESSENTIAL	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	✓	✓	CGD normally operates in urban areas and so the risk of being located in protected areas or adjacent to areas of high biodiversity value is low. In cases when this occurs, given its type of activity, the impacts are always low. However, CGD's Floresta Caixa Programme protects the Portuguese forests by supporting the planting of native species. P. 102, 113

* Partial response

EN > ENVIRONMENTAL PERFORMANCE INDICATORS — CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Emission Effluent And Waste					
EN16	ESSENTIAL	Total direct and indirect greenhouse gas emissions by weight	✓	✓	P. 108, 142 Annex B — Methodological notes
EN17	ESSENTIAL	Other relevant indirect greenhouse gas emissions by weight	✓	✓	P. 109, 142 Annex B — Methodological notes
EN19	ESSENTIAL	Emissions of ozone-depleting substances by weight	✓	✓	According to the GRI, ozone-depleting substances in products or equipment derived from use or disposal are not covered by this indicator. It therefore does not apply to CGD.
EN20	ESSENTIAL	NOx, SOx, and other significant air emissions by type and weight	✓	✓	Emissions of this type of substance arise from the use of emergency generators and CGD vehicles. Considering that the energy consumption from these sources is insignificant, CGD does not consider this indicator to be relevant.
EN21	ESSENTIAL	Total water discharge by quality and destination	✓	✓	CGD's premises are located in urban areas that have sewage and rainwater collection systems and so this indicator does not apply to its activities.
EN22	ESSENTIAL	Total weight of waste by type and disposal method	✓	✓	P. 112, 142 Annex B — Methodological notes
EN23	ESSENTIAL	Total number and volume of significant spills	✓	✓	CGD does not use chemical products in significant quantities that might cause spills with important environmental impacts. It therefore does not monitor this type of information as it is not materially relevant.
Aspect: Products And Services					
EN26	ESSENTIAL	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	✓	✓	P. 104–106, 109–111
EN27	ESSENTIAL	Percentage of products sold and their packaging materials that are reclaimed by category			For operational reasons it was not possible to measure this percentage.
Aspect: Compliance					
EN28	ESSENTIAL	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	✓	✓	No cases were detected.

LABOUR MANAGEMENT APPROACH

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
GOALS AND PERFORMANCE	✓	✓	P. 37–48
POLICIES	✓	✓	P. 32
ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34 Annex F — Sustainability Programme
TRAINING AND AWARENESS	✓	✓	P. 55–58
MONITORING AND FOLLOW-UP	✓	✓	P. 34

LA > LABOUR PERFORMANCE INDICATORS

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Employment					
LA1	ESSENTIAL	Total workforce by employment type, employment contract, and region	✓	✓	P. 48, 55, 141 Annex B — Methodological notes
LA2	ESSENTIAL	Total number and rate of employee turnover by age group, gender, and region	✓	✓	P. 49, 141 Annex B — Methodological notes

Aspect: Relations Between Workers and Governance

LA4	ESSENTIAL	Percentage of employees covered by collective bargaining agreements	✓	✓	P. 48 All CGD employees are covered by collective bargaining agreements. Furthermore, all HR management guidelines are set out in agreements between CGD and the trade unions.
LA5	ESSENTIAL	Minimum notice periods regarding operational changes, including whether it is specified in collective agreements	✓	✓	The minimum notice periods for collective redundancy 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 place 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 redundancy procedures, in which case it pays compensation higher than that required by law (see Clause 30 of the company agreements).

LA > LABOUR PERFORMANCE INDICATORS — CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Occupational Health and Safety					
LA7	ESSENTIAL	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	✓	✓	Occupational accident rate: 3.58 Severity rate: 0.088 Absentee rate: 3.63 Number of work-related fatalities: 0 Number of recognised occupational diseases in 2010: 1 P. 141 Annex B — Methodological notes
LA8	ESSENTIAL	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	✓	✓	P. 62–63, 141 Annex B — Methodological notes
Aspect: Training					
LA10	ESSENTIAL	Average hours of training per year per employee by employee category	✓	✓	P. 56, 141 Annex B — Methodological notes
Aspect: Diversity And Equal Opportunities					
LA13	ESSENTIAL	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	✓	✓	P. 50–51, 54, 141 Annex B — Methodological notes
LA14	ESSENTIAL	Ratio of basic salary of men to women by employee category	✓	✓	P. 52, 141 Annex B — Methodological notes

HUMAN RIGHTS MANAGEMENT APPROACH

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
GOALS AND PERFORMANCE	✓	✓	P. 37–45
POLICIES	✓	✓	P. 31–32, 83
ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34 Annex F — Sustainability Programme
TRAINING AND AWARENESS	✓	✓	P. 55–58
MONITORING AND FOLLOW-UP	✓	✓	P. 34

HR > HUMAN RIGHTS PERFORMANCE INDICATORS

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Investment Practices And Buying Processes					
HR1	ESSENTIAL	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	✓	✓	This report covers the activities of Caixa Geral de Depósitos, S.A. in Portugal, and of its branches abroad. However, there are also some relevant, properly identified sustainability measures implemented by other CGD Group companies in the report. These companies operate mainly in countries where labour legislation respects human rights, and so there are no clauses on these aspects in investment contracts.
HR2	ESSENTIAL	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	✓	✓	CGD is committed to treating all suppliers fairly, on the basis of the principles of good governance of companies in the corporate state sector. Although there have been no specific evaluations of suppliers regarding human rights, this aspect is one of CGD's concerns.
Aspect: Non-Discrimination					
HR4	ESSENTIAL	Total number of incidents of discrimination and actions taken	✓	✓	There was no record of any cases of discrimination among employees or potential employees.
Aspect: Freedom of Association and Collective Bargaining					
HR5	ESSENTIAL	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	✓	✓	At CGD, there are no impediments to freedom of association or collective bargaining. This demonstrated by the labour agreements signed and the high number of workers belonging to trade unions. Nonetheless, non-union members are covered by the internal rules agreed upon with the unions.
Aspect: Child Labour					
HR6	ESSENTIAL	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	✓	✓	As required by the Labour Code, the minimum age for admission to the company agreements is 18, or 16 for the offspring of deceased or incapacitated workers. There is therefore no risk of child labour.
Aspect: Forced or Compulsory Labour					
HR7	ESSENTIAL	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of forced or compulsory labour	✓	✓	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.

SOCIAL MANAGEMENT APPROACH

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
GOALS AND PERFORMANCE	✓	✓	P. 37–45
POLICIES	✓	✓	P. 31–32, 83
ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34 Annex F — Sustainability Programme
TRAINING AND AWARENESS	✓	✓	P. 55–58
MONITORING AND FOLLOW-UP	✓	✓	P. 34

SO > SOCIAL PERFORMANCE INDICATORS

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Community					
SO1	ESSENTIAL	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	✓	✓	<p>With regard to the opening and closing branches and offices and as these decisions are part of its strategic growth, CGD usually conducts studies of their impact on the region's economy and economic development. Before CGD begins business in a new location, it drafts a business plan that includes an analysis of the impact on the local community. It analyses a number of factors, such as the present and future size of the region and the community's socioeconomic conditions, existing business activity, the needs of local SMEs, the existing competition and potential complementarity and improvement of services already available in the commercial network. After these analyses, it may happen that, even though the business growth prospects at the location are not good, CGD chooses to open a branch anyway in order to diversify its presence at a variety of points in the country, thereby fostering access to banking services for more people, even in places with low population density and purchasing power. One example is the Corvo Branch. These practices are closely linked to the fact that CGD always seeks to establish lasting, personalised business relationships with corporate and private customers alike. This means that, when entering or exiting, the interests considered include employees, customers and the rest of the community. In fact, CGD has moved a few branches. In these cases, there has always been a guarantee of better working conditions for employees and quality of service for customers, in terms of access (public transport and parking) and of privacy and comfort in customer service areas.</p>

SO > SOCIAL PERFORMANCE INDICATORS – CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Corruption					
S02	ESSENTIAL	Percentage and total number of business units analysed for risks related to corruption	✓	✓	<p>In 2010, the Audit Department conducted the following on-site audits:</p> <ul style="list-style-type: none"> > 308 branches out of 804 (38.3%); > 14 company offices out of 39 (35.9%); > 39 central units; > 14 foreign units; > 5 Group companies; > 5 information systems. <p>In 2010, the following units and processes were audited remotely:</p> <ul style="list-style-type: none"> > 222 branches; > 11 company offices; > 12 process audits (company-wide).
S03	ESSENTIAL	Percentage of employees trained in organisation's anti-corruption policies and procedures	✓	✓	P. 58
S04	ESSENTIAL	Actions taken in response to incidents of corruption	✓	✓	There were no cases to which this indicator applied.

Aspect: Public Policies

S05	ESSENTIAL	Public policy positions and participation in public policy development and lobbying	✓	✓	<p>In 2010, CGD took positions on public policies regarding:</p> <ol style="list-style-type: none"> 1. CMVM (5 positions): duty of transparency of long positions on shares, issue of regulations on information about complex financial products, investor compensation system, change in law on real-estate investment funds and CMVM Regulation 8/2002 on real estate investment funds and relevant short positions on shares; 2. Banco de Portugal (2 positions): draft circular on assumptions for calculating revised effective annual interest rate and associated sales and draft amendment of the general law on credit institutions and financial companies (RGICSF); 3. CEBS (1 position): guidelines for Article 106(2)(c) of Directive 2006/48/EC.; 4. CESR (2 positions): OTC derivative markets and guidelines on the selection and presentation of performance scenarios in key documentation for investors ; 5. FATF/GAFI (1 position): revision of standards – preparation for the fourth Round of Mutual Evaluations.
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SO > SOCIAL PERFORMANCE INDICATORS – CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Compliance					
S08	ESSENTIAL	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	✓	✓	There is one pending case brought by Banco de Portugal against CGD in 2008 and the court has not yet ruled on it.

PRODUCT RESPONSIBILITY MANAGEMENT APPROACH

GRI INDICATOR	STATUS	ASSURANCE	LOCATION
GOALS AND PERFORMANCE	✓	✓	P. 37–45
POLICIES	✓	✓	P. 31–32, 83
ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34 Annex F — Sustainability Programme
TRAINING AND AWARENESS	✓	✓	P. 55–58
MONITORING AND FOLLOW-UP	✓	✓	P. 34

PR > PRODUCT RESPONSIBILITY MANAGEMENT APPROACH

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Customer Health and Safety					
PR1	ESSENTIAL	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	✓	✓	Pag. 64–65

Aspect: Labelling of Products and Services

PR3	ESSENTIAL	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	✓	✓	Clear information on the issue, trading and advertising of most of CGD's financial products is set out in legislation and regulations. These rules establish mandatory information on the characteristics and conditions of each product or service sold. In 2010, the Compliance Office approved 101 new or reformulated products in terms of compliance with regulations, legislation and CGD's in-house principles on the information given to customers, and 662 adverts.
PR5	COMPLEMENTARY	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	✓	✓	P. 90–91

PR > PRODUCT RESPONSIBILITY MANAGEMENT APPROACH – CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
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Aspect: Marketing Communications

PR6	ESSENTIAL	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	✓	✓	P. 86–87
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Aspect: Compliance

PR9	ESSENTIAL	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	✓	✓	No cases were detected.
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MANAGEMENT APPROACH TO ENVIRONMENTAL AND SOCIAL IMPACTS OF PRODUCTS AND SERVICES
(FINANCIAL SERVICES SECTOR SUPPLEMENT)

	GRI INDICATOR	STATUS	ASSURANCE	LOCATION
	GOALS AND PERFORMANCE	✓	✓	P. 37–45
	POLICIES	✓	✓	P. 31–32, 83
	ORGANISATIONAL RESPONSIBILITY	✓	✓	P. 17–18, 34 Annex F — Sustainability Programme
	TRAINING AND AWARENESS	✓	✓	P. 55–58
	MONITORING AND FOLLOW-UP	✓	✓	P. 34

FS > FINANCIAL SERVICES SECTOR SUPPLEMENT PERFORMANCE INDICATORS

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
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Aspect: Product Portfolio

FS1	SECTORAL	Policies with specific environmental and social components applied to business lines	✓	✓	CGD has no formal policies in this area, with the exception of its environmental policy. However, there is a sphere of action aimed at creating environmentally responsible products and services. The response to this indicator should also be indexed to the items mentioned on pages 33, 98-104, 113-115
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FS > FINANCIAL SERVICES SECTOR SUPPLEMENT PERFORMANCE INDICATORS — CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Product Portfolio					
FS2	SECTORAL	Procedures for assessing and screening environmental and social risks in business lines	✓	✓	CGD respects its commitments and has progressively included environmental and social aspects when assessing credit risk and selecting operations to finance. It informs its different stakeholders of the environmental and social risks. CGD keeps its employees informed of environmental risks through participation in the Banca & Ambiente project (UNEP - FI). These risks are also considered in the analysis of project finance operations.
FS3	SECTORAL	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	✓	✓	There are no formal mechanisms for monitoring customers' fulfilment of the requirements of agreements or contracts.
FS4	SECTORAL	Processes for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	✓	✓	P. 55–56, 103–104
FS5	SECTORAL	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	✓	✓	P. 33, 101–104, 117–134 Annex B — Methodological notes
FS6	SECTORAL	Percentage of the portfolio for business lines by specific region, size and by sector	✓	✓	P. 77–81, 142 Annex B — Methodological notes
FS7	SECTORAL	Monetary value of products and services designed to deliver a specific social benefit for each business line	✓	✓	P. 72–77
FS8	SECTORAL	Monetary value of products and services designed to deliver a specific environmental benefit for each business line	✓	✓	P. 68–71
Aspect: Audits					
FS9	SECTORAL	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	✓	✓	CGD's goal is to make an effort to conduct specific audits to assess implementation of social and environmental programmes and policies and develop formal risk assessment procedures. At present this type of audit is not carried out.
Aspect: Active Ownership					
FS10	SECTORAL	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	✓	✓	There is currently no environmental or social interaction for one company in particular. See response to indicator FS5.

FS > FINANCIAL SERVICES SECTOR SUPPLEMENT PERFORMANCE INDICATORS — CONTINUATION

		GRI INDICATOR	STATUS	ASSURANCE	LOCATION
Aspect: Active Ownership					
FS11	SECTORAL	Percentage of assets subject to positive and negative environmental or social screening	✓	✓	In 2010 the only product that selected assets on the basis of environmental criteria was the FEI Caixagest Energias Renováveis special investment fund, which accounted for 0.16 % of total assets under management by Caixagest. In the social component of assets based on an assessment using social criteria, there are the Caixa Arrendamento e Caixa Imobiliário closed real-estate investment funds for residential leases, which represented 0.17% and 0.21% respectively.
FS12	SECTORAL	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organisation holds the right to vote shares or advises on voting	✓	✓	When necessary, CGD will exercise its voting right while taking into account 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.
Aspect: Community					
FS13	SECTORAL	Access points in low-populated or economically disadvantaged areas	✓	✓	With 830 branches and 39 company offices, CGD's distribution network in Portugal covers the entire country. CGD therefore provides financial products and services in all its regions, including those that are sparsely populated or economically vulnerable, where it plays a crucial role in the financial inclusion of more disadvantaged populations.
FS14	SECTORAL	Initiatives to provide access to financial services for disadvantaged people	✓	✓	P. 94–95 In 2010, 55 branches were refurbished and eight new ones were set up with disabled access. On 31 December de 2010, 634 CGD branches are fully accessible, i.e. around 78%.
Aspect: Labelling of Products and Services					
FS15	SECTORAL	Policies for the fair design and sale of financial products and services	✓	✓	P. 87–88 CGD respects the regulators' requirements and regulations on the fair design and sale of financial goods and services. Furthermore, it has mechanisms, such as its Code of Conduct, principles of good governance and other in-house rules that ensure that its interests and those of its employees are in line with its customers' expectations.
FS16	SECTORAL	Initiatives to enhance financial literacy by type of beneficiary	✓	✓	Pag. 128–130

ANNEX D > EXTERNAL ASSURANCE STATEMENT



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REVIEW REPORT

Translation of a report originally issued in Portuguese.
In the event of discrepancies, the Portuguese language version prevails.

Introduction

1. We have been requested by the Board of Directors of Caixa Geral de Depósitos, S.A. to perform a review to verify if the Sustainability Report of 2010 was prepared in order to assure adherence to the A+ application level of the Global Reporting Initiative Guidelines, version v3.0 (2006), considering the global guideline of sustainability reporting and the financial services sector supplement.
2. Our review covered the contents of the Sustainability Report relating to the "Strategy and Profile" items of the GRI Guidelines and the 2010 data relating to the core performance indicators, including those set by the financial services sector supplement, as indicated in the "Global Reporting Initiative Index" contained therein.

Responsibilities

3. The Board of Directors of CGD is responsible for preparing the 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 described below, on the information referred to above.

Scope

4. Our review was performed in accordance with the International Standard on Assurance Engagements 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.
5. This standard requires that we plan and perform procedures and apply auditing skills and techniques, in order to obtain an adequate understanding of the matters under review and, considering the circumstances, to obtain sufficient appropriate evidence on which to base our conclusions. In a limited assurance engagement, the procedures performed consist primarily of inquiries of company personnel and analytical procedures, including tests on a sample basis. Therefore, the procedures performed are more limited than in an engagement aimed at obtaining reasonable assurance and, therefore, less assurance is obtained.

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6. The main procedures performed were:

- Interview of those responsible in CGD for the preparation of the Sustainability Report and for the data reported, so as to know and understand the management principles, as well as the systems and procedures applied;
- Review of conformity of the contents of the Sustainability Report referred to in paragraph 2, with the requirements of the GRI Guidelines for level A+, considering the financial services sector supplement;
- Review of the processes, criteria and systems used to collect, accumulate, present and validate the quantitative data for 2010, relating to the indicators reviewed by us;
- Analytical review of data and tests, on a sample basis, of the calculations made by CGD, relating to the quantitative data subject to our review, as well as tests to verify the quantitative and qualitative information included in the scope of our work, by obtaining and reviewing evidence; and
- Verification of the consistency of information included in the Sustainability Report with the results of our work, and that it does not contradict any material information provided by CGD in its Management Report and Financial Statements.

Findings

7. Based on the work performed, as described in paragraph 6 above, nothing came to our attention that causes us to believe that the Sustainability Report of 2010 of Caixa Geral de Depósitos, S.A., has not been prepared, in all material respects, in order to assure adherence to the A+ application level of the GRI Guidelines.

Lisbon, 13 July 2011

Deloitte & Associados, SROC S.A.

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

ANNEX E > COMPLIANCE WITH GOOD GOVERNANCE PRINCIPLES

MISSION, GOALS AND GENERAL PRINCIPLES

DESCRIPTION	LOCATION
Fulfil, respect and disseminate CGD's mission, goals and policies for itself and its subsidiaries fixed in a way that is economically, financially, socially and environmentally efficient, taking account of strict quality parameters, in order to ensure and expand their competitiveness, with respect for the principles of social responsibility, sustainable development and satisfaction of community needs	P. 10 2010 CGD Annual Report and Accounts P. 540 to 543 (Corporate Governance Report 2010)
Draw up budgets and plans of activity suited to available resources and sources of finance in view of their mission and goals	P. 37-45 2010 CGD Annual Report and Accounts P. 543 (Corporate Governance Report 2010)
Adopt equality plans in order to achieve equal treatment and opportunities between men and women, eliminate sex-based discrimination and allow a work-life balance	P. 50-53 2010 CGD Annual Report and Accounts P. 549 to 550 (Corporate Governance Report 2010)
Draft annual reports for CGD's supervising ministry and the general public on pursuit of its mission, fulfilment of goals, compliance with social responsibility and sustainable development policy and safeguarding of competitiveness (through research, innovation, development and inclusion of new technology in the production process)	P. 15-16, 37-45 2010 CGD Annual Report and Accounts P. 541, 542, 577 to 583 (Corporate Governance Report 2010)
Compliance with legislation and regulations by means of ethically irreproachable behaviour in tax matters, prevention of money laundering, competition and environmental, labour and consumer protection	P. 85-88, 98 2010 CGD Annual Report and Accounts P. 545-548 (Corporate Governance Report 2010)
Treat all employees with respect and integrity and contribute to their personal fulfilment	P. 52-59 2010 CGD Annual Report and Accounts P. 550-551 (Corporate Governance Report 2010)
Give equal treatment to customers, suppliers and other holders of rights , establish and disseminate procedures in the acquisition of goods and services, abide by contract criteria based on principles of economy and efficacy that guarantee efficient transactions and equal opportunities for all those involved and, every year, disclose all transactions that did not abide by market conditions and a list of suppliers accounting for more than 5% of external supplies and services (if % exceeds 1 million euros)	P. 85-95 2010 CGD Annual Report and Accounts P. 552-555 (Corporate Governance Report 2010)
Conduct all the company's business with integrity (having and disseminating a code of ethics requiring strictly ethical behaviour)	P. 18-19 2010 CGD Annual Report and Accounts P. 544-545 (Corporate Governance Report 2010)

MANAGEMENT AND SUPERVISORY STRUCTURES

DESCRIPTION	LOCATION
Have no more members than comparable privately owned companies of a similar size in the same sector	2010 CGD Annual Report and Accounts P. 557–558 (Corporate Governance Report 2010)
Segregate management and supervision (larger, more complex companies must have a specialised audit or financial committee)	2010 CGD Annual Report and Accounts P. 556–560 (Corporate Governance Report 2010)
Issue an annual report evaluating the performance of executive managers and have the members of the supervisory body assess its governance structures and mechanisms	2010 CGD Annual Report and Accounts P. 558–559 (Corporate Governance Report 2010)
Larger, more complex companies' accounts must be audited by independent bodies with the same standards as those for companies admitted to trading on regulated markets and the members of the supervisory body must be responsible for selecting, endorsing and hiring auditors, approving any services other than auditing and be the interlocutors between company and auditors	2010 CGD Annual Report and Accounts P. 559 (Corporate Governance Report 2010)
Implement a control system that protects the company's assets and investments and covers all its relevant risks	P. 32–33 2010 CGD Annual Report and Accounts P. 564–568 (Corporate Governance Report 2010)
Rotate and limit terms of office of members of the supervisory body	P. 17–18 2010 CGD Annual Report and Accounts P. 556–560 (Corporate Governance Report 2010)

REMUNERATION AND OTHER RIGHTS

DESCRIPTION	LOCATION
Disclose total annual fixed and variable remuneration of each member of the Board of Directors	2010 CGD Annual Report and Accounts P. 561–563 (Corporate Governance Report 2010)
Disclose annual remuneration of each member of the supervisory body	2010 CGD Annual Report and Accounts P. 561–563 (Corporate Governance Report 2010)
Disclose other benefits (health insurance, company vehicle and other benefits) every year	P. 53 2010 CGD Annual Report and Accounts P. 561–563 (Corporate Governance Report 2010)

PREVENTION OF CONFLICTS OF INTEREST

DESCRIPTION	LOCATION
Obligation of members of corporate bodies not to take part in decisions that involve their own interests	2010 CGD Annual Report and Accounts P. 560 (Corporate Governance Report 2010)
Obligation of members of corporate bodies to declare any substantial holdings in the company	2010 CGD Annual Report and Accounts P. 560 (Corporate Governance Report 2010)
Obligation of members of corporate bodies to declare relationships with suppliers, customers, credit institutions or others that may cause conflicts of interest	2010 CGD Annual Report and Accounts P. 560 (Corporate Governance Report 2010)

DISCLOSURE OF RELEVANT INFORMATION

DESCRIPTION	LOCATION
Immediately announce all information of which they become aware that may affect the company's assets or economic and financial situation	2010 CGD Annual Report and Accounts P. 570–572 (Corporate Governance Report 2010)
Provide for disclosure on the state-owned companies' website clear, relevant, up-to-date information already provided, the company's historical and current financial information and the CVs of all members of its governing bodies	P. 27 2010 CGD Annual Report and Accounts P. 574–575 (Corporate Governance Report 2010)
Include a point on corporate governance in the annual report (internal and external regulations to which it is subject, information on relevant transactions with related parties, remuneration of members of corporate bodies, sustainability analysis and assessment of compliance with principles of good governance)	P. 30–32, 34–45 2010 CGD Annual Report and Accounts P. 576 (Corporate Governance Report 2010)
Appoint customer ombudsman , if justified	P. 90–93 2010 CGD Annual Report and Accounts P. 584 (Corporate Governance Report 2010)

ANNEX F > REPORT BY SUSTAINABILITY WORKING GROUPS

This report describes the activities of these working groups since they were set up.

SUSTAINABILITY MANAGEMENT MODEL

As sustainability applies to the whole of CGD, most of its bodies are involved in pursuing the goals of its sustainability programme. This programme takes the form of concrete commitments, which are described in Chapter 3 of this report.

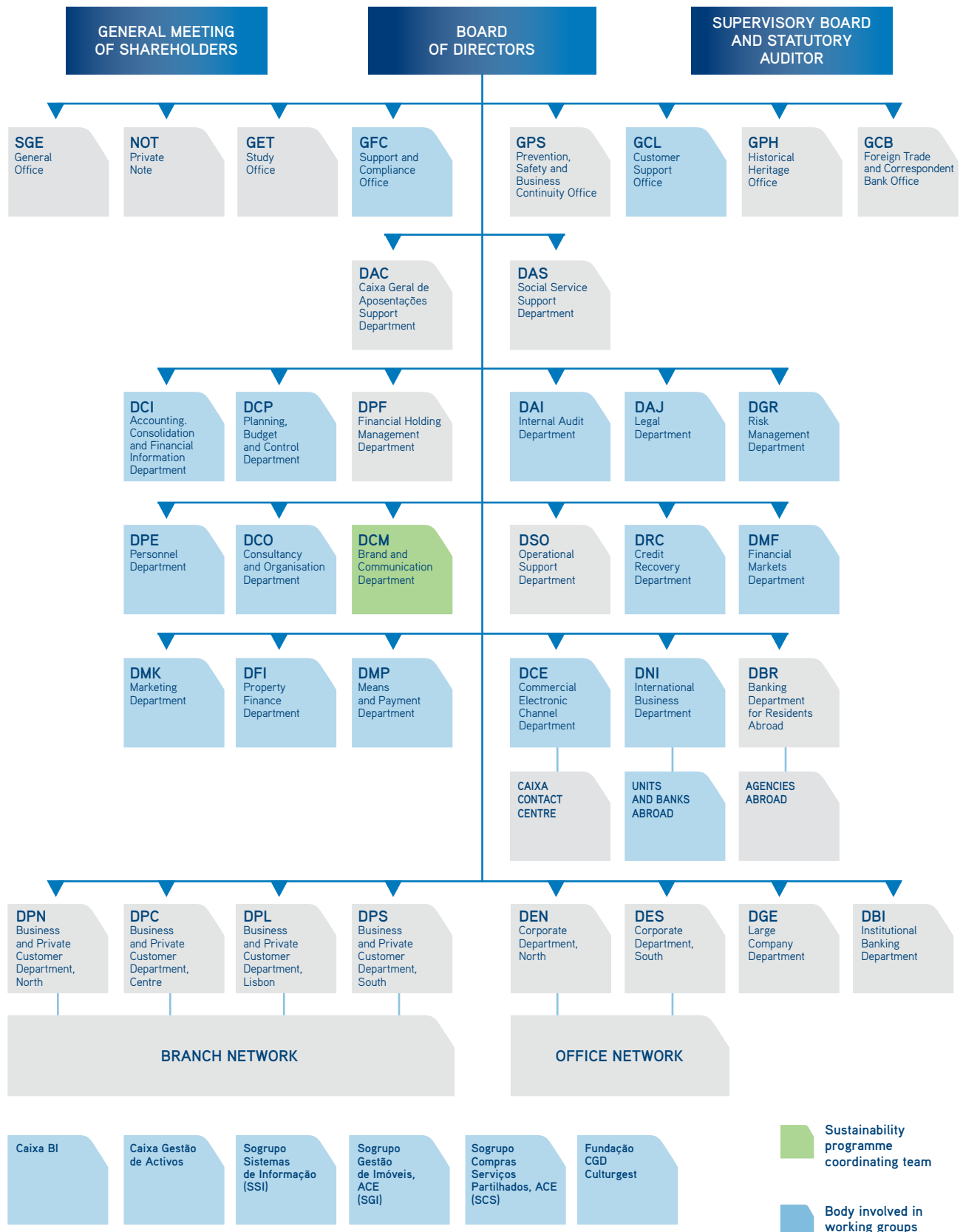
CGD's sustainability management model CGD consists of:

- THE GENERAL SUSTAINABILITY COMMITTEE, which was approved in March 2010 and is an advisory body to the Board of Directors. It assesses, discusses and monitors implementation of CGD sustainability strategy. It is chaired by CGD's CEO.
- THE COORDINATING COMMITTEE (CC), which belongs to the DCM and is responsible for coordinating the sustainability programme. It submits projects and suggests actions to the working groups and General Sustainability Committee and monitors initiatives.
- THE AMBASSADORS, who analyse and approve the working groups' suggestions and recommendations to be submitted to the committee and conduct a prospective analysis of sustainability opportunities in their areas of intervention.
- WORKING GROUPS, which are assigned to specific sustainability issues. They work with the coordinating team on achieving goals and conducting projects in order to ensure the efficiency and efficacy of procedures.

WORKING GROUP	PARTICIPATING BODIES ⁽¹⁾
A Policies and voluntary codes	GCL, GFC, DAI and DCO
B Risk	DAJ, DGR and DRC
C Product	DCE, DCO, DFI, DMK, DMP, SSI, CaixaBI, Caixa Gestão de Activos and CLF
D Environment	SGI, SCS and SSI
E Community engagement	DCM
F Reporting and stakeholders	DCI, DCP, DMK, DPE, GCL, GFC, SGI and SCS
G Human resources	DCP and DPE
H Africa/Brazil group	DNI and DMF

(1) It may be necessary to identify or review the bodies in each working group as a result of the dynamics of the sustainability programme.

INVOLVEMENT OF CGD BODIES IN ITS SUSTAINABILITY PROGRAMME



ACTIVITY OF THE WORKING GROUPS

The working groups meet every month or whenever the CC considers necessary on the basis of the dynamics of each group's work and with the teams' agreement.

WG ON POLICIES AND VOLUNTARY CODES	
No. OF MEETINGS ⁽¹⁾	3
AVERAGE No. OF PARTICIPANTS	8
AVERAGE NUMBER OF HOURS SPENT	37H
ISSUES ADDRESSED	
<ul style="list-style-type: none"> > Commitments made in the 2009 Sustainability Report > Drafting a sustainability policy > Inclusion of sustainability in CGD's mission, values and business principles (new Code of Conduct) > Benchmarking of international banks' endorsement of main voluntary codes (UN Global Compact, UNEP FI, Equator Principles) > Monitoring of establishment of implementation of policies of other working groups > ESGB – Guidelines on fair, transparent relations with customers > Analysis of Equator Principles 	
OUTPUTS	
<ul style="list-style-type: none"> > Sustainability policy, environmental policy, community engagement policy, stakeholder engagement strategy > - Endorsement of European Saving Banks Group (ESBG) Charter for Responsible Business 	

WG ON RISK	
No. OF MEETINGS ⁽¹⁾	3
AVERAGE No. OF PARTICIPANTS	8
AVERAGE NUMBER OF HOURS SPENT	32H
ISSUES ADDRESSED	
<ul style="list-style-type: none"> > Commitments made in the 2009 Sustainability Report > Project Finance > Dissemination of workshops in Banca & Ambiente Programme > Benchmarking of international banks on inclusion of environmental criteria in credit risk analysis > Risk policy > Revision of risk assessment models – identification and inclusion of environmental and social aspects in CGD's credit risk assessment > Renegotiation of debt - mechanisms to facilitate renegotiation and consolidation of debt for customers at risk of default > Banca & Ambiente (UNEP-FI) Project – phase 3 > Equator Principles 	
OUTPUTS	
Under way	

WG ON PRODUCTS

No. OF MEETINGS ⁽¹⁾	3
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AVERAGE No. OF PARTICIPANTS	14
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AVERAGE NUMBER OF HOURS SPENT	57H
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ISSUES ADDRESSED

- > Commitments made in the 2009 Sustainability Report
- > Environmental and socially responsible CGD products and services
- > Development of sustainable products and services: Inclusion of sustainability in CGD's core business
- > Benchmarking of international banks
- > Product and service policy

OUTPUTS

- > Product fact-sheets
- > Suggestions for new environmentally and socially responsible products
- > Survey of internal regulations and documentation to help draft product and service policy

WG ON THE ENVIRONMENT

No. OF MEETINGS ⁽¹⁾	4
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AVERAGE No. OF PARTICIPANTS	11
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AVERAGE NUMBER OF HOURS SPENT	60H
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ISSUES ADDRESSED

- > Commitments made in the 2009 Sustainability Report
- > Environmental policy
- > Caixa Carbono Zero Programme – reduction and offsetting
- > Annual GHG emissions inventory and extension to other CGD Group companies
- > More photovoltaic panels in the commercial network
- > Commuting
- > Requirements of an environmental management system
- > Waste treatment
- > Cost-benefit analysis of GHG reduction goals

OUTPUTS

- > Environmental policy
- > Caixa Carbono Zero Programme
- > Commuting survey and results
- > Draft reduction targets - 2015
- > Draft offset plan

WG ON COMMUNITY ENGAGEMENT

No. OF MEETINGS ⁽¹⁾	5
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AVERAGE No. OF PARTICIPANTS	9
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AVERAGE NUMBER OF HOURS SPENT	69H
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ISSUES ADDRESSED

- > Commitments made in the 2009 Sustainability Report
- > Community engagement policy
- > Benchmarking of international banks
- > Community engagement initiatives to be undertaken in 2011 (Banco Social, volunteering, financial education and literacy, arts and culture and measurement of results from investment in the community)
- > Benchmarking of Banco do Conhecimento

OUTPUTS

- > Community engagement policy
- > Survey of initiatives

WG ON REPORTING AND STAKEHOLDERS

No. OF MEETINGS ⁽¹⁾	5
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AVERAGE No. OF PARTICIPANTS	14
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AVERAGE NUMBER OF HOURS SPENT	94H
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ISSUES ADDRESSED

- > Commitments made in the 2009 Sustainability Report
- > Stakeholder engagement strategy
- > Listening to suppliers and inclusion of environmental and social criteria in their selection
- > Improvements to the collection and auditing of information on sustainability – indicator fact-sheets and Deloitte's Manual of GRI Indicators
- > Structure of 2010 Sustainability Report

OUTPUTS

- > Stakeholder engagement strategy
- > Contributions to 2010 Sustainability Report

WG ON HUMAN RESOURCES

No. OF MEETINGS ⁽¹⁾	3
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AVERAGE No. OF PARTICIPANTS	14
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AVERAGE NUMBER OF HOURS SPENT	45H
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ISSUES ADDRESSED

- > Commitments made in the 2009 Sustainability Report
- > Benchmarking of international banks
- > Implementation of Commuting Plan
- > Implementation of Commuting Plan survey
- > E2Trade Project
- > Human resource policy

OUTPUTS

- > Commuting survey
- > Results of commuting survey

WG ON AFRICA/BRAZIL

No. OF MEETINGS ⁽¹⁾	2
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AVERAGE No. OF PARTICIPANTS	11
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AVERAGE NUMBER OF HOURS SPENT	26H
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ISSUES ADDRESSED

- > Commitments made in the 2009 Sustainability Report
- > Benchmarking of international banks
- > Experience of Caixa Carbono Zero Programme in Mozambique and Brazil – GHG emissions inventories
- > Feedback from local units on offset projects pre-selected
- > Opinions from local units on sustainability

OUTPUTS

- > Consultation of local units on selection of offset projects
- > Acquisition of carbon credits

The General Sustainability Committee's meetings have the support of the coordinating team in conjunction with its chairman and other members.

GENERAL SUSTAINABILITY COMMITTEE

No. OF MEETINGS ⁽¹⁾	3
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AVERAGE No. OF PARTICIPANTS	27
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AVERAGE NUMBER OF HOURS SPENT	4H
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ISSUES ADDRESSED

- > Influence of current economic scenario on sustainability plan
- > Activity of working groups
- > Presentation of environmental and community engagement policies
- > Presentation of results of commuting survey
- > Presentation of working groups' plan of action
- > Stakeholder engagement strategy
- > Start of 2010 Sustainability Report
- > Carbon Neutrality Report

OUTPUTS

- > Environmental policy, community engagement policy, sustainability policy and stakeholder engagement strategy sent to Board of Directors for approval
- > Objectives for emissions reduction – 2015 target
- > 2010 Sustainability Report
- > Carbon Neutrality Report

(1) All meetings held in 2010 and first quarter of 2011

GENERAL SUSTAINABILITY COMMITTEE

Fernando Faria de Oliveira (Presidente CA)
--

COORDINATING TEAM

COMMUNICATION AND BRAND DEPARTMENT

General Sustainability Committee

Suzana Ferreira

Paula Viegas

Maria Helena Simões

Mónica Fortunato

Raquel Lopes

AMBASSADORS

DEPARTMENT

Ana Paula Melo	DCE
----------------	-----

António Caseiro	DCI
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António Gregório	CaixaBI
------------------	---------

António Valente	DCP
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Armando Santos	DMK
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Fernanda Natividade Silva	DCO
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Filomena Oliveira	DNI
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Henrique de Melo	DPE
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João Faria	Caixa Gestão de Activos
------------	-------------------------

Jorge Guimarães	SGI
-----------------	-----

José António Brito	DMF
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José Lourenço Soares	DAJ
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José Rui Cruz Lopes Gomes	DGR
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Leandro Silva	SCS
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Manuela Coragem	GCL
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Maria do Carmo Neto	DAI
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Marta Cochat-Osório	GFC
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Nuno Luz de Almeida	SSI
---------------------	-----

Paulo Sousa	DFI
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Rui Mendes	DMP
------------	-----

Telmo António Rodrigues	DRC
-------------------------	-----

WORKING GROUP ON POLICIES AND VOLUNTARY CODES	DEPARTMENT
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José Varela	GFC
Pedro Marques	DCO
Rui Almeida Santos	DAI
Teresa Assunção	DCO

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Fernando Taborda	DAJ
Luís Vilela Pimentel	DGR
Nuno Almeida	DAJ

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Cristina Brízido	Caixa Gestão de Activos
Cristina Ribeiro	DMP
Felisbela Baptista	DMP
Joana Rodrigues	CaixaBI
José Júlio Timóteo	DCE
Marta Arruda	DFI
Paula Geada	Caixa Gestão de Activos
Paulo Ferreira	Caixa Gestão de Activos
Saborida Alves	DMK
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José Santos Rodrigues	SSI
Mário Rodrigues	SGI
Paulo Antunes	SGI
Rui Abreu	SCS
Vera Duarte	SSI

WORKING GROUP ON COMMUNITY ENGAGEMENT	DEPARTMENT
Inês Branco	DCM
Inês Brilha	DCM
Pedro Laranjeira	DCM
Sara Silva Ramos	DCM
Tânia Moura e Silva	DCM

WORKING GROUP ON REPORTING AND STAKEHOLDERS	DEPARTMENT
Ana Neves	SCS
António Telo	DCP
Cecília Duarte	DCI
Helena Marrafa	GCL
José Varela	GFC
Mário Rodrigues	SGI
Saborida Alves	DMK
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Víctor Ferreira	DPE

WORKING GROUP ON HUMAN RESOURCES	DEPARTMENT
António Telo	DCP
Tiago Marques	DPE
Víctor Ferreira	DPE

WORKING GROUP ON AFRICA/BRAZIL	DEPARTMENT
Ana Frazão	DNI
António Grispos	BCI Moçambique
Bruno Costa	DMF
Carmo Caio	DNI
Deborah Vieitas	BCG Brasil
José Pedro Pequito	DMF
Pedro Soares	DNI
Santos Domingos	Caixa Totta Angola



CGD REPORTS

2010 CARBON NEUTRALITY

CAIXA CARBONO ZERO PROGRAMME

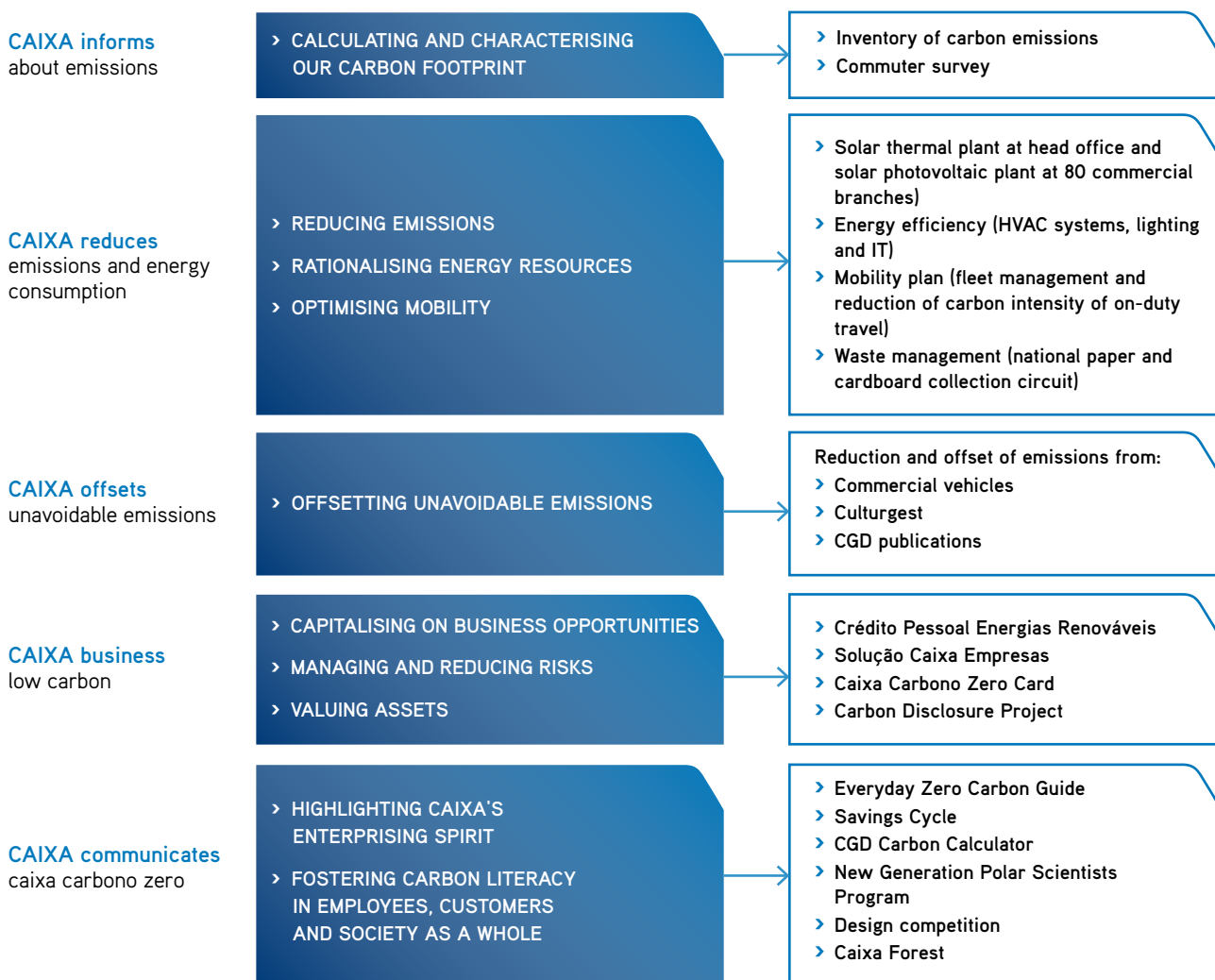
www.cgd.pt

1. OFFSETTING EMISSIONS IN THE CAIXA CARBONO ZERO PROGRAMME

Offsetting unavoidable emissions arising from CGD's activity is one of the components of the Caixa Carbono Zero Programme and constitutes the Bank's commitment to carbon neutrality. Thanks to its Caixa Carbono Zero target, CGD takes its pledge to manage its own emissions one step further by offsetting unavoidable emissions, i.e. those that it is unable to reduce.

The Caixa Carbono Zero Programme fulfils CGD's climate strategy resulting from reflection on the risks and opportunities of

climate change in its activity. Thanks to this programme, Caixa is the first bank in Portugal to have an integrated action plan that includes quantifying and reducing emissions, offering financial solutions aimed at a low-carbon economy and raising awareness of the issue among its customers and in society as a whole. In order to complement the results achieved by the promotion of energy efficiency and sustainable mobility, Caixa also recognises offsetting emissions as a cost effective way of reducing them. It sponsors projects that reduce emissions outside its frontiers and contribute to the sustainable development of the communities to which they belong.



This report defines the terms on which CGD meets the Caixa Carbono Zero targets and describes the scope of emissions offset, quantification methods, recalculation policy and the procedures for selecting and managing carbon credits.

2. EMISSIONS

> SCOPE OF EMISSIONS OFFSET IN 2010

2010 was the first period for meeting the Caixa Carbono Zero target, which covered emissions associated with CGD's banking activity in Portugal (i.e. Caixa Geral de Depósitos, S.A. and support activities).

For this first year, emissions from the following sources were offset:

- > CGD commercial vehicles;
- > Culturgest⁽¹⁾;
- > Publications⁽²⁾.

This means offsetting:

- i) direct emissions from the combustion of petrol and diesel in its commercial vehicles;
- ii) indirect emissions from electricity consumption and treatment of waste from Culturgest facilities at CGD's head office building;
- iii) direct emissions from combustion and process and indirect emissions from the generation of electricity purchased from the grid used in the production of paper pulp and paper and by printing and binding equipment used in selected publications.

The compliance period considers emissions from these activities between 1 January and 31 December 2010.

> ACCOUNTING METHODS

The quantification of emissions to be offset is the result of an inventory of CGD banking emissions in Portugal⁽³⁾. It is subject to external assurance conducted for Caixa's 2010 Sustainability Report.

The method used is the Greenhouse Gas Protocol, a standard developed by the World Business Council for Sustainable Development in collaboration with the World Resources Institute. The calculation criteria are those defined under the CarbonoZero^{®(4)} brand, which is subject to annual external assurance, the results of which are published.

The six greenhouse gases covered by the Kyoto Protocol⁽⁵⁾, expressed in equivalent carbon dioxide (CO₂e) are considered using the global-warming potential (GWP) values published by the Intergovernmental Panel on Climate Change (IPCC) in the version currently used by Agência Portuguesa do Ambiente (APA - Portuguese Environment Agency) for conducting its Inventário Nacional de Emissões de Gases com Efeito de Estufa (National Inventory of Greenhouse Gas Emissions). Emission

factors are based on the IPCC values adjusted whenever necessary to the situation in Portugal on the basis of data published by Portuguese authorities or CGD's electricity suppliers.

The accounting is based on the following information on levels of activity associated with each emission source considered:

- > Amount of fuel used by CGD's fleet of service vehicles, collected from fuel cards;
- > Electricity consumption at Culturgest facilities at the CGD head office building calculated on the basis of a representativity factor obtained in the energy audit during the building's energy certification, in which overall electricity consumption is calculated from the supplier's invoices;
- > Amount of waste produced at Culturgest (own circuit and general head office building circuit) based on SIRAPA data, complemented by the use of ratios per work station and estimates of specific areas;
- > Energy required to produce publications, based on their characteristics (grammage of front and back cover and pages, format, number of pages and copies) and ratios from the specific sector.

NOTES:

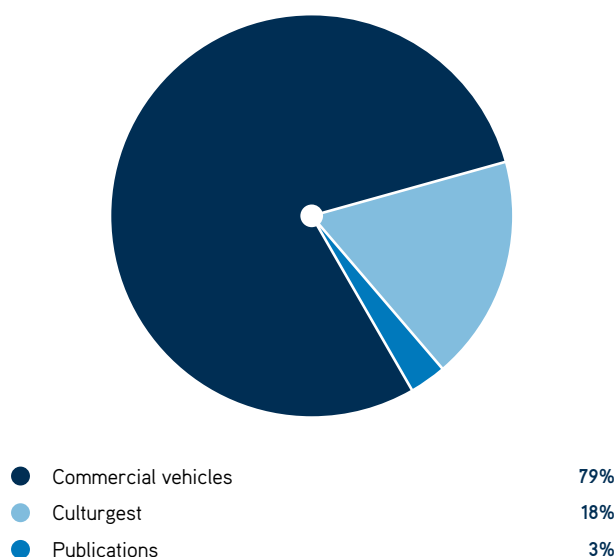
- (1) Fundação Caixa Geral de Depósitos – Culturgest is a CGD Group unit that manages cultural facilities and their assets and organises cultural, artistic and scientific activities. Although it does not formally belong to Caixa Geral de Depósitos, S.A. its main work takes place in the company's head office building and so it is included in CGD's carbon emission inventory.
- (2) The publications included are Cx, Caixa Activa, Caixa Woman and Caixa no Mundo magazines, the Caixa Azul and Nós Caixa booklets and the Christmas Book.
- (3) The exception is GHG emissions from CGD publications with independent counts.
- (4) CarbonoZero[®] is a registered trademark of E.Value, S.A. All information, including the results of the external assurance, are available on www.carbono-zero.com.
- (5) Carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and f-gases (HFCs, PFCs and SF₆)

> EMISSIONS IN 2010

Emissions from activities offset in 2010 totalled 4.021 t CO₂e, as shown in the figure below.

META CAIXA CARBONO ZERO 2010 (ZERO CARBON TARGET) – EMISSIONS OFFSET

Total emissions: 4 021 t CO₂e



3. CARBON CREDITS

> SELECTION CRITERIA

The carbon credits used by CGD to offset emissions abide by criteria that guarantee high levels of integrity and foster social and environmental benefits:

- > Guarantee of effectiveness, measurability, additionality, permanence, absence of double counts and external assurance;
- > Preferential use of credits generated by projects undertaken in the voluntary carbon market (VERs - verified emission reductions);
- > Preference for credits with Voluntary Carbon Standard (VCS) and Voluntary Gold Standard (VGS) certification and, in the case of forestry projects, Climate Community and Biodiversity Alliance (CCB) and Plan Vivo certification;

- > Preference for renewable energy and energy efficiency projects, with consideration going to forestry projects that meet the CarbonoZero® eligibility criteria, make a high contribution to sustainable development and guarantee appropriate reversibility risk management mechanisms.

> PROJECTS

Credits generated by a technological project to replace fossil fuel by biomass located in Brazil (Voluntary Carbon Standard certification) were used to offset emissions in 2010, in addition to credits generated by the Floresta Caixa Carbono Zero project in Tapada Nacional de Mafra in Portugal.

BIOMASS PROJECT IN BRAZIL

The project consisted of the installation of a co-generation system using biomass as fuel at Nobrecel Celulose e Papel, S.A. in Pindamonhangaba, Brazil. This system made it possible to replace the fuel oil boilers and reduce grid electricity consumption, thereby cutting CO₂ emissions from the plant.

The project contributes to local environmental sustainability by substituting fossil fuels with a renewable energy source and also ensures that wood waste and trimmings are used instead of releasing methane during decomposition.

TAPADA NACIONAL DE MAFRA PROJECT (PORTUGAL)

The Tapada Nacional de Mafra hunting park was set up in 1747 and is a unique natural, historical and cultural heritage where some of the most representative species of Portuguese flora can be found. It is also used for visits by schools, organisations and the public to raise the community's environmental awareness.

The project encompasses an area of 50 hectares affected by a fire in 2003. It ensures appropriate management of the entire natural regeneration process and recently planted trees, to a total of over 10,000, in order to increase protection against fires, guarantee sustainable forest management and foster biodiversity.

It includes a carbon management plan, an action plan to preserve biodiversity and monitoring of these two forest components over a 30-year period.

4. RECALCULATION POLICY

The quantity of emissions to be offset may be revised whenever there is a recalculation of emissions determined by the CGD inventory. Our recalculation policy covers changes in emissions calculation methods and more precise data, whenever they are material to the total amount of emissions calculated.

The following procedure is adopted if this recalculation affects activities involved in the Caixa Carbono Zero target:

- i) If there is an increase in emissions to be offset, CGD undertakes to allocate the necessary number of carbon credits to cover the growth;
- ii) If the amount of emissions is lower than those offset, CGD will release the credits resulting from the adjustment and can use them to offset other activities.

› MANAGEMENT SYSTEM

CGD has a system in place to guarantee that selected credits are acquired, registered and controlled in accordance with the requirements of the CarbonoZero® trademark. This system guarantees at all times that it is possible to determine i) the number of credits available and ii) the number of credits allocated per project to the offsetting of emissions and the emission sources to which they correspond. It also guarantees that once carbon credits are allocated to offsetting emissions from an activity, CGD does not use them again for the same purpose.

These processes undergo annual external assurance to ensure that the Caixa Carbono Zero target is met accurately and transparently.

EXTERNAL ASSURANCE STATEMENT



Deloitte & Associados, SROC S.A.
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Registo na CMVM nº 231

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REVIEW REPORT

Translation of a report originally issued in Portuguese.
In the event of discrepancies, the Portuguese language version prevails.

Introduction

1. We have been requested by the Board of Directors of Caixa Geral de Depósitos, S.A. to perform a review to verify whether the report 2010 Carbon Neutrality – Caixa Carbono Zero Programme adequately describes the process to offset the 2010 greenhouse gas emissions carried out by CGD.
2. The objective of our review was to evaluate the reliability of the contents of the 2010 Carbon Neutrality Report related to the functioning of the above referred process and the result of its application during the year under analysis, taking into account the circumstances, and to assess whether is generally appropriated, the presentation of this information, in accordance with the concept, criteria and relevant methods for its functioning, identified by CGD in the Report.

Responsibilities

3. The Board of Directors of CGD is responsible for preparing the 2010 Carbon Neutrality 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 described below, on the information referred to above.

Scope

4. Our review was performed 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.
5. This standard requires that we plan and perform procedures and apply auditing skills and techniques, in order to obtain an adequate understanding of the matters under review and, considering the circumstances, to obtain sufficient appropriate evidence on which to base our conclusions. In a limited assurance engagement, the procedures performed consist primarily of inquiries to CGD personnel and analytical procedures, including tests on a sample basis. Therefore, the procedures performed are more limited than in an engagement aimed at obtaining reasonable assurance and, therefore, less assurance is obtained.

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Page 2 of 2

6. The main procedures performed were:

- Interview of those responsible in CGD for the management of the greenhouse gas offsets, for the preparation of the 2010 Carbon Neutrality Report and for the data reported;
- Review of the processes, criteria and systems in place to:
 - Quantify the greenhouse gas emissions associated to the offset processes;
 - Assess and select the credits generated by reduction projects and/or the forest areas chosen to compensate those emissions;
 - Estimate the offset capacity of those forest areas, and;
 - Obtain and allocate credits in sufficient amount to ensure the compensation of the above referred emissions;
- Analysis of coherence of the processes, criteria and systems described in the Carbon Neutrality Report and confirmation of their effective realization; and
- Analytical data review, and tests on a sample basis of the calculations made by CGD related to the quantitative data subject to our review, as well as tests to verify the quantitative and qualitative information included in the scope of our work, by obtaining and reviewing evidence.

Findings

7. Based on the work performed, as described in paragraph 6 above, which was performed with the purpose of obtaining a moderate level of assurance, nothing came to our attention that causes us to believe that the process to offset the 2010 greenhouse gas emissions carried out by Caixa Geral de Depósitos, S.A. is not, in all material respects, fairly described in the 2010 Carbon Neutrality – Caixa Carbono Zero Programme report.

Lisbon, 13 July 2011

Deloitte & Associados, SROC S.A.

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



CREDITS

- › CONSULTING:
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E.Value — Estudos e Projectos de Ambiente e Economia, S.A.
- › AUDIT:
Deloitte & Associados, SROC S.A.
- › DESIGN:
Brandscape, Lifestyle Creativity

FOR MORE INFORMATION, PLEASE CONTACT:
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Free translation of a report originally issued in Portuguese. In the event of discrepancies, the Portuguese language version prevails.



This 2010 Sustainability Report is carbon neutral. The GHG emissions resulting from its production are entirely offset.



**Caixa Geral
de Depósitos**

Caixa Geral de Depósitos, S.A.

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