

# Sustainability Report, 2014



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## About this report

In this document, Caixa Geral de Depósitos, S.A., hereinafter referred to as CGD or CGD, SA, publishes its annual Sustainability Report, regarding its activity in 2014.

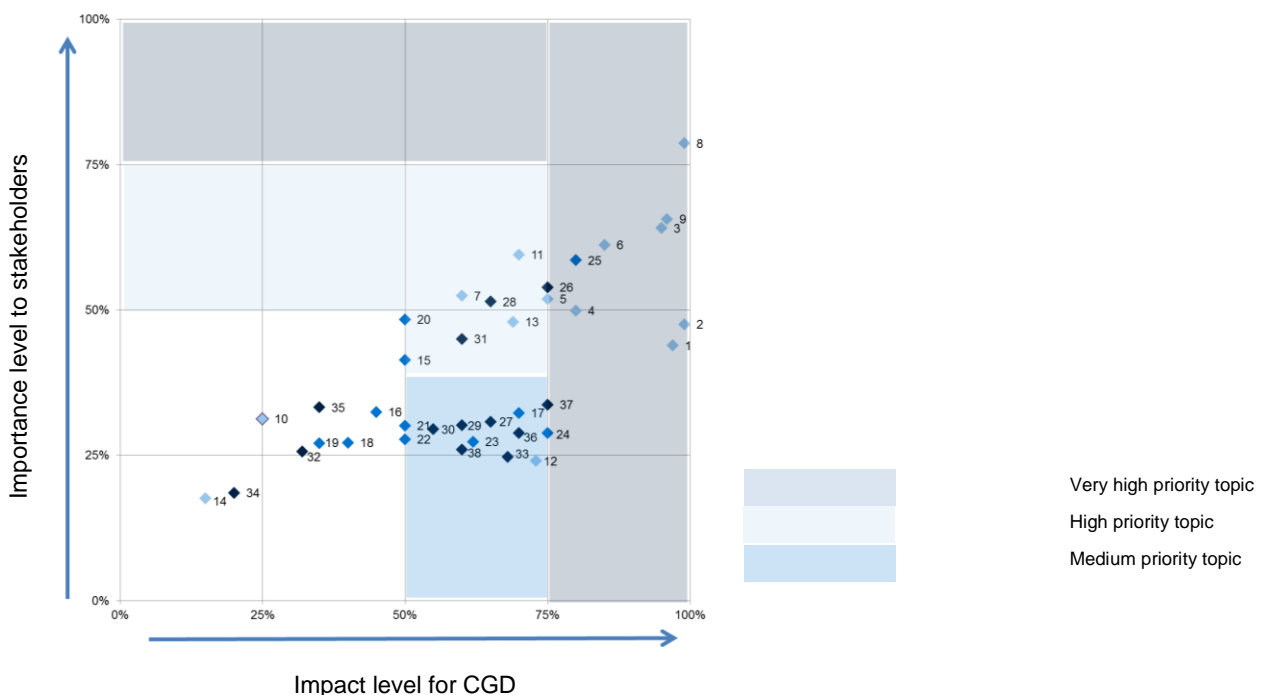
As in previous years, the reported information relates primarily to the activities of CGD in Portugal, and following the process of enlargement of the scope of activities, information on the sustainability performance of the following entities is also reported:

- Companies of the CGD Group: Caixa - Banco de Investimento, SA, Caixa Gestão de Activos, SGPS;
- Economic Interest Grouping: Sogruppo Compras e Serviços Partilhados, Sogruppo Sistema de Informação, and
- Affiliate Banks - Banco Interatlântico SA, Banco Comercial do Atlântico, SARL - both in Cape Verde - and Banco Caixa Geral Brasil, SA, which are designated throughout the document by the following acronyms BI, BCA, and BCG Brasil, respectively.

Quantitative data refer to the period from January 1 to December 31 2014, including information relating to previous years, in order to provide a perspective of the evolution of the performance of CGD.

This document has been prepared in accordance with the latest version of the guidelines of the Global Reporting Initiative (GRI), GRI 4.0, including the financial supplement. To meet the new guidelines, CGD developed a materiality matrix based on the results of the consultation process to internal and external stakeholders, held in late 2013, with a view to the identification of the material issues to be addressed in this report. This matrix illustrates the importance attached to the various topics in the economic, environmental and social pillars, by the various stakeholders, given the level of impact of such topics for CGD.

### Materiality matrix



As a result of this exercise, we highlight the following material topics, which are clearly mentioned throughout the report:

	Very high priority topics (impact >=75%)	Impact limit	GRI Correspondence
8	Service quality and customer satisfaction	Int/Ext	G4-PR5
9	Customer safety and of their financial assets	Int/Ext	G4-PR1 and G4-PR2
1	Governance Model	Int	(G4-34 to G4-55)
2	Economic performance	Int	G4-EC1 to G4-EC4
3	Practices against corruption and money laundering	Int	G4-SO3 to G4-SO5
6	Risk Management	Int	G4-2 and DMA FS - Product Portfolio and Auditing
25	Monitoring and prevention of non-compliance risks over responsibilities	Int/Ext	DMA FS - Product Portfolio
4	Code of Conduct	Int/Ext	G4-56 to G4-58
26	Human capital development	Int	G4-LA9 to G4-LA11
5	Brand and reputation management	Int/Ext	G4-PR3, G4-PR5 and FS15
37	Customer financial inclusion practices	Int/Ext	G4-FS7, G4- FS13, G4 - FS14
24	Environmental and social criteria in the analysis of credit risks	Int/Ext	DMA FS - Product Portfolio
<b>High priority topics (impact =&gt;50%&lt;75% and importance &gt; 40%)</b>			
11	Clarity of information provided to customers on products and services	Int/Ext	G4-PR3 to G4-PR9 DMA FS Product and service labelling
7	Sustainability Strategy and Commitments	Int/Ext	G4-1 and G4-2
28	Career management, compensations and incentives	Int	G4-LA2, G4-LA9 to G4-LA11, G4-LA13
13	Support to SMEs, institutional customers and answers to society's emerging challenges	Int/Ext	G4-FS6 to G4-FS8, G4-FS11, G4- FS13 and G4-FS14)
31	Balancing personal and professional life	Int	LA2
20	Environmental training and awareness for employees	Int	DMA FS Product Portfolio
15	Environmental Management System	Int/Ext	G4-14, G4 -EN1 –G4-EN10, G4-EN15-G4-EN19, G4-EN21-G4-EN24, G4-EN26, G4-EN29, G4-EN31-G4-EN34
<b>Medium priority topics (impact =&gt;50%&lt;75% and importance &lt; 40%)</b>			
21	Environmental training and awareness for the community	Int/Ext	DMA FS Product Portfolio
22	Environmental training and awareness for Customers	Int/Ext	DMA FS Product Portfolio
30	Occupational health and safety	Int	G4- LA5 to G4-LA8
29	Diversity and equal opportunities	Int	G4-LA3, G4-LA12, G4-LA13, G4-HR3
27	Talent attraction and retention	Int	G4-LA1 to G4-LA3, G4-LA12
38	Sector financing policies	Int/Ext	DMA FS Product Portfolio
23	Environmental and social criteria in the analysis of Project Finance risks (financing of major projects)	Int/Ext	DMA FS Product Portfolio
36	Financial literacy practices	Int/Ext	DMA FS Product and service labelling FS16, G4-EC7
33	Responsible supplier management	Int/Ext	Item G4-12, G4-EC9, G4-EN32-EN33, G4-HR4-HR6, G4-SO9-SO10, G4-LA14-G4-LA15
17	Eco-efficiency	Int/Ext	G4-EN1-G4-EN3, G4-EN5, G4-EN7, G4-EN8,G4-EN15-EN19, G4-EN23, G4-EN27
12	Systematic practices of dialogue with Stakeholders	Int/Ext	G4-24 to G4-27

	Topics within the economic pillar	Int – Internal
	Topics within the environmental pillar	Ext – External
	Topics within the social pillar	

CGD, SA reports in accordance with the material results achieved for the "comprehensive" option, while the affiliate banks only report on some indicators, according to their monitoring capacity, duly identified in the attached GRI table.

Under the Corporate Sustainability Program, CGD takes up a set of commitments which compliance *status* is noted throughout the report.

CGD signed the Global Compact Principles of the United Nations. Throughout the report are highlighted the various initiatives attesting the general fulfilment of these 10 principles.

The Sustainability Report was subject to independent verification by an independent third party, as per the verification statement from Deloitte & Associados, SROC, SA, provided in Annex 4. Such verification examined the level of compliance of the information provided with that requested under GRI G4, including the financial supplement, and also validated the reliability of the information associated with those items (strategies, profile and performance indicators), in order to ensure that it appropriately reflects the actual reality of CGD.

Attached are correspondence tables between the content of this Report and both the GRI requirements (Annex 3), and the Principles of Good Governance, applied to the Public Business Sector (Annex 5).

In addition to this Report, additional information on the company's practices and policies may be accessed through CGD's website and in previous reports. For further information see <http://sustentabilidade.cgd.pt/english>, or contact [sustentabilidade@cgd.pt](mailto:sustentabilidade@cgd.pt).

## Message from the CEO of the CGD Group

In 2014, Portugal witnessed a set of events with significant consequences and of a differentiated nature upon the financial system and the Portuguese economy.

The CGD Group, an important reference for the banking sector and for Portugal, naturally reflected the effects of those events, namely by triGHGring the tools and required adjustments to the framework of a context under constant change in recent years.

As part of the Group's organizational and business strategy, 2014 was marked by important events that internally stressed the importance of sustainability and social responsibility, in its different strands of activity.



As far as the economic and financial pillar, CGD had a very favourable performance in the *Comprehensive Assessment* conducted by the ECB, confirming its balance sheet capabilities for supporting valuation criteria of very strict assets, as well as the effects of a hypothetical new sovereign debt crisis. Although penalized by extraordinary effects, CGD showed signs of recovery, with improved profitability by about 40% over the previous year (a loss of EUR 348 million, compared to Euro 578.9 million loss in 2013), which improvement happened within a context of enhanced liquidity and favourable levels of equity adequacy. Following the Group's rationalization and operational efficiency policy, a downward trend in operating costs was also maintained.

In 2014, the sale of 80% of share holdings in insurance units provided for in the Economic and Financial Assistance Program, and enshrined in the CGD Restructuring Plan was achieved, thus completing an important step in the Group's strategy and helping to strengthen the focus of CGD as a retail commercial bank at the service of Portuguese households and companies.

Within an economic context of gradual recovery, CGD saw strong signs of confidence by Portuguese society, families and businesses, particularly shown by the increased market share of customer deposits and, under active operations, of an already visible flow of new loans to non-financial private companies. It also saw its ratings quite improved, similarly to what occurred with the Portuguese Republic.

The external recognition on sustainability matters which CGD has received, prove its ability to create value for society well beyond the financial operations it manages. CGD brand remained as the most solid and reliable Portuguese brand.

Aware of its important role in the domestic financial market, rationalization of its domestic sales network has been accompanied by strengthening its quality of service through non-face-to-face channels, always with an approach towards fulfilling people's needs, while overall customer satisfaction kept increasing, as in previous years.

During the year, the CGD Group kept its strategic orientation towards financing the Portuguese economy, as well as its positioning as the "Companies' Bank", and continued to support exporting companies through a management team dedicated to SMEs and entrepreneurs. For private customers, CGD kept its bet and incentive to customers and their families in creating saving habits, and an offer of financial inclusion, meeting the specific needs of the various segments.

As the support Bank to urban rehabilitation and regeneration, CGD provided specific products for these purposes, namely the JESSICA Program, strengthening its commitment to these important and decisive

sectors of activity, not only for the national and local economy, as also to the continuous improvement of the populations living conditions and health.

In the environmental pillar, among other relevant aspects, 2014 was marked by the awarding of the ISO 14001 environmental certification to CGD, which thus established itself as the first Portuguese financial institution to achieve this recognition.

In the social pillar, CGD created the Caixa Volunteers Program, representing the set of CGD's initiatives for the Community, namely by providing the skills of bank employees, and monitoring of other challenges equally important to the sustainable development - social, economic and environmental - of the country.

It is also worth highlighting the knowledge support provided by CGD at various levels to various higher education institutions and the significant growth rates in the number of visitors to Saldo Positivo proving that this has been a financial tool used by many to cope with the new economic context, including the corporate segment.

CGD's performance is founded on the highest ethical standards, as exemplified by its commitment to the 10 Principles of the UN Global Compact, and the institution is continuously looking for new ways to increase its contribution to sustainable development. The promotion of a culture of ethics and transparent dialogue with its stakeholders is one of its cornerstones, with highlight to the fulfilment of an important step for promoting sustainability in the supply chain - the formalisation of the Ethical Principles and Best Business Practices for suppliers, in alignment with the above principles.

CGD values its employees, seeing them as the backbone of the Institution, as even in times of greatest difficulty and strictness, they have always taken up as their own, the commitments of CGD to the community and the Country. Internally, it seeks to build an inclusive environment, investing in people and in the diversity and talent of teams with a double benefit - internal satisfaction, and the development of skills in order to be able to respond to customer needs with the highest standards of excellence and integrity.

In late 2014 a review process of the sustainability strategy for the period 2015-2017 was started, in about 10 areas that make up the CGD Group's sustainability vision based on three main themes - responsible business, community and environment. Management of the Corporate Sustainability Program and communication and training are common aspects to the various topics selected.

Aware of the emerging social and environmental challenges, in addition to financial goals, CGD will continue to take up strategic concerns to ensure the sustainability of its activities in line with its image, reputation and expected social contribution. Thus, CGD will keep its leading position, as a Bank with a commitment to investing in the future of the Country, with a long-term vision.



José de Matos  
Chief Executive Officer

# Message from Chief Executive Officer of the Banco Interatlântico



What is the actual value we create? Who and how many do we support? How much do we save? What are we? Where do we want to go?

Everything is measurable, and therefore we are being pioneers in Cape Verde. For the first time a bank in this market publishes a Sustainability Report. We believe that this is also an important milestone for the CGD Group.

We strongly believe that the Bank's progress and economic growth should be fulfilled while enhancing the social and cultural well-being of the communities where we operate, contributing to the collective development of the Cape Verde economy, actively promoting transparency and knowledge of best market practices, considering that such goals are not incompatible with the times of uncertainty that we presently live in.

We aim to be socially acceptable, environmentally responsible and, increasingly, an economically viable Bank, making of communication with business partners and employees a fundamental pillar in the activity of our Organization.

Our path has already started to be trodden and thus in 2014 we were distinguished by *cfi.co*, a recognized business, economics and finance newspaper, with the award Best Green Bank in 2014, for the Bank's performance before its private and corporate customers in the Cape Verde market. The number and range of social projects supported or implemented by the Bank, as well as its partnerships with government ministries, schools and other non-profit entities for cultural, social and educational projects were also distinguished by this entity. Examples of this are the *BlackPanthers* or Padre Campos Foundation, among many others.

The Interatlântico Bank, the third largest bank in Cape Verde, is a partnership between the Caixa Geral de Depósitos Group and Cape Verdean reference investors (individuals and companies) and benefits from the knowledge and competence of the CGD, to create greater intervention capacity in the process of modernization of the Cape Verdean financial system. Thus, our corporate policy remains aligned with the corporate policies of the CGD Group, and their best practices, adapted to the reality of Cape Verde and to the most important issues of our society. Example of this is the BI Sustainability Policy, which is materialised in four vectors inspired by CGD's Policy and based on the Global Compact principles: Human Rights Protection, Promotion of the Professional and Personal Development of Employees, Protection of Natural Resources and Public Involvement with the various stakeholders in the interest of transparency. This policy, formalized in 2014, allows us to shape the future in a more balanced and stable way, creating the outline of the Governance model for the sustainability of BI, through the formal commitment of Top Management and the support of all our employees. For this reason, we have established commitments with our stakeholders and with society in general, making it a point to give publicly disclose developments and milestones that we are able to achieve.

Pedro Gomes Soares  
Chief Executive Officer



# Message from Chairman of the Board of Directors and CEO of the Banco Comercial do Atlântico



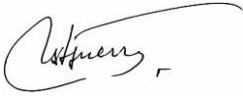
Focused on the three dimensions of sustainability, the Board of Directors of BCA has been pursuing a strategy whose main priority is the economic and financial sustainability of BCA, which is the support of the other two dimensions of sustainability: environmental and social, which go hand in hand with the first.

The economic dimension of sustainability is increasingly based, on the one hand, on market segmentation and in the configuration of products and services, to anchor its share in the credit and deposits market - thus trying to meet the preferences of its customers - and, secondly, on the quality of service, in the appropriate densification of the Branches, ATM and POS network - critical to the loyalty of those customers. In promoting the economic dimension of sustainability, BCA attaches great importance to credit growth, and to operational efficiency gains

Regarding environmental sustainability, in which BCA has been pioneering, the two awards obtained in the Gala of the "Green Project Awards stand out: one, in the Category Sustainable Tourism and Agriculture, for the Recovery of the Waterfront of the Beach in Tarragal de Santiago; and another one in the category Natural Resources Management and Conservation, for the Preservation of the Serra Malagueta Natural Park, in Santa Catarina. The strategy to support the Protection Campaign of the Cape Verde Sea Turtles has also produced very positive results, with a substantial increase in the number of nests, decreased capture of turtles and increased stretch of monitored beach. Also in terms of environmental sustainability, BCA is studying the implementation of a project for "Renewable Energy and Energy Efficiency" in its facilities in order to keep up with its position as a responsible and committed institution towards the promotion of a more environmentally friendly Cape Verdean society.

As far as the social aspect of sustainability, BCA guides its activities in two ways: internally, by making of our Bank an institution in which employees are proud to work; and externally, by sponsoring events in the social welfare, culture, sport, training and education fields. In 2015 BCA imparted two training courses: The first one, on Environmental and Social Risk; the second one, on design and preparation of Sustainability Reports. In this first phase, the general training in Environmental and Social Responsibility was conducted on the islands of Santiago, São Vicente and Santo Antão. In a second phase, the remaining islands will receive General Training in Sustainability, which will be imparted by the Technical Staff of BCA responsible for this area, in order to strengthen and enhance the capabilities and skills of the Bank's employees as agents of change, with focus on environmental and social protection and sustainability of the BCA brand. The purpose of the training is to empower the staff of BCA, raise awareness and explore the potential of the Bank in promoting sustainable development -strong reasons for proposing to extend this training to all employees by the end of June 2015.

This commitment of ours towards the holistic development of Cape Verde is only possible because it is a commitment that has been taken up by all those working in BCA, which have set up dedicated teams to support and promote initiatives in the environmental and social dimensions of sustainability.



António de Castro Guerra

Chairman of the Board of Directors and CEO of BCA

# Message from the CEO of the Banco Caixa Geral Brasil



With operations in the Brazilian market for five years already, the Banco Caixa Geral Brasil (BCG-Brasil) is aware of its responsibility towards society and keeps supporting projects that promote a more cohesive society, thus following the premises of his parent bank - Caixa Geral de Depósitos.

In 2014, BCG-Brasil announced the financial funding of R \$ 67 million, obtained from the International Finance Corporation (IFC), with a term of five years.

The expectation is that in this period, this funding may expand the volumes and terms of financing of Banco Caixa Geral Brasil at competitive costs, namely towards projects in the sectors dedicated to renewable energies, energy efficiency, efficient use of water resources, and reduction of emissions CO<sub>2</sub>.

Based on this long-term funding, Banco Caixa Geral Brasil can continue to support sustainable initiatives, since only in the last five years, the bank advised and structured financing in various segments of the country's sector of infrastructure, representing investments above \$ 10 billion, of which US \$ 2.5 billion for the sanitation and renewable energy sectors.

Among the possibilities envisioned by the bank to use the resources obtained from the IFC, are financing projects, capital market operations - debt (infrastructure bonds) - and corporate financing for manufacturing and procurement of equipment, bridge loans, among others.

The strategy of the Banco Caixa Geral Brasil is to become a leader in renewable projects, in the fields of infrastructure and environment, as we believe that environmental resources perform economic functions, which we understand as any service that contributes to the greater well-being and economic and social development.

Thus, working towards economic and environmental sustainability reasserts our respect and responsibility towards future generations.

A handwritten signature in blue ink, reading "Henrique Cabral Menezes". The signature is written in a cursive, flowing style.

Henrique Cabral Menezes  
CEO of BCG Brasil

# Highlights for 2014

	2012	2013	2014
<b>ECONOMIC PERFORMANCE</b>			
Ordinary Banking Activity (million €)	1,713	1,064	1,178
Customer deposits - Market share (Portugal) - %*	28.1	27.5	29.2
Loans to customers - Market share (Portugal) - % *	21.3	21.6	22.0

GROUP RATING	CGD			Portugal		
	Short term	Long Term	Date	Short term	Long Term	Date
Standard & Poor's	B	BB-	2014-05	B	BB	2014-11
Fitch Ratings	B	BB+	2014-07	B	BB+	2014-10
Moody's	N/P	Ba3	2014-07	N/P	Ba1	2014-07
DBRS	R-2 (mid)	BBB (low)	2014-12	R-2 (mid)	BBB (low)	2014-05

<b>SOCIAL PERFORMANCE</b>	2012	2013	2014
No. of Employees	11,002	10,508	10,293
Average number of training hours per employee	36	42	24
No. of apprenticeships granted	371	451	370
Investments in the community (thousand €)	6,073**	27,703	15,549
No. of Visitors Positive Balance *	454,732	725,552	2,156,461

<b>ENVIRONMENTAL PERFORMANCE</b>	2012	2013	2014
Fuel consumption in buildings (GJ)	3,488	2,388	2,442
Electricity consumption (GJ)	311,854	304,490	280,521
Water consumption (m3)	182,977	172,560	154,337
Consumption of white photocopy paper (t)	466	469	448
Total waste production (t) *	1,007	771	657
Costs with energy and water consumption per employee (thousand €/FTE) *	1.77	1.68	1.72

\* Figures only related to the individual activity of CGD, SA

\*\* Does not include investment figures in knowledge promotion

The remaining figures refer to the entire Group as part of this report (CGD S.A., BCA, BI and BCG Brasil).

# Main acknowledgments

## CGD,SA

 <p>Most valuable Portuguese Banking brand: € 556 million (+ 27% compared to 2013) - Brand Finance</p>	 <p>Banking brand with the highest reputation in the categories of leadership, innovation and workplace - Reputation Institute</p>
 <p>Empresa Prime – OEKOM</p>	 <p>Carbon Disclosure Project – highest score (100 points) in the Climate Disclosure Leadership Index (CDLI)</p>
 <p>Rock inRio 2014 – Rock in Rio Sustainable Attitude Award, in the stand category</p>	 <p>Best Ethical Practices Awards 2014, organized by the business newspaper Jornal de Negócios and Capgemini, in the category "Social Responsibility"</p>
 <p>Gold trophy for CGD's Financial Literacy Program, and the Bronze Award for the book Trees of the Earth - Communication, Media &amp; Advertising Awards</p>	 <p>GreenFest 2014 – Green Leadership award</p>

**Relevant topic:**  
Brand and reputation management

## BCA

<p><b>Trusted Bank - BCA</b></p> <p>For the 5th consecutive year, BCA was considered the Trusted Bank by the people of Cape Verde, according to the Afrosondagem company.</p>	<p><b>Green Project Awards Cape Verde</b></p> <p>Honourable Mention "Green Project Awards", in the category Natural Resources - Management and Conservation with the "Garden of BCA", created in the Serra Malagueta Natural Park, on the island of Santiago</p>
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## BI

<p><b>Best Green Bank - Capital Finance International</b></p>
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# 1. CGD Group

## 1.1 Organizational identity

With 138 years of history, CGD kept leading the largest Portuguese financial group in several business areas during 2014.

### Mission:

The CGD Group should seek to consolidate itself as a structuring group in the Portuguese financial system, asserting itself for its relevance and responsibility in its contributions towards:

- Economic development;
- Boosting competitiveness, innovation and internationalization of Portuguese companies;
- The stability and soundness of the Portuguese financial system.

As the market leader, the search for a balanced evolution between profitability, growth and financial strength, always within the framework of prudent risk management.

### Values:

- Accuracy
- Safety
- Transparency
- Organizational and personal responsibility
- Integrity
- Respect

## Brand management

The CGD Brand is one of the Institution's main assets, and an important reference in the Portuguese financial market.

In 2014, the Portuguese market continued to consider CGD as the strongest, trustworthy and reputable brand (Market research conducted by Brandscore 2014).

In assessment of Corporate Image, it comes as the first bank with "relevance in the sector", "support to strategic sectors of the economy", "support to companies" and "support to universities and youngsters."

CGD remains the banking brand with the greatest notoriety in the Private and Corporate sector (customers and non-customers), standing out for its significant improvement in recent years, in the perception as "an innovative, attractive brand, with dynamic communication" and for the improved positioning in "modernity and youth".

In customer retention, the probability of individual customers remaining as CGD customers is high (88% in 2014), having recorded a progressive growth in recent years (+ 21% compared to 2010). The degree of the bank's recommendation to others also improved over the previous year. The probability of SME customers to remain as CGD customers is also high (76% in 2014).

**Relevant topic:**  
Brand and  
reputation  
management

**Portuguese Banking brand in 1st position in the relevant support to companies and strategic sectors, and in the support and connection to Universities** (Brandscore - Consultant Group)

**Banking brand in Portugal with greatest association with social responsibility and culture** (brandSponsor – Consultant Group)

**Portuguese Most Valuable Banking Brand in Portugal** (Brand Finance)

In 2014 and for the 7th consecutive time, CGD was the 'Most Valuable Portuguese Banking Brand in Portugal' and the 181st most valuable in the study, appraised at 556.42 million euros, representing an increase of 27% over the previous year. The rating refers that the strength of the brand evolved from AA- (2013) to AA.

**Portuguese Banking brand with the highest reputation** (Reputation Institute)

The reputation index among consumers in general (66%) remains good and grew by 2.6% compared to 2013. A figure that continues to provide leadership in the banking reputation ranking in Portugal.

## 1.2. Worldwide presence

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### Commercial network

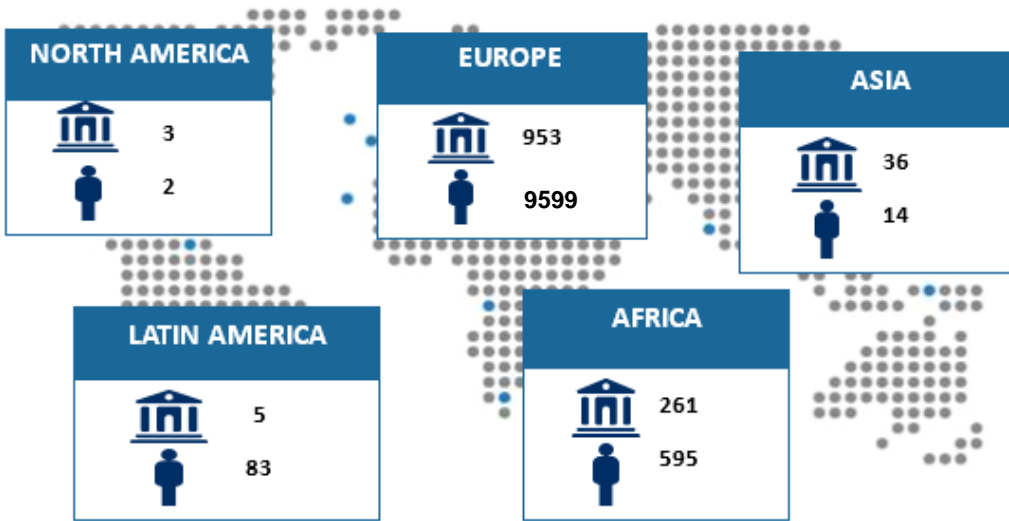
By the end of 2014, the commercial network of the CGD Group included 1246 branches, of which 787 located in Portugal and 459 abroad. CGD's network of branches in Portugal fell by 18 units in the year, now counting on 720 agencies with personal face-to-face service, 39 automatic branches, 27 Corporate Offices and one branch of Caixa Banco de Investimento in Lisbon.

The network abroad fell by 58 units of the Banco Caixa Geral (Spain), unlike the Banco Comercial e de Investimentos in Mozambique and the Banco Caixa Geral Totta Angola, which increase by 36 and 6 units, respectively. There was also an increase of 3 units in other branches of CGD.

In December 2014, the CGD Group had 15,896 employees, which represented a decrease of 3,712 employees compared to 2013, of which 3,605 belonged to the Caixa Seguros e Saúde, sold in May 2014, in connection with the privatization of CGD's insurance activities.

## Global presence of the CGD Group

(In number of commercial network units)



## 1.3 Governance Model

CGD's governance model ensures the effective segregation of management and supervisory functions, as it comprises a Board of Directors, which delegates upon the Executive Committee the daily management of CGD and of the Group, plus an Audit Committee and a Statutory Auditor.

### Corporate Bodies - Mandate 2013-2015

**Relevant topic:**  
Governance Model

**Chairman:** Manuel Carlos Lopes Porto  
**Vice-Chairman:** Vacant  
**Secretary:** José Lourenço Soares

**Chairman:** Álvaro José Barrigas do Nascimento  
**Vice-Chairman:** José Agostinho Martins de Matos  
**Voting Members:** Nuno Maria Pinto de Magalhães Fernandes Thomaz, João Nuno de Oliveira Jorge Palma, José Pedro Cabral dos Santos, Ana Cristina de Sousa Leal, Maria João Borges Carioca Rodrigues, Jorge Telmo Maria Freire Cardoso, Pedro Miguel Valente Pires Bela Pimentel, José Luís Mexia Fraústo Crespo de Carvalho, José Ernst Henzler Vieira Branco, Eduardo Manuel Hintze da Paz Ferreira, Daniel Abel Monteiro Palhares Traça, Pedro Miguel Ribeiro de Almeida Fontes Falcão.

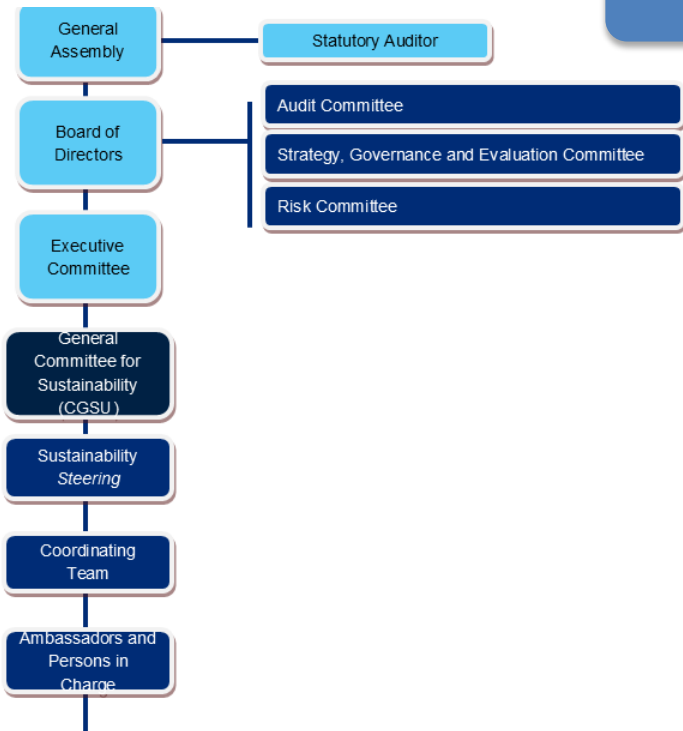
**Chairman:** José Agostinho Martins de Matos  
**Vice-Chairmen:** Nuno Maria Pinto de Magalhães Fernandes Thomaz  
**Voting Members:** João Nuno de Oliveira Jorge Palma, José Pedro Cabral dos Santos, Ana Cristina de Sousa Leal, Maria João Borges Carioca Rodrigues, Jorge Telmo Maria Freire Cardoso\*

CGSU - consultative body responsible for assessing, debating and monitoring the implementation of the Sustainability strategy at CGD and for recommending relevant issues for approval by the Executive Commission.

**Sustainability Steering:** interim forum for monitoring the implementation of the Corporate Sustainability Program and for preparing meetings for the CGSU

**Coordinating Team:** Group in charge of coordinating and monitoring the Corporate Sustainability Program and streamlining work group Operations.

**Ambassadors and Persons in Charge:** Persons in charge of examining and validating proposals generated by the GTs to be put forth to the CGSU



**Work Groups (GT):** comprising heads of various Structural Bodies, which develop specific topics.



\* Member Jorge Telmo Maria Freire Cardoso has its mandate suspended at his own request since September 16, 2014, pursuant to the written unanimous resolution of October 23, 2014.



The Delegate Councils are deliberative bodies aimed at analysing and taking decisions on proposals concerning the implementation of the bank's business strategy, support means, and its overall staff policy. The General Committees are dependent structures that report to the Executive Committee, and have no deliberative powers, acting as privileged fora for discussion and support for decision-making, namely through the issuing of recommendations.

The management model for sustainability is common across the organization, and involves most of the Structural Bodies and Economic Interest Grouping (ACE) to fulfil the Corporate Sustainability Program, as well as some Group companies and affiliated Banks - Caixa Banco de Investimento; Caixa Gestão de Ativos (Assets Management); Foundation Caixa Geral de Depósitos - Culturgest; Banco Interatlântico, Banco Comercial do Atlântico and Banco Caixa Geral Brasil.

## 1.4 Management for Sustainability

CGD pursued its activity in accordance with the guidelines established for the three-year period 2011-2013, under the Financial Assistance Program signed between the Portuguese Government, the International Monetary Fund, the European Commission and the European Central Bank, which has conditioned the activities of CGD since 2011.

The Strategic Plan for the CGD Group is structured into two key challenges:

### 1st Challenge

Protect and strengthen the CGD Group's financial health (Solvency, Liquidity and Profitability), in response to the needs generated by the new economic and financial sector's framework

### 2nd Challenge

Transform CGD, by focusing its operations on the business of banking, to ensure the Group's sustainability and competitiveness at organizational level and in terms of the business model

In 2014 the CGD completed an important step in its strategy, reinforcing its focus as a commercial retail bank at the service of Portuguese households and companies, completing the sale of non-banking share holdings, referred to in the Economic and Financial Assistance Program and enshrined in its Restructuring Plan.

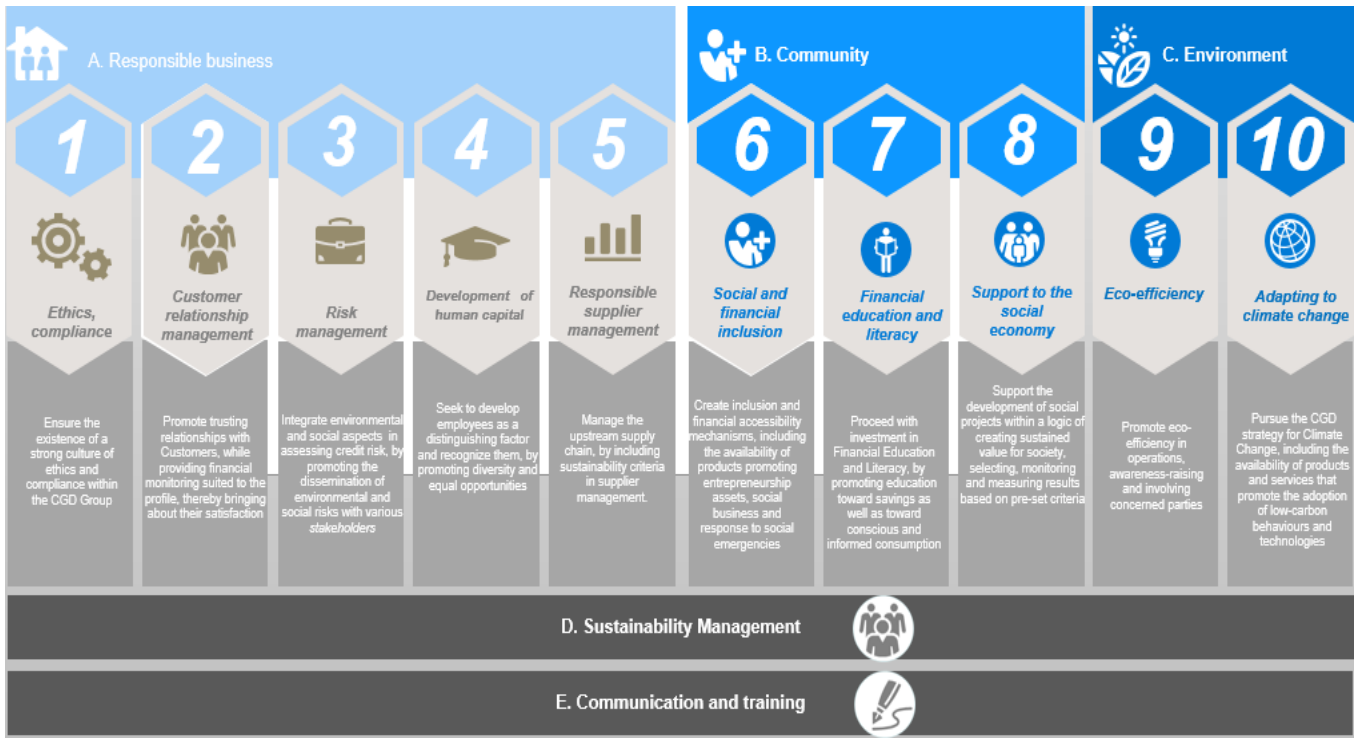
### Corporate Sustainability Program

#### Relevant topic:

Sustainability strategy and commitments

In 2014, in alignment with its organizational strategy, CGD continued to implement the Corporate Sustainability Program, based on a number of areas of economic, environmental and social performance areas. This program, embodying CGD's sustainability strategy, in alignment with the strategy for the CGD Group as a whole, provides for the fulfilment of a set of voluntary commitments that go beyond legal obligations and compliance by CGD. These commitments are organized according to the axes of the Sustainability Policy: Responsible Banking, Promoting the Future, Environmental Protection, Management of Human Assets, and Community Involvement, with the respective status of compliance noted at the beginning of each chapter.

In 2014, CGD started the review process of the sustainability strategy for the three-year period 2015-2017, having set five strategic areas that encompass CGD's sustainability vision - 3 thematic and 2 common, among 10 areas of action, for which a set of initiatives and goals have been defined.



Areas of action	Material Topics for Stakeholders	Group of Stakeholders that identified the material topics
<b>A. Responsible Business</b>		
<b>1. Ethics and compliance</b>		
1.1 Definition of Corruption Prevention Policy	<ul style="list-style-type: none"> <li>Practices against corruption and money laundering</li> <li>Code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Government Entities</li> <li>Media</li> <li>Suppliers</li> <li>IPSS/ONG</li> <li>Private Customers</li> <li>Corporate Customers</li> </ul>
1.2 Review of the Code of conduct		
1.3 Prevention Plan Against Corruption Risks and Related Offences		
1.4 Reporting of breaches to the Code of Conduct		
1.5 Training and internal communication on ethics and conduct		
<b>2. Customer relationship management</b>		
2.1 Definition of the Privacy Policy	<ul style="list-style-type: none"> <li>Service quality and customer satisfaction</li> <li>Customer safety and of their financial assets</li> <li>Clarity of information provided to customers on products and services</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Government Entities</li> <li>Media</li> <li>Suppliers</li> <li>IPSS/ONG</li> <li>Private Customers</li> <li>Corporate Customers</li> </ul>
2.2 Measurement of the relationship between income and customer retention		
2.3 Streamlining the financial accessibility channels		
2.4 Integration of environmental, social and governance (ESG) aspects into investment products		
<b>3. Risk management</b>		
3.1 Integration of social and environmental risks into CGD risk policies, including training the teams involved	<ul style="list-style-type: none"> <li>Risk management</li> <li>Monitoring and prevention of non-compliance risks over responsibilities</li> <li>Environmental and social criteria in the analysis of credit risks</li> <li>Sector financing policies</li> <li>Environmental and social criteria in the analysis of Project Finance risks</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Government Entities</li> <li>Media</li> <li>Suppliers</li> <li>IPSS/ONG</li> <li>Private Customers</li> <li>Corporate Customers</li> </ul>
3.2 Integration of environmental and social criteria into credit risk assessment		
3.3 Definition of sector financing policies		
3.4 Assessment of the energy situation and environmental risks of the real estate portfolio		

<b>4. Human capital development</b>		
4.1	Development of Leadership Program	
4.2	Training the sales network	
4.3	Definition of sustainability objectives in the performance management system	
4.4	Assessment of the Effectiveness of Training	
4.5	Monitoring the return on investment in human capital	
4.6	Assessing employee satisfaction	
<b>5. Responsible supplier management</b>		
5.1	Identification of suppliers with greater exposure to environmental and social risks in CGD's supply chain and definition of social and environmental criteria to be included in contracts	
5.2	Implementation of the supplier monitoring and compliance process with regard to CGD's requirements	
5.3	Involvement of strategic suppliers	
5.4	Definition of incentives to suppliers for compliance with sustainability requirements	
5.5	Development of a portal for supplier management, integrating the various stages of the process (from qualification to evaluation)	
<b>B. Community</b>		
<b>6. Social and financial inclusion</b>		
6.1	Promotion of banking products that contribute towards fighting social and financial exclusion	
6.2	Innovation in the financial offer with a greater focus on the bottom of the pyramid	
6.3	Alignment of CGD's offer with the Portugal 2020, including the axis "Social Inclusion and Employment"- <i>Caixa 2020</i>	
6.4	Development of a platform for centralizing applications to microcredit / entrepreneurship (including training to the teams involved)	
6.5	Quantification of the impact of measures to support entrepreneurship	
6.6	Development of corporate volunteering of skills, to support the establishment of the 1st business	
<b>7. Financial education and literacy</b>		
7.1	Promoting financial education of a broad group of customers, and non-customers, individuals and companies.	
7.2	Strengthening the financial education of children and youths	
7.3	Developing the corporate plan for financial education and literacy	
7.4	Development of corporate volunteering of skills, in the field of financial literacy	

- Human capital development
  - Career management, compensations and incentives
  - Balancing personal and professional life
  - Diversity and equal opportunities
  - Occupational health and safety
  - Talent attraction and retention
- Employees
  - IPSS/ONG
  - Corporate Customers

- Responsible supplier management
- Employees
  - IPSS/ONG
  - Suppliers
  - Corporate Customers

- Customer financial inclusion practices
  - Support to SMEs, institutional customers and answers to society's emerging challenges
- Government Entities
  - Media
  - IPSS/ONG
  - Private Customers
  - Corporate Customers

- Financial literacy practices
- Employees
  - Government Entities
  - Media
  - Suppliers
  - IPSS/ONG
  - Private Customers
  - Corporate Customers

## 8. Support to the social economy

- 8.1 Implementation of the "Community" platform for the selection of social support to be provided and respective monitoring, including its implementation by the commercial network
- 8.2 Definition of a corporate volunteer plan by resorting to collaborative initiatives with partner organizations, and in a decentralized manner in the commercial network
- 8.3 Creation of a pool of internal volunteers, and implementation of training initiatives
- 8.4 Continue with the Youngvolunteam Program in schools
- 8.5 Extension of the Youngvolunteam program to the university sector, as a way to promote social entrepreneurship
- 8.6 Export the Youngvolunteam Program to international structures

- Social-oriented activities for the benefit of the community\*

- Employees
- Government Entities
- Media
- Suppliers
- IPSS/ONG
- Private Customers
- Corporate Customers

## C. Environment

### 9. Eco-efficiency

- 9.1 Extend the scope of the EMS ISO 14001 certification implemented at the head-office
- 9.2 Promoting eco-efficiency of CGD operations
- 9.3 Promoting energy efficiency in the data centre
- 9.4 Promoting energy efficiency at corporate level
- 9.5 Environmental training and awareness for employees and suppliers at corporate level
- 9.6 *Promotion of gamification* in branches based on environmental performance
- 9.7 Conducting a technical and economic feasibility study for the implementation of rainwater utilization system

- Environmental Management System
- Eco-efficiency

- Employees
- Government Entities
- Suppliers
- IPSS/ONG
- Private Customers
- Corporate Customers

### 10. Adapting to climate change

- 10.1 Further implementation of the Low Carbon Program - setting goals and enlargement of the scope of carbon footprint to other international structures
- 10.2 Offsetting CGD's carbon emissions
- 10.3 Boosting the partnership with the Mafra National Reserve (Tapada Nacional de Mafra)
- 10.4 Definition of a voluntary service plan for the environment
- 10.5 Redefinition of the Mobility Plan
- 10.6 Alignment of CGD's offer with Portugal 2020, including the axis "Sustainability and Efficiency in the Use of Resources" - *Caixa 2020*
- 10.7 Knowledge of suppliers' practices to adapt to climate change
- 10.8 Active support of environmental awareness initiatives
- 10.9 Review of the criteria for the creation of the service fleet, integrating environmental criteria

- Environmental Management System
- Eco-efficiency

- Employees
- Government Entities
- Suppliers
- IPSS/ONG
- Private Customers
- Corporate Customers

<b>D. Sustainability Management</b>	
D.1	Operation and monitoring of the Corporate Sustainability Program
D.2	Integration of sustainability indicators in the current management information systems in CGD
D.3	Monitoring the definition of the sustainability strategy for the Group's international structures
D.4	Promotion of the alignment with ISO 26000
D.5	Extension of the scope of the strategy of engaging stakeholders, and measurement of the respective performance
<b>E. Communication and Training</b>	
E.1	Internal and External Communication on Sustainability, including the Group's international structures
E.2	Training on Sustainability, including the Group's international structures
E.3	Development of an integrated report
E.4	Enlargement of the scope of information reported at corporate level

- Brand and reputation management
- Governance Model
- Sustainability Strategy and Commitments
- Systematic practices of dialogue with Stakeholders
- Employees
- Government Entities
- Media
- Suppliers
- IPSS/ONG
- Private Customers
- Corporate Customers

- Environmental training and awareness for employees, community and customers
- Employees
- Government Entities
- Suppliers
- IPSS/ONG
- Private Customers
- Corporate Customers

Note: The material subject Economic Performance is considered to be transversal to the various strategic axes.  
 \* Topic that although it was not considered among the material issues with high priority and medium (in the materiality matrix), it is considered a strategic issue under the CGD's Corporate Sustainability Programme.

## 1.5 Dialogue with *Stakeholders*

CGD commitments: Responsible Banking		
Commitment	Purpose	Status
Ensure the implementation of the stakeholder involvement strategy	Periodically listen to stakeholders to get to know their expectations and priority issues regarding sustainability <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
Promote sustainable development, using the communication channels of the CGD	Ensure communication on sustainability in cgd.pt, in Portuguese and English <b>2010-ongoing</b>	<input checked="" type="checkbox"/>

Completed  
  Not completed  
  Ongoing  
  New commitment

CGD considers that the continuous dialogue with its stakeholders is key to the sustainable development of its activity. In 2014, it kept the various relationship channels with stakeholders, in order to ensure continuous and effective dialogue with the various groups.

### DIALOGUE WITH STAKEHOLDERS CHANNELS

**Relevant topic:**  
Systematic practices of dialogue with stakeholders

Group of Stakeholders	Types of Relationship	Frequency
<b>Shareholder / State</b>	General Assembly	Annual
	Report	Quarterly
	Sustainability Survey	Biannual
<b>Clients Private</b>	Satisfaction Surveys	Half yearly
	Cx Magazine	Quarterly
	WebSite CGD	Ongoing
	Micro-site Customers Residing Abroad	Ongoing
	Portal Caixa Advantages	Ongoing
	Social Networks	Ongoing
	Customer Area - Suggestions and Complaints Service	Ongoing
	Commercial Network	Ongoing
	Communication Campaigns	Where appropriate
	Sustainability Survey	Biannual
	<b>Corporate Customers</b>	Satisfaction Surveys
Caixa Empresas Magazine (for companies)		Bimonthly
Cx Magazine		Quarterly
WebSite CGD		Ongoing
Portal Caixa Advantages		Ongoing
Social Networks		Ongoing

	Sustainability Survey	Biannual
<b>Regulators</b>	Specific instructions from regulators	Ongoing
	Clarification requests	Ongoing
	Participation in Working Groups	Ongoing
	Face-to-face monitoring initiatives	Ongoing
	Public Consultations	Ongoing
	Production of reports	Ongoing
	Sustainability Survey	Annual
<b>Suppliers</b>	Regular meetings and contacts	Quarterly
	Sustainability Survey	Biannual
<b>Employees</b>	Employees Committee	Monthly
	Intranet	Ongoing
	Portal Caixa pessoal	Ongoing
	<i>Newsletter</i> Caixa Notícias	Monthly
	Training Initiatives	Where appropriate
	Performance Assessment	Annual
	Organizational Climate surveys	Where appropriate
	Sustainability Survey	Biannual
	Competition Caixa de Ideias (Box of ideas)	Annual
	Nós Caixa (internal magazine)	Quarterly
	Microsite Nós Caixa	Ongoing
	Caixa Info	Where appropriate
	Cx Magazine	Quarterly
	"De Nós para Nós" Program	Where appropriate
	Internal publications (brochures, guides, manuals, leaflets and posters)	Where appropriate
<b>Community</b>	Foundation CGD Culturgest	Ongoing
	Protocols with Higher Education Institutions	Annual
	Sustainability Survey	Biannual

## CONSULTATION OF STAKEHOLDERS

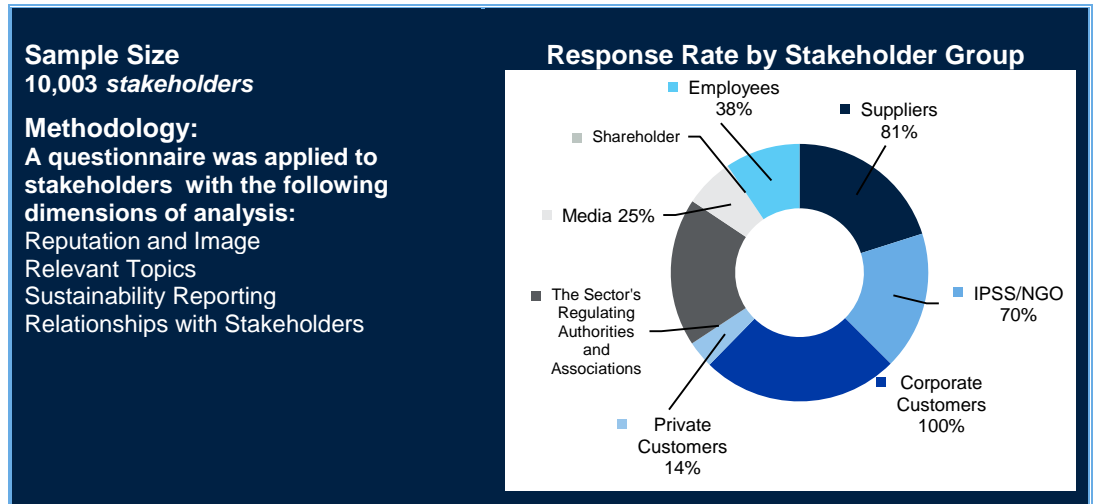
CGD developed the process of consulting stakeholders on matters pertaining to sustainability. This process is viewed by CGD as an evolutionary process required to integrate the expectations of society that change over time, in order to align the Bank's work with such changes.

This consultation carried out by applying a sustainability survey aimed to:

- Identify the expectations of stakeholders in terms of sustainability;
- Assess their perception of CGD, and their responsiveness to relevant issues;
- Assess the adequacy of the communication channels in use;

- Identify performance improvement opportunities in terms of economic, environmental and social aspects;
- Assess the quality of the latest report published, as perceived by stakeholders, and obtain data for the definition of the present CGD Sustainability Report.

## MAIN RESULTS FROM THE CONSULTATION TO STAKEHOLDERS



Overall, respondent stakeholders consider as the five most important topics, the topics under the economic pillar, namely: [Service quality and customer satisfaction](#); [Customer safety and of their financial assets](#); [Practices against corruption and money laundering](#); [Risk management](#); and [Clarity of information provided to customers on products and services](#). Employees also identified the topic of [support products to SMEs, institutional customers, and answers to society's](#) emerging challenges. For further information on material topics, see material matrix in the beginning of this Report.

The information gathered as part of this consultation, besides being treated and incorporated into the bank's management by CGD's competent structures, is also integrated into the structures dedicated to the implementation of the Corporate Sustainability Program, with a view to continuous improvement of CGD's performance in this field.



## 2. Economic Performance

### CGD commitments: Responsible Banking

Commitment	Purpose	Status
<b>Include Sustainability into CGD's Governance Model</b>	Join the UN Global Compact Principles <b>2013-ongoing</b>	<input checked="" type="checkbox"/>
<b>Ensure the implementation of the code of conduct management model</b>	Implement the Triennial Ethics and Code of Conduct Training Plan: Provide Employees with the knowledge and skills relating to business ethics and code of conduct <b>2012-2014</b>	<input checked="" type="checkbox"/>
<b>Ensure the quality of processes and certification</b>	Implement and achieve the certification of quality management systems seen as key business processes <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
<b>Promote sustainability of the supply chain</b>	Gradually introduce environmental and social selection criteria for supplier management <b>2011-ongoing</b>	<input checked="" type="checkbox"/>

### CGD commitments: Promoting the future

Commitment	Purpose	Status
<b>Develop socially responsible, environmental products and services</b>	Create new financial products and services or include the environmental and / or social component in existing products and services, in order to fulfil direct environmental and social benefits, and / or that contribute to the minimization of negative environmental and social impacts <b>2009-ongoing</b>	<input checked="" type="checkbox"/>
<b>Include environmental and social aspects in the evaluation of company's credit risks</b>	Use of environmental and social criteria in credit risk assessment and in <i>project finance operations</i> <b>2010-ongoing</b>	<input checked="" type="checkbox"/>

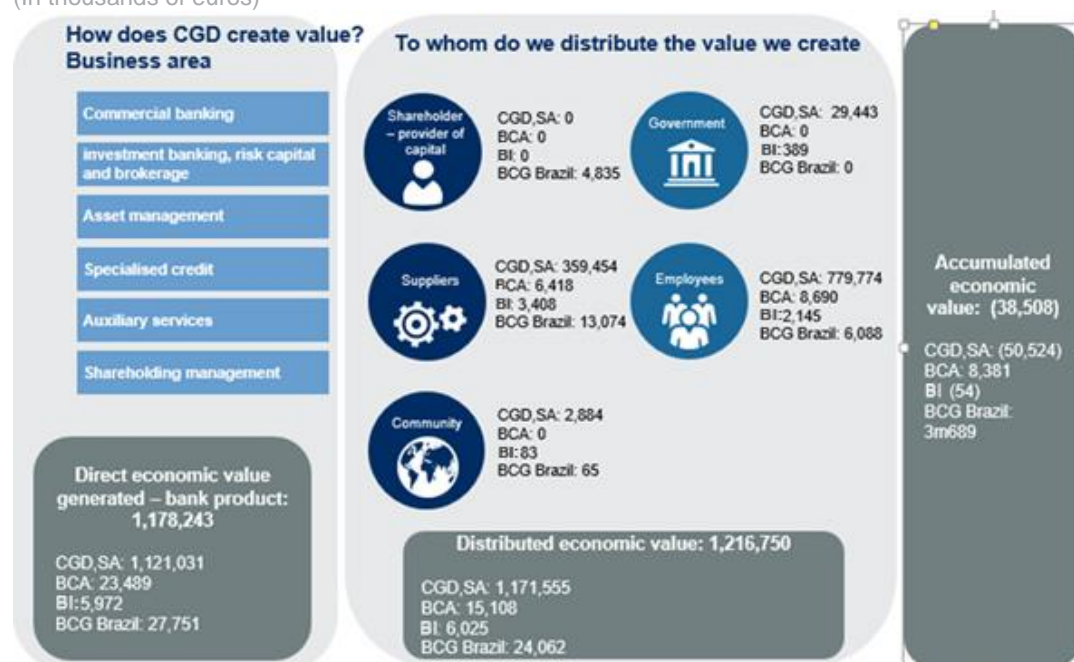
Completed    Not completed    Ongoing    New commitment

## 2.1 Value creation

Relevant topic:  
Economic  
performance

### Creation and sharing of value by stakeholders - CGD, SA and affiliate Banks - 2014

(In thousands of euros)



### CREDIT GRANTED BY SECTOR, BY COUNTRY

(In thousands of euros)

	CGD,SA	BCA Cape Verde	BI Cape Verde	BCG Brasil
<b>Activity sector</b>				
Construction and real estate activities (a)	9,799,723	53,284	26,846	75,341
Agriculture, forestry and fishing	326,762	181	252	-
Mining industries	86,411	290	30	-
Manufacturing industries	2,778,896	6,538	7,030	26,542
Production and distribution of electricity, gas, steam, and air conditioning	782,061	968	-	19,937
Water supply	411,375	4,161	52	-
Wholesale and retail business	2,001,616	24,754	6,313	3,471
Transports and storage	735,636	9,825	10,860	25,606
Hotel and restaurant businesses	200,228	5,522	13,204	-
Information and communication	194,403	6,846	2,836	-
Consulting, scientific, technical, and similar activities	1,641,088	4,932	-	-

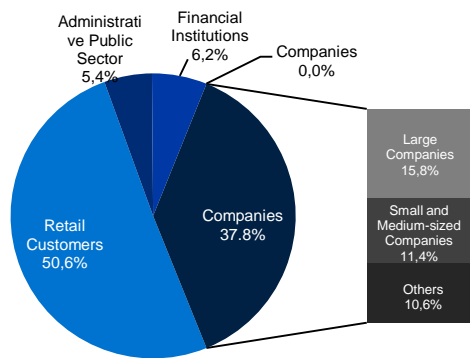
General administration and support services	279,300	131	-	-
Public administration and defence, compulsory social security	2,701,061	114,998	-	-
Education	122,423	32	1,543	2,745
Human health and social activities	295,161	1,775	1,582	-
Artistic activities, shows, performances, and recreational activities	161,799	469	619	-
Other services	244,493	18,267	37,286	<b>71,859</b>
Other financial activities	6,447,562	-	-	-
Private - Housing	30,204,000	141,550	23,522	-
Private - Other purposes	2,197,726	41,941	18,576	-
<b>TOTAL</b>	<b>61,611,725</b>	<b>436,464</b>	<b>150,550</b>	<b>225,500</b>

(a) As per the Portuguese classification codes of economic activities (CAE) identified under Annex VI of the Circular Letter No. 2/2014 of the Banco de Portugal.

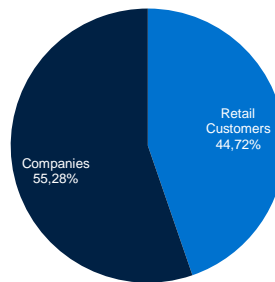
### BREAKDOWN OF CREDITS BY TYPE OF CUSTOMER IN 2014 BY STRUCTURE

(%)

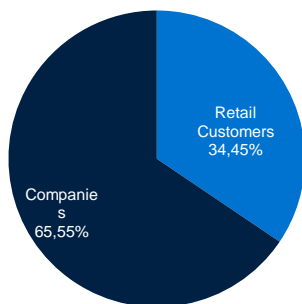
CGD,SA



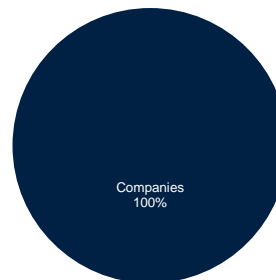
BCA



BI

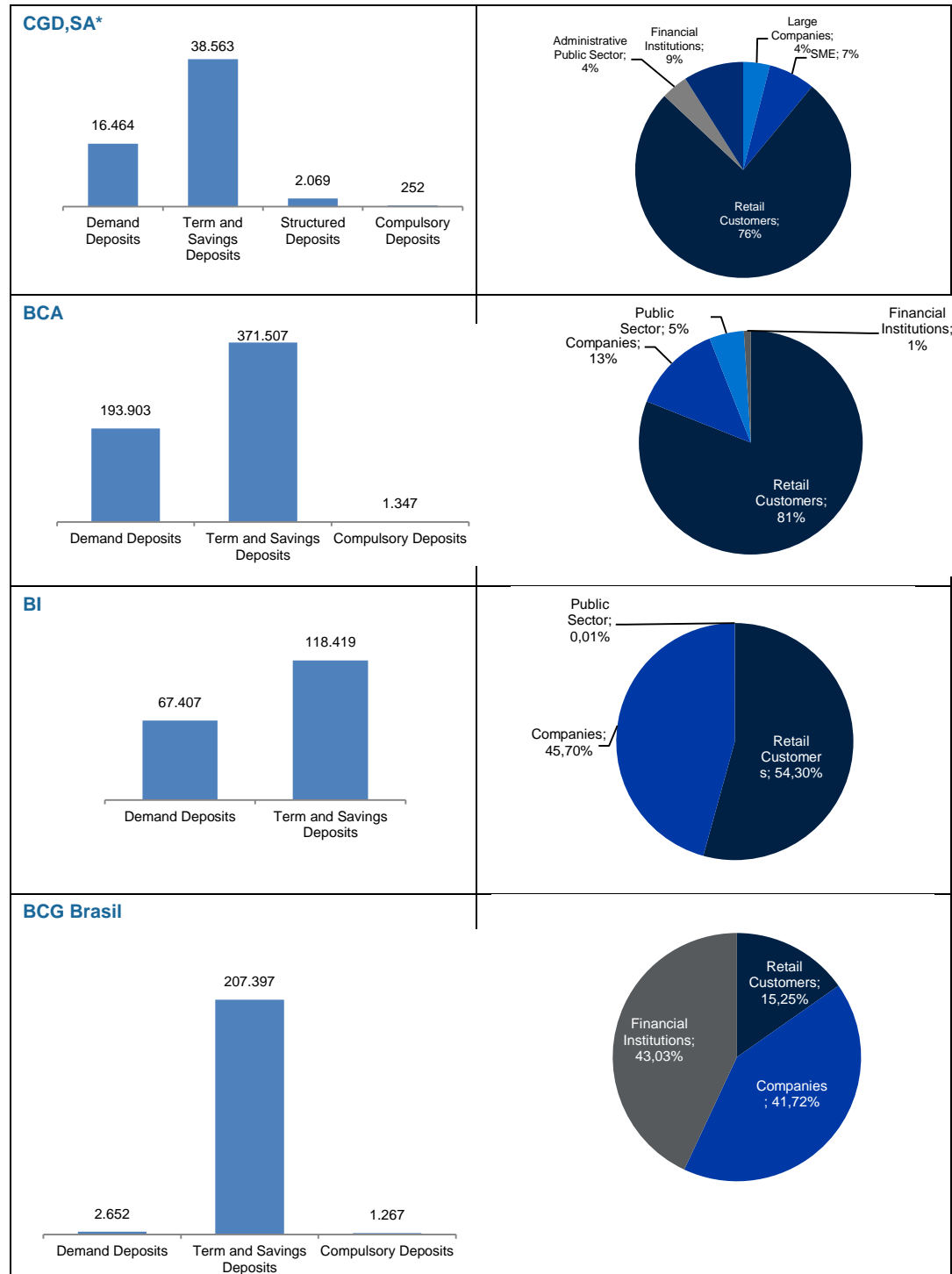


BCG Brasil



### BREAKDOWN BY TYPE OF DEPOSIT AND BY TYPE OF CUSTOMER IN 2014 BY COUNTRY

(in million euros; %)



\* The breakdown of deposits is related to domestic activity.

## 2.2 Ethics and conduct

### CODE OF CONDUCT MANAGEMENT MODEL

The Code of Conduct Management Model (MGCC) is an instrument that aims to ensure, through a number of initiatives, the implementation, operation, monitoring and continuous improvement of CGD's code of conduct, while conducting its activity.

This Model is a self-analysis tool for the Code of Conduct, focused on assessing its receptivity by the recipients, with the aim that the Code is always present in the daily activities of CGD and of its Employees. It is therefore of utmost importance to assess its influence upon the activities, to identify potential improvement opportunities, and to propose solutions.

Of the set of initiatives included in the MGCC, the Triennial Ethics and Code of Conduct Training Program was completed in 2014.

🔗 The Code is available for consultation on the intranet and in CGD's public website.

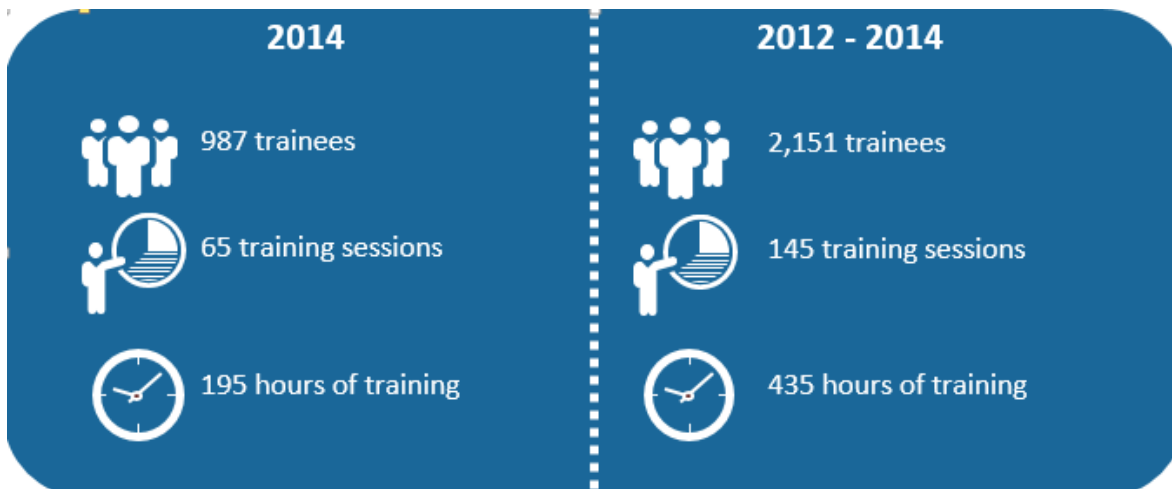
**Relevant topic:**  
Code of conduct

### Triennial Ethics and Code of Conduct Training Plan (2012-2014)

The Triennial Training Program on "Ethics and Code of Conduct - Central Divisions", started in 2012 was concluded in 2014.

This program provided the employees of the central divisions the opportunity to get to know in greater detail CGD's Code of Conduct as an ethics management tool, and its importance towards strengthening an organizational culture aligned with the values, principles and standards of professional conduct enshrined in it.

The program contents tries to highlight the important role of employees in the management of business ethics, addressing the main international recommendations, legal standards and voluntary commitments taken up by CGD in this regard, while also proposing the analysis, discussion and resolution of ethical dilemmas posed by case studies .



In addition to the completion of the Triennial Training Program on "Ethics and Code of Conduct - Central Divisions", a training tutorial in e-learning format was also released in 2014, called "Strengthening Compliance with Legal and Regulatory Frameworks", directed to the Commercial Network, which aims to strengthen the knowledge of procedures associated with the fulfilment of certain legal and regulatory obligations.

Among the initiatives related to the management of compliance risks and the Code of Conduct, other training activities were also held in 2014, including initiatives promoted for CGD branches, and sessions integrated within the professional internship program.

The penalties applied stem from the practice of disciplinary infractions, considering that all violations of labour duties constitute breaches to the Code of Conduct. In this regard, 18 violations of the Code of Conduct were identified in 2014, of which 7 resulted in dismissal decisions, and 11 in other disciplinary sanctions.

### System for Internal Reporting of Irregular Practices (SCIPI)

The implementation of a system for accepting, processing and filing reports on serious irregularities relating to the administration, accounting procedures, and internal controls of the Institution is required under the terms of the Legal Framework for Credit Institutions and Financial Companies (RGICSF). This requirement is in line with the recommendations issued by international authorities such as the European Banking Authority (EBA) and the European Commission, requiring that banks adopt internal procedures, alternative to the usual reporting means, allowing employees to communicate legitimate significant concerns on matters related to the activity of organizations.

Accordingly, CGD offers its employees the System for Internal Reporting of Irregular Practices (SCIPI), which is provided for in Article 34 of CGD's Code of Conduct, covering the reporting of management initiatives undertaken on behalf of CGD or under its control in violation of laws, regulations and other rules in the fields of accounting, internal accounting controls, audits, corruption and banking and financial crime.

This system aims to promote the strengthening of ethical conduct, and to contribute to the prevention of situations that by their seriousness, may actually question the credibility and financial health of the Institution.

The main objectives of the adoption of the SCIPI are the following:

- To early detect any potential issues, by fostering a preventive and corrective attitude;
- To provide a complementary communication channel to be used in situations where other internal mechanisms are not considered the most appropriate, allowing for voluntary and confidential reporting, but not anonymous, of actions that are against the law in certain areas and which are under the company's control;
- To provide a channel for internal reporting of irregular practices regarding the fulfilment by CGD of its obligations under the COPB, which is part of the Euribor Code of Conduct;
- To reduce costs and avoid losses due to non-compliance with legal, regulatory or conduct standards, thus protecting the legitimate interests of all stakeholders
- To strengthen the reputation of transparency and to get in line with international best practices in matters of corporate governance.

## Subscribed codes

CGD, while carrying out its ethics and accountability activities, subscribes codes and promotes initiatives aimed at fulfilling relevant principles for economic, environmental and social performance, including:

- The Principles of Good Governance for Companies of the Public Business Sector (Decree-Law no. 133/2013, of October 3rd)
- The Voluntary European Code of Conduct for Housing Credit
- The Code of Conduct of the Civil Institute of Self-Discipline in Advertising
- The Environmental Program of the United Nations for the Financial Sector (United Nations Environment Program - Finance Initiative)
- The Enterprise for Health - European Network of Healthy Companies, of which CGD is a Founding Member
- The Charter for Responsible Business of the World Savings Banks Institute / European Savings Banks Group (WSBI / ESBG)
- The Commitments Charter of the Portuguese Association of Advertisers (APAN), within the scope of responsible communication
- The UN Global Compact Principles

## Main initiatives related to prevention of money laundering

CGD counts on an advanced and effective system for the prevention of money laundering phenomena (ML) and financing of terrorism (FT), guided by strict compliance with ethical laws and regulations, deontology, and best practices internationally accepted.

To mitigate the various types of risks inherent to the performance of its activity, control mechanisms and procedures have been defined, and which are set out in internal regulations, which set out the guidelines to ensure compliance with legal and regulatory standards in the prevention of ML / FT, namely the provisions of Law No. 25/2008, of June 5th, and of Notice No. 5/2013 of the Banco de Portugal.

CGD has defined a policy of sanctions and adopted enhanced due diligence measures in order to safeguard the risk of involvement of the CGD Group in ML / FT operations, and whenever correspondent relationships are established, involving institutions located in countries that are not members of the European Union or that are listed in specific lists.

Monitoring of banking activities under money laundering is carried out continuously, systematically, and on the basis of predefined indicators through a risk-based approach. CGD has adequate tools to prevent ML/FT, of which are worth highlighting the existence of several systems, especially the monitoring of accounts and customers, classification of the risk profile of customers, and filtering sanctioned customers and politically exposed persons (PEPs).

It is required that all employees know and comply with legal and regulatory standards in the performance of their duties, that directly apply to them, as well as of all internal rules and procedures established for the normal development of their activities. Specific training is also made available in various formats, which constitutes one of the fundamental aspects of the entire prevention system.

### Relevant topic:

Practices against corruption and money laundering



**ANTI-CORRUPTION**  
Principle 10 - fight corruption in all of its forms, including extortion and bribery

### **Anti-corruption training**

In total, 3,377 of CGD's employees received anti-corruption training in 2014.

34% of CGD's employees, were covered by this type of training. In addition to the employees involved in anti-corruption training initiatives, the Bank, through its website, provides information related to the Code of Conduct. In this way, all employees of CGD, SA, and other stakeholders have access to this information.

#### **What happened in terms of International Structures?**

##### **Cape Verde**

BCA guide its operations by its code of conduct, which formalizes the clear position of BCA in actively rejecting all forms of corruption. This document was made known to all employees through its publication in the Service Order, and is available on the company intranet. 14% of BCA's employees attended anti-corruption training in 2014.

In BI it is a common practice to distribute the Conduct Manual upon admission of any new employee, which, in its article 31 - Corruption establishes that BI actively rejects all forms of corruption, for which its employees should not engage in situations conducive to acts capable of being associated to this phenomenon. In 2014, 19% of BI's employees received communications on anti-corruption practices.

##### **Brazil**

In BCG Brasil, 86% of employees received training on anti-corruption practices.



## 2.3 Risk management

CGD follows a proactive risk management policy in line with an adequate level of appetite for risk.

CGD defined quality guidelines to manage and monitor the most important risks for the Group in accordance with its core principles. The most significant risks for the bank are the following: credit risk, concentration risk, market risk, operational risk, interest rate risk, and liquidity risk. Specific guidelines for international activity were also established.

In 2014, the Risk Management Department underwent an internal reorganization, which created the credit policies and monitoring area whose main responsibilities is monitoring of credit operations, the determination of credit impairment, and updating and disclosure of the credit policies and regulations in force, actually acting as the support structure to the Credit Monitoring Delegated Council. Its functions also include the implementation of the Corporate Cooperation Model between the Risk Management Department and Group entities, with respect to the component of credit risk control.

Furthermore, in terms of the internal reorganization of the Risk Management Department, a model validation centre, independent from the modelling area, was also created, intended to ensure continued monitoring of the performance of the risk models in use in the CGD Group.

### Risk Governance

Risk management within the CGD Group is supported by a governance model that complies with the best practices set out in European Directive 2013/36/EU. The Board of Directors, supported by the Risk Committee, establishes the institution's risk appetite, which is implemented by the Executive Committee, with the support of specific committees and of the control and business divisions.

Management of financial risks is performed centrally and supported by a dedicated structure, the Risk Management Department, which covers the assessment and control of credit, market and liquidity risks incurred by the CGD Group, establishing the principle of segregation of responsibilities between commercial areas, and the risk management area.

### Risk profile and respective evolution

The Appetite for Risk of the CGD Group was fully reviewed in 2014.

#### Principles and Policies

As explained in the statement of Appetite for Risk of the CGD Group, in brief, four core principles are defined, which establish such appetite:

Relevant topic:  
Risk management



Principle of Solvency	Principle of Profitability	Principle of Liquidity	Principle of Sustainability
<ul style="list-style-type: none"> <li>• commitment toward maintaining a level of capital suited to a retail/commercial Bank, to deal with unexpected losses, including an unfavourable scenario, thereby depicting the CGD Group as a solid organization</li> </ul>	<ul style="list-style-type: none"> <li>• commitment toward suitably remunerating the risks shouldered</li> </ul>	<ul style="list-style-type: none"> <li>• commitment toward preserving a stable financing structure and a sufficient level of liquidity to ensure survival in unfavourable scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• strategic concern with ensuring sustainable operations in line with the image, reputation and social contribution it aspires to attain</li> </ul>

Thus, in addition to financial goals, it is also a strategic concern to ensure a sustainable activity in line with CGD's image, reputation and desired social contribution. To this end, CGD proposes to ensure the appropriate definition, communication and strategic implementation.

To monitor the development of the *core* principles, *core* metrics were defined and approved, and as far as the Sustainability Principle, the selected metric was CGD's score in the DJSI.

## INTERNAL CONTROL SYSTEM

In order to ensure an appropriate control environment and efficient risk management, CGD has implemented an internal control system. This system consists of a set of strategies, systems, processes, policies and procedures defined by the management body, as well as a set of actions undertaken by this body, and by the other employees of the institution, in order to ensure:

- An efficient and profitable performance of CGD's activity in the medium and long term (performance goals);
- The existence of complete, relevant, reliable and timely financial and management information (information goals);
- Compliance with the legal and regulatory provisions (compliance goals);
- Management of the internal control system within the CGD Group is supported by guidelines and methodologies recognized as best practices, namely the generic internal control methodology proposed by the COSO (Committee of Sponsoring Organizations of the Treadway Commission), and, as far as information systems, the CobiT framework ("Control Objectives for Information and Related Technology").

CGD ensures an appropriate internal control environment through a risk management system, the implementation of the Operational Risk and Internal Control Program (ROCI), an efficient information and communication system, as well as an effective monitoring process, according with the eligibility requirements established by the Bank of Portugal and based on best practices. Aiming to ensure continuous operation of its activity, a Business Continuity Management System (BCMS), is being implemented. Basically, it is a holistic management process that identifies potential threats to an organization, and the impacts that such threats can have upon business, if materialized, thus promoting the organization's enhanced resilience and its ability to respond effectively.

Risk Management is the subject of a separate chapter of the Annual Report and Accounts, as well as of a note included in each of the Attachments to the Individual and Consolidated Financial Statements, called "Disclosures relating to financial instruments", describing the financial risk management policies, and quantifying, for each type of risk, the level of exposure of CGD / CGD Group.

## PREVENTION OF CREDIT DEFAULT RISK

The worsening of non-compliance continues to characterise the current situation, which has led to an increase in the strictness of risk monitoring, as well as the associated costs, namely in terms of prevention and control.

In 2014 CGD kept invest in the field of treatment and prevention of non-compliance through an Overall Structuring Project (PTE12), dedicated exclusively to the topic of credit monitoring and recovery. All processes / procedures of the new model of credit monitoring and recovery were redesigned at CGD, including all credits granted by the CGD Group, making it possible to apply the rules set out in Notice 32/2013 of the Bank of Portugal as well as a higher level of integration of the entire recovery stream.

PTE12, whose implementation will extend throughout the year of 2015, will standardize, streamline and expedite procedures in terms of credit recovery in the Bank, optimizing the recovered amount.

Following the adoption of the new model, the scope of action of the Company Monitoring Division (DAE) was extended, and a Private Monitoring Division (DAP) was created.

### Monitoring of private customers

DAP's mission is to monitor and recover credit granted to Private customers and Companies classified as Sole Proprietorships and Small Businesses and respective groups at risk and/or operating in sectors of activity considered at risk.

Obeying the principle of decentralisation, DAP is composed of three retail customer monitoring regions and ENIs, one business monitoring region and the respective support areas. Each region consists of geographically distributed Negotiation Centres, which ensure a close relationship with the customer, plus the litigation department (in a more centralised model). Thus, the Division has about 2/3 of its human resources allocated to business areas, focusing on recovery through negotiations rather than by litigation.

A specific training program was developed with the participation of various divisions of CGD, covering the topics with greater connection to recovery areas. These initiatives were attended by 100 trainees approximately.

### Business Support Services

Given the need for a new approach to the business sector by CGD, to help tackle the extremely difficult economic context, which has generated increased difficulties to businesses, with a consequent increase in non-compliances, DAE was created in 2012.

The mission of this Division, which remained in operation in 2014, is to monitor and recover credit granted to businesses and economic groups with greater involvement with CGD, above 5 million euros, with impairments equal to or greater than 10%, or belonging to high-risk sectors, regardless of the impairment level (e.g., construction / property development, hospitality/tourism). Thus, DAE seeks to perform:

#### Relevant topic:

Monitoring and prevention of non-compliance risks over responsibilities

- Analyse, develop and implement preferably negotiated solutions that enable customers in difficulties to maintain the activity of their companies, while solving their financial commitments;
- Ensure that these solutions enable deleveraging, strengthening guarantees, and extrajudicial recovery of loans, within the context of preserving the companies viability, looking for a positive impact upon impairments and capital consumption, preserving the sustainability of the Bank's balance sheet;
- To promote internal coordination with the other divisions of CGD, as well as the necessary contacts with external entities that may contribute to the solutions proposed, namely by encouraging greater flexibility and speed in handling cases, in order to expedite the implementation of the agreed solutions.

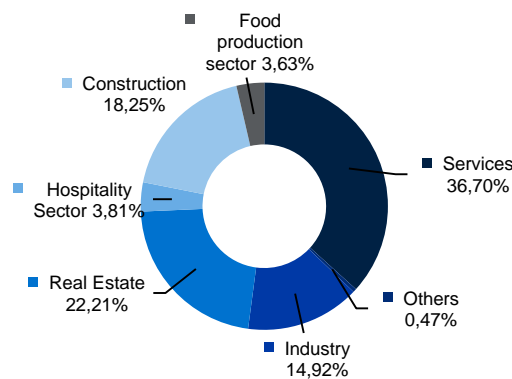
Throughout the year 2014, DAE has maintained a commercial structure based on three offices: two located in Lisbon and one in Porto, promoting greater geographical proximity to customers and the inclusion of regional specificities of the Portuguese business fabrics, however seeking to balance and standardize the implemented solutions.

### Portfolio assessment in December 31, 2014

On 31 December 2014, DAE managed a portfolio worth EUR 3.9 billion in liabilities and a deposit volume of 31 million euros, spread over 150 economic groups totalling 1,114 companies, of which 786 with liabilities at CGD, with impairments of about 1.5 billion euros (39% of total loans).

#### Distribution of dossiers in the portfolio by sectors of activity

(% of dossiers as of December 31, 2014)

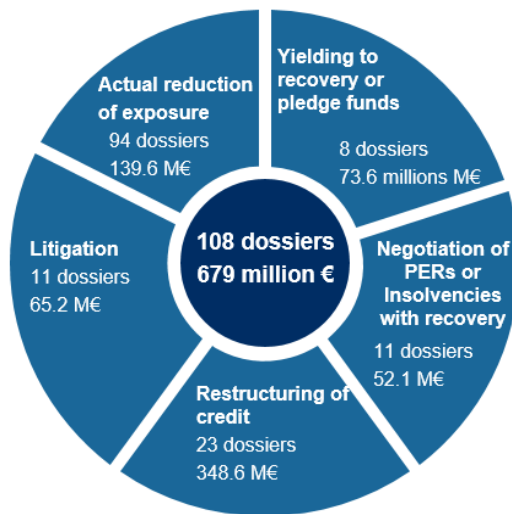


Thus, it appears that the industry sectors identified in the initial model approved for DAE (Hospitality, Construction and Real Estate, which in December 2012 had a 67% weight in the portfolio), now account for 44% of the portfolio, while various other sectors are already emerging with a significant weight, in particular Services (37%) and the Industry (15%).

Of the 150 Business groups that made up the portfolio of DAE on December 2014, operations for about 72% (108 cases), representing € 679 million, were negotiated and formalized during the year.

## SOLUTIONS FOUND FOR DAE CUSTOMERS

(No. of dossiers closed as of December 31, 2014, and respective amounts in millions of euros)



Of this amount, restructured operations stand out, due to its volume, which amounts to 348.6 million (55%). On the other hand, reductions in customer liabilities, in the amount of 139 million euros were managed, through their effective settlement/termination by customers, in addition to the reduction of liabilities by way of their assignment to Recovery Funds or Pledges, amounting to 73.6 million euros (11%).

Throughout 2014 DAE continued to participate actively and increasingly in the negotiation process of companies that resorted to the Extrajudicial Settlement Program (PER), and in

2014, it recorded 28 PERs of which 11 cases were successfully negotiated, amounting to € 52.1 million.

## Environmental risk analysis in lending

Credit risk assessment (of companies and *project finance*) already includes environmental and social aspects.

The methodology used in project finance credit risk assessment includes the analysis of each project, the category related to Sustainability and Environmental and Social Impact of the project, which aims to analyse the different project finance policy areas supported on four key positioning axes, namely: economically profitable, financially viable, socially fair, environmentally correct.

With regard to corporate credit risk assessment, matters related to the credibility of the company in social and environmental terms are also considered.

For the assessment of environmental and social risks, CGD resorts to hiring an independent technical consultant. Only when it is justified in terms of risk, is there an audit exclusively focused on the social and / or economic dimension of a given project.

It should be noted that the project finance portfolio of the CGD Group is mainly concentrated on projects in the Iberian Peninsula. To safeguard a set of obligations at environmental and social level is a legal presumption in these countries, and its compliance is mandatory by the respective economic agents.

Within the context of greater involvement of Multilateral Institutions (MI) as potential funders of projects advised by CaixaBI, the latter, anticipating the information needs of such MIs, requests the promoters to examine the sustainability of the Project, with description / assessment of its social and environmental impact. The following factors are considered:

- Impact of the project upon local job creation;
- Sharing of management practices associated with the project with the local community - spillover effects;
- Practices of hiring human resources in line with the practices of the promoter's country of origin.

### Relevant topic:

Environmental and social criteria in the analysis of credit risks

Sector financing policies



**HUMAN RIGHTS**  
Principle 1 - Respect  
the protection of  
internationally  
recognized human  
rights

This reality applies to mandates for projects in countries where CaixaBI develops activities, like Angola, Mozambique and Brasil.

### **What happened in terms of International Structures?**

#### **Cape Verde**

With the signing of the 2nd credit line with the French Agency for Development, BI and BCA embraced the cause of sustainability and environmental risk. The project, started in 2011, included a series of actions to be fulfilled, required by the AFD to financial intermediaries whom it funds. Various actions have been developed over the years, starting with the analysis of the credit portfolio and its risks; definition of an exclusion list; preparation of a questionnaire for environmental and social analysis, among other measures, as well as the definition of Sustainability, Environmental and Social Risk Policies, and even the implementation of a process of analysis of environmental and social risks.

#### **Brazil**

BCG Brasil took up the responsibility for developing and implementing a program, and a Social and Environmental Responsibility Policy ("PRSA") in line with international best practices, including IFC standards and current regulations (Resolution No. 4327/2014 of the National Monetary Council). This regulation requires each financial institution to design and implement its PRSA, to be previously approved by the Board of the institution and, if applicable, by the Board of Directors, which must include the strategic policy of the company, observing the degree of exposure to social and environmental risks of financial products, and the nature and complexity thereof.

### **ANALYSIS OF ENVIRONMENTAL RISKS**

Under the Environmental Management System (EMS), CGD implemented a significant process for assessing the identified environmental aspects, based on their potential environmental impact on multiple domains or elements of the environment, notably upon the air, water, the soil and the subsoil, the discomfort, the flora and the fauna, the social and economic environment, human health, the landscape, energy and natural resources.

The environmental impact assessment is carried out taking into account the severity and frequency (likelihood) of occurrence, from which follows the risk of environmental impact. The result of this evaluation is inter-crossed with the assessment on the existing control conditions for each environmental aspect, and in accordance with the applicable requirements (legal and other), with the standards adopted by the organization, and with the opinions of stakeholders, translating additional control and monitoring requirements for CGD.

For further information on the EMS, see chapter 4.1 CGD's Environmental Strategy.

## 2.4 Relationship with customers

### Transparency in customer relations

CGD continuously monitors the publication of new legal and regulatory obligations, as well as the issuance of recommendations and the definition of best practices by supervisors, adjusting its business to such obligations.

In the specific context of transparency and customer relationships, it is worth highlighting in 2014, and as an example, the initiatives undertaken in order to adapt CGD's activity and the internal procedures it implemented to the following regulations issued by the Banco de Portugal:

- Circular-Letter No. 98/2013 of December 12, which disseminated good practices to be followed by credit institutions in the implementation of the extraordinary system of protection of borrowers for housing credit in a very difficult economic condition, approved by Law No 58/2012 of November 9;
- Circular-Letter No. 24/2014 / DSC (good practices to be applied by credit institutions for simplification and standardization of commissioning of current accounts);
- Circular-Letter No. 54/2014 / DSC (good practices regarding the availability of the property evaluation report);
- Notice of the Banco de Portugal No 10/2014, establishing the minimum requirements for information to be provided to customers during the term of credit agreements with consumers, which resulted in the revision of the legal framework of credit to consumption, operated by Decree Law No. 42-A / 2013,<sup>1</sup> of March 28.

Within the national legal framework it is also worth mentioning Law No. 64/2014 of August 26, approving the lending regime for subsidized housing to people with disabilities.

### Design and marketing policies of financial products and services

The disclosure by credit institutions and financial companies of information on financial products and services within their retail activities, is subject to strict duties of information and transparency, whose purpose is to allow the bank customers to have access to informed and reasoned decision-making on products or services that are offered to them.

CGD is committed to the discharge of such duties in the disclosure to the public of financial products and services it sells, under the legislation and regulations issued by the supervisory authorities, whose obligations are transposed into CGD's internal regulations.

CGD considers that genuine, transparent, balanced and clear information is a value-creation tool for the institution, providing increased customer satisfaction, less number of complaints and lower compliance risks. Quality communication benefits the establishment of lasting relationships of trust between customers and CGD.

In order to ensure compliance with the applicable rules, all advertising made on financial products and services marketed by CGD, in the country and abroad, either made by CGD or third parties, is subject to mandatory validation by the agencies responsible for the product, by communications, and the Compliance Support Office (GFC).

**Relevant topic:**  
Clarity of information provided to customers on products and services

<sup>1</sup> Amends and re-published Decree-Law no. 133/2009, dated June 2nd.



The GFC also validates the pieces of pre-contractual information relating to deposits and other fundraising products.

In 2014, the GFC has validated 81 products and 597 advertising initiatives, with regard to compliance with regulations, legislation and internal rules and principles of CGD.

### **What happened in terms of International Structures?**

#### **Cape Verde**

BI and BCA constantly monitor and adapt their activity to the publication of new legal and regulatory obligations, as well as to the recommendations and best practices issued by the supervisory authorities relating to transparency in the relationships with its clients, acting with truth and clarity, also in accordance with the values and principles enshrined in its Code of Conduct.

In relation to 2014 it is worth highlighting the adjustment of the activities to the following regulations issued by the Bank of Cape Verde:

- Notice No. 3/2014 that establishes rules and procedures to be followed by Financial Institutions in their relationship with customers
- Regulation No. 1/2014, 11/27/2014 of the AGMVM - amending Regulation No. 7/2013 of the AGMVM concerning public offer Leaflets to be distributed (templates to be followed by the structure of the public offer leaflets)
- All BI products are evaluated according to local regulations defining templates to be complied with by the structure of public offer leaflets. In 2014, BI launched no new products or campaigns covered by the legislation in force.

#### **Brazil**

- Since 2009 all products and services from BCG Brasil are described in an appropriate product form, which is submitted for approval by the Product Committee, with the participation of the Board of Directors and the main areas involved. Only after approval by the Products Committee is the product / service made available to customers.

### **QUALITY OF SERVICE**

The implementation of Management Systems has been understood by CGD as a structural measure capable of supporting decision-making, to enable a more proactive management and to increase the effectiveness of the policies defined, thus increasing process efficiency.

In 2014, a set of activities were developed in terms of quality and certification processes, including the following:

- Development of the methodology for the implementation of management systems in CGD Group entities;
- Certification of the Environmental Management System in the head office building, according to the ISO 14001, by which certification CGD became the first Portuguese financial institution to achieve this recognition.



- Maintaining the certifications already obtained under ISO 9001 - Quality Management System (QMS) in the processes of: Management and Handling of Customer Complaints and SuGHGstions; Processing Operations in Financial Markets; Inbound operations by the Caixa Contact Centre; Financial markets, Prevention and Security;
- Starting the Implementation phase of the QMS in the Card issuing process;
- Monitoring and reporting of service levels for the Housing Credit Granting process;
- Establishment of service levels, monitoring of timings, and performance of the credit granting process for Companies and Foreign Trade;
- Definition and beginning of the implementation phase of the Business Continuity Management System (ISO 22301);
- Approval of the Effectiveness of Training Evaluation Methodology;
- Completion of the Diagnosis under the Quality of Internal Auditing project.

<p><b>1 New Business Continuity Management Systems Project (reference ISO 22301) at Phase I - Diagnosis and II - Implementation</b></p>	<p><b>1 New Certified Management System (reference system ISO 14001) (1st Certification)</b></p>	<p><b>Maintenance of 5 Certified Processes (ISO 9001 standard) (Phase III - Maintenance)</b></p>	<p><b>2 Common ongoing projects for the following Systems:</b> Training Effectiveness Assessment and Quality of Internal Auditing</p>	<p><b>5,882 Employees and 25 Divisions</b> directly covered under the Quality Management projects</p>
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## CUSTOMER SATISFACTION

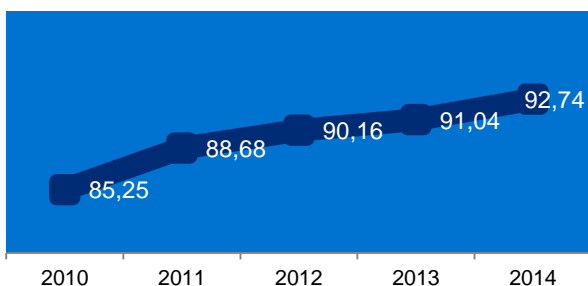
In CGD, evaluation and monitoring of Quality Service and Customer Experience is ensured through measurement systems based on techniques such as mystery visits to various points of sale and opinion surveys to customers, including the world of business units and Retail Banking employees. Regular listening to customers is coupled with on-line benchmarking studies, and other occasional qualitative studies, in particular to assess key moments of customer interaction with the Bank, and the adequacy of the value proposals made to them.

**Relevant topic:**  
Service quality and customer satisfaction

In 2014, the main activities that stand out are the following, the continuation of Quality and Customer Satisfaction Programs, to assess 10 service models of CGD, and conducting two waves of mystery visits to branches of the Bank.

### ASSESSMENT OF CUSTOMER SATISFACTION

(Points on a scale of 0 to 100)

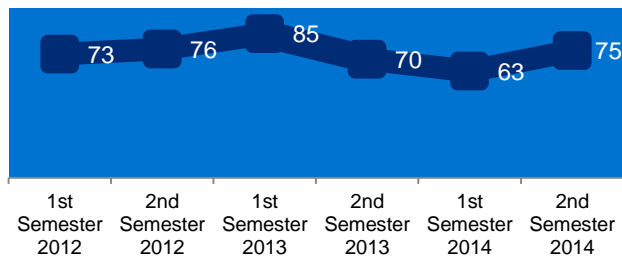


The results Satisfaction Programs are quite positive for the 10 service models, with most of them showing positive variations.

In 2014, the overall satisfaction with CGD again increased, following the trend of previous years.

## RESULTS OF THE MYSTERY GUEST PROGRAM

(Points on a scale of 0 to 100)



The results of the Mystery Visits program to CGD Branches improved in the 2nd half of 2014, coming close to the performance goal set at 80 points (on a scale of 0 to 100 points).

### Dimensions assessed

In order to align mystery visits with critical success factors considered as relevant in Customer Experience, currently the most valued topics under this program relate to behavioural attitudes, commercial proactivity, and closure of service.

In order to optimize customer relationships, CGD decided to:

- Share the assessment grids of mystery visits with the heads of each branch assessed under the Mystery Visit program, as a team management tool;
- Disclosure of the individual results for each agency and employee on a specific online platform, available on the Intranet, allowing the identification of improvement opportunities on an individual basis;
- Inclusion of results in the training initiatives for the commercial network;
- Inclusion of results in the Objectives and Incentives System for the commercial network;
- Identification of reasons for the recommendation and non-recommendation of CGD, by conducting group interviews (focus groups) to private customers;
- Identification of critical areas at individual and local level (Branches and Employees), namely by signalling the most critical cases in each item evaluated for greater speed / best performance of results;
- Trade leads for telephone contact with customers, in order to enhance the quality of service by streamlining and deepening the relationship with the least satisfied customers, with lower levels of recommendation of CGD and less frequency of contact with CGD;
- Collection of suggestions and comments from the Commercial Network in the pre and post launch of products and services, through regular initiatives of collection of commercial feedback, and face-to-face interaction with business directions.

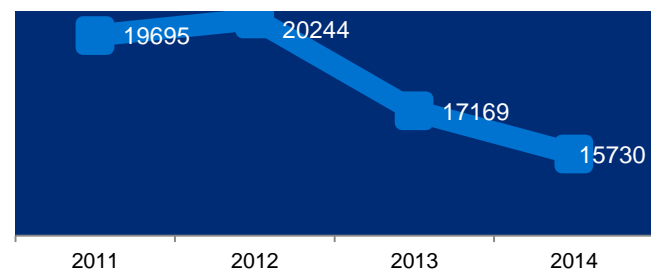
## Customer Area - Suggestions and Complaints Service

In 2014, in the cgd.pt website, the Customer Area had 398,826 visits and 571,254 page views, with 6,669 cases being recorded of which 2.7% were suggestions.

### EVOLUTION OF CUSTOMER SUGGESTIONS AND COMPLAINTS

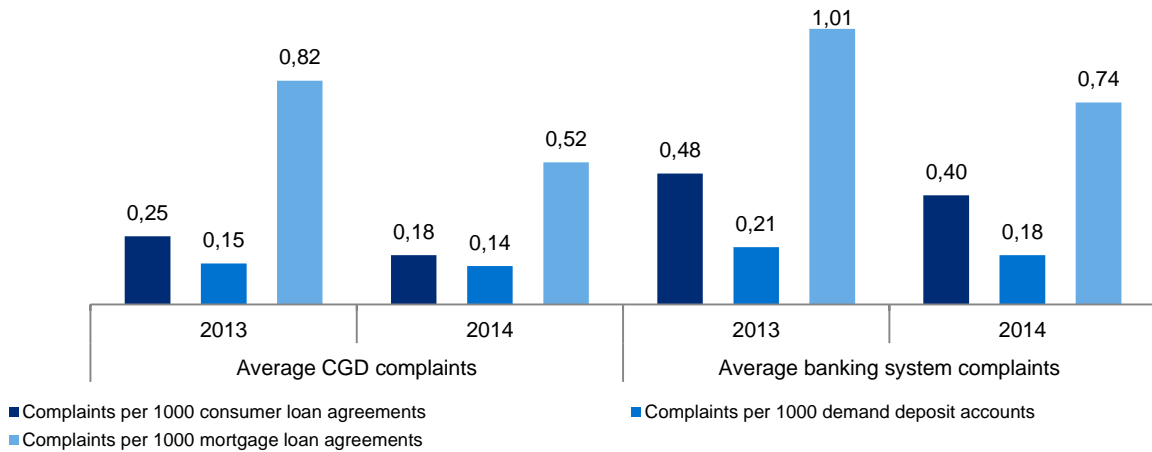
(in thousands)

Complaints filed by customers fell for the second consecutive year, and the hierarchy of most frequent issues was maintained: cards (20%), demand accounts (16%), Internet banking (16%) and mortgage loans (9%).



## RESULTS OF THE BEHAVIOUR MONITORING REPORT BY THE BANK OF PORTUGAL

(complaints per 1000 contracts/accounts)



Telephone survey to claimant customers		
<p><b>Universe:</b> 7,279 customers who received between January 1, 2014 and December 31, 2014 a response from CGD (via the Customer Support Office)</p> <p><b>Sample:</b> 3,228 selected Customers, of which 2,430 agreed to participate in the study, and 1,200 actually completed the interview</p> <p><b>Collection of Information:</b> Telephone Survey</p>	<p><b>Dimensions of the Analysis:</b></p> <ul style="list-style-type: none"> <li>• Customer's degree of knowledge of the Suggestions and Complaints Service</li> <li>• Quality of service by the commercial network in dissatisfaction contexts</li> <li>• Quality of complaint handling by the Customer Support Office</li> <li>• Impact of complaint handling upon the image of and relationship with CGD</li> <li>• Customer appreciation of the different attributes of a service of this nature</li> </ul>	<p><b>Conclusions:</b></p> <p>The cgd.pt website stands out as a privileged means to disseminate the Suggestion and Complaint Service, as well as a means to access it.</p> <p>The main motivation of Customers who use this Service lies in getting a resolution for the stated issue, which is a key factor for their satisfaction.</p> <p>Customer satisfaction with the Suggestion and Complaint Service has increased, which is relevant due to the fact that it occurred in a scenario of enhanced compliance performance by CGD. Written responses appear as the most highly rated factor, with highlight to clarity, comprehensiveness and courtesy.</p> <p>The content of the response remains as the most important factor with impact on service satisfaction, and response time, whose rating has improved, lost influence on global satisfaction in CGD.</p>

Focus Group		
<p><b>Universe:</b> Customers who responded to the telephone survey under the Evaluation Program of the Level of Satisfaction of Claimant Customers</p> <p><b>Sample:</b> 8 claimant customers</p> <p><b>Collection of Information:</b> Through Focus Group sessions</p>	<p><b>Goals:</b> To assess the perception of customers on the quality of CGD's complaints service</p> <p>Understanding general perceptions regarding a complaints service</p>	<p><b>Conclusions:</b> Respondent customers, while acknowledging that institutions do have customers support departments, do not recognize CGD's SuGHGstions and Complaints Service as the sender of the answers to their complaints, referring this role to the Customer Manager or Agency.</p> <p>For respondent customers, the bank's complaints service should include competence and professionalism, without neglecting a personalised approach.</p>

Due to the results obtained, CGD plans to strengthen the dissemination of its Suggestion and Complaint Service, clarifying its tasks, and creating a positive impact on CGD's image, through its performance; optimise the formal complaint process for customers with a Caixairecta Online contract; and define and implement a complaints follow-up model, strengthening the quality of the service provided, and improving satisfaction with the performance of the Suggestion and Complaint Service.

### What happened in terms of International Structures?

#### Cape Verde

As far as BCA, customers and non-customers have various means at their disposal through which they can express their dissatisfaction / complaints. In 2014, an analysis was carried out to the universe of complaints received through all channels - email / letter / complaints book / Bank of Cape Verde. In 2014 90 complaints were analysed (compared to 51 in the previous year), of which about 45% were presented via the complaints book. The areas that originated the largest number of complaints were the "Customer Service Areas" (36%), "payment Means" (34%), and "Credit" (12%).

BI received 22 complaints during the year of 2014, and the most frequent topics and reasons for complaints were the quality of customer service (18%), lack of air conditioning (18%), and queue management (14%). BI ensures a *follow-up* of claimants, by phone, in order to assess their overall satisfaction.

#### Brazil

BCG Brasil did not receive complaints, via its "Ombudsman" channel during the year of 2014.

## FINANCIAL ACCESSIBILITY

As a result of its strategic commitments to reinforce the levels of operational efficiency and rationalisation of distribution costs, CGD continued with the optimisation programme of its distribution network, framed within the sustainable development of an integrated multi-channel offer. In 2014, CGD continued adjusting its domestic retail physical network, which totalled, by 31 December, 720 universal Branches and 27 Corporate Offices, for a total of 747 business units (excluding automatic branches).

Despite this reduction, the commercial network of CGD remains the only one physically present in all municipalities of the country, keeping its focus on positive differentiation of customer experience and commercial dynamics, namely by extending the dedicated management services, covering more than one million private customers and 40,000 business customers, with:

- the Caixazul Service is present in 80% of its Branches (2% more than in 2013);
- the Caixa Mais service ensuring more 1,337 Customer portfolios in 97% of the branches, covering about 625,000 customers (125,000 more than in 2013);
- the Caixa Empresas Service (Corporate) covering the majority of the network of branches and business offices.

At the same time, in 2014 it continued to deepen and promote remote banking services, namely the consolidation of models of remote relational management services to specific customer segments: International Caixadirecta and International Caixazul for customers living Abroad; Caixadirecta IU for University Students, and Caixadirecta Mais for Post-university students with a preference for remote channels. All together these service models followed in December more than 140,000 private customers.

The launch of new features in non-face channels, particularly in terms of contracting products, relational features, and enhanced mobility:

- the App Caixadirecta, one of the most sought financial free Apps in Google Play and Apple 'App stores', started to enable the subscription of term deposits, membership cards and the customization of frequent operations with associated pictures;
- in the online Caixadirecta service stands out the access to new markets in stock trading (Euronext Amsterdam, Brussels and Paris) and the subscription of savings accounts;
- in the evolution of the Caixa e-banking service, it is worth highlighting the strengthening of permanent presence of "human support" through the exchange of secure messages between Corporate customers and the respective branch or Caixa Empresas manager; the possibility of scheduling meetings with the Corporate manager; the launching of new forms of access (mobile versions and telephone hotline 707 24 24 77); the provision of new transactional areas, especially for foreign trade and foreign exchange trading operations.
- the creation of innovative services on digital channels, in which stands out the launching of the new application Caixa *plim* for Smartphones iOS, Android and Windows Phone 8, which offers a simple and practical way to make person-to-person payments, transferring small amounts between current accounts held with CGD, through the mobile phone numbers of customers adhering to the Service.



The continued focus on integrated management of channels, and humanization of remote channels seeks to respond to key customer needs, ensuring consistency in processes, facilitating the fulfilment of businesses, and placing the Bank at the forefront within the articulation channels.

### Initiatives to improve access of disadvantaged citizens to financial services



**Customer Service Hotline for Deaf Citizens** - a helpline implemented at the Caixa Contact Centre, and intended to citizens with impaired hearing. The service is mediated by a sign language interpreter (Serviin). The contact channel only provides informative information. Every citizen with hearing impairment have image support associated with their pc / mobile phone.

**Maximum accessibility AAA in cgd.pt** - CGD keeps its public website 100% accessible to all users with special needs, thus ensuring compliance with the requirements of the international consortium W3C on maximum level AAA. Monitoring of accessibility is ensured and certified by UMIC, a certified and recognized entity authorized by the consortium to audit accessible sites. CGD ensures information on accessibility through a dynamic symbol that is affixed to the www.cgd.pt the homepage and that gathers information automatically in real time whose image of the 3As remains or changes according to the percentage of accessibility.

**Adaptation of accessibility conditions** - About 93,4% of the commercial network facilities have full accessibility, i.e., they are provided with accessibility conditions for people with physical limitations.

**ColorADD - Colour identification system for people with visual impairment** - CGD adopted the code ColorADD in 2013, and is progressively including it in its information and advertising media. The inclusion of this code allows colour blind customers and employees a complete grasp of the messages conveyed in these media. This audience represents more than 350,000 people in Portugal, and 8% worldwide (97% of which are men).

CGD has guided its actions by the principle that no customer should be limited in its access to information due to handicap or disability conditions. The inclusion of ColorAdd in CGD's communication is a feature that ensures full integration of colorblind people whenever colour is a determining factor in the content being communicated.

In CGD's area of activity, colour is an important communication factor, in particular at the level of risk of the financial products and market volatility (regulation No. 2/2012 of the CMVM), in reading financial indicators, and in submitting results or reports. The option of using the code as a complementary system to subtitling graphics, figures or schemes ensures proper assimilation of the message, and thus, a more comprehensive and effective communication.

**Relevant topic:**  
Safety of the  
customers and of  
their financial  
assets

### Information Security in Electronics Channels

In 2014, CGD undertook several initiatives to strengthen information security in electronic channels, including:

Initiative	Target Group
<b>Challenge questions</b> - providing a functionality that enables customers to unlock the Caixadirecta service or check their contract number by answering some random questions.	Users of the Caixadirecta service
<b>Trusted Beneficiaries - Stage 2</b> - opening of a new certification period of the functionality, allowing customers to configure certain accounts and mobile phones, in order to allow them to make payments to those recipients without requiring a security credential.	Users of the Caixadirecta service
<b>Hard Tokens</b> – launch of a new operations validation mechanism for accumulated daily amounts above one million euros.	Users of the Caixa e-banking service

### Internet banking

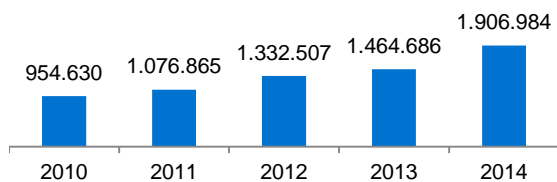
Given the increase of active contracts in remote banking services - Caixadirecta services and Caixa e-banking services -, these channels have been progressively enriched with a set of new features and support applications, to enable the continuous improvement of the services provided to the customer, and a greater dynamics of customer management, complementary to personal face-to-face service.

#### CAIXADIRECTA ON-LINE ACTIVE CONTRACTS PRIVATE CUSTOMERS

((in number of contracts))

+ 100% (2010-2014)

+ 30% (2013-2014)

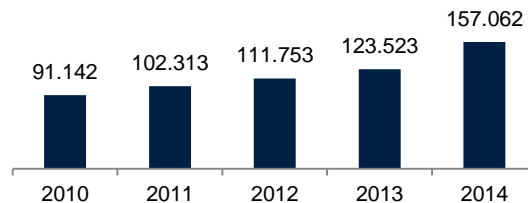


#### CAIXA E-BANKING ACTIVE CONTRACTS CORPORATE CUSTOMERS

((in number of contracts))

+ 72% (2010-2014)

+ 27% (2013-2014)



#### BCA - BCADIRECTO ACTIVE CUSTOMERS - 2014

(in number of active customers)



#### BI - BIN@NET ACTIVE CONTRACTS - 2014

(in number of active contracts)



## 2.5 Sustainable offer

Sustainability is an integral part of CGD's business. Its commitment to sustainability and the integration of social and environmental aspects into its operations is one of the key principles of its conduct. Its Sustainability Policy, together with the other associated policies - Environmental Policy, Community Involvement Policy and Product and Service Policy -



define the voluntary proceeding guidelines for the bank and for the development of its offer, in line with a commitment to sustainability. These policies are available in the CGD's website.

In 2014, the CGD maintained its strong contribution to economic growth, to the development of the entrepreneurial fabric of various countries and to the social development of the countries where it operates. This contribution includes the financing of small and medium enterprises (SMEs), the availability of bank offers aimed at the needs of the bottom of the pyramid, offers with environmental benefits and also a policy of differentiated personal credit conditions based on *spread* reductions for purposes related to sustainability and social responsibility: training, health and renewable energies.

#### Relevant topic:

Support to SMEs, institutional customers and answers to society's emerging challenges

## SUPPORT TO SMEs AND ECONOMIC DEVELOPMENT

In 2014, the CGD Group maintained its strategic guidelines for the financing of the Portuguese economy and its position as a "Bank for Companies", with a particular focus on SMEs. In order to make it easier for the Portuguese companies to have access to other markets, the CGD has been strengthening the connections between different regions through the Group's international presence, namely in Asia, Africa and Europe.

In this segment, the CGD continued and strengthened its support to the economy across all its sectors, with an emphasis on tradable goods industries and exporting companies and on providing liquidity support and capital injections to the companies; for that purpose, it relies on a team of 315 commercial managers focused on SMEs, Micro Enterprises and Entrepreneurs, with a nationwide coverage comprising over 750 business units (branches and offices).

We highlight the strengthening of the Group's competitive position in various product areas, namely in terms of protocol lines, such as:

### **PME Crescimento 2014 Line** – 218,400 thousand euros of loans granted

Protocol line with the Mutual Guarantee Companies (SGM), the Institute of Support for Small and Medium-Sized Enterprises and Innovation (IAPMEI) and PME Investimentos, with the goal of improving the conditions for access to funding for the Portuguese SMEs. Launched in January and aimed at promoting job creation and economic growth through investments, support to working capitals and to exports. It relies on the support of the National Mutual Guarantee System (SNGM) and Fund to Support Financing for Innovation (FINOVA).

### **Investe QREN Line** – 15,030 thousand euros in granted loans

A line created within the scope of the protocol concluded with the Mutual Guarantee Companies (SMG), the Agency for Development and Cohesion (ADC) (former Financial Institute for Regional Development - IFDR) and the Investment Company (SPGM). It strengthens the support provided to national companies from all areas of activity, with a mutual guarantee, and it is aimed at supporting project approved within the scope of the NSRF/IACS, in addition to Community financing. It relies on the support of the National Mutual Guarantee System (SNGM) and Fund to Support Financing for Innovation (FINOVA).

### **Comércio Investe Line** – 378 thousand euros in granted loans

Special credit line agreed between the CGD and the Mutual Guarantee Companies (SGM), the IAPMEI and PME Investimentos. This line has a global budget of 25 million euros aimed at financing applications approved within the scope of the Medida Comércio Investe programme. It relies on the support of the National Mutual Guarantee System (SNGM) and Fund to Support Financing for Innovation (FINOVA).



### Caixa Capitalização Line – 3,977 thousand euros in granted loans (includes CEB funds)

A pioneer in the national financial market in terms of recapitalization, this is a lined aimed at strengthening the permanent capital of companies with recognized management skills and with prospects for growth and/or market diversification.

The CGD also launched the Caixa Exportações e Produção de Bens Transacionáveis Line, which is aimed at supporting a greater liquidity flexibility in exporting companies or tradable goods industries. Present in 4 continents and in the main export destinations of the Portuguese companies, the CGD Group continues to support the exporting companies and has a team of experienced managers with an extensive knowledge of the international markets.

With the goal of strengthening its positioning as a bank that supports national exports, CGD sponsored the following events:

- II World Meeting of Portuguese-Speaking Entrepreneurs, which brought together, in Aveiro, nearly 100 attendants (Portuguese entrepreneurs interested in exporting to other Portuguese-speaking countries and non-resident entrepreneurs from Portuguese-speaking countries interested in importing various national products)
- International Trade Fair for Portuguese Food and Beverage (SISAB), with nearly 500 exhibitors and 1,600 international buyers
- Various initiatives presented by a series of media groups - the I SIC Notícias Conference on the growth of the Portuguese economy; the Expresso "What do companies want" survey and the Empresas in Caixa Conference Cycle (Lisbon and Porto). As a whole, these initiatives involved the participation of nearly 3,000 people.

### What happened in terms of International Structures?

#### Cape Verde

BI

#### Trade Finance Line – 69 thousand euros of granted loans in 2014

Import credit line - with a double safety benefit - for exporters and importers, that provides the exporter with the guarantee of a full payment of its export; simultaneously, the bank guarantees the importing customers that the payment to its supplier will only be made according to the international rules regarding documentary operations.

### Caixa PME Líder Offer

A package of products and services for the current management, short-term financing, support to exports and investment financing areas for companies with a good credit rating covered by the FINCRESCE programme.

#### PME Líder/Excelência 2014 Status Breakdown

92.7% of the PME Líder  
and PME Excelência  
companies

PME Excelência  
468 companies

PME Líder  
2,153 companies

## Sectoral Offer

Within the scope of CGD's specific offer for each area of activity, the bank introduced relevant improvements in order to make its commercial action more competitive. So, currently, its sectoral offer comprises 7 core product and service solutions focused on the activities of companies from different areas, as follows:

### Primary sector offer: 16,866 thousand euros of granted loans in 2014

Especially focused on the agriculture and fishing sector, these lines are aimed at providing liquidity and current operation support, as well as to support investments, thus strengthening the cash balances that are necessary for companies who develop their activities in this sector.

### Tourism credit line: 375 thousand euros of granted loans in 2014

Credit line aimed at financing investment projects in the tourism sector, including the redevelopment of existing facilities, which contribute to support tourism companies in the consolidation of Portugal as a brand and a top destination in the global market.

CGD also provides sectoral offers aimed at the Iberian industry, trade and services.

## ENTREPRENEURSHIP, MICROCREDIT AND MICROFINANCE

The CGD continues to play its role in terms of social responsibility and support to entrepreneurship by providing tools like microcredit; in this way, it contributes to self-employment and to the struggle against social and economic exclusion.

### ANDC Microcredit Line - Cooperation protocol between the CGD and the National Association for the Right to Credit (ANDC): 777 thousand euros of granted loans in 2014

This protocol is aimed at providing access to credit to people who are or may be in a situation of economic and social exclusion and who don't have access to conventional bank credit, allowing the creation of conditions for the beneficiaries to develop small, sustainable businesses and, in that way, create their own jobs.

### Microfinance Line – Protocol with the National Association of Young Entrepreneurs (ANJE): 47 thousand euros of granted loans in 2014

The main goal of this protocol is to encourage self-employment and the creation of small businesses by the members of the ANJE, as well as the investment in the expansion and modernization of those members' companies.

### Credit line – Protocol between the CGD and the Institute of Employment and Vocational Training (IEFP) (Microinveste and Invest+ Credit Lines): 5,201 thousand euros of granted loans in 2014

Its goal is to support feasible business ideas that allow creating and consolidating sustainable jobs. It is aimed at people with an entrepreneurial profile for whom it is particularly difficult to enter the job market and who are at risk of social exclusion. It is aimed at unemployed people registered at job centres.

### Caixa Jovem Empreendedor (Young Entrepreneur): 1,735 thousand euros of granted loans in 2014

It is aimed at the purchase of equipment and at other aspects of the launch of small businesses or of business modernization, focused on companies that have been recently

incorporated or are in an incorporation process, whose capital is mostly owned by young entrepreneurs up to the age of 40.

**Caixa Works Empreender Card: 2,585 thousand euros transacted by companies and 56,643 thousand euros transacted by retail customers in 2014**

A card aimed at covering the liquidity needs of small and micro enterprises from all areas of activity that have been operating for less than 2 years. Card holders have the advantages offered by the "Poupança Caixa Empreender" programme, remunerated according to the invested amount and with business protection insurance benefits.

## Central Microcredit Agency

The CGD's Central Microcredit Agency (ACM) is responsible for operationally managing all the activity related to financing processes covered by the aforementioned protocols with the ANDC, the ANJE and the IEFP. This operational activity encompasses all the application analysis procedure, as well as the approval and contracting of the operations.

### Main results:

**150** active processes in 2014 and  
**713** active processes in total



**2.5** million euros of contracted capital in  
2014 and **15** million euros of global  
contracted value

The purpose of the ACM is to facilitate access and provide information on Microcredit, consolidating the CGD's role in stimulating the national economy, encouraging and financing the creation of small sustainable businesses, thus contributing to the economic revitalization of the internal market.

## MICROFINANCE

In 2014, in the retail customer segment, the CGD continued to encourage its customers and their families to create saving habits by offering saving facilitation and promotion solutions focused on a responsible and purposeful financial management perspective.

Among the available examples, we highlight the Caixa Família Mais Service, which offers the possibility of creating a family saving network and, in that way, improving the interest rate of each individual account by attributing a higher remuneration level (according to the overall balance), applicable to all the accounts.

Each account maintains its ownership and operation scheme, with the possibility of making occasional or scheduled deposits with a minimum amount of 10 euros.

Also within the saving sphere, we highlight the CaixaProjecto programme (for young people up to the age of 25) that, with the goal of setting up and planning long-term savings, allows deposits with a minimum amount of 1 euro.

In terms of cards, and with the aim of offering an increased safety and convenience to the Customers, the CGD promoted the adherence to and use of these payment methods (debit, pre-paid, credit) that, simultaneously, allow rounding off purchase values to a savings account.

From the available card, we highlight those aimed at young people, which help them in their day-to-day management, encouraging them to save: LOL and LOL Júnior.

#### **LOL Junior Card – 8 thousand euros transacted in 2014**

A pre-paid card that allows parents to closely monitor their children's financial needs, as well as to educate their children in the financial and savings area.

#### **Leve Card – 66.303 million euros transacted in 2014**

A card associated with the permanent offer of the Leve retirement savings solution.

#### **Caixapoupança superior – 8,062 thousand euros of deposit balance at the end of 2014**

A deposit that favours continuous small savings (deposits with a minimum of 1 euro). Aimed at holders of the Caixa IU, ISIC or Caixa Académica Estudante cards.

### **What happened in terms of International Structures?**

#### **Cape Verde**

##### **BCA**

**BCA Poupança Jovem Account – 8,248 thousand euros of deposit balance at the end of 2014**

##### **BI**

**Poupança Jovem – Bipoupas Account - 53 thousand euros of deposit balance at the end of 2014**

Two term deposit accounts aimed at young people up to the age of 30 that allows them to increase their savings and watch the money grow in a progressive and safe way.

## **FINANCIAL INCLUSION**

#### **Minimum Banking Services (SMB) – 4,453 live accounts at the end of 2014**

The CGD continued to provide minimum banking services (SMB), following the protocol concluded on November 27th, 2012 between the CGD, the Government and the Bank of Portugal.

This services is aimed at retails customers who have a single account in the banking system, it is free at the CGD, and it provides, in addition to the demand deposit account management and maintenance services, access to the Caixadirecta service, a debit card that allows making purchases and withdrawals in Portugal without paying an annual fee, and free national transfers between accounts held at the CGD.

#### **Relevant topic:**

Customer  
financial  
inclusion  
practices

At the end of the year, the bank launched a new demand deposit account – Base Account - defined in compliance with the recommendations of the Bank of Portugal – (Circular Letter no. 24/2014), with two options: statement or bank passport.

By launching the Base Account, the CGD contributes to allow the consumers of bank services to make their choices with regard to demand accounts in totally transparent way, because it is easy to compare costs.

### What happened in terms of International Structures?

#### Cape Verde

##### BI

4,358 minimum banking services accounts opened in 2014

##### BCA

262 minimum banking services accounts opened in 2014

## Inclusion of people with disabilities

The CGD continues to provide solutions aimed at retail customers, regardless of age, whose degree of disability is 60% or more, proven by a competent authority, namely:

**Caixa Poupança Rumos – 12,695 thousand euros of deposit balance at the end of 2014**

It is a very flexible, 6-month, renewable term deposit with a bank passport for customers whose degree of disability is 60% or more.

**Housing credit for disabled people – 4,108 thousand euros of granted loans in 2014**

This housing credit allows civil and armed forces disabled people to purchase or build their own permanent residence with a very low rate.

## Inclusion of the Third Sector

### Social Investe

A credit line specifically aimed at entities that integrate the social sector (Private Social Solidarity Institutions (IPSS), Mutualities, "Misericórdias", Cooperatives, Local development associations and other non-profit social economy entities), with the goal of encouraging the investment and strengthening of activities in existing or new intervention areas, modernizing the services provided to the communities, modernizing the management services and strengthening liquidity.

**Caixa Fã Card – 53,224 thousand euros transacted in 2014**

A card that allows its users to finance the activities of social welfare organizations and NGOs.

### Fundação Alentejo Card – 212 thousand euros transacted in 2014

Aimed at customers who intend to support the Alentejo Foundation and contribute to the development of socially relevant projects for the Alentejo and its residents (part of the annual fee associated with this card is given to the Alentejo Foundation).

#### What happened in terms of International Structures?

##### Cape Verde

##### BCA

#### 1 thousand “contos” Credit Line – 34 thousand euros of loans granted in 2014

It comprises two subsidised credit lines aimed at micro, small and medium-sized companies and to microcredit associations located in Cape Verde, with a global amount of 1 million “contos” (approximately 9 thousand euros).

#### Senior Segment

#### Caixa Activa Offer – 36,890 thousand euros of granted loans in 2014

The Caixa Activa offer, aimed at customers aged 55 or more, includes a personal credit to consumption for the purchase of general consumption goods or services and investment opportunities to satisfy the customers' needs, covering also the field of renewable energy. In 2014, the CGD maintained the benefits granted to the Caixa Activa customers, through a *spread* reduction for health purposes.

#### Women's Segment

Through the Caixa Woman offer, the CGD maintained the existing benefits by granting a *spread* reduction in Personal Credits for training and health purposes.

#### Citizens Living Abroad Segment

The Citizens Living Abroad segment is still a strategic segment, and the CGD continued to privilege the complementarity between its network of agencies, branches and foreign representation offices and the remote banking channels, particularly the International Caixadirecta Service.

As a result of the current economic circumstances and following the increase in the number of immigrants, during 2014 the bank launched a series of actions to support this group of customers, namely the following ones:

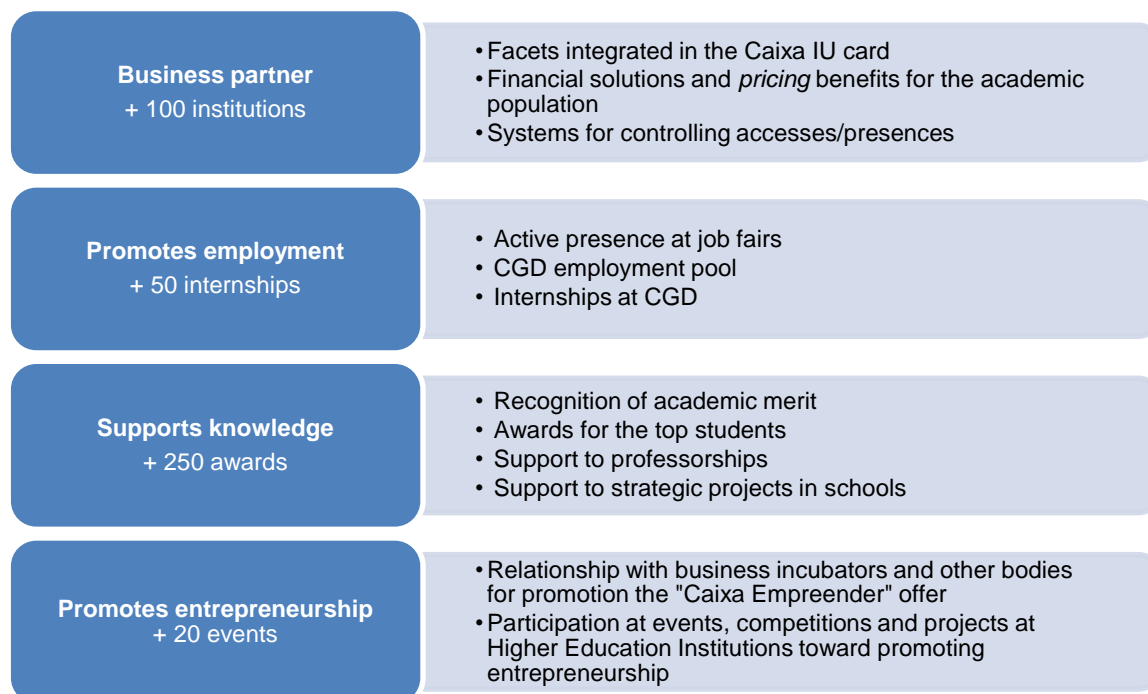
The “Caixa sem Fronteiras” action, based on an advertising campaign with the *headline* “If you're leaving, take Caixa with you”, which included the development of several communication items with the CGD's contacts and other useful information for each country of destination (where the Group is present). The goal of this action was to promote the CGD's offer that is exclusively available to citizens living abroad, to customers or potential

customers who leave to work outside Portugal, thus making life easier to those who start a new life in a different country.

Together with these stimulating initiatives and in order to significantly improve the management of the relationships with customers who live abroad, and as a complement to the Network of Agencies, Branches and Foreign Representation Offices, the bank expanded the International Caixadirecta service to other customers who live abroad (namely in Angola and Mozambique, which have recently been receiving more immigrants) and have a Caixadirecta contract.

## University Segment

In 2014, the CGD completed 20 years as the leading bank in the University market, maintaining also an active participation in different fields to ensure a stronger a better relationship with the different Portuguese academic spheres - educational institutions, students, professors, employees and satellite bodies.



The development of financial solutions specifically aimed at retail customers and educational institutions, together with strong policies focused on the support to the development of knowledge, employment and entrepreneurship, favouring projects of scientific/academic interest with an impact on economy and society, where the driving force behind the CGD's strong participation as a Bank that supports higher education.

Specifically for the students, which are the largest subgroup, in 2014 the CGD continued to consolidate the Caixadirecta IU services model, based on a distance relationship management that is focused on the stimulation of university customers, which is complemented and combined with the assistance provided by the University Branches located in nearly 19 university campi.

The CGD continued to play an important role in the financing of higher-education courses (BA's, MA's, PhDs and MBAs), rewarding academic merit with *spread* discounts.

### **Crediformação – 11,451 thousand euros of granted loans in 2014**

The purpose of this solution is to provide financial support to higher-education students, both in terms of course-related expenses and of the purchase of training-related material.

### **Student Credit with a Mutual Guarantee – 5,186 thousand euros of granted loans in 2014**

A credit line, approved by the Ministry of Science, Technology and Higher Education, aimed at financing expenses with higher-education courses, exclusively available to students from school covered by University Caixa IU protocols.

### **Bank cards for students (Caixa IU and ISIC) and professors (ITIC) – 436,812 thousand euros transacted in 2014**

Bank cards for higher-education students include a debit card that, among other benefits, offers discounts in various cultural activities (Caixa IU); and credit cards with identification features that offers discounts in the health, sports and IT products areas (ISIC Cards). The Caixa ITIC card "officially" recognizes the teacher status, with associated discounts and benefits.

## **What happened in terms of International Structures?**

### **Cape Verde**

#### **BCA**

##### **University Training Credit – 6,936 thousand euros of granted loans in 2014**

**Credit line with a mutual guarantee for higher-education students** – within the scope of the protocol signed between the BCA, the Ministry of Tourism, Industry and Energy (MTIE) and the Ministry of Higher Education, Science and Innovation (MESCI) – financing of BA's and post-graduate courses for Cape-Verdian students.

**BCA UNIVERSITARIO** - Financing of expenses related to the attendance of higher-education courses aimed at retail customers: short-term courses, degree completion, distance learning courses, BA's, specialization courses, MA's/PhD and computer purchases.

**BCA MESTRADO** - Financing of expenses related to the attendance of master's degrees by retail customers with a fixed employment relationship.

#### **BI**

##### **University Training Credit – 105 thousand euros of granted loans in 2014**

**Credit Line with a Mutual Guarantee for Higher-Education Students** – Financing of expenses directly related to the attendance of vocational higher-education courses, BA's and MA's, preferable taught in Cape Verde, by Cape-Verdian students - **20 thousand euros of granted loans in 2014**



## HEALTH SUPPORT

The CGD considers the access to health as a common good, important for the construction of a sustainable society, and provides a series of solutions in the access to health and medical care area.

**Saúde Emergência Personal Credit – 1,020 thousand euros of granted loans in 2014**

The purpose of this credit is to allow the purchase of goods or services to satisfy health needs and it is aimed at customers with an average monthly income equal to or higher than 3 times the minimum national wage.

**HPP Saúde Card – 452 thousand euros transacted in 2014**

This is a card that offers its holders an access to discounts and special conditions at the HPP Saúde health units.

## LOW-CARBON ECONOMY FUNDING

During this year, the CGD continued to play its role as the financing entity associated with a low carbon economy, promoting the reduction of its customers' greenhouse gas emissions.

The CGD maintained a series of specific financial solutions that offers its retail, corporate and institutional customers preferential access conditions to good and services with an improved carbon efficiency.

Within the scope of the activity aimed at the retail customers segment, the CGD maintained its protocols with various entities for the purchase and installation of "environmentally-friendly" equipment, promoting a change in behaviours in order to reduce energy consumption and promote the role of forests, thus pursuing its sustainability goals. In terms of car financing, it encouraged the purchase of "environmentally-friendly" cars by granting *spread* reductions.

In the corporate segment, the CGD maintained the credit line agreed with the European Investment Bank (EIB), aimed at promoting investments in Portugal under special conditions, namely the BEI XV Line.

**Caixa Empresas Solution – Renewable Energy – 443 thousand euros of granted loans in 2014**

This solution aims at promoting corporate investments in the renewable energy area - solar thermal and photovoltaic, hydroelectric and wind energy sources. The investments covered by this programme are focused on energy saving and micro-generation, as well as on the installation of energy production parks.

**BEI Lines - Investment on the Environment/BEI XV Lines – 26,840 thousand euros of granted loans in 2014**

This line is aimed at financing energy saving and environmental protection projects (SME's and other entities, including the central and local administration).

**Energias Renováveis Personal Credit – EDP Serviços, GALP Gás Natural and Parceria Yunit Protocols – 155 thousand euros of granted loans in 2014**

Financing lines for expenses related to the purchase and installation of solar thermal or photovoltaic, wind or other collectors, heat pumps and support or connection equipment for

### Relevant topic:

Support to SMEs, institutional customers and answers to society's emerging challenges



existing systems, within the scope of the corresponding protocols. In 2014, the CGD continued to offer a series of solutions aimed at supporting companies that decide to invest on improving their energy efficiency, on using renewable energy sources and on microgeneration (solar, wind and hydroelectric).

#### Caixa Carbono Zero Card – 966 thousand euros transacted in 2014

The Carbono Zero credit card offers carbon credits to its customers, being the only card that allows offsetting CO<sub>2</sub> emissions through the reforestation of areas located in mainland Portugal, such as the Tapada Nacional de Mafra (National Park) (Floresta Caixa).

#### Caixa Viva Card – 27,208 thousand euros transacted in 2014

Caixa Viva is the first debit card that allows its holders to automatically pay their public transportation trips in the Lisbon Metropolitan Area (subway, bus, boat or train). It is an incentive to the use of public transportation, to the detriment of other personal transportation options with a stronger negative environmental impact; it also allows eliminating paper tickets, because all the trips are recorded in the transportation applications.

#### Pre-Paid Caixa Webuy Card - 6.485 million euros transacted in 2014

This card is only issued in paper and has no PIN number, serving the sole purpose of making Internet payments in national and international sites with increased safety. It allows top-ups for new purchases. In addition to the focus on safety, avoiding the risk of theft, the fact that it is not made of plastic avoids the environmental impact associated with traditional bank cards.

This initiative, among other related to mobile payments, has a positive impact in terms of economic and environmental sustainability, namely:

- Electronic money - avoids the use of cash;
- Fight against tax evasion - all transactions are recorded;
- Plastic dematerialisation - there is no need to use plastic, only a cell phone with Internet access to make a payment;

### Use of digital bank statements

In 2014, the bank continued to promote the progressive adoption of digital bank statements. The digital extracts for the cards from retail customers who subscribed the *on-line* (*Homebanking Caixadirecta* service are currently under maintenance, and the transition of the corporate customers to digital extracts is scheduled for 2015. This initiative aimed at replacing the traditional bank statements has already allowed saving tons of paper and millions of euros.

#### Relevant topic:

Environmental and social criteria in the analysis of *project finance* credit risks



HUMAN RIGHTS  
Principle 2 - Make sure  
not to take part in  
human rights violations

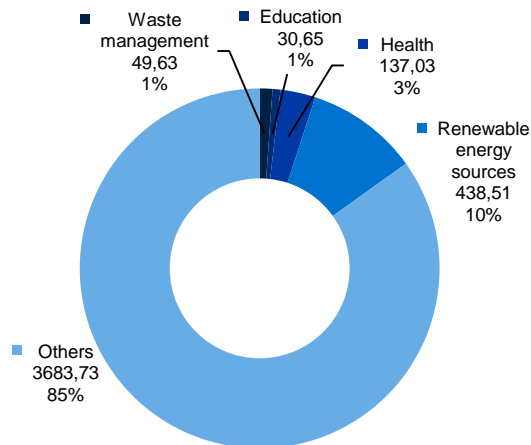
## PROJECT FINANCE

Caixa-Banco de Investimento, SA (CaixaBI) is the company from the CGD Group responsible for most of its project finance activities. Due to the nature of the *project finance* area, and to the obligations undertaken by the customers in terms of compliance with the legislation in force (that, in most countries, implies addressing a series of social, economic and environmental concerns), we witness a compliance with environmental and social sustainability principles.

The credit portfolio of projects followed by the CaixaBI's *project finance* department amounts to 4,599 million euros; we should highlight the financing to the following sectors, characterized by their strong positive social and environmental impact (in million euros):

## PROJECT AREAS FOLLOWED BY THE PROJECT FINANCE DEPARTMENT

(in million euros and %)



We highlight the following financing projects:

Lusovento (214 MW wind farm) – refinancing of subordinated shareholder debt in the amount of 155 million euros;

NEOEN [2 solar photovoltaic energy parks, in Seixal (8.8MW) and Cabrela (13.2MW)] – refinancing of shareholder debt undertaken during the construction of the solar energy production parks before 2014, in the amount of 34.3 million euros.

## SUSTAINABLE INVESTMENT FUNDS

The CGD has two management entities for investment funds: **Caixa Capital**, a CGD Group company focused on the management of venture capital funds and **CaixaGest**, a CGD Group managing company focused on the management of mutual funds and the discretionary management of portfolios. Through these entities, the CGD offers a diversified series of financial products to investors in order to meet their needs, and promotes responsible investments by providing investment funds with environmental and social benefits.

**CaixaGest Energias Renováveis Open Alternative Mutual Fund – 14,744 thousand euros being managed at the end of 2014**

This is an alternative investment fund that only invests on renewable energy and other activities related to this area. The main goal of this fund is to allow access to the diversified portfolio of assets that are, directly or indirectly associated with renewable energy, environmental quality and "carbon" assets.

**Caixa Empreender Mais Venture Capital Fund (Caixa Capital) – 15 million euros of paid-up capital in 25 million euros of total capital subscribed by the CGD at the end of 2014**

A fund aimed at financing companies that are being incorporated, operating for less than three years, or that manage to introduce substantial innovations in their business processes, with an emphasis on industries based on applied knowledge and technology.

**Caixa Crescimento Fund (Caixa Capital) – 23,700 million euros of paid-up capital in 30 million euros of total capital subscribed by the CGD at the end of 2014**

This fund supports projects with a high potential that are growing or expanding their business and present innovation and sustainability dynamics, through a share in the capital. It is aimed at developing venture capital activities through investments on SMEs or companies based

in Portugal with a medium degree of capitalization that need to finance their investment plans in order to strengthen their production capacity, expanding their business to new markets, sustain growth strategies or strengthen structural financing needs related to the operation cycle.

## SUPPORT TO URBAN REHABILITATION AND REGENERATION

By offering products focused on urban rehabilitation and regeneration, the CGD has been asserting, over the last few years, its commitment to these important and decisive areas of activity; they are relevant, not only of the national and local economy, but also for the permanent improvement of the living and health conditions of the populations.

That commitment is mainly based on 3 aspects:

### JESSICA Initiative - JESSICA/CGD Urban Development Fund

The JESSICA Initiative, developed by the European Commission and the European Investment Bank, in cooperation with the Council of Europe Development Bank, is a financial engineering instrument aimed at promoting urban rehabilitation and regeneration projects.

Talking about urban rehabilitation and regeneration is, first of all, talking about sustainability and social cohesion, inclusion and economic development, incentive to the lease market and support to the creation of jobs; the CGD, as a managing entity of the JESSICA/CGD Urban Development Fund, within the scope of the JESSICA Initiative, provides two credit lines aimed at the medium- and long-term financing of projects located in the spheres of influence of the North, Centre and Alentejo Regional Operational Programmes.

The aforementioned credit lines have the following specificities:

- Credit line aimed at financing projects that comply with the eligibility criteria of the JESSICA community funds provided to public or private entities and partnerships managed by these. It is aimed at financing projects for the construction of housing units for the elderly, university residences, social facilities, for the requalification of industrial facilities, for the construction or rehabilitation of hotel units, business incubators and projects that promote the creation of jobs and the stimulation of economic activities in urban centres;
- Complementary credit line aimed at financing urban rehabilitation and regeneration projects involving non-eligible components within the scope of the JESSICA Initiative: Preferably aimed at private entities or partnerships managed by these, without prejudice to complementing the financing offer available to public entities or partnerships managed by these. It is aimed at financing projects for the regeneration and rehabilitation of existing buildings or building under construction that promote the improvement of economic activities and living conditions in urban centres.

In terms of investment areas, the JESSICA/CGD UDF supports projects for:

- The urban rehabilitation and regeneration of medium/large cities;
- Energy efficiency and renewable energy;
- The economic revitalization of urban centres, with an emphasis on SME's and innovative companies;
- The implementation of information and communication technologies;
- Investments that promote social integration, cultural development, the construction of sports and entertainment infrastructures, business support infrastructures and facilities, the modernization of urban infrastructures and public spaces, among others.

### Examples of supported projects

Support to the senior segment

Construction of an assisted living centre for the elderly – Financing: € 0.8M - Creation of 2 jobs

Energy efficiency

Construction, operation and maintenance of a Concentrating Solar Photovoltaic Plant, in Évora – Financing: € 2.3M - Creation of 5 jobs

In 2014, the JESSICA/CGD Urban Development Fund supported 26 urban regeneration and rehabilitation projects worth 42 million euros, with the aim of revitalizing small cities by investing on social facilities and other projects that allowed retaining the population and creating 343 jobs. These projects included a concentrating solar photovoltaic plant, senior residences, hotels, local accommodation units, hostels and a cooperative winery.

Still within the scope of the JESSICA/CGD UDF, the CGD launched the Cidades de Portugal Fund - Real Estate Investment Fund for Housing Rental, an instrument that aims at contributing, in a very decisive way, to support the lease market in peripheral urban centres, with the necessary and prior intervention in the residential units that are made available, as well as to support the implementation of a national entrepreneurship support network, by offering a very significant range of commercial spaces across the entire national territory, a measure that is regarded as having the utmost importance in terms of economic development and job creation.

In 2014, the Cidades de Portugal Fund (FIAH) paid up a capital of 9.5 million euros, corresponding to a total of 94 units, including sums from the JESSICA/CGD UDF and sums from the Caixa Geral de Depósitos.

Additionally, in 2014, and as a complement to the two above mentioned initiatives, the bank created two new credit lines that contribute to the repopulation of the urban centres, by providing financing both to new residents and to other people who want to invest on these centres to stimulate their economic activity. The basis for these new lines is as follows:

#### Creation of credit lines for retail customers

Our cities have been witnessing the progressive degradation of their urban structures and, therefore, it is crucial to develop integrated urban rehabilitation processes, rationalizing resources and avoiding dispersed interventions that may prove contradictory.

A real and lasting rehabilitation will not happen without the active financial participation of private investors, based on sustainable processes.

Following this line of thought, the bank launched two credit lines in the 2014 Real Estate Fair; these lines are aimed at financing urban rehabilitation and are focused on the retail customer segment, supporting private investors who want to live in urban centres or who intend to invest on the rehabilitation of properties located in urban centres.

Illustrating the CGD's performance, these new credit lines offer a 1% reduction to the list spread for the first 36 monthly instalments of the loan. We should highlight that the latter possibility encompasses people who wish to develop their economic activity (for example, set up offices, hostels or local accommodation units) in the urban centre or invest on properties for rent.

## Real Estate Investment Funds for housing rental (FIIAH)

The CGD was a pioneer in the development of Real Estate Investment Funds for Housing Rental (FIIAH), which are financial instruments created by Law 64-A/2008 with the aim of stimulating the housing rental market and becoming a less expensive alternative for households, offering them the possibility of turning their mortgage loan agreements into hire-purchase agreements.

The CGD has been, internally and externally, strengthening its investment on these vehicles, through which it has been seeking to implement a series of measures to support the housing rental market and the economic development. Furthermore, and consequently, these vehicles allow stimulating the urban rehabilitation and regeneration markets because, behind the interventions made in the residential and commercial units that are placed on the market through these financial instruments, there are interventions in the building portfolio and, whenever necessary, in their surroundings, creating conditions for their use and fruition.

On the one hand, the FIIAHs are a solution that allows owners and financial institutions to take advantage of their properties by placing them on the lease market and, on the other hand, they allow families that are not able to cope with the financial costs associated with a mortgage loan to satisfy their housing needs by resorting to a lease agreement.

In 2009, the CGD provided 2 FIIAHs, managed by Fundger, which became crucial vehicles for the stimulation of the housing rental market, thus contributing for the growth of the lease market. At the end of 2014, those vehicles were characterized as follows:

In 2013, and in addition to the above mentioned vehicles, the CGD integrated an FIIAH managed by a Real Estate Investment Fund Management Company that operates outside the CGD Group, called Arrendamento Mais FIIAH. Currently, CGD's share in that instrument, whose purpose is similar to that of the other FIIAHs, is 30 million euros.

### Caixa Arrendamento (Lease)

**1,468** properties obtained, almost entirely, as a result of defaults

**96** million euros being managed at the end of 2014

### Caixa Imobiliário (Real Estate)

**242** properties obtained, almost entirely, as a result of defaults

**33** million euros being managed at the end of 2014

## SOCIAL LEASE PROGRAMMES

### Social Lease Market

In 2012, the CGD, responding to an invitation made by the Ministry of Solidarity and Social Security, joined the "Mercado Social de Arrendamento" initiative, defined by the government as one of the measures of the Social Emergency Programme.

This initiative, which relied, since the very first moment, on the *know-how* of the CGD Group, benefited from the experience that resulted from the implementation of the Arco-íris – Novos Horizontes para o Arrendamento Programme, created by Fundimo (now Fundger) and the Vila Nova de Gaia City Council.

The Social Lease Market is the result of a partnership between the State, the participating Municipalities, the Institute of Housing and Urban Renewal (IHRU), the Social Security Financial Management Institute (IGFSS) and 7 Credit Institutions, among which the CGD.

This initiative is aimed at social classes that, despite having incomes higher than those that allow accessing the social housing market, don't have the financial ability to rent a property in the free market; so, it offers three benefits:

- It solves the difficulties faced by the families in gaining access to housing, because the rents are up to 30% lower than those offered in the free market;
- It stimulates the Lease and Urban Rehabilitation markets, because the properties that are made available can be immediately occupied;
- It increases the profitability of the real estate assets owned by the banks.

After a tender, the company that became responsible for managing the properties included in this programme was Norfin – Sociedade Gestora de Fundos de Investimento Imobiliário, S.A., through the Solução Arrendamento Real Estate Investment Fund for Housing Rental.

At the end of 2014, CAIXA's share in the Solução Arrendamento FIIAH, a vehicle to support the Social Lease Market, amounted, approximately, to 35 million euros.

### Protocols with Municipalities

Also within the scope of the Social Lease Market, the CGD has been making agreements with a series of municipalities, allowing the properties to be placed on the market by the Local Authorities, based on a *win-win* solution.

The Arco-Íris – Novos Horizontes para o Arrendamento Programme, implemented since 2011, is the result of an agreement between the CGD Group and GaiaSocial, Entidade Empresarial Municipal de Habitação; like the Social Lease Market, this agreement aims at providing houses to households that, despite having higher incomes than those that allow accessing the social housing market, don't have the financial ability to rent a property in the free market.

In 2012, the CGD concluded lease agreements with the Coimbra City Council that would then select households to which it would sublet the properties.

In 2014, like in the previous year, there were 65 properties encompassed by these two initiatives. The CGD has been analysing, together with other Municipalities, the possibility of establishing new partnerships similar to the ones mentioned above, extending their benefits to a larger number of people.



## 2.6 Supplier management

### Relevant topic:

Responsible  
supplier  
management

The CGD has transparent procedures regarding the purchase of goods and services, guided by principles like economy and efficiency.

The CGD plays an extremely important role in the development of the national economy, that goes beyond its direct contribution in terms of job creation and payment of wages and taxes. The CGD stimulates the economy and fosters the creation of indirect employment by choosing to work, mostly, with national suppliers (90.90%), taking into account the standard economic rationality criteria.

### PROPORTION OF EXPENSES WITH NATIONAL SUPPLIERS IN 2014

(%)

Portugal	Cape Verde		Brazil
CGD,SA	BI	BCA	BCG Brasil
97.24%	83.75%	27%	100%

In 2014, the CGD was working with 835 suppliers, and the most significant types of suppliers/services providers were associated with the following areas:

- Purchase and maintenance of automatic machines;
- Purchase and maintenance of IT equipment;
- Provision of printing, enveloping and multitasking services;
- Supply of stationery items and advertising materials;
- Water, electricity and fuels.
- Provision of cleaning and plant maintenance services; human surveillance; consultancy, audit, *rating, dealing*; outsourcing of *backoffice* services; advertising; insurance; storage and shipping of office supplies; mail transportation and processing; renovation works, among others.

Supplier management is part of CGD's sustainability strategy. Many of CGD's environmental and social impacts are an indirect result of its suppliers' operations, which can be very significant. So, the CGD takes on the role of an agent for change in the value chain, promoting sustainability principles upstream as a way of mitigating the environmental and social risks associated with its supply chain.

The CGD continued to gradually integrate sustainability criteria in the selection of suppliers, as well as to share its performance and best practices.

In 2014, CGD, through Sogrupu Compras e Serviços Partilhados, ACE, conducted 228 negotiations and concluded 45 new contracts with suppliers, 46.7% of which include environmental-related contractual clauses and 51.1% of which include labour-related contractual clauses.

Throughout the year, 10 CGD suppliers were audited and visited within the scope of the implementation of the Environmental Management System (EMS) in the head office, according to the ISO 14001 standard, resulting in the identification of opportunities for improvement in 7 of these suppliers.

The CGD formalized the **Ethical Principles and Best Corporate Practices**, in line with the Global Compact Principles, with the goal of promoting the sustainable development of its



**HUMAN RIGHTS**  
Principle 2 - Make sure not to take part in human rights violations



**WORK PRACTICES**  
Principle 3 - Support freedom of association and the actual recognition of collective bargaining



**WORK PRACTICES**  
Principle 4 - Support the abolition of all kinds of forced and mandatory labour



**WORK PRACTICES**  
Principle 5 - Support the actual abolition of child labour



chain of suppliers and creating instrument that formalize an ethical management by its suppliers, in order to ensure that its goals are fully achieved, avoiding also the reputational risks associated with deviations to a conduct that is seen as ethically correct.

The CGD prepared also a **Best Environmental, Safety and Health Practices Manual** for service providers, which defines the suppliers' responsibilities in this matter, in order to engage its suppliers with a commitment to prevent environmental impacts by collaborating with the CGD within the scope of its Environmental policy and principles for action in Safety and Health.

In this way, the CGD hopes that its suppliers are able to ensure an operational performance that enables an efficient management and use of the economic, social and environmental resources associated with the creation and production of goods and services; to promote the creation and distribution of value to all the parties involved in the production process, thus contributing the strengthen the CGD's action in terms of promotion of the best corporate practices, compliance with the law and corporate ethics, and of a balanced relationship with the environment.

#### Ethical Principles and Best Corporate Practices

- Compliance with the law
- Quality, careful risk management and investment on research and development
- Best practices of corporate governance and fight against bribery and corruption
- Work practices
- Human rights
- Prevention of discrimination
- Health and safety
- Environmental preservation
- Animal rights

There was a decision to include sustainability-related contractual clauses, namely in terms of the compliance with the Ethical Principles and Best Corporate Practices, as well as with the obligations included in the Best Environmental, Safety and Health Practices Manual, attached to the contracts, to the extent applicable to the nature of the service that is provided.

In 2014, the CGD also continued to share its best practices with its suppliers - all the suppliers and services providers related to the head office participated in *workshops* about the EMS, organized by the EMS work team, to provide information about the EMS's requirements and implementation process, best environmental practices and expectations. There were a total of 18 *workshops* that involved over 350 staff members from the suppliers/services providers.

#### Collaborative initiative between the CGD, a supplier and a 3rd-sector association to help people in need and minimize waste

The Dar i Acordar Association and the CGD established a cooperation protocol with the aim of donating surplus food from the Bank's cafeterias so they can reach people who really need them.

Acknowledging the company's social responsibility within the economic group it belongs to, Gertal accepted to donate, indirectly, the surplus food produced in the cafeteria of the CGD's head office, in Lisbon, to underprivileged citizens from the parish of Alvalade; the meals donated by GERTAL are collected in the above mentioned cafeteria and distributed by the Zero Desperdício Movement.

So, in 2014, the Dar i Acordar Association received 7,242 food items from the *vending* machines managed by Gertal at the CGD.

### 3. Social Performance

Commitments: Management of Human Assets		
Commitment	Purpose	Status
<b>Managing Talent</b>	Manage the staff members' personal development and motivation <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
	Create development programmes focused on the CGD together with Higher Education Institutions - create a Post-Graduation with the CGD brand <b>2009-ongoing</b>	<input checked="" type="checkbox"/>
	Encourage the staff members to attend/complete Master's degrees <b>2009-ongoing</b>	<input checked="" type="checkbox"/>
	Provide more information about internal (national and international) mobility opportunities <b>2009-ongoing</b>	<input checked="" type="checkbox"/>
<b>Managing Performance</b>	Include goals associated with the Corporate Sustainability Programme in the performance management system <b>2013-ongoing</b>	<input checked="" type="checkbox"/>
<b>Managing Knowledge</b>	Ensure at least 35 hours of average training per staff member <b>2009-ongoing</b>	<input checked="" type="checkbox"/> Amendment to the planning of Training Programmes scheduled for 2015
	Consolidate the Internal Trainers Pool <b>2012-ongoing</b>	<input checked="" type="checkbox"/>
	Consolidate the Knowledge Certification Process in 4 Key Areas <b>2012-ongoing</b>	<input checked="" type="checkbox"/>
	Develop a Training Effectiveness Assessment Process for all the Programmes <b>2012-ongoing</b>	<input checked="" type="checkbox"/>
<b>Raise awareness and provide training on Sustainability issues</b>	Train and raise the staff members' awareness on sustainability issues <b>2012-ongoing</b>	<input checked="" type="checkbox"/>
	Develop the internal communication on sustainability issues <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
<b>Monitor the social environment</b>	Conduct a staff satisfaction survey <b>2010-when appropriate</b>	<input checked="" type="checkbox"/> Conduction of the Psychosocial risks assessment survey The social environment survey will be conducted in 2015
<b>Ensure Occupation Health and Safety conditions</b>	Promote prevention and safety events <b>2011-ongoing</b>	<input checked="" type="checkbox"/>
<b>Promoting Volunteering</b>	Implement corporate volunteering initiatives <b>2010-ongoing</b>	<input checked="" type="checkbox"/>

Completed  
  Not completed  
  Ongoing  
 ◆ New commitment

## Commitments: Community Involvement

Commitment	Purpose	Status
<b>Ensure the implementation of the Community Involvement Policy</b>	Monitor the social impact of the CGD's investment on the Community <b>2012-ongoing</b>	☑
	Develop a tool to allow sorting the social supports that should be granted in line with the strategic axes of the social pillar <b>2013-ongoing</b>	☑
<b>Social Innovation: Invest on the improvement of everyone's daily life, contributing for social inclusion</b>	Participate in the Portuguese Action Tank: Contribute to social inclusion through an approach based on new corporate models/initiatives <b>2010-ongoing</b>	☑
	Promote entrepreneurship initiatives <b>2012-ongoing</b>	☑
<b>Promoting Financial Literacy: Actively participate in the financial education of the Customers and the Community</b>	Promote the financial education of a broad group of customers, non-customers, individuals and companies <b>2009-ongoing</b>	☑
	Strengthen the financial education of children and youths <b>2013-ongoing</b>	☑

☑ Completed  
 ☒ Not completed  
 ⌚ Ongoing  
 ◆ New commitment

### 3.1 Our human capital

#### CGD TEAM

The CGD pursues an inclusive policy based on equality in the management of its fundamental assets - its staff members - grounding its activity on the implementation of best non-discrimination, social responsibility practices, defending high ethical standards and trust values.

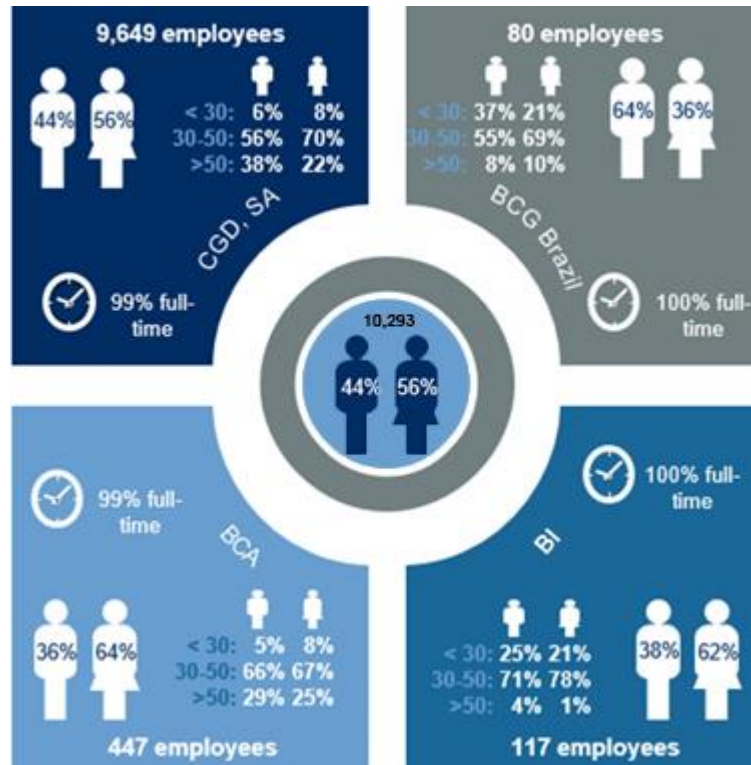
The CGD provides an environment of equal treatment and opportunities for men and women, through the strict compliance with equality principles, both in terms of hiring and career development, and in terms of employee remuneration policy.

For more details about social indicators, please read the information attached to this document - Sustainability Indicators and Methodological Notes (Annex 1 and 2).

**Relevant topic:**  
Diversity and equal opportunities



**WORK PRACTICES**  
Principle 6 - Support doing away with on-the-job discrimination



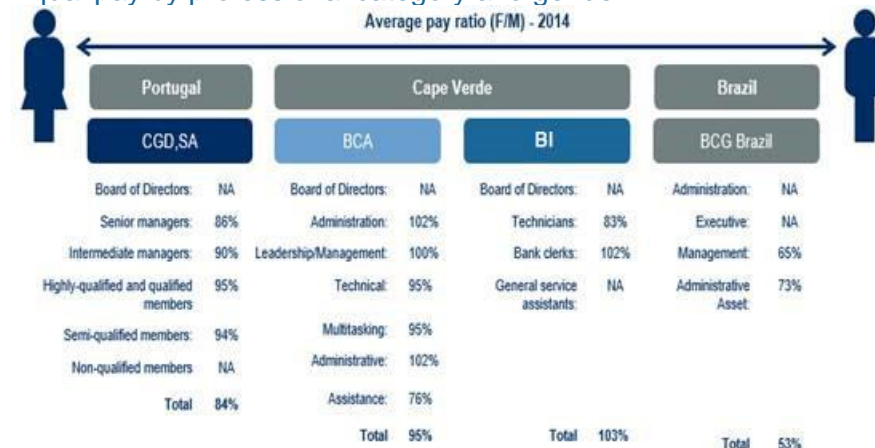
In 2014, the CGD, SA had 148 staff members with physical disabilities (63 men and 85 woman), the BI had one staff member with disabilities and the BCA had 2 staff members with physical disabilities.

The CGD strives for the company's internal stability, something that is reflected in the type of contracts concluded with its staff members:

- At the CGD, 66% of the staff members have individual employment contracts, 32% have provision contracts and 2% have fixed-term contracts.
- At the BCA, 88% of the staff members have individual employment contracts and 12% have fixed-term contracts.
- At the BI, 73% of the staff members have individual employment contracts and 27% have fixed-term contracts.
- At the BCG BraSil, 100% of the staff members have individual employment contracts.

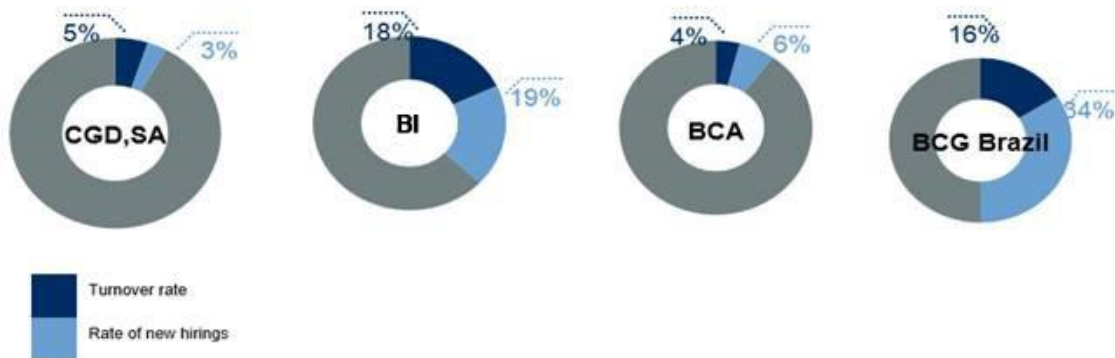
In terms of access to employment, the recruitment and selection processes are based solely on the applicant's curriculum and competence profile, regardless of gender. The analysis made for career development purposes is based solely on merit and competence criteria. In terms of remuneration, the CGD applies an effective policy of equal pay for men and women, making no gender-based distinctions.

### Equal pay by professional category and gender



## Talent attraction

In 2014, in terms of external recruitment, there was an overall new hiring rate of 3% and a turnover rate of 6%.



Throughout the year, the CGD continued to implement its Internship Programme, which has two advantages: it is an instrument to attract talent and strengthen the CGD brand among young people and, simultaneously, in terms of social responsibility, it is a way to integrate students in the working life. During the internships, the CGD identifies the trainees who reveal an appropriate profile and a development potential to work in the Institution; these trainees are integrated into the Bank's Recruitment Pool.

In Portugal, the CGD,SA opened 307 internships - 176 curricular internships and 131 professional internships -, 60 of which were opened within the scope of Summer Academies and 3 within the scope of the IEFP's Movimento de Empregabilidade programme. At the end of the year, the CGD, SA had 44 trainees. The CGD was present in 7 job fairs.

In Cape Verde, the BI opened 30 internships during 2014 - 23 professional internships and 7 curricular internships, and at the end of the year had 17 trainees. The BCA opened 18 internships - 16 professional internships and 2 curricular internships, and at the end of the year had one trainee. The BCG Brasil opened 15 internships - 14 professional internships and 1 curricular internship, and at the end of the year had 18 trainees.

## 3.2 Professional Development

The CGD follows a policy that values its staff members, which results in the creation of career development opportunities, both through internal mobility processes, and through training opportunities and measures aimed at balancing professional and personal life.

### INTERNAL RECRUITMENT POOL

In 2014, 97 employees were chosen to integrate the Internal Recruitment Pool, used to find the right people to take on critical tasks in the retail customer business. The Internship at Work Plan (PEF) involved 177 employees from the retail customer commercial network who took on new tasks as managers, deputy managers, Caixazul customer managers or corporate customer managers.

**Relevant topic:**

Talent attraction and retention

At the end of their training period and upon confirmation of their good performance, these staff members take theoretical and practical tests that, if successfully completed, will allow them to maintain their positions at the end of the internship period and provide a certificate issued by the Bank Training Institute (Instituto de Formação Bancária).

Four years after the implementation of the PEF and acknowledging its importance for the training of staff members in order to allow them to perform new tasks, in 2014 there was a decision to extend the PEF to all the staff members appointed to new professional categories, excluding those in senior management.

The goal of this extended PEF is to develop a structured, specific, demanding and skill-oriented training plan based on e-learning and face-to-face thematic training sessions aimed at developing skills that are essential for each specific task and at providing on-the-job training adjusted to each staff member's profile and professional career.

## VOCATIONAL TRAINING

Throughout the year, the CGD, through its Training Plan, continued to contribute for the development and valorisation of its human capital, especially through internal training courses, focused on three core areas:

- The consolidation of programmes launched in previous years, namely: training in the Corporate Business and Credit Recovery areas and in issues resulting from legal obligations;
- The maintenance of short-term training supports such as the ADL (Local Stimulation Actions) and tutorials, the extensions of active mentoring actions and the prevalence of internal training courses based on the bank's knowledge and trainers;
- The increment of the corporate management of training, leading the CGD to help some entities of the Group to expand their *E-Learning* platforms, and, subsequently, to provide *E-Learning*, tutorial, and face-to-face learning options. This initiative involved 14 entities from which we highlight: Sogrupos Compras e Serviços ACE, Sogrupos Sistemas Informáticos, Caixa BI, Caixa Leasing e Factoring, CaixaGestão de Ativos and Banco Caixa Geral Espanha.

### Relevant topic:

Talent attraction and retention

Human capital development

Career, remuneration and incentive management

### Average training hours by gender (h) - 2014

				TOTAL
Portugal	CGD SA	26.38	26.80	26.56
Cape Verde	BCA	16.38	12.13	14.83
	BI	2.57	9.99	5.42
Brazil	BCG Brazil	11.10	18.85	16.04
Overall		24.15	24.36	24.25

The CGD also promoted an equal access to its vocational training programmes, which are available to all the staff members through the E-Learning platform.



## Initiatives that marked the Training Plan in 2014:

- Development of technical and commercial approach skills for Corporate Office teams;
- Awareness and qualification on topics such as the Prevention of Money Laundering and the Fight Against Terrorism, Ethics and Code of Conduct – Reporting Duties, Single Supervision Mechanism; FATCA – Foreign Account Tax Compliance Act ;
- Development of actions focused on approach, networking and knowledge exchange, bringing together people from different business lines through Sharing Sessions and Market Panels;
- Increased focus on the monitoring of the attendance of mandatory training courses that allowed increasing the average rate of completion of E-Learning courses, in the commercial area, to figures above 98%;
- Availability of contents that allow more autonomy in terms of the teams' learning process, through ADLs - Local Stimulation Actions), offering 7 new modules.

## Internal trainer pool

The Internal Trainer Pool was updated and continued its activity, both in terms of the creation and update of training contents, and of the organization of training sessions. At the end of 2014, the Internal Trainer Pool had **290 trainers** working on courses from different areas (Corporate, Retail Customers, Banking Techniques and IT). This year, these trainers were responsible for organizing **157 training sessions**.

In addition to the trainers integrated into the Trainer Pool (regular trainers) there are other trainers that, occasionally, are responsible for organizing training sessions or part of them. In 2014, there were **428 sessions** that relied on the collaboration of this type of trainers.

## Support to the completion of Master's degrees

The High Specialization Training Programme supported **57 staff members**, in a total of **11,865 hours**, who attended Higher Education courses, Master's Degrees, PhD's, Post-Graduations and Specialization Courses by contributing, according to the defined criteria, to the enrolment costs and fees and providing conditions for those covered by the Student Worker Status to study for their exams.

The Post-Graduation on High Performance in Banking, currently in its 2nd edition, exclusive to CGD, was created and developed in partnership with ISGB (Banking Management School) and, in 2014, it was attended by **25 staff members**.

## Training Effectiveness Assessment

In 2014, the Training Effectiveness Assessment Project included 2 pilot programmes, the Rede CGD Empresas Programme (which involved 69 staff members and their superiors) and the Técnicas de Apresentação e Condução de Reuniões Programme (43 staff members and their superiors). The conclusions regarding these two programmes will allow assessing the conditions in which to extend their methodology to other programmes in 2015.

## Sustainability training

In 2014, the subjects related to Sustainability were the focus of specific Training programmes, such as:

**Relevant topic:**

Environmental training and awareness for staff members

- **E-Learning Sustainability Course** – launched in 2013 and active during 2014 - at the end of the year it had a completion rate of 96%.
- **EMS-Environmental Management System Tutorial** – launched in 2014, with the goal of promoting the best environmental practices applied at the CGD, which are recognized in Portugal and abroad, and call for the contribution of all staff members in order to build a better CGD. The target universe of this training sessions included all the staff members who work in the head office, and the rate of completion was **65%**.
- **Trainee Welcoming Programme** - which includes a presentation focused on the CGD's Brand and Sustainability Programme. In 2014, this programme involved 90 trainees.

## PERFORMANCE MANAGEMENT SYSTEM

Through the Performance Management System, the CGD evaluates all its staff members in terms of Skills, Attitudes and Goal Fulfilment. In 2014, in order to continue to align behaviours with the targets to achieve, there was a decision to adjust the weight of the Goal Fulfilment component in the calculation of the Final Evaluation, bringing the evaluation model closer to the support and commercial tasks.

In 2014, the Performance Management System involved all the CGD's staff members that were eligible to take part in the performance assessment process.

**Relevant topic:**

Balancing family and professional life

## PROFESSIONAL-FAMILY/PERSONAL LIFE BALANCE

The CGD's Social and Family Responsibility Policy reflects a type of management that is focused on the human factor and a socially responsible leadership that places the respect for the staff members and their recognition at the centre of its policies as a strategic guideline for the brand's sustainability and strengthening.

The CGD underpins its policies for an effective balance between personal, family and professional life on a culture of solidarity, based on the adoption of sustainable practices as a family responsible company.

Given the social and economic crisis experienced over the last few years, with a transversal impact on many families, the bank strived to seek sustainable solutions to prevent risk and support solvency, combining the implementation of short-term financial support and saving promotion measures with psychosocial support and budgetary advice. In terms of parenting support, the CGD promotes the balance of the social roles between genders by providing information and observing the rights of both parents. Within this scope, we should also mention that the CGD sponsors a breastfeeding support programme - Breastfeeding Corner in the Head Office - and provides birth planning and preparation appointments, as well as newborn appointments.

In short, we can say that the CGD promotes an effective equality between men and women in all areas of corporate life, giving the same opportunities and rights to both. Besides, the benefits granted to full-time staff members are the same as the ones granted to part-time staff members.

Among the measures that have an impact on the balance between personal-family life and professional fulfilment, we highlight the following:



**a) Psychosocial support:** The CGD continued to offer a psychosocial assistance programme for staff members and their relatives.

**b) Socio-economic support:** In 2014, we continued to offer short-term financial support measures aimed at minimizing the impact of the reduction of labour incomes and preventing deprivation.

**c) Health supports:** Availability of medical and nursing offices in the most important urban centres and conclusion of protocols with service providers from several areas, thus ensuring a broad national coverage; vaccination and free screening campaigns, among others.

**d) Flexibility and socioprofessional support policies:** Adjustment between the position, work place/station and the physical and psychological conditions of the employees; geographic and functional mobility based, where possible, on an interest balance policy.

**e) Social/family support:** Expansion of the networks of protocols for the purchase of products and services under preferential terms, in areas like insurance, transportation, nurseries and kindergartens, nursing homes and home support; among others.

**f) Cultural and sporting activities:** Easy access to shows for target groups; in terms of sports, the CGD provides several support infrastructures.

**g) Social solidarity,** with a special emphasis on the Blood Donor Group of the CGD's Social Services.

The various measures are detailed in the 2014 Report and Accounts.

## Benefits granted to the international structures

In Cape Verde, in the BCA there are also no differences between the benefits granted by the bank to full-time staff members and to part-time staff members.

In 2014, the BCA granted the following benefits to its staff members:

- Mortgage loans, car loans, tax allowances and payments in advance at preferential rates;
- Housing rent subsidy, to some managers;
- Productivity Bonus, granted annually and indexed to the Performance Assessment;
- Contributions of 50% to the payment of fees related to academic or vocational Training Courses attended in the country, when considered to be of interest for the Bank; contributions of 75% to the payment of monthly fees related to the attendance of English courses taught in the country (in this case, the decision is made on a case-by-case basis, according to the specific interest for the Bank and the fees in question);
- Life Insurance for all Staff Members;
- Contributions to the payment of gym fees for all staff members;
- Meal allowance and fuel allowance (granted to some senior managers);
- Allocation of mobile phones and top-ups (granted to some senior managers and technicians from specific areas); and
- Allocation of vehicles to Directors and *Staff Body* Coordinators.

In the case of the BI, the benefits that are not granted to temporary or part-time staff members are the following: Credit for staff members and Mortgage Loans for Employees, in

the light of the rules in force; career developments according to the Staff Regulations in force. There are no other benefits granted to full-time staff members that are not granted to part-time staff members.

In the BCG Brasil, the benefits granted to staff members include medical and dental assistance for all staff members and their direct dependants (spouse or partner and children); complementary social security programme after 90 days of the hiring date; life insurance; transportation, meal, food and culture vouchers; nursery and babysitter subsidy and subsidy for children with disabilities.

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## 3.3 Health and Safety

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In 2014, the CGD continued to develop several initiatives in the health and safety area focused on its staff members and customers, inventing on the continuous improvement of its processes and aligning its activities with the best practices defined by the OHSAS 18001 standard.

### OCCUPATIONAL HEALTH

In addition to the compliance with legal obligations and from the global health point of view, the CGD's Occupational Health department, which develops its activity in close cooperation with the Occupational Safety area and the Social Action Centre, integrates complementary diagnostic tests like routine tests and specialty appointments such as gynaecological and breast screenings, smoking cessation, nutrition, business traveller support and breastfeeding support. It also integrates a Psychology department that characterizes and monitors problematic situations, crisis episodes and sick leaves.

In 2014, in compliance with legal obligations, a total of 8,103 exams were conducted; apart from the legal obligations and in terms of health prevention:

- Gynaecological and breast screening - 132 appointments for 110 staff members. These appointments, provided by a medical specialist, were provided on a weekly basis.
- Nutrition appointments - 350 appointments for 159 staff members. These weekly appointments are provided by a nutritionist.
- Smoking cessation appointment - 29 medical appointments and 37 nursing appointments for 13 staff members.
- Business traveller support - 66 appointments for 61 staff members who had to travel on behalf of the bank.
- Breastfeeding support - 6 staff members used the Breastfeeding Corner, 4 of which on a daily basis, for nearly 2 months.

In terms of cardiovascular preventions, under the motto "May Month of the Heart", 47 staff members were seen by the Occupational Health department voluntarily.

In 2014, the main action lines in terms of Psychology were still the characterization and monitoring of:

- All the situations of prolonged absenteeism due to illness (324 situations of absences lasting over 60 days).

- All the identified problematic situations - intermittent absenteeism, presentism, interpersonal conflicts, dissatisfaction, lack of motivation (376 situations characterized and monitored).
- Psychosocial intervention in all crisis episodes (assaults and aggressions to staff members).

Relevant topic:

Occupational health and safety

## OCCUPATIONAL SAFETY

In 2014, the CGD develop several activities in the occupational safety area, aligned with the best practices:

**1) Technical Occupational Safety Audits:** a work place risk assessment was conducted, based on a triannual plan, which included the proposal of preventive/corrective measures where applicable. There were 224 audits to the commercial network, which corresponds to 29% of the total number of audits, and 19 audits to the central departments, which correspond to 54% of the total number of audits.

**2) Occupational accident analysis and management:** following the communication of accidents by the Labour and Legal Relations department, the circumstances in which the occupational accident occurred are analysed, leading to the preparation of a report with the suggestion of preventive/corrective measures, where applicable.

**3) Incident analysis and management:** following the communication of occupational safety incidents, the circumstances in which these occurred are analysed and the necessary measures are taken to reduce the impact of the event and prevent future incidents.

**4) Ergonomic studies and project analysis:** based on ergonomic studies and project analysis, it is possible to suggest corrective proposals to eliminate/reduce risks at their source. In 2014, there was a study on the possibility of implementing a series of ergonomic corrections in the assistance work station found at the branches, known as "island", with significant improvements for the user; there was an assessment of the furniture model used in the Corporate Offices; and there was a survey of the needs related to food preparation spaces in the commercial network in order to guarantee that all the branches have the necessary conditions for the staff members to have their meals.

**5) E-Learning within the scope of Occupational Safety:** in 2014 there was continuation of the mandatory *E-Learning* course with contents related to the Occupational Safety area, which also included Prevention and Safety contents.

**6) Training sessions within the scope of Occupational Safety:** several Occupational Safety and Health training sessions were organized within the scope of the vocational internships for new staff members. In 2014, there were 5 training sessions related to vocational internships, 1 training session organized within the scope of the New University Period (NEU) and 1 within the scope of the Summer Academy.

**7) On-the-job training:** there were *on-the-job* training sessions while the technical audits were taking place and/or whenever relevant.

## PREVENTION AND SAFETY (Customers/Users)

### Relevant topic:

Safety of the customers and of their financial assets

CGD continued to develop several initiatives in order to assess the impact of its operations, through the Prevention and Safety Office (GPS), in terms of safety for its staff members and customers, under its Safety Risk Prevention and Management Policy (PPGRS), with regard to the safety of people and goods, assets and values. In 2014, the Prevention and Safety Office (GPS) maintained the Certification of the Quality Management System and developed the following main initiatives:

**1) Incident analysis and management:** following the reporting of incidents, GPS promoted the analysis of the circumstances in which each incident occurred and implemented the necessary improvement measures to reduce the impact of the event and, consequently, prevent future incidents of a similar nature.

**2) Awareness/training sessions within the scope of Prevention and Safety:** several training sessions focused on Prevention and Safety were organized within the scope of vocational internships, for new staff members, Summer Academies and managers.

**3) Training sessions as part of the Caixa Segura Programme:** As part of the Caixa Segura Programme and the collaboration protocol with Regimento de Sapadores Bombeiros (Fire Department) the First-Aid Groups (GPI) and the Emergency Response Teams (ERE) received training courses, with the goal of providing trainees with the theoretical and practical knowledge that allows them to intervene in the most efficient way in the event of an emergency,, thereby ensuring that all occupants leave the premises safely, providing first-aid to accident victims and intervening in the most efficient way with fire extinguishers in the event of a fire (202 trainees in 2014).

**4) Total and partial emergency drills in facilities in the 2nd, 3rd and 4th categories of risk:** total evacuation exercises carried out in the central buildings, with the goal of assessing the activation of the Emergency Management Office and the Business Continuity Plan, testing the various components of the Internal Emergency Plan and promoting the operational liaison with the Joint Operational Command Post, composed of civil protection agents.

**5) Visita Segura (Safe Visit) Concept:** mandatory fact-finding visit to the head office and to the buildings located on Av. 5 de Outubro and Av. dos Aliados with the goal of raising the new residents' awareness and providing information on basic emergency procedures.

**6) Férias Seguras (Safe Holidays) Concept:** the Caixa Segura Programme allowed extending the safety training to the children of the CGD's staff members, by offering a visit to the building and an awareness session focused on first-aid and on the presentation of various subjects related to natural catastrophes or extreme weather phenomena and the corresponding self-protection measures.

**7) Activities within the scope of the cooperation protocol with the Municipal Civil Protection Service:** there is now a protocol with the Municipal Civil Protection Service of Lisbon focused on the collaboration and training for the protection of people and goods, the participation in emergency drills organized by the CGD and the availability to take part in the training provided within the scope of the Férias Seguras (Safe Holidays) programme.

**8) Maintenance of the DAE Programme – Automated External Defibrillators:** with the goal of maintaining the accreditation granted by the National Medical Emergency Institute (INEM) to the DAE programme, 30 DAE operators renewed their certification at a certified entity.

**9) Maintenance of the Proximidade Programme, which was extended to other areas of Northern Portugal:** Proximidade Programme for the commercial network, consisting in the presence of a security guard in the district agencies of Lisbon and Porto, and now in other areas of northern Portugal, with the goal of preventing/deterring thefts, frauds, threatens, etc. to customers and staff members of the commercial network.

**10) Study on tsunamis and their impact on the CGD's facilities and implementation of the corresponding self-protection measures in the identified buildings:** the GPS prepared a study, under the technical supervision of the Faculty of Science of the University of Lisbon, to determine which CGD facilities could be affected in the event of an earthquake followed by a tsunami, like the one occurred in 1755. The study allowed defining Self-Protection Measures for those facilities, as well as escape routes and safe meeting places for each of them.

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## 3.4 Corporate Volunteering

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### VOLUNTARIADO CAIXA PROGRAMME

The Community Involvement Policy defined within the Corporate Sustainability Programme states that the CGD should encourage the active participation of its staff members in the implementation of the policy in question, by several means, among which the encouragement of corporate volunteering practices. So, the CGD created the Voluntariado Caixa Programme, which represents the initiatives prepared by the CGD to the Community, namely by providing knowledge related to the staff members' area of business and skills, together with the availability to follow-up other challenges and intervention areas that are equally important for the social, economic and environmental development of the country in a sustainable way.

The relationships between the CGD and its staff members in terms of corporate volunteering initiatives were properly formalized in an internal regulation issued in 2014.

Volunteering is a commitment undertaken by the CGD that allows its staff members to have rewarding personal experiences that contribute to improve the bank's internal culture, its productivity and simultaneously, to create a sustainable future for the community.

So, the Voluntariado Caixa Programme has the following goals:

a) Contribute to the stimulation of social intervention areas that are strategic for the CGD, like Financial Literacy, Social and Financial Inclusion, Entrepreneurship, and Environmental Protection.

b) Strengthen the relationship between the CGD and the local communities (various *stakeholders*), thus contributing for the fulfilment of commitment undertaken within the scope of the Community Involvement Policy of the CGD's Corporate Sustainability Programme.

c) Promote the participation of the staff members in volunteering activities, offering them the possibility of acquiring new skills and strengthening their sense of belonging to the

community, as individuals and CGD staff members, which will work as a catalyst in terms of social economy.

d) Contribute to the individual and professional development of the staff members, as Brand Ambassadors, promoting the CGD's image and values.

e) Develop volunteering initiatives across the entire country, creating opportunities for all staff members to join the programme.

f) Increase the number of staff members who take part in volunteering initiatives.

## Young VolunTeam Programme

Developed by the CGD, in partnership with ENTRAJUDA and Sair da Casca, and with the support of the General-Directorate for Education (DGE) and the Youth in Action Programme of the European Commission, the Young VolunTeam Programme is aimed at promoting the practice of volunteering in basic and secondary schools. Simultaneously, it aims at strengthening the acknowledgement of the importance of that contribution for the development of crucial skills in young people, in areas like social inclusion, entrepreneurship, education, employment and citizenship.

### 2013/2014 Edition

#### “DAR MAIS AO MUNDO NO ROCK IN RIO LISBOA” Extra Challenge

Since we believe that education is essential to end the poverty cycles, promoting a real social inclusion by offering a different future to underprivileged children from low-income families, we launched an extra challenge to the participating schools: “DAR MAIS AO MUNDO NO ROCK IN RIO LISBOA”, whose goal was to equip classrooms from Private Social Solidarity Institutions (IPSS) located across the entire country. The participating students had to sell solidarity bracelets to raise as much money as possible.

**Result:** 51,544.61 euros raised and distributed by **23 IPSSs**.

In the 2013/2014 edition the results were quite satisfactory and exceeded the expectations with a total of 90 participating schools. The 1080 students who took part in this year's challenge developed several initiatives in the school and in the community in order to promote youth volunteering. These students, acting as ambassadors, reached out to 60,984 colleagues in their schools and developed a total of 310 volunteering initiatives, campaigns and projects, creating partnerships with parent associations, with other local schools, associations, NGO's, parish councils, nursing homes and day care centres, among many others. In total, they involved 235 beneficiary entities and raised 20,000 kg of food products, 6,300 kg of recycling paper, 2,200 kg of clothes and toys, 1,803 kg of books and 24,961 euros.

## Junior Achievement Portugal - Education for Entrepreneurship

Since 2012, the CGD has been participating in the Junior Achievement Portugal's Education of Entrepreneurship project, whose existence is based on the promotion of three main pillars: education for entrepreneurship, financial literacy and employability skills.

In the 2013/2014 academic year, 57 CGD volunteers participated in Junior Achievement programmes; this corresponded to 57 implementations, a total of 435 corporate volunteering hours and 617 students involved.

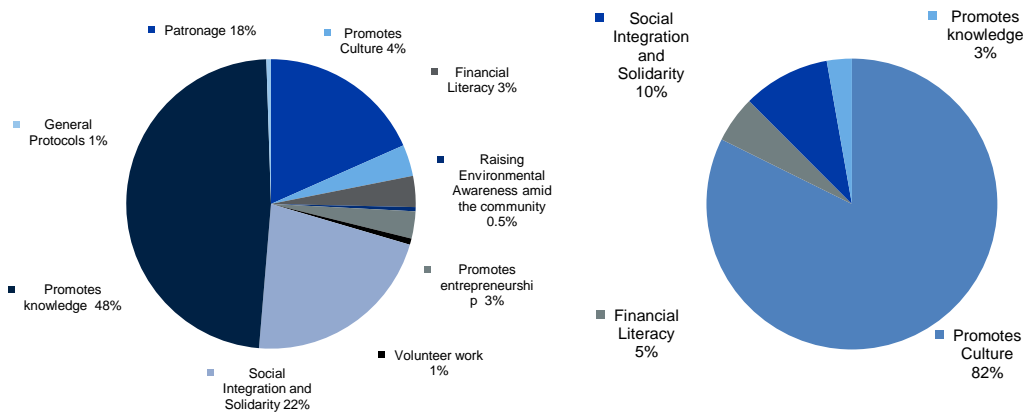
At the end of the participation, and thanks to the CGD volunteers, 21 classes of Basic Education students received the programme in their classrooms and 4 mini-enterprises created by Secondary Education students had developed their business idea. CGD's support was essential in certain Portuguese districts to allow school communities to receive the Junior Achievement programmes.

### 3.5 Investment in the Community

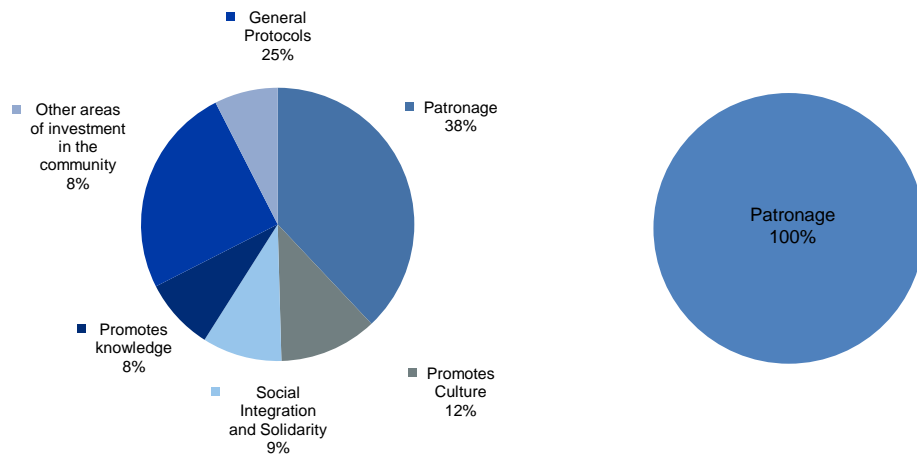
The CGD monitors the investment on the community in order to understand its social impact and to focus and increase the efficiency of the support it provides. In 2014, the CGD developed a tool to allow sorting the social supports that should be granted in order to improve their alignment with the strategic axes of the social pillar, which shall be implemented in 2015.

**CGD,SA - 15,218 thousand euros**

**BCA – 93 thousand euros**





**BI – 200 thousand euros****BCG Brasil – 37 thousand euros**

In addition to the direct investment made on the community in 2014, the CGD donated 140 pieces of furniture to 6 institutions and one computer to a disabled citizen.

### 3.6 Promotion of Entrepreneurship

The CGD continued to support the participation in entrepreneurship competitions and events, with a special highlight to the support provided to COTEC, within the scope of the CoHiTec programme (technological accelerator), which is focused on technology-based entrepreneurial projects with a global aim; the technologies used in these projects were developed in the universities of Aveiro, Coimbra, Lisbon, Minho, Nova of Lisbon and Porto

#### Support to national accelerators

With the goal of strengthening its position as a Bank that supports entrepreneurship, the CGD sponsored three of the most important national accelerators: *Building Global Innovators*, a Beta-i and Act By COTEC. In addition to the sponsorship, the CGD created an investment fund that will distinguish 7 of the most promising projects developed in these 3 accelerators.

##### Main results:

**1000** people in the audience and over **100** participating teams

The CGD was represented in the main events organized by the three accelerators: launch and conclusion of the two editions of the Lisbon Challenge da Beta-i, launch and conclusion of the Act by Cotec accelerator and of *Building Global Innovators*.

#### Tech Tour

Caixa Capital sponsored the Iberia *Tech Tour*, which was held in Barcelona and Lisbon with the aim of bringing to Portugal an important group of international investors that had the opportunity to find out more about the Portuguese entrepreneurial ecosystem and made investments on national start-ups.

##### Main results:

**200** investors  
**200** national entrepreneurs



## Caixa Empreender Award

The challenges that are currently faced by Portugal in terms of productivity, job creation, innovation, and talent retention are increasingly dependent on an entrepreneurial cultural and attitude. So, the CGD developed the Caixa Empreender Award initiative, in partnership with the newspaper Jornal de Negócios, which relied on the support of Beta-i, PwC and Informa D&B. It was an initiative focused on the recognition, inspiration and promotion of entrepreneurs and entrepreneurship.

## Venture Capital Fund - Bem Comum Fund

The Bem Comum Fund is an initiative of the ACEGE - Christian Association of Businessmen and Managers - that has been relying on the CGD's investment since 2010. This venture capital fund is aimed at people over 40 years of age, with professional experience, and it is focused on supporting projects with perspectives for growth and job creation in any area of activity.

## 3.7 Education and financial literacy

### SALDO POSITIVO – CGD FINANCIAL LITERACY PROGRAMME

CGD was a pioneer in Portugal with the launch of a specific website: Saldo Positivo (Positive Balance). - A Financial Literacy Programme created by CGD for individuals and businesses - which recorded a year of consolidation and growth.

Relevant topic:

Financial literacy practices

	2012	2013	2014	Change (%)
Visits (No.)	575,054	840,109	2,751,147	227%
One-time visitors (No.)	454,732	725,552	2,156,461	219%
Views (No.)	4,748,233	5,699,142	12,935,419	127%
Average Permanence Time (')	9.42	14.48	15.30	6%

#### Presence of the Saldo Positivo programme in the social networks and media:

- YouTube channels with all the videos that were made
- Facebook page with over 75,000 fans
- Specific content area at SAPO Lifestyle

Personal finance article in the Prevenir magazine

The project's growth rates prove that Saldo Positivo has been a financial tool used by many people to cope with the new economic context, including the area focused on companies, whose visitors have been significantly increasing.

In 2014, the CGD developed several calculators and financial simulators that have proven to be quite popular such as, for example, the unemployment benefit and social security contribution simulators and the savings and deposits calculators.

## APB FINANCIAL LITERACY WORKGROUP

The CGD participates in the Financial Literacy Work Group of the Portuguese Banking Association (APB), together with other banks and organizations of the sector, with the goal of promoting a financial culture in Portugal in liaison with the National Financial Training Plan (PNFF).

In 2014, this Work Group organized several activities, such as *workshops* on financial education for journalists, the development of teaching materials and the promotion of training sessions in primary and secondary schools, including the presentation of a Financial Glossary and the development of contents for Inforbanca's Financial Education section. It also began the works for the preparation of the *European Money Week* within the scope of the participation in the Financial Education Work Group of the *European Banking Federation*.

## Educação+ Financeira Exhibition

The 2013/2014 edition of the travelling exhibition Educação+Financeira, a project for the dissemination and promotion of Financial Education in Portuguese schools, developed in partnership with the University of Aveiro, was received with the same receptiveness and enthusiasm as in previous years.

### Main results:

**+ 22,500** students, teachers and other citizens

**89,000** beneficiaries in 4 years

This edition included visits to the following cities: Aveiro, Porto, Viana do Castelo, Covilhã, Moimenta da Beira, Lousã, Águeda, Pombal, Barcelos, Tomar, Pinhal Novo, Ponte de Sor, Évora, Beja, Albufeira, Lourinhã, Vila Real, Bragança and Guarda.

## Ciclo da Poupança (Saving Cycle)

Ciclo da Poupança is a *microsite* that includes tips, curiosities, games and information about the planet whose goal is to raise the public's awareness, with a particular emphasis on youths and children, on the need to preserve the planet, associating the idea of saving the natural resources to that of saving money.

📄 <http://ciclodapoupanca.com/>

## KidZania

KidZania is a theme park aimed at families with children aged between 3 and 15; it has an official currency (the kidZo) that children can use to pay for various services (supermarket, hairdresser, car rental, etc.) The purpose of this initiative is to teach citizenship values and rules to children, helping them to live healthily in society and raising their awareness on the need to make savings.

As in previous years, the CGD and the Saldo Positivo website were present in KidZania with activities and contests to celebrate the World Saving Day.

## 2014 National Science Competitions

In 2014, the CGD renewed its support to the National Science Competitions, an initiative of the University of Aveiro that, in this editions, involved over 12,000 Primary- and Secondary-School students from the entire country. The CGD offered Scholarships to the 12th-grade students with the best maths, physics and biology grades.

### What happened in terms of International Structures?

#### Cape Verde

BI continued to advertise the books *Cadernos do Banco de Cabo Verde* ("Educação Financeira" (Financial Education) Series / "Sistemas de Pagamento" (Payment Systems) Series and "Consumidor" (Consumer) Series) on its website, and produced flyers with useful information on checks. It published several posts on financial literacy on its Facebook page, in order to support and inform the consumers of bank services, including Saldo Positivo tips.

The CGD provides educational support at various levels in various higher education institutions:

- It facilitates the internal management of schools by participating in the implementation of access control systems in Higher Education Institutions, thus contributing to a safer access to school facilities and/or to a better attendance control in HEIs.
- It provides technology associated with university cards for meal payment systems based on multi-purpose equipment that allows purchasing meals, as well as copying, scanning or printing services at lower prices.
- Modernization of infrastructures, supply of equipment to Institutions and renovations of classrooms and/or auditoriums.
- Support to Chairs and research projects:
- CGD Estudos do Mar Chair at the University of Aveiro (launched in 2013) - focused on coastal management and maritime research to promote synergies with the ocean-related public and private sectors;
- Association of the CGD to the NOVA PhD School as a partner company; the school provides a complementary training offer to PhD students and tutors, strengthening their personal and professional development;
- Support to conferences held at higher education institutions throughout the year, such as XXI Semana Informática (IT Week); TEDxIST; Debates on Mathematics, Statistics and Computer Science; 5th National Meeting of Electrotechnical Engineering Students; and BEST Lisbon.
- Support to the academic year opening events in different HEIs such as, for example, the FDUL Experience 2014, with a one-week programme with a strong cultural component aimed at welcoming the new students.
- Support to the integration into the working life through the opening of internships for students of the partner Universities at the CGD and with a strong presence in job fairs and forums/conferences.
- Recognition of the academic merit through the awarding of nearly 250 prizes to the best BA's and MA's students from Higher Education Institutions (e.g. ISCTE, University of Lisbon, University of the Algarve).
- Active participation of CGD professionals in conferences held at higher education institutions, thus contributing to the integration of professional experience into the academic sphere.

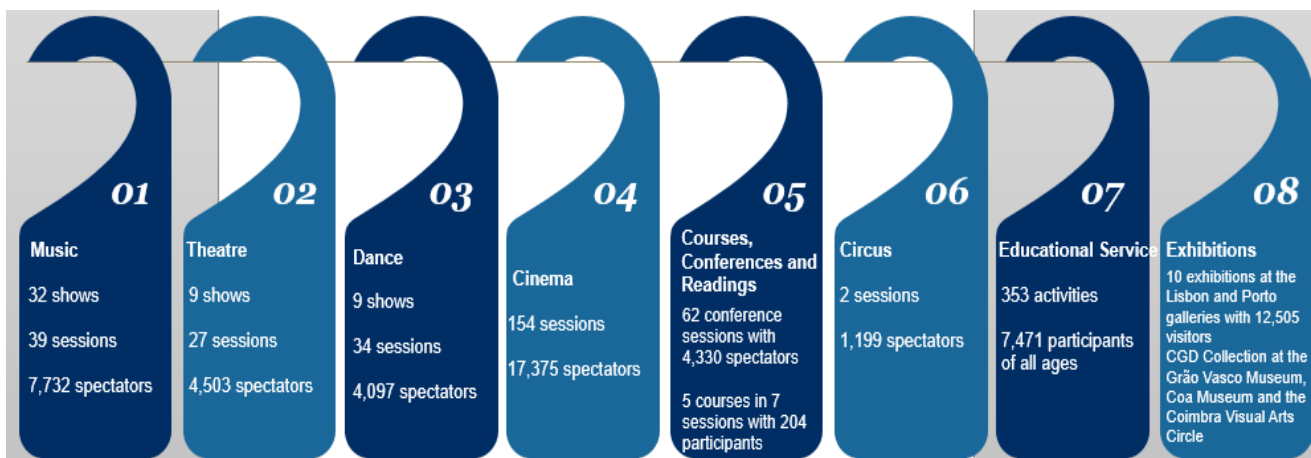
## 3.8 Culture and Historical Heritage

Pursuing its Community Involvement Policy, the CGD invest on the promotion of culture.

### CGD Foundation - Culturgest

In 2014, through the Caixa Geral de Depósitos Foundation - Culturgest, the CGD continued to invest on various projects from different areas - music, arts and letters, cinema and documentary, photography and journalism, among others.

Main activities and impact of the Caixa Geral de Depósitos Foundation - Culturgest - 2014



### Orquestras CGD Project

The Orquestras CGD Project, dedicated to traditional and fusion classical music, aims at promoting the creation of new publics, cultural habits and the taste for music. Launched in 2001, the project grew in 2014 with the integration of new orchestras, like the Orquestra do Norte, the Orquestra Clássica do Centro, the Orquestra Filarmonia das Beiras, the Orquestra Metropolitana de Lisboa, the Orquestra Clássica do Sul and the Orquestra XXI.

### Support to other cultural initiatives

The CGD also supported other cultural initiatives, strengthening its position as a socially responsible entity with a strong intervention as a patron of Culture, namely:

- "Jóias da Índia" exhibit at the National Museum of Ancient Art
- "Novas Demais para Casar" - photography exhibit promoted by the United Nations Population Fund, held in Portugal at the Central Foyer of CGD's Head Office
- "Caixa Alfama" Festival, with the presence of over 12,000 people to hear 40 "fado" singers at one of the most typical quarters in Lisbon.
- Centro Nacional de Cultura (National Culture Centre)
- Centro Cultural de Belém (Belém Cultural Centre)
- Fundação Júlio Pomar (Júlio Pomar Foundation)

- Fundação Arpad Szènes/ Vieira da Silva (Foundation)
- Fundação Casa da Música
- Teatro Micaelense
- Coliseu Micaelense
- Cool Jazz Fest
- Rock In Rio, NOS Alive, Super Bock-Super Rock, MEO Sudoeste summer festivals

## HISTORICAL HERITAGE

The CGD's Historical Heritage Office takes on the role of a driving force for the protection, preservation and display of the heritage kept in its Historical Archive, its Museum, its Library and its External Media Library Network, through the CGD's media, through the organization of exhibitions in various areas of the head office, through its website (<https://www.cgd.pt/Institucional/Patrimonio-Historico/Pages/Patrimonio-Historico.aspx>), and through the support provided to internal and external researchers who resort to the Archive to carry out documentary research works.

Its collection provides an insight on the valuable economic and financial history of Portugal and its former colonies. Its treatment, namely the description, preservation and conservation of documents, the restoration of objects and the display of its heritage, allow the Bank to preserve its history in the present and for the future.

In compliance with the international description standards [General International Standard for Archival Description - ISAD (G)], many documents are studied each year, being prepared to be stored and displayed.

The Overseas Library is one of the facilities that continues to be consistently visited by researchers who deal with the history of the former colonies; due to the increasing number of visitors who develop study and research works, its physical conditions were improved. In 2014, all the museum items were cleaned, subject to maintenance works, and some of them were restored.

## MULTIMEDIA LIBRARY NETWORK

With regard to the External Media Library Network, implemented in Portuguese-speaking countries, highlight goes to issues related to integration into Portuguese-speaking communities and support to local communities. In 2001, this network was launched as a cooperation project between CGD and Cooperação Portuguesa, which, over the last few years, has been represented by Camões - Institute for Cooperation and Language. This cooperation has been suspended since the previous year, due to the Institute's lack of financial resources.

Within the scope of the Millenium Development Goals (MDG), this project fits into MDG 8 - Develop a global partnership for development, in the Education area.

Since this partnership was created it was possible to install 8 Media Libraries, namely in: Mozambique: 3 (Maputo, Beira and Nampula); Cape Verde: 3 (Praia, Mindelo and Espargos); S. Tomé and Príncipe: 1 (S. Tomé); Timor: 1 (Díli).

By fostering the economic development of the countries where it operates, through its banking activities, the CGD also aims, with this project, to provide its customers and the general public with an easy access to a broad range of information that is necessary and relevant for its educational and intellectual development. The target that guided this project was always related to the opening of the market to the business units by taking the social responsibility route.

Giving access to cultural development, providing resources that are scarce in some regions, taking advantage of the synergies of the existing commercial structure were aspects valued by the CGD and its Group together, naturally, with the access to information, the improvement of the human capital, the integral development of the populations, the promotion of the Portuguese language and its use.

In terms of documentary items, the annual choices are essentially based on the needs we find, not only in terms of university and polytechnic education, but also of secondary education, taking into account the weight of each of these education levels in the different countries where the media libraries are installed.

In 2014, we developed a project for the opening of a new Media Library in S. Tomé and Príncipe, specifically in the Island of Príncipe, which will be installed in the new building of the Banco Internacional de S. Tomé e Príncipe, a bank from the CGD Group. Its inauguration is scheduled to the 4th quarter of 2015.

Since the beginning of this project, over 1,750 million people have visited the Media Libraries, and in 2014 they were visited by nearly 150 thousand people.

### **What happened in terms of International Structures?**

#### **Brazil**

The BCG Brasil supports cultural, social and environmental projects led by reputable institutions through partnerships that have already been created. In terms of selection criteria, the initiatives supported by the Bank are covered by the Rouanet Law - Federal Law for Cultural Incentive, the Sports Law or the FUMCAD - Municipal Fund for Children and Youth Rights of the City of São Paulo.

## 4. Environmental Performance

### Commitments: Environmental Protection

Commitment	Purpose	Status
<b>Ensure the implementation of the Environmental Strategy</b>	Implement the Environmental Management System (EMS) <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
	<b>Quantify the CGD's emissions:</b> Prepare the annual GHG emissions inventory (including the Caixa Geral de Depósitos Culturgest Foundation Lisbon and Porto) <b>2007-ongoing</b>	<input checked="" type="checkbox"/>
	Extend the scope of the quantification of the GHG emissions to other entities of the CGD Group <b>2012-ongoing</b>	<input checked="" type="checkbox"/>
	<b>Reduce the 2011-2015 emissions:</b> - Reduce the global carbon emissions by staff member in 15% (tCO <sub>2</sub> e/FTE), by comparison with the figures of 2006. - Reduce energy consumption by staff member in 4% (kWh/FTE), in all the facilities except the <i>data centre</i> , by comparison with the figures of 2006.	<input checked="" type="checkbox"/>
	<b>Offset the CO<sub>2</sub>e emissions:</b> Offset emissions of the Caixa Geral de Depósitos Culturgest Foundation Lisbon, commercial fleet and CGD publications, Caixa Geral de Depósitos Culturgest Foundation Porto, and emissions associated with the treatment of waste produced in the Head Office. <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
	Implementation of the "Energias Renováveis e Eficiência Energética" ("Renewable Energy and Energy Efficiency") project in the facilities of the Banco Comercial do Atlântico. <b>2013-ongoing</b>	<input checked="" type="checkbox"/>
<b>Educate and raise the Customers', the Staff Members' and the Community's awareness on environmental preservation</b>	Strengthen the environmental sustainability component in the CGD's communication supports. <b>2010-ongoing</b>	<input checked="" type="checkbox"/>
	Promote the internal reuse and recycling of waste. <b>2011-ongoing</b>	<input checked="" type="checkbox"/>
	Promote polar scientific research. <b>2010-2013</b>	<input checked="" type="checkbox"/>
	Promote the Native Portuguese Forest, through the Floresta Caixa programme, in order to guarantee a forestry heritage for the future generations. <b>2007-ongoing</b>	<input checked="" type="checkbox"/>
	Plant a number of trees equal to the number of children who are CGD customers. <b>2011-2014</b>	<input checked="" type="checkbox"/>

Completed    Not completed    Ongoing    New commitment



## 4.1 CGD Environmental Strategy

According to its Environmental Policy, the CGD takes on the following crucial environmental commitments: compliance with the environmental law and other applicable requirements, proactive attitude to prevent pollution and continuous improvement in terms of environmental performance.

Continuing to foster its commitment to the environment, the efforts of the CGD are aimed at defining quantitative goals and targets for the reduction of its environmental impact, with an emphasis on the optimization of its operational efficiency: energy, water consumption, mobility, waste, cost reduction and reuse of resources.

The implementation of the Environmental Management System (EMS) and its certification are the materialization of the strategic commitment undertaken, thus contributing to guarantee the CGD's sustainability and competitiveness.

On the other hand, this is a way for the CGD to meet the demands and expectations of its strategic *stakeholders*, anticipating future emerging trends of the market and the society in general.

The key for the project's success was the involvement and the participation of the CGD community and of each staff member individually, whose crucial role is now that of ensuring the continuity of the best environmental and managerial practices.

In November 2014, in Culturgest's Small Auditorium, the CGD and its companies - Culturgest and Serviços Sociais - received their environmental certificates.

The EMS's scope of implementation is focused on activities that are developed in the Head Office, in Lisbon, and there are plans to extend it to other structures.

In 2014, the CGD S.A. invested an amount of nearly 265 thousand euros on environmental protection and management, of which:

- 44% on costs with waste-related expenses, emissions certificates and other items.
- 56% on environmental prevention and management expenses.

In 2011, the CGD S.A. defined two reduction targets to be met until 2015, based on the figures of 2006, which have already been exceeded.

<ul style="list-style-type: none"> <li>• Reduce the total carbon emissions by FTE in 15%</li> <li>• Reduce the electrical energy consumption by FTE in 4% in all the facilities except the data centre</li> </ul>	2006	Δ06/14	2014
	4.86 t CO <sub>2</sub> e/FTE	-27%	3.56 t CO <sub>2</sub> e/FTE
	8,500 kWh/FTE	-14%	7,340 kWh/FTE



The CGD is the first Portuguese bank to obtain an environmental certification according to the ISO 14001 standard

**Relevant topic:**  
Environmental management system  
Eco-efficiency



ENVIRONMENTAL PROTECTION  
Principle 7 - Support a preventive approach to environmental challenges



ENVIRONMENTAL PROTECTION  
Principle 8 - Conduct initiatives to promote environmental responsibilities;



ENVIRONMENTAL PROTECTION  
Principle 9 - Stimulate development and dissemination of environmentally-friendly technologies;



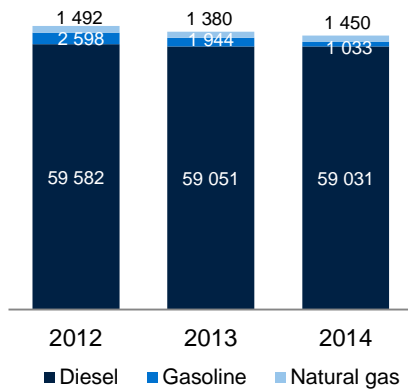
## 4.2 Environmental Performance

The CGD monitors different environmental aspects in order to assess the impact of its activity on the environment. For more details about environmental indicators, please read the information attached to this document - Sustainability Indicators and Methodological Notes.

### ENERGY CONSUMPTION

This year, the CGD maintained the commitment of monitoring its energy consumptions, in order to continuously assess the reduction measures applied to the buildings in which it operates.

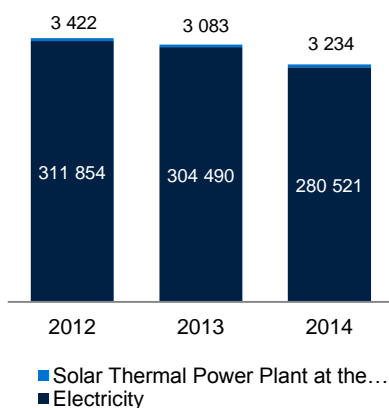
**TOTAL DIRECT ENERGY CONSUMPTION 2014 by type of fuel**  
(in GJ)



**TOTAL DIRECT ENERGY CONSUMPTION 2014 by structure**  
(in GJ)

Structure	2014 (GJ)
CGD, S.A.	57,932
BCA	2,823
BI	682
BCG Brazil	76

**TOTAL INDIRECT ENERGY CONSUMPTION 2014 by type**  
(in GJ)



**TOTAL INDIRECT ENERGY CONSUMPTION 2014 by structure**  
(in GJ)

Structure	2014 (GJ)
CGD, S.A.	267,555
BCA	10,322
BI	1,531
BCG Brazil	1,113
Central thermal solar power head office	3,234

The CGD's direct energy consumption decreased 1% when compared to 2013. Diesel is the main fossil fuel consumed by the CGD; it is used in its fleet and in equipment located in the various buildings and, in the latter case, its use varies according to the equipment's needs. With regard to the fleet and work-related trips, the CGD continued to promote the existing initiatives, like the promotion of the use of public transportation means and the use of other communication means.



ENVIRONMENTAL  
PROTECTION  
Principle 9 - Stimulate  
development and  
dissemination of  
environmentally-friendly  
technologies.

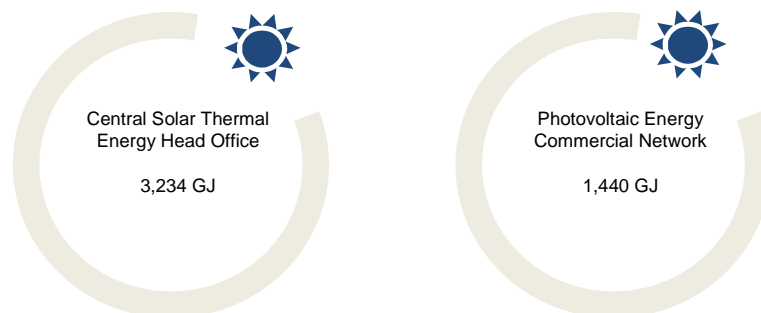
At CGD, indirect energy consumption is related to electricity consumption in the buildings and by the commercial network; also worth mentioning is the thermal energy consumption resulting from the production of the Solar Plant installed at CGD's Head Office. In relation to 2013, indirect energy consumption at CGD decreased by 8%, as a result of measures implemented in previous years, such as the functional optimisation of its facilities and installation of equipment with better energy efficiency. CGD S.A. monitors, controls and carries out frequent and systematic analyses to assess energy consumption, and thus assess the feasibility of introducing potential measures for improved energy efficiency. It should be noted that CGD's central buildings and branches have received energy certificates.

## What happened in terms of International Structures?

### Cape Verde

The BCA installed approximately 100 LED light bulbs in two branches (São Domingos and Chã D'Areia) within the scope of the "Energias Renováveis e Eficiência Energética" project.

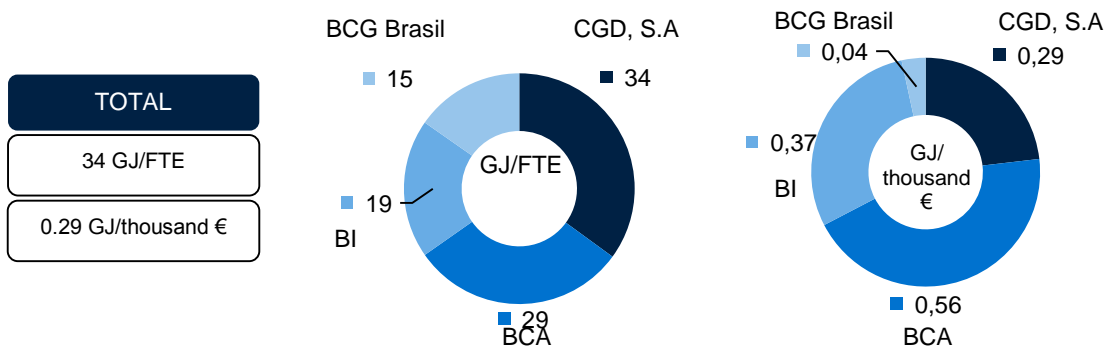
In terms of renewable energy, the CGD maintained the production of solar energy at the Solar Plant located in the Head Office and the production of solar photovoltaic energy in the commercial network, thus contributing for the reduction of the carbon content of the national electricity system. All the photovoltaic energy produced in the commercial network is sold to the electricity network.



With regard to energy efficiency, in 2014, CGD S.A. continued to implement measures for energy efficiency, including the optimisation of operating schedules and algorithms at the facilities and in terms of information technologies, with a view to reducing energy consumption within the organisation. At the data centre, located at the Head Office, these measures covered the refrigeration system: hot air recirculation situations were removed, which allowed lowering the average temperature by 8°C, ensuring a uniform temperature along the corridors and reducing the number of ventilation grids (from 18 to 8).

Indoor air quality has always been an important subject for CGD S.A., and so its monitoring on a regular basis is very important. In 2014, several actions were implemented to control the chemical, physical and microbiological parameters, promoting the continuous improvement of environmental conditions in the buildings.

## ENERGY INTENSITY – 2014



## GREENHOUSE GAS EMISSIONS

Within the scope of the Baixo Carbono (Low Carbon) Programme, the CGD maintained its commitment and calculated the greenhouse gas emissions (GHG) associated with its activity. The annual inventory is calculated according to the guidelines of the *Greenhouse Gas Protocol* (GHG Protocol). It includes gases like carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O).

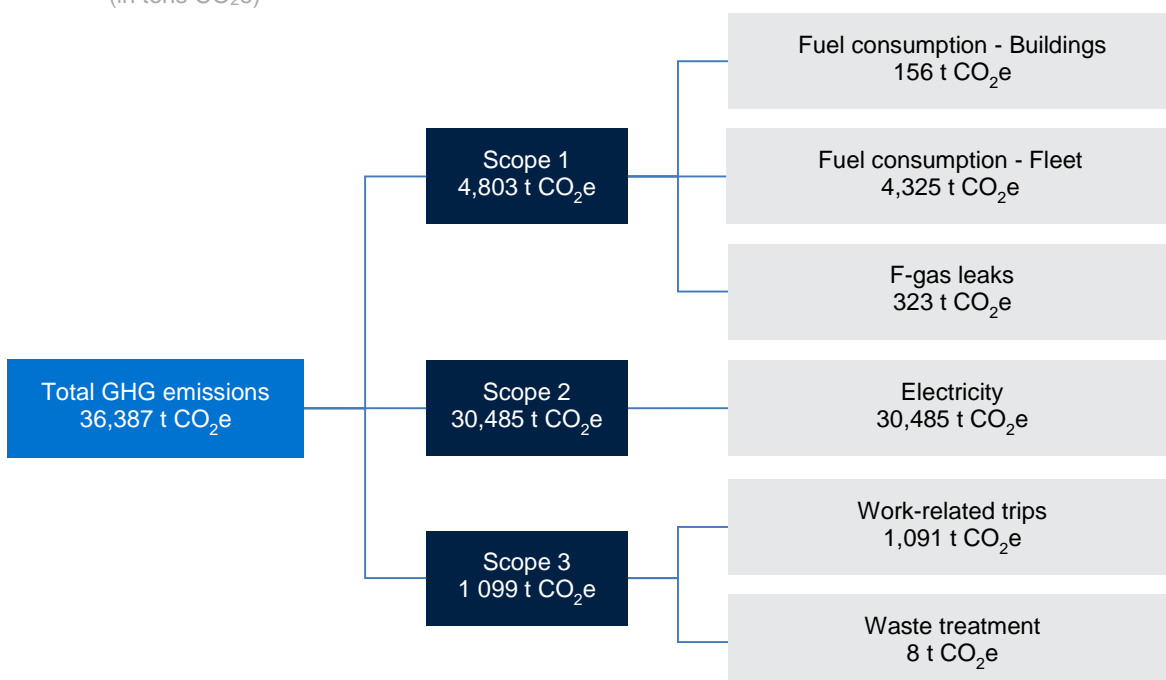
The carbon footprint encompasses the activities developed by CGD S.A, the Cape-Verdian Banks - BI and BCA – and BCG Brasil, especially: fuel consumption in the central buildings and by the fleet, leaks of refrigerant gases in the equipment located across the facilities, electricity consumption in the buildings, work-related trips, third-party vehicles and waste production.

The preparation of the inventory allows characterizing and monitoring the evolution of the consumptions and, consequently, of the GHG emissions throughout the years. So, the CGD is able to assess the efficiency of the reduction measures it has been implementing since the beginning of the project.



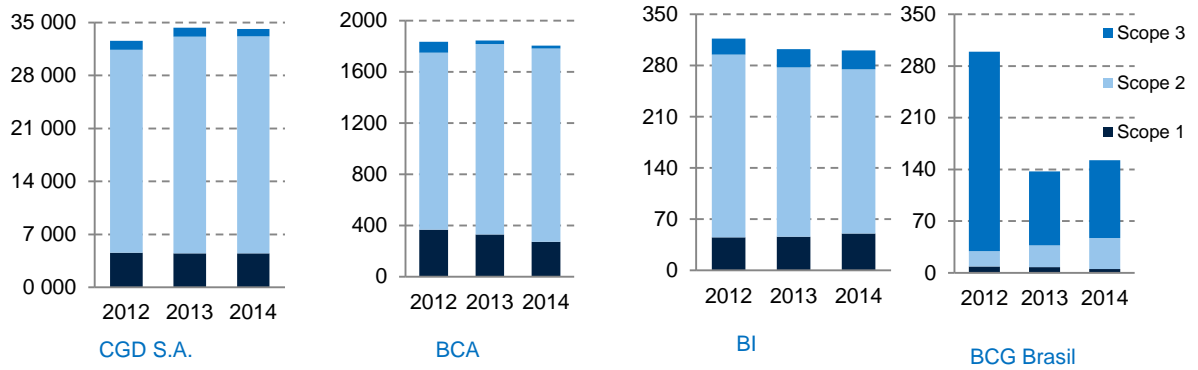
## GREENHOUSE GAS EMISSIONS IN 2014 BY SCOPE AND SOURCE

(in tons CO<sub>2</sub>e)



## GREENHOUSE GAS EMISSIONS IN 2014, BY SCOPE AND COUNTRY

(in tons CO<sub>2</sub>e)



The CGD achieved a slight reduction (1%) in its GHG emissions. The main activity associated with the CGD's carbon footprint is scope 2, which corresponds to the production of electrical energy.

At the individual level, the CGD S.A. achieved a 1% and a 22% reduction of the GHG emissions in scope 1 and scope 3, respectively. Scope 2 shows a slight increase associated with the emission factor of the electricity supplier, given that there was a decrease in consumption. In terms of international structures, the total GHG emissions showed a reduction when compared to 2013, except in BCG Brasil. This increase in the emissions of the BCGA Brasil was associated with emissions in scope 2 - electricity consumption -, which increased 43% when compared to 2013.

For the fourth consecutive year, the CGD was recognized by the CDP for its transparency with regard to climate changes, associated with the projects created to reduce carbon emissions, optimize the management of resources and mitigate environmental risks. The CGD has been participating voluntarily in the climate change questionnaire promoted by the CDP since 2009, and for the fourth consecutive year it achieved a leading position.

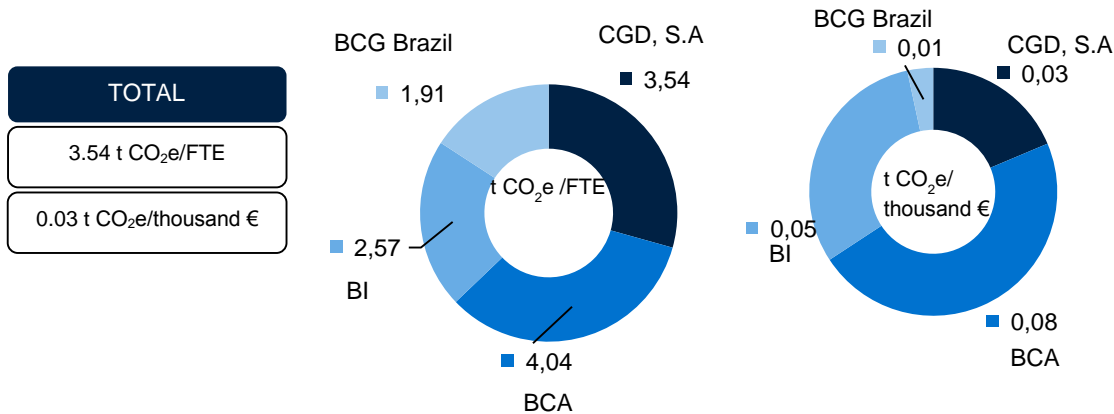
It is the only company in the financial sector with the maximum score (100 points) in the Carbon Disclosure Leadership Index (CDLI) presented in the "Iberia 125 Climate Report 2014"<sup>2</sup>, obtaining the *performance* band B.



The participation and classification awarded within the scope of the CDP's questionnaire are a tool for the investors and other decision-making *stakeholders* to assess the company, considering the new demands of the market and the performance in terms of reduction of the impacts of climate change.

<sup>2</sup> Report available at: <https://www.cdp.net/CDPResults/CDP-Iberia-125-Climate-Change-Report-2014-english.pdf>

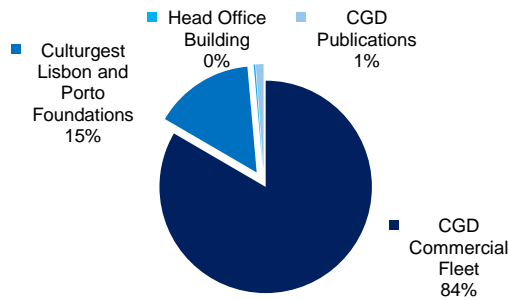
### CARBON INTENSITY – 2014



### EMISSION OFFSETTING

As one of the vectors of the Baixo Carbono Programme, the CGD S.A. offsets some of the GHG emissions that it was not able to reduce during the reporting period, after quantifying the greenhouse gas emissions generated by its activity in Portugal. This offset includes direct GHG emissions associated with fuel consumption by the commercial fleet, indirect emissions associated with electricity consumption and waste treatment produced by the Caixa Geral de Depósitos Culturgest Foundation Lisbon and Porto, indirect GHG emissions associated with waste treatment produced by the Head Office, and indirect GHG emissions associated with the production of publications.

In total, the CGD S.A. will offset 3,531 t CO<sub>2</sub>e.



The CGD publishes an annual offsetting report that can be consulted in its website.

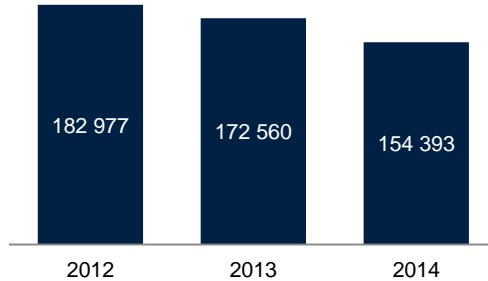
### WATER CONSUMPTION

Water consumption decreased by 11% against 2013, as a result of the measures implemented over several years. Over the years, CGD S.A. has implemented a series of systems intended to reduce water consumption at central buildings, in order to promote efficient consumption.



With regard to BCA, in 2014, a series of reduction measures were implemented, such as the installation of low-flow devices on faucets, which contributed to achieving a 13% reduction in water consumption.

**TOTAL WATER CONSUMPTION**  
(in m<sup>3</sup>)



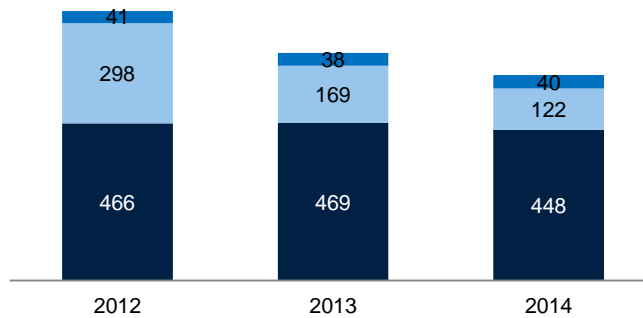
**TOTAL WATER CONSUMPTION 2014 BY STRUCTURE**  
(in m<sup>3</sup>)

	2014
CGD, S.A.	146 880 m <sup>3</sup>
BCA	5,450 m <sup>3</sup>
BI	1,235 m <sup>3</sup>
BCG Brazil	828 m <sup>3</sup>

**MATERIAL CONSUMPTION**

At the CGD, the most significant material consumptions are the consumption of photocopy paper, paper used in envelopes and paper and cardboard used in bank passports.

**TOTAL MATERIAL CONSUMPTION (PAPER)**  
(in t)



- Paper and cardboard in the form of booklets (t)
- Paper in the form of envelopes (t)
- White photocopy paper (t)

**TOTAL MATERIAL CONSUMPTION (PAPER) 2014 BY STRUCTURE**  
(in t)

	2014
CGD, S.A.	593 t
BCA	9 t
BI	6 t
BCG Brasil	3 t

At the CGD, SA all the white photocopy paper (A4 and A3 formats) used in 2014 is certified by the *Forest Stewardship Council (FSC)* or by the *Programme for the Endorsement of Forest Certification (PEFC)*, thus ensuring that the forest from which the paper comes are sustainably managed, in compliance with the strict criteria that are internationally established.

Additionally, the CGD monitors the consumption of other materials such as, for example, plastic (used in cards and cups), which showed a 20% decrease. Several measures were implemented in order to reduce the consumption of plastic cups in the premises. At the CGD S.A, all the staff members received ceramic cups, a measure that allowed a 16% reduction



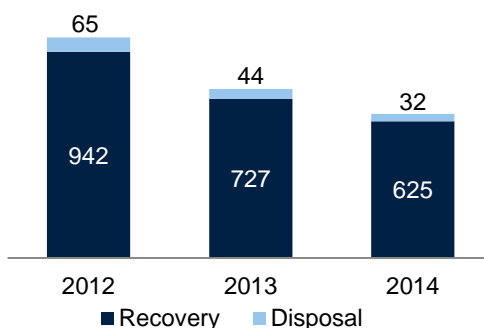
in the consumption of plastic cups in 2014, when compared to 2013. At the BCG Brasil the staff members received *squeezes*.

In 2014, the BI institutionally adopted the insertion of a sustainability message in the *email* signatures.

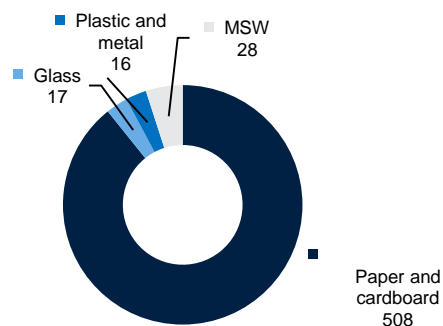
### WASTE PRODUCTION

In 2014, the total waste produced by the CGD S.A. was 657 tons, of which 653 tons correspond to non-hazardous waste and 4 tons to hazardous waste. The total production of waste showed a 15% decrease when compared to the previous year, as the result of the internal promotion of reuse and of the minimization of the waste produced in the facilities. The waste recovery rate was 95%, showing a slight increase when compared to 2013.

WASTE PRODUCTION BY DESTINATION IN 2014 (in t)



MAIN TYPES OF WASTE PRODUCED IN 2014 (in t)



## 4.3 Environmental Awareness

The CGD continued to promote the environmental awareness of its staff members, through the various internal communication supports, and of its *stakeholders*, mainly its customers and the community.

This year, the CGD continued to provide *online* tools that allow its *stakeholders* to identify activities where they may reduce their environmental impact. For example, the carbon calculator provided at the CGD's website allows the *stakeholder* to identify and quantify the emissions associated with its daily activities, presenting practical solutions for their reduction.

In the IT component, the CGD continued the Green Programme, which involves implementing several measures that allow increasing the energy efficiency and promoting the saving of resources (examples: renewal of *storage* units, purchase of laptops with SSD disks, implementation of a printing system for multi-purpose devices based on the use of the staff member card). The staff members also received *emails* with messages of awareness on the following subjects:

- 2014 - International Year of Family Agriculture
- Discover the feeling... of pressing the button (turn the lights out when you leave)
- Global Compact Principles
- The Most Dangerous Species in the Mediterranean Sea (Garbage at Sea)

**Relevant topic:**  
Environmental training and awareness for the community and the customers





In 2014, as part of the Floresta Caixa programme, CGD strengthened its partnership with the Tapada de Mafra National Park. With this renewal, CGD continued to support sustainable forestry management at the Park, whose habitat has a unique biodiversity, and to play a role in raising the public's awareness to the characteristics of the Park.

Within the scope of the two commitments undertaken by the CGD with regard to forests, 200,000 trees have been planted so far. The planting area will be monitored for 30 years and it is being used as a carbon sink.

In this reporting year, the CGD launched an internal awareness campaign focused on the best environmental practices and developed a tutorial on the EMS that must be used by all its staff members. Additionally, the CGD involves its suppliers in its environmental management processes, ensuring that these are also developing their activity in line with the CGD's requirements. For that reason, the CGD prepared a Best Environmental, Safety and Health Practices Manual for service providers, which defines the suppliers' responsibilities in this matter, in order to engage its suppliers with a commitment to prevent environmental impacts by collaborating with the CGD within the scope of its Environmental Policy and principles for action in Safety and Health. There were also *workshops* about the EMS for suppliers. For more information, please see 2.6 Supplier Management in this report.

## SUPPORTED PROJECTS

In 2014, the CGD supported several environmental projects, such as:

- The “Mochila Verde” (Green Backpack) project is an educational/environmental project organized by Lisboa E-Nova and the Lisbon City Council. This initiative is aimed at students in the 1st cycle of basic education from the municipality of Lisbon.
- The CGD maintained the protocol with Dariacordar, an association from the Anjos Parish Council, concluded in 2013. This initiative allowed reducing the biodegradable waste produced at the cafeteria of the Head Office by approximately 20% and 28% in 2013 and 2014, respectively, when compared to the previous years. We should also mention the social impact of this initiative that allows helping people with economic difficulties.

## NATIONAL AND INTERNATIONAL EVENTS

In October, the CGD organized, at Culturgest's Great Auditorium, the conference **Bridges - Pontes Para um Futuro Mais Sustentável** (Bridges to a More Sustainable Future) - with the goal of discussing sustainability and the importance of its valorisation according to the pillars of sustainability (economic, environmental and social) with the civil society and the corporate world. The event involved debates on subjects like entrepreneurship and social entrepreneurship, volunteering or the environment and climate change.

During the event, the CGD challenged society to adopt the best practices by making small and great behavioural changes. Within the scope of the partnership between the CGD and the BCSD, the Annual BCSD Portugal 2014 Conference was held on the first day of the Bridges event.

The CGD participated in the Rock in Rio event as a sustainable sponsor. We presented an innovative stand made of certified materials, such as 100% certified panels made of wood from sustainable forests, efficient lighting, waste separation and water saving mechanisms. This stand was reused in other events and festivals held during the year and the furniture was donated to an IPSS at the end of the summer.

## MEDIA

A media participation of the CGD aimed at raising the *stakeholders'* environmental awareness continued in 2014.

Within the scope of the 2020 initiative promoted by the BSCD Portugal, the CGD prepared a case study on energy efficiency, presenting the Baixo Carbono Programme and the way how it has been contributing to optimize the energy resources that support the CGD's activity and actively contributing to environmental preservation.

It also prepared a case study that is published in the BSCD Portugal Annual Sustainability Report, which dealt with the theme of the implementation of the Environmental Management System. In this case study it is possible to find a short description of the behavioural changes, the difficulties and the conquests associated with the implementation of the EMS.

The CGD continued to sponsor the Green Savers Portal, a portal that is exclusively focused on sustainability issues and helps the citizens and the companies to integrate the best sustainability practices into their daily lives.

To celebrate the Environment Day, the CGD published an article on its environmental performance in the Metro newspaper, showing its commitment to reduce the environmental impact of its activities.

# ANNEXES

## Annex 1 - Sustainability Indicators

### STAFF MEMBERS BY PROFESSIONAL CATEGORY, GENDER AND AGE GROUP (2014) (in percentage and number)

CGD,SA	< 30 years old	Between 30 and 50 years old	> 50 years old	Gender		Total Number
				M	F	
Board of Directors	0%	50%	50%	100%	0%	2
Senior Managers	0%	53%	47%	60%	40%	811
Intermediate Managers	3%	78%	19%	46%	54%	3,974
Highly-qualified and qualified staff members	12%	56%	32%	40%	60%	4,743
Semi-qualified members	0%	15%	85%	73%	28%	40
Non-qualified members	0%	0%	100%	0%	100%	79

BCA	< 30 years old	Between 30 and 50 years old	> 50 years old	Gender		Total Number
				M	F	
Board of Directors	0%	33%	67%	100%	0%	3
Administration	0%	60%	40%	40%	60%	10
Leadership/Management	0%	72%	28%	38%	62%	86
Technical	11%	69%	20%	33%	67%	186
Multitasking	16%	78%	6%	20%	80%	49
Administrative	0%	51%	49%	31%	69%	35
Assistance	5%	56%	39%	53%	47%	78

BI	< 30 years old	Between 30 and 50 years old	> 50 years old	Gender		Total Number
				M	F	
Board of Directors	0%	100%	0%	100%	0%	1
Technicians	6%	88%	6%	22%	78%	18
Bank Clerks	26%	73%	1%	38%	62%	94
General Service Assistants	25%	50%	25%	100%	0%	4

BCG BRASIL	< 30 years old	Between 30 and 50 years old	> 50 years old	Gender		Total Number
				M	F	
Administration	0%	67%	33%	100%	0%	3
Executive	0%	80%	20%	100%	0%	5
Management	3%	87%	10%	63%	37%	30
Administrative	57%	38%	5%	57%	43%	42

## AVERAGE BASE SALARY RATIO BY PROFESSIONAL CATEGORY AND GENDER (2014)

(in percentage )

CGD,SA	2012	2013	2014
Board of Directors	NA	NA	NA
Senior Managers	89%	90%	92%
Intermediate Managers	91%	91%	92%
Highly-qualified and qualified members	94%	95%	95%
Semi-qualified members	102%	101%	102%
Non-qualified members	NA	NA	NA
TOTAL	-	-	88%

BCA	2013	2014
Board of Directors	NA	NA
Administration	166%	100%
Leadership/Management	98%	97%
Technical	426%	98%
Multitasking	92%	94%
Administrative	118%	114%
Assistance	85%	81%
TOTAL		97%

BI	2013	2014
Board of Directors	NA	NA
Technicians	99%	83%
Bank Clerks	99%	102%
General Service Assistants	108%	NA
TOTAL	-	104%

BCG BRASIL	2013	2014
Board of Directors	263%	NA
Executive	91%	NA
Management	66%	64%
Administrative	63%	70%
TOTAL		51%

## HIRINGS AND LEAVINGS BY GENDER AND AGE GROUP (2014) (in percentage )

	< 30 years old		Between 30 and 50 years old		> 50 years old		TOTAL		TOTAL	
	M	F	M	F	M	F	M	F	2013	2014

## CGD,SA

New hiring rate	40%	35%	1%	0%	0%	0%	3%	3%	2%	3%
Turnover rate	38%	32%	1%	1%	10%	7%	6%	5%	7%	5%

## BCA

New hiring rate	11%	39%	5%	6%	0%	0%	4%	7%	3%	6%
Turnover rate	0%	0%	1%	2%	11%	13%	4%	5%	3%	4%

## BI

New hiring rate	36%	87%	3%	7%	0%	0%	11%	24%	10%	19%
Turnover rate	27%	73%	0%	11%	0%	100%	7%	25%	8%	18%

## BCG BraSil

Rate of new hirings	58%	50%	25%	25%	25%	0%	37%	28%	29%	34%
Turnover rate	11%	0%	21%	10%	25%	67%	18%	14%	30%	16%

## AVERAGE NUMBER OF HOURS OF TRAINING PER PROFESSIONAL CATEGORY (2014)

(in hours/employee)

	2012	2013	2014
<b>CGD,SA</b>			
Board of Directors	-	-	-
Senior Managers	22.23	33.90	29.35
Intermediate Managers	42.47	46.69	28.38
Highly-qualified and qualified members	35.05	42.29	25.22
Semi-qualified members	1.42	1.80	2.28
Non-qualified members	2.17	0.48	0.24
TOTAL	36.33	42.78	26.56

	2012	2013	2014
<b>BCA</b>			
Board of Directors	-	-	-
Administration	53.11	26.33	22.35
Leadership/Management	54.90	33.75	14.36
Technical	28.54	23.56	22.52
Multitasking	11.40	13.15	11.86
Administrative	13.11	7.22	4.46
Assistance	1.76	1.92	3.13
TOTAL	25.60	19.01	14.83

	2012	2013	2014
<b>BI</b>			
Board of Directors	-	-	-
Technicians	43.20	28.77	11.49
Bank clerks	44.70	24.31	4.55
General Service Assistants	-	2.40	0.00
<b>TOTAL</b>	<b>42.10</b>	<b>23.73</b>	<b>5.42</b>

	2012	2013	2014
<b>BCG BRASIL</b>			
Board of Directors	55.5	1	1
Executive	3.38	21.50	18.40
Management	5.84	45.54	5.02
Administrative Asset	6.27	32.38	24.71
<b>TOTAL</b>	<b>7.10</b>	<b>35.62</b>	<b>16.04</b>



## ENERGY CONSUMPTION BY SOURCE AND COUNTRY

(in GJ)

	CGD, SA			BCA			BI			BCG Brasil		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
Fuels for running the buildings	1,653	1,559	1,726	1,723	716	589	112	110	124	0	3	3
Diesel (GJ)	161	179	277	1,723	716	589	112	110	124	0	3	3
Natural gas (GJ)	1,492	1,380	1,450	-	-	-	-	-	-	-	-	-
Fuels used in its own fleet	56,758	56,856	56,206	2,776	2,505	2,234	500	515	558	150	111	73
Gasoline (GJ)	1,883	1,291	428	508	482	431	57	60	100	150	111	73
Diesel (GJ)	54,875	55,565	55,778	2,268	2,023	1,803	443	455	458			
Electricity	299,624	291,643	267,555	9,442	10,171	10,322	1,708	1,581	1,531	1,080	1,095	1,113
Central Buildings (GJ)	140,951	135,245	122,487	3,304	3,464	3,289	562	552	617	1,080	1,095	1,113
Commercial Network (GJ)	158,673	156,398	145,068	6,138	6,707	7,033	1,146	1,029	913	-	-	-
Direct primary energy generated												
Solar Thermal Power Plant at the Registered Office of CGD (GJ)	3,422	3,083	3,234									
Photovoltaic Electricity, Commercial Network (GJ)	1,590	1,298	1,440									
Direct primary energy sold												
Photovoltaic Electricity, Commercial Network (GJ)	1,590	1,298	1,440									
Consumption TOTAL de energia (GJ)	361,457	353,140	328,721	13,941	13,392	13,145	2,320	2,207	2,213	1,230	1,208	1,189

## GHG EMISSIONS BY SCOPE, SOURCE AND STRUCTURE

(in t CO<sub>2</sub>e)

	CGD, SA			BCA			BI			BCG Brasil		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>Scope 1</b>	<b>4,580</b>	<b>4,506</b>	<b>4,476</b>	<b>367</b>	<b>328</b>	<b>271</b>	<b>45</b>	<b>46</b>	<b>51</b>	<b>9</b>	<b>8</b>	<b>5</b>
Direct emissions resulting from fuel consumption at the facilities (t CO <sub>2</sub> e)	96	91	102	128	53	44	8	8	9	0	0	0
Direct emissions resulting from fuel consumption by the CGD fleet (t CO <sub>2</sub> e)	4,198	4,206	4,114	184	204	164	37	38	41	9	8	5
Direct emissions resulting from f-gas leaks in equipment at the facilities (t CO <sub>2</sub> e)	286	209	260	54	70	63	-	-	-	-	-	-
<b>Scope 2</b>												
Indirect emissions resulting from electricity generation (t CO <sub>2</sub> e)	26,812	28,609	28,708	1,382	1,489	1,511	250	231	224	21	29	42
<b>Scope 3</b>	<b>1,206</b>	<b>1,219</b>	<b>945</b>	<b>85</b>	<b>28</b>	<b>23</b>	<b>22</b>	<b>25</b>	<b>26</b>	<b>270</b>	<b>100</b>	<b>105</b>
Work-related trips (t CO <sub>2</sub> e)												
Plane	909	954	732	85	28	23	22	25	26	265	97	102
Train	49	48	41	-	-	-	-	-	-	-	-	-
Boat	-	-	-	0	0	0	-	-	-	-	-	-
Private transportation	231	205	164	-	-	-	-	-	-	5	4	4
Treatment of waste produced at the facilities (t CO <sub>2</sub> e)	18	11	8	-	-	-	-	-	-	-	-	-
<b>Total (t CO<sub>2</sub>e)</b>	<b>32,598</b>	<b>34,334</b>	<b>34,128</b>	<b>1,834</b>	<b>1,845</b>	<b>1,805</b>	<b>317</b>	<b>302</b>	<b>301</b>	<b>299</b>	<b>137</b>	<b>153</b>

## DISTANCE TRAVELLED BY MEANS OF TRANSPORTATION AND STRUCTURE

(in km)

	CGD, SA			BCA			BI			BCG Brasil		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>Work-related trips (km)</b>												
Plane	6,586,046	6,449,016	4,851,568	762,298	218,742	198,882	220,759	245,311	251,997	2,273,782	808,826	896,354
Train	1,141,217	1,134,170	946,463	-	-	-	-	-	-	-	-	-
Boat	-	-	-	2,771	2,037	1,889	-	-	-	-	-	-
Private transportation	1,174,631	1,040,746	831,013	-	-	-	-	-	-	23,074	17,852	18,418

## WATER CONSUMPTION BY SOURCE AND COUNTRY

(in m<sup>3</sup>)

	CGD, SA			BCA			BI			BCG Brasil		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
<b>Municipal water supply or others (m<sup>3</sup>)</b>	175,877	164,287	146,824	5,636	6,284	5,450	644	1,153	1,235	820	836	828

## MATERIAL CONSUMPTION BY TYPE COUNTRY

(in t)

	CGD, SA			BCA			BI			BCG Brasil		
	2012	2013	2014	2012	2013	2014	2012	2013	2014	2012	2013	2014
White photocopy paper (t)	452	451	431	4.90	9.92	8.42	5.30	5.44	5.53	4.14	2.50	2.80
Paper in the form of envelopes (t)	298	168	122	0.00	0.66	0.64	0.42	0.23	0.22	0.00	0.01	0.02
Paper and cardboard in the form of booklets (t)	41	38	40	-	-	-	-	-	-	-	0.00	0.00
Plastic in the form of bank cards (t)	13	10	8	-	-	-	0.10	0.06	0.03	-	0.00	0.00
Plastic cups (t)		8	7	-	-	-	-	-	0.03	-	0.40	0.40
Advertising material: posters and flyers (t)	16	19	10	-	0.19	0.24	-	0.00	0.07	-	-	-
Brochures others (t)	2	0	0	-	2.32	0.01	-	0.00	0.00	-	-	-

## Annex 2 - Methodological Notes

### EC5

In Cape Verde, the national minimum wage was set at 11,000 CVE (99.76 EUR) and went into effect on January 1st, 2014, pursuant to Decree Law no. 6/201, published in Official Bulletin No. 6, Series I, dated January 29th, 2014.

The lowest wage on the BI wage grid is 30,110 CVE, which corresponds to level A1I. By 31/12/2014, there were no BI employees under this level, as the lowest employee level was A1III (corresponding to the amount of 40,110 CVE). Considering this level, the ratio of the lowest salary relative to the national minimum wage, for both genders, is 365%.

The wage amount for the lowest professional category, at BCA, is 26,600 CVE (241.24 €), regardless of gender.

### EC6

For CGD, SA, upper management is understood to be the Board of Directors.

### G4-10

In 2014, the total number of supervised employees experienced a significant drop compared to 2013. This decrease is due to the restructuring of call centers/remote assistance centers.

There are no subcontracted employees at Cape Verde's international structures - BI and BCA - or at BCG Brasil.

BI does not comprise part-time employees.

BCA considered the 3 active executive directors on December 31st, 2014. Part-time work was considered to include employees with a reduced work schedule, as stipulated by the Medical Board, while earning normal wage, that is, amounting to 100% of the monthly salary. In terms of the number of internships granted, we also considered internship extensions. Nine of the professional interns were hired under a fixed-term contract.

With regard to BCG Brasil, the total number of internships granted in 2014 is being reported. In previous years, the reported number was the average number of active interns per month. The number of internships on December 31st, 2014, is greater than the number of internships granted in 2014, since this includes 3 internships granted in 2013, but which were still ongoing in 2014.

### LA1

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

Rate of new hirings = (No. of new hirings / total no. of workers) x 100, by age group and gender

As concerns CDG SA (sic), the figures given refer only to new hirings and employees leaving, as recorded in Portugal.

### LA3

Rate of return to work = (Total number of employees returning to work following maternity or paternity leave / Total number of employees in maternity or paternity leave) \* 100, by gender

Retention rate = (Total number of employees retained 12 months after returning to work following maternity or paternity leave / Total number of employees returning from maternity or paternity leave during the preceding reporting period) \* 100, by gender

In Cape Verde, the applicable legal period for maternity leave are 60 consecutive days, while that for paternity leave is 2 business days - the Cape Verde Labour Code (CLC) does not consider parental leave. Rather, it sets forth conditions for maternity leave [art. 271(1)(2)], as well as the father's right to such leave, in the event of the mother's death or physical and mental disability. Such cases grant maternal and paternal allowance, respectively, calculated under the same terms (Decree-law no. 5/2004, dated February 16th, 2014, art. 40 & 41). Furthermore, art. 186(2)(j) of the CLC sets forth that justified absences are considered to be up to two absences by the father at the time of his child's birth.

### LA6

Absences due to work accidents are recorded starting on the very day of such accident or on the day after its occurrence, depending on the time when such accident occurred. For instance, if an employee suffers a work accident on his/her way back home, the absence is recorded on the following day. CGD considers a "work accident" to be that which occurs under sick leave. Lost days are only considered to be business work days. Lost days are only considered to be business work days.

Rates inherent to such indicator have been calculated using the following formulas:

Unit	Amount
Rate of occurrence of work accidents	(Number of work accidents entailing leave/AAP)*1,000,000
Degree of seriousness	(Days lost due to work accidents or occupational disease/AAP)*1,000,000
Rate of occurrence of occupational diseases	(No. of occupational diseases/AAP)*1,000,000
Absentee rate	(Total no. of hours lost/AAP)*100
AAP	Total number of employees in the reporting year * No. of daily hours of work * [no. of business days in the year - 25 vacation days]
Number of work-related deaths	No. of deaths

When calculating the absentee rate, absences related to maternity/paternity leave, studies, vacations, wedding and bereavement were not considered.

For BI, the no. of daily work hours to be considered in the calculations performed is 7.5 hours.  
 For BCA, the no. of daily work hours to be considered in the calculations performed is 7 hours.  
 Banks in Cape Verde consider 22 business days for vacations.

BCG Brasil does not have a system to ascertain the total number of absentee hours (lost hours) in 2014.

### L9

Average number of hours of training by professional category = Total number of hours of training by professional category/ Total number of employees in each category.

Average number of hours of training by gender = Total number of hours of training by gender/ Total number of employees in each gender.

The reduction in the average number of hours of training at CGD,SA in 2014 compared to 2013 occurred due to an expected planning change to some Training Programs for 2015, since it was necessary to conciliate this planning with other projects implemented in 2014 and with an impact on CGD's commercial network.

With regard to BI, with a new Chairman of the Executive Committee in place, the training plan for 2014 was never approved. Hence, the training initiatives undertaken were all decided upon ad hoc and in an unplanned manner. Such fact is behind the reduction exceeding 77%. However, the significant increase in training initiatives in preceding years was caused by the induction training package the Bank undertook together with BCA, with hiring at the "Instituto de Formação Bancária de Portugal" (Portuguese Bank Training Institute).

### LA11

CGD,SA's Performance Management System considers all staff under its employ during the assessment year, except members of its Governing Bodies. Regulations outlined under the PMS set forth a minimum of 90 days of service; if this do not occur, some employees may be dismissed.

At BI, employees with less than 6 months on the staff are not evaluated, unless the Executive Committee decides otherwise.

### LA12

For the purposes of calculating this indicator, 2 Directors were considered, since they have an individual labour agreement with CGD, SA. The other directors are not recorded for such a purpose, as they have been appointed.

### LA13

In 2014, CGD,SA's overall wage calculation included meal allowance.

### LA14 – SO9 – HR10 – EN32

In 2014, changes were made to the minimum supply limit, from 1,000€ to 2,500€ (with VAT non-deductible). Among the total number of new/selected vendors, only those from the two SCS negotiating areas were considered: ANC1 and ANC2. SCS independent selection processes and direct adjustments are not being considered. Some of the agreements considered in 2014 could also have been considered in 2013, given that, for 2013, all drafts of contracted services were considered, as, for 2014, all agreements that were actually concluded that year were considered.

BCG Brasil does not have a systematic and formal process that allows document the results to assessments made to suppliers on labor practices. However, there is in effect to suppliers and service providers of Contract Management Policy, which includes the requirements to be observed by service providers at the time of hiring by the Bank as well as the responsibilities that will be the manager of the contracted service.

### EN1

At CGD, SA, the per-unit weight of reported materials was given by directly weighing the materials or via material specifications (basis weight and dimensions).

BI Cape Verde and BCA considered the specifications of the materials used during the reporting period. BCA Cape Verde was unable to obtain the specifications of envelopes used, in which case the BI specifications were considered.

In the case of BCG Brasil, the reported use of paper is obtained via an estimate in accordance with the stock inventory.

The bank shows the total amount of the most relevant materials by type, without giving the segmentation between the total quantity of direct and non-renewable materials, as such segmentation is unsuited to the services sector.

### EN3

The figures shown for electricity consumption in CGD,SA's central buildings concern the following buildings: Av. João XXI - Lisbon (Head Office); Av. 5 de Outubro, 175 – Lisbon; Av. Aliados - Porto (Pç. D. João I); Av. França- Porto; Pç. Da Liberdade – Porto; Camões – Porto; R. 31 Janeiro – Porto; Sapadores – Lisbon; Cabo Ruivo – Lisbon; Arquivo Alves Redol (Archive) – Lisbon. Excluding consumption associated with the CGD, S.A. facilities on the islands of the Azores and Madeira.

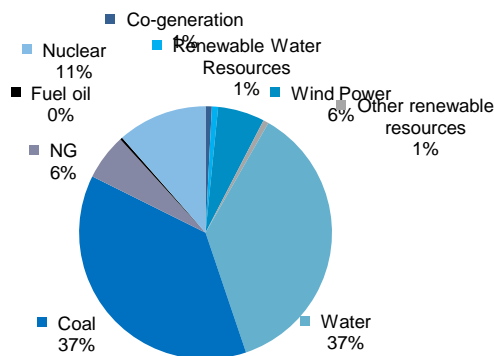
Energy consumptions within the organization were converted to energy units (GJ), using conversion factors. The following table reports the factors used for CGD S.A, BI Cape Verde, BCA Cape Verde and BCG Brasil.

General				
Conversion factors		Unit	Amount	Source
Electricity		kWh/GJ	0.0036	International Energy Agency
CGD, S.A				
Diesel	PCI (heat of combustion)	GJ/ton	43.07	Portuguese Environmental Agency ( <a href="http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf">http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf</a> ). Figure updated in March 2015
	Density	kg/l	0.83	Repsol - Fuel specifications (Diesel)
Gasoline	PCI (heat of combustion)	GJ/ton	44.00	Portuguese Environmental Agency ( <a href="http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf">http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf</a> ). Figure updated in March 2015
	Density	kg/l	0.75	Repsol - Fuel specifications (EFITEC 95)
Natural gas	PCI (heat of combustion)	GJ/((N)m <sup>3</sup> x 10 <sup>3</sup> )	38.44	Portuguese Environmental Agency ( <a href="http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf">http://www.apambiente.pt/_zdata/DPAAC/CELE/tab_val_PCI_FE_FO.pdf</a> ). Figure updated in March 2015
BI Cape Verde and BCA Cape Verde				
Diesel	PCI (heat of combustion)	GJ/t	43.0	GHG Protocol (August 2012) <a href="http://www.ghgprotocol.org/calculation-tools/all-tools">http://www.ghgprotocol.org/calculation-tools/all-tools</a> (the figures reported by the GHG Protocol in April 2014 remained unchanged)
	Density	kg/l	0.84	
Gasoline	PCI (heat of combustion)	GJ/t	44.3	
	Density	kg/l	0.74	
BCG Brasil				
Diesel	PCI (heat of combustion)	GJ/t	43	GHG Protocol Brazilian Program - IPCC 2006
	Density	kg/l	0.84	
Gasoline A	PCI (heat of combustion)	GJ/t	44.3	
	Density	kg/l	0.74	

In 2014, ENDESA was the supplier of electricity to CGD,SA's Central Buildings. In the Commercial Network, EDP SU and ENDESA both remained as electricity suppliers. For the energy mix, only ENDESA data were considered, as they account for some 80% of overall electricity consumption in 2014. On the date when the report was prepared, the energy mix data for 2014 were not available at ERSE (the Portuguese Electricity Services Regulating Authority), which is why only data published by the company for 2014 were considered. ([https://www.endesaonline.com/pt/lares/teguia/informacionutil/rotulagem\\_da\\_energia/index.asp](https://www.endesaonline.com/pt/lares/teguia/informacionutil/rotulagem_da_energia/index.asp))

The figures given do not reflect the losses associated with the distribution and transport of electricity in the grid, or the losses inherent to limitations of efficiency associated with production processes that are behind the electricity consumed, as we were unable to obtain from public sources updated figures that would comprise all of these aspects.

**CGD S.A energyMix**



**EN8**

The figures shown for water consumption in CGD,SA's central buildings concern the following buildings: Av. João XXI - Lisbon (Head Office); Av. 5 de Outubro, 175 – Lisbon; Av. Aliados - Porto (Pç. D. João I); Av. França- Porto; Pç. Da Liberdade – Porto; Camões – Porto; R. 31 Janeiro – Porto; Sapadores – Lisbon; Cabo Ruivo – Lisbon; Arquivo Alves Redol (Archive) – Lisbon.

In Portugal, because of the large number of installations, their geographic dispersion, corresponding diversity of suppliers and the fact that their information was not provided in a format rendering their computer processing infeasible, CGD S.A. cannot, under such conditions, control the commercial network's water consumption.

All of the water used by BI and BCA comes from the municipal water supply and from pump trucks. Such pump trucks are used for basically two reasons. The first is when there is a lack of public water supply (supply entrusted to the company ELECTRA) and there is the need to turn to a third-party supply. On the other hand, in the case of BI, there are two branches for which public water cannot be provided, which is why the Bank supplies these two branches via pump trucks.

For BCG Brasil, the consumption was obtained via an estimate, considering that BCG Brasil takes up 22% of the building where it is located. The volume of water used at BCG Brasil all comes from the municipal water supply. Water consumption is calculated using the per-capita consumption estimate per capita according to building occupation (BCG Brasil takes up 22% of the building where it is located), given that the offices are part of a condominium

**EN10**

CGD's facilities have no water recovery systems.

**EN15**

To calculate CGD's direct emissions (scope 1) the energy consumption reported under indicator EN3 was considered. The following table shows the emission factors considered for CGD S.A, BI Cape Verde, BCA Cape Verde and BCG Brasil.

Emission factors	CGD, S.A			
	Unit	Amount	Source	
Natural gas	kg CO <sub>2</sub> /GJ	56.1	Agência Portuguesa do Ambiente (Portuguese Environmental Agency) - Portuguese National Inventory Report on Greenhouse Gases 1990-2010, 2012	
	kg CH <sub>4</sub> /GJ	0.0012		
	kg N <sub>2</sub> O/GJ	0.0014		
Diesel	kg CO <sub>2</sub> /GJ	74.1		
	kg CH <sub>4</sub> /GJ	0.0006		
	kg N <sub>2</sub> O/GJ	0.0006		
Gasoline	kg CO <sub>2</sub> /GJ	73		
BI Cape Verde and BCA Cape Verde				
Diesel	kg CO <sub>2</sub> /GJ	74.1		GHG Protocol (August 2012) <a href="http://www.ghgprotocol.org/calculation-tools/all-tools">http://www.ghgprotocol.org/calculation-tools/all-tools</a>
	kg CH <sub>4</sub> /GJ	10		
	kg N <sub>2</sub> O/GJ	1		
Gasoline	kg CO <sub>2</sub> /GJ	69.3		
	kg CH <sub>4</sub> /GJ	10		
	kg N <sub>2</sub> O/GJ	1		



BCG Brasil			
Diesel	kg CO <sub>2</sub> /litres	2.7	GHG Protocol Brazilian Program - IPCC 2006
	kg CH <sub>4</sub> /litres	0.00036	
	kg N <sub>2</sub> O/litres	0,00002	
Gasoline	kg CO <sub>2</sub> /litres	2.27	
	kg CH <sub>4</sub> /litres	0.00033	
	kg N <sub>2</sub> O/litres	0.00002	

The Global Warming Potential (GWP) was used with regard to the gas used, to determine the emissions associated with gas leaks in refrigeration/ climatization equipment

CGD			
Emission factors		Amount	Source
Gas	R134 A	1,300	These figures set by the IPCC
	R402 A	2,500	
	R404 A	3,784	
	R407 C	1,653	
	R410 A	1,428	
	R417 A	2,235	
	R422 A	3,043	
	R 422 D	2,623	

#### EN16

To calculate indirect emission of scope 2, the consumptions reported under indicator EN3 were considered. The following table shows the emission factors used.

CGD, S.A			
Emission factors	Unit	Amount	Source
Electricity (ENDESA)	kg CO <sub>2</sub> /kWh	0.386	( <a href="https://www.endesaonline.com/pt/lares/teguia/informacionutil/rotulagem_da_energia/index.asp">https://www.endesaonline.com/pt/lares/teguia/informacionutil/rotulagem_da_energia/index.asp</a> )
BI Cape Verde and BCA Cape Verde			
Other Africa	kg CO <sub>2</sub> /kWh	0.527	CO2 EMISSIONS FROM FUEL COMBUSTION International Energy Agency
BCG Brasil			
Brazilian National Interconnected System	kg CO <sub>2</sub> /kWh	0.136	Ministry of Science, Technology and Innovation (MCTI) <a href="http://www.mct.gov.br/index.php/content/view/321144.html#ancora">http://www.mct.gov.br/index.php/content/view/321144.html#ancora</a>

#### EN17

Indirect emissions of scope 3 consider the following activities: Work-related trips in third-party vehicles and waste treatment. The following table shows the emission factors used. The same methodology was used in the reporting year 2013.

CGD, S.A, BI Cape Verde and BCA Cape Verde, BCG Brasil			
Emission factors	Unit	Amount	Source
Plane - Domestic flights (<463 km)	kg CO <sub>2</sub> /pkm	0.165	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting
	CH <sub>4</sub> kg CO <sub>2</sub> e/pkm	0.00010	
	N <sub>2</sub> O kg CO <sub>2</sub> e/pkm	0.00163	

Plane - Short Haul (> 463km and < 3700 km)	kg CO <sub>2</sub> /pkm	0.094	CP - Comboios de Portugal – Sustainability Report 2007/2008	
	CH4 kg CO <sub>2</sub> e/pkm	0.00001		
	N <sub>2</sub> O kg CO <sub>2</sub> e/pkm	0.00093		
Plane - Long Haul (≥3700 km)	kg CO <sub>2</sub> /pkm	0.108		
	CH4 kg CO <sub>2</sub> e/pkm	0.00001		
	N <sub>2</sub> O kg CO <sub>2</sub> e/pkm	0.00106		
Train	kg CO <sub>2</sub> /pkm	0.043		
Taxi	kg CO <sub>2</sub> /vkm	0.205		2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting
	CH4 kg CO <sub>2</sub> e/vkm	0.00005		
	N <sub>2</sub> O kg CO <sub>2</sub> e/vkm	0.00177		
Car (fuel unknown)	kg CO <sub>2</sub> /km	0.194	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting	
	CH4 kg CO <sub>2</sub> e/km	0.00011		
	N <sub>2</sub> O kg CO <sub>2</sub> e/km	0.00108		
Boat	kg CO <sub>2</sub> /km	0.019		
	CH4 kg CO <sub>2</sub> e/km	0.00001		
	N <sub>2</sub> O kg CO <sub>2</sub> e/km	0.00015		

CGD produces waste intended for recycling (R) and energy recovery/depositing in the ground (D). Emissions associated with recycling and energy recovery are considered null, as they are allocated to sectors of production. In this regard, the emissions associated with landfill deposits (destination D) were determined, using the emission factor published in Defra (emission factor for municipal waste).

CGD, S.A			
Emission factors	Unit	Amount	Source
Landfill – Municipal Solid Waste	kg CO <sub>2</sub> /t MSW	290	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting

#### EN21

To calculate atmospheric emissions, the consumptions reported under indicator EN3 were considered for emergency generators and fleet. The following table shows the emission factors used.

CGD, S.A			
Emission factors	Unit	Amount	Source
Diesel	kg NO <sub>x</sub> /GJ	0.8	IPCC 2006
	kg SO <sub>2</sub> /GJ	0.21	
Gasoline	kg NO <sub>x</sub> /GJ	0.6	
	kg SO <sub>2</sub> /GJ	0.075	

#### EN23

The given amounts of waste produced refer to monitored waste, that is, the total produced at the Head Office Building and to waste produced at other facilities and gathered via the Waste Monitoring Guide (WMG). The amounts associated with the waste production of plastic, paper and cardboard packages and other municipal and equivalent waste of the Porto Culturgest Foundation are obtained via an estimate (based on the exBlitions 2014 in Porto and on the specific waste production of the same) of the amount of waste taken to the central building's garbage plant).

For banks in Cape Verde – BCA and BI - we were unable to ascertain this type of information, as this was not yet processed. BCG Brasil monitors this indicator and promotes the selective collection of waste produced at the facilities. Given that the bank's head office is part of a condominium, the waste produced is recorded globally and based on an estimate.

## Annex 3 - GRI Index

GRI INDICATOR		LOCATION	Omissions	External verification
<b>STRATEGY AND ANALYSIS</b>				
G4-1	The Chairman's Statement on the relevance of sustainability for the organization and its sustainability strategy	Pages 6-11	n.a	✓
G4-2	Main impacts, risks and opportunities	Pages 18-21, 33-38,47-63, 64, 79-81	n.a	✓
<b>ORGANIZATIONAL PROFILE</b>				
G4-3	Name of organization	Page 3	n.a	✓
G4-4	Main products and services	Pages 47-63 Commercial offer for private customers at: <a href="https://www.cgd.pt/Particulares/Pages/Particulares.aspx">https://www.cgd.pt/Particulares/Pages/Particulares.aspx</a> Commercial offer for corporate customers at: <a href="https://www.cgd.pt/Empresas/Pages/Empresas.aspx">https://www.cgd.pt/Empresas/Pages/Empresas.aspx</a>	n.a	✓
G4-5	Location of the organization's head office	CGD's head office is located at Avenida João XXI, 63, 1000-300 Lisbon.	n.a	✓
G4-6	Number of countries where the organization operates and the names of the countries where its main operations are located or which are particularly relevant for the sustainability topics addressed in the report	Pages 3, 15-16	n.a	✓
G4-7	Type and legal nature of ownership	CGD is a Public Limited Company held by a single shareholder: the Portuguese Government. The Finance Minister appoints the shareholder's representative at a General Meeting.	n.a	✓
G4-8	Markets served	Pages 15-16	n.a	✓
G4-9	Size of the organization	Pages 12, 15-16, 26-28, 68	n.a	✓
G4-10	Total number of employees, broken down by labour contract and gender.	Pages 12, 68, 106  In 2014, CGD had 36 subcontracted employees (26 female and 10 male).  Scope: CGD, SA + Affiliate Banks	n.a	✓
G4-11	Percentage of employees under collective bargaining agreements	All of CGD,SA's employees fall under collective bargaining agreements, directly, by virtue of Company Contracts, or via an internal regulation that determines their enforcement on the remaining workers.  In 2014, there are no collective bargaining agreements at BCA and BI. There is a Personnel Statute that sets out the rights, guarantees and duties of BCA staff employees and regulates labour relations, except as otherwise laid down in an agreement of express provision. At BCG Brasil, 100% of employees fall under collective bargaining agreements. Scope: CGD, SA + Affiliate Banks	n.a	✓
G4-12	The organization's supplier chain*	Page 64 Scope: CGD;SA	n.a	✓
G4-13	Significant changes occurred during the period covered by the report with regard to the organization's size, structure, shareholding or supplier chain	Pages 15-16 There were no significant changes.	n.a	✓
G4-14	Addressing the precautionary principle	By signing on to the United Nations Environment Programme's Financial Initiative (UNEP-FI), in April 2009, CGD was required to shoulder the commitment to observe the Precautionary Principle Moreover, through its strategy of fighting climate change, CGD introduced environmental variables in its approaches to risk management, operational planning, development and introduction of products and services.	n.a	✓
G4-15	Charters, principles or other externally developed initiatives of an economic, environmental and social nature that the organisation subscribes to or endorses	Page 31	n.a	✓
G4-16	Participation in national or international defence associations and organizations	<a href="https://www.cgd.pt/Institucional/Sustentabilidade/Programas-Parcerias/Pages/Programas-Parcerias.aspx">https://www.cgd.pt/Institucional/Sustentabilidade/Programas-Parcerias/Pages/Programas-Parcerias.aspx</a>	n.a	✓
G4-17	All of the organizations included in the consolidated financial statements	Page 3 Report and Financial Statements 2014 – Chapter 1.14	n.a	✓
G4-18	Process adopted for outlining the report contents and the aspect limits	Pages 3-4, 23-24	n.a	✓
G4-19	Material aspects identified in the process of outlining the report content	Pages 3-4, 23-24	n.a	✓
G4-20	Limit of each material aspect within the organization	Page 4	n.a	✓
G4-21	Limit of each material aspect outside the organization	Page 4	n.a	✓
G4-22	Reworking of information provided in previous reports and the reasons for such reworking	Pages 106-111	n.a	✓

<b>G4-23</b>	Significant changes relative to periods covered by previous reports with regard to scope and the aspect limit	There were no significant changes to the geographical scope of the reported activity. It should be pointed out that there are a few more GRI G4 indicators reported for international structures, relative to the previous year	n.a	✓
<b>INVOLVEMENT WITH STAKEHOLDERS*</b>				
<b>G4-24</b>	List of groups of <i>stakeholders</i> of the organization	Pages 22-23	n.a	✓
<b>G4-25</b>	Basis for identifying and selecting <i>stakeholders</i>	Pages 22-23 Page 28 of the 2009 Sustainability Report – Technical Dossier via the link <a href="https://www.cgd.pt/English/Sustainability/Sustainability-Reports/Report-2009/Documents/Sustainability-Report-CGD-2009_GRI.pdf">https://www.cgd.pt/English/Sustainability/Sustainability-Reports/Report-2009/Documents/Sustainability-Report-CGD-2009_GRI.pdf</a>	n.a	✓
<b>G4-26</b>	Approach adopted regarding involvement with <i>stakeholders</i> , including the frequency of involvement by type and by group	Pages 22-23	n.a	✓
<b>G4-27</b>	Main issues and concerns stated by the <i>stakeholders</i> as a result of the process of involvement and the measures adopted by the organization in how they are processed	Pages 3-4,24	n.a	✓
<b>REPORT PROFILE</b>				
<b>G4-28</b>	Period covered by the report	Page 3	n.a	✓
<b>G4-29</b>	Date of the latest previous report	Page 3	n.a	✓
<b>G4-30</b>	Report issuance cycle	Page 3	n.a	✓
<b>G4-31</b>	Contacts for issues concerning the report or its contents	Page 5	n.a	✓
<b>G4-32</b>	"As is" option chosen by the organization and corresponding GRI table of contents	Present table	n.a	✓
<b>G4-33</b>	Current policy and practice adopted by the organization for submitting the report to external verification	Pages 3-5	n.a	✓
<b>GOVERNANCE*</b>				
<b>G4-34</b>	The organization's governance structure, including commissions under the highest hierarchical governing body	Pages 16-17	n.a	✓
<b>G4-35</b>	Process used for delegating authority regarding economic, environmental and social topics from the highest governing body to senior executives and other employees	Page 16	n.a	✓
<b>G4-36</b>	Appointment of one or more executive-level posts and positions as head in charge of economic, environmental and social topics and whether those in charge report directly to the Board of Directors	Page 16	n.a	✓
<b>G4-37</b>	Consultation processes used between <i>stakeholders</i> and the Board of Directors with regard to economic, environmental and social topics	Pages 3,24	n.a	✓
<b>G4-38</b>	Composition do Board of Directors and their Commissions	Pages 16-17	n.a	✓
<b>G4-39</b>	The Chairman of the Board of Directors is also an executive member	Report and Financial Statements 2014 – Page 509	n.a	✓
<b>G4-40</b>	Processes for selecting and appointing to the Board of Directors and its Commissions, as well as the criteria adopted for selecting and appointing the members of the Board of Directors	Report and Financial Statements 2014 – Page 507	n.a	✓
<b>G4-41</b>	Processes used by the Board of Directors to make sure conflicts of interest are avoided	Report and Financial Statements 2014 – Page 518	n.a	✓
<b>G4-42</b>	roles played by the Board of Directors and by senior executives in developing, approving and updating the objectives, mission, vision and values, and in outlining strategies, policies and targets related to economic, environmental and social impacts	Page 16 Report and Financial Statements 2013 – Pages 508, 565	n.a	✓
<b>G4-43</b>	Measures taken to develop and improve the Board of Directors' knowledge regarding economic, environmental and social topics	Page 16	n.a	✓
<b>G4-44</b>	Processes for assessing the Board of Directors' performance with regard to governance of economic, environmental and social topics	Report and Financial Statements 2014 – Page 565	n.a	✓
<b>G4-45</b>	The role played by the Board of Directors in identifying, managing impacts, risks and opportunities related to economic, environmental and social issues, as well as in implementing processes of <i>due diligence</i>	Page 16	n.a	✓
<b>G4-46</b>	The role played by the Board of Directors in analysing the efficiency of the organization's risk management processes regarding economic, environmental and social topics	Page 16	n.a	✓

G4-47	The frequency with which the Board of Directors analyses impacts, risks and opportunities related to economic, environmental and social issues	Page 16 The General Sustainability Committee holds quarterly meetings or whenever the Chairman deems necessary, at intervals not exceeding six months.	n.a	✓
G4-48	Body or post that analyses and formally approves the organization's Sustainability Report, while making sure every material aspect is addressed	The Executive Commission is the body in charge of analysing and formally approving the Sustainability Report. The Team Coordinating the Corporate Sustainability Program is in charge of drafting this report.	n.a	✓
G4-49	Process adopted to notify the Board of Directors of any critical concerns	Pages 16-17	n.a	✓
G4-50	Nature and total number of critical concerns of which the Board of Directors was notified as well as the mechanism(s) adopted for addressing and solving them	Pages 16-17, 22-24, 33 Report and Financial Statements 2014 – pages 508-509, 511, 515	n.a	✓
G4-51	Remuneration policies applied to the Board of Directors and to senior executives	Report and Financial Statements 2014 – pages 557-561	n.a	✓
G4-52	Process adopted for determining remuneration	Pages 67-68 Report and Financial Statements 2014 – pages 557-561	n.a	✓
G4-53	Stakeholder opinions are requested and taken into account with regard to the issue of remuneration, including results of voting on policies and remuneration proposals, where applicable	Pages 67-68 Report and Financial Statements 2014 – page 557	n.a	✓
G4-54	Proportion of total annual remuneration of the highest paid individual in each country where the organization has significant operations to the total annual average remuneration of all employees (excluding the highest paid employee) in the same country	The total annual remuneration of the highest paid individual comes to 6.87 of the average annual remuneration (excluding the highest paid employee).  <b>Scope:</b> CGD,SA	n.a	✓
G4-55	Proportion of the percentage increase of the total annual remuneration of the highest paid individual in each country where the organization has significant operations to the average percentage increase of the total annual remuneration of all employees (excluding the highest paid employee) in the same country	The remuneration of the organization's highest paid individual remained unchanged in 2014.  <b>Scope:</b> CGD,SA	n.a	✓
<b>ETHICS AND INTEGRITY*</b>				
G4-56	The organization's values, principles, patterns and behaviour standards	Pages 14, 29	n.a	✓
G4-57	Internal and external mechanisms adopted by the organization for requesting guidelines regarding ethical behaviours and in compliance with legislation	Pages 29-30, 42-43	n.a	✓
G4-58	Internal and external mechanisms adopted by the organization for notifying of concerns regarding behaviours that are unethical or incompatible with legislation and issues concerning organizational integrity, such as forwarding concerns via chains of authority, mechanisms for whistle-blower complaints or channels for submitting such complaints	Pages 22-23, 29-30	n.a	✓

INDICATOR		LOCATION	Global Compact Principle	Omissions	External verification
<b>ASPECT: ECONOMIC PERFORMANCE*</b>			<b>Forms of Management: Pages 12, 17, 26-27</b>		
G4- EC1	Direct economic value generated and distributed	Page 26 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
G4- EC2	Financial implications and other risks and opportunities for the organization due to climate change	In 2014, CGD purchased 15,000 Verified Carbon Units (VCU) from the HYDRO BRAZIL project. The project is periodically monitored, and the monitoring results can be consulted at: <a href="http://www.vcsprojectdatabase.org/">http://www.vcsprojectdatabase.org/</a> (ID: 708).	-	n.a	✓
G4- EC3	Benefit plans offered by the organization	Report and Financial Statements 2014 - Item 2.1 Annexes to the Individual Financial Statements –Note 34 Retirement Pensions and Other Employee Benefits  BCA has outlined a Benefit Plan. The value of bonds in 2014 was 2,935,892 euros.  At BI, all bank employees are registered under the national social security system and its pensions, all under the full responsibility of this body.  BCG Brasil has a Private Pension Policy, with an estimated 14,000 euros per month in bonds under the retirement plan covered using the company's general resources.  <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
G4- EC4	Significant financial benefits received by the government	During 2014, CGD, S.A. earned 8,890,339 euros in tax benefits. These benefits resulted from the enforcement of the tax legislation in force, the Tax Benefit Status (EBF) and the Corporate Income Tax Code (CIRC), for: Contributions and		n.a	✓

		Donations (CIRC and EBF); Costs with the net creation of new jobs (EBF).  BCA, BI and BCG Brasil did not receive any financial aid from the Government.  <b>Scope:</b> CGD, SA + Affiliate Banks			
<b>ASPECT: MARKET PRESENCE</b>					
<b>G4- EC5</b>	Range of variation in the proportion of the lowest salary to the local minimum wage, by gender	<b>CGD,SA:</b> - Females: 210% - Males: N.A (under the lowest professional category, there are no males in 2014)  <b>BCA:</b> - Females: 242% - Males: 242%  <b>BI:</b> - Females: 274% - Males: 274%  <b>BCG Brasil:</b> - Females: 246% - Males: 383% Page 106 <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 6	n.a	✓
<b>G4- EC6</b>	Proportion of hiring of staff to upper-management positions in the local community	Non applicable to CGD,SA.  BI's upper management (Board of Directors) is appointed by the General Meeting of shareholders. By 2015, most of its members were not recruited in the Cape Verde market. From 2015, with BI's BD expanding to include two new members (for a total of 7), most of its members are recruited in the Cape Verde market. First-line positions are filled with hirings from the Cape Verde market.  At BCG Brasil and BCA, upper management positions are set by CGD's Executive Committee. Page 106 <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 6	n.a	✓
<b>G4- EC7</b>	Development and impact of investments on infrastructures and supported services	Pages 79-80  <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>G4-EC8</b>	Indirect economic impacts, including expansion of impacts	Page 64 <b>Scope:</b> CGD,SA	-	n.a	✓
<b>ASPECT: PURCHASING PRACTICES*</b> <span style="float: right;"><b>Forms of Management: 19, 25, 64-65</b></span>					
<b>G4-EC9</b>	Proportion of expenses with local suppliers	Page 64  CGD,SA + Affiliate Banks	-	n.a	✓
<b>ENVIRONMENTAL PERFORMANCE INDICATORS</b>					
<b>ASPECT: MATERIALS*</b> <span style="float: right;"><b>Forms of management: Pages 20, 87-88, 94</b></span>					
<b>G4 -EN1</b>	Total consumption of materials by weight or volume	Pages 94, 105, 107 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 7 and 8	n.a	✓
<b>G4 -EN2</b>	Percentage of materials used that come from recycling	Page 94 <b>Scope:</b> CGD, SA	Principle 8	n.a	✓
<b>ASPECT: ENERGY*</b> <span style="float: right;"><b>Forms of management: Pages 20, 89-90</b></span>					
<b>G4 -EN3</b>	Energy consumption within the organisation	Pages 89-90, 103,107-108 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 7 and 8	n.a	✓
<b>G4 -EN4</b>	Energy consumption outside the organisation	Pages 91-92, 105 <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 8	n.a	✓
<b>G4 -EN5</b>	Energy intensity	Page 91 <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 8	n.a	✓
<b>G4 -EN6</b>	Lower energy consumption	Pages 12,89-90 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 8 and 9	n.a	✓
<b>G4 -EN7</b>	Reduced energy needs for products and services	Pages 57-59 <b>Scope:</b> CGD, SA	Principles 8 and 9	n.a	✓
<b>ASPECT: WATER*</b> <span style="float: right;"><b>Forms of management: Pages 20, 87-88, 93-94</b></span>					
<b>G4 -EN8</b>	Total water abstractions broken down by source	Pages 93, 94, 105, 108, 109 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 7 and 8	n.a	✓
<b>G4 -EN9</b>	Water sources significantly affected by water abstraction	Non applicable	Principle 8	n.a	✓
<b>G4-EN10</b>	% and total volume of recycled and re-used water	Pages 94, 109	Principle 8	n.a	✓
<b>ASPECT: BIODIVERSITY*</b> <span style="float: right;"><b>Forms of management: Pages 20, 87, 88, 95, 96</b></span>					

G4-EN11	Location in protected or adjacent areas	This indicator is not deemed to be relevant for CGD, as its operations are carried on in urban areas. There is zero risk of being located in areas that are protected or of interest for biodiversity, or in adjacent areas. It should be pointed out that CGD undertakes initiatives related to protecting biodiversity through the "Projeto Floresta Caixa" (Caixa Forest Project) and which contributes toward minimizing the environmental impact of its operations while fostering environmental best practices with its Employees, Customers and society in general, in a vision of social responsibility and sustainable development. <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
G4-EN12	Description of the main impacts of the organization's operations, products and services on biodiversity in protected areas and in biodiversity-rich areas	This indicator is not deemed relevant for CGD (see EN11). <b>Scope:</b> CGD,SA	Principle 8	n.a	
G4-EN13	Protected or restored habitats	This indicator is not deemed relevant for CGD (see EN11). <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
G4-EN14	Number of species on the IUCN's Red List and national conservation lists with habitats in areas affected by operations	This indicator is not deemed relevant for CGD (see EN11). <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
<b>ASPECT: EMISSIONS*</b> <b>Forms of management: Pages 20, 87, 88, 91-93</b>					
G4-EN15	Direct GHG emissions (Scope 1)	Pages 91-92,104, 109, 110 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 7 and 8	n.a	✓
G4-EN16	Indirect GHG emissions (Scope 2)	Pages 91-92,104, 110 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 7 and 8	n.a	✓
G4-EN17	Indirect GHG emissions (Scope 3)	Pages 91-92,104, 110, 111 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 7 and 8	n.a	✓
G4-EN18	Carbon intensity	Page 93 <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 8	n.a	✓
G4-EN19	Reduction of GHG emissions	Pages 12, 92 <b>Scope:</b> CGD, SA + Affiliate Banks	Principles 8 and 9	n.a	✓
G4-EN20	Emissions of ozone-depleting substances, by weight	According to GRI guidelines, ozone-depleting substances contained in products or equipment derived from use or disposal are not covered by this indicator. For this reason, this Indicator does not apply to CGD. <b>Scope:</b> CGD, SA	Principles 7 and 8	n.a	✓
G4-EN21	NOx, SOx and other atmospheric emissions	Emissions of this type of substances can stem from the use of CGD's emergency generators and vehicle fleet. In the case of CGD, these emissions are not very significant. <b>Total emissions of NOx:</b> 45 t <b>Total emissions of SOx:</b> 9,4x10 <sup>3</sup> t Page 111 <b>Scope:</b> CGD, SA	Principles 7 and 8	n.a	✓
<b>ASPECT: EFFLUENTS AND WASTE*</b> <b>Forms of management:: Pages 20, 87, 88, 95</b>					
G4-EN22	Production of liquid effluents, by quality and destination	CGD's facilities are located in urban areas, equipped with basic sanitation and rainwater harvesting infrastructures. Because no water is discharged, this indicator is not deemed applicable to CGD; however, as part of the external audit on the part of APCER, a set of tests were conducted on wastewater, showing no non-conformities. <b>Scope:</b> CGD, SA	Principle 8	n.a	✓
G4-EN23	Weight of waste produced, by type and by treatment method	Pages 95, 111 <b>Scope:</b> CGD, SA	Principle 8	n.a	✓
G4-EN24	Occurrence of spills	According to CGD's operations, this indicator is not considered to be material. However, as part of the EMS, retaining basins were installed at strategic points of the Head Office Building. For instance, in 2014 retaining basins were placed at the facilities for temporarily storing containers that contained used cooking oils. The measure was intended to prevent and contain any spills that could occur. <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
G4-EN25	Weight of hazardous waste hauled, imported, exported or processed, and the percentage of loads of internationally shipped waste	Non applicable to CGD, given the nature of its operations.	-		✓
G4-EN26	Water resources and their habitats affected by water discharges and drainage	Because CGD's facilities are located in urban areas, no water resources are affected by water discharges. <b>Scope:</b> CGD,SA	Principle 8		✓
<b>ASPECT: PRODUCTS AND SERVICES*</b> <b>Forms of management: 20, 87, 88</b>					
G4-EN27	Initiatives for mitigating the environmental impacts of the	Pages 65, 89-95 <b>Scope:</b> CGD,SA	Principles 7, 8 and 9	n.a	✓



	organization's products and services and the extent to which such impacts are reduced				
G4-EN28	Products and recovered packaging	CGD's operations do not allow for the recovery of products and/or packages. However, CGD has invested in waste recovery, such as shipping cancelled bank cards to recycling. (See response to indicator EN23).  <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
<b>ASPECT: CONFORMITY</b>					
G4-EN29	Monetary amount of fines and number of non-monetary penalties resulting from non-compliance with environmental laws and regulations	There were no such occurrences during 2014.  <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
<b>ASPECT: TRANSPORTATION</b>					
G4-EN30	Significant environmental impact from shipping products and other goods used in the organization's operations and from transporting personnel	Pages 89-93  <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
G4-EN31	Total costs and investments in environmental protection, by type	Page 88 <b>Scope:</b> CGD,SA	Principles 7, 8 and 9	n.a	✓
G4-EN32	New suppliers assessed with environmental criteria	In 2014, 9% of CGD's new suppliers had environmental clauses.  Pages 64, 107  <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
G4-EN33	Negative environmental impacts on the supply chain and measures taken	CGD S.A. does not have in place specific procedures for identifying this type of situations, which can be included under operational risk management only in unequivocal instances of legal non-compliance on the part of CGD. Impacts of this type of situations basically fall under reputational risk. However, we annually consult the databases of operational risk events ("lost data collection") and of internal control deficiencies so as to identify situations that can impact the supply chain. In 2014, we are not aware of negative environmental impacts in the supply chain.  Pages 64-65 <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
G4-EN34	Number of environmental complaints	Through the complaints notification channel created in 2014 as part of the Environment Management System (EMS), an employee submitted a complaint regarding a measure taken as part of the EMS implementation concerning the distribution of ecopoints in the workplaces at the Head Office Building.  <b>Scope:</b> CGD,SA	Principle 8	n.a	✓
<b>ASPECT: EMPLOYMENT*</b> <b>Forms of management: Pages 12, 66-69</b>					
G4-LA1	Number and rate of new hirings and turnover rate by age group, gender and region	Pages 69, 101, 106 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
G4-LA2	Benefits for full-time employees that are not granted to temporary or part-time workers*	At CGD, SA, the benefits granted to full-time employees are the same as the ones granted to part-time employees. At BI, the benefits that are not granted to temporary or part-time include Loans to Employees and Mortgage Loans to Employees, under applicable regulations; and career advancements occur as set forth under the Personnel Statutes in force. There are no other benefits granted to full-time employees that are not granted to part-time employees. At BCA and BCG Brasil, there is no difference in the benefits granted to both full-time and part-time employees. At BCA, part-time workers were considered to be employees with a work schedule that is reduced by the Medical Board, while earning a normal salary, that is, amounting to 100% of monthly retribution.  Pages 73-74 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
G4-LA3	Rates of return to work and retention after maternity/paternity leave, by gender	<b>CGD,SA:</b> <b>Rate of return to work:</b> Male: 76%; Female:66%; Total: 70% <b>Rate of retention:</b> Male: 100%; Female: 99%; Total: 99%  <b>BCA:</b> <b>Rate of return to work:</b> Male: 100%; Female: 80%; Total: 82% <b>Rate of retention:</b> Male: 100%; Female: 100%; Total: 100%  <b>BI:</b> <b>Rate of return to work:</b> Male: 100%; Female: 83%; Total: 90% <b>Rate of retention:</b> Male: 100%; Female: 100%; Total: 100%  <b>BCG Brasil:</b> <b>Rate of return to work:</b> Male: N.A; Female: 0%; Total: 0% <b>Rate of retention::</b> Male: N.A; Female: 0%; Total: 0% Page 106	Principle 3	n.a	✓

		Scope: CGD, SA + Affiliate Banks			
G4-LA4	Minimum prior notice periods in the event of operational changes	The minimum notification periods, namely for collective dismissal, are as set forth under the Labour Code (prior notice ranges from 15 to 75 days, depending on the worker's seniority). Company agreements do not set forth any such period. However, in the event the establishment closes permanently, CGD is under obligation to place employees in another establishment or in companies that are legally or financially associated or economically interdependent. Only in the event this new placement is entirely impossible can the company go ahead with the legal process of collective dismissal (vd. cl. 30 of the CAs). <b>Scope: CGD,SA</b>	Principle 4	n.a	✓
G4- LA5	Employees represented in occupational health and safety commissions	There is no specific occupational health and safety committee. The Delegated Council for CGD's Personnel, Resources and Systems addresses the topic of occupational health and safety, among others, covering all employees. <b>Scope: CGD,SA</b>	-	n.a	✓
G4- LA6	Ratios of accidents, occupational diseases, lost days, absenteeism and number of work-related deaths, by region and gender	<b>Rate of occurrence of work accidents</b> <b>CGD,SA:</b> Male: 2.73; Female: 5.29; Portugal: 4.15 <b>BCA:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BI:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BCG Brasil:</b> Male: 0; Female: 0;  <b>Degree of seriousness of work accidents</b> <b>CGD, SA:</b> Male: 46.91 Female: 114.79; Portugal: 84.65 <b>BCA: BI:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BI:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BCG Brasil:</b> Male: 0; Female: 0  <b>Rate of occurrence of occupational diseases:</b> <b>CGD, SA:</b> Male: 0; Female: 0; Portugal: 0 <b>BCA:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BI:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BCG Brasil:</b> Male: 0; Female: 0;  <b>Absentee rate:</b> <b>CGD, SA:</b> Male: 2.39; Female: 3.55%; Portugal: 3.04 <b>BCA:</b> Male: 2%; Female: 3%; Cape Verde: 3% <b>BI:</b> Male: 11%; Female: 6%; Cape Verde: 8% <b>BCG Brasil:</b> ND  <b>Number of work-related deaths:</b> <b>CGD, SA:</b> Male: 0; Female: 0; Portugal: 0 <b>BCA:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BI:</b> Male: 0; Female: 0; Cape Verde: 0 <b>BCG Brasil:</b> Male: 0; Female: 0; Pages 106-107 Scope: CGD, SA + Affiliate Banks	-	n.a	✓
G4-LA7	Employees with high incidence and high risk of serious illnesses	At CGD, there are no employees involved in occupational activities with high incidence/risk of specific/serious illnesses. <b>Scope: CGD,SA</b>	-	n.a	✓
G4-LA8	Health and safety topics covered by formal agreements with labour unions	CGD concluded Company Agreements with all the Labour Unions represented at the company, for a rate of 100%. As for health and safety, enshrined under articles 95 and 96 of these Agreements is a set of obligations for the company in terms of health (Occupational Health) and hygiene and safety in the workplace. With regard to health (art. 95), (on top of legally mandatory regular exams, the occupational health service is under obligation to put into practice the measures required to prevent infectious/contagious diseases as well as to conduct annual ophthalmologic screenings. In the event of a sudden work accident or illness in the workplace, the company is obliged to provide immediate medical attention and pharmaceutical needs, as well as to transport those affected to hospital centres. With regard to hygiene and safety in workplaces (art. 96), the Company undertook to endow the workplaces with the proper conditions of hygiene, health and safety, so as to ensure a healthy working environment and to prevent the risk of occupational diseases and work accidents, ensure proper sound levels as recommended by official bodies, provide drinking water to all workers and at accessible locations, conduct cleaning operations outside business hours, except in cases of force majeure as well as to perform all the repair and preservation work so as not to put in danger the life or health of workers. <b>Scope: CGD,SA</b>	-	n.a	✓
<b>ASPECT: TRAINING AND EDUCATION*</b>		<b>Forms of management: Pages 12, 19, 66-67, 70-71</b>			
G4-LA9	Average annual number of hours of training per employee, gender and professional category	Pages 70, 101-102, 107 Scope: CGD, SA + Affiliate Banks	-	n.a	✓
G4-LA10	Programmes for managing skills and continuous learning*	At BI, careers are managed pursuant to the provisions under the Institution's Statutes, with regard to their advancement. Regarding continuing education, various training initiatives are provided to Employees in different areas.	-	n.a	✓

		<p>BCA has a Strategic Training, Knowledge and Innovation Plan for 2012-2014, covering all Employees. An Annual Training Plan is drafted every year.</p> <p>BCG Brasil's training and development policy holds sets forth that the training process allows improving the level of employee knowledge and performance, by identifying individual and team strengths while encouraging their improvement. BCG Brasil believes that training people is much more than teaching something to an employee or to a team; it is also about conveying knowledge, lending support, guiding, developing abilities and, as a result, enabling greater productivity.</p> <p>Pages 69-72 Scope: CGD, SA + Affiliate Banks</p>			
<b>G4-LA11</b>	Percentage of employees regularly receiving performance assessment, by gender and professional category	<p>Pages 72, 107</p> <p>In 2014, 100% of CGD,SA's active employees (eligible for the evaluation process) were subject to performance assessment.</p> <p>At BI, the performance assessment program is carried out on an annual basis. In 2014, the percentage of employees undergoing assessment was 100%.</p> <p>The performance assessment at BCA is conducted annually on all Bank employees (except the Board of Directors), regardless of their labour contract. It is the duty of the Bank, in general, and of the assessor, in particular, to assess employees who have been active for at least 3 months during the year under evaluation.</p> <p>At BCG Brasil, the performance assessment procedure applies to all of the bank's employees. Temporary employees and service providers are left out of the bank's performance assessment policy Temporary workers and service providers are left out of the Bank's performance assessment Policy. Scope: CGD, SA + Affiliate Banks</p>	Principle 6	n.a	✓
<b>ASPECT: DIVERSITY AND EQUAL OPPORTUNITIES*      Forms of management: Pages 19, 66-68</b>					
<b>G4-LA12</b>	Manpower by professional category, gender, age group and minority, as well as diversity indicators	<p>Pages 68, 99, 107 Scope: CGD, SA + Affiliate Banks</p>	Principle 6		✓
<b>G4-LA13</b>	Ratio of base salary to remuneration for females and males, by location of the significant operation*	<p>Pages 68, 100, 107 Scope: CGD, SA + Affiliate Banks</p>	Principle 6		✓
<b>G4-LA14</b>	New suppliers assessed using criteria of work practices	<p>Pages 64-65</p> <p>In 2014, 10% of CGD's new suppliers had clauses pertaining to work practices. BCA and BI suppliers were not evaluated using criteria of work practices. BCG Brasil evaluates its suppliers in order to observe their compliance with labour standards, any legal or administrative proceedings/indictments, along with consultation with the media on behalf of the company. Scope: CGD, SA + Affiliate Banks</p>	-	n.a	✓
<b>G4-LA15</b>	Negative impacts of work practices on the supply chain and measures taken	<p>CGD S.A. does not have in place specific procedures for identifying this type of situations, which can be included under operational risk management only in unequivocal instances of legal non-compliance on the part of CGD. Impacts of this type of situations basically fall under reputational risk. However, we annually consult the databases of operational risk events ("lost data collection") and of internal control deficiencies so as to identify situations that can impact the supply chain.</p> <p>In 2014, we are not aware of negative impacts of work practices in the supply chain.</p> <p>BCA, BI and BCG Brasil did not evaluate negative impacts of work practices on the supply chain.</p> <p>However, suppliers with which BI has relations have no record of human rights violations and of using child labour. There is nothing in their disfavour.</p> <p>BCG Brasil evaluates its employees with regard to their observance of work standards, any processes/legal or administrative indictments, as well as media consultation on behalf of the company. Scope: CGD, SA + Affiliate Banks</p>	-	n.a	✓
<b>G4-LA16</b>	Number: de complaints regarding work practices, addressed and resolved using formal complaint mechanisms	<p>In 2014, no complaints were made regarding work practices by employees or by any stakeholders at CGD SA, BI and BCG Brasil. Scope: CGD, SA + Affiliate Banks</p>	-	n.a	✓

ASPECT: INVESTMENT*		Forms of management: 24, 33-34, 56-57			
G4 - HR1	Investment agreements and contracts containing human rights clauses	<p>The CGD Group's Project Finance portfolio CGD is particularly focused on projects on the Iberian Peninsula. Safeguarding human rights is assumed to be set into law in those countries, with mandatory compliance on the part of their economic agents. In other geographic locations where the CGD Group operates, such as Brasil and Africa, funded Projects that directly or indirectly include human rights clauses, namely concern operations in which multilateral institutions also take part. However, they are still not very significant, if we take into account the total number of projects monitored by the Project Finance Area. Page 37-38, 58-59</p> <p>At BI and BCA, there are no contracts that include human rights clauses in 2014.</p> <p>Operations contracts signed by Banco Caixa Geral Brasil S.A all comprise clauses holding customers accountable regarding non-compliance with every aspect of legislation, including human rights.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 2	n.a	✓
G4 - HR2	Training of employees with regard to human rights	<p>In 2014, no training was provided in the area of human rights at CGD, SA or at Affiliate Banks in Cape Verde.</p> <p>At BCG Brasil, 28% of employees were given human rights training</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 1	n.a	✓
ASPECT: NON-DISCRIMINATION*		Forms of management: Page 19, 25, 66, 67			
G4 - HR3	Total number of cases of discrimination and corrective measures taken	<p>At CGD, there is no record of any instance of discrimination between employees / potential employees duly proven as such, namely through a final legal ruling. Also at affiliate banks, in 2014, there were no recorded instances of discrimination.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 6	n.a	✓
G4 - HR4	Operations and suppliers identified as running the risk of violating the right of freedom of association and collective bargaining, as well as measures taken*	<p>At CGD S.A., we are not aware of situations of this nature in 2014.</p> <p>In 2014, we began introducing "Ethical Principles and Corporate Best Practices" attached to the contractual minutes with suppliers.</p> <p>BI, BCA and BCG Brasil do not prevent anyone from freely exercising their freedom of association and from concluding collective bargaining. And neither was any supplier identified as having this type of risk.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 3	n.a	✓
G4 - HR5	Operations and suppliers identified as running the risk of child labour, and measures taken*	<p>At CGD S.A., we are not aware of situations of this nature in 2014. In 2014, we began introducing "Ethical Principles and Corporate Best Practices" attached to the contractual minutes with suppliers.</p> <p>At BI, BCA and BCG Brasil no operation with the risk of child labour was identified.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 5	n.a	✓
G4 - HR6	Operations and suppliers identified as running the risk of forced labour or tantamount to slavery, and measures taken*	<p>At CGD S.A., we are not aware of situations of this nature in 2014.</p> <p>In 2014, we began introducing "Ethical Principles and Corporate Best Practices" attached to the contractual minutes with suppliers.</p> <p>At BI, BCA and BCG Brasil no operation with the risk of forced labour was identified.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 4	n.a	✓
G4 - HR7	The training of security personnel regarding human rights	<p>The security companies providing services to CGD are duly qualified with a professional private security licence, issued the National Private Security Administration of the Portuguese Police. The issuance of the corresponding card is regulated under Ordinance no. 148/2014 of 18 July.</p> <p>Said ordinance also regulates the training required for obtaining the professional licence; Art. 9(2)(b) (Appendix III – Basic training module), with regard to the promotion of rights, freedoms and guarantees. The issuance of replacement forms and/or cards dated prior to said ordinance was regulated by Ordinance no. 1325/2001; Sec. 3, paragraph a), regarding training on rights, freedoms and guarantees. The training content on the topics in question is essentially based on the Universal Declaration of Human Rights. For CGD, verification of compliance with the Law involves confirming the authenticity and validity of each security guard's professional licence during the accreditation procedure at GPS. In 2014, 11 CGD security guards underwent training on contents related to human rights, upon the renewal of their professional security licence. Said renewal occurs every 5 years.</p>	Principle 1	n.a	✓

		<b>Scope:</b> CGD,SA			
<b>G4 - HR8</b>	Total number of instances of violated rights of indigenous peoples, as well as measures taken	During 2014, there were no instances of violated rights of indigenous peoples, as part CGD S.A.'s operations  <b>Scope:</b> CGD,SA	Principle 1		✓
<b>G4 - HR9</b>	Operations subject to human rights assessments	CGD,SA safeguards the observance of human rights in its operations, by ensuring appropriate internal systems for validating and checking for compliance with legal, regulatory and conduct-related (compliance) obligations, which include human rights subject matter.  As part of project finance operations, in 2014, funding was granted to two projects, in Portugal, with assessment of compliance with legislation applicable to socio-environmental matters.  BI, BCA and BCG do not have an operation record which are subject to human rights assessments, however should the need arise, there could be an assessment of this nature regarding credit analysis.  Pages 37-38, 58-59  <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 1	n.a	✓
<b>G4 - HR10</b>	New suppliers evaluated using human rights criteria	In 2014, at both CGD,SA and affiliate banks, suppliers were not evaluated using human rights criteria.  Pages 64-65, 107 <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 2	n.a	✓
<b>G4 - HR11</b>	Negative impacts on human rights in the supply chain and measures taken	CGD S.A. does not have in place specific procedures for identifying this type of situations, which can be included under operational risk management only in unequivocal instances of legal non-compliance on the part of CGD. Impacts of this type of situations basically fall under reputational risk. However, we annually consult the databases of operational risk events ("lost data collection") and of internal control deficiencies so as to identify situations that can impact the supply chain.  In 2014, at CGD,SA, we are not aware of negative impacts on human rights in the supply chain. Negative impacts on human rights in the supply chain were not evaluated at affiliate banks - BI, BCA and BCG Brasil Pages 64-65 <b>Scope:</b> CGD,SA + Affiliate Banks	Principle 2	n.a	✓
<b>G4 - HR12</b>	Number of complaints regarding impacts on human rights, addressed and resolved using formal complaint mechanisms	In 2014, no complaints were made regarding human rights by employees or by any stakeholders at CGD SA, BCA, BI and BCG Brasil.  <b>Scope:</b> CGD, SA + Affiliate Banks	Principle 1	n.a	✓
<b>G4 - SO1</b>	Operations with programs involving local communities	Pages 44-45 <b>Scope:</b> CGD,SA	Principle 1	n.a	✓
<b>G4 - SO2</b>	Operations with negative impacts on local communities	In 2014, there were no funding operations with negative impacts on local communities.  Pages 58-59  <b>Scope:</b> CGD,SA	Principle 1	n.a	✓
<b>ASPECT: CORRUPTION*</b>		<b>Forms of management: Page 18, 31-32</b>			
<b>G4 - SO3</b>	Operations subject to corruption risk analysis	In 2014, the Internal Audit Division conducted the following auditing initiatives; 1 – Commercial Network: a) In person: - 105 Branches; - 5 Corporate Offices; - 37 Caixa Empresas Segments (Branch Network); - 62 Caixa Azul Segments; b) Follow-up Initiatives: - 143 Follow-up Initiatives; - 12 Reports; 2 - Processes, Products and Operations: - 4 auditing initiatives; 3 - On Conformity / Standards and Regulations: - 19 auditing initiatives; 4 - Information Systems: - 6 remote auditing initiatives; - 3 follow-up initiatives; 5 - Units Abroad: - 7 auditing initiatives; - 5 follow-up initiatives; 6 - Audits under Contract: - 9 auditing initiatives; - 7 follow-up initiatives; 7 - Remote Audits: - 10 across-the-board initiatives; 8 - Continuous Auditing:- 73 Continuous monitoring alerts;- 6 Reports	Principle 10	n.a	✓

		<p>At BCA and BI, there were no operations subject to corruption risk analysis.</p> <p>In 2014, at BCG Brasil, Prevention and Money-laundering activities continued to cover aspects involving anti-corruption. After the law went into effect, additional controls were created by area, which records, in a watch list, customers mentioned in corruption investigations and/or proceedings.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>			
<b>G4 - SO4</b>	Communication and training on anti-corruption policies and procedures	<p>Page 32</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 10	n.a	✓
<b>G4 - SO5</b>	Confirmed occurrences of corruption and measures taken	<p>In 2014, at CGD and affiliate banks, there were no procedures that could fall under the response to this indicator.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 10		✓
<b>G4 - SO6</b>	Total amount of political contributions by country and by recipient	<p>In compliance with its mission and its fundamental values, and as a benchmark bank in Portugal, Caixa does not fund political causes, as its conduct hinges on principles of transparency, non-segregation and ethical principles recognized by all stakeholders. Moreover, political contributions from companies are forbidden under Portuguese law: Law No. 19/2003, dated June 20th (art. 8).</p> <p>BI, BCA and BCG Brasil do not make this kind of contributions, as their conduct hinges on principles of transparency, non-segregation and ethical principles recognized by all <i>stakeholders</i>.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	Principle 10	n.a	✓
<b>G4 - SO7</b>	Total number of legal proceedings due to unfair competition, <i>anti-trust</i> and monopoly, and their results	<p>In 2014, there were no procedures that could fall under the response to this indicator.</p> <p><b>Scope:</b> CGD, SA</p>	-	n.a	✓
<b>G4 - SO8</b>	Monetary amount of significant fines and total number of non-monetary penalties due to non-compliance with laws and regulations	<p>CGD was sentenced to pay 2 fines in the overall amount of 15,386.08 euros, as part of 2 proceedings filed by CMVM (the Portuguese Securities Commission) and the Guarda District Rescue Operations Command.</p> <p>At BI and BCA in Cape Verde, and BCG in Brasil, there is no record of any penalties/significant fines during 2014.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	-	n.a	✓
<b>G4 - SO9</b>	New suppliers evaluated using criteria regarding impacts on society	<p>In 2014, suppliers were not evaluated using criteria regarding impacts on society.</p> <p>Pages 64-65, 107</p> <p><b>Scope:</b> CGD, SA</p>	-	n.a	✓
<b>G4 - SO10</b>	Negative impacts on society in the supply chain and measures taken	<p>CGD S.A. does not have in place specific procedures for identifying this type of situations, which can be included under operational risk management only in unequivocal instances of legal non-compliance on the part of CGD. Impacts of this type of situations basically fall under reputational risk. However, we annually consult the databases of operational risk events ("lost data collection") and of internal control deficiencies so as to identify situations that can impact the supply chain.</p> <p>In 2014, we are not aware of negative impacts on society in the supply chain.</p> <p><b>Scope:</b> CGD, SA</p>	-	n.a	✓
<b>G4-SO11</b>	Number of complaints regarding impacts on society, addressed and resolved using formal complaint mechanisms	<p>In 2014, no complaints were made regarding impacts on society by employees or by any stakeholders at CGD S.A., BI, BCA and BCG Brasil.</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	-	n.a	✓
<b>ASPECT: CUSTOMER HEALTH AND SAFETY*</b>		<b>Forms of management: Pages 66, 76-77</b>			
<b>G4 - PR1</b>	Assessment of impacts of products on health and safety	<p>Pages 76-77</p> <p><b>Scope:</b> CGD, SA</p>	-	n.a	✓
<b>G4 - PR2</b>	Total number of non-conformities with regulations and voluntary codes pertaining to impacts on health and safety caused by products and services	<p>In 2014, we identified the following instances of non-conformity with regulations and voluntary codes in services, with impact on customer health and safety.</p> <ul style="list-style-type: none"> <li>- 2 non-conformities stemming from inspections by the National Civil Defence Authority, resulting in a warning and which could result in a fine. Proceedings are still awaiting a resolution.</li> <li>- 1 non-conformity concerning the GPS quality system, pertaining to the existence of safety plans.</li> </ul> <p><b>Scope:</b> CGD, SA</p>	-	n.a	✓
<b>ASPECT: LABELLING OF PRODUCTS AND SERVICES*</b>		<b>Forms of management: Pages 18, 39-44</b>			
<b>G4 - PR3</b>	Type of product information required under labelling procedures, as well as the percentage of products and services subject to such requirements	<p>Pages 39-40</p> <p><b>Scope:</b> CGD, SA + Affiliate Banks</p>	-	n.a	✓



<b>G4 - PR4</b>	Total number of occurrences of non-conformity with legislation and voluntary codes regarding information and labelling of products and services, by type of result	In 2014, CGD,SA recorded 6 non-conformities with procedures for the labelling of products and services, pertaining to pre-contractual information, special systems and pricing, 5 of which resulted in a warning from the Bank of Portugal and 1 led to a fine issued by the Bank of Portugal.  BCA, BI and BCG Brasil did not record any non-conformities with procedures for the labelling of products and services.  <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>G4 - PR5</b>	Results of the assessment of customer satisfaction*	Pages 41-44  BCA, BI and BCG Brasil gauged customer satisfaction using the complaints management procedure.  <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>G4 - PR6</b>	The marketing of products that are either banned or the subject of public debate	Financial products and services marketed by CGD comply with strict legal and internal regulatory criteria ranging from their identification and design to their marketing and dissemination/advertising. CGD customer complaints in issues regarding the institution's operations or pertaining to the marketing of financial products and services are dealt with as part of the Customer Service Office (CSO), together with CGD's Policies regarding Products and Services, the Environment and Community Involvement, among other measures. <b>Scope:</b> CGD,SA	-	n.a	✓
<b>G4 - PR7</b>	Total number of non-conformities with regulations and voluntary codes pertaining to marketing communications, including advertising, promoting and sponsorship, by type of result	In 2014, CGD,SA recorded 4 non-conformities regarding the duty to provide information in advertising campaigns, all of which resulted in a warning from the Bank of Portugal. <b>Scope:</b> CGD,SA	-	n.a	✓
<b>G4 - PR8</b>	Total number of confirmed complaints regarding the violation of privacy and loss of customer data	In 2014, CGD S.A, BI and BCG Brasil did not receive any complaints regarding the violation of privacy and loss of customer data.  BCA received 5 complaints regarding the loss of customer data and violation of privacy.  <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>ASPECT: CONFORMITY</b>					
<b>G4 - PR9</b>	Monetary amount of significant fines due to non-compliance with laws and regulations regarding the supply and use of products and services	In 2014, the Bank of Portugal instituted 4 misdemeanour's proceedings which were still awaiting a ruling on December 31st, 2014.  BCA, BI and BCG Brasil recorded no penalty/significant fine during 2014.  <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>ASPECT: PRODUCTS PORTFOLIO*</b>					
<b>Forms of management</b>	Policies regarding specific environmental and social aspects enforced on business lines*	Pages 37-38, 47 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
	Procedures for environmental and social risk assessment along the various business lines	Pages 37-38, 58-59 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
	Processes for developing employee skills, leading to the implementation of environmental and social policies and procedures, as enforced along business lines	Page 72 <b>Scope:</b> CGD,SA	-	n.a	✓
	Processes for monitoring customer compliance with the various requirements included under the agreements/contracts	Pages. 35-38, 58, <b>Scope:</b> CGD,SA	-	n.a	✓
	Interaction with customers/investors/partners with regard to social and environmental risks and opportunities*	Pages 37-38, 57, 58, 65, 72, 80, 95-96 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>G4- FS6</b>	Percentage of specific business lines/segment, relative to overall volume, by region and size	Pages 26-28 <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>G4- FS7</b>	(Monetary) volume of products and services with social benefit, by business line	Pages 47-57 In 2014, at BCG Brasil, there were no figures to report under this indicator <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>G4- FS8</b>	(Monetary) volume of products and services with environmental benefit, by business line	Pages 57-59 In 2014, at affiliate banks, there were no figures to report under this indicator. <b>Scope:</b> CGD, SA + Affiliate Banks	-	n.a	✓
<b>ASPECT: AUDITING*</b>					

Forms of Management	Scope and frequency of audits for assessing the implementation of environmental and social policies as well as risk assessment procedures	CGD does not have specific audits in place for assessing the level of implementation and compliance with the policies of sustainability, environmental and social policies. The communication and periodic reporting of the performance as well as environmental and social management practices undertaken by CGD is vital for compliance with the set goals, thereby ensuring involvement of all parties concerned. Thus, the progress achieved in the different spheres of action of the various policies are reported. This reporting process is the subject of independent external verification and auditing. The General Sustainability Commission monitors the status of implementation of these policies. In order to pursue the stated policies, implementation plans are set forth periodically revised, with defined goals and targets, in the various spheres of action, directly related to significant environmental and social aspects/impacts of CGD's operations. In its sustainability policy, CGD undertakes to gradually include environmental and social aspects in the evaluation of credit risks and in the selection of companies and projects to be funded. CGD honours its public commitments, as it has gradually included social aspects in assessing credit and risk. An environmental and/or social risk analysis is conducted on Project Finance operations (see response to form of management - Procedures for assessing environmental and social risks in the various business lines).	-	n.a	✓
G4 -FS10	Percentage and number of companies included in the organization's portfolio and with which it interacted with regard to social and environmental aspects	The implementation of Sustainability, Environmental and Community Involvement Policies as well as CGD's Product and Service Policy are applied across the board throughout the CGD Group, in companies that are part of the Corporate Sustainability Program, as well as at affiliate banks in Cape Verde (BI; BCA) and Brasil (BCG Brasil).	-	n.a	✓
G4 -FS11	Percentage of assets subject to environmental and social assessment	In 2014, the only investment product that selected assets based on environmental criteria was the "CAIXAGEST ENERGIAS RENOVÁVEIS" Fund (RENEWABLE ENERGY SOURCES) - Open Securities Alternative Investment Fund. This fund accounted for 0.05% of the overall volume of assets managed by "Caixa Gestão de Activos" (Asset Management).  Along social lines, there are three funds that select assets based on social criteria, namely: - Closed Real Estate Investment Fund for Residential Rent under "Caixa Arrendamento;" - "Caixa Imobiliário FIIAH" - Closed Real Estate Investment Fund for Residential Rent, and; - Closed Real Estate Investment Fund for Residential Rent "Cidades de Portugal" (Cities of Portugal).  In all, these account for 0.76% of the volume of assets managed by "Caixa Gestão de Activos."  No new funds were created in 2014. <b>Scope: CGD,SA</b>	-	n.a	✓
Forms of management	Policies with regard to voting on social and environmental aspects applied to initiatives on which the organization holds voting rights or aids in the voting decision	When necessary, CGD exercises its voting right, bearing in mind the implications of decisions regarding direct social and environmental impacts. Generally speaking, CGD exercises its voting right with regard to aspects of a formal social nature with no direct implications in matters of an environmental or social nature. <b>Scope: CGD,SA</b>	-	n.a	✓
G4-FS13	Access in sparsely populated or economically underprivileged areas*	Page 44 <b>Scope: CGD,SA</b>	-	n.a	✓
G4-FS14	Initiatives for improving access to financial services on the part of underprivileged individuals*	Pages 44-46 <b>Scope: CGD,SA</b>	-	n.a	✓
<b>ASPECT: LABELLING OF PRODUCTS AND SERVICES*      Forms of management: Pages 18, 39-44</b>					
Forms of management	Design and marketing policies of financial products and services*	Pages 39-40 <b>Scope: CGD,SA</b>	-	n.a	✓
Forms of management	Initiatives for improving financial literacy, by type of beneficiary*	Pages 81-83 <b>Scope: CGD,SA + BI</b>	-	n.a	✓

\* Relevant/material topic



## REVIEW REPORT

Translation of a report originally issued in Portuguese.

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

### **Introduction**

1. We have performed a review of the 2014 Sustainability Report of Caixa Geral de Depósitos, S.A. ("CGD") that covered its compliance with the disclosure of information requirements defined by the fourth version of the Guidelines for Sustainability Reporting of the Global Reporting Initiative, considering the financial sector disclosures (together referred to as "GRI G4 Guidelines"), for the "in accordance – comprehensive" option, and as well as the reliability of the information provided, as indicated in "Annex 3 –GRI Index".

### **Responsibilities**

2. The Board of Directors of CGD is responsible for preparing the 2014 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**

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

5. The main procedures performed were:

- Interview of those responsible in CGD for sustainability management and for the preparation of the Sustainability Report, in order to know and understand the management and reporting principles, as well as the systems and procedures applied;
- Review of the definition process of the material aspects to report in the Sustainability Report;
- Review of the processes, criteria and systems used to collect, aggregate, present and validate the 2014 data, relating to the information data reviewed by us;
- Analytical data review and tests, on a sample basis, of CGD’s calculations relating to the quantitative data subject to our review, as well as tests to confirm the quantitative and qualitative data included in the scope of our work, as referred in paragraph 1 above, through obtaining evidence thereof;
- Review of the compliance of the Sustainability Report content, in accordance with the “GRI Index”, with the disclosure requirements of the GRI G4 Guidelines for the “in accordance – comprehensive” option;
- Verification of the consistency of information included in the Sustainability Report with the results of our work, and with relevant information included in CGD Management Report and Financial Statements for 2014.

## Opinion

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

## Independence of the team

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

Lisbon, 19 June 2015

**Deloitte & Associados, SROC S.A.**

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

## Annex 5 - Correspondence with Principles of Good Governance

<b>Mission, Goals and General principles of Action</b>	
States the mission and how this is pursued, as well as the vision and the values that guide the company.	Page 14 Page 497 of the Report and Financial Statements 2014
Policies and lines of action undertaken as part of the outlined strategy	Pages 18-21 Page 497 of the Report and Financial Statements 2014
States the goals and their level of compliance, as well as justification for any deviations and the corrective measures applied or yet to be applied.	Pages 25,66-67, 87 Pages 497-500 of the Report and Financial Statements 2014
States key factors on which the company's results depend.	Pages 497-500 of the Report and Financial Statements 2014
<b>Capital Structure</b>	
Capital structure	Page 501 of the Report and Financial Statements 2014
Any limitations to the ownership and/or transferability of shares	Page 501 of the Report and Financial Statements 2014
Parasocial agreements.	Page 501 of the Report and Financial Statements 2014
<b>Shareholdings and Bonds held</b>	
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