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# Good practices identified in Portuguese companies

## 8. Good practices identified in Portuguese companies

- 8.1 Processes of integration of the SDGs in corporate strategies
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- 8.5 Good practice of partnerships between companies from the Observatory

The purpose of this chapter is to present, in a non-exhaustive way, some of the good practices identified in the Non-Financial Reports of the 60 Large Companies being studied. More than 100 good practices related to sustainability and the Sustainable Development Goals were identified. In this chapter, some selected practices are described, and others will be disclosed later. The Observatory of the SDGs in Portuguese companies will continue to share good practices regularly, aiming to promote and encourage their adoption by Portuguese companies.

The selection methodology for the good practices presented here is in Chapter 6 of this report. The good practices were divided into five categories, which will be developed in the following pages:

- 1. Processes of integration of the SDGs in corporate strategies
- 2. SDG Report
- 3. Structuring of Practical Cases related to the SDGs
- 4. Reporting Practical Cases related to the SDGs
- 5. Good practice of partnerships between the companies from the Observatory.

## Processes of integration of the SDGs in corporate strategies

8.1

The processes of integration of the SDGs in corporate strategies refer to all the processes of selecting strategic SDGs for the company, stakeholder involvement, materiality analysis, and choosing SDGs according to the corporate context and its value chain, among others. They mainly refer to the practices that mirror a "process" in which the SDGs were integrated into the core business or the company's strategy setting and are considered good examples of operationalization.

Concerning the processes of integration of the SDGs in corporate strategies, the following are highlighted:

### The Navigator Company – Materiality Analysis

To face the next decade's challenges and opportunities, The Navigator Company created a Responsible Management Agenda named the 2030 Agenda. This agenda aims at "creating value responsibly" and has an ample and comprehensive materiality analysis as its pillar. The 2030 Agenda results from a review of the company's materiality analysis that began in 2019, with the identification of a list of topics and stakeholders to be consulted, and ended in 2020. It involved more than 540 internal and external stakeholders. In addition to consulting stakeholders, it was based on benchmarking international trends, identifying challenges, risks, and opportunities, and using the SDG framework.

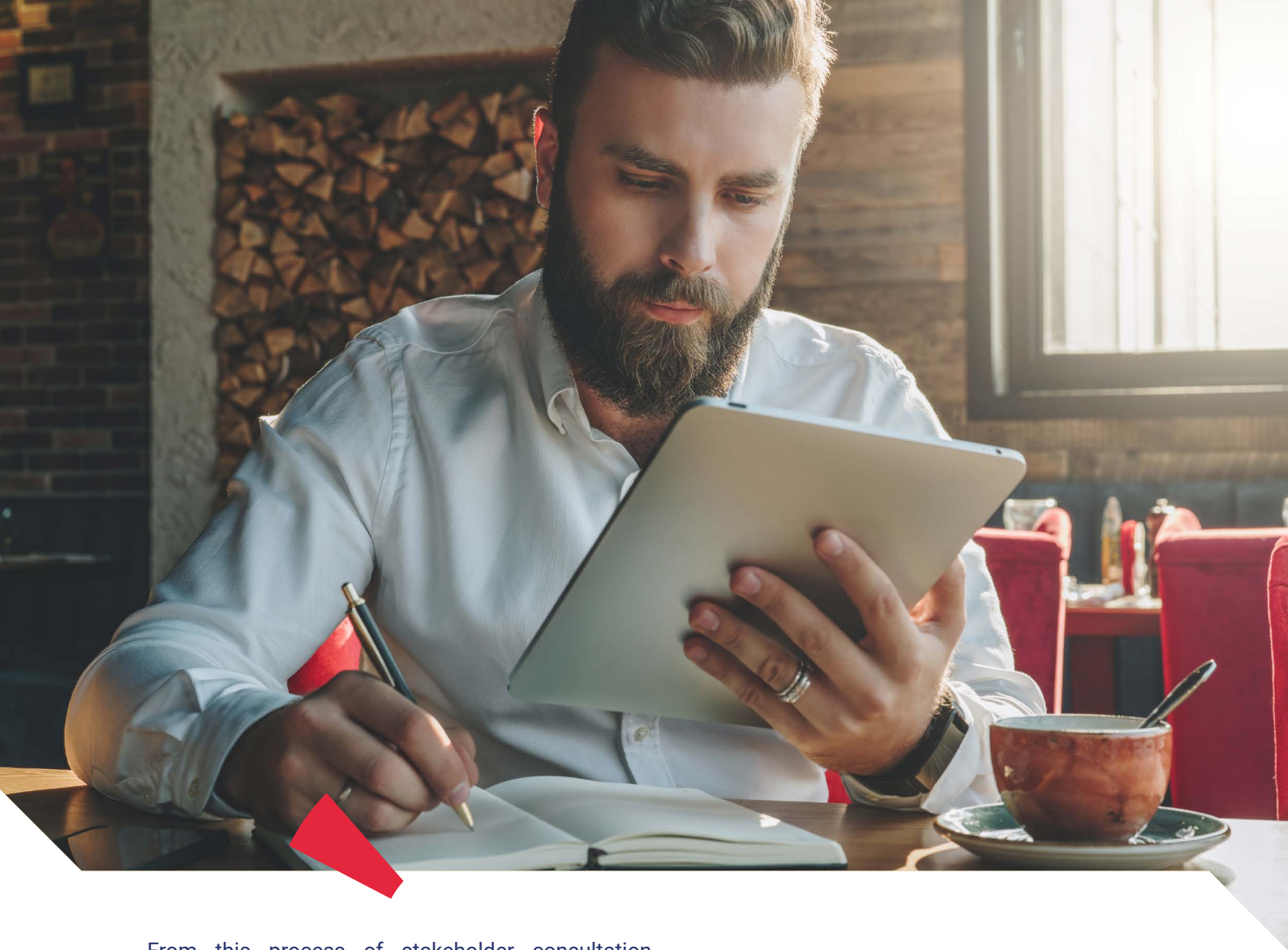


Figure 8.1 – 2030 Responsible Management Agenda – The Navigator Company

Source: The Navigator Company [Website](#).

From this process of stakeholder consultation, strategic reflection, and validation of results obtained by the Executive Commission, 12 material topics came up. These 12 topics are the origin of the 2030 Agenda's four strategic axes, which mirror the company's main commitments and goals: 1) Responsible Business, 2) Nature, 3) Climate, and 4) Society. The ambitions contemplated in the 2030 Agenda are made concrete in the 2030 Roadmap, which sets 15 commitments that will guide The Navigator Company's way for the next decade, contributing to sustainable value creation. The 2030 Roadmap can be consulted on page 34 of The Navigator Company's 2021 Sustainability Report.

An analysis of the SDGs was made during the development of the 2030 Agenda. It consisted of classifying the SDGs into three relevant levels based on the company's influence on its success. The SDGs ranked as core were the ones to which the company can contribute directly and have a more significant impact through its activities. Answering these SDGs is an opportunity for sustainable economic growth for the company through more responsible management of resources, generating value in communities and partnerships with its stakeholders. Secondly, the SDGs ranked as supportive were selected, which are impacted directly or indirectly by the company activities, but with a smaller relevance to their primary activity, but are not disconsidered by the company. Lastly, the "other SDGs," with which the company interacts less directly, is not disconsidered by the company. The targets the company aims to reach were identified for the core and supportive SDGs,

aligned with its strategy and established in connection with the 2030 Roadmap's commitments.

Highlights in this good practice:

- Stakeholder involvement on a large scale: 540 stakeholders were involved in the consultation process;
- Identification of material topics and their crossing with societal trends, opportunities, and risks;
- Alignment of the company strategy with the SDGs and monitorable targets, besides the establishment of a connection between the SDGs and the 2030 Roadmap Commitments;
- Ranking the SDGs according to the company's potential positive impact.



Siemens - DEGREE Framework

Siemens' DEGREE Framework is an international integration strategy that incorporates the company's DNA in alignment with its sustainability policies (*DEGREE – Decarbonisation; Ethics; Resource efficiency; Equity; Employability*). This framework highlights Siemens' commitment to ESG issues and presents a 360-degree approach that includes all its stakeholders (clients, suppliers, investors, employees, society, and planet) and a direct alignment with the SDGs.

The DEGREE Framework is based on six fields of action that boost sustainability, are dynamic, and are constantly evolving. They represent the company's priorities and ambitions in all geographies and

lead the business and management activities with its stakeholders. Consequently, they apply to all companies affiliated with Siemens except Siemens Healthineers. The DEGREE Framework sets fourteen global goals which guide the company's strategy. SDGs are associated with each field, according to the company's contribution toward their fulfillment.

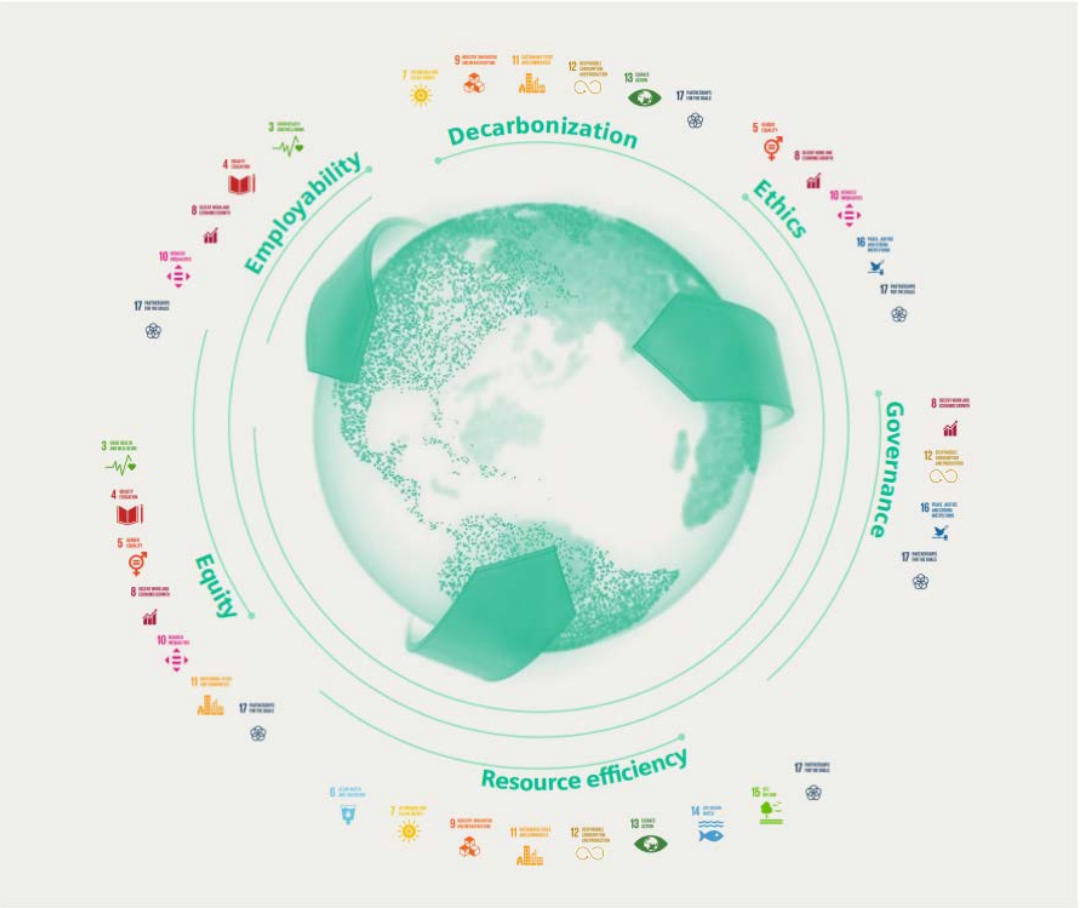


Figure 8.2 – SDG alignment to the Siemens DEGREE Framework

Source: Siemens 2021 Sustainability Report, p. 20

Highlights in this good practice:

- Alignment of the company's global strategy with one of the main SDG policies common to all subsidiaries in the various locations in which the company acts.
- A total alignment of the company's strategy with the SDGs through its mapping according to the six fields of strategic action.
- Commitment to reach and influence its stakeholders in reaching the SDGs set out by the United Nations.

1) Develop and Value the Forest; 2) Bet on Operational Excellence and Technological Innovation; 3) Value People; and 4) Affirm sustainability.

In 2020, Altri consulted its stakeholders, including a question on the SDGs, to understand the importance its stakeholders give to the SDGs and validate which SDGs are most relevant for Altri. Based on its strategic acting and stakeholders' expectations, the company's main sustainability goals were identified and translated into the 2030 Commitment. Altri's Commitments for the 20-30 decade are aligned with the SDGs and contribute to their progress.

Altri – 2030 Commitment

Altri recognizes the SDGs' importance as a part of global ambition for sustainability, and the company's contributions are reflected in the 2030 Commitment (Figure 8.3).

The company focuses its strategic acting on the fields in which it creates the most positive impacts and benefits for sustainable development. Its strategy is based on four development vectors that center its activity and future investments:

The 2030 Commitment comes with the ambition to recognize not only the company's positive but also its negative impacts, highlighting its responsibility in managing its spillovers and tradeoffs in the context of the society it is a part of. In figure 8.3, Altri's 2030 Commitment can be seen, in which the company's targets are made clear about the year 2018 and 2030 (the date by which the 2030 Agenda will be met).



COMPROMISSO 2030		2018	META 2030
	Reduzir o uso específico de água (m³/tSA) nas unidades industriais da Altri em 50%	20	10
	Reduzir a carga orgânica (CQO, kg O₂/tSA) nos efluentes industriais da Altri em 60%	11	4
	Aumentar em pelo menos 60% a quantidade de energia elétrica renovável injetada na Rede Elétrica Nacional (GWh)	625	1000
	100% da energia primária consumida nas unidades industriais da Altri ser de origem renovável	83%	100%
	Duplicar o número de mulheres em funções de liderança	19	38
	100% dos resíduos processuais valorizados ou reutilizados	77%	100%
	Reduzir 60% as emissões específicas de GEE de âmbito 1 e 2 (kgCO₂/tSA)	192	66
	Reduzir 30% as emissões de âmbito 3 (kgCO₂/tSA)	292	202
	Aumentar em 40% a percentagem do consumo de madeira com certificação de gestão florestal	57%	80%
	Duplicar a área sob gestão de conservação natural (ha)	7980	16000
	Desenvolver 13 estações de biodiversidade e biospots	2	15
	Caminhar no sentido de atingir zero acidentes com dias perdidos*	Melhoria contínua por forma a manter esta meta	

\* Mais do que 3 dias perdidos

Figure 8.3 – Altri – 2030 Commitment

Source: Altri 2020 Sustainability Report, p. 63

Highlights in this good practice:

- Alignment between the company's strategy and the SDGs;
- Association of the company's strategic goals with the actual targets for each SDG, setting an actual timeline for their fulfillment;
- Incorporation of results obtained through the stakeholders' consultation into the company's strategy;
- The importance of recognizing the negative impacts which result from the company's activity in order that they are addressed and not hidden;
- All the commitments adopted by the company for the 20-30 decade are aligned with the SDGs and contribute toward their progress.

SDGs Report


8.2



The Non-Financial Reports are one of the companies' main communication instruments for spreading their strategies, initiatives, and progress concerning sustainability. Two kinds of good practices were identified in terms of reporting:

- 1) the integration of the SDGs in the report and corporate strategy communication; and 2) the use of effective illustrations.

Millennium BCP – "Millennium BCPs contribution to the SDGs" Report

Millennium bcp wrote a report exclusively dedicated to reporting its contribution to the SDGs. According to the bank's strategic acting axes, eight priority SDGs were identified for implementing the 2030 Agenda. They were mapped through a continuous process to establish the relation and identify the focal points between the bank's activities and the SDGs. In this report, the company presents its goal for each SDG, how it contributes to the Goals, the initiatives introduced, and the achieved results, as shown in Figure 8.4.





**Financiamento Sustentável**

O Millennium bcp pretende reforçar as suas políticas e regulamentos de financiamento sustentável, pautadas pela transparência da informação prestada aos clientes sobre os produtos e serviços, e, ainda, aumentar uma oferta coerente e segmentada de produtos inclusivos e sustentáveis.

Tendo em vista a concretização destes objetivos, o Millennium bcp identificou as seguintes iniciativas a implementar:

- Analisar os requisitos de divulgação de informações relacionados com investimentos sustentáveis e riscos em matérias de sustentabilidade, conforme proposta de regulamento COM (2018)354/978576 que altera a Diretiva (requisitos sociais e ambientais no processo de avaliação de risco e na decisão de concessão de crédito);
- Definir políticas setoriais e ambientais no processo de avaliação de risco e na decisão de concessão de crédito;
- Reforçar parcerias para a oferta de produtos que deem resposta às necessidades de modernização das empresas, de forma a mitigar o impacto nas alterações climáticas;
- Promover a emissão de green ou social bonds;
- Promover as energias renováveis através de empréstimos concedidos ao setor energético;
- Criar linhas de crédito específicas para o aumento da eficiência energética, mobilidade sustentável, construção sustentável;
- Liderar a concessão de crédito através da Linha de Crédito para a Descarbonização e Economia Circular.

**Exemplos de iniciativas implementadas:**

- Subscrição do Pacto de Mobilidade Empresarial para a cidade de Lisboa;
- Adesão ao Programa "Casa Eficiente 2020" promovido pelo Estado Português e cofinanciado pelo Banco Europeu de Investimentos (BEI);
- Apoio a empresas no setor da agricultura e/ou pescas através das linhas de crédito PRODOR/PROMAR e IFAP Curto Prazo;
- Apoio a projetos de investimento de criação de empresas por desempregados - Através da Linha Microinvest e Linha Invest;
- Membro corporativo da European Microfinance Network (EMN).

	O nosso objetivo	O nosso contributo em 2019:
7	Assegurar o acesso universal a serviços de energia modernos e a preços acessíveis	Financiamento de projetos de infraestruturas e equipamentos de energias renováveis
8	Promover produtos de inclusão financeira que apoiem as atividades produtivas e a criação de emprego decente e o empreendedorismo	Oferta de microcrédito: - 368 empregos gerados em 2019 - Compromisso: Meta de crescimento de 10% dos empregos gerados, em 2020.
	Proteger os direitos do trabalho e promover ambientes de trabalho seguros e protegidos para todos os colaboradores	Nível de satisfação dos colaboradores em Portugal: 78%

Figure 8.4 – Sustainable Financing – Millennium BCP

Source: Contributo do Millenium bcp para os Objetivos de Desenvolvimento Sustentável das Nações Unidas no contexto do plano diretor de sustentabilidade 2021, p. 4



Highlights in this good practice:

- Identification of the priority SDGs for the bank according to their strategic acting axes;
- Communication anchored on the 2030 Agenda and presented in an exclusive Report (may be an excellent short-term solution for companies that do not yet wholly integrate the SDGs in their activity reports or for companies that, in a specific context, want to highlight their public commitment to the SDGs);
- For each strategic SDG, the respective goal to be reached is identified, the initiative is described, and the company's contribution toward reaching it.

An effective and appealing way of reporting the SDGs is through images and illustrations. Different kinds of "SDG tables" and "SDG wheels" were identified in the company's reports, guaranteeing more transparent and effective communication. The "SDG tables" are used to summarize the information and can be simple, for example, tables that summarize the information on the SDGs and their activities. They can identify the initiative/

project and the associated SDGs or can be more robust, adding columns to explain, for instance, the strategic pillar associated with the initiative, the company's goals, the SDG targets, the SDG indicators, progress, and achieved results, among others.

SDG Tables

The following are examples of "SDG tables":

- **NOS:** In their report, a table is presented which identifies the SDGs associated with the company's Strategic Sustainability Pillars, as well as their commitments, targets, strategies, progress level, and status (Figure 8.5). This table allows the reader to quickly identify the company's contribution toward the SDG Agenda, besides making clear a qualitative (status) and quantitative (progress level) evaluation of the commitment.

- **Accenture:** In their Sustainability Report, Accenture presents a table, namely "Annex 1", in which it shows the company's commitment to their priority SDGs in detail. The table identifies the company's priority SDGs, highlights the targets it touches upon, presents the company's

goal concerning the SDGs, and explains how the company contributes to further this goal by describing its initiatives and/or projects.

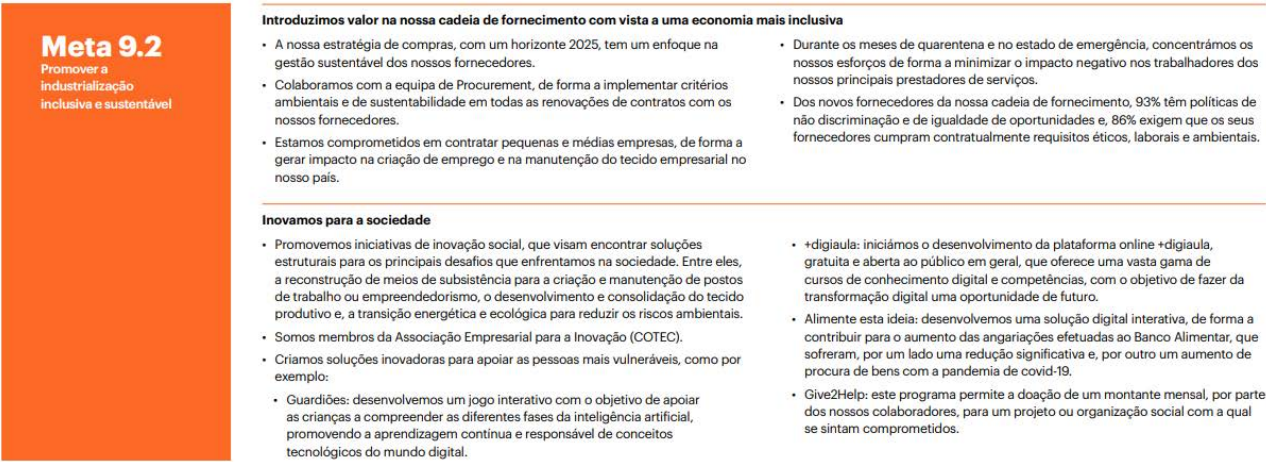


Figure 8.6 – Priority Sustainable Development Goals – Accenture  
Source: Accenture 2020 Sustainability Report Portugal, p. 151

- **Teleperformance:** Teleperformance presents a table where they identify their contributions toward the SDGs throughout the value chain. On one side, they present the positive impacts

of their activities and, on the other, the risks associated with each one, both on an SDG level and a target level.

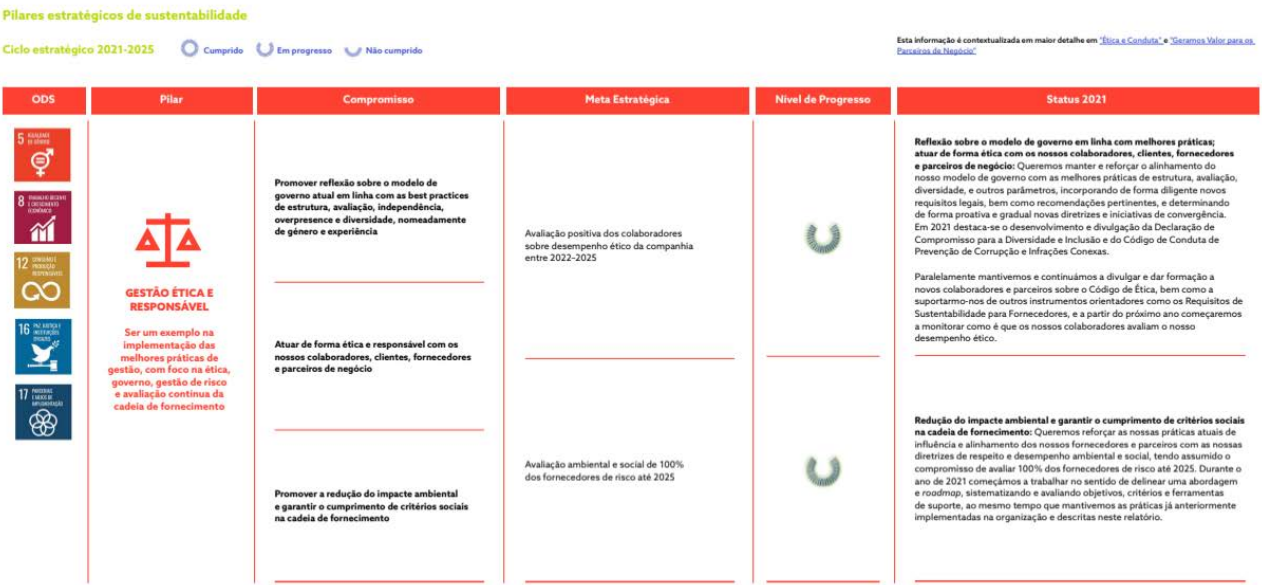


Figure 8.5 – NOS – Strategic Sustainability Pillars  
Source: NOS 2021 Annual Integrated Report, p. 124







Teleperformance's contributions  
to the Sustainable Development Goals  
along the entire value chain



Figure 8.7 – Teleperformance's contribution to the Sustainable Development Goals along the entire value chain - Teleperformance

Source: Teleperformance 2021 Integrated Report, p. 13

SDG Wheel

The "SDG wheel" is part of the Sustainable Development Goals' visual identity. The 17 SDGs form a colored and perfectly fit the circle, which refers to the 2030 Agenda of complementary character. The "SDG wheels" can, in this way, be used both for highlighting the company's priority SDGs (such as CUF or Brisa), using the SDGs' visual identity in an authentic way, as well as to identify the company's strategic pillars (such as Galp or Teleperformance), which are later associated to the SDGs.

Five of the companies that have been analyzed use this kind of graphic aid, as can be seen in Figures 8.8 to 8.12: Brisa – Autoestradas de Portugal, CUF, Galp, Grupo Ageas Portugal, and Teleperformance. In some cases, a brief description of the company's contribution toward the SDG in question is made, which is considered to be good practice for its illustrative character.



Figure 8.8 – Sustainable Development Goals – Brisa

Source: Brisa 2021 Integrated Report, p.19



A CUF está comprometida com a Agenda 2030 das Nações Unidas, tendo, por isso, alinhado os seus Tópicos Materiais e a sua Estratégia com os 17 Objetivos de Desenvolvimento Sustentável, participando ativamente no processo de construção de um mundo mais sustentável.



Figure 8.9 – Commitment to the Sustainable Development Goals – CUF

Source: CUF 2021 Integrated Report, p. 34



Figure 8.11 – Contribution toward the Sustainable Development Goals – Grupo Ageas Portugal

Source: Grupo Ageas Portugal 2020 Sustainability Report, p. 29



Figure 8.10 – Contribution toward the Sustainable Development Goals – Galp

Source: Galp 2021 Management Integrated Report, p. 27

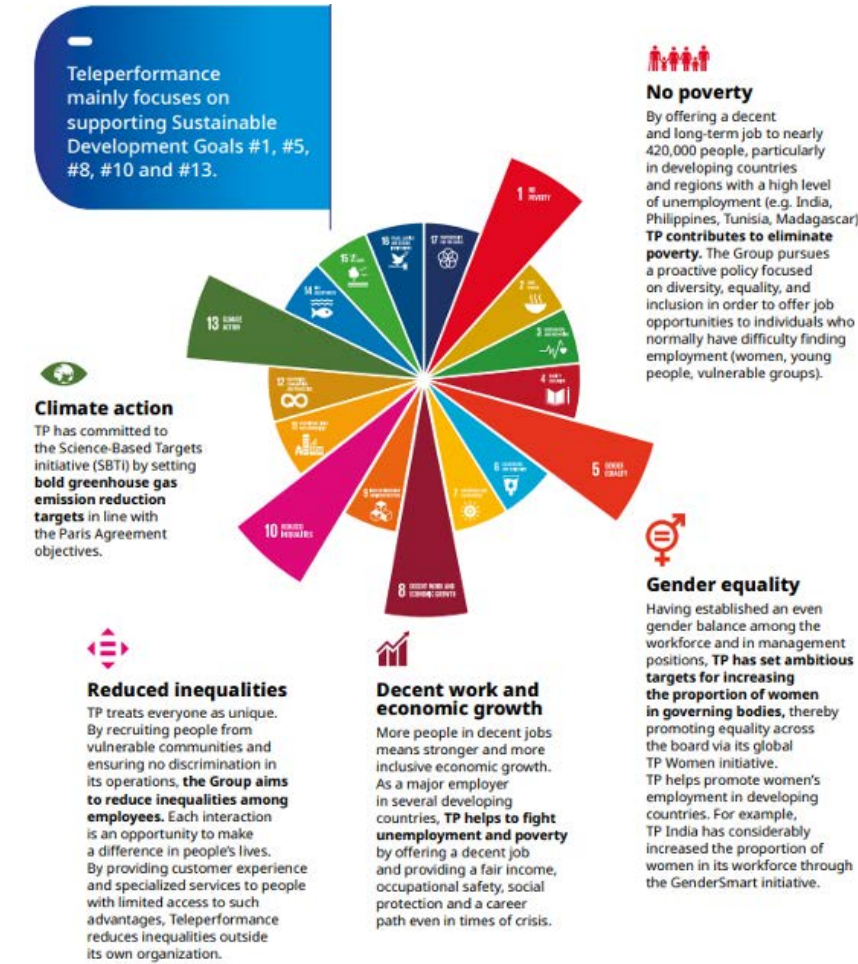


Figure 8.12 – Contribution toward the Sustainable Development Goals – Teleperformance

Source: Teleperformance 2021 Integrated Report, p. 12



Highlights in this good practice:

- Emphasis on which are the company's strategic SDGs, using the SDGs' base identity and highlighting the ones most important for the company;
- Justifying the choice of each SDG by illustrating how it relates to the company's strategy, core business, and specific activities;
- Possibility of identifying the primary and secondary SDGs;

- A clear and effective way of presenting the incorporation of the SDGs in the business strategy.

In other cases identified, the companies present their strategy based on the visual construction of the wheel, summoning, through the circle, an idea of unity and complementarity. This is the case with Altri, Millennium bcp, Delta Cafés, and Fidelidade. In all cases, the associated SDGs are also illustrated.



Figure 8.13 – Sustainability Management – Altri  
Source: Altri 2020 Sustainability Report, p. 61



Figure 8.14 – 2021 Sustainability Guiding Plan – Millennium bcp  
Source: Millennium bcp 2021 Sustainability Report, p. 17



Figure 8.15 – Areas of acting and commitments to the SDGs – Delta Cafés  
Source: Our sustainability stories, published in 2018, by Delta Cafés, p. 9





Figure 8.16 – Our contribution toward the 2030 Agenda

Source: Fidelidade 2020 Sustainability Report, p. 14/15

Highlights in this good practice:

- Emphasis on the idea of complementarity, unity, and integration between the company's strategic pillars and the SDGs, which the use of a circle image;
- Highlighting how to relate the company's

strategy and its priorities with the different SDGs, using the latter's base identity;

- How to justify the choice of each SDG based on business strategy and its illustration through caption, which can detail the strategic axes or the company's activity and their relation to the SDGs.

# Structuring of Practical Cases related to the SDGs

8.3

The Structuring of Practical Cases related to the SDGs' good practice refers to how the companies present SDG Practical Cases in their Non-Financial Report. The cases that stand out are the ones which, besides the initiative's description, identify 1) the problem on which they act, 2) the proposed solution, 3) the SDGs and associated targets, 4) the goals of the developed case, and 5) the achieved results. In this case, two good practices stand out:

## Accenture – Structure of the "Successful Cases"

In their report, Accenture highlights what they identify as good practices as being "Successful Cases," which are presented according to the same structure: 1) the challenge and its context, 2) the company's proposed solution, 3) results obtained, and 4) the SDGs to which the initiative contributes, concerning the SDGs' targets.

By presenting the information with this amount of detail, the company can justify the importance of its case, seeing as it is based on a specific problem, relating it to a global challenge (SDGs), and to which it contributed with a solution in an organized, committed, and monitored way (with set goals and measured results).

Figure 8.18 illustrates this structure by presenting the "Efficiency and Safety in energy supply" example, an initiative developed by EDP to implement a data-driven approach to optimize the planning of maintenance and optimization of investment decisions of high-tension distribution network actives.

### A solução

O desafio deste projeto prendia-se com a melhoria em 2 processos críticos: a otimização do planeamento da manutenção e a otimização das decisões de investimento de 3 classes de ativos da rede de distribuição de alta tensão: linhas aéreas, transformadores e disjuntores.

Foram desenvolvidos modelos analíticos, para determinar, por um lado, a condição de saúde destes ativos e a projeção da sua condição nos próximos anos e, por outro, determinar a probabilidade destes ativos falharem. Esta maior previsibilidade, conjugada com dados de contexto da condição destes ativos, permite aos gestores uma melhor arbitragem nas decisões de investimento e manutenção.

A abordagem data driven utilizada incluiu a recolha de dados e análise de qualidade, tratamento e transformação, a definição de hipóteses de modelação e o desenvolvimento, análise e apresentação dos resultados tendo estes sido sujeitos a aferição e comparação através da aplicação de metodologias benchmark reconhecidas internacionalmente.

Para suporte aos gestores foram configurados dois dashboards de gestão de ativos com atualização contínua dos dados dos modelos analíticos, permitindo melhores previsões e acesso "one-stop-shop" a melhor informação sobre estes ativos. Foram ainda definidos os ajustes necessários ao modelo operativo do planeamento de investimento e do planeamento de manutenção.

### Os resultados

A energia elétrica é um bem essencial e a forma de energia mais utilizada na vida contemporânea, sendo por isso de extrema importância garantir a continuidade de serviço e a minimização das interrupções, quer accidentais quer por ações de manutenção. A gestão da vida útil dos ativos de rede deve ser efetuada segundo uma análise detalhada que atenda a critérios técnicos, económicos e estratégicos. Nesta linha, conhecer a condição dos ativos permite realizar previsões mais acertadas e, consequentemente, levar a cabo planos de intervenção e de manutenção mais adequados, tornando a distribuição da energia mais económica, mais eficiente e com menos riscos associados. Para além disso, foi possível identificar um potencial de otimização anual de custos para o nosso cliente.

Esta gestão mais cuidada dos ativos vem melhorar a qualidade de serviço na distribuição de energia pois permite antecipar as falhas e intervir nos ativos antes que estas ocorram. Para além disso contribui para a sustentabilidade ambiental, na medida em que impacta de forma decisiva na redução do desperdício ao longo de todo o seu ciclo de vida.

### A adoção de tecnologias e processos industriais inovadores e tecnologicamente avançados, limpos e ambientalmente corretos, contribui para os Objetivos de Desenvolvimento Sustentável, nomeadamente o 9 – Indústria, inovação e infraestruturas, na medida em que os novos modelos analíticos, para planejar investimento e manutenções, melhoram as capacidades de planeamento e resposta, aumentando a vida útil e reduzir o risco dos ativos, contribuindo assim para uma menor emissão de CO<sub>2</sub> por unidade de valor acrescentado e contribuindo para o ODS 11 - Cidades e comunidades sustentáveis devido a:

- Aumento da longevidade dos elementos de rede devido à maior capacidade de antecipação de falhas e danos;
- Diminuição das deslocações para efetuar manutenções corretivas ou preventivas sistemáticas;
- Aumento da capacidade de prevenção de impactos do sistema de distribuição de eletricidade no meio envolvente, resultado de maior capacidade preditiva e de planeamento das intervenções.

### Caso de sucesso #3

#### Eficiência e segurança no fornecimento de energia

#### Contribuição do projeto para os ODS

- 7.3 Assegurar o acesso universal a serviços de energia modernos, fiáveis e a preços acessíveis.
- 9.4 Modernizar as infraestruturas e reabilitar as indústrias para torná-las sustentáveis.
- 9.5 Fortalecer a investigação científica e melhorar as capacidades tecnológicas dos setores industriais.
- 11.5 Reduzir significativamente o número de pessoas afetadas por catástrofes e as perdas económicas diretas causadas por essa via.

#### O desafio

Como empresa líder na Europa no setor energético, a EDP tem vindo a acelerar a sua transformação digital, inovando na forma como se relaciona com os seus clientes, como gere os seus ativos e como trabalha e interage com todos os seus stakeholders.

Para a E-Redes, data & analytics é um dos principais pilares para incrementar o valor do negócio e a sua aplicação à gestão de ativos é fundamental.

Neste contexto, o projeto Analytics 4 Assets teve como foco a implementação de uma abordagem data-driven em parceria com as equipas da E-Redes para transformar a Gestão de Ativos – especificamente o planeamento de investimento e manutenção – em três classes de ativos com foco na rede de alta tensão, tendo em vista garantir a qualidade do serviço, a eficiência da rede e a segurança do abastecimento.

As linhas de alta tensão, os transformadores de potência e os disjuntores são equipamentos muito importantes, quer pelo investimento que representam quer, sobretudo, pela sua imprescindibilidade na rede de distribuição. Adicionalmente, trata-se de equipamentos que exigem elevadas medidas de segurança, pelo que é crucial garantir planos de intervenção criteriosos ao longo do seu período de vida útil.

Figure 8.17 – Successful Case #3: Efficiency and Safety in energy supply – Accenture

Source: Accenture 2020 Sustainability Report Portugal, p. 68

Highlights in this good practice:

- Clear presentation of a global challenge (and its context) that the company proposes to develop;
- Presentation of a specific solution offered by the company through the core of its activity;

- Presentation of clear goals which the company proposes to reach;
- Measuring of results and progress evolution;
- Initiative/project's contribution to the SDGs and its targets.



Teixeira Duarte – "Highlighted Initiatives" Structure

The "Highlighted Initiatives" presented by Teixeira Duarte in their Non-Financial Report always follow the same structure: 1) identifying the main SDGs impacted by the project; 2) identifying the challenge, 3) the project's acting context, 4) at whom it is aimed, 5) the project's characterization/description, 6) company sectors involved, and 7) its impacts.

This set of information allows a greater understanding of the project and its contribution to the progress of the 2030 Agenda. For example, the "Fazer Pescar" project aims to develop the professional skills of young people who are a part of the communities in which Teixeira Duarte is a part, in Angola, later promoting their integration into companies of the Teixeira Duarte Group.

Highlights in this good practice:

- Presenting a social challenge close to the community in which the company develops its activities and how the organization proposes to develop a solution to it;
- Presentation of a specific solution offered by the company, which ends up benefitting the core business by fundraising and training for qualified work;
- Measuring and presenting the project's impacts, as well as the identification of its beneficiaries;
- Project's contribution toward the SDGs.

Communication of Cases related to the SDGs 8.4

In this section, the Observatory companies' projects and initiatives are identified, considering the alignment with the SDGs and respective communication in Non-Financial Reports. The good practices identified are related to different themes mapped according to the SDGs they impact. Concerning each theme and respective SDG, the companies' different cases, which show how they impact them effectively, positively, and aligned with their core business, are given below.

The identified themes are:

- Sustainable water management
- Protecting life below water
- Reducing carbon emissions
- Protecting life on land: Portugal's forests
- Promoting sustainable agricultural practices
- Building more sustainable cities
- Developing alternative energies
- Promoting access to health
- Promotion of equity and social inclusion
- Circular economy and value chain
- Sustainability in the financial sector

Sustainable water management

SDG#6 – Clean Water and Sanitation aims to guarantee the availability and sustainable management of clean water and sanitation for all.



Figure 8.18 – Highlighted Initiative: Fazer Pescar – Teixeira Duarte  
Source: Teixeira Duarte 2021 Sustainability report, p. 37

According to the analysis of the Portuguese context described in Chapter 4.2, this SDG still presents some challenges in Portugal, despite having a favorable evolution. In the context of droughts and the threat of future droughts, this SDG is more and more important for our country.

Concerning water treatment and reuse, three examples stand out from the companies from the Observatory :

Águas de Portugal – 100% Virtual Telemanagement Project

The 100% Virtual Telemanagement Project represents a significant technological advance for managing Águas do Douro e Paiva, a company belonging to the Águas de Portugal Group. The project comprises a 100% virtual water consumption management system, allowing the company to switch off its physical management systems. This system, adopted in 2020, has increased the resiliency of the water supply to 1,6 million people and bodies, minimizing inefficiencies and water leaks by means of preventive management and network renovation. It, therefore, helps Águas de Portugal to better serve their clients, promoting efficient water consumption. This project integrates

one of the company's strategic goals – "Preventing and reducing physical water losses". It thus contributes toward SDG#6 by a greater efficiency in consuming and using water.

Águas de Portugal – Algarve Golf courses and public gardens watered with recycled water

In 2021 about 800 thousand cubic meters of ApR (Água para Reutilização - Water for Reutilization) were used, from the Quinta do Lago and Albufeira Poente wastewater treatment plans, to water golf courses and public gardens, respectively, the São Lourenço e Salgados Golf courses and the Empresa Municipal Infraquinta gardens. The rise in recycled water use in the Algarve region translates into a clear reduction of captured volume and, therefore, a greater safeguard of water resources, which will be available in the environment, and eventually for more noble purposes, such as producing water for human consumption. The need for directing efforts toward using ApR is a strategy identified in the Algarve's Water Efficiency Regional Plan, allowing the safeguarding of the availability of water reserves in the region, which will ensure a more significant balance between demand and availability of water.



Figure 8.19 – 100% Virtual Telemanagement – Águas de Portugal  
Source: Águas de Portugal 2020 Sustainability Report, p. 77

Life below water



SDG#14 –Life Below Water aims to conserve and sustainably use the oceans, seas, and marine resources. This SDG, as shown in the analysis of the Portuguese context (Chapter 4.2) and in answer to the question "Which SDGs are incorporated into your company's strategy?" in Chapter 7.1, is considered to be a current challenge, highlighting the importance of protecting the oceans that represents an important part of Portugal's identity.

Based on this SDG relevance for Portugal – one of the SDGs the country defined as a priority in its Voluntary National Report - cases were identified in which its progress impacts the companies' core activity. Preserving and sustainably using water resources is of the utmost importance for wholesalers, who adopted commitments and strategies such as:

- **Auchan – Sustainable Trade Policy on Fish.** This policy included initiatives such as giving buying privileges to national suppliers and buying in lots, raising the fish product offer with CCL (Comprovativo de Compra em Lota – Lot Invoice), besides privileging sustainable fishing or with lower risk for biodiversity and lower, suspend, or cease the sale of endangered species. The company's efforts to analyze 100% of its fish offer sustainability stand out. This policy integrates the company's strategy of developing the national economy and offering sustainable fish.
- **Jerónimo Martins - Sustainable Fishing Strategy.** Based on a periodical evaluation of the state of conservation of all wild fish species marketed in their stores and considering the level of extinction

risk according to the IUCN - International Union for Conservation of Nature's Red List, Jerónimo Martins set a sales strategy for this category. The company states commitments prohibiting the buying and selling of "critically in danger" species and limiting promotional actions involving species classed as "vulnerable." It is a strategy guided toward the protection of life below water which integrates the commitment of guaranteeing that the wild fish it sells does not contribute to over-exploitation, depletion, or species extinction. This initiative also contributes to SDG#12 - Responsible Consumption and Production.

- **Sonae MC - Fishing Sustainability Policy.** Sonae MC was the first wholesaler in Portugal to get the MSC label (Marine Stewardship Council for their fish retailers) for sustainable fishing and the ASC responsible aquaculture label (Aquaculture Stewardship Council), consolidating their commitment to offering products coming from sustainable fisheries. Through its Fishing Sustainability Policy, the company aims to minimize the impact of fishing activities on marine biodiversity and promote the adoption of sustainable practices. The company uses the "Traffic Light System" tool to evaluate fish purchases according to the fishing level of sustainability. The tool identifies the used fishing method through the colors red, yellow, or green, simplifying the gathering of the main fishing practice. This identification allows MC to privilege suppliers who use lower-impact methods.



Carbon emissions reduction



The growing concern with climate change related to greenhouse gas emissions is the reason for companies' growing adoption of policies concerning emissions and mitigating the effects of their operations on the climate. These actions are associated with SDG#13 - Climate Change, which encourages the adoption of measures to fight climate change and its effects, which was set as one of Portugal's priority SDGs in its Voluntary National Report.

As a means of illustrating the Practical Cases related to this theme, the following are examples of companies that are acting in different sectors:

Caixa Geral de Depósitos - Low-Carbon Program

Since 1876, Caixa Geral de Depósitos has stated that their goal is to contribute toward a better society, making products and banking services available to improve families' well-being and the business sector's development. With this purpose of future and responsibility, Caixa Geral de Depósitos has come to guide their activity to give an efficient, innovative, and integrated answer to the main challenges society faces, be they economic, environmental, or social. A part of the "Climactic Risk Management" pillar in their Sustainability Strategy for the 2021-2024 quadrennium, the Low-Carbon Program materializes Caixa Geral de Depósitos's ambitions to prevent, manage, and mitigate the effects of climate change.

The program, created in 2007, not only aims to reduce the environmental impact of Caixa Geral de Depósitos's activities, but also to promote sustainable development and foster good practices with their

interested parties. Four acting vectors boost the program:

- 1) Low-Carbon Economy financing, by making financial solutions available that contribute toward a low-carbon economy in areas like energy efficiency, renewable energies, and sustainable mobility;
- 2) Greenhouse Gas Emissions Reduction by monitoring and inventorying the emissions associated with its value chain. Concerning banking, installing a thermal solar power plant in the headquarters' building stands out, allowing energy production for self-consumption. Downstream from the value chain, Caixa Geral de Depósitos calculates the emissions related to the loan portfolio (framework 3) in order to guide their business strategy in alignment with the climactic action goals;
- 3) Environmental Risk Mitigation by developing a methodology for the identification, evaluation, and mitigation of environmental aspects associated with the Caixa Geral de Depósitos's activities;
- 4) Transparency and sensitization, through awareness actions with their stakeholders, as well as a continuous and transparent communication of voluntary commitments and other obligatory requirements concerning reporting key management indicators.

Bosch - Carbonic neutrality

Bosch was the first industrial company on a global level to reach carbonic neutrality in 2020. The company identifies four levers to support its actions in the next decade: 1) improving energy efficiency, mainly by reducing electricity consumption and optimization of management systems; 2) using renewable energies, for example, by installing photovoltaic systems; 3) acquiring electric energy produced from renewable sources; in 2020, 83% of electricity consumed by the group was green energy; 4) compensating emissions

by buying carbon credits, a temporary solution to make up for unavoidable emissions.

Siemens - Reducing the carbon footprint on the value-chain

In 2015, Siemens committed to reaching carbonic neutrality by 2030 and set a goal of reducing carbon emissions by 50% until 2020. This goal was surpassed by the company, which managed to reduce the carbon footprint on its value chain by 54% between 2015 and 2020.

The SBTi's (Science Based Targets initiative) commitment made in 2019 highlighted the goal of reducing the carbonic footprint by 2030 in their operations (scopes 1 and 2), focusing on:

- 1) Occupying carbon-neutral buildings (EP100) and therefore investing in energetic efficiency programs;
- 2) Exclusively using energy that comes from renewable sources (RE100);
- 3) Electrified vehicle fleet (EV100).

For example, the project to make the Alfragide campus more intelligent and resilient from an energy point of view stands out in Portugal. In addition to the application of Siemens technology to reduce consumption and increase energy efficiency, a photovoltaic plant and energy storage system were installed, as well as the development of a digital twin of the electrical network (technology that allows the company to simulate the conditions performance of its solutions in a virtual environment). The company also undertook the installation of a microgrid management system, the acquisition and consumption of 100% renewable energy, and the renewal of the fleet.

One of the themes in Siemens' sustainability commitments is decarbonization, which also covers all emissions produced by their suppliers (scope 3). The company developed a tool named [Carbon Web Assessment \(CWA\)](#), which allows their suppliers to identify, among their operations, the ones with higher CO2 emissions and understand how they

can sustainably reduce these emissions. It can also be highlighted as good practice Siemens' initiative of integrating the indicators associated with the company's performance concerning the ESG metrics in the financial compensation policy of the Executive Commission's members.

TAP Air Portugal - Sustainability Initiative: Voluntary Compensation of CO2 Emissions Program

TAP Air Portugal was, in 2009, the first airline company in the world to launch a CO2 Emissions Compensation Program, partnered with IATA (International Air Transport Association). The program allows customers to compensate for the carbon dioxide emissions resulting from their trip. For this, TAP provides information about the amount of CO2 emitted by each passenger per flight and the compensation cost. The resulting amount of the project is invested in sustainable projects. This measure, by 2009, was relevant for its pioneering character and for being followed by several airline companies until the recent news that JetBlue, in the U.S.A., became the first airline company to compensate for the emissions of all their domestic flights in 2020. To the date of this report, the measure adopted by TAP in 2009 may be considered mainstream for having been incorporated by all the world's leading airline companies. Suppose regulation - namely the European Union's - became more demanding concerning emissions from the aviation industry. In that case, it is also true that the pioneering and first-mover example that TAP shows well how simple measures promoted by a company often have the power to boost disruptive changes in a whole industry's policies and encourage social and environmental progress.

Concerning Logistics operations and SDG#13, and taking into account the relevance of these activities on the ecologic footprint, the two following examples stand out:



CTT - Sustainable Fleet and Green Deliveries

Associated with looking for sustainable and economically efficient solutions, the CTT expanded its fleet of alternative vehicles, especially electric vehicles. Today, the fleet has around 500 vehicles, thus being one of the least pollution among Portugal's most significant car fleets. These vehicles are used in Green Deliveries, a service that allows customers in Lisbon to get their posts with CTT electric vehicles. It is a good practice that calls for expansion. The CTT also has four 100% electric Postal Distribution

Centers: two in Lisbon (Arroios and Junqueira), one on the Porto Santo island, one in the Autonomous Region of Madeira, and one on the Graciosa island, one in the Autonomous Region of Azores, thus reinforcing the commitment to sustainability on all the national territory. This project is important, not only because it is one of the most significant projects in Portugal related to green fleets but also because it is directly connected to the core of the company's operation.



Figure 8.20 - Sustainable Fleet - CTT  
Source: CTT 2020 Integrated Report, p. 42

Volkswagen Autoeuropa's logistic solutions: from the gigaliner to the use of the railway service

Volkswagen Europe developed a logistic solution, the Gigaliner - a three-axis truck attached to a semi-trailer (an independent unit attached to the truck which eases the process of cargo flow) and a dolly (equipment which has the auxiliary function in the truck's weight capacity) - which saves 70 tons of CO2 per year, reducing CO2 emissions by 30% in the route used by this new model of transportation. This solution allows for the reduction of the number of trucks needed for transportation and reduces the traffic of trucks per

week by 30% to 40% on this route - which translates into a direct effect on the environment and the sustainability and logistics strategy of the company itself.

Still concerning logistics, Volkswagen Autoeuropa, partnered with Seat plc, took a step forward in their decarbonization strategy with a new railway service that connects the Seat factory in Martorell, in Spain, to the Volkswagen Autoeuropa factory, in Palmela. This service is more advantageous than the train as an ecological, profitable, and efficient means of transport, reducing CO2 emissions by 43%.



Figure 8.21 - Logistics toward Zero Impact - Volkswagen Autoeuropa  
Source: Volkswagen Autoeuropa Website



# Protecting life on land: Portugal's forests



**SDG#15 - Protecting Life on Land's** primary goal is to protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, and combat desertification, thus preserving biodiversity. According to the Portuguese context analysis described in Chapter 4.2, there is a clear need to act on this SDG and its targets in the country.

Concerning the theme of forest preservation, three examples are highlighted:

## The Navigator Company - Programa Premium

The *Premium Program* is a free technical support program aimed at forest eucalyptus producers, whether they are Navigator wood suppliers or not. In collaboration with RAIZ - Forest and Paper Research Institute, the program aims to support forest owners

in solving their main difficulties concerning the management and exploration of eucalyptus. This support is fulfilled in various ways and involves an initial visit from a team to the location to make a diagnosis and evaluate the situation so that they can identify solutions and recommend solutions for the problem. This involves, for example, the preparation of a forest project, recommendations of forestry techniques, and good practices in forest operations that minimize environmental and social impacts.

The program focuses on enhancing sustainable property management and promoting healthy forest areas with responsible management. The program does not entail any costs for the owner. It offers other benefits, such as making them closer to the different forest management entities, seeking to ensure the regular monitoring of the areas for a continued improvement of forest management, besides fostering approval of national wood supply. The proximity between the different sector actors is an opportunity to divulge and boost other industry projects for improving forest management, including the increase of area with certified management.

This initiative also stands out for touching on SDG#12, associated with sustainable consumption and production and, more specifically, targets 12.1, 12.8, 15.1, and 15.2, integrating the company's Forest Policy and the 2030 Roadmap, with a great impact on its core business, seeing as it is concerned with preserving the necessary natural resources for the business' viability.



Figure 8.22 - Forest Products Premium Program - The Navigator Company  
Source: Forest Producers [Website](#)

## Altri - B4EST Project

The B4EST project is incorporated into Altri's R&D activity scope, which is a part of the consortium financed by Horizon 2020 to study the "adaptive reproduction for productive, sustainable and resilient forests under climate change." The project's goal is to supply producers, forest owners, managers, and policymakers with a better scientific understanding to deal with the problems caused by climate change and its consequences, such as the bigger vulnerability to damage and disease to which forests are exposed, and the reduction of health and forest productivity.

B4EST is a joint effort of 18 partners from 9 European countries and integrates Altri's business strategy concerning operational investigation in forest production. The project studies eight species of trees, among which are the eucalyptus (raw material and core

for Altri's business), to find opportunities of raising the survival, health, resilience, and productivity of the forest in areas previously suboptimal.

Among other activities of this project, a set up of 180 dendrometers (an automatic gauge of tree diameter) is installed in 30 different genotypes (part of the genetic constitution) to measure the daily variation of the growth in diameter, of which half has an irrigation system. This study's conclusions will make possible a better understanding of some issues in this area of knowledge and the advancement of this study toward its main goal: promoting more resilient and productive forests.

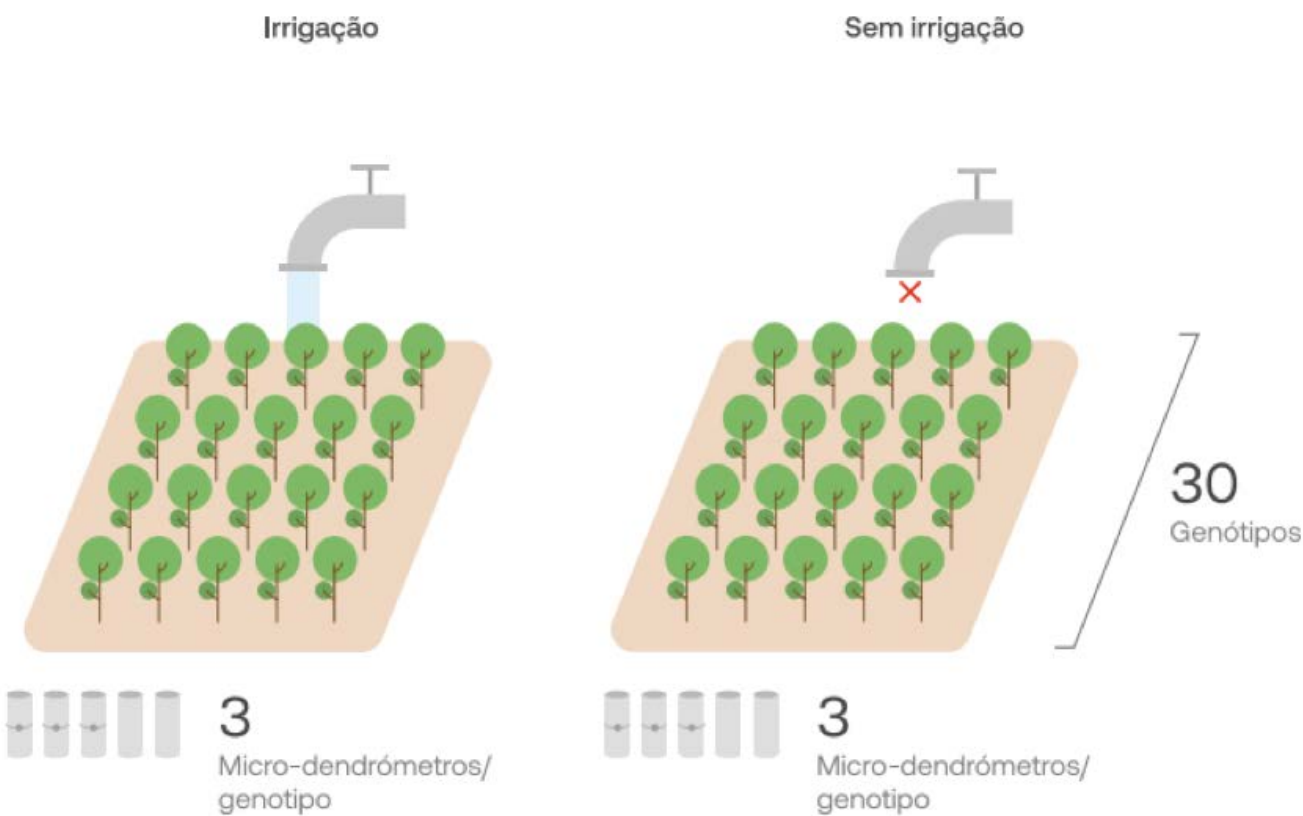


Figure 8.23 - B4EST Project - Altri  
Source: Altri 2020 Sustainability Report, p. 73

### Corticeira Amorim - Cork oak preservation

Corticeira Amorim won the Best Raw Materials Sustainability Europe 2020 Prize, an award given by Capital Finance Internation (CFI.co). This distinction emphasizes the company's pioneering role and commitment to preserving the cork oak, considered Portugal's National Tree, and its ecosystem. Seeing as the cork's transformation is a part of Corticeira Amorim's inception, the conservation of the cork oak, from which the main raw material for its activity is extracted, constitutes a crucial part of the company's

core business, being its preservation essential for the business' sustainability.

Preserving the cork oak forest and the ecosystems' services make up one of the company's strategic pillars, the Environmental Pillar, and is a part of its strategic plan, "Naturally sustainable," by 2030. This initiative contributes positively toward the other SDGs, such as SDG#11, which is concerned with preserving the country's natural heritage, SDG#12, contributing to assuring standards of sustainable consumption and production; and SDG#13, for the cork oak and its ecosystems' importance in climate regulation.



Figure 8.24 - Cork oak Preservation - Corticeira Amorim  
Source: Corticeira Amorim [Website](#)

Corticeira Amorim's efforts and ambitions for contributing toward the cork oak forest's vitality and the availability of quality raw materials are a part of the **Forestry Intervention Project (PIF)**. PIF is a project developed by Corticeira Amorim partnered with forest producers, academic and scientific institutions, and local authorities. It possesses three key areas: 1) Forest Management, to foster new plantations and offer technical support to the owners in forestry fields; 2) Applied Forest R&D, which aims to be a center of excellence in cork oak research and good management practices, and 3) Fundamental Forest R&D, which focuses on new methods of cork oak production more adapted to the emerging climatic scenarios and plagues/diseases.

### Promotion of sustainable agricultural practices



One of the SDG#2 – Zero Hunger goals is to promote more sustainable agriculture, which encourages the rise in agricultural productivity and the improvement of income of small producers, besides guaranteeing the implementation of more resilient agricultural practices which help preserve the ecosystems. This is



one of the SDGs that most needs progress in Portugal, taking into account the need for improvement in the efficiency of food production and its sustainability (see Chapter 4.2)

Concerning this issue, four companies' Practical Cases are highlighted:

**Bayer - Better Life Farming**

SDG#2 is part of Bayer's core business and main strategy. Through the Better Life Farming initiative - a long-term partnership between Bayer, the IFC (International Finance Corporation), and Netafim (a world-leading company in precision irrigation). This initiative develops digital solutions for small farmers in countries of low and average income, who face challenges from lack of access to credit lines to a greater vulnerability of exposition to climate change. The Better Life Farming initiative involves the participation of various stakeholders who offer different types of support for small farmers, with a holistic approach that goes from preparing the soil, and supplying more resistant seeds, to specific

precautions during and after the harvest. The initiative promotes the creation of small farmer clusters who, together, manage their own Better Life Farming center, where they can sell their products, have access to training, and train young people to work in agriculture. The initiative aims to empower small farmers and guarantee their financial sustainability, thus guaranteeing a long-term impact on the communities.

Bayer identified 12 crucial elements for the fieldwork used in this program and organized them into three acting areas: 1) create digital and technological solutions to support agricultural development, to guarantee the harvests, 2) reduce losses and improve the products' quality, and 3) the proactive management of natural resources, such as the creation of digital solutions for drop by drop irrigation and developing strategic partnerships.



Figure 8.25 - Better Life Farming - Bayer  
Source: Bayer [Website](#)

**Nestlé - Generation Regeneration**

Under the motto "Generation Regeneration," Nestlé is taking the first steps in supporting and promoting regenerative agricultural practices in Portugal, with a focus on the transition to a regenerative food system that aims at protecting, renovating, and restoring the environment, besides improving the farmer's livelihood, resilience, and well-being of agricultural communities. This campaign reinforces the importance the company attributes to sustainability in guaranteeing the resilience of uses of resources sources. The "It is Time to Regenerate" initiative is, therefore, at the company's core, directly related to the SDG#2's efforts to guarantee sustainable and resilient systems of agricultural production.

Think Global, act Local: in Portugal, Nestlé is partnering with Portuguese farmers to implement practices that value and strengthen the ecosystems' capacity. One of the actions is guaranteeing that part of the wheat used to produce milk flour is grown in Alentejo fields, according to traditional practices which respect local nature: the land is fertilized with the remains of the previous harvest; the sowing and the harvest are made in months most suitable for the plant's natural development, watered only with rainwater. This practice differs from others in considering the farmer's knowledge of the soil and Alentejo's climate and valuing the use of local practices to guarantee more efficient management of resources.



Figure 8.26 - Time to Generate - Nestlé  
Source: Nestlé's Creating Shared Value and Sustainability Report 2021, p. 29





# Building more sustainable cities



Increasing sustainable urbanization is one of the prerequisites of **SDG#11 - Sustainable Cities and Communities**, which aims to make cities and communities inclusive, safe, resilient, and sustainable.

On this issue, some good practices were identified.

## Sonae Sierra - Sonae Tech Hub and sustainability services

Through a holistic and integrated approach, Sonae Sierra offers sustainability services that cover the whole life-cycle of a building, offering an array of solutions, from evaluation to risk mitigation to drafting and implementing the best sustainability strategy for the business to a regulatory evaluation of sustainability and optimization of resource use. These

services reinforce the business' core concerning conceiving and effective management of buildings, crucial for the company's activity portfolio, committed to serving real estate investors' needs.

Sonae Tech Hub, one of Sonae's buildings set up in Maia, accommodating the group's technological areas, was certified in 2020 as the most sustainable in Portugal. Sonae Tech Hub was distinguished with e LEED Certification - Leadership in Energy & Environmental Design, with a "Platinum" level, awarded by the US Green Building Council, one of the most recognized world entities for real estate project certification. The building was awarded the highest score given to a building in Portugal until today, being recognized as the most eco-efficient newly constructed building in the country and the top 100 globally. This award reaffirms the group's commitment to sustainability. The environmental principles adopted in the first stages of the project contributed to the high levels of eco-efficiency reached by the company, among which are: the architecture which privileges natural light, utilizing or recycling construction residues, and investing in sustainable materials and equipment which register a higher performance on an environmental level. Sonae Tech Hub has 570m<sup>2</sup> of solar panels installed, which allow for a 40% decrease in electricity consumption, 100% low energy consumption LED lighting, efficient use of water with the utilization of rainwater, and a concept that privileges an interior environment of excellence, namely concerning the air quality and thermal comfort.



Figure 8.27 - Sonae Tech Hub - Closed Real Estate Investment Fund managed by Sierragest - Gestão de Fundos, SGOIC, plc

Source: Sonae [Website](#)

## Grupo Pestana - Iniciativa de Sustentabilidade: Eco-Resort and Heritage Preservation

Still concerning SDG#11, the aim of strengthening the efforts to protect and safeguard the world's cultural and natural heritage is identified.

In this sense, we present Grupo Pestana's initiatives as an example, namely, the creation of an eco-resort in Tróia, the Pestana Tróia Eco-Resort, built under key principles of minimizing impact, using materials with a low ecological footprint, rationing energies and natural resources, besides guaranteeing environmental monitorization to preserve the local ecosystem.

Therefore, the eco-resort stands out for materializing Grupo Pestana's efforts for sustainability by integrating the building with the local environment and ecosystem. In addition to SDG#11, this project

also contributes toward other SDGs, such as #14 and #15, concerning protecting land biodiversity and the coastal ecosystem.

Also of note are the efforts made concerning preserving and restoring the Portuguese cultural heritage, focusing on restoring historic buildings and their change for public service. This initiative is embodied in the "Pousadas de Portugal" brand, which focuses on restoring historic buildings such as monasteries, castles, convents, and mansions, turning them into hotels to serve the public and encourage tourism. In addition to its positive contribution to the local economy, this initiative has allowed for the expansion of Grupo Pestana's core business activities and the growth of the business. Millions of euros are invested annually in recovering and preserving classified heritage to build Pestana units. An example is the Vale Flor Palace, where since 2001, the Pestana Palace Lisbon has been located, a National Monument of cultural value for Portugal.





Figure 8.28 - Pestana Palace Lisbon - Grupo Pestana  
Source: Pestana Palace Lisbon [Website](#)

## Development of alternative energies



SDG#7 aims to guarantee access to reliable, sustainable, and modern energies for all. Among its targets is substantially raising the share of renewable energies in the global energy matrix. This is one of the best-performing SDGs in Portugal, as seen in Chapter 4.2. In this context, some examples identified in this study are:

### EDP - Floating solar park in Alqueva

Sustainability is incorporated into EDP's strategy, which sees in SDG#7 two of the company's key concepts, namely the use of renewable energies and the principles of energy saving. The company promotes using renewable energy sources and clear and more efficient energy technologies, having recently launched the largest floating solar park in Europe, with around 12 thousand solar panels, located in Alqueva. The energy produced can provide for over 30% of the population in the region of Alentejo. The project also stands out for its concept of hybridization, which allows the joining of solar and hydro energy of the Alqueva dam. In addition, it stands out for its innovation in the floats supporting the solar panels: the recycled plastic was joined with cork composites, a solution resulting from a partnership with Corticeira Amorim, which helps reduce the project's CO2 footprint by around 30%.



Figure 8.29 - EDP floating solar panel in Alqueva - EDP  
Source: EDP [Website](#)

## Health promotion and access



Concerning the strategic implementation of **SDG#3 - Good Health**, which has as its goal to guarantee access to quality health and promote everyone's well-being, some examples of Good Practice are presented here:

### Brisa - Highways of Portugal - Reducing road accidents

Brisa - Highways of Portugal's strategy rests on three pillars: 1) Partnership for the mobility Agenda, 2) Efficiency program and 3) Infrastructure modernization. In the third pillar, the company's contribution toward SDG#3 stands out specifically, to reduce by half the number of fatalities and injuries caused by road accidents. The company's commitment to this target is embodied in its investments in the maintenance and modernization of the roads and their infrastructure, in addition to implementing traffic management systems and improving prevention and mitigation of accident systems.



By optimizing the roads, the company is improving access and mobility in the national territory, which has a positive impact on other Goals of the Sustainable Development Agenda, such as SDG#10, concerning

inclusion and land cohesion, SDG#11, by improving road safety, and SDG#17, seeing as this commitment rests on the "Partnership for the mobility Agenda."



Figure 8.30 - Highways - Brisa - Highways of Portugal  
Source: Brisa's 2021 Integrated Report, p. 32

**Bayer - Promoting access to women's health**

Inside Bayer's efforts to promote access to primary medical care are the programs developed with a focus

on women's health, which seek to guarantee access to modern family planning methods for women in vulnerable situations. The company committed to providing access to modern contraceptives to 100 million women in countries with medium and low income by 2030. For this, they have invested in

building new facilities, expanding their production capacity, and new technologies with a focus on women's health.

This initiative contributes toward the progress of different SDGs, as besides promoting health, it seeks to contribute toward reducing poverty conditions associated with SDG#1 and #2, in addition to contributing toward SDG#5, by allowing women to have antenatal planning.

This example shows how one company's contribution and commitment to an SDG impacts other goals of the Sustainable Development Agenda, promoting the simultaneous progress of several agendas.

This practical case entirely relates to Bayer's core business, grounded on its "Health for all, hunger for none" vision and its commitment to promoting inclusive access to healthcare.



Figure 8.31 - Empowering women globally - Bayer  
Source: Bayer Website

**Equity and social inclusion promotion**

Report -, as well as surrounding SDG#16, which aims at promoting more solid, more responsible, and more inclusive societies and institutions. In this context, some identified Good Practices stand out related to promoting Equity and Social Inclusion:



Many efforts have been made surrounding SDG#5 - Gender Equality and SDG#10 - Reduced Inequalities in and between countries - and both have been set as priority SDGs for Portugal in their Voluntary National

**Fidelidade - 70+ Senior Home Assistance**

Fidelidade offers domestic care services for people over 70 to ease and give everyday support. The service gained prominence in the pandemic context due to mobility restrictions and safety issues to that older people were more exposed. SDG#10 highlights the importance of creating solutions that benefit groups of people not always thought of in company offers. In this sense, this project stands out for positively



impacting this part of the population and promoting their inclusion. It aligns with the company's core business as it is a widening in their offer of services which, in addition to positively benefitting society, helps their portfolio grow.



### Teleperformance - Diversity as a driver for performance and innovation

People are a structural part of Teleperformance's DNA and core business, based on interactions it establishes with its customers. The company states that "good interactions depend on mutual understanding, tolerance, and acceptance of differences." The company adopts diversity as a fundamental characteristic to guarantee its strategic positioning and strengthen its competitive advantage.

Teleperformance emphasizes SDGs that are a part of the "social" dimension, such as #1, #5, and #10, identified in their Non-Financial Report as the ones toward which the company has the most capacity to contribute. The company has an ongoing series of

initiatives to promote diversity and inclusion in the workspace, adopting a holistic policy of diversity and inclusion promotion in the fields of gender, disability, sexual orientation, ethnicity, and local context. This policy translates, for example, into guidelines for hiring new employees, in addition to codes of conduct and creating an integrative corporate culture. Although it can be considered a mainstream characteristic, in this case, the strategy stands out for being a lever for improving performance and, consequently, the company's financial performance, which benefits all of its stakeholders, in addition to promoting social progress of the 2030 Agenda.



### VdA - Vieira de Almeida & Associados - Mobilization and network creation

In addition to the commitment to SDG#5, recently reinforced by the adherence to the UN Women's Empowerment Principles and Target Gender Equality, VdA stands out for its role in network creation, contributing toward the progress of SDG#16 and #17, making institutions more efficient, by promoting synergies and the mobilization of people and organizations to boost impact, in answer to the main social and environmental challenges we currently face as a society

In this context, among other relevant initiatives, VdA's drive in creating the Pro Bono Alliance stands out, an informal network of lawyers that has as its goal to consolidate the offer of pro bono legal assistance in Portugal and, in this way, contribute toward mitigating inequalities and promoting a greater (and better) access to justice in Portugal, particularly by people with no resources to access quality legal assistance. Through VdA's participation in the Alliance, VdA

contributes positively and in an aligned way with its core business for promoting justice, reducing inequalities, and social progress.

In the context of GRACE - Responsible Company's Presidency, VdA led the creation of the Legal Cluster, which gathers the ten law firms which are a part of that company network, and in 2020 joined up for, among other things, sharing good practices and identifying and working together on opportunities of advocacy to improve current legislation and contribute toward adopting public policies with a positive impact on sustainable development. Once again, an initiative that promotes the advancement of different SDGs and benefits society and VdA by allowing the practice of its activities with a positive impact through networking to promote the advancement of the 2030 Agenda.



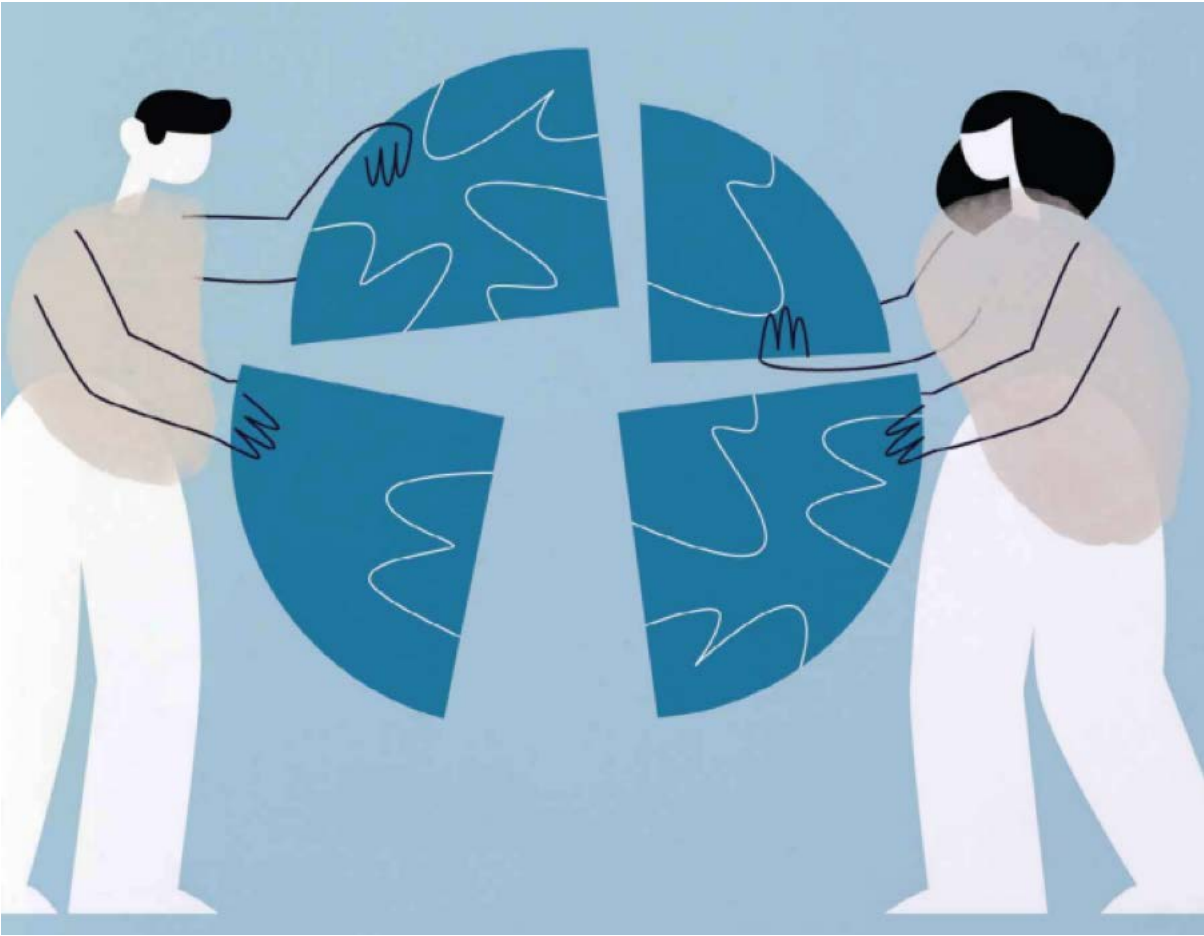


Figure 8.32 - Power of Partnerships - VdA - Vieira de Almeida & Associados

Source: VdA - Vieira de Almeida & Associados 2020 Corporate Responsibility and Sustainability Report, p. 57

# Circular economy and value chain



**SDG#12 - Responsible Consumption and Production** indicates the relevance of the circular economy associated with the value chain, highlighting the

supply chain and sustainable products. SDG#12 aims to guarantee sustainable consumption and production standards and is identified as one of Portugal's main challenges.

## Águas de Portugal - Ceramic Tiles and Circularity

Through the Ceramic Tiles project, Águas do Douro e Paiva, a Grupo Águas de Portugal company, promotes the circularity of sludges from water clarification, the residue produced in greater quantity in the water treatment process. The solution reached, which arises from a partnership with the Faculty of Engineering of the University of Porto and with

the Technological Centre of Ceramics and Glass, consists in transforming the sludge into raw material for the ceramics industry, thus contributing positively toward waste management and its reuse. The project integrates one of the strategic goals of the AdP group - valuing Water Treatment Plants' sludge -, contributes toward SDG#12, and is also related to SDG#11 by promoting the rise of sustainable urbanization. This initiative has a positive environmental impact by reducing the amount of residue deposited in sanitary landfills, being an excellent practical example of the Circular Economy directly associated with Águas de Portugal's operations core.



Figure 8.33 - Ceramic tiles - Águas de Portugal

Source: Águas de Portugal 2020 Sustainability Report, p. 90

## Altri, Auchan, Jerónimo Martins, and Sonae MC - Investing in national suppliers:

**Altri**, in order to promote sustainability in its value chain, implemented a process of supplier management which consists in selecting, monitoring, and evaluating the suppliers. In 2020, 92% of total expenditures on suppliers were spent on national suppliers.

**Auchan** takes on the support of local and national production as its brand's strategic axis, having implemented the Pickup Local initiative during the lockdown period associated with the COVID-19 pandemic, made up of a collection point in Auchan stores so that small local producers' customers could pick up their orders. More recently, the Training Plan for Local Producers was launched, through which they can freely access training in the fields of Environment, Customer Service, Face-to-face Sales, English, and Food Safety, among others. This access is processed in two ways: (1) Access to the e-learning platform used by Auchan Retail Portugal employees; (2) Participation in IEFP training sessions with mixed classes of employees.

**Jerónimo Martins** opts for buying from local suppliers whenever possible, maximizing the products' freshness and shortening the distance from stores and distribution centers. In this way, costs and carbon emissions related to transportation are reduced, decreasing food waste and promoting the economic development of the regions of which it is a part. The company follows this strategy in the three countries it operates. In Portugal, 82% of purchases are made with national suppliers. In addition, since 2012, the company has had a unique policy of support to small and medium producers who are members of the Confederacy of Farmers of Portugal, anticipating the payment deadline to, on average, ten days. This initiative also contributes toward SDG#8 - Decent Work.

**Sonae MC** has a vast network of national suppliers and has developed a set of initiatives to foster the development of a more transparent and responsible supply network. A good example of this is the Continente Producers Club, which brings together a wide array of producers whose Sustainability Declaration, grounded on 11 principles, aims to boost the transition toward a more just and sustainable food system.



Delta Cafés - Sustainability Initiative: partnership with Nãm Mushroom

The awareness of the need to preserve the environment and Through innovation and transformation, the project gives new life to coffee grounds. Preparing coffee only uses 1% of its biomass, the remaining 99% being considered waste. The grounds represent a substratum that is clean and rich in nutrients which, in this partnership, is used for producing organic mushrooms and natural fertilizer at Nãm Mushroom, the first urban farm in Lisbon.

The project's goal is to minimize food waste and promote a circular economy, thus directly contributing toward the progress of SDG#12 and SDG#2. For Delta, this partnership allows for the diversification of their sustainability strategies, expanding their impact initiatives portfolio, specifically in promoting the circularity of their core product, coffee. The reduction of residues closes the product's life cycle and reduces the company's environmental effects while producing economic and social value through entrepreneurship.



Figure 8.34 - Nãm Mushroom Cycle - Delta Cafés and Nãm Mushroom

Source: Nãm Mushroom [Website](#)

Concerning the **value chain associated with innovation**, the following Good Practices stand out:

Accenture - Retailers Sustainability ID

Given customer demands for defining 100% sustainable strategies, Accenture Portugal, in partnership with Fraunhofer, created an Artificial Intelligence Excellence Center (AI Store) for the Retail sector with an impact on sustainability, guided by innovation. The AI Store developed initiatives such as Retailers Sustainability ID, which consists of a gamification App that aims at quantifying the retailer's sustainable footprint over the whole of their value chain, measuring the impact caused by their stakeholders, and rewarding agents of change with a more significant contribution toward decarbonization.

This initiative allows Accenture to promote new sustainability solutions, an aligned action aligned with their Responsible Business strategy, which seeks to promote organizational sustainability. This initiative also generates value for the partners and clients of the company, making new solutions they can benefit from available to them while also impacting society by the applied use of technology which offers solutions that help retailers to have better control over their operations, thus guaranteeing better management efficiency. This initiative impacts SDG#9 daily by promoting sustainable industrialization and fostering innovation.

Unilever FIMA - Sustainable Supply

Unilever committed to having a supply chain with no deforestation by 2023. For this, they are investing in developing technologies such as geolocation, blockchain, and AI to build new approaches for raw material monitoring and traceability, guaranteeing they come from fair trade, which respects people and the planet. This initiative aims to guarantee that the supply of commodities such as palm oil, cocoa, and soy, among others, is fair, valuing the worker and the environment, thus avoiding financing illegal activities such as deforestation and labor exploitation.

It is a pilot project which aims at increasing traceability and transparency in the world supply chain of palm oil, which was undertaken successfully in Indonesia by Unilever and SAP. The company used GreenToken, a blockchain technology by SAP, to trace over 188 000 tons of palm fruit. The technology captures characteristics connected to the raw material's source, allowing the companies to know the percentage of palm oil products they buy that come from sustainable sources. In this case, it helped Unilever to locate, verify, and report the source and route of the palm oil in almost real-time on its long and complex supply chain until it reached the end customer.





Figure 8.35 - Forest Protection - Unilever  
Source: Unilever FIMA [Website](#)

Within **innovative products with an eco-design**, the following Practical Cases are highlighted:

### Bosch - Sustainable Home and garden

Bosch develops innovative products that stand out for their relevance and technology, making the company's commitment to a circular economy more tangible, the latter being one of its strategic acting pillars. Such is the case with SmartGrow, the first automatized internal cultivation system which allows the cultivation of 50 different kinds of 100% natural herbs, salads, and fruits, indoors, with no need for additives or pesticides. All materials used in SmartGrow's production were projected onto the

circular economy and present a modular design so that they can be reused, reprocessed or recycled, which shows the company's concern with the product's afterlife. During the product formulation phase, the potential costumers were consulted to guarantee their demands were met. The product stands out for its innovative character and how sustainability was used throughout all the creation stages. This innovation has a positive impact on society by using recycled products as raw materials and by guaranteeing that, at the end of its useful life, the product can also be recycled, guaranteeing a closed loop.



Figure 8.36 - SmartGrow - Bosch  
Source: 2021 Sustainability Report | Bosch highlights, p. 24

### Siemens - Robust Eco Design

The Robust Eco Design integrates Siemens' strategic approach, based on the DEGREE framework, and refers to the efficient management of resources, indicating the conscious use of limited resources as a key part of Siemens' structure. The robust eco-design sets a new standard for developing an ecologically correct portfolio, whose main characteristic is improving the company products, solutions, and services' environmental impact, focused on three main fundamental commitments: 1) guaranteeing that 100% of Siemens' relevant products are made based on eco-design; 2) dissociating between producing new products and solutions, and the consumption of natural resources (virgin raw materials), increasing

the purchase of secondary raw materials (metals and plastics); 3) guaranteeing circularity by reducing by 50% the residues sent to a landfill by 2030.

This kind of innovation is at Siemens' core, which continuously invests in R&D activities to guarantee market competitiveness. In its Non-Financial Report, the company, which has technology and innovation as key pillars, sets its purpose as "supplying innovations which improve the quality of life and benefit people around the world, thus contributing toward several SDGs and the implementation of acting areas related to the portfolio." Through the DEGREE framework, Siemens show their commitment to the SDGs and how they embody its strategy to fulfill the goals set by the United Nations.



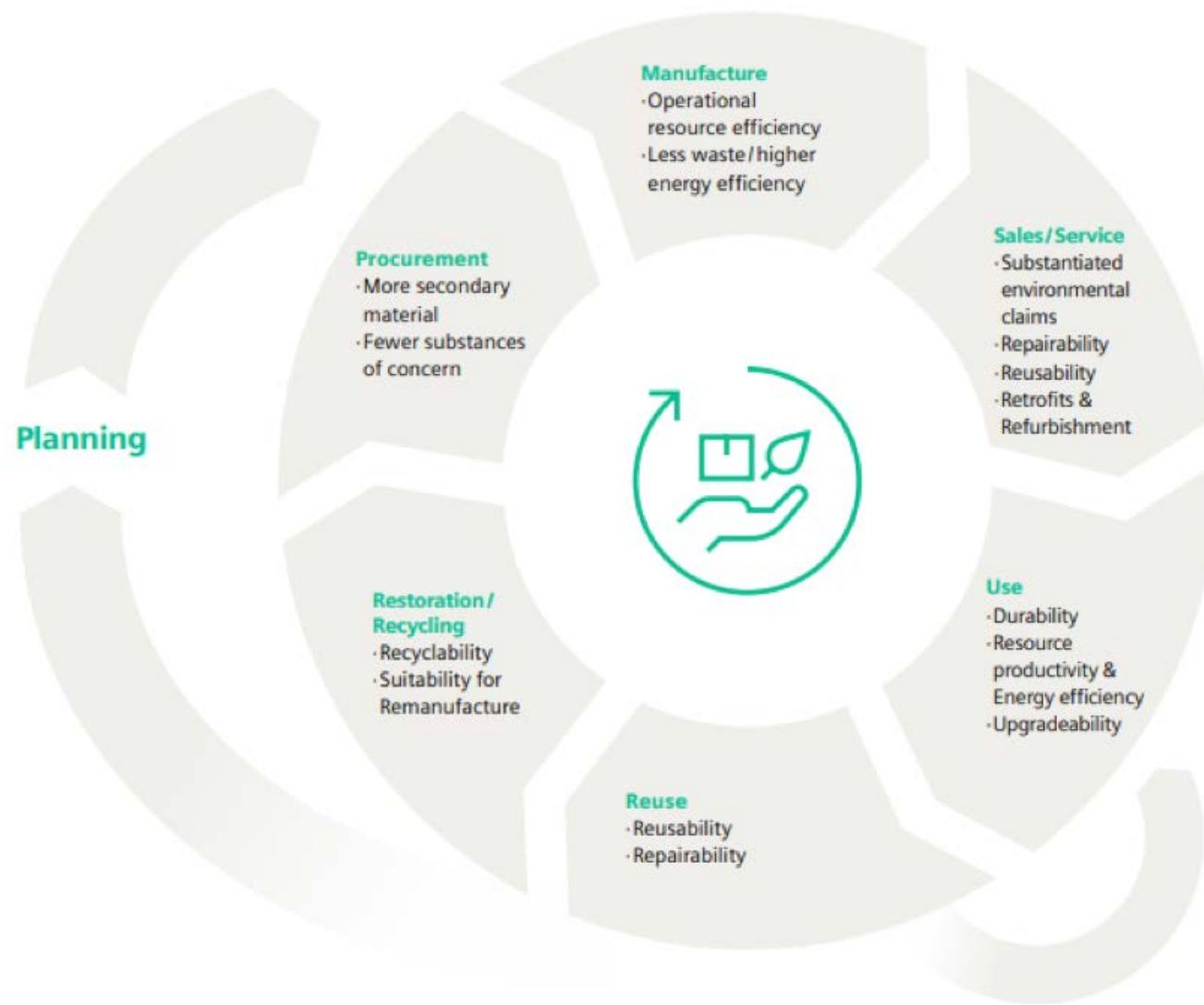


Figure 8.37 - Robust Eco Design Approach - Siemens  
Source: 2021 Siemens Sustainability Report, p. 90

### Jerónimo Martins - Ocean plastic packaging

To promote more circular products, Jerónimo Martins introduced a new washing-up liquid whose packaging was developed with plastic taken from the ocean. This initiative is a part of the company's strategy to reduce virgin plastic consumption and to incorporate at least 25% of recycled plastic in their products' own brands' packaging by 2025. Each Kraft (in Poland) and Ultra Pro (in Portugal) washing-up liquid bottle is made

with 100% recycled PET, 11% of which comes from sea waste and 89% from post-consumption plastic.

With this project, using around 10 tons of virgin plastic per year is avoided, and marine pollution is reduced, contributing toward SDG#14 - Protect Life Below Water.



Figure 8.38 - 100% recyclable Ultra Pro Package - Jerónimo Martins  
Source: Pingo Doce Website

### Decathlon - Sustainability Initiative: Eco-Design and Minimal Waste Project

Concerned with Decathlon's mission of turning the pleasures and benefits of sport accessible to all in a sustainable way, the company developed an eco-design approach that considers the products' whole life cycle, and their environmental impact, especially its carbon footprint. The company thus presents the environmental ranking on some of its products, which allows for comparing the impact of products of the same family, contributing to sustainable choices. The company has already designed over 1100 products according to this methodology. This initiative contributes positively to the business - by embodying its sustainability strategy through the business' core activity, producing sporting goods - and to society by guaranteeing a reduced environmental impact in making articles and reducing carbon emissions.

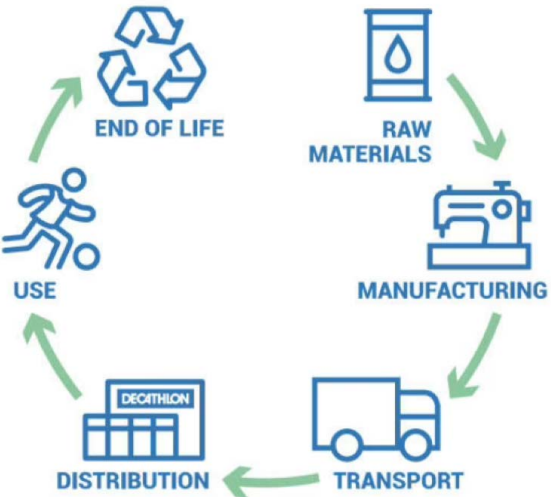


Figure 8.39 - A Product's Life Cycle - Decathlon  
Source: Decathlon Website



## Sustainability in the financial sector



While it is one of the main promoters of economic development, the financial sector has a key role in structuring and enhancing a more sustainable economy, whether by creating credit products, funding lines for indexed projects, or managing sustainability indicators, among others. These initiatives aligned with (i) SDG#8 in promoting inclusive and sustainable economic growth, as well as strengthening the financial institutions' ability to encourage the expansion of access to a bank, insurance, and financial services to all; (ii) SDG#9, concerning the companies' access to accessible credit, besides facilitating the infrastructure's modernization and supporting technological development; and with (iii) SDG#17, by strengthening the mobilization of internal resources and promoting multisectoral partnerships.

In this sense, the alignment of companies identified in this study's Banks & Financial Services sector is made clear, as well as projects and initiatives which directly promote and impact the SDGs.

Green bonds (green emissions or bonds) are representative debt instruments that aim to finance projects with a positive environmental impact. Therefore, the use of this financial instrument is directly related to the development of projects which are good for the environment, which guarantees their direct contribution toward promoting the 2030 Agenda and the SDGs' progress.

**EDP** contributed toward Portugal's pioneering spirit in green bond emission. They were the first Portuguese issuer to emit their first green bond in 2018, with a total of 600 million euros and was recognized by Climate Bond (2019 Green Bond Pioneer Awards). In addition, this kind of emissions has contributed

toward recognizing that the company is on the road toward decarbonization. Since then, they have emitted over 7,8 billion green bonds, in line with their sustainability strategy. The feature was used to finance and refinance wind and solar technology projects, as established by EDP's Green Bond Framework created in 2018 for this purpose, which follows the International Capital Market Associations' voluntary principles of green bond emission, aligned with the ICMA 2021's principles, 2021 green loan principles (LMA GLP), and European Taxonomy. In their annual sustainability report, EDP delivers annual reports to their investors on how their obtained financing was allocated and draws up a report on financed (or refinanced) activities through green bond emission.

In 2019, **Altri** emitted its first green bond and partnered with BPI. The 50 million euros were used to finance the building of a new biomass-based thermoelectric plant in Figueira da Foz, which aims at lowering external dependency and negative environmental impacts of using fossil fuels.

Both projects positively impact SDG#7 and #13 by guaranteeing the financing of new sources of alternative energy. They are also part of the companies' core business and guarantee the diversification of their portfolio and the rise of their market competitiveness.

**Sonae Sierra** was the first real estate company in Portugal to emit sustainability-related bonds, i.e., the Sustainability Linked Bonds. The company refinanced part of its corporate debt, of 50 million euros, by emitting bonds indexed to their performance with two sustainability indicators: 1) reducing the company's greenhouse gas emissions and 2) raising the recycling rate of residues in their shopping centers.

This initiative reinforces the company's commitment to sustainability, strengthening its strategy and guaranteeing a positive environmental impact through its alignment with SDGs #12 and #13.

## Good partnership practices between the companies from the Observatory

8.5

The partnerships are crucial for the 2030 Agenda, which entails coordinated action between stakeholders to guarantee the progress and fulfillment of the Sustainable Development Goals - as dictated by SDG#17. In this sense, examples of partnerships between companies studied at the Observatory, promoting the advancement of the 2030 Agenda through joint action, are presented..

### 1st NOS and Grupo Luz Saúde 5G Hospital

In order to boost their corporate strategy's main pillars, "Leading in 5G unequivocally", and seeking to show the use of this new technology to serve the community, NOS established countless demonstration initiatives in the most varied sectors of society.

The 1st 5G Hospital project, partnered with Grupo Luz Saúde, aims at showing 5G's potential in the context of a hospital in the technological transformation of the process of healthcare provision, basing itself on connectivity and the help of artificial intelligence. This partnership opens up doors for hospitals of the future, enhancing technological advances in healthcare and medical research through simulations of remote operations and remote training for doctors.

The project is being implemented in the Hospital da Luz in Lisbon. At an early stage, 5G will be seen in the hospital's students' and professionals' training through enhanced virtual reality applications to create

new scenarios and virtual environments for training, diagnosis, and treatment. The same technologies can be used in the hospital's palliative care - providing a connection between the patients and their homes and more extensive proximity to their families. 5G will also allow for more extensive agility in the hospital's operational and technical functioning, which will be turned into a "smart building", whose systems can be monitored and controlled remotely, optimizing costs and time.

This project highlights both companies' business cores by using the NOS technology to improve the provision of health services offered by Luz Saúde. Both companies strengthen their business while creating benefits for society by acting together, contributing toward the progress of the 2030 Agenda.





Figure 8.40 - The First 5G Hospital - NOS and Luz Saúde  
Source: NOS [Website](#)

This project directly contributes toward SDG#3, SDG#9 (one of the SDGs set as a priority for Portugal in its Voluntary National Report), SDG#11, and SDG#17.

**ASA Program - We believe in Senior Actives at JP Sá Couto and Altice Portugal**

JP Sá Couto and Altice Portugal were responsible for developing the technological solution of the ASA 4.0 project of the Valongo Council, a digital literacy program for people over 65. This project aims to digitally integrate the older population, improving their quality of life and fighting social isolation. Valongo Council purchased 800 tablets temporarily given to

the program's participants. The tablets, developed by Observatory companies, were created explicitly for senior people, allowing them to access online classes and choose different (free) applications to access news, movies, books, and communication channels, among others. It is noteworthy that the beneficiaries were consulted during the development process to meet their target audience's demands. This partnership touches the involved companies' core, as it focuses on creating a technological product to promote social change through digital integration, promoting more inclusion and connectivity.

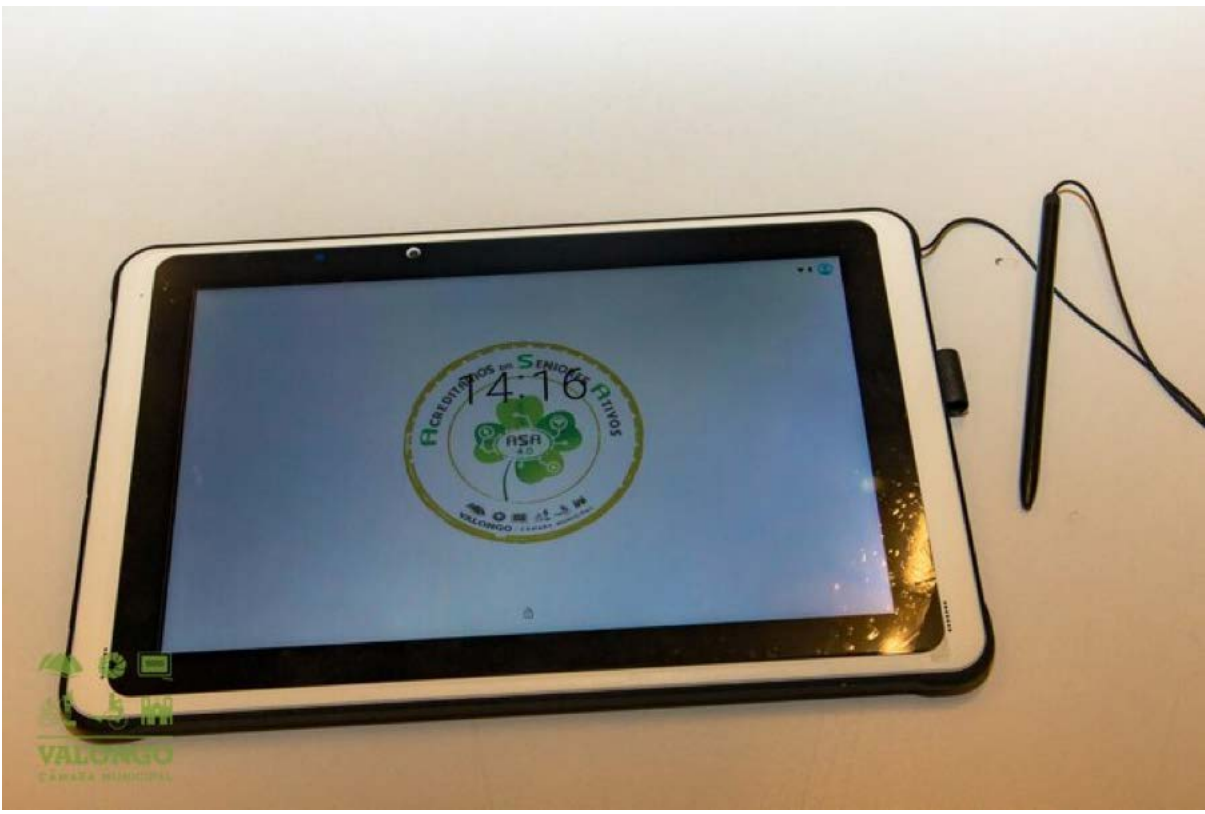


Figure 8.41 – Programme Tablet of ASA - J.P. Sá Couto and Altice Portugal  
Source: Câmara Municipal de Valongo [Website](#)

This project directly contributes toward SDG#3, SDG#4 (an SDG the country set as a priority), SDG#10 (also a priority for Portugal), and SDG#17.

This chapter's primary goal is to present some of the good practices identified in the Portuguese companies studied in the Observatory of the Sustainable Development Goals in Portuguese companies.

However, this chapter is limited, and some interesting cases may not have been mentioned. If your company has a practical case that is of interest or if you know of any case worth sharing, you can send it directly to our team, and we would be delighted to analyze it.