

GRUPA EUROCASH

Corporate Social Responsibility Report (CSR) for 2017

The report is an integral part of the annual report

PART B

NON-FINANCIAL REPORT
- CORPORATE SOCIAL RESPONSIBILITY

KOMORNIKI, March 22 2018

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LETTER FROM A BOARD MEMBER



Dear Readers,

For years, responsibility has been one of the key values of the Eurocash Group. We are aware of how important and integral part of doing business today is its social responsibility. For us, this is the foundation and principles on which we base our business strategy. The year 2017 was significant in terms of understanding the impact and associated responsibility of our organization on the environment not only in economic but also social and environmental dimensions. Therefore we have decided to develop this report in accordance with the international guidelines of the Global Reporting Initiative.

The main strength of Eurocash is our employees, they ensure our efficient functioning and development. Therefore, as a priority, we treat their safety and job satisfaction. The consequence of this approach is to provide them with opportunities for comprehensive development, the use of

attractive sports packages, multifaceted support for families, and, more recently, free private medical care. We often listen to their ideas and conduct a continuous dialogue through projects like the Box of Ideas or periodic chats with the Board. Employees themselves are also trying to help others, for years they provide Christmas presents for foster children of orphanages and organize and join in numerous charity collection for those in need.

The superior goal of Eurocash Group is to support our clients - independent entrepreneurs managing retail stores. We focus on increasing their competitiveness and offering them added value. We provide them with above all the necessary knowledge and its continuous development through our original project - Eurocash Academy of Skills, in which over 50,000 business owners took part. In 2017, we extended it to the direction we designed especially on post-graduate studies at the Warsaw School of Economics. We do not forget about supporting their social activities. In 2017, we organized the Retail Trade Plebiscite „Heroes of Polish Entrepreneurship,, in which, among other things, we promoted and rewarded entrepreneurs conducting activities for their local communities.

The Eurocash Group has a significant impact on the development of the Polish economy by trading in goods worth more than PLN 23 billion, providing jobs for several thousand people or supporting the development of over 14,000 retail stores concentrated in franchise and partner

networks. The wide scale of our activities is unfortunately associated with environmental impact, including through exhaust fumes or waste generation. In this field, we try to minimize our negative impact as much as possible - we reduce energy consumption, optimize fuel combustion in cars, and give food to the needy.

Thanks to the continuous improvement of our activities, we are convinced that next year's report will be able to present new strategic projects that will contribute to the development of our employees and customers, reduce our negative impact on the environment and increase our positive social impact. In the meantime, I cordially invite you to read the CSR report for 2017.

CZŁONEK ZARZĄDU
Jan Szlach
Janek Owczarek

1. ABOUT THE GROUP

The Eurocash Group is the largest Polish company dealing in wholesale distribution of food products and marketing support for independent Polish entrepreneurs conducting retail operations. The franchise and partner networks supported by Eurocash associate over 14,000 independent stores operating under such brands as abc, Groszek, Delikatesy Centrum, Lewiatan, Euro Sklep or Gama.

Through a range of distribution formats, the Eurocash Group focuses its business activities on the wholesale distribution to customers across all significant wholesale market segments, in particular, to small format stores throughout Poland such as traditional retail stores (small supermarkets and grocery stores), convenience stores at petrol stations, restaurants, hotels and cafeterias.



Chart 1. Eurocash Group: Focused on small format stores

Source: Own study

Below we present current split for the following segments and formats:

Independent Wholesale - those distribution formats whose clients do not have permanent contracts with the Eurocash Group

- **Cash&Carry** – a national network of discount Cash & Carry type warehouses under the "Eurocash Cash & Carry" brand, as part of which the loyalty program for the "abc" network of stores operates,
- **Tobacco & Impulse** – active distribution of tobacco products and fast moving consumer goods through Eurocash Serwis,
- **Alcohol Distribution** – wholesale and retail distribution of alcoholic beverages throughout Poland,
- **Other** - sales revenues of PayUp Polska S.A.

Integrated Wholesale - those distribution formats whose clients have long-term agreements with Eurocash Group, e.g. franchise systems or clients from the HoReCa segment

- **Delikatesy Centrum** – a franchise system for retail stores operating under the brand "Delikatesy Centrum",
- **Eurocash Food Service** – wholesale and retail distribution of alcoholic beverages throughout Poland,
- **Eurocash Distribution** consisting of:
 - active distribution companies (Eurocash S.A. after merger with Tradis Sp. z o.o., DEF Sp. z o.o., AMBRA Sp. z o.o.), and
 - companies organizing or supporting franchise chains of retail shops: Euro Sklep S.A., Lewiatan Holding S.A., Lewiatan Podlasie Sp. z o.o., Lewiatan Śląsk Sp. z o.o., Lewiatan Zachód Sp. z o.o., Lewiatan Północ Sp. z o.o., Lewiatan Opole Sp. z o.o., Lewiatan Wielkopolska Sp. z o.o.,

Lewiatan Podkarpacie Sp. z o.o., Lewiatan Kujawy Sp. z o.o., Lewiatan Orbita Sp. z o.o.,

- Detal Podlasie Sp. z o.o. (company operating retail stores in Lewiatan chain).

Retail - retail sales of Eurocash Group companies

- **Delikatesy Centrum** own retail stores – own retail stores operating by companies that Eurocash hold 50% of shares: Firma Rogala Sp. z o.o., FHC-2 Sp. z o.o., Madas Sp. z o.o.,
- **EKO** – own retail stores under brand Delikatesy Centrum and EKO operated by EKO Holding S.A.,
- **Inmedio** – press retail kiosks under Inmedio brand.

Projects - new projects running by Eurocash S.A. and its subsidiaries: 1minute, Kontigo, abc na kotach, Duży Ben, Sushi To Go, 4Vapers and fresh product distribution to Delikatesy Centrum stores realized by Eurocash Detal Sp. z o.o.

Others

Sales revenues and costs of among others central departments impact for the Group, not assigned to any segment.

Table 1: Eurocash Group: Highlights of financial data

	PLN m	2017	2016
Sales revenues (traded goods, materials)		23 271.08	21 219.90
Remuneration		1 024.01	780.93
Gross profit on sales		2 440.98	2 112.12
EBITDA		360.71*	440.49
Net profit		84.84*	190.02

*excluding impact of the paid costs of potential VAT liabilities on net profit

The head office of the Eurocash Group is located in Komorniki near Poznań. The Eurocash Group operates only in Poland, which in terms of economic conditions and business risk can be considered as a homogeneous area.

1.1 NUMBER OF OUTLETS

As at 31st December 2017, the wholesale network of Eurocash Group comprised 180 Cash&Carry warehouses. The Delikatesy Centrum network comprised 1171 supermarkets, while the 'abc' network comprised 8 531 local grocery stores and number of stores associated in networks managed by Eurocash Dystrybucja was 4 905. Information on the number of Cash & Carry Warehouses, Delikatesy Centrum stores, 'abc' store network and stores associated in Eurocash Distribution is presented on the next page.

Table 2: Number of Cash & Carry Warehouses, Delikatesy Centrum stores, 'abc' network, Inmedio newsagents and franchise stores

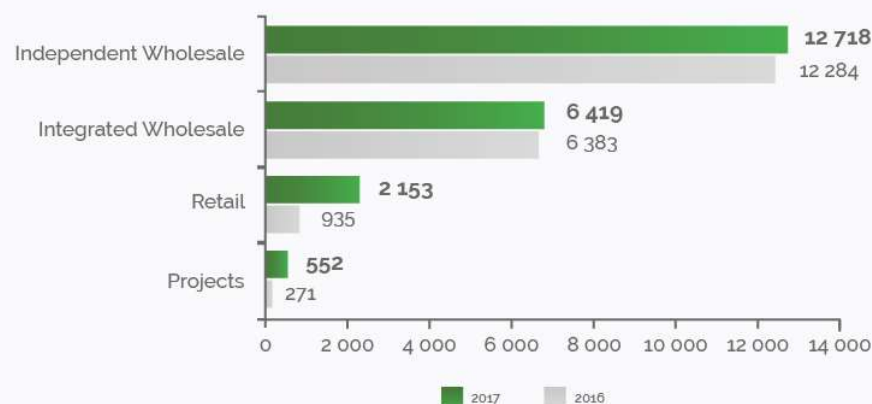
	As at 31st December 2017	As at 31st December 2016
Cash & Carry Warehouses	180	190
Delikatesy Centrum	1 171	1 086
„abc” store network	8 531	8 605
Inmedio newsagents	452	476
Franchise and partner stores of Eurocash Distribution*	4 905	4750

*Groszek, Euro Sklep S.A., Lewiatan, PSD

1.2 THE SIZE AND STRUCTURE OF SALES

The sales structure divided into individual sales segments (PLN m) for 2016 and 2017 are presented in the chart below.

Chart 2. Eurocash Group: Sales in 2017 according to the segments (PLN m)



Source: Own study

In 2018, as part of the strategy update and to improve the transparency of reporting, the Eurocash Group will present results split on two segments: Wholesale and Retail.

In the wholesale segment, revenues from the sale of distribution formats will consist of:

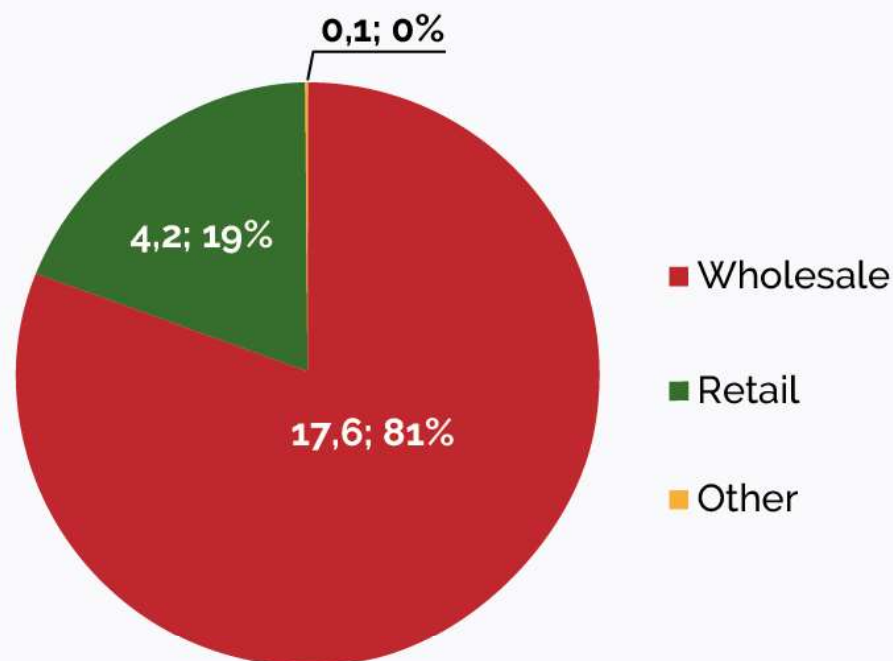
- Eurocash Distribution,
- Tobacco Distribution,
- Alcohol Distribution,
- Eurocash Cash & Carry,
- Eurocash Food Service,
- Pay Up.

In the retail segment, revenues from the sale of distribution formats will consist of:

- Delikatesy Centrum - wholesale to franchise stores including the sale of the Fresh Project to the Delikatesy Centrum chain,
- Delikatesy own Center - retail sales of Rogala, FHC-2, Madas and EKO Holding,
- Inmedio - retail sales of Inmedio newsagents.

On the next page we present the distribution of sales revenues for 2017, split on two new business segments.

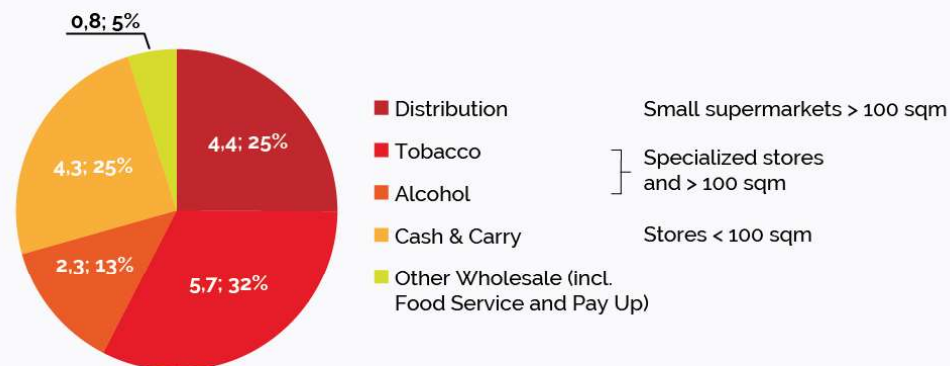
Chart 3. Eurocash Group: Presentation of the Group's segments by retail and wholesale segments (PLN bn)



Source: Own study

The retail segment accounted for nearly 19% in the Eurocash Group, while the wholesale segment was responsible for 81% of Eurocash Group's sales revenues.

Chart 4. Eurocash Group: Sales of the wholesale segment by individual segments (PLN bn)



Source: Own study

The largest share in the wholesale segment sales is generated by Tobacco – 32%, followed by Distribution and Cash & Carry – each 25% of the wholesale segment's sales. The sales of Alcohol segment amounted for 13% of sales.

Chart 5. Eurocash Group: Sales of the retail segment by individual segments (PLN bn)



Source: Own study

The Retail Segment consists mainly of wholesale sales to Delikatesy Centrum, which amounts to approx. 49% including sales of the Fresh Project (distribution of fresh products such as fruits, vegetables, meat and cold cuts). Delikatesy Centrum own stores run by companies in which Eurocash holds a 50% share (Rogala, FHC-2, Madas) constitute 17% of sales revenue, while stores run by EKO Holding (both Delikatesy Centrum and EKO stores) account for 20% of sales. The retail segment also includes the sale of Inmedio newsagents, whose share in the segment's revenue is 14%.

Basic groceries (food and drinks – both alcoholic and non-alcoholic) represent key sales items for the Eurocash Group. In 2017, the share of these products accounted for approximately 68.4% of the total sales figure. The second most important sales contributor comprised of tobacco products, pre-paid top ups, and phone cards - with the share of 29.0% in 2017. The share of other non-food products (including cosmetics, household chemicals, OTC drugs, and others) accounted for 2.6% in 2017.

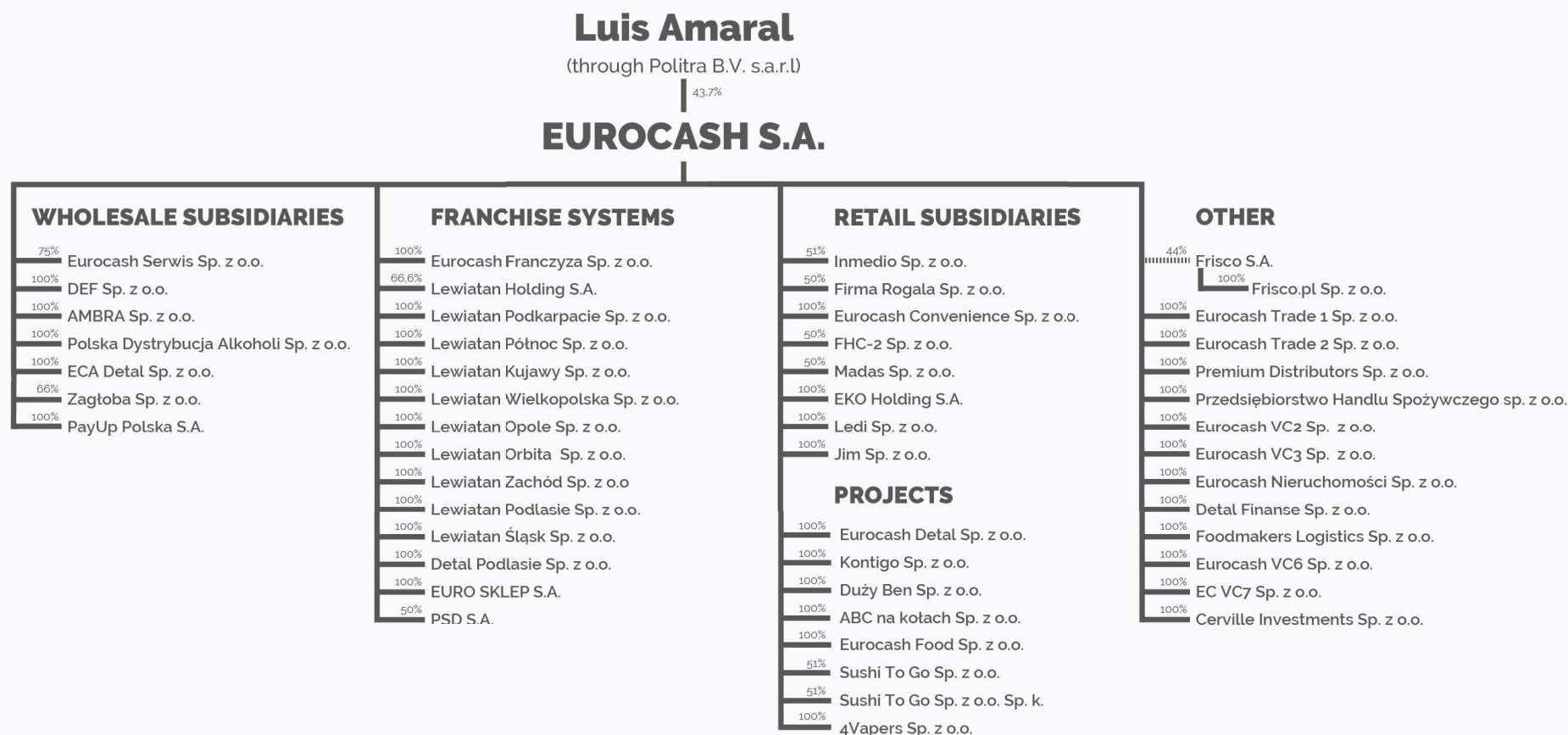
1.3 STRUCTURE OF THE EUROCASH CAPITAL GROUP

Luis Amaral is the main shareholder of Eurocash (directly and indirectly through Politra B.V. s.a.r.l.), with the shareholding of 43.72% as at 31.12.2017. Luis Amaral serves as President of the Management Board.

As at 22 November 2017, Azvalor Asset Management S.G.I.I.C. S.A. together with the direct and indirect subsidiaries, held a total of 7,498,451 shares constituting 5.39% of the share capital of EUROCASH S.A. These shares entitled to 7,498,451 votes constituting 5.39% of the share in the total number of votes at the General Meeting of Eurocash S.A.

The structure of the Eurocash Group and its affiliated companies as at 31st December 2017 is presented on the next page.

Chart 6. The structure of the Eurocash Group and its affiliated companies as at December 31 2017



On 4th January 2017 Eurocash acquired 100% of shares in EKO Holding S.A. with its registered office in Nowa Wieś Wrocławska („EKO”).

On 15th September 2017, Eurocash concluded the Preliminary Agreement of purchasing 100% of shares in the share capital of Domelius Limited, as well as taking over

control on its supermarket chain Mila. Concluding the final agreement is subject to the conditions precedent agreed in the Preliminary Agreement, in particular to obtain by Eurocash the consent of the President of the Office of Competition and Consumer Protection.

1.4 MANAGEMENT BOARD

The Company's management body is the Management Board. The Management Board of the Parent is composed of seven members. The composition of the Management Board at the end of 2017 is presented below.

Table 3: The composition of the Management Board at the end of 2017

Luis Manuel Conceicao do Amaral	<i>President of the Management Board</i>
Rui Amaral	<i>Member of the Management Board - CEO</i>
Arnaldo Guerreiro	<i>Member of the Management Board</i>
Pedro Martinho	<i>Member of the Management Board</i>
Jacek Owczarek	<i>Member of the Management Board – Financial Director</i>
Katarzyna Kopaczewska	<i>Member of the Management Board – HR Director</i>
Przemysław Ciał	<i>Member of the Management Board</i>

The Management Board manages the Company's affairs and represents the Company. Two members of the Management Board acting jointly or one member of the Management Board acting jointly with a holder of a commercial power of attorney may submit statements of will and sign documents on behalf of the Company.

The work of the Management Board is headed by the President of the Management Board. All members of the Management Board are obliged and entitled to jointly

manage the Company's affairs, in particular in scope of determine and implement development strategies and main objectives, define the organizational structure and determine the principles of HR and remuneration policies.

In the remaining scope, respective Management Board members are responsible for independent management of Company affairs resulting from an internal allocation of duties and functions determined by the decision of the Management Board.

The Management Board may adopt resolutions at the Management Board meeting or outside the Management Board meeting in writing or as facilitated by remote communication tools. Resolutions of the Management Board are adopted by a simple majority of votes cast by Management Board members. Minutes of the resolutions are taken. Proper notification of the meeting to all Management Board members is required for the validity of the Management Board resolutions.

1.5 SUPERVISORY BOARD

The Supervisory Board is composed of 5 members, whereby the right to appoint and recall 3 members of the Supervisory Board is held by Politra B.V.S.a.r.l. (or its legal successor), while 2 members of the Supervisory Board are appointed and recalled by the General Shareholders' Meeting. The Supervisory Board member may be recalled only when the action is accompanied by a simultaneous appointment of the new Supervisory Board member. The composition of the Supervisory Board in the period

January 1st – December 31st 2017 was as presented in the table below.

Table 4: The composition of the Supervisory Board in 2017

João Borges de Assuncao	<i>Chairman of the Supervisory Board</i>
Eduardo Aguinaga de Moraes	<i>Member of the Supervisory Board</i>
Francisco José Valente Hipólito dos Santos	<i>Member of the Supervisory Board</i>
Hans Joachim Körber	<i>Member of the Supervisory Board</i>
Jacek Szwajcowski	<i>Member of the Supervisory Board</i>

The status of independent Supervisory Board members is held by the following persons:

- I.** Mr. Jacek Szwajcowski and Hans Joachim Körber as Supervisory Board members, appointed by the Company's General Shareholders' Meeting, and
- II.** Mr. João Borges de Assunção, appointed by Politra B.V. S.a.r.l, who submitted representations which meet criteria of an independent Supervisory Board member.

Thus, 3 of the 5 Supervisory Board members of the Company are "independent members".

The Board selects its President from amongst its members. The Supervisory Board may also recall the President of the Board from his function. The Supervisory Board exercises an on-going supervision of Company operations in all areas.

1.6 EUROCASH GROUP STRATEGY

The Management Board of Eurocash Group, through its activities, aims to sustainably develop the operations of the Group and its clients. The superior objective of Eurocash Group is to ensure competitiveness of independent retail stores in Poland, offering added value to the Group's clients and increasing the value of the Group for its shareholders.

The Group implement its strategy by:

- meeting the customers' needs by supplying various distribution formats and forms of cooperation, and by providing the customers with the expected level of quality and service
- creating sustainable competitive advantage of the Group using the economies of scale
- systematic cost optimization and operations integration in all business units within the Group

In response to the ongoing consolidation process on the food distribution market in Poland, including the wholesale distribution of FMCG products in Poland, the Eurocash Group strategy also assumes further organic growth in each distribution format and continuation of acquisitions of other wholesalers, franchise networks and retail chains. Takeovers of other entities allow for relatively quick economies of scale, which translates into the ability to offer Group's clients (independent retail trade) better terms of goods purchase, which should also contribute to improving the competitiveness and market position of the Group.

In line with the updated strategy for 2023, the Eurocash Group intends to create the largest supermarket chain in Poland based on its own and franchise stores.

The source of the expansion which assumes the launch of 900 new stores within 5 years, will be the development of the network in the franchise model, supported by subsequent acquisitions of local chains and the construction of stores from scratch (together with partners from the real estate sector). In this way, entrepreneurs from all over Poland will have access to a recognizable retail brand and marketing tools at the cost level comparable to the large-scale stores chain.

The mission of the Eurocash Group is to improve the competitiveness of retail stores run by independent entrepreneurs in Poland. Experiences developed in own stores will ultimately be transferred to franchisees. One of the tools made available to all Eurocash Group clients so far is the Eurocash Academy - an educational platform that gives independent entrepreneurs knowledge to which employees of competing large area networks do not have access. Another solution developed today on the basis of the Delikatesy Centrum network is the fresh products distribution platform, which is first made available to franchisees and partners associated in networks cooperating with Eurocash Distribution. Next, a Customer Relationship Management System based on the mechanisms developed at Delikatesy Centrum (Delikarta) will be made available. Ultimately, the customers of Eurocash Group will be able to take advantage of the online store solutions created on the basis of Frisco.pl experience.

As part of its wholesale activities, the Eurocash Group will focus on the integration of individual business units, sharing the best solutions developed by each of the formats and implementing group synergies. A healthy, reorganized wholesale business that generates strong cash flows from operating activities will be the main source of financing for the expansion of the retail segment.

In order to preserve the competitiveness of independent stores trade in Poland, the Eurocash Group continues to invest in innovative projects: Duży Ben, abc on wheels, Kontigo, distribution of high quality fresh products and others. After successful projects in the previous years: Faktoria Win and PayUp, the Company decided to develop the concept of Big Ben and make it available to franchisees and distribution of high quality fresh products to Eurocash Dystrybucja clients.

Eurocash Group goal

The goal of the Eurocash Group is to become the leading distributor of food and other FMCG products in Poland. By combining know-how with the entrepreneurship of customers and employees, the Group wants to maximize market share in the distribution of products of everyday needs for consumers in Poland.

1.7 EUROCASH GROUP VALUES

The values, principles, standards and norms of the organization's conduct have been collected in codes of conduct and ethical codes. Below we present the 8 main values of the Eurocash Group:

Responsibility

Each of us has precisely set business objectives, and is responsible for achieving them. Through effective use of all means available, we aim at meeting the challenges. Therefore, we all contribute to the Group growth and to the increase of its generated profit.

Accountability

We believe we are masters of our destiny; the challenges we face are only an opportunity to test ourselves and to apply new solutions and make improvements. We believe in the 360 philosophy, where each of us is assessed both by our superiors and by peers, subordinates, and internal clients.

Teamwork

In such a complex and dynamically growing organization as Eurocash Group, results may be achieved only through effective cooperation, ability to adjust to the changing environment, and strong motivation of all employees. Dynamic action, creativity and the synergies of teamwork help us achieve goals that bring satisfaction to both the

whole company and the individual employee.

Transparency

In Eurocash Group we follow high ethical standards whenever dealing with employees, customers and suppliers. Each of us shall act in accordance with the law and fair practices, and respect all entities and persons with whom we do business. We comply with the rules of corporate governance of public companies, and information on the company actions and results is fully available.

Profit sharing

When Eurocash Group achieves the goals set, employees also have their share in the profit. Each of us is evaluated on the basis of our achievements – those with best results are rewarded higher than others. Courage in decision making, flexibility, effectiveness-increasing attitude and undertaking ambitious challenges are all highly valued.

Client service attitude

We believe that only by meeting and exceeding our clients' expectations we may grow and generate profit. Eurocash Group priority is and always will be to fulfil our clients' needs and to introduce solutions enhancing their competitiveness, owing to which our clients can reinforce their market position and increase their profitability.

Work enjoyment

In Eurocash Group we care about being an attractive employer. We achieve that by justly rewarding achieved results. It is also very important, that our employees gain satisfaction and pleasure from overcoming challenges set before them. The work environment in Eurocash Group is informal, enabling development and gaining experience in an exciting environment, full of passion and energy.

Entrepreneurial spirit

Entrepreneurship is in our DNA. We believe that in each of us there is a soul of an entrepreneur and, when properly motivated, it allows us to reach the impossible.

We actively analyze our environment to identify the opportunities for developing our customers and our businesses. We innovate and consciously chose to take risk, believing that it would allow us to be the number one.

1.8 MEMBERSHIP IN ASSOCIATIONS

Eurocash participates in numerous associations in which, through cooperation and exchange of experience, it contributes to achieving the set goals. These organizations include, among others:

- United Nations Global Compact
- Partnership „Together for the environment” UNEP
- Polish Chamber of Commerce
- Polish Organization of Franchisors
- Polish Business Council
- Employers of the Republic of Poland



1.9 GROUP'S STAKEHOLDERS

Group's stakeholders can be divided into two groups in terms of materiality: crucial and others.

Table 5: Stakeholders of the Eurocash Group

Crucial	Others
Clients Warehouse agents Franchisees and owners of independent stores Consumers Employees Suppliers and subcontractors of Products Services (transport, cleaning, etc.) Shareholders	Local communities and non-governmental organizations Natural environment Property owners Other contractors Competition Other EC companies Financial institutions Education sector: universities and industry schools Industry and consumer organizations Certifying organizations Media Public administration and environmental protection institutions

Method of communication with crucial stakeholders:

- Customers
 - customer service offices, participation in the Eurocash Academy, own and industry publications, information systems to handle orders, special events, website, research, CSR reports
- Employees
 - EUROpress monthly, employee portal, social workplace portal, posters, information boards, meetings, newsletter, opinion survey
- Suppliers and subcontractors
 - daily cooperation, meetings, conferences, newsletters, audits, website, CSR report
- Shareholders
 - special section on the website, financial and CSR reports, press releases and conferences, investor relations department

The Group's stakeholders were identified based on their impact on the Company and the impact of the Group on the situation of stakeholders.

The most common form of contact between stakeholders is by telephone and via electronic means of communication.

2. REPORT

For many years, the Eurocash Group has been reporting issues related to social responsibility on an annual basis. This report applies to the period from January 1, 2017 to December 31, 2017. The previous report was published on March 17, 2017.

The methodology of this year's report is based on the guidelines of the international standard Global Reporting Initiative (GRI), which allows to standardize information and select indicators suitable for Eurocash Group operations. GRI G4 ratios have been presented in the basic version.

The following important aspects have been identified within the GRI G4 standard:

Reporting aspect		The impact of the aspect within the organization	The impact of the aspect outside the organization
Place of work	<ul style="list-style-type: none"> ● employment conditions ● security ● ethics and company values ● equal opportunities in the workplace 	+	
Environment	<ul style="list-style-type: none"> ● energy consumption ● fuel consumption and emissions from transport ● waste management 	+	+
Food quality and safety	<ul style="list-style-type: none"> ● care for the quality and safety of products and packaging ● criteria for selecting suppliers and tools for their verification 	+	+
Market	<ul style="list-style-type: none"> ● ensuring competitiveness of independent retail stores in Poland ● response to clients' needs, including innovation in products targeted at them 	+	+

Table 6: Important aspects of the Eurocash Group

In most cases, the identified aspects have a bilateral impact, inside and outside the Group, and differ in the degree and nature of impacts and the importance for individual stakeholders.

There were no adjustments to any information contained in the previous report. The current report in relation to the previous one, because it was developed in the GRI standard, significantly expanded its content, among others by full company characteristics, reporting process or detailing the indicators.

If you have any questions regarding this report, please contact Jacek Zatoński, who is the CSR Specialist (csr@eurocash.pl).

3. CLIENTS AND SUPPLIERS

Eurocash Group cooperates with a number of app. 79 thousands customer selling FMCG products and with 1 817 producers. As a partner of such a large number of entities Group creates an important part of the supply chain of FMCG products throughout the country.

Producers in cooperation with the Group benefits from the efficient distribution of their products through a network of the Group's customers, both in major cities and low-populated towns. Through this collaboration, the producers have may concentrate on the production process and brand awareness building, and at the same time avoid investment into own logistics system. Cost-effectiveness of Eurocash Group distribution is achieved through the use of logistics infrastructure to service many manufacturers at the same time regardless of the size of the order of selected by client products.

On the other hand, clients by cooperation with the Group benefit from economy of scale, negotiation position and marketing support what they could not achieve acting alone. Thanks to the various distribution formats, and also offer of a number well-developed franchise and partnership systems, the Group's customers have the opportunity to select a dedicated offer corresponding to the individual needs of consumers in their local market. Economy of scale of Eurocash Group at the end translates into possibility of usage a logistic system and the „know-how" by thousands

stores and is at a comparable or even higher level than in the large-format retail chains.

Due to the still strong position of such a food distribution model, entrepreneurship in retail is relatively high in Poland compared to the European average, despite the declining number of stores in recent years. The entities running independent small-format stores, which share in the distribution of FMCG products in 2017 amounted to over 40%, are still very important.

3.1 CHARACTERISTICS OF THE SUPPLY CHAIN

The Eurocash Group focuses on the distribution of products which is carried out through the Logistics department, employing from 3,500 to 4,000 employees, depending on the season.

In 2017, the most important investment in the supply chain was the opening of a new Distribution Center in Sosnowiec. It is currently the most modern facility in the portfolio of Eurocash S.A.

Distribution of products on a national scale requires cooperation with many suppliers, their number for 2016 and 2017 is shown in the table below.

Table 7: The number of suppliers in the Eurocash Group

	2017	2016
Number of suppliers	1 817	1 806

Each supplier of the Eurocash Group is obliged to fulfill the requirements contained in the document General Terms of Delivery of Products, which regulates, among others: features and documentation of products, principles of audits, determination of the purchase price, organization of deliveries, returns, documentation workflow, promotional activity, financial flows, penalties.

3.2 FOOD SAFETY SYSTEM

In accordance with the current food safety policy, Eurocash S.A. executes deliveries that meet the requirements and expectations of clients, while maintaining the principles guaranteeing the safety of products, which in 2017 was confirmed by maintaining the certificates of quality standards:

- ISO 22000:2005 DEKRA Certification - all Eurocash S.A. locations, in the field of warehousing, distribution and wholesale of groceries.
- BRC Global Standard - Storage and Distribution Lloyd's Register (Polska) Sp. z o.o.- warehouse in Sosnowiec, warehouse in Plewiska, warehouse in Błonie
- IFS Logistics DEKRA Certification – warehouse in Sosnowiec, warehouse in Plewiska, warehouse in Błonie

As part of cooperation with demanding network clients and acquiring new clients, the Sosnowiec, Plewiska and Błonie gastronomy branches additionally obtained the MSC and ASC Supply Chain certificate, which means that the sale of these stores includes fish and seafood exclusively from sustainable, certified fisheries or farming. As part of the food safety supervision, 120 warehouse and load audits and 245 transport audits were carried out during deliveries to the clients in addition, 923 persons were trained in quarterly recurrent trainings.

In order to provide its customers with secure products of the Eurocash Good Choice! Own Brand of the highest and repeatable quality, in 2017 a total of 1998 laboratory tests were carried out, sensory evaluation was carried out during 442 tastings, a total of 910 passports, labels and stickers were approved. In addition, part of the household chemistry products Good Choice! has been subjected to certification in accordance with the BRC CP standard. Clients can recognize products certified by the presence of TUV Nord logos on the label. As part of increased supervision over suppliers of own-brand products, the number of audits carried out has also increased to 133.

As regards the quality of fresh products, the monitoring of suppliers was also increased by introducing microbiological and physicochemical tests of meat delivered to Delikatesy Centrum. In addition, employees of Delikatesy Centrum stores and operational departments were trained in the safety and rotation of fresh products, i.e. fruit, vegetables, meat, fish.



3.3 BUSINESS SUPPORT

Direct clients can count on individual support from experienced Eurocash Group employees. In particular, Franchisees are ensured the support of experienced Client Advisors, IT staff and Sales Representatives.

Clients have the ability to use a dedicated marketing strategy and promotional campaigns, encompassing promotional brochures, thematic catalogues, Own Brand Dobry Wybór! (Good Choice!) catalogues and loyalty programs.

3.4 BUSINESS RELATED CONTRACTS FOR CLIENTS

Eurocash Group negotiated a series of dedicated propositions for its direct clients, which are an optional supplement to the offers of franchise networks of the Eurocash Group. In the framework of this activity, the clients can utilize preferential conditions for the supply of, among others, energy, telecommunication services, cars, lighting and insurance policies.

3.5 SKILLS ACADEMY

Online presence allows independent store owners and their employees to receive the support necessary for survival and development on the market, where they compete with large-area retail chains (including hypermarkets and discounters). An important element is to provide franchisees with the opportunity to acquire knowledge in the field of work and management of a grocery store based on current trends.

Skills Academy is the largest comprehensive educational and training program in Poland supporting Polish independent retail stores associated in franchise and partner networks of the Eurocash Group. As part of it, shop owners and employees use the e-learning platform, workshops and conferences, thanks to which they can gain knowledge in the field of work and store management.

In realizing this project, the Group set itself three targets:

- giving partners access to current expert and specialist knowledge,
- ensuring the possibility of using modern education forms and methods and
- supporting an ongoing exchange of experiences

The Eurocash Skills Academy is based on three pillars:

- an interactive education platform,
- workshops and
- conferences

Education platform is available at www.akademiaeurocash.com.pl. The new version of the service gives the user unlimited online access to multiple e-learning trainings tailored for the needs of grocery stores. The multimedia trainings available on the platform tie together lectures with practical uses for the knowledge gained. In 2017, 13,000 people benefited from more than 50 multimedia trainings.

With the help of a personalized website, users have the opportunity to register also at workshops carried out throughout Poland and to download materials from the conference. Workshops is the practical part of the training program realized by the Eurocash Skill Academy. The participants take part in trainings, such as "Personnel management", "Grocery store employee" and "Losses in a grocery store". Monthly newsletters with interesting facts from the market and expert opinions serve as a supplement of that knowledge. In 2016 and 2017, the workshops were conducted in over 70 cities and about 11,000 people participated in them.

Substantive conferences are a meeting place for thousands of entrepreneurs from all of Poland during which the participants receive information necessary to run a store and current market knowledge. These meetings are an opportunity to broaden the knowledge on managing stores and to exchange experience. Taking place during the conference are also workshops, consultations and meetings with market experts from Poland and the world. In 2017, 5,500 people took part in the conference, while in 2016 there were 4,500 people.

The Eurocash Skills Academy operates under the patronage of the Warsaw School of Economics, the Polish Chamber of Commerce, Polish Franchiser Organization, Franchising.pl and the Retail Learning Institute. Media patronage for the Academy is supplied by Poradnik Handlowy. Partners of the academy are also: Carlsberg, CEDC, Coca-Cola HBC, Colian, E.Wedel, McCormick, Rybhand and Spomlek.

Thanks to the Academy Eurocash Group is able to supply the Clients with knowledge on modern standards which will allow them to strengthen their position in the independent retail market in Poland and beat their competitors.

3.6 POSTGRADUATE STUDIES “BUSINESS MANAGEMENT IN RETAIL TRADE”

Experiences of the Eurocash Skills Academy have shown that store owners and employees want to develop their professional skills, which is why the Group decided to go „a step further.” In October 2017, in cooperation with the Warsaw School of Economics, Eurocash launched the first edition of the postgraduate program „Business management in retail trade” for people who will take over and run grocery stores in the future. 45 listeners take part in the first edition. This is the first study of this type in Poland, which was created thanks to the cooperation of a university and a company from the FMCG sector.

Postgraduate studies allow franchisees of the Eurocash Group to obtain, within a year, comprehensive knowledge needed to manage the store. The program is adapted to the current requirements of entrepreneurs and consumers. After graduation students will be prepared to run grocery stores according to current market standards, and professionally managed outlets will contribute to improving the quality of service in the so-called „on the corner” stores. In addition, students receive access to tools and knowledge previously reserved only for large, often international, hypermarket and discount chains.

In order to become a participant in the studies, you must have a bachelor's degree, an engineer's or master's degree and have, among others, one-year work experience in a commercial enterprise. The study program includes 166 hours of classes devoted to many different areas, such as personnel management, finance or marketing. The lecturers are professors of renowned universities and external experts with many years of experience in the food market.

The form of passing the studies is to develop a business plan for a specific undertaking. At the end, participants will receive a postgraduate diploma and a diploma from the Eurocash Skills Academy.

Studies also contribute to changes in the perception of shopkeepers. The direction created by the Eurocash Group shows that running a store requires appropriate knowledge and positions Polish retail entrepreneurs as representatives of a dynamically developing field of economy.

3.7 HEROES OF THE POLISH ENTREPRENEURSHIP - RETAIL TRADE PLEBISCITE

„Heroes of the Polish Entrepreneurship - Retail Trade Plebiscite” is the first event in the country promoting and rewarding the owners of independent grocery stores, organized and unorganized in the franchise. The competition promotes and rewards good business practices, not turnover.

The competition took into consideration relationships with clients, staff and the local community, so everyone - regardless of the size of the company s/he runs - had a chance to win. Entrepreneurs competed in five categories: versatility, locality, commitment, friendliness and family.

In the first stage, the entrepreneurs had to convince their clients and Internet users from all over Poland to vote for them. Then, among the stores with the largest number of votes, the plebiscite jury composed of prominent personalities from the world of science and business chose 15 winners.

The winners have received attractive financial rewards for the development of their business, and the entire industry can get to know good and worth doing business practices. Cash prizes were also waiting for the voters - clients of independent grocery stores.

130 entrepreneurs applied for the competition in 2017 and nearly half a million votes were given.

The Plebiscite is an attempt to change the perception of the small grocery industry as obsolete and unattractive. Meanwhile, in many points it follows the latest trends and also has many positive features that make it stand out for those larger commercial facilities.

3.8 COMMUNICATION AND DIALOGUE WITH CLIENTS

Clients have access to a series of tools used to communicate with the Eurocash Group, first and foremost via the internet: e-platforms, internal message boards, dedicated websites. The clients also have the possibility of contacting Eurocash by phone, e-mail and personal. Meeting with Eurocash Group managers are organized cyclically.

In order to tailor strategies to the ever-changing market environment, Eurocash Group conducts marketing research among its clients – most importantly satisfaction and loyalty level studies and Mystery Shopper studies in franchise stores.

3.9 COMPLAINTS AND RESOLVING DISPUTES

Direct clients have the ability to register complaints with the dedicated Customer Service Center which is responsible for transferring information to the appropriate department and finding solutions. At the same time, Eurocash Group makes the necessary effort, so the products being delivered are fresh and of highest quality.

4. EMPLOYEES

4.1 EMPLOYMENT STRUCTURE*

The employees have an invaluable influence on the shape and functioning of the Eurocash Group. The Group's financial result is largely reliant on their engagement and attitude. Creating human and intellectual capital is an intangible asset of the company. As of 31.12.2017, Eurocash Group employed 11 343 people in comparison to 11 966 people at the end of 2016. The employment structure in division by gender and age of the employees has been presented below*.

Table 8: Employment structure by gender in Eurocash Group as of 31.12.2017

Employment structure	2017	2016
Woman	40%	37%
Man	60%	63%

* The above data does not take into account employment structures in companies taken over at the turn of 2016 and 2017 i.e., FHC-2 i Madas, Polska Dystrybucja Alkoholii and EKO Holding.

Table 9: Employment structure by age in Eurocash Group as of 31.12.2017

Employment structure	2017	2016
Below 31 years old	31,5%	34%
31 - 40 years old	38,5%	39%
Above 40 years old	30%	27%

Table 10: Structure of newly employed in 2017 by gender

Structure of employees	Woman	Man
Number of persons	1 010	1 385
% of employees	42%	58%

4.2 WORKPLACE HEALTH AND SAFETY

Table 11: Structure of newly employed in 2017 by age

Structure of employees	Up to 30 years old	31 to 49 years old	50 years old and more
Number of persons	1 314	952	129
% of employees	55%	40%	5%

Health and Safety in Eurocash Group in most of all a system, the aim of which is preventative security and work environment monitoring all persons employed at the Eurostar Group. The Group employees specialized professional, whose task it is to, among others: increase awareness of security and work safety in the employees everyday lives, and their loved ones. The activities conducted by them, focus on, among others:

- conducting periodical work and safety trainings
- spreading knowledge and increasing skills from the range of giving first aid
- conducting activities in the area of fire safety
- organization of prevention programs

In 2017, there was a slight increase in accidents by 7% compared to 2016. All accidents were light, most often involving forklift trucks: overruns or falling out of the cab.

Table 12: Employment rotation in 2017

Rotation	2017	2016
Number of hired employees	3 729	4 032
Number of employees who ceased employment	3 892	4 191
Net result	-163	-159

Table 13: Number of accidents in Eurocash Group

Type of accident	2017	2016
At work	212	221
On the way to or from work	77	49
Total	289	270

A) PREVENTION PROGRAMS

In the Eurocash Group in 2017, two preventive programs were conducted: „Bull's eye” („Strzał w 10-tkę”) and „Zero tolerance for non-compliance” („Zero tolerancji dla nieprzestrzegania przepisów”).

The „Bull's eye” program includes short meetings with employees, lasting about 10 minutes. They consist in discussing a selected topic, e.g. manual transport, truck service etc. This is often accompanied by a practical demonstration of the most important threats and their prevention. Short films are often presented from accidental events that took place in the Group, and the employees themselves present their observations, indicate errors.

The „Zero tolerance for non-compliance” program includes flagging of OSH documentation and presentations with action logo, posters on preventive issues, setting minimum acceptable results of health and safety control and their reporting and comparative analysis to other parts of the Group.

B) FIRST AID TRAININGS

Among our society, and therefore also among the employees of the Group, there is insufficient knowledge to provide medical assistance to others, which is why the Eurocash Group Management decided that 20% of people in each department should have practical first aid skills. Therefore, the Health and Safety Department annually organizes a series of open trainings on first aid.

During the trainings, participants acquire knowledge, skills and develop the proper attitude necessary to bring invaluable help in conditions threatening human health and life.

In 2017, trainings were organized in 9 Eurocash Group offices throughout Poland.

4.3 EMPLOYEES HEALTH

In the area of health care for employees at the Eurocash Group in 2017, a number of projects were organized, the most important of which were indicated below:

- daily provision of fruits to employees;
- in 2017, a new office was opened in Warsaw, where on each floor there are ergonomic places for standing work and places of the so-called „Chillout”. The building also has a free gym designed for employees;
- in the offices in Poznań and Komorniki, a series of pro-health actions was conducted, within which topics

- related to nutrition, sport, ergonomics and prophylaxis were discussed, we ensured, among others, massage, stationary bikes or body composition measurements;
- all employees of the Group are provided with free private Medcover medical care;
- employees of the Group have the option of buying fitness cards on attractive terms;
- in the office in Błonie, weekly fitness classes for employees and organized health days were launched;
- employees also receive support in sports competitions in which participation is financed, sportswear is provided. Employees also participate in the Running-Friendly Company program.

4.4 EUROCASH FOUNDATION SCHOLARSHIPS

The Eurocash Foundation, which has been operating for five years, runs a scholarship program for talented young people - children of employees of various business units of the Eurocash Group as well as employees of franchise stores and partner companies cooperating with the Group. All-year scholarships for the school year and academic year 2017/2018 was granted to 144 pupils and students, who are not only distinguished by their academic performance, but also social activity, special achievements in various fields and the attitude I WANT, SO I CAN. In this number, 69 people are children of employees of various business units of the Eurocash Group, and 75 - children of

persons employed in various networks cooperating with us. For five years of operation, the Foundation financed nearly 600 full-year scholarships, supporting 360 young people on their way to dreams. The difference between these two numbers is due to the fact that you can apply for a scholarship every year. Some scholarship holders managed it even five times!

Scholarships are granted on a ranking basis; they are received by the best candidates selected by the Qualification Committee. The criteria are transparent, clearly defined in the Regulations.

The effect of the program is to support almost 360 young people in pursuit of dreams, with a significant financial relief of the same number of families. We have people in the group of scholarship holders, for whom the scholarship literally decided about their future - without the financial support of the Foundation, they would not be able to study.

4.5 TRAININGS AND DEVELOPMENT

In caring the development of employee skills, Eurocash Group adopted a Policy of Development and Employee Trainings, adhering to basic rules:

- development in the workplace
- taking part in trainings and conferences
- financing education
- certifications and permits (IT, BHP permits etc.)
- learning foreign languages

In accordance with the adopted policy, an initial analysis of individual and group development/training needs is conducted during the budgeting process (August-October) of each year. The results of this analysis, are the basis of preparing a budget for development activity in the next year. Detailed plans of development/trainings (individual and group), regarding the next year, are accepted after the yearly employment process is finished for the current year.

Aiming at improving the professional qualifications of employees, we organize trainings and workshops for them by a team of internal trainers or external companies. In addition, employees have the opportunity to use the e-learning platform and library, and can apply for funding for studies.

The implemented so-called „Eurocash open trainings“ are a response to the employees' need of development, address the most important development areas, and standardize the level of knowledge, as well as enable employees to exchange experiences. Topics that enjoyed the most interest were „Assertiveness“, „Self-management in time“, „Work performance management“ and trainings related to the development of managerial competences.

Unlimited access to the e-learning platform gives the employees of the Group the opportunity to decide at what pace they will implement the given training topic, ensures constant access to these materials so that they can return to the selected content at any time. This form prepares employees for traditional training as well as helps them complete and consolidate the already acquired knowledge. In 2017, we have enriched our portfolio with such titles as „Outlook“,

„Recruitment“ and „Advanced Excel“. Last year, employees completed 5,088 e-learning courses.

The company's library is a response to the employees' need to broaden their knowledge by themselves. The Eurocash Group conducts and constantly updates the internal library from various fields useful in everyday work. Each employee, irrespective of the place of work, may report to the HR Department the desire to borrow a specific title, after which the book is immediately forwarded to the employee by internal mail. The list of titles and their availability can be checked at any time on the internal employee portal. In 2017, employees rented 255 books.

Table 14: Average number of training hours of Eurocash Group employees in 2017

Employees participating in training (excluding e-learning)	Average number of hours per employee	Number of people covered by the training	% of all employees
Woman	21,91	1 377	12%
Man	21,78	1 558	14%
Total	21,85	2 935	26%

Table 15: Average number of training hours by grade in 2017

Employees participating in training (excluding e-learning)	Average number of hours per employee	Number of people covered by the training	% of all employees
Specialist	20,44	1 463	12%
Manager	23,25	1 472	14%
Total	21,85	2 935	26%

4.6 PERFORMANCE MANAGEMENT POLICY

The realization of the Eurocash Group's strategy requires engagement from all employees. The managerial staff and employees of central departments are encompassed by a performance management, on an annual basis.

Managing Performance is a management method allowing the company strategy to be realized by translating it to aims and daily practices of managers and employees. To put it simply:

- „playing" as Company, on team, for one goal,
- clearly defining, what is expected of the employee,
- regular meetings between the superior and employees concerning their progress in achieving targets
- the employees taking part responsibility for defining the method of achieving targets
- work method, in which managers help their employees and give them regular feedback
- reliable performance evaluation on the basis of clear criteria and feedback obtained during the whole year

The Performance Evaluation Process is comprised of the following stages:

1. Setting targets – defining targets for the current calendar year
2. 1on1 meetings - supervisor feedback for the employee, in regards to realizing aims and return – feedback from the employees for the superior. These meeting aim to define the expectations for each employee, foster their development, allow to evaluate the status of target fulfillment. It is recommend that these meetings occur at least 1 per quarter.
3. Yearly employee evaluation, a part of which is a 360 evaluation – an evaluation of the level of fulfillment of targets set for the employee for the previous calendar year, achievements and work skills.

In the framework of the 360 evaluation, the employees receive feedback regarding the skill not only from their supervisor, but also from their subordinates and employees in parallel positons. Thanks to that, they can recognize areas in which they can improve their skill, and therefore develop faster.

In 2017 there was an increase in the number of persons participating in evaluation, 2193 6o 2339.

Table 16: Number of people which took part in 360 evaluation

360 evaluation	Women	Men	Total
Number of people	1 137	1 202	2 339
% of employees	10%	10,6%	20,6%

Table 17: Number of people which took part in 360 evaluation in division to positions

360 evaluation	Specialists	Supervisors	Managers	Board and directors
Number of people	1 126	978	171	64
% covered by evaluation	48%	42%	7%	3%

Each person joining the Management Trainee program, goes through an intensive 3 month training in different Eurocash Groups departments and locations. The next stage is an internship in two different departments, 6 months in each. After finishing the internship, the employee assumes a Junior Manager position in a chosen Eurocash Group Department, retaining the ability for further development and to take over key positions in the company, in the next few years.

Trainee program, the participants develop the skill working after an initial training as Sales Representatives and Client Advisors in the largest Eurocash business units, a after around 2 years, they assume Regional Sales Manager positions. The target position after finishing the SOT program is the Regional Operations Director.

4.7 CAREER PATHS

A) MANAGERIAL PROGRAMS

In order to enable quick development of talented, ambitious and competitive students and alumni, Eurocash Group manages two managerial programs – Management Trainee (MT) and Sales & Operations Trainee (SOT). Both management programs aim to educate managerial staff able to conduct complicated projects in different departments of the Eurocash Group. The second one aims to trainee a staff specializing mostly in sales and logistics.

Table 18: Number of people who participated in Eurocash Group Managerial Programs

Participating in managerial programs	2017	2016
Woman	4	7
Man	7	7
Total	11	14

B) SUMMER INTERNSHIP PROGRAM

Eurocash Group invests in the development of youth studying at higher learning institutions in Poland, giving them the ability to take part in a paid Summer Internship Program in the vacation period, i.e. free of university classes. The internship is intended for students at any point in their studies, of any major, who want to learn and develop, and most of all, characterized by curiosity, openness, commitment, motivation and courage.

The recruitment for the program is usually conducted on the turn of March and April. People who qualify for the program after a short internal turning and integration, have the ability to take part in a 2-3 month internship in a chosen Eurocash Group department.

Table 19: Number of people who participated in the Eurocash Summer Internship Program

Participating in the summer internship program	2017	2016
Woman	16	16
Man	7	7
Total	23	23



C) INTERNAL RECRUITMENT AND PROMOTIONS

Eurocash Group regularly makes information available on currently conducted recruitment processes. Thanks to that the employees have the ability to apply for a position, which should enable their further development. In the framework of internal recruitment, the employees can also recommend their friends and loved ones.

In 2017, in the Eurocash Group, 342 employees were promoted to higher positions.

4.8 DIALOGUE WITH EMPLOYEES AND PARTICIPATION

To better understand the needs of employees, the Eurocash Group conducts a broad dialogue with employees. Communication channels with employees are as follows:

- Twitter and Facebook,
- Employee portal and social platform, where you can find the most important and the latest information related to the „inside” life of the company,
- EUROpress – internal publication presenting current events, employees of individual business units are also presented in each issue.
- Traditional channels - notice boards, posters
- Chat with representatives of the Board - allowing you to ask questions and exchange opinions
- Weekly newsletter of „Have a nice week” to Employees from the President of the Management Board, Luis Amaral



A) EMPLOYEE OPINION STUDIES

Eurocash Group conducts regular Employee Opinion Studies. During the Study employees can share their opinions, feeling and needs in regards to their work environment. The Study has been carried out in complete confidentiality, and its results were gathered and analyzed by a company specialized in this type of studies – Aon Hewitt. After finishing the study, Eurocash Management, along with their employees, determined actions which enable the creation of a friendly work environment, enable further development and an increase in commitment in the employees. The responsibility to take action and make decisions on the basis of study results has been divided between 3 parties, which were assigned different roles in the process of building high Employee commitment:

- Management – whose roles is to remove barriers, which currently hinder the building of high commitment and planning group-wide initiatives.
- Personnel Department (Management and Trainers) – whose roles is to furnish the managers with knowledge and skills in the area of communicating results and planning actions.
- Managers – whose largest roles in engaging their people, because they're in the closest contact with their people and can most effectively choose and implement actions on the basis of study results.

B) WORKPLACE BY FACEBOOK

In order to improve internal communication, the employees of the Group as one of the first in Poland started using the Workplace by Facebook platform. It is a social networking site for employees, largely reminiscent of the Facebook portal, however, differing in certain functions that

facilitate communication in the company. With its application, Group has received new opportunities to improve internal communication and build engagement among employees.

Platform users create their own profiles, integrate into groups on topics of interest, talk, „like“, etc. Some departments use it for everyday internal communication. Each employee can access the platform through a browser or application on a mobile phone. The portal also allows you to send important messages to employees and receive immediate feedback from them.

C) CHAT WITH MANAGEMENT BOARD

In 2017, chats were continued in the Eurocash Group via the chat system. The chat system allows employees to talk with the managers of the Eurocash Group, with whom personal contact is difficult on a daily basis due to distance and time.

Meetings with members of the Board are organized on a regular basis. It is an opportunity for every employee to ask the Member of the Management Board questions related to the company's functioning, its development, or more private, such as for the course of the working day or for the football team which he supports. You can ask questions during the chat or leave them in the chat box.

The number of employees logged into individual chat sessions varies from 300 to 360 people. An additional measure is not the quantity but the importance of the issues handled thanks to the chat, e.g. a special package of private medical care for people with long-term experience in the Eurocash Group.

D) WEEKLY NEWSLETTER "HAVE A NICE WEEK!"

In 2017, Eurocash Group launched another tool of communication with employees, it is a weekly newsletter „Have a nice week!“. Newsletter is sent by the President of the Board - Luis Amaral. It is received by all employees with business e-mails, it automatically arrives at the mailboxes every Monday at 7:00 and is printed and posted in prominent places in the Group's locations.

The newsletter covers important topics for the company and employees. It usually consists of the main topic discussing aspects of Eurocash activities and short news from the life of the Group.

E) BOX OF IDEAS

In order to give employees the opportunity to influence the business reality, the Eurocash Group implemented the „Box of Ideas“ program. It helps to improve internal business processes using the knowledge and ideas of people directly involved in them.

The program allows employees to share ideas for improving their work and the entire company. Employees are especially encouraged to submit proposals that improve customer service, bring additional revenue or provide savings, but the ingenuity of employees is not limited in any way.

A special section on the employee portal serves the handling of applications, where each employee can report their ideas, view, comment on and vote on other ideas regardless of their position.

The competition commissions select 3 best ideas within each unit of the Group, in addition the one with the highest number of votes of other employees is selected as the „Most Popular Idea of the Year“.

In 2017, the 8th edition of the competition was organized - 142 ideas were submitted, they were commented over 70 times and almost 5,500 votes were cast. In 8 editions, more than 900 ideas were submitted. The best ideas are implemented. It turns out that sometimes seemingly minor changes bring very valuable effects.

4.9 MOTIVATION AND INTEGRATION

All employees - regardless of their working hours - have equal access to additional services. As the Eurocash Group in 2017, we used the following tools and methods of non-wage employee incentives:

- **Eurocash Group gift cards** - modern tool allowing to make holiday purchases in grocery stores. In 2017 nearly 11 241 gift cards were issued to employees of the Group.
- **Christmas packages** - in the Christmas period, the children of the employees receive gifts of candy from the Eurocash Group. In 2017, 10 172 packages were given out.

- **Family picnics** - an important element of holiday meeting of the employees and their families. They occur each year in 13 locations in all of Poland. In 2017, 22 774 people took part in the picnics (employees and their families). The picnics are a lot of fun for the kids and the adults.
- **Art contest** - each, a contest is organized for the children of employees, which gives them the ability to exhibit their ideas and interpretation of a subject chosen by them. The best works are rewarded with prizes. In 2017 over 290 drawn works were submitted for the contest.
- **Ticket lottery** - each month, tickets are drawn for interesting events in Poland. Independently from the location, in which employee works and/or lives, they can take part in the drawing, and along with an accompanying person, take part in a given even for which they drawn tickets. In 2017, 57 drawings were organized, to which over 21 000 applications were sent.
- **Holiday parties** - each year, in all of Poland, holiday parties are organized for Christmas and New Year. It is a possibility, to spend time in holiday atmosphere, thank each for a year's hard work, and meet colleagues from other cities and locations.
- **Private medical care** - all Eurocash Group employees have the ability to buy, on preferential terms, a medical package from of the companies offering private healthcare services.
- **Services for employees** - Eurocash Group offer a package of various services in the framework of employee

social support. Eurocash also supports athletically gifted children, which require subsidies for sports camps, which are key to shape young talents. In 2017, 580 children of Eurocash Group employees took advantage of summer camps. An important element of social activity is granting non-refundable financial subsidies, Christmas vouchers for employees and packages for children.

- **Fitness Cards** - Eurocash Group in cooperation with external partner, provides the employees, on favorable terms, cards which allow them access to different athletic and entertainment institutions in the whole country. In 2017, 2 800 people took advantage of these cards.

4.10 EMPLOYEE RIGHTS

A) ANTIMOBGING POLICY

Eurocash Group assumed an Internal Antimobbing Policy, which sets the rules for counteracting mobbing in the Group. Eurocash Group Management counteracts mobbing and does not tolerate any actions and behaviors which show signs of mobbing. The policy defines, in detail, the method for submitting mobbing complaints by the employees, as well as the mode of explaining and handling complaints. Being familiar with and utilizing the Policy is the obligation of every Eurocash Group employee. The Eurocash Personnel Director is responsible for supervising and realizing those policies.

B) TRUST LINE

Each day, several thousand Eurocash Group employees work honestly and reliably to realize their and the company's targets. However, it is possible, that individuals can put their own gains over the team's or act against the ethical and moral code, ignoring the effort and reliability of their colleagues. To quickly identify these situations and react appropriately (and eliminate such incidents in time), the Group launched a companywide Trust Line.

The Trust Line is used to report cases of:

- Theft
- Fraud
- Infringing on company Policies
- Mobbing
- Sexual harassment
- Other unethical conduct

Cases of abuse can be reported to a dedicated phone number, which is attended by a dedicated employee on each Monday (10.00 – 12.00) and Thursday (14.00-16.00).

At any other time, the employees can leave a voice mail or send a text message to that same number, or send an e-mail to linia.zaufania@eurocash.pl or by traditional mail, by writing Trust Line on the envelope (address: Wiśniowa 11, 62-052 Komorniki).

Any noticed abuse can be reported directly, without prior exhaustion of formal methods. Accepted are named and anonymous reports (in case named reports, each case will be exhaustively investigated, in case of anonymous reports –

the investigation will be decided by an Audit). If the report contains contact data of the person reporting, the reported will be constantly updated on the case's development. Eurocash Group ensures complete confidentiality.

C) DIVERSITY IN THE WORKPLACE

The Eurocash Group employs every person, regardless of their age, gender, nationality, ethnicity, race, creed, disability, sexual orientation and political views. The Group does not tolerate any actions and behaviors which bear the signs of any type of discrimination of another employee, contractor or third party.

4.11 CODE OF ETHICS

In the interests of high ethical standards of work and transparency of business relationships, the Eurocash Group adopts the Code of Ethics, which aims at defining the standards of conduct expected from all Eurocash Group employees in a clear and transparent manner. It contains key Group values: customer orientation, profit sharing, entrepreneurship, responsibility, reliability, transparency, job satisfaction and team work.

The Code facilitates the conduct of employees in particular in situations related to, among others with gifts, information confidentiality, discrimination or conflicts of interest.

Every new employee undergoes ethics training in the Group. For this purpose, an obligatory e-learning training was prepared in which information on the values and principles of ethics together with specific examples of their use has been systemized. Persons without permanent computer access receive the Codex in paper version. Superiors are required to ensure compliance with ethical principles by their employees.

Members of the Board regularly resemble e-mails addressed to everyone about the most important principles, eg during holiday periods when it is more common to practice giving gifts. In the Group, a ban on accepting gifts is strictly forbidden when a situation arises in which, despite everything, the employee receives a gift, he is obliged to hand it over to the head office, then the presents are distributed among all employees at various company events.

The adoption of the Code has led to the strengthening of ethical standards and the creation of a working environment in which the values of the Eurocash Group are promoted.

The Eurocash Group adheres to precautionary principle 15 of the Rio de Janeiro Declaration on Environment and Development through risk management at every planning stage. Below we present the most important activities of the Group in this respect.

Environmental Policy

Eurocash, as the wholesale distribution leader for FMCG products for the polish market, taking into account the respect for the natural environment, conducts its business, aiming to minimize its influence on the environment.

Awareness of the importance of ecological topics, in relation to the future development of the company, causes the company's function to adhere to current rules and standards for environmental protection and other local conditions, and taking into account environmental aspects. In order to improve the effects of environmental activity, the following targets have been set:

- Adhering to any legal requirements and regulations in the area of environmental protection and influence, which apply to the activity being conducted
- Systematic raising of ecological awareness among the employees and outside the company, with particular focus on separate collection of waste and recycling
- Preventing environmental pollution, including reducing the amount of waste and harmful emissions

- Rational usage of natural resources, including air, water, energy and fuel
- Perfecting technology and logistic processes in such a manner, that they are environment friendly and fulfill the needs and requirements of current and future contractors, as well as other parties
- Preventing emergencies
- Creating proecological activity among suppliers and clients

The abovementioned targets, are tied to Eurocash's economic activity. The Board commits itself to plan environmental protection activities, supplying means to carry out these activities, and to evaluate the effectiveness of the actions undertaken.

The Management and all employees of Eurocash Group are obligated identify themselves with the letter of the accepted Environmental Policy and to realize the targets it sets.

5.1 WASTE MANAGEMENT

From the waste stream generated by Eurocash, 1 884 tons of waste paper and 527 tons of film were selected in 2017. In total, 65% of waste produced was recycled, 34% of waste was bio-waste, which was subjected to composting and bio-gas processes, and only 1% of waste was subject to storage. The following data relate to waste generated as a result of the Group's main activities and does not include municipal waste generated by employees.

Table 20: Waste generated in the Eurocash Group and how to handle it

Type of waste	Material recovery [t]	Mechanical-biological processing [t]	Storage [t]
Packaging made of paper and cardboard	5 149,16	0	0
Foods that are out-of-date or unhelpful	0	2 071,11	0
Plastic packaging	1 086,16	0	0
Other	159,63	0	0
Total	6 394,95	2 071,11	21,87
	75,3%	24,4%	0,3%

A) COOPERATION WITH FOOD BANKS

In 2017, the Eurocash Group established permanent cooperation with Food Banks in order to provide them with terminating food. Thanks to this, a large part of the food from the Eurocash Group's facilities which has been utilized so far, has been used by those in need.

In 2017, Eurocash Group saved 33.5 t of groceries worth 318 thousand zlotys in this way.

5.2 ENERGY CONSUMPTION AND CO2 EMISSION

Electricity consumption in the Eurocash Group is one of the important aspects of environmental impact. As electricity in Poland is mainly produced from coal, this aspect is associated with the consumption of raw materials for its production and the emission of carbon dioxide during combustion.

In 2017, energy consumption in the Eurocash Group amounted to approximately 1.190 million MJ. The energy is mainly used in our distribution centers, offices and warehouses.

As a result of direct emission from the combustion of fuels in the buildings and cars of the Group, approx. 35715 t CO₂ was emitted. Combustion of fuel in transport (63%) and heating of buildings (37%) contribute to the emission.

A) ENERGY EFFICIENCY AUDIT

In 2017, an energy efficiency audit was carried out at the Eurocash Group. It included both buildings and transport. Within its framework, there were identified places where it is possible to increase the efficiency of processes in terms of energy consumption. His results will be used to plan activities in this area in the coming years.

B) LED LIGHTING REPLACEMENT

In 2017, Eurocash Group continued the project of lighting replacement in Distribution Center and Cash & Carry wholesalers for modern lighting equipped with LED bulbs. The investment in the project, beside a beneficial influence on the natural environment, will also bring economical savings to the Group. As a result of modernization, savings in locations on energy consumption by lighting amounted the level of 60-75% depending on the type of previous lighting. The return period for the investment into lighting replacement for a Distribution Center is estimated at between 2,5 to 4 years

In 2017, lighting was replaced in 5 distribution centers. At the same time, LED lighting was introduced to 70% of the Cash & Carry warehouse.

C) ECOLOGICAL OFFICE BUILDING IN WARSAW

In order to limit the impact on the environment, the new Group office in Warsaw was located in a building with the BREEAM (BRE Environmental Assessment Method) certificate. This certificate assesses the building in terms of its environmental performance, especially energy consumption. The solutions in the new office building went further than the minimum requirements of the certificate, thanks to which it obtained a very good ecological grade.

5.3 TRANSPORT

In our Group, we prepared and implemented a modern logistical system enabling rational usage of means of transport, which allowed the influence the traffic of trucks on the environment. Eurocash Group constantly monitors traffic routes, and sets new ones in a maximally optimal manner. The means of transport carry products to multiple destinations at once, which allows for optimization of routes. Thanks to that, a truck operated by an external company, sent to a destination does make the return trip without a load. A transport service company has the ability to optimally utilize trucks during the return trip, completing orders from other companies. This policy allows for a significant reduction of exhaust being emitted into the environment.

Moreover, we constantly monitor the exhaust emitted during the activity of the Eurocash Group's employees, by setting fuel consumption limits for each personal vehicle, used for business activity. The Fleet Management Department, in case of significant deviations from set standards, takes ac

tions aiming to identify and eliminate the problem, which contributes to increased fuel consumptions, and in relation to that, increased exhaust emission into the environment.

A) PROGRAM TO INCREASE SAFETY AND ECOLOGY OF DRIVING

The „Safety and Driving Ecology Improvement Program“ was developed in 2017. Its task is to significantly reduce the emissions from cars in the Group and increase the safety of people traveling with them.



As part of the program, 11 Principles of Ecodriving in the Eurocash Group have been identified and prepared for implementation:

- Anticipate the traffic situation
- Brake the engine
- Drive in the highest gear possible and at the lowest possible speed
- Accelerate dynamically
- Do not warm up the engine when the vehicle is stationary
- Reduce air resistance
- Control the tire pressure
- Turn off unnecessary power receivers
- Take care of the car
- Avoid driving at short revs
- Plan trips and refueling

Their verification is controlled through a mobile application and driver rankings.

B) FLEET OF HYBRID CARS

The problem of air pollution from car transport is becoming an increasing problem in Poland. Eurocash decided to contribute to reducing its emissions also by replacing conventional cars with hybrids. Vehicles with hybrid drive consume less fuel, emit less harmful substances and are quieter than classic cars with combustion engines.

In 2017, the Eurocash Group enriched its fleet with 400 Toyota Hybrid cars. These cars have created one of the largest company fleets of vehicles with alternative drives in Poland. Cars were additionally equipped with this Toyota Safety Sense safety system, including an early response system in the event of PCS collision risk, automatic wipers or signaling of unintentional lowering of the lane.

5.4 ECO-OFFICE

As part of the implementation of environmentally friendly solutions, the following actions have been implemented in the Eurocash Group offices:

- In order to reduce the amount of wasted paper and inks, a central printout system was introduced, which normally uses only black and white ink and double-sided printing;
- To recover raw materials in offices in Poznań and the surrounding area have been equipped with containers for used paper, and a new office in Warsaw in sorting containers for paper and plastics.
- In order to reduce emissions by car trips, delegates have implemented teleconferencing systems and promoted shared trips. Announcements concerning joint journeys can be placed in the special section of the employee portal and on the group on the workplace platform.

5.5 ECOLOGICAL EDUCATION

In 2017, Eurocash S.A. continued ecological education, on behalf of Interseroh Organizacja Odzysku Opakowań S.A., providing to three schools from the immediate vicinity of our Distribution Centers - Lublin, Sosnowiec, Luboń, further EKOPACKS. This time, educational materials were about aluminum. „Ekopacks” is a series of educational and fun boxes referring to a specific package. The project primarily refers to the idea of a closed circulation of raw material and is aimed at making the youngest generations aware of how the material can be used.

The Eurocash Group also tries to take care of people in its environment, organizes or joins various social campaigns and strives to provide responsible products and services below the most important activities of this type in 2017.

6.1 COOPERATION WITH LARGE FAMILY ASSOCIATION 3+

Eurocash Group and the 3+ Large Family Association (LFA), the biggest organization in Poland bringing together large families, signed in 2016 a long term cooperation agreement, at a local and national level. The agreement is supposed to server to promote family values amongst clients of the Group and consumers shopping in Eurocash Group franchise and partner stores.

A key current strategic direction for Eurocash Group is supporting polish traders in building professional retail companies, attractive for many generations. This strategy is perfectly supplemented by the cooperation with the 3+ Large Family Association, which allows gaining direct access to the consumers.

The cooperation agreement sing with the 3+ LFA also takes into account the following activities: sales dedicated to large families which are a part of the Association, communication support between the LFA and the Eurocash Group, Eurocash Group brand presence at LFA events in all of Poland, and financial aid for statutory aims of the Association. The brands which, during the cooperation period, will carry out actions dedicated to the Association's members will be the internet retailer Frisco.pl and Deilkatesy Centrum.

6.2 COOPERATION WITH UNIVERSITIES

The Eurocash Group regularly cooperates with Polish universities. The Ambassadors Program is run at universities, thanks to which in the academic year 2017/2018 the Group is represented by 8 Ambassadors - Students (4 women and 4 men). In Warsaw, two Ambassadors at the Warsaw School of Economics and one at the University of Warsaw. In Poznań, one Ambassador at the Poznan University of Technology, Adam Mickiewicz University and the University of Economics. Ambassadors support the Group in regular events held at universities such as „Wyprawka dla Pierwszaka”, „Santa Claus from Eurocash” and numerous lectures and workshops. Ambassadors also help to establish cooperation with student organizations operating at given universities.

In addition, Eurocash is a business partner of the University of Economics in Poznań, and Luis Amaral - President of Eurocash S.A. - since 2017, he is the deputy dean of the Partner Club of the University of Economics in Poznań.



6.3 CHARITY COLLECTIONS AND EVENTS FOR THOSE IN NEED

The Group's employees are eager to engage in pro-social activities when they learn about people or animals in need and help to organize help. The company supports this type of activities.

In 2017, collections were carried out throughout the Group, including for sick children of employees, animal shelters, glasses for the elderly, caps collection. Groups of employees were also involved in the nationwide shares of Szlachetna Paczka and the Great Orchestra of Christmas Charity.

6.4 CHRISTMAS TREE FULL OF WISHES

Every year, during the holidays in the Group, the largest collection for children from orphanages takes place. The Eurocash Group contacts the Family Children's Homes in Poznań and Warsaw, as well as (for the first time in 2017) with the Single Mother House in Lublin. It asks children / mothers for letters to Santa Claus or a list of things (gifts) that are necessary for them. Cards with the name of the presents are posted on Christmas trees in our locations, employees choose the wishes they want to meet and deliver gifts to the Group's headquarters, from where they are transported to individual outlets in the week before Christmas Eve. The campaign is very popular among employees every year.

In 2017, 97 children and mothers were helped. Benefits from the action for the Group include employee satisfaction and pride with other help provided during the holiday season, for stakeholders - beautiful holidays with a full Christmas tree gift.

6.5 SECTION OF THE EMPLOYEE PORTAL „HELP!”

There is a special section on the portal dedicated to the employees of the Group with a list of people who need support. These are usually the employees' families, but employees can also report any other persons.

There is a special section on the portal dedicated to the employees of the Group with a list of people who need support. These are usually the employees' families, but employees can also report any other persons.

6.6 CHARITY RUNS

Every year, employees of the Group try to participate in charity sports events. The participation of employees in this type of events is financed by the Group.

The Charity runs have become a permanent element of the Group calendar: Wings For Life World Run, Company Run and Poland Business Run. Group employees took part in them also in 2017.

6.7 RESPONSIBLE PRODUCTS AND SERVICES

A) BIOLOVE

For customers who want to lead an ecological and healthy lifestyle, Kontigo network has created the brand of Biolove natural cosmetics. These products are made only from natural ingredients, do not contain SLS, PEG, silicones, parabens, dyes, preservatives and the like additives.

Natural cosmetics are seen as expensive, but the Biolove brand has overturned all the myths on the subject, providing high quality at an affordable price. It is worth adding that all Biolove products are created in Poland.

The offer includes many care and relaxation products, such as: butter, creams, peels, mousses, gels, masks, deodorants, and even bath salts and balls, and massage candles. In addition, each series has a wide range of scents to choose from.

B) ABC ON WHEELS

In rural areas, which are inhabited by a large group of seniors, access to basic goods and services is very limited. That's why Eurocash decided on a new distribution method - abc on wheels.

Abc on wheels is a network of general-convenience, convenient car-stores that reach places where there are no service or commercial points. Stores provide fresh food products to local residents, who are mostly elderly, living alone, with low incomes. Vehicles are specially adapted to transport food, so they are able to offer high quality products at affordable prices, which was previously unavailable to this group of recipients. Stores visit their customers regularly, several times a week, regardless of the weather or season, which is why they are a reliable source of current supplies for them. In addition to food products, the abc offer on wheels also includes basic household items, there is also the option of paying bills or topping up the phone.

The network engages in the life of the local community by organizing numerous actions. One of such ventures was a series of free summer outdoor cinemas, where local residents could watch the film displayed on the side of the vehicle-store. Other activities we undertake are, for example, Christmas packages for children or raising the awareness of senior clients about their consumer rights.

6.8 PROGRAMS FOR ROAD SAFETY

The Delikatesy Centrum and Gama franchise chains run their own programs aimed at increasing the safety on the road, especially for children.

Delikatesy Centrum together with the police have so far organized two actions: „SAFE road!“ And „Safe return to school“. They included posters promoting safety on the road and equipping children with reflective elements.

The Gama network also organized the campaign „Be safe on the road“ with the police. The action consisted in organizing meetings in kindergartens and other facilities in order to train children on the principles of safe movement on the road and safety related to the risks of meeting a stranger. Children were visited by police officers along with a person dressed as a mascot of the Gama network - Miś Gamuś.

6.9 PROMOTION OF NON-FOOD WASTE

In addition to its own activity reducing the amount of food waste produced, the Group is also trying to promote this idea among the public. To this end, Eurocash Gastronomica supported the organization of World Food Day entitled „What is happening with food that we will not eat?“, Which took place on 15-16 October 2017 at the Children's Museum at the State Ethnographic Museum in Warsaw.

The aim of the event was to make the public aware of the global problem of food waste and to provide knowledge about ways to prevent throwing food into the bin. The direct addressees of the project were pre-school, primary school children and their guardians who visited the Children's Museum in Warsaw.

During the event, educational materials were handed out, culinary and educational workshops were held, film screenings were staged, a story about non-food waste was staged and a special exhibition was presented.

Table 21: List of GRI indicators

GRI indicator		Reference in the report
STRATEGY AND ANALYSIS		
G4-1	A statement by the top management about the importance of sustainable development for the organization and its strategy	81
ORGANIZATION PROFIL		
G4-3	The name of the organization	82
G4-4	Main brands, products and/or services	82-83
G4-5	Location of the organization's headquarters	84
G4-6	The number of countries in which the company operates	84
G4-7	Form of ownership and legal structure of the organization	89
G4-8	Supported markets with geographical coverage, sectors served, characteristics of customers/consumers and beneficiaries	82-87
G4-9	The scale of the organization's activity	85-87
G4-10	Total number of employees by type of employment, type of employment contract and region and gender	104-105
G4-11	The percentage of employees covered by collective agreements	not applicable
G4-12	Supply chain/value characteristics	98

G4-13	Significant changes in the reporting period regarding the size, structure, ownership form or supply chain Not applicable	96
G4-14	Explanation of whether and how the organization applies the precautionary principle	118
G4-15	External, accepted or supported by the organization economic, environmental and social declarations, principles and other initiatives	93
G4-16	Membership in associations (such as industry associations) and / or in national / international judicial organizations	93

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	Organizational structure of the organization, with distinction of the main departments, subsidiaries, related entities and joint ventures with an explanation of which ones are not covered by the Report	82-88
G4-18	The process of defining report content and implementing reporting principles to define the content of the Report	95-96
G4-19	Significant aspects identified in the process of defining the content of the Report	95
G4-20	Scope and significance for each of the identified aspects within the organization	95
G4-21	Scope and significance for each of the identified aspects outside the organization	95
G4-22	Explanations regarding the effects of any corrections to information contained in previous reports, giving reasons for their introduction	not applicable

G4-23	Significant changes compared to the previous Report regarding the scope, range or methods of measurement used in the Report	96
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STAKEHOLDER ENGAGEMENT

G4-24	List of stakeholder groups engaged by the organization	94
G4-25	Basis for identification and selection of stakeholders	94
G4-26	An approach to engaging stakeholders, including the frequency of involvement by type and group of stakeholders	94
G4-27	Key issues and problems raised by stakeholders and the response from the organization, including by reporting them	94

REPORT PROFILE

G4-28	Reporting period	95
G4-29	Date of publication of the last Report (if published)	95
G4-30	Reporting cycle (one-year, two-year, etc.)	95
G4-31	Contact person	96
G4-32	Table indicating the place where the indicators are placed in the Report	127-132
G4-33	Policy and internal practice in the field of external verification of the Report	not applicable

GOVERNANCE

G4-34	The supervisory structure of the organization together with the committees subordinated to the <i>highest supervisory</i> body, responsible for individual tasks	89-90
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ETHICS AND INTEGRITY

G4-56	Values, principles, standards, principles of conduct of the organization, collected in codes of conduct and ethical codes	92-93, 116-117
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ECONOMIC

DMA	Management approach - Supporting independent grocery stores	82
G4-EC1	Direct economic value generated and distributed	84
G4-EC8	Significant indirect economic impacts, including the extent of impacts	82, 84-85

ENVIRONMENTAL

DMA	Management approach - Environment	118
DMA	Management approach - Transport	120-121
G4-EN3	Energy consumption within the organization	119
G4-EN16	Direct greenhouse gas (GHG) emissions (Scope 1)	119
G4-EN23	Total weight of waste by type and disposal method	119

LABOUR PRACTICES AND DECENT WORK

DMA	Management approach - Occupational Health and Safety	105-106
DMA	Management approach - Training and education	107-108
DMA	Management approach - Diversity and equal opportunity	116

DMA	Management approach - Labor practices grievance mechanisms	115-116
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	104-105
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	114-115
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	105-106
G4-LA9	Average hours of training per year per employee by gender, and by employee category	108
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	110-112
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	110
HUMAN RIGHTS		
DMA	Management approach - Anti-corruption	115-117
PRODUCT RESPONSIBILITY		
DMA	Management approach - Customer health and safety	98-99

PART C

SELECTED CONSOLIDATED FINANCIAL DATA

FOR THE PERIOD FROM 1 JANUARY 2017 TO 31 DECEMBER 2017

KOMORNIKI, 22 March, 2018