



# **Eurocash Group**

## Social Responsibility Report

### for 2019

## Interview with the President of the Management Board

[GRI 102-14] [GRI 102-15]

**Luis Amaral**  
President of the  
Management Board



### **This year Eurocash Group is observing its 25<sup>th</sup> anniversary, how do you intend to celebrate it?**

The “Eurocash Group Social Responsibility Report for 2019” is published on the eve of our 25<sup>th</sup> birthday. Twenty-five years is a lot in the life of any Polish company so we were obviously supposed to celebrate it. With this report we want to show how we have supported entrepreneurship in Poland over the years and how we have fulfilled our civic duty.

With the outbreak of the COVID-19 pandemic, a completely different aspect of our social responsibility has gained importance. It turned out that Eurocash Group is the most complex and complete food distribution system in Poland, providing supplies to 80 thousand grocery store owners through 12 distribution centres and 180 wholesalers. In

the current situation, we have a huge responsibility to ensure access to food for all Poles. No one is as close to people as we are, especially in the current conditions of mobility restrictions.

Our 23 thousand amazing employees in offices, especially in shops, Cash & Carry wholesalers and distribution centres, ensure that Poles can safely buy good quality food just around the corner every day. Our Customers, local Entrepreneurs, are determined to keep their shops open to their neighbours. Together with the medical staff, we stand at the front line of this war and are proud to fulfill our duty. I would even say that the last few weeks have taught me more about our social responsibility than the last 25 years.

### **How do you achieve that?**

As I said, we have an extremely complex food distribution system. Our goal has always been to support Entrepreneurs, so we had to adapt to different types of Customers and consumers. Our 180 Cash & Carry wholesalers are regularly visited by 40 thousand small local shop owners who know, that they can find the products they need at an excellent price. From our 12 distribution centres, we ship around 10 thousand pallets every day in 1.5 thousand trucks, which supply small supermarkets throughout Poland with fresh and dry food products. We also have a company in the Group which performs an extremely important social function. There are 100 “abc

na kołach” – supermarkets “on wheels” that reach remote villages, where the Customers are mainly elderly people who are not able to go daily for groceries, so they just count on us.

### **What is the social mission of Eurocash Group, then?**

Our social mission is to support Polish entrepreneurship in the food industry. It is our duty to give our Customers a fair chance to compete with large networks. That's why we first invested in increasing scale, then focused on improving efficiency through our logistics systems, and now we are working intensively on the digital transformation of both our company and our Customers. We believe that we will become a platform that will transform the independent retail into the modern trade of the future.

### **How do you support Polish Entrepreneurs?**

Among the many activities we have undertaken, there have been many years of investing in various franchise systems, in which currently 15 thousand Entrepreneurs are associated. We have created the Eurocash Academy of Skills for our Customers and their employees, the first educational institution to obtain ISO certification, and which has created with the Warsaw School of Economics a pioneering post-graduate programme in retail and invests in the development of professional skills in secondary education. Almost 100 thousand people have already benefited from the offer of various forms of education at the Academy.

### **Is Poland a country of Entrepreneurs?**

Yes, Poland is a country of Entrepreneurs – very creative and dynamic ones! Keeping up with them all the time is a really big challenge. We make every effort to provide them with the tools to fight in the market, but in the end, they are the front line that always survives, while most international retailers fail.

### **What brings business success in Eurocash?**

I think our success is, of course, based on our employees and every company will say the same. But there is something that distinguishes us: we did not bring the know-how from the parent company from outside Poland. Everything we have achieved had to be developed from scratch in a market segment that everyone said 20 years ago would soon disappear. There is no other company in the world we could benchmark against. Since no one is wholesaling in all segments of the food trade, we had to develop our own digital solutions because there was no one in the world to follow suit. We are constantly innovating company with several businesses with CEOs under 30 years old and similarly young teams. To sum up – I think we can actually claim that we are completely dependent on our people – how good it is that we have 23 thousand of them in our company!

**What does it mean for Eurocash Group to run its business in a sustainable manner? Has a sustainable development strategy been adopted in the company?**

We have always been a socially engaged company. Our business is based on cooperation with Entrepreneurs – and they create hundreds of thousands of jobs across the country, often in rural areas, where they play an extremely important role in supporting the prosperity of the local community. Not only do we develop educational initiatives for business, but also through our Foundation we provide scholarships for talented youth. We have already allocated over PLN 5 million for this purpose, fulfilling the dreams of over 800 young people. Another example is the investment in a modern hybrid car fleet, which is the largest corporate fleet in Poland. We have been doing all this for 25 years simply because we do care, not because of a clear, well communicated strategy.

In 2019, we involved all our stakeholders in the process of defining what is really important in our business from a CSR perspective. This is how we developed our strategy based on 4 pillars:

**I. Development of entrepreneurship**

**II. Quality without compromise for everyone**

**III. We use less, we don't waste**

**IV. Employees safety and commitment**

**How do you approach reporting on non-financial issues?**

We have been reporting on the areas of our non-financial activities for many years. The report for 2019 is unique in that it is the first to be based on GRI Standards. Its preparation was preceded by an extensive process, which took place within Eurocash Group, aimed at developing the areas of sustainable development that are important to us. This process also involved a very wide range of employees. The result of their work is the current report.

I kindly invite you to read it!



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# 1

## Development of entrepreneurship



## 1.1. Who are we?

[GRI 102-1] [GRI 102-4] [GRI 102-6]

[GRI 103-1] [GRI 103-2] [GRI 103-3]

for the aspect: Market presence and economic impact

Eurocash Group is the largest Polish company dealing with the wholesale distribution of FMCG products and support for Entrepreneurs and independent retail trade in the whole country. We have been on the Polish market for 25 years. By combining our business experience, the commitment of Eurocash Group employees and the entrepreneurship of local store owners, we have gained a leading position in FMCG distribution in Poland.

On the one hand, our activity is based on creating the widest possible range of FMCG products, which we deliver to our Customers (the Entrepreneurs – shop owners) at affordable prices, giving them the opportunity to compete with the large format market. On the other hand, we support our Customers in their entrepreneurship: we provide them with new business models and concepts or new channels to reach their Customers, as well as educational programmes (such as the Eurocash Academy of Skills) which enable them to continuously develop their business in line with the latest retail trends.



“  
**Luis Amaral**

President of the  
Management Board



I have always believed that we can transform independent shop owners into the greatest strength of the Polish food market. Every day we consistently fight to make it happen. And that's why our DNA is entrepreneurial. It's the courage to take risks, think outside the box and treat the company as your own business.



After 25 years of activity and support of our Customers we deserved to be called *the patron of entrepreneurship in Poland*. Promoting and developing entrepreneurship is also one of the pillars of our sustainable development strategy – because this is how we understand our responsibility towards society.

### 1.1.1. Eurocash in numbers



**25 years**  
in Poland



**23 thousand**  
employees



**86 thousand**  
Customers



**79 thousand**  
participants in the  
Eurocash Academy  
of Skills



**PLN 5 million**  
for scholarships

## 1.1.2. Distribution formats

[GRI 102-2]

Eurocash Group is the largest Polish company dealing with wholesale distribution of food products and marketing support for independent Polish Entrepreneurs conducting retail operations. The franchise and partner chains supported by Eurocash associate about 16 thousand independent shops operating under such brands as abc, Groszek, Delikatesy Centrum, Lewiatan, Euro Sklep or Gama.

Through a number of distribution formats, Eurocash Group focuses its business activities on wholesale distribution of goods to Customers from all significant segments of the modern independent trade, in particular to retail stores (small supermarkets and grocery stores), convenience stores, the segment of petrol stations and restaurants, hotels and café chains.

### Support of small-format shops by Eurocash Group

#### Eurocash Group

Wholesale	Retail	Projects	Other
Cash & Carry Eurocash Serwis Eurocash Gastronomia Eurocash Dystrybucja AMBRA  Partner networks organized by the wholesale segment: abc Lewiatan Gama Groszek Euro Sklep Drogerie Koliber	Delikatesy Centrum Inmedio	Duży Ben Kontigo abc na kołach (abc on wheels) other	



## Basic financial and operating data of the Eurocash Group divided into the following segments and distribution formats:

### WHOLESALE – wholesale distribution format:

- Eurocash Dystrybucja – which includes:
  - companies conducting active distribution (Eurocash S.A. after the merger with Tradis sp. z o.o., DEF sp. z o.o., AMBRA sp. z o.o. and Eurocash Alkohole companies),
  - companies organizing and supporting franchise and partner networks of retail stores (Euro Sklep S.A., Groszek sp. z o.o., 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.),
- Cash&Carry – a nationwide chain of discount Cash&Carry type warehouses under the “Eurocash Cash & Carry” brand, under which a loyalty programme for retail shops belonging to the “abc” chain operates,
- Cigarettes and impulse products / Tobacco & Impulse – active distribution of tobacco products and impulse products through Eurocash Serwis sp. z o.o.,
- Eurocash Gastronomia – supplies for restaurant chains, hotels and independent catering outlets,
- Other – revenues from the sale of 4Vapers sp. z o.o. and Cerville Investments sp. z o.o.

### RETAIL – retail sale of Eurocash Group and wholesale sale of Eurocash to the Delikatesy Centrum franchise chain:

- Delikatesy Centrum franchise stores – a franchise system for retail stores under the “Delikatesy Centrum” brand,
- Delikatesy Centrum own shops – managed within the companies Firma Rogala sp. z o.o., FHC-2 sp. z o.o., Madas sp. z o.o., in which Eurocash holds 50% of shares, Delikatesy Centrum Sklepy sp. z o.o., in which Eurocash holds 100% of shares and Podlaskie Delikatesy Centrum sp. z o.o., in which Eurocash is the holder of 75% of shares,
- EKO – own stores under the brand names Delikatesy Centrum, Lewiatan and EKO managed by EKO Holding S.A. in liquidation,
- Mila and others – own stores under the Mila brand managed by Delikatesy Centrum sp. z o.o. and stores under the Lewiatan brand, managed by Partner sp. z o.o.,
- Inmedio – press kiosks operating under the brand names Inmedio and Inmedio Trendy.

### Projects – sales revenue generated by new projects conducted by Eurocash S.A. and its subsidiaries: Kontigo sp. z o.o., ABC na kołach sp. z o.o., Duży Ben sp. z o.o., Sushi 2Go sp. z o.o.

### Other – sales revenue and costs of other companies through Eurocash Trade 1 sp. z o.o., Eurocash Trade 2 sp. z o.o., Eurocash VC3 sp. z o.o., Akademia Umiejętności Eurocash sp. z o.o. and costs of the central departments, not allocated to any of the above segments.



Eurocash Group's operations are focused on Poland.

As at December 31<sup>st</sup> 2019, the Eurocash Group's wholesale chain comprised 180 Cash & Carry wholesalers, a chain of "abc" partner shops and 8,985 local grocery stores.

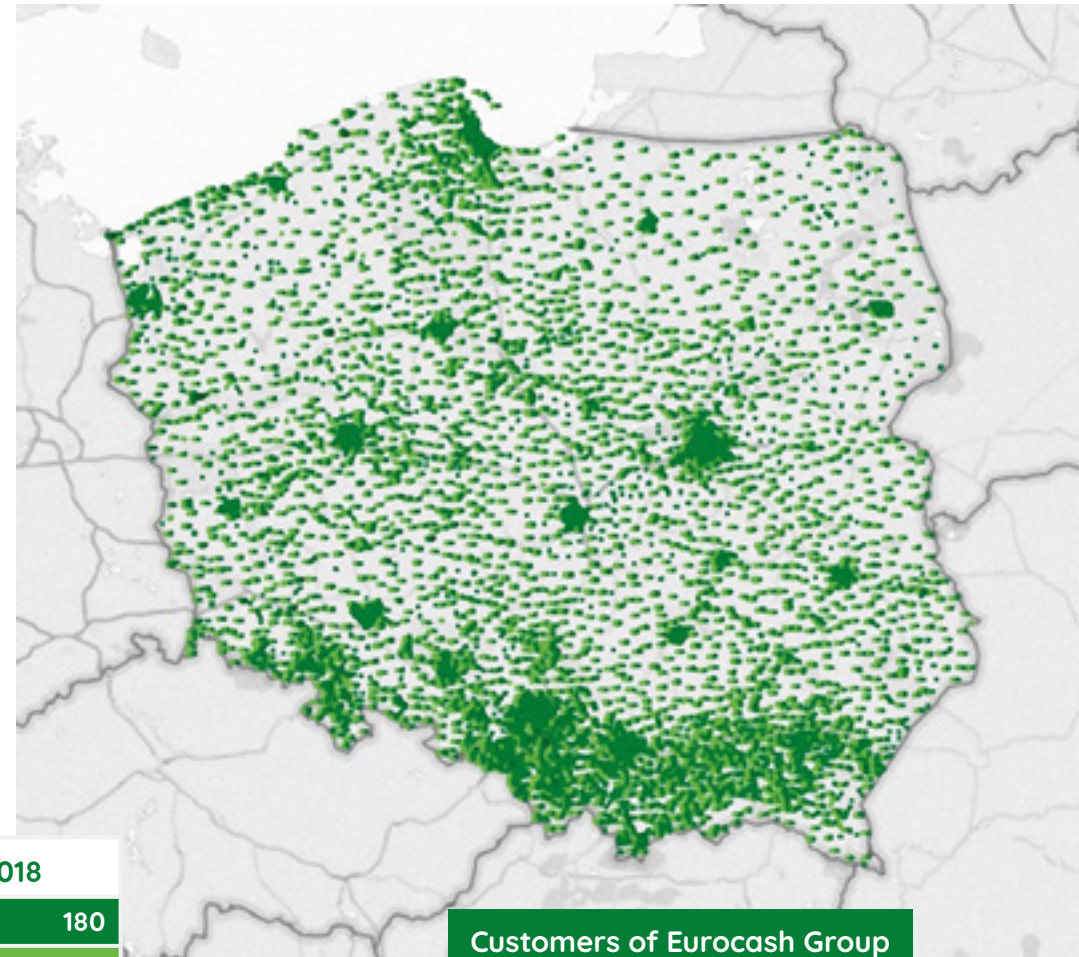
In the franchise and partner chains cooperating with Eurocash Dystrybucja there were 5,133 stores associated.

The retail chain included 1,565 small supermarkets, including 1,351 operating under the Delikatesy Centrum brand, and 450 Inmedio newsagent's.

**The number of Cash & Carry wholesalers, small supermarkets, including Delikates Centrum, "abc" store chain, Inmedio newsagent's and stores associated within Eurocash Dystrybucja was as follows:**

	As at 31.12.2019	As at 31.12.2018
Cash & Carry wholesalers	180	180
"abc" chain of stores	8,985	8,708
Franchise and partnership networks*	5,133	5,024
Inmedio newsagent's shops	450	448
Small supermarkets	1,573	1,539
including Delikatesy Centrum brand	1,359	1,328

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



Customers of Eurocash Group  
and own networks

### 1.1.3. History of Eurocash Group

#### Integration



In 2019, further integration of the activities of the acquired companies, investments in innovative projects and improvement of distribution of fresh products took place. **[GRI 102-10]** The “abc” network increased by 277 stores, the Delikatesy Centrum network increased by 31 stores, and the Eurocash Dystrybucja, Lewiatan, Groszek, PSD, Euro Sklep network increased by 109 stores. Inmedio has opened 2 new stores. There are also 34 new “proximity” type supermarkets. There were also changes in the Group’s structure including changes in owners of selected companies.

#### WHOLESALE

The development of Wholesale is primarily an investment in the eurocash.pl platform. It is the largest e-commerce platform for independent trade in Poland, which revolutionized the lives of grocery store owners. It enables Entrepreneurs to run their retail businesses 24 hours a day, from anywhere in the world. The platform supports their significant market advantage, offering new opportunities to order goods online and market knowledge comparable to that of a director of a large retail chain. The strengthening of our wholesale division also means the integration of internal structures and the centralisation of logistics, allowing for the optimisation of the purchasing process.

2019



#### More and more opportunities for independent Entrepreneurs

Eurocash is growing dynamically, offering more and more opportunities to cooperating Entrepreneurs, through the incorporation of new companies, mostly leaders in their market segments. These include chains of food, alcohol and tobacco wholesalers, as well as companies dealing with the distribution of FMCG goods to restaurants and petrol stations, payments, press distribution or Internet trade. This allows Eurocash to offer Entrepreneurs all relevant product categories and respond to the needs of various types of shops and sales channels.

2016-2018



#### A step into the future

The Management Board of the Group decided to split Eurocash Group into two independently managed businesses: Wholesale and Retail.

2018

#### RETAIL

Retail development means building the largest chain of local supermarkets in Poland, based on our franchisees’ and own stores. We willingly hand over our own stores to franchisees, because we believe that their commitment combined with our knowledge and experience is a guarantee of their success. We are also working on designing the store format of the future.

#### Opening up to investors



Eurocash debuts on the Warsaw Stock Exchange, quickly gaining the trust of investors, who see the potential of the idea of cooperation with independent Polish Entrepreneurs. From now on, anyone who, like us, believes in the potential of Polish independent retail trade can participate in its development.

2005

#### A bold step against the grain

In the times of development of the market of hypermarkets and discount stores, Luis Amaral together with a group of associates notice the potential of the wholesale market and they decide to meet the needs of smaller format store owners. Eurocash is going against the grain and is committed to cooperation with local shop owners – Luis Amaral believes that independent trade is the future of the market in Poland. Therefore, he decides to buy out the managerial buyout of the Eurocash Cash&Carry wholesale chain.

2003



#### The beginning

Cash & Carry Elektromis wholesalers are bought out by Jeronimo Martins.

1995



### 1.1.4. Eurocash Group – facts

[GRI 102-7]

#### Results for 2019

Total number of employees	22,497
Net revenue from sales (in PLN)	24,852,240,696.88
Total capitalisation (in PLN), including:	
liabilities	6,921,606,747.95
equity	963,399,216.89
total assets	7,885,005,965.14

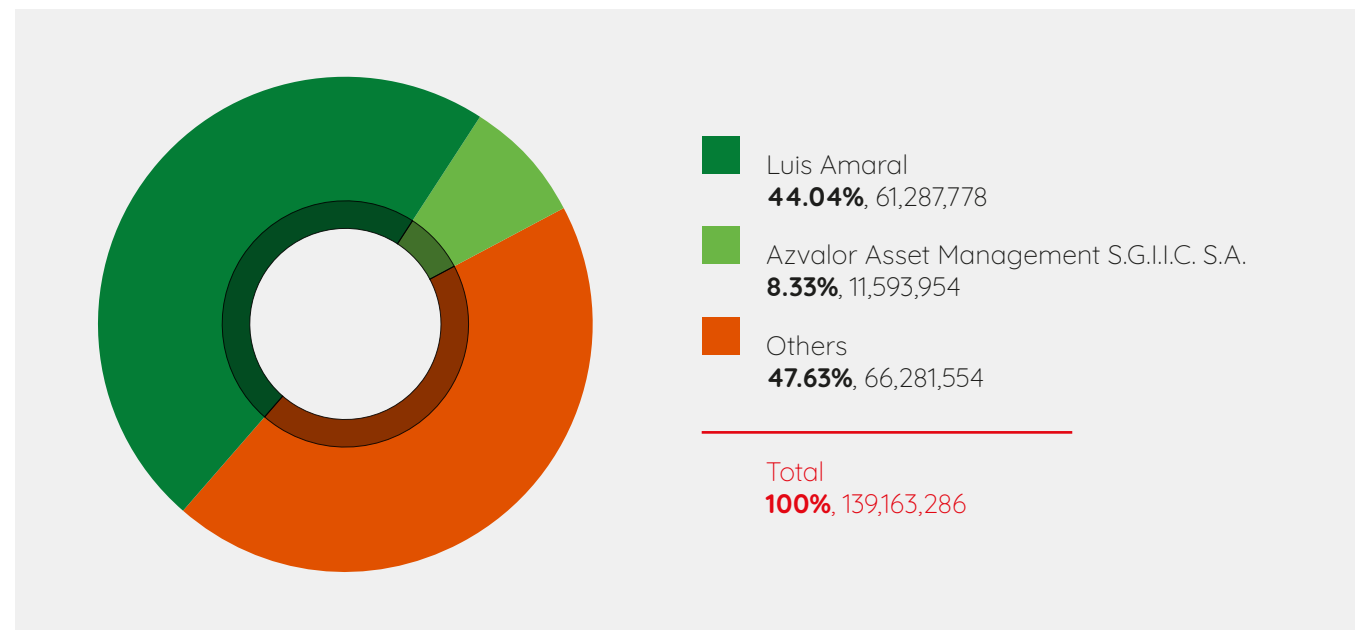
#### Management structure

[GRI 102-5]

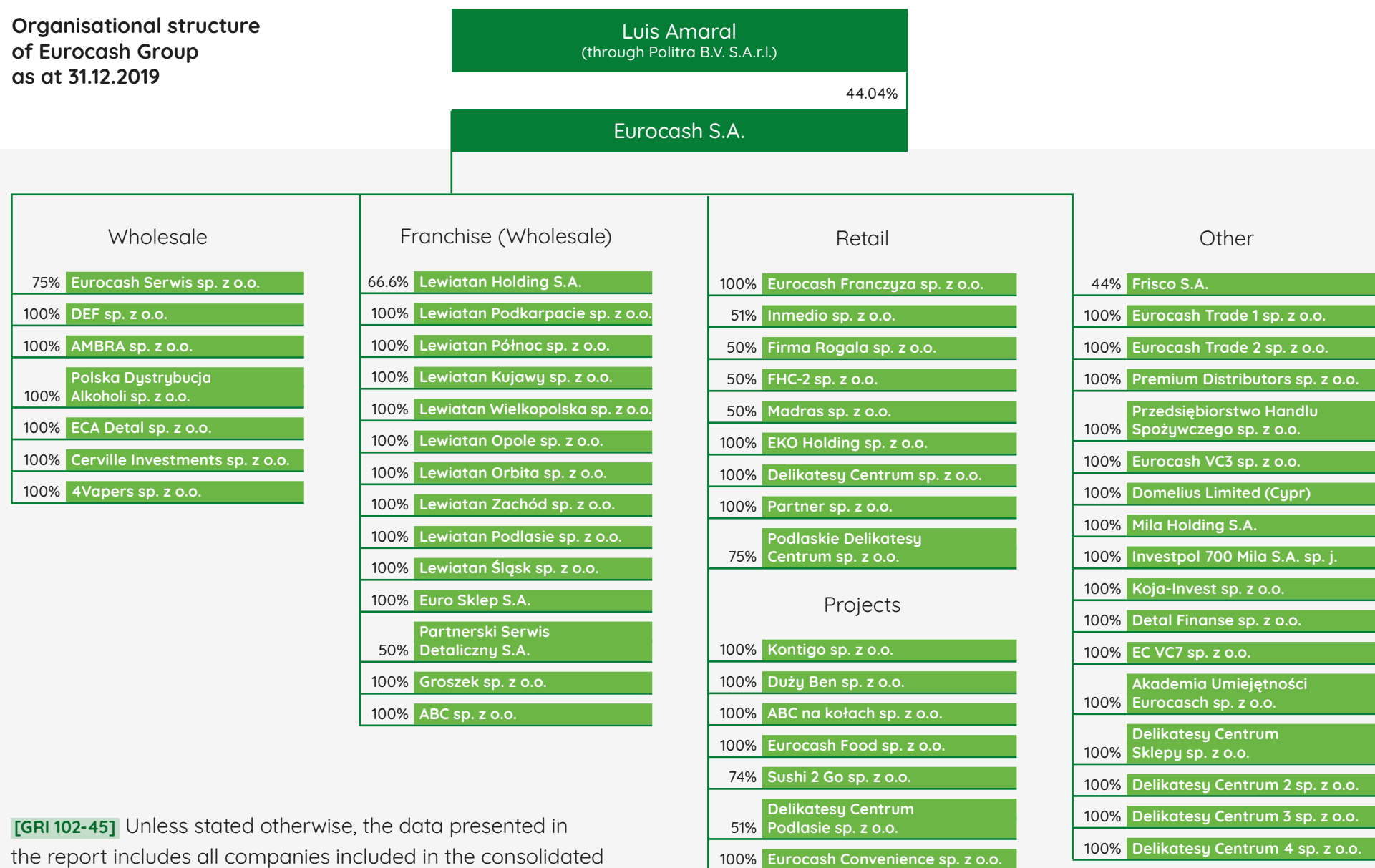
Eurocash Group is the largest Polish company dealing with wholesale distribution of food products and marketing support for independent Polish Entrepreneurs conducting retail operations. The main shareholder of Eurocash is Luis Amaral (directly and indirectly through Politra B.V. S.A.r.l.) holding 44.04% of the Company's shares as at 31.12.2019. The parent company in the Group is Eurocash S.A., which performs most of the Group's sales.

[GRI 102-7]

#### Company's shareholding structure as at 31.12.2019



## Organisational structure of Eurocash Group as at 31.12.2019



**[GRI 102-45]** Unless stated otherwise, the data presented in the report includes all companies included in the consolidated financial statements in accordance with the structure of the Eurocash Group.

[GRI 102-18] [GRI 102-20]

[GRI 102-22] [GRI 102-23]

## Management Board

Composition of the Management Board of Eurocash Group in the period from 1st January 2019 to 31st December 2019



**Luis Amaral**

President of the Management Board, Managing Director

He supervises the Group's operations as well as operations of Eurocash Cash & Carry and Eurocash Dystrybucja – formats belonging to the wholesale segment of the Eurocash Group.



**Rui Amaral**

Member of the Management Board, Director-General

His competences include supervision over the retail segment of the Eurocash Group.



**Katarzyna Kopaczewska**

Member of the Management Board, Human Resources Director

Her competences include supervision over the central departments, including the personnel department.



**Arnaldo Guerreiro**

Member of the Management Board

His competences include supervision over the Eurocash Serwis format and selected projects of the Group.



**Jacek Owczarek**

Member of the Management Board, Financial Director

He is responsible for supervising the distribution format of Inmedio and the central departments, including the financial department.



**Pedro Martinho** Member of the Management Board

His competences include supervision over the operations of the distribution format of Eurocash Gastronomia, Mila and the central departments, including the following departments: Group marketing (whose competences include CSR and sustainable development tasks), central purchasing and internal audit.



**Przemysław Ciaś**

Member of the Management Board

His competences include supervision over logistics and IT department.

On 18<sup>th</sup> December 2019 the Supervisory Board of Eurocash adopted a resolution on appointing Noel Collett to the Management Board of the Company with effect from 1<sup>st</sup> January 2020. Noel Collett has been appointed member of the Management Board responsible for retail trade in Eurocash Group.

[GRI 102-26] [GRI 102-32] Members of the Management Board jointly define the goals, values and strategy of the organisation. The Board Member responsible for CSR-related areas is also responsible for reporting on sustainable development issues. He or she supervises the process of preparing the report and accepts its contents before its publication.



[GRI 102-18]

## Supervisory Board

Composition of the Supervisory Board  
of Eurocash Group in the period from  
1<sup>st</sup> January 2019 to 31<sup>st</sup> December 2019



João Borges  
de Assunção

Chairman of the  
Supervisory Board  
(1.01.2019 – 9.05.2019)

status: independent

dr Hans Joachim  
Körber

Chairman of the  
Supervisory Board  
(9.05.2019 – 31.12.2019)

status: independent

Jacek  
Szwajcowski

Supervisory  
Board Member  
(1.01.2019 – 9.05.2019)

status: independent

Alicja  
Kornasiewicz

Supervisory  
Board Member  
(1.01.2019 – 9.05.2019)

status: independent

Francisco José  
Valente Hipólito  
dos Santos

Supervisory  
Board Member  
(1.01.2019 – 31.12.2019)

status: dependent

Renato Arie

Supervisory  
Board Member  
(9.05.2019 – 31.12.2019)

status: independent

Ewald Raben

Supervisory  
Board Member  
(9.05.2019 – 31.12.2019)

status: independent

Jorge Mora

Supervisory  
Board Member  
(9.05.2019 – 31.12.2019)

status: independent



[GRI 405-1]

## Number of persons\* in management bodies (as of 3.12.2019)\*\*

	Total	Gender		Age (as at 31.12.2019)		
		Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	41	9	32	0	24	17
Retail	14	2	12	0	9	5
Projects	16	8	8	1	9	6
Other	8	3	5	0	5	3

Percentage of persons\* in management bodies  
(as of 3.12.2019)\*\*

	Gender		Age		
	Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	27%	73%	0%	63%	37%
Retail	17%	83%	0%	60%	40%
Projects	41%	59%	4%	63%	33%
Other	33%	67%	0%	61%	39%

## Number of employees\* (as of 31.12.2019)\*\*

	Total	Gender		Age		
		Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	10,600	4,404	6,196	2,639	6,805	1,156
Retail	6,935	6,177	758	1,566	4,209	1,160
Projects	361	252	109	220	125	16
Other	203	176	27	41	114	48

## Percentage of employees\* (as of 31.12.2019)\*\*

	Gender		Age		
	Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	54%	46%	7%	80%	13%
Retail	61%	39%	13%	73%	15%
Projects	62%	38%	38%	57%	5%
Other	86%	14%	14%	62%	24%

\* Total indicators („number of persons”) were calculated as the sum of the results for individual companies within a given business segment; percentage indicators („percentage of persons”) were calculated as the average indicator for individual companies within a given business segment.

\*\* The data include the following companies: AMBRA sp. z o.o., 4Vapers sp. z o.o., Lewiatan Podkarpacie sp. z o.o., Lewiatan Północ sp. z o.o., Lewiatan Kujawy sp. z o.o., Lewiatan Wielkopolska sp. z o.o., Lewiatan Opole sp. z o.o., Lewiatan Orbita sp. z o.o., Lewiatan Zachód sp. z o.o., Lewiatan Podlasie sp. z o.o., Lewiatan Śląsk sp. z o.o., DEF sp. z o.o., EURO SKLEP S.A., Eurocash S.A., Eurocash Serwis sp. z o.o., Groszek sp. z o.o., Partnerski Serwis Detaliczny S.A., Delikatesy Centrum sp. z o.o., EKO Holding S.A. w likwidacji, Eurocash Franczyza sp. z o.o., Kontigo sp. z o.o., Duży Ben sp. z o.o., ABC na kołach sp. z o.o., Sushi 2 Go sp. z o.o., Eurocash Convenience sp. z o.o., Akademia Umiejętności Eurocash sp. z o.o., Delikatesy Centrum Sklepy sp. z o.o., Detal Finanse sp. z o.o.

## 1.5. Our stakeholders

Eurocash Group is a leader in wholesale distribution of FMCG products in Poland – we estimate that we supply almost 15% of the food sold throughout Poland. [GRI 102-40] The group of our stakeholders is therefore very broad and can be divided into two groups in terms of relevance: key and other.

### [GRI 102-42]

Due to the complex structure and broad scope of Eurocash Group's operations, the stakeholder mapping process is carried out in a multidimensional manner – both at the Group level and through individual business units. The main criteria in these processes focus on how important a given stakeholder group is to the organisation and how much influence Eurocash Group exerts on a given stakeholder and vice versa: how stakeholders influence the company.

Stakeholders	
Key	Others
<b>Customers</b> <ul style="list-style-type: none"> <li>• wholesale distributors</li> <li>• franchisees and independent store owners</li> <li>• consumers</li> </ul>	Local communities and NGOs Environment Owners of facilities Other counterparties Competition Other Eurocash companies
<b>Employees</b>	Financial institutions
<b>Suppliers and subcontractors</b> <ul style="list-style-type: none"> <li>• of products</li> <li>• of services (transport, cleaning, etc.)</li> </ul>	Education sector: universities and professional schools Industry and consumer organisations
<b>Shareholders</b>	Certification organisations Media Public administration Environmental institutions



**[GRI 102-43]**

There is no defined approach to stakeholder engagement in Eurocash Group, which would apply throughout the Group, both in terms of frequency and form of engagement. Our strength is the independence and entrepreneurship of individual business units, therefore we do not impose guidelines in this respect, allowing us to adapt our actions to the specifics and needs of a given unit.

**[GRI 102-44]**

In 2019, as part of the strategic process, as the Group we defined the 3 most important stakeholder groups that were included in the process of defining strategic priorities for Eurocash Group. All key issues identified by the stakeholders are reflected in the Eurocash Group's sustainable development strategy and in the "Eurocash Group Corporate Social Responsibility Report for 2019".

Stakeholders' group	Form of engagement	Key topics indicated
Investors	Investor survey	<ul style="list-style-type: none"> <li>• Product quality and safety</li> <li>• Approach to managing environmental issues</li> <li>• Health and Safety regulations</li> <li>• Staff training and development</li> <li>• Ethics and anti-corruption</li> <li>• Support programmes for local communities</li> </ul>
Entrepreneurs	Survey conducted among Franchise Councils	<ul style="list-style-type: none"> <li>• Environmental issues (energy consumption, waste, CO<sub>2</sub> emissions)</li> <li>• Perception of the role of Entrepreneurs in society</li> <li>• Product quality and safety</li> </ul>
Employees	Interviews with representatives of individual business units in Eurocash Group	<ul style="list-style-type: none"> <li>• Actions in favour of Entrepreneurs</li> <li>• Consumption of raw materials and energy</li> <li>• Tackling food waste</li> <li>• Product quality and safety</li> <li>• Engagement of employees</li> <li>• Health and safety regulations and working conditions</li> </ul>



## 1.2. Eurocash Group's influence on society and economy

Eurocash Group as one of the largest companies in Poland – employing nearly 22.5 thousand people, a leader in the wholesale distribution of FMCG goods, responsible for ensuring the supply chain of basic products for a significant part of society – has a significant impact on the development of the Polish economy.

The level of impact of Eurocash Group on the Polish economy:

- > **Direct impact** – resulting from the company's core business
- > **Indirect impact** – generated among suppliers and affiliated companies
- > **Induced impact** – generated by the expenses of the company's employees and employees of related entities

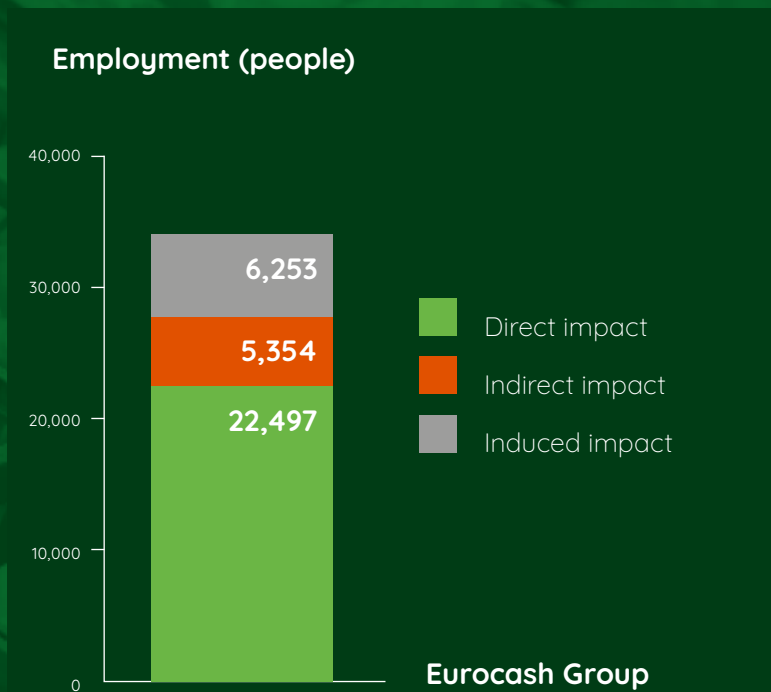


[GRI 203-2]

## Areas of influence

### Employment

Direct employment in Eurocash Group amounted to 22,497 people at the end of 2019, and the total impact on employment in the economy amounted to 34,104 people. For every 2 jobs maintained by Eurocash Group, 1 additional job was created in the economy. It's a bit more than all the citizens of Itawa.



**22,497  
people**

direct employment  
in Eurocash Group

**34,104  
people**

the total impact  
on employment  
in the economy



for every  
**2 jobs**

maintained by  
Eurocash Group



**1  
additional  
job**

was created  
in the economy



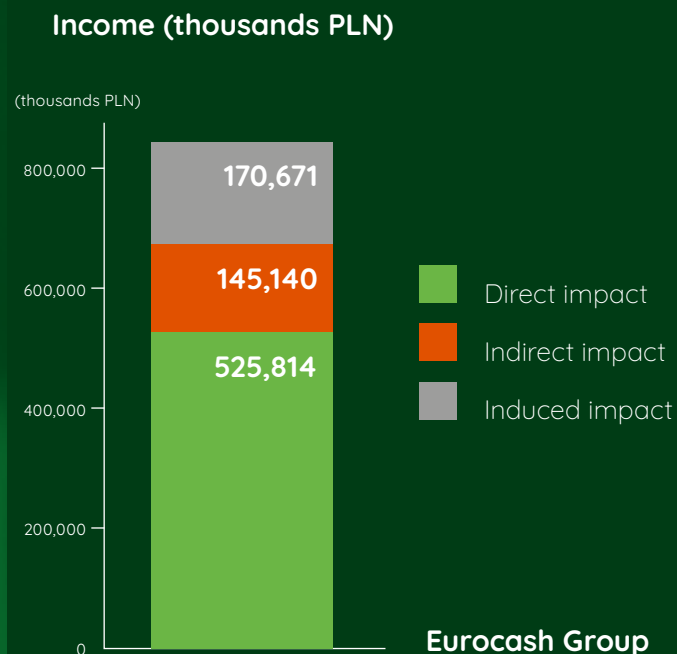
it's more  
than all

**the citizens  
of Itawa**

## Income

Eurocash Group provided its employees with income of over PLN 525 million.

The total impact on income in the economy thanks to the Group's activities amounted to over PLN 840 million. This is the amount allowing for the payment of 373 thousand monthly minimum wages, the construction of almost the entire Poznań bypass or the purchase of 2,280 apartments with an area of 50 m<sup>2</sup> in Poznań. For this amount you can also buy 280 thousand tons of flour, 251 million litres of milk and over 2 billion eggs.



**PLN  
840  
million**

total impact  
on income  
in the economy  
thanks to  
the Group's  
activities  
is equivalent to:



**373** thousand  
monthly minimum wages



the construction  
of almost the entire  
**Poznań  
bypass**



**2,280**  
apartments with an area  
of 50 m<sup>2</sup> in Poznań



**280** thousand tons  
of flour



**251** million litres  
of milk

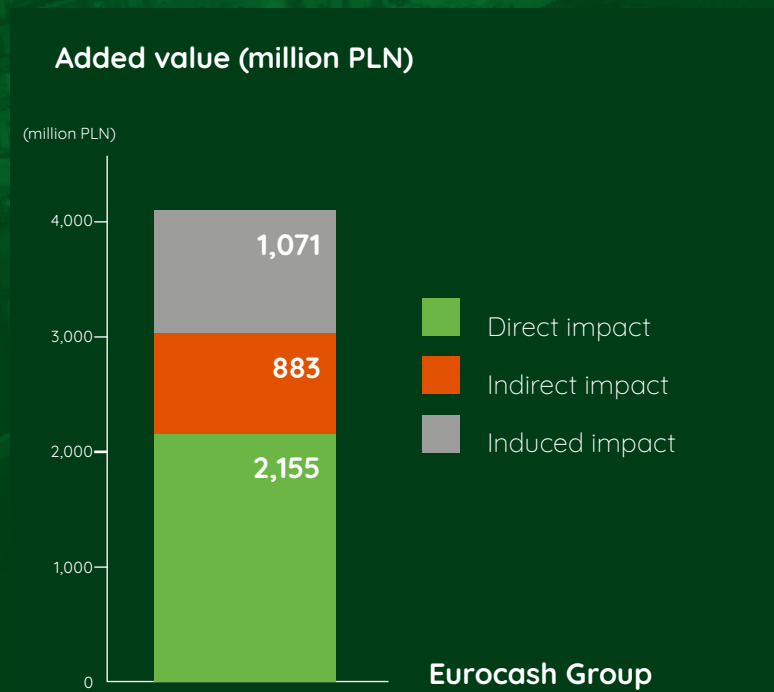


**2** billion  
eggs



## Added value

The added value measures the company's contribution to the Polish gross domestic product. This is an increase in the value of goods as a result of a specific production process or creation of services – for Eurocash Group it amounted to PLN 2.16 billion. The total value created by the Group's business activities was PLN 4.1 billion. This is almost 10 times more than the income tax received by Poznań's budget. For such an amount, almost 120 schools could be built (for about 1000 students each), an amount comparable to the monthly salary for over 780 thousand people (at the level of the average salary in medium and large companies). This is equivalent to a monthly 500+ benefit for more than 2.7 million families with three children.



**PLN  
4.1  
billion**

the total value  
created by  
the Group's  
business activities  
is equivalent to:



almost

**10 x**

the income tax received by  
Poznań's budget



construction of

**120** schools  
for about 1000  
students each



monthly salary  
for over

**780** thousand people  
at the level of the average  
salary



monthly 500+ benefit  
for more than

**2.7** million  
families with three children

### 1.3. One Group – many business concepts



#### Abc na kołach (abc on wheels)

“Abc na kołach” is a chain of already 100 mobile general food stores, which were created for Customers in the smallest towns and their inhabitants. Small towns and villages are increasingly inhabited by elderly people who have no immediate family or their relatives have left, and they are unable to get to the shop. “Abc na kołach” responds to their needs and the mobile car helps them to stock up on all the products they need every day in a comfortable way. What is important is that the shop’s formula is very strongly based on Customer relations. Our agents create real bonds with them, make friends and are often the only people the Customer has any contact with.

The assortment offered by the “abc na kołach” chain is of the highest quality at favourable prices. Shops are specialized vehicles adapted to transport food products: equipped with refrigerators or freezers and meeting all standards of hygiene and food

safety. The range includes all basic products such as dairy, bread and cold cuts from local suppliers, as well as vegetables and fruits, sweets and drinks.

“Abc na kołach” is also an opportunity for people from small towns to start their own business by becoming a brand representative. Business based on an agency agreement concluded with a strong and stable business partner, Eurocash Group, is an attractive and flexible alternative for inhabitants of small towns, where the labour market is often difficult and does not offer many professional development opportunities.

[www.abcnakolach.pl](http://www.abcnakolach.pl)



## Delikatesy Centrum

One of the important elements of our strategy is to create the largest retail chain of supermarkets located close to the consumer and distinguished by their offer. In January we launched the Detal+ project, which will eventually create a new retail organization. All stores currently managed by Eurocash Franczyza, Eko and Mila will operate under the common name Delikatesy Centrum with one central structure. The new company will be responsible for developing Eurocash's retail business. The distinguishing feature of Delikatesy Centrum are high quality products from the fresh category, traditional meat and sausage counter with professional service, local assortment and personalized offers for Delikarta loyalty program participants.

Delikatesy Centrum also undertake activities related to sustainable development. The chain consciously keeps the amount of plastic from the packaging low. Vegetables and fruits are not foiled, nor are they stamped. There are no stickers on the apples offered to consumers and the producers of net available salmon have been asked to reduce packaging. Consumers themselves can use their own reusable packaging for products sold from the counter.

[www.delikatesy.pl](http://www.delikatesy.pl)





## Frisco

Frisco is the largest and the only supermarket in Poland that offers FMCG products exclusively online.

### Reduction of plastic consumption

Frisco.pl, as the leader of the Warsaw e-grocery market, is responsible for shaping standards for the entire category of online grocery shopping. Therefore, for the sake of the environment, we have committed ourselves to reduce plastic consumption by 50% by the end of 2020. This is an ambitious goal, but we are convinced that thanks to the possibilities offered by the modern and highly automated warehouse opened last year, we are able to achieve it.

One of the key changes we have already implemented is a reduction in the cost of packaging purchases in paper bags, which has resulted in the number of orders in plastic bags falling from 92.8% to 27%. The next step, which we are currently working on, is the delivery of purchases in reusable

returnable packaging. Thanks to this solution we will be able to deliver our Customers' purchases without using any bags. But we already take the packaging from our Customers and recycle it to give them a second life. In the future, we also plan to implement reverse logistics solutions in cooperation with manufacturers and provide them with reusable packaging logistics.

We are aware that we still have a lot to do, so we are constantly working on new solutions. We have just completed the first successful tests of replacing polystyrene trays with their cardboard counterparts. We are also constantly working with our suppliers on new solutions (e.g. reduction of collective packaging) that will allow us to reduce plastic consumption.

[www.frisco.pl](http://www.frisco.pl)



## Kontigo

It's a chain of women's beauty salons. The word Kontigo comes from Portuguese and means "with you" – the name conveys the most important message of the brand. In each of our salons a woman can feel well-groomed and unique, and our consultants are always happy to help and advise her – a high standard of service is a characteristic feature of our salons.

With women in mind, Kontigo offers one of the wider ranges of natural and healthy cosmetics on the Polish market. The Polish brand Biolove, fully based on natural ingredients, was also created.

Kontigo also thinks about women working in this business, most often they are just starting their professional career. Thanks to their work in Kontigo they have a chance to gain professional experience and undergo specialized training.

[www.kontigo.com.pl](http://www.kontigo.com.pl)





## Gama

The Gama shop chain has been socially active for many years. It runs several programmes for the youngest, concerning ecology and safety on the roads.

### **"Bezpieczeństwo na drodze"** **(Road Safety)**

Educating children through play is a constant element of the program. Classes are run by a mascot named Gamuś and they are a big attraction for children. In this way, we encourage them to learn about traffic rules.

Gamuś together with the kindergarten teachers explain the most important traffic regulations to the youngest, give practical advice and indicate the most dangerous places in the area of preschool facilities and school buildings. It's a tedious job to develop the right habits for children, but it pays to do it because these habits stay for life. A very important factor increasing road safety is the

wearing of reflective elements – children receive them at the end of classes as gifts.

### **"Pamiętajcie dzieci – segregujcie śmieci"** **(Remember, children, sort out the trash)**

This is another educational program for preschoolers. Thanks to the story of the Earth's garbage sickness, children learn how to segregate waste, what is recycling, waste segregation or composting. The classes contribute to the environmental awareness of the youngest, which in the future may translate into their environmentally and socially responsible consumer choices. The campaign also aims to change habits and promote the segregation of municipal waste.

### **"Zdrowe odżywianie"** **(Healthy eating)**

An educational programme designed to promote the principles of healthy eating among children. Additionally, it develops habits of hygienic food consumption. It also teaches about the importance, occurrence and role of vitamins and other nutrients needed for life and growth of the human body. The project shows the advantages of conscious eating, teaches to make choices between what

is healthy and nutritious and what is harmful (although tasty). We want children to understand that living a healthy life also means eating healthy, organic, valuable food, which means simply eating healthily.

[www.sklepygama.pl](http://www.sklepygama.pl)



## Lewiatan

For years Lewiatan has been supporting the activity of the Professor Zbigniew Religa Foundation of Cardiac Surgery Development, working, among others, on building a Polish artificial heart. Before Christmas and Easter, Lewiatan shops actively participate in food collections organized by Caritas Polska and other charity institutions. In addition, the chain supports local orphanages.

The Lewiatan chain has also introduced the Business Profitability Project for franchisees who learn to look at their business consciously in this way. The training courses and the calculator provided to them enable the analysis of basic store indicators and thus allow the definition of key areas for business development. The initiative was carried out in cooperation with the Symulator Biznesu company.

[www.lewiatan.pl](http://www.lewiatan.pl)



## Duży Ben

Duży Ben is a chain of 75 modern alcohol shops, which are distinguished by both responsible and highly qualified service and care for their immediate surroundings.

Big Ben is a responsible company and counteracts social pathology and social exclusion. The company has made a commitment that the shops will not open before 10.00 am.

The company wants the purchase of alcohol not to take place before the indicated time, because the availability of sales from early in the morning can contribute to the spread of alcoholism in society. It is particularly popular to buy miniatures before starting work (from 7.00-8.00). As a responsible company, we prevent the purchase of small quantities of alcohol at this time. It is very important that this principle is observed both in the chain's own shops and in the shops run by the agents.

Duży Ben also pays attention to the environment. Out of concern for its immediate surroundings, the company initiated an action which turned into the annually celebrated 21 September Bottle Cap Day.

[www.duzyben.pl](http://www.duzyben.pl)



## Groszek

### "Bądź bardziej ECO" (Be more ECO)

The Groszek chain of shops is promoting ecological packaging, and plans to introduce composted paper for packaging of cold cut meats and cheese in the nearest future.

[www.groszek.com.pl](http://www.groszek.com.pl)



## 1.4. Eurocash is a patron of Polish entrepreneurship



**Luis Amaral**  
President of the  
Management Board



Behind the success of Eurocash Group is the success of Polish Entrepreneurs and their diligence. Our jubilee is also their celebration.

Our mission is to support independent Polish Entrepreneurs in their business activities. We also do it through activities for education (we run the Skills Academy) or promoting good practices in business (the Equal in Business Ranking and the Heroes competition, whose 2019 edition was called Heroes of Innovation).

### 1.4.1. The Eurocash Academy of Skills



The Eurocash Academy of Skills is Poland's largest comprehensive education and training programme supporting Polish independent retail stores associated in franchise and partner chains of Eurocash Group (abc, Delikatesy Centrum, Euro Sklep, Gama, Groszek, Lewiatan, Duży Ben and Kontigo).

It is the only training and educational institution in Poland that provides such a wide access to knowledge about online and offline retail, at different levels of competence and from each thematic area concerning store management.



### 1.4.2. The Equal in Business Ranking

In 2019, the results of the Equal in Business Ranking were announced for the third time. It is a joint project of Eurocash Group and Polish Chamber of Commerce initiated in 2017. The ranking assesses distribution and pricing strategies of the largest food producers in Poland. Not only does it show good business practices, but it also raises the issue of discrimination against small-format stores by some FMCG manufacturers. The Equal in Business Ranking aims to distinguish producers who, through fair treatment of small-format retail stores, positively influence their competitiveness in relation to large-format stores and discount stores. Consumers also benefit as they can shop conveniently and affordably in the small-format shops they usually have closest to.

The ranking is prepared by Eurocash Group analysts, who make calculations based on Nielsen's data. In the reporting period, the

number of analysed product categories increased from 6 to 29, and the number of all producers included in the ranking exceeded 160. Each producer is awarded points in 5 areas: price (40%), distribution and contribution to growth (20% each), market share and dedicated products (10% each). The final number of points a given producer receives is a weighted average of the results of all these indicators. The more points, the higher the ranking position, and thus the more sustainable the strategy for all types of stores a company has.

The results of the ranking are publicised among manufacturers, in industry and general information media. The third edition showed that some of the leading manufacturers in 2019, after changing their sales strategies, were promoted from the end to the top of the list.

The best producers from the ranking are promoted among Polish Entrepreneurs and people who take care of the supply of shops. The rest of the manufacturers, on the other hand, are encouraged to treat small-format shops as partners, as they still account for over 40% of the retail market.



### 1.4.3. The Heroes of Innovation

The first plebiscite “the Heroes of Polish Entrepreneurship – Retail Trade Plebiscite” was held in 2017 and was intended to reward Entrepreneurs who run their business with commitment and passion. Almost half a million votes were cast and 15 Entrepreneurs were awarded in 5 categories.

The second edition in 2018 was “the Local Heroes – 100 Entrepreneurs’ Initiatives for the 100<sup>th</sup> Anniversary of Independence” with a record number of 1.5 million votes cast and 100 awarded projects.

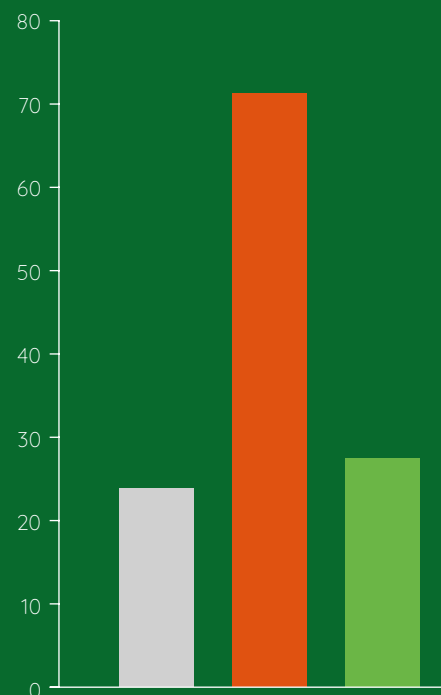
In 2019, “the Heroes of Innovation” were awarded. Innovation was understood as ideas to improve the business conducted by the Entrepreneur or to cause a positive change in the environment. Projects were submitted in 3 categories:

- I'm changing the world locally
  - I invest in technology
  - I'm putting on practical solutions
- in which the prizes were: PLN 15 thousand, PLN 50 thousand and PLN 100 thousand. According to the rules of the contest, it was the Entrepreneur himself who chose the category in which they applied, so winning PLN 100 thousand was not more important than winning PLN 15 thousand. The total prize pool was PLN 1 million. Katarzyna Dowbor, Zbigniew Urbański and Przemysław Talkowski became ambassadors of the plebiscite.

In the survey at the end of the competition 80% of Entrepreneurs declared their participation in future editions, 87% of them considered that the number of awards and various financial categories motivated and encouraged participation.

Entrepreneurs saw the effects and benefits of the action in the following areas:

- sales – **23.8%**
- image – **71.3%**
- other (e.g. social, economic) – **27.5%**



### 2019 Edition The Heroes of Innovation

- 661 projects
- 54 grants awarded
- more than 538 thousand votes cast
- PLN 1 million prize pool in the competition
- PLN 100 thousand – the highest grant



### 2018 Edition The Local Heroes

- 403 projects
- 100 prizes
- 1.5 million votes cast
- PLN 550 thousand – turnover on receipts (to vote, you had to upload a receipt from purchases made in the Entrepreneur's store)
- PLN 1.5 million – prize pool in the competition



### 2017 Edition The Heroes of Entrepreneurship

- 130 projects
- 15 prizes
- approx. 500 thousand votes cast
- PLN 350 thousand – prize pool in the competition

You can read more about the project on the website:

<https://generacjap.grupaeurocash.pl>





# 2

## Responsible management



## 2.1. Ethics and values

### [GRI 102-16]

Eurocash Group is bound by the Code of Ethics, which has been adopted in order to ensure transparency of activities at work and in business. It aims to define the standards of conduct expected from all employees of our company and contains the key values for us.

### [GRI 205-2]

Every new employee must be familiar with the Group's ethical principles. To this end, a mandatory e-learning course has been prepared, which systematises information on values and ethical principles with concrete examples of their application. Persons without permanent access to a computer receive the Code in paper version. Superiors are obliged to ensure that ethical standards are observed among their subordinate employees. Members of the Management Board of Eurocash Group are involved in active promotion of ethics.

### [GRI 103-1] [GRI 103-2] [GRI 103-3]

#### for the aspect: Compliance and anti-corruption

The company has an anti-corruption policy with appropriate procedures, and employees and senior management are trained in these issues. [GRI 205-3] There were no cases of corruption during the reporting period. [GRI 205-1] An audit on this issue is foreseen for 2020.

Eurocash Group has also adopted an internal anti-mobbing policy, which sets out the rules for counteracting this phenomenon in the company. The Management Board of Eurocash Group counteracts mobbing and does not tolerate any actions or behaviours bearing its features. The policy sets out in detail how employees can complain about mobbing and how the complaints will be explained and dealt with. Knowledge and application of the policy applies to all employees of Eurocash Group.

Our company also has a system for reporting any act of abuse by employees, as there is a helpline that employees can call if irregularities are noticed.



## 2.2. Eurocash Group values



### Responsibility

Each of us has precise goals and is responsible for achieving them. Thanks to the effective use of available resources we strive to cope with the challenges we face. In this way, we all contribute to the Group's growth and increase its profits.



### Accountability

We believe that we are the forgers of our own fate, and the challenges we face are an opportunity to demonstrate and introduce new solutions and improvements. We follow a 360-degree philosophy, according to which we are evaluated by our supervisor as well as by subordinates, internal Customers and people in parallel positions.



### Teamwork

In such a complex and dynamically developing organization as Eurocash Group, we can achieve results thanks to effective cooperation, ability to adapt to changes and motivation of all employees. The dynamism of action, creativity and numerous synergy effects resulting from teamwork allow us to achieve results that bring satisfaction both to the whole company and to every employee.



### Transparency

In Eurocash Group we are guided by high ethical standards towards employees, Customers and suppliers. Everyone should act in accordance with the law and the principles of integrity, and show respect to all those with whom they work. We comply with all corporate governance rules of listed companies, and information on the company's operations and performance is fully available.



### Profit sharing

When Eurocash Group achieves its goals, individual employees also have a share in profit. Each of us is evaluated according to the tasks we perform – the best performers are rewarded higher than the others. Courage in decision-making, flexibility, focus on increasing efficiency and meeting ambitious challenges are highly valued.



### Customer orientation

We believe that only by meeting the expectations of our Customers can we grow and generate greater profits. The priority for Eurocash Group is and will be to satisfy the Customers' needs and implement solutions to increase the competitiveness of their offer. As a result, our Customers can strengthen their market position and increase the profitability of their business.



### Job satisfaction

In Eurocash Group we care about being an attractive employer. We achieve this by fairly rewarding the results achieved. It is also very important for the employees to derive satisfaction and joy from the succeeding in the challenges they face. The working environment in Eurocash Group is informal, giving the opportunity to develop and gain experience in an exciting, passionate and energetic environment.



### Entrepreneurship

Entrepreneurship is the DNA of our company. We are convinced that in each of us there is a sense of the Entrepreneur, which – when used well – allows us to achieve the impossible.

We actively analyse the environment in which we operate and identify development opportunities for our Customers and our company. We act innovatively and consciously take risks, believing that we can be the Number One.



## 2.3. Eurocash Group strategy

### 2.3.1. Strategy assumptions

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

The Group implements its strategy by:

- meeting the Customers' needs by using a variety of distribution formats and forms of cooperation, and providing them with the expected level of quality and service,
- creating a lasting competitive advantage for the Group through economies of scale,
- systematic cost optimisation and integration of operating systems of all business units operating within the Group.

For Eurocash Group, the overriding value is the satisfaction of consumers, to whom the products we distribute go through our Customers. Through various distribution formats we reach very close to consumers. Our own shops and our Customers' shops are close to their homes, often served by people they know – all this makes them feel safe there. Eurocash Group also operates a “abc na kotach” distribution network, which takes particular account of the needs of the elderly and people with mobility problems. Consumers can also count on the fact that our products are always of good quality, safe and at the same time affordable.

In response to the ongoing consolidation process in the food distribution market in Poland, including the wholesale distribution of FMCG products, Eurocash Group's strategy also assumes further organic growth in each distribution format and possible continuation of acquisitions of other wholesalers, franchise chains and other retail chains. Transactions of acquisitions of other entities allow for a relatively quick scale effect. This translates into an opportunity to offer the Group's Customers (independent retailers) better conditions for the purchase of goods, which should also contribute to improving the Group's competitiveness and market position.

According to the current strategy, Eurocash Group's intention is to create (based on its own and franchise stores) the largest super-market chain in Poland. The source of the expansion, which aims to create a chain of shops with 2400 outlets, will be the development of the chain in the franchise model, supported by further acquisitions of local chains and construction of shops 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 a cost level comparable to that of large-format stores.

The mission of Eurocash Group is to increase the competitiveness of retail stores operated by independent entrepreneurs in Poland. The experience gained in our own stores and solutions developed will be passed on to franchisees.

As part of its wholesale operations, Eurocash Group will focus on integrating individual business units, sharing the best solutions developed by each format and implementing group synergies. An efficient, reorganised wholesale business, generating strong operating cash flow, will be the main source of financing for the expansion of the retail segment. Further development of wholesale operations

should also be fostered by the eurocash.pl platform, which provides owners of independent retail stores with an opportunity to indirectly reduce costs, and above all to better identify consumer needs.

In order to further support the competitiveness of independent shops in Poland, Eurocash Group continues to invest in innovative projects: Big Ben, abc na kołach, Kontigo and others. After successful projects in previous years: Faktoria Win, PayUp and distribution of fresh products, the Company decided to develop the concepts: Big Ben and Kontigo and making them available to franchisees.



## 2.4. Sustainable development strategy

### Pedro Martinho

Member of the Management Board of Eurocash Group, responsible for the area related to sustainable development management





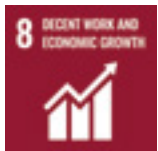







Poland is a country of Entrepreneurs. I am proud that for the last 25 years Eurocash Group has been supporting Entrepreneurs, enabling them, their families and the local communities where they live to develop and live with dignity. Our mission is to support and develop Polish Entrepreneurs – this is how we understand our social responsibility, which we implement by supplying Entrepreneurs with business support, both by providing them with various models of business, knowledge about the dynamically changing retail market, technologies and innovations in this area, and by supporting them in education. We also pay great attention to consumers in our business, ensuring that the products we offer to our Customers are safe throughout the supply chain and at reasonable and affordable prices.

In order to understand what sustainability means to us, it is crucial to answer the question: how do we perceive our responsibility and impact on the society and environment around us? Certainly, for our company, sustainability management is not a temporary fashion or a desire to build the company's image on one-off actions. For us, sustainability means daily work, daily commitment and daily responsibility for the society and the environment around us. We are an employer for more than 20 thousand people, we cooperate with more than 86 thousand Entrepreneurs, whom we support in the daily development of their business – this is our responsibility. We run our business in a way that enables our employees to talk about a friendly workplace. We also try to take care of our planet.

In 2019, a strategic project was carried out in the Group, the aim of which was to develop assumptions concerning sustainable development. These assumptions were already reported in 2018. As part of this project, an in-house consultation was carried out with the participation of several dozen employees. These were persons responsible for the key areas of sustainable development, working at various levels of the organisation – including Members of the Eurocash Group Management Board. There was also a strategic session for employees and a survey addressed to the Group's investors. In the third quarter of the year, educational workshops for several dozen employees were also organised to prepare the company for reporting in the GRI standard for 2019.

As part of the strategy, four main pillars of sustainable development of Eurocash Group were defined:

	 <b>I. Development of entrepreneurship</b>	 <b>II. Quality without compromise for everyone</b>	 <b>III. We use less, we don't waste</b>	 <b>IV. Employees safety and commitment</b>
<b>SUSTAINABLE DEVELOPMENT OBJECTIVES</b>	 		 	
<b>OUR AMBITIONS</b>	Building responsible entrepreneurship, which ensures sustainable development of society and economy of the whole country	Delivering safe, high-quality food to every Customer (who owns the store) and to the widest possible range of consumers throughout Poland	Reducing food waste and CO <sub>2</sub> emissions	Creating the best working conditions for everyone
<b>KEY TOPICS FOR US</b>	<ul style="list-style-type: none"> <li>• Providing businesses with purchasing power, retail concepts and development tools</li> <li>• Supporting succession and young Entrepreneurs, increasing the number of people employed in trade</li> <li>• Increasing the role of Entrepreneurs in society by promoting their activities for society</li> <li>• Creating conditions for developing innovative solutions for small and medium-sized enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Providing top quality products</li> <li>• Ensuring product safety</li> <li>• Providing consumers with products that are always good quality, safe and at an affordable price</li> <li>• Building a responsible supply chain</li> <li>• Ensuring supply chain continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing CO<sub>2</sub> emissions by reducing fuel and energy consumption</li> <li>• Reducing food wastage</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring safety in the workplace</li> <li>• Strengthening employee commitment and development</li> </ul>



## 2.5. Risk management

### [GRI 102-11]

Eurocash Group operates a risk management system which covers all aspects of the operations of its entities. This system focuses on both internal and external areas, while taking into account, among other things, the impact of the Group's activities on social, labour, environmental, human rights and anti-corruption issues.

The Group's risk management is based on a number of internal procedures and policies, as well as internal control tasks that are complementary to and systematically performed by the resources assigned to it. In addition, there is an internal audit in Eurocash Group, whose activities ensure the quality and effectiveness of the above-mentioned controls. It can also be consulted on issues of concern.



### 2.5.1. Risk management system

Risk area	Examples of risks	Elements of risk management system – ways to monitor and control
<b>Ethics and anti-corruption</b>	<ul style="list-style-type: none"> <li>• Risk of corruption in relations with counterparties</li> <li>• Risk of abuse against employees</li> <li>• Risk of abuse against counterparties</li> </ul>	<ul style="list-style-type: none"> <li>• Eurocash Group Code of Ethics</li> <li>• Eurocash Group values – clearly defined and communicated to employees</li> <li>• A line of trust for employees to anonymously report corruption, abuse and violations of the Code of Ethics</li> <li>• Anti-mobbing policy</li> <li>• Training for employees on Eurocash Group values and ethics</li> <li>• Instructions for accepting gifts from counterparties (giving gifts to charity)</li> </ul>
<b>Human resources / workplace</b>	<ul style="list-style-type: none"> <li>• Risk of losing employees</li> <li>• Risk of non-compliance with labour legislation by employees</li> <li>• Risk of low employee commitment</li> <li>• Risk of mobbing and other abuse of employees</li> <li>• Risk of unfair assessment of employees' professional development</li> <li>• Risk of lack of professional development opportunities for employees</li> <li>• Risk of low job satisfaction of employees</li> </ul>	<ul style="list-style-type: none"> <li>• Procedures and instructions governing the workplace, including work regulations, payroll and employee bonuses</li> <li>• Activities and agreements with trade unions</li> <li>• Established and uniform rules for using the Social Benefits Fund</li> <li>• Ensuring compliance with labour legislation through management training and continuous monitoring of working time records</li> <li>• Procedures and instructions for hiring new employees</li> <li>• Benefit system for employees (private medical care, co-financing for sports activities)</li> <li>• Funding of learning for employees</li> <li>• Cyclical employee survey</li> <li>• Eurocash Group values – clearly defined and communicated to employees</li> <li>• A line of trust for employees to anonymously report corruption, abuse and violations of the Code of Ethics</li> <li>• Employee performance management system</li> <li>• Annual employee development assessments</li> <li>• Talent Development Programmes (Management Trainee and Sales &amp; Operational Trainee)</li> <li>• E-learning platform with numerous training courses for employees</li> <li>• External training according to the needs of the roles/functions/departments concerned</li> <li>• Anti-mobbing policy</li> <li>• Social media activities</li> </ul>

Health and safety of employees	<ul style="list-style-type: none"> <li>• Risk of accidents at work</li> <li>• Risk of fire and other damages and failures that could endanger the life and health of employees</li> <li>• Risk of unauthorized access to facilities that may threaten the safety of employees</li> <li>• Risk of assault on employees in the field and branches</li> <li>• Risk of occupational diseases (computer work, warehouse work, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Internal health and safety procedures and instructions</li> <li>• Systematic checks on compliance with health and safety procedures and instructions</li> <li>• Health and safety at workplace training for employees</li> <li>• Systematic training on emergency response (e.g. fire drill evacuation, etc.)</li> <li>• Equipment and means to ensure safety in emergencies (fire, evacuation, etc.)</li> <li>• Providing AEDs (defibrillators) in Group facilities with a large number of employees</li> <li>• Protection against third party access and security of facilities</li> <li>• Ensuring physical protection of staff and facilities</li> <li>• Systematic first aid training</li> <li>• Safe driving programme</li> <li>• Subsidies for sports activities and private medical care</li> <li>• Functioning of sports clubs enabling integration and recreation of employees</li> </ul>
Food quality and safety	<ul style="list-style-type: none"> <li>• Risk of placing on the market food that has not undergone the required tests, is of dubious quality or does not meet legal standards</li> <li>• Risk of placing food on the market after the expiry date</li> <li>• Risk of breaking the cold chain for fresh products</li> <li>• Risk of inadequate storage and transport of food products</li> <li>• Risk of inappropriate disposal of overdue, defective or damaged products</li> <li>• Risk of non-compliance with sanitary requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented HACCP food safety programme</li> <li>• IFS, BRC, ISO 22000 certifications and audits of these by entities external to the EC Group</li> <li>• Internal analyses and quality audits in distribution centres and branches</li> <li>• A specially designated team of food quality controllers covering all regions of activity</li> <li>• GTCPD (General Terms and Conditions of Product Delivery) governing cooperation with suppliers in the field of quality and transport of food</li> <li>• In the case of Own Label products, systematic audits at manufacturers' factories</li> <li>• Complaint process for both Customer and supplier returns</li> </ul>

Social and business environment	<ul style="list-style-type: none"> <li>• Risk of stopping the development of entrepreneurship</li> <li>• Risk of stopping the development of local communities due to lack of local entrepreneurship development</li> <li>• Risk of cessation of activity by local Entrepreneurs (due to e.g. strong competition)</li> <li>• Risk of acting against the law</li> <li>• Risk of unauthorized/</li> <li>• unlawful disclosure of personal information</li> <li>• Risk of selling alcohol for further resale to recipients without valid alcohol licenses</li> <li>• Risk of cooperation with unreliable counterparties in the tax context</li> <li>• Risk of unfair business practices by Group employees</li> </ul>	<ul style="list-style-type: none"> <li>• the Eurocash Academy of Skills (training, postgraduate studies for Customers and franchisees, etc.)</li> <li>• Innovative business tools – eurocash.pl platform</li> <li>• Offering various business cooperation solutions (several franchise chains, new retail store concepts, etc.)</li> <li>• Applying good business practices</li> <li>• Support for equal treatment of Entrepreneurs by producers (“Equality in Business”)</li> <li>• Customer/business satisfaction surveys on cooperation with Eurocash Group</li> <li>• Specially designated Compliance function in Eurocash Group (legal compliance)</li> <li>• Specially designated function to meet the requirements of the GDPR – separate team, procedures and instructions (as required by law)</li> <li>• Ongoing and systematic monitoring of legislation and adaptation of activities to its requirements</li> <li>• Continuous monitoring and verification of the possession of valid permission to sell alcohol at the recipients to whom such goods are sold for resale</li> <li>• Trade ban introduced on non-trading Sundays</li> <li>• Verification of the credibility of counterparties</li> <li>• Cooperation regulated by contracts with producers and suppliers</li> <li>• Cooperation with the Union of Large Families 3+</li> <li>• Employees’ participation in charity initiatives, e.g. charity runs, collections and actions for the needy</li> <li>• There is a strategy for sustainable development and there are specially designated managers for this topic in the organisation</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Risk of contamination or poisoning of the environment</li> <li>• Risk of excessive CO2 emissions</li> <li>• Risk of uncontrolled energy consumption in buildings and the transport fleet</li> <li>• Risk of generation of environmentally harmful waste</li> <li>• Risk of significant amounts of waste (e.g. damage, amounts of shelf life exceeded products)</li> <li>• The risk of not keeping a proper segregation of waste and secondary raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Energy efficiency audits</li> <li>• Introduction of a fleet of hybrid cars</li> <li>• Introduction of an eco-driving programme</li> <li>• Monitoring of fuel consumption and driving style and emissions</li> <li>• Continuous improvement of logistics chain efficiency</li> <li>• Continuous optimisation of loss management in logistics</li> <li>• Cooperation with Food Banks</li> <li>• Waste segregation and management of secondary raw materials</li> </ul>





# 3

Employees safety  
and commitment

## 3.1. Employees

[GRI 103-1] [GRI 103-2] [GRI 103-3]

for the aspect: Employment, development, diversity

Eurocash Group is one of the largest employers on the Polish market. For 25 years we have been providing our employees with permanent and good working conditions and the possibility of comprehensive development in many areas of our business. In the reporting period, we employed nearly 23 thousand employees across the country. The Group also cooperates with thousands of suppliers and Entrepreneurs, which has an indirect impact on the employment of more people and the development of local communities.

In our company, we know that people are most important. It is only thanks to their commitment, reliability, entrepreneurship and daily hard work that we are able to achieve the ambitious goals set for the entire Group, which is why we have been striving for years to earn the title of a responsible employer with our attitude and actual actions for employees.

Work in Eurocash Group is primarily a perspective of constant development. The scale and diversity of our company's operations and the multiplicity of entities with which we cooperate provide an opportunity not only to work in many industries, but also to develop continuously. We observe that our employees change employment within the Group throughout their career. Eurocash Group is a place of #VERY many possibilities.

We are an employer that offers great opportunities for cooperation, and our employees are a group of diverse people. It is on this variety of competences and teamwork that our company is built, which is able to achieve ambitious goals on many levels.



As a responsible employer, we care for the comprehensive development and sense of security of our employees: not only do we entrust them with ambitious tasks, but we also give them the opportunity to get involved in social programmes, e.g. through the employee volunteering programme.

Anyone can work in Eurocash Group regardless of age, gender, national and ethnic origin, race, religion, disability, sexual orientation or political views. No actions or behaviors that discriminate against another employee, contractor or third party are tolerated in the Company.



#### **Special award and Friendly Workplace certificate**

Eurocash Group received a special award and Friendly Workplace 2019/2020 certificate and was among the employers who can boast a modern approach in the area of personnel policy and employee development. The Friendly Workplace Award is granted by the MarkaPracodawcy.pl website – this is a distinction for companies that respect and support the work-life balance model, create a healthy and friendly work environment, focus on open and partnership relations with employees, invest in the development of their professional competences and interests. Eurocash Group has been recognised for its activities in such categories as employee relations, employee development, work-life balance, healthy workplace, benefits and additional activities, such as the Eurocash Academy of Skills or originally designed programme of postgraduate studies at the Warsaw School of Economics.



A large part of our employees are manual workers – we want to guarantee them stable, good and safe working conditions. For professionals we offer ambitious projects to create new business concepts and create trends in the FMCG industry. We offer summer apprenticeship and management programs for young people at the beginning of their careers.

As a responsible employer, we maintain a dialogue with employees at many levels. Above all, we take care of internal communication, which is a huge challenge with such a large scale of activity. We are guided by the principle that we listen to our employees so that we can communicate with them effectively. In internal communication we use different channels of information. The company has an internal intranet and Workplace, thanks to which we are able to reach our employees quickly. People whose work does not require the use of electronic tools receive messages by traditional means or directly from their supervisor. An annual Employee Opinion Survey is also conducted among all Group employees. In 2019, 76% of the employed took part in it. Employees are also asked for their opinions on issues related to both their work and everyday life in the company. The Eurocash Group also has a helpline where one can report violations of employee rights.

Management Board members are involved in communication with employees. Each week begins with a short “Have a Successful Week!” newsletter addressed to employees by Luis Amaral, President of Eurocash Group. Board members are also active in social media channels intended for employees. The tradition of our company is the so-called Road Show of Board Members, which takes place at the beginning of each year. During the meetings



with the employees, the Management Board presents the strategic assumptions of the Eurocash Group and the Company's results. In 2019 the Road Show visited 8 cities, gathering a total of 650 people. The members of the Management Board involved in 2019 are Luis Amaral and Katarzyna Kopaczewska.



#### [GRI 102-8]

Number of employees\*  
of Eurocash Group\*\*

Wholesale	10,600
Retail	6,935
Projects	361
Other	203
<b>Total</b>	<b>18,099</b>

\* Status according to data from the SAP HR system.

Type of employment\*\*

	Full-time contract			1/2-time contract			Another time contract		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Wholesale	4,144	6,131	10,275	58	26	84	202	39	241
Retail	6,048	736	6,784	78	14	92	51	8	59
Projects	243	102	345	3	4	7	6	3	9
Other	175	27	202	1	0	1	0	0	0
<b>Total</b>	<b>10,610</b>	<b>6,996</b>	<b>17,606</b>	<b>140</b>	<b>44</b>	<b>184</b>	<b>259</b>	<b>50</b>	<b>309</b>

Form of employment\*\*

	Fixed-term employment contract			Permanent employment contract		
	Women	Men	Total	Women	Men	Total
Wholesale	982	1,393	2,375	3,422	4,803	8,225
Retail	2,679	338	3,017	3,498	420	3,918
Projects	169	55	224	83	54	137
Other	41	7	48	135	20	155
<b>Total</b>	<b>3,871</b>	<b>1,793</b>	<b>5,664</b>	<b>7,138</b>	<b>5,297</b>	<b>12,435</b>

\*\* The data include the following companies: Eurocash S.A., Eurocash Serwis sp. z o.o., DEF sp. z o.o., AMBRA sp. z o.o., 4Vapers sp. z o.o., Lewiatan Podkarpacie sp. z o.o., Lewiatan Północ sp. z o.o., Lewiatan Kujawy sp. z o.o., Lewiatan Wielkopolska sp. z o.o., Lewiatan Opole sp. z o.o., Lewiatan Orbita sp. z o.o., Lewiatan Zachód sp. z o.o., Lewiatan Podlasie sp. z o.o., Lewiatan Śląsk sp. z o.o., EURO SKLEP S.A., Partnerski Serwis Detaliczny S.A., Groszek sp. z o.o., Eurocash Franczyza sp. z o.o., EKO Holding S.A. w likwidacji, Delikatesy Centrum sp. z o.o., Kontigo sp. z o.o., Duży Ben sp. z o.o., ABC na kołach sp. z o.o., Sushi 2 Go sp. z o.o., Eurocash Convenience sp. z o.o., Detal Finance sp. z o.o., Akademia Umiejętności Eurocash sp. z o.o., Delikatesy Centrum Sklepy sp. z o.o.

[GRI 401-1]

Number of newly employed persons in 2019  
(persons per year)\*\*\*

	Total	Gender		Age		
		Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	3,128	1,167	1,961	1,652	1,347	129
Retail	3,300	2,739	561	1,550	1,415	335
Projects	226	178	48	161	60	5
Other	16	15	1	6	10	0

Index of new employees employed in the organization in the reporting period\*\*\*

	Total	Gender		Age		
		Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	29%	27%	31%	67%	19%	11%
Retail	45%	42%	65%	93%	32%	27%
Projects	74%	88%	46%	91%	53%	34%
Other	14%	14%	12%	31%	15%	0%

Number of persons dismissed (or voluntarily retired) in 2019  
(persons per year)\*\*\*

	Total	Gender		Age		
		Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	3,171	1,070	2,101	1,319	1,635	217
Retail	3,772	3,133	639	1,584	1,734	454
Projects	143	104	39	103	37	3
Other	18	18	0	2	12	4

Employee turnover rate in the reporting period\*\*\*

	Total	Gender		Age		
		Women	Men	Under 30 years	30-50 years	Over 50 years
Wholesale	30%	25%	33%	54%	23%	18%
Retail	51%	48%	75%	95%	39%	36%
Projects	47%	51%	38%	58%	33%	20%
Other	16%	17%	0%	10%	18%	16%

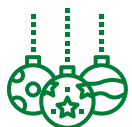
\*\*\* The data include the following companies: 4Vapers sp. z o.o., AMBRA sp. z o.o., DEF sp. z o.o., Eurocash S.A., Eurocash Serwis sp. z o.o., EURO SKLEP S.A., Groszek sp. z o.o., Lewiatan Podkarpacie sp. z o.o., Lewiatan Północ sp. z o.o., Lewiatan Kujawy sp. z o.o., Lewiatan Wielkopolska sp. z o.o., Lewiatan Opole sp. z o.o., Lewiatan Orbita sp. z o.o., Lewiatan Zachód sp. z o.o., Lewiatan Podlasie sp. z o.o., PSD S.A., Delikatesy Centrum sp. z o.o., MILA, LEDI, ABC na kołach sp. z o.o., Duży Ben sp. z o.o., Eurocash Convenience sp. z o.o., Kontigo sp. z o.o., Sushi 2 Go sp. z o.o.

## 3.2. Good working conditions

As a responsible employer we provide our employees with extensive access to various benefits and non-wage packages.

[GRI 401-2]

### Benefits financed entirely by Eurocash Group:



Holiday meetings



Children's Christmas presents



Prepaid cards for Christmas



Prize-winning contests



Drawing contest



Scholarship programme



Summer picnics

### Benefits available for a small surcharge:



Medicover medical care for the employee and their family



Group insurance



Sports cards



Summer camps for children



#### [GRI 403-6]

We know that health is the most important thing, therefore Euro-cash Group employees and their nearest and dearest have access to medical care provided by Medicover, 22% of them (approx. 3.6 thousand) take advantage of it.

Medical prevention and physical activity are widely promoted. Employees and their loved ones can use several different sports cards. Every year they also take part in charity sports events, their participation is financed by the company. Our calendar of sporting events has been permanently included in our calendar of charity races: Wings for Life World Run, Company Run and Poland Business Run. There are sports leagues in the company and a special budget has been allocated for their operation. For the start of the bicycle season, employees can use the free bicycle service.

In 2019 a series of meetings called #Nasze Zdrowie (Our Health) was introduced, aimed at spreading healthy habits in the workplace. During the meetings, emphasis was placed on the issues of correct posture and healthy spine – that is why employees could take advantage of rehabilitation massages.

While caring for our employees, we do not forget about the needy. Numerous benefits for employees are accompanied by social activities, e.g. thanks to the Noble Edenred Gift Cards for 2019 we have donated over PLN 137 thousand to the wards of the WIOSNA Association.

Our company also addresses its activities to the children of its employees, for whom the Scholarship Program “Fulfil your dreams” was created, camp trips are also organized every year.





### 3.3. Safety – a common cause!

[GRI 103-1] [GRI 103-2] [GRI 103-3]

for the aspect: Health and safety

Eurocash Group, as the leader of the wholesale market and one of the largest logistics operators in Poland, takes care of the safety of its employees in the workplace. The annual reduction of accidents at work is one of our priority objectives in the area of safety.

All [GRI 403-5] [GRI 403-7] employees are provided with initial training on hazards and accident management, fire protection and first aid. Training in these issues takes place during the first two days of work in our company.

A preventive system is very important for safety at work. It is based on a system of training for Group employees and daily reminders and enforcement of safety rules.





Specialist training courses are prepared for employees of distribution centres in the field of storage, transport of chemical agents, manual transport and work ergonomics. Fork-lift truck operators are offered specialist training on how to operate such vehicles.

The prevention system also includes **“Strzał w 10”** (Bullseye) meetings – short meetings for distribution centre employees to discuss selected safety issues in the workplace. However, if an accident has already occurred, there are post-accident meetings for employees every time. In addition, the management of the entity receives special recommendations, which are then verified.

**“Krzyż bezpieczeństwa”** (The “Safety Cross”) is a program that monitors days without an accident in the distribution centres. There is also a **“Safety Captain”** at each such centre to monitor safety and promote a responsible approach to safety in the workplace.

Our company is one of the largest logistics operators operating throughout Poland, which makes driving a car a permanent part of the duties of many employees of our Group. We are reducing accidents in this area, promoting not only safe, but also ecological driving. More about this in the Green Transport chapter.

In the reporting period, the situation regarding the number of accidents and safety at workplace in Eurocash Group was as follows:

[GRI 403-9]

#### Eurocash Group employees

Number of fatalities due to work-related injuries	0
Rate of fatalities due to work-related injuries	0
Number of serious work-related injuries (excluding fatalities)	1
Rate of serious work-related injuries (excluding fatalities)	0.1
Number of work-related injuries	449
Rate of work-related injuries	24.8
Main types of work-related injuries	tripping, falling, twisting, crushing, fracture of lower/upper limbs, injury to upper limbs
Number of employees*	18,099

#### Employees who are not employed by Eurocash Group, but whose work and/or workplace is controlled by the Group

Number of fatalities from work-related injuries	0
Rate of fatalities due to work-related injuries	0
Number of serious work-related injuries (excluding fatalities)	0
Rate of serious work-related injuries (excluding fatalities)	0
Number of work-related injuries	40
Rate of work-related injuries	11.99
Main types of work-related injuries	tripping, falling, twisting, crushing, fracture of lower/upper limbs, injury to upper limbs
Number of employees	3,336

\* Status according to data from the SAP HR system.



## 3.4. Development and commitment

The strength and most important capital of our company are people and their competences. Due to the scale and nature of its operations, Eurocash Group cooperates with a very diversified group of employees, who are able to develop their professional competences and engage in social projects at many levels.

The development of professional competence takes place through a wide range of training courses that can be used by employees. It includes both internal and external training, and there is also the possibility of funding for higher education. Specialised or job-based training is offered to individual groups of employees whose work is of a specialised nature. Apart from training strictly related to their duties, the Group's employees participate in numerous courses developing interpersonal competences.

Employees can also use a modern e-learning platform. Several hundred online trainings are available and their offer is constantly expanding. As we also value tradition, there is a library in our company, with a constantly growing collection of books.

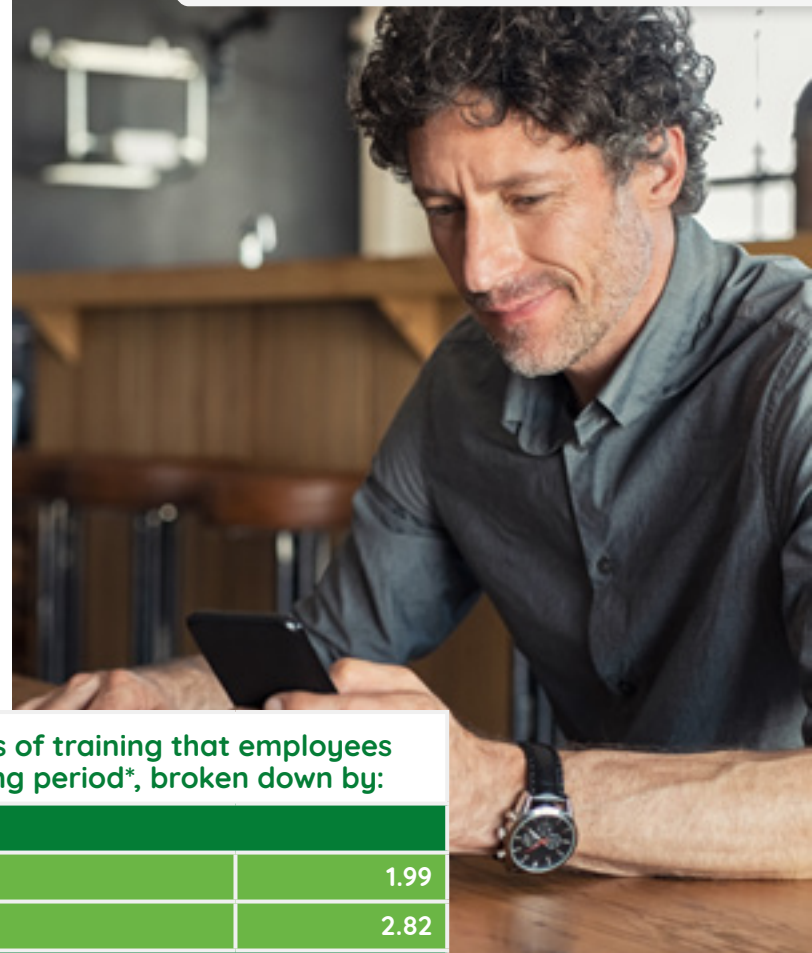
**The number of trainings in the reported period in the hourly schedule is as follows:**

[GRI 404-1]

**Average number of hours of training that employees completed in the reporting period\*, broken down by:**

Gender	
Women	1.99
Men	2.82
Employment category	
Senior staff	14.45
Middle management	5.44
Specialists	5.74
Other employees	1.00

\* The data include the following companies: Eurocash S.A., Eurocash Serwis sp. z o.o., DEF sp. z o.o., AMBRA sp. z o.o., 4Vapers sp. z o.o., Lewiatan Podkarpacie sp. z o.o., Lewiatan Północ sp. z o.o., Lewiatan Kujawy sp. z o.o., Lewiatan Wielkopolska sp. z o.o., Lewiatan Opole sp. z o.o., Lewiatan Orbita sp. z o.o., Lewiatan Zachód sp. z o.o., Lewiatan Podlasie sp. z o.o., Lewiatan Śląsk sp. z o.o., EURO SKLEP S.A., Partnerski Serwis Detaliczny S.A., Groszek sp. z o.o., Eurocash Franczyza sp. z o.o., EKO Holding S.A. w likwidacji, Delikatesy Centrum sp. z o.o., Kontigo sp. z o.o., Duży Ben sp. z o.o., ABC na kołach sp. z o.o., Sushi 2 Go sp. z o.o., Eurocash Convenience sp. z o.o., Detal Finanse sp. z o.o., Akademia Umiejętności Eurocash sp. z o.o., Delikatesy Centrum Sklepy sp. z o.o.





Eurocash Group creates opportunities for young people – both young managers and students – to gain knowledge and professional experience. The company has 3 programmes related to this area.



Students are offered the Summer Internship Programme, which takes place during the holiday period, i.e. from July to August. It is open to any student (regardless of the year of study or faculty) who wants to learn and develop, and above all is open, committed, has curiosity about the world, motivation and courage. Recruitment for the program takes place at the turn of March and April. The qualified persons, after initial training and integration, have the opportunity to do a 2-month apprenticeship in a selected department of Eurocash Group under the supervision of a specially appointed internship supervisor. Students are paid for their internships. During the reporting period 18 people undertook the apprenticeship offered by the programme.



Eurocash Group regularly cooperates with Polish universities and implements the Ambassadors Programme. In the academic year 2019/2020 the company is represented by 7 ambassadors students (4 women and 3 men). In Warsaw, ambassadors are students at the Warsaw School of Economics, the University of Warsaw and the Warsaw University of Life Sciences. In Poznań, in turn, the company is represented by students at the University of Economics and the Adam Mickiewicz University.

Our ambassadors are also present at the University of Economics in Katowice. Selected students support the Group in events organized at universities as well as during job fairs. The ambassadors also help to establish cooperation with student organisations of the universities concerned. In addition, Eurocash Group is a business partner of the Poznań University of Economics – it is a member of the Partner Club, and Luis Amaral, President of Eurocash S.A., has been the deputy dean of this organisation since 2017.



For students and fresh graduates Eurocash Group runs two management programmes: Management Trainee (MT) and Sales & Operations Trainee (SOT). While both are aimed at educating managers capable of carrying out complex projects in various departments of Eurocash Group, the latter is mainly focusing on training managers specializing primarily in sales and logistics.



Each person joining the Management Trainee programme undergoes an intensive 2-month training in various departments and locations of Eurocash Group. The next stage is an internship in two different departments, each of 6 months. At the end of the internship, the employee takes up the position of junior manager in the selected Group department. Over the next few years they have the opportunity to further develop and take up key positions in the company.





In the Sales & Operations Trainee programme, the participants, after the initial training develop their skills by working as Sales Representatives or Customer Advisors in the largest business units of the Eurocash Group. After about 2 years they take up the positions of Sales Area Managers. The target function within the programme is the position of Regional Operations Director.

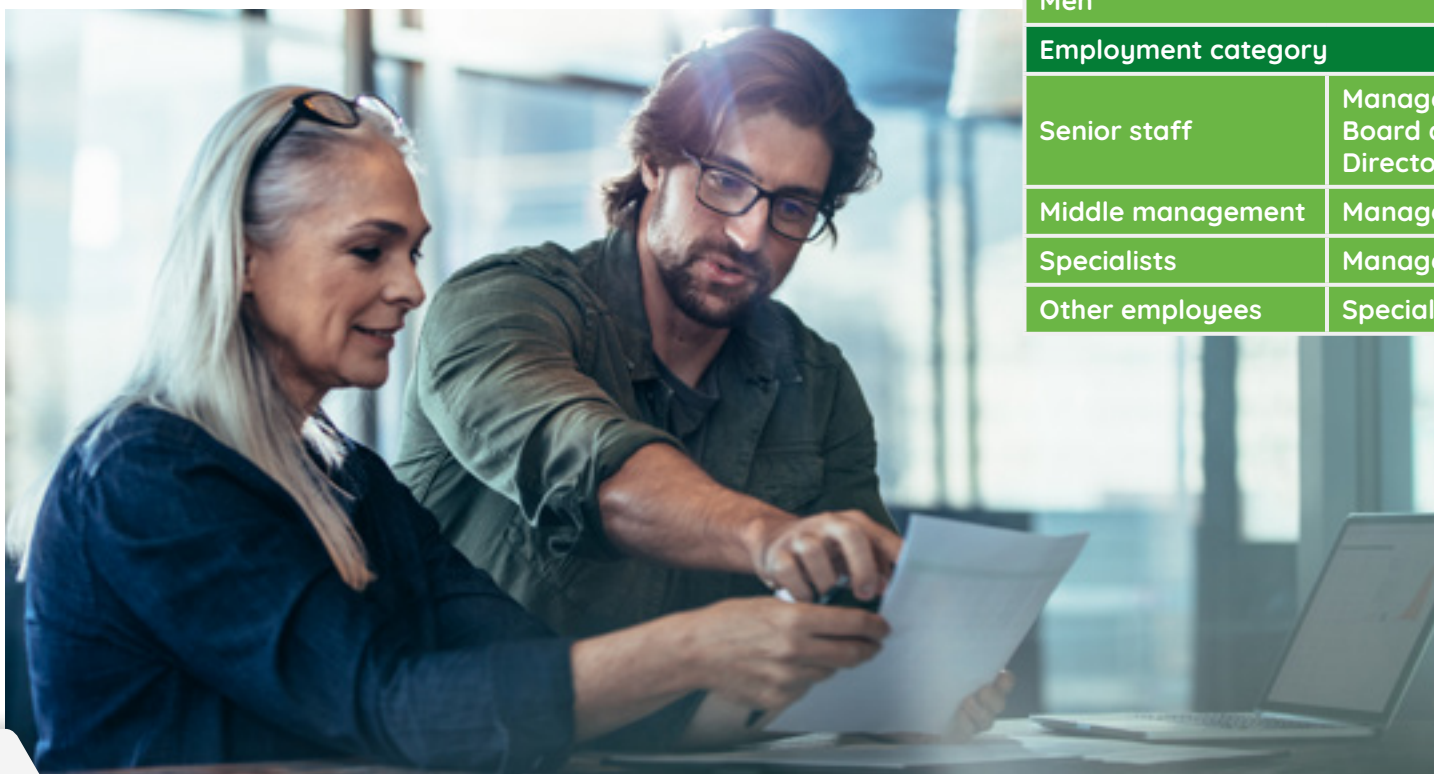
In the reporting period 17 people participated in both programmes.

Each employee can also count on participation in the Work Performance Management and Evaluation 360 programme.

**[GRI 404-3]**

**Employees subject to regular job quality assessment and career development reviews, according to**

Gender		Number	Percentage
Women		1,337	7%
Men		1,255	7%
Employment category			
Senior staff	Management Board and Directors	115	1%
Middle management	Managers	141	1%
Specialists	Managers	1,076	6%
Other employees	Specialists	1,260	7%





## 3.5. Employee volunteering

Almost from the very beginning of the company's existence, Eurocash Group employees have been involved in numerous social and charity actions and voluntary projects. The scale of their activities and interest in projects for the benefit of local communities and society as a whole are enormous. In order to meet the expectations of our employees, we decided to create a long-term employee volunteering strategy for Eurocash Group. It was prepared in 2019 in cooperation with the Responsible Business Forum. Almost 500 employees were involved in the process of its creation and 2000 were invited to take part in the survey. Of these, 30% were managers and 70% were employed in other positions, which reflects the structure of the company. The main purpose of the whole process was to determine in which areas employees would like to volunteer.



**The strategy of employee volunteering assumes involvement in three areas:**



people



entrepreneurship



ecology



**Hanna Jeżewska**

coordinator of the  
Employee Volunteer  
Program  
of Eurocash Group

Ralph W. Emerson once said: *Leave the world a little better (...), to know that you've given even one person a deeper breath – that means success.* Volunteering is a popular form of employee engagement in modern companies. To the question, “Why are we doing this?” each company probably has its own answer. Our motivation to launch the employee volunteering programme was on the one hand the need and on the other hand the potential. Having the opportunity to determine what they would like to change for the better in the company, the employees have just pointed out the need to engage in voluntary activities under the auspices of Eurocash Group and with its financial support. Given the pool of talents and competences that our team of over twenty thousand people has, and the widespread “it's possible to do it” attitude – we can really change a large part of the world for the better. And that, as Emerson says, is success.

We'll help because we can. Helping, just like entrepreneurship, is in our genes.





**Dorota Stasik**  
“abc” stores chain  
coordinator, volunteer

#### What made you volunteer?

Extreme circumstances. A school friend of my daughter's, Michał, has had a fatal illness. When we learned about it, we were all in shock, for the first time in our lives we faced this problem. We called a parents' meeting to determine what needs to be done. Meanwhile, the children had also hard time experiencing this situation. My daughter was walking around the house and repeating with despair: “Mom, let's do something! Let's do something!” She's the one who invented to sew something and she made up that it would be clouds. First she sewed, and I distributed the sewn clouds to my colleagues in the company. The interest in the action exceeded my wildest expectations. There were so many orders that I also sewed at night. When that wasn't enough, I organized a group of friends – the owners of sewing machines – and we sewed together. Then there were auctions, festivals, fundraisers and lots of other activities. One thing led to another. It was a momentum of help that was driving itself.

In the company, many people joined in the action of help. I should mention Asia Nowakowska, Iwona Trzcińska, Bogna Jędrzejewska and

Natalia Perlicjan. There's no way to name them all. The actions were on such a scale that the case went to the “Reporters' Express” programme.

#### What did that give you?

First of all, a different view of motherhood. I didn't expect my several-year-old Ola to be so mature and so responsible. Secondly, I've got the courage. I, so far blended into the background, went out to people and asked for help without fear. I organized a large group of people, I negotiated, arranged, and when necessary – I went on stage to talk about Michał. I did everything I once thought was difficult.

#### Why do you think it's worth getting involved?

We could be in this situation at any time. In the face of a deadly illness, each of us is terrified. We can't do it alone, we can do it together. Thanks to this action we got to know each other, we created a community. I have made contacts that pay off in everyday life and will remain so for life. I've met a lot of valuable people, including here at the company. I've never been a distinguished person. If it wasn't for volunteering, we'd still be passing each other in the corridor, and Luis (President of Eurocash, who gave the voucher for the auction) probably wouldn't even know who I am, although I've been working here for 15 years.

Thanks to volunteering I can develop my passion: sewing, my second love. I have gained the feeling that I can do something alone and that with my skills I can help others. Just like the others: Grażyna sewing lavender bags or friends baking cakes for the fair.

Volunteering allows you to get to know yourself and other people from the best side.

Volunteers of Eurocash Group receive great independence of action. If necessary, they can count on the help of a specially appointed coordinator. The programme also offers a grant competition to support projects inspired by employees' ideas. The long-term goal of the strategy is to implement projects in the areas of people, entrepreneurship and ecology, with an increasing number of volunteers engaging in competence-based volunteering.



In 2019, 355 employees were involved in the volunteer programme, who devoted a total of 2 months of their work to their social activity.

To learn more about the charity and volunteer projects in which Eurocash Group employees participated, see our Report on non-financial activities for 2018:

[https://grupaEurocash.pl/assets/media/grupa-Eurocash-raport-csr-2018-pl\\_1.pdf](https://grupaEurocash.pl/assets/media/grupa-Eurocash-raport-csr-2018-pl_1.pdf).



**355**  
employees



**2**  
months of work



# 4

Quality  
without compromise  
for everyone

## 4.1. Quality without compromise for everyone

[GRI 102-9] [GRI 103-1]

for the aspect: Supply chain responsibility

Eurocash Group is the largest Polish company dealing with wholesale distribution of FMCG products on the Polish market. We cooperate with a group of 1,358 commercial suppliers, whose products, thanks to our logistics, reach over 86 thousand Customers.

In this way we create an important part of the food supply chain for consumers all over Poland and for the needs of the entire organisation. Most of our suppliers are Polish companies, including local producers, so we actively support the local market. We are also one of the largest companies in Poland, which cooperates with about 8 thousand non-commercial suppliers.

As a logistics, wholesale and retail operator, we make sure that our products meet the highest quality and safety standards. We also remember that for our Customers – and ultimately the consumers themselves – apart from quality, what counts is the availability of products and their price. Therefore, we provide them with access to the widest possible range of products at prices that allow them to achieve a competitive advantage. Thanks to our extensive logistics network, we deliver our goods as closely as possible to Customers – and thus to the widest possible range of consumers.



**1,358**  
commercial  
suppliers



**86 thousand**  
Customers



approx. **8 thousand**  
non-commercial  
suppliers



## Our suppliers

[GRI 103-2] [GRI 103-3]

for the aspect: Supply chain responsibility

We cooperate with a group of 1,358 suppliers. Each of them is obliged to comply with the requirements contained in the “General Terms and Conditions of Product Delivery”, which regulates: characteristics and documentation of products, rules of audits, setting the purchase price, organization of deliveries, returns, circulation of documents, promotional activities, financial flows or penalties.



We always start our cooperation with food suppliers for our Group with a so-called preliminary food safety audit, which allows us to assess a potential partner. This audit is carried out on the basis of the audit list prepared by Eurocash experts. Further negotiations are conducted only with those suppliers who have obtained a positive preliminary audit. In addition, regular supplier audits are carried out already during the cooperation.

## 4.2. Product quality and safety

One of our slogans is “we start with ourselves”, therefore Eurocash Group provides the highest standard of safety and quality of products. We comply with all policies in this area – which is confirmed by the certificates granted to us: ISO 22000 (for the whole Group), IFS Logistic, BRC Storage & Distribution and MSC and ASC supply chain certificates – all for Eurocash Gastronomica branches in Błonie, Sosnowiec and Plewiska. In turn, AGRO BIO TEST certificate in the fruit and vegetable category was awarded to Distribution Centres in Krosno, Błonie, Wrocław, Sosnowiec and Krągola.

We take care of product safety throughout the supply chain. Eurocash Group has introduced the Blulog temperature control system, based on active RFID radio technology, to its logistics facilities. It allows for constant measurement of temperature in real time, so that the high quality of all products can be maintained and the losses resulting from its changes can be minimized. The system has been installed in most of the distribution centres and in all wholesale warehouses throughout Poland and in Eurocash Gastronomica warehouses.





In order to maintain the highest quality of fresh produce, there are daily checks in our warehouses to ensure that high quality and safety standards are maintained during storage. We also carry out cyclic checks on the correctness of picking of fresh goods before they are sent to our Customers.

**We have 9 warehouses with quality control, these are:**



**Fresh Distribution Centres (DC)  
– Eurocash Centralna Logistyka:**

- DC Komorniki
- DC Błonie Piorunów
- DC Krosno
- DC Sosnowiec
- DC Wrocław
- DC Krągola



**Cash & Carry  
Distribution Centres:**

- DC CC Pińczów
- DC CC Komorniki
- DC CC Płońsk



Designated quality controllers and technologists regularly check quality at our suppliers. They supervise the preparation of fresh products (meat, fruit, vegetables, fish) directly at the producers' premises. In 2019, 473 quality controls were carried out (including 119 own brand audits). In Eurocash Group's central warehouses, quality control of fresh products is also carried out.

They are carried out by a team of quality controllers with expert qualifications. All deliveries are also checked in terms of compliance with the parameters specified in the product specifications, developed by our team of technologists. Additionally, laboratory tests are carried out on products such as fish, fruit and vegetables and own brand products.

We make sure that our employees are aware of food safety rules. In the reporting period, 1,096 employees were trained directly by the Quality Department (both our franchise stores and operating department employees). Our quality controllers also carry out local visits at our Customers for training purposes. They relate to the management of the exposure of fresh produce. In 2019, 197 such visits took place.

**In 2019 we had:**



**473**  
quality  
controls



**119**  
own brand  
audits



**1,096**  
employees directly  
trained in food safety



**197**  
local quality  
control visits



## 4.3. Own brands

One of the forms of supporting the Entrepreneurs are own brands created by Eurocash Group. They help build a competitive advantage for independent Polish Entrepreneurs: they can offer consumers access to quality products at an affordable price. Own brands are also present in social and assistance projects conducted by our company.

Eurocash Group ensures safety and high quality of its own brand products. We perform this task in cooperation with suppliers and an external, independent and accredited laboratory. We make sure that own brand products are of a high quality: palm oil is gradually eliminated from them and their sugar content is reduced.



### The tasks carried out under this initiative are:

- **audits of own label suppliers** – 119 quality controls were carried out as part of supplier supervision,
- **sensory evaluation of own brand products** – 256 sensory panels were held,
- **laboratory tests of own brand products** – 1769 tests confirming the proper quality of articles were commissioned,
- **ensuring compliance of own brand products with the law** – a total of 1,003 passports, labels and stickers have been verified and approved,
- **inspection of own brand products carried out on the premises of Eurocash Group's retail facilities** (in shops and wholesalers) – 27 inspections were carried out in total, during which 308 articles were assessed,
- **certification of own label products** – 33 household chemistry articles of the HELP and SILIA brands have been certified for compliance with the BRC CP standard; Customers can recognize certified products thanks to the presence of TÜV Nord logos on the label – a proven product.

### Key figures:



**119**  
audits of own  
brand suppliers



**1,769**  
tests of own  
brand products



**1,003**  
verified and  
approved passports,  
labels and stickers

These actions confirmed the high and repeatable quality of own label products offered by Eurocash Group. They also made it possible to identify any shortcomings and therefore a complaint was lodged with some producers. Thanks to this information, they had a chance to improve their production and increase the quality of the delivered own brand articles. In addition, we have managed to ensure that own brand products are labelled in accordance with the applicable law.



## 4.4. Responsible Selling Policy

### We care about the health and safety of Poles

Eurocash Group is a leader in the wholesale distribution of FMCG products, which are offered to consumers all over Poland through its own chain of stores and in Customers' stores. We are aware that among the products we sell, there are also those that – when mis-used, or consumed in excessive quantities – may endanger the safety and health of our consumers.

Aware of our role and responsibility, we have developed a "Responsible Selling Policy" on tobacco and alcohol sales. It defines our priorities and areas of action in the area of responsible sales of specific categories of products resulting not only from legal regulations but also from our understanding of the role and mission of Eurocash Group, which is to provide consumers with a wide choice of products with simultaneous care for the health and safety of buyers.



## 4.5. Product availability

There are also companies in Eurocash Group which aim to improve the availability of products for Customers and final consumers – they operate according to two different models.



The first of these is **"abc na kołach" ("abc on wheels")** – a chain of mobile stores. They reach distant places where there are no traditional shops and where the inhabitants – often elderly or disabled people – are deprived of access to basic products. With "abc na kołach" they can choose from a wide range of articles at reasonable prices. This is how Eurocash fulfils its mission of social responsibility. More information at: [abcnakolach.pl](http://abcnakolach.pl).



The second project is **eurocash.pl – the largest B2B FMCG e-commerce platform in Poland**, thanks to which independent Entrepreneurs save time and manage their stores more effectively. It is, among other things, a source of information about the consumers in the closest vicinity of the store, which allows to adjust the assortment to the needs of the local market. More than 12 thousand independent retailers already use [eurocash.pl](http://eurocash.pl). More information on the website: [eurocash.pl](http://eurocash.pl).





# 5

We use less,  
we don't waste







[GRI 103-1] [GRI 103-2]

for the aspect: Energy and emissions

In Eurocash Group we perfectly understand the need to take care of the natural environment. The company has an environmental policy, and as the leader in wholesale distribution of FMCG products on the Polish market, we strive to minimize our impact on the environment. This awareness of the importance of environmental issues makes the current operation and planned development of the Group emphasize compliance with applicable environmental regulations and standards, take local conditions into account and consider all environmental aspects. Issues related to environmental care are also significantly included in our Group's sustainable development strategy.

[GRI 103-3]

for the aspect: Energy and emissions

In order to improve the effects of its environmental policy, Eurocash Group has set itself the following objectives:

- Comply with all legal and regulatory requirements in the area of environmental protection and our impact on the environment, which relate to our business.
- Systematic raising of environmental awareness among our employees and our partners, with particular emphasis on waste segregation and recycling.
- Preventing environmental pollution, including reduction of waste and harmful emissions.
- The rational use of natural resources, including air, water, energy and fuels.
- Perfecting technology and logistic processes so that they are environment friendly on the one hand and on the other hand meet the needs and expectations of current and future contractors as well as other parties.
- Preventing emergencies.
- Creating pro-ecological activities among suppliers and Customers.

## [GRI 302-1]

Total energy consumption in 2019 (data for Eurocash S.A.)

Electricity (in MWh)	43,403.87
Heat energy (in GJ)	37,726.00

## [GRI 302-4]

Reduction of energy consumption (data for Eurocash S.A.)

Total energy consumption - for Eurocash S.A.	2019	2018
Electricity (in MWh)	43,403.87	43,766.91
Change 2019/2018	-363.04	
Change 2019/2018 (in %)	-1%	
Heat energy (in GJ)	37,726.00	30,016.61
Change 2019/2018	7,709.39	
Change 2019/2018 (in %)	26%	

## [GRI 305-2]

Indirect greenhouse gas emissions, scope 2,  
in tonnes of CO<sub>2</sub> (data for Eurocash S.A.)\*

	2019	2018
Indirect emissions (scope 2) in tonnes (t) of CO <sub>2</sub> equivalent	37,901.74	37,468.74
including:		
from electricity	34,375.86	34,663.39
from heat energy	3,525.87	2,805.35

\*Calculations based on KOBIZE indicators.

## [GRI 305-1]

Direct greenhouse gas emissions (scope 1)  
(data for Eurocash S.A.)

	2019	2018
Gross emissions of greenhouse gases in tonnes (t) of CO <sub>2</sub> or equivalent	11,028.8	8,120.94
Emissions by type of emission source:		
combustion at stationary sources	7,141	6,518
volatile	3,887.8	1,602.94



## [GRI 305-5]

Reduction of greenhouse gas emissions  
(data for Eurocash S.A., without fleet)

	2019	2018
Indirect emissions (scope 2) in tonnes (t) of CO <sub>2</sub> equivalent	37,901.74	37,468.74
Change in emission level 2019/2018	432.99	
Change in emission level in %	1%	
Indirect emissions (scope 1) in tonnes (t) of CO <sub>2</sub> equivalent	11,028.80	8,120.94
Change in emission level 2019/2018	2,907.86	
Change in emission level in %	26%	
Total emissions (scope 1 + scope 2)	48,930.54	45,589.68
Total change in emission level 2019/2018	3,340.85	
Total change in emission level in %	7%	

## [GRI 306-2]

Wastes by type and use

Total weight of non-hazardous waste by waste treatment method, in megagrams (Mg)	
Recycling	7,246.52
Segregated urban waste	2,980.48
Waste incineration (in incineration plants)	182
Landfill	1,914
Total weight of hazardous waste by waste treatment method, in megagrams (Mg)	
Recycling	0.364



## 5.1. Green infrastructure

Eurocash Group is running a long-term “Green Infrastructure” programme, which aims to reduce resource consumption and lead to a reduction in emissions of harmful substances in terms of the infrastructure in use. In accordance with the “we start with ourselves” principle, the Green Office project for Eurocash Group offices was conducted in the reporting period. It assumed such adjustment and restructuring of the facilities managed by the company that each of them would receive an appropriate certificate. The requirements for certification assume a holistic approach to the planning and management of office space, from the selection of office materials to waste management, to the education of employees, i.e. office users. In 2019 our Group's Warsaw office was certified.

By the end of 2020, green certification will be carried out in the remaining three locations, i.e. Błonie, Komorniki and Kopanina. In this respect, we cooperate with experts from the Foundation for Environmental Education.

An equally important aspect of the Green Office project – apart from issues related to respect for the natural environment – is the improvement of working conditions of our employees. At Eurocash we are aware of the fact that taking care of appropriate and friendly working conditions of our employees translates into measurable benefits for the company: higher efficiency, creativity and quality of work. This also fits in with our sustainable development strategy.

**Jarosław Szczygieł**

President of the Management Board  
Foundation for Environmental Education

The Green Office environmental certificate confirms that an organisation is taking action in pursuit of sustainable development. It covers such areas of operation as: environmental management, employee involvement, environmental education or resource management. This certificate often supports the company's activities by motivating employees to behave responsibly in the office. One of the elements of implementing the Green Office environmental standard are workshops, thanks to which employees of the organisation are involved in the whole process. The involvement and increase in the ecological awareness of the employees makes the achievement of the goals related to the implementation of Green Office a part of the whole team.





## 5.2. Green transport

Since 2017 a hybrid revolution has been underway in Eurocash Group. We decided then to purchase almost 350 cars with hybrid drive (B segment cars), in 2018 we completely withdrew from purchasing diesel cars.

In 2019 we decided that all cars from segments B, C and D will be equipped with hybrid drive – by the end of the year our fleet already counted 970 such cars. The purchase plan for 2020 assumes acquisition of another 400 cars from the B segment.

### The fleet of company hybrid cars

	Delivered				Ordered	To be ordered	Total
	2017	2018	2019	2020	2020	2020	
Number of cars	349	158	493	29	116	401	1,546

Just building green transport in our company is not enough. In addition to the gradual transition to a fully hybrid fleet, the project also aims to educate drivers about eco-driving styles that directly translate into reduction of harmful emissions.

[GRI 305-1]

### Direct greenhouse gas emissions, scope 1 (data for Eurocash Group\*, fleet)\*\*

	2019			
	PB 95	Diesel	LPG	Total
Fuel consumption (in litres)	3,452,661	6,004,935	21,926	9,479,523
CO <sub>2</sub> emissions (tonnes)	8,044.70	16,033.18	32.6701423	24,110.55

\* The data include the following companies: AMBRA sp. z o.o., Cerville Investments sp. z o.o., Eurocash S.A., Eurocash Serwis sp. z o.o., DEF sp. z o.o., Eurocash Franczyza sp. z o.o., EKO Holding S.A. w likwidacji, Lewiatan Podkarpacie sp. z o.o., Lewiatan Północ sp. z o.o., Lewiatan Kujawy sp. z o.o., Lewiatan Wielkopolska sp. z o.o., Lewiatan Opole sp. z o.o., Lewiatan Orbita sp. z o.o., Lewiatan Zachód sp. z o.o., Lewiatan Podlasie sp. z o.o., Lewiatan Śląsk sp. z o.o., EURO SKLEP S.A., Groszek sp. z o.o., Partnerski Serwis Detaliczny S.A., MILA, LEDI, PayUp, PDA, Duży Ben sp. z o.o., ABC na kołach sp. z o.o.

\*\* Calculations based on KOBIZE indicators.



## 5.3. We don't waste!

[GRI 103-1] [GRI 103-2] [GRI 103-3]

for the aspect: Water, sewage and waste, food waste

Due to the business profile of our company, we have always placed high priority on the idea of not wasting food. By acting in this field, we not only support local communities, but also try to promote this message among our partners – food waste is a problem of an enormous social, economic and environmental impact.

[Own Index 1]

Eurocash Group has cooperated with Food Banks in Poland for many years. In 2019, it continued this cooperation by providing the beneficiaries with products with a close expiry date. [Own Index 2]  
In the reporting period we provided Food Banks with 13.7 tons of food products.

In the following year our company plans to develop cooperation with Caritas Polska and St. Brother Albert's Aid Society.

In addition, systemic changes are being worked out in the area of storage shifts of products enabling the transfer of food to non-governmental organisations.



**Banki Żywności** 



# 6

## The Eurocash Academy of Skills





[GRI 103-1] [GRI 103-2] [GRI 103-3]

for the aspect: Education of Entrepreneurs and social engagement

Learning, or the ability and willingness to quickly develop and use further skills, is a key 21<sup>st</sup>-century competence most in demand in the labour market (ManpowerGroup Report, 2019). In addition, each zloty allocated to employee training and development brings 170% of the employer's profit back (Saratoga HC Benchmarking 2013).

The Eurocash Academy of Skills has been consistently implementing the mission of Eurocash Group for 10 years now, strengthening the competitiveness of independent trade and thousands of Entrepreneurs running retail stores in Poland. By training the staff of the shops and the Entrepreneurs themselves (Eurocash Group stakeholders), it improves the quality of functioning of their businesses and provides them with constant access to up-to-date knowledge or modern solutions in trade.

The Eurocash Academy of Skills is Poland's largest comprehensive education and training programme supporting Polish independent retail stores associated in franchise and partner chains of Eurocash Group (abc, Delikatesy Centrum, Euro Sklep, Gama, Groszek, Lewiatan, Duży Ben and Kontigo).



The Academy is the only training and educational institution in Poland that provides such a wide access to knowledge about online and offline retail, at different levels of competence and from each thematic area concerning store management.

Within the 4 pillars of the Academy, Entrepreneurs and their employees can take advantage of a rich offer of e-learning courses gathered on a modern **educational platform** (18 thousand users), practical **training workshops** conducted throughout Poland (7 thousand participants per year), the annual **Congress of Polish Trade Entrepreneurs** (5 thousand participants per year) and **post-graduate studies** conducted in cooperation with the **Warsaw School of Economics** (about 70 enrolled students per year).



## The Eurocash Academy of Skills in numbers:



**10 years**  
of experience



**79 thousand**  
participants in all  
forms of training



**38 thousand**  
workshop participants  
throughout Poland



**23 thousand**  
participants in annual  
educational conferences



**18 thousand**  
users of a modern  
educational platform



**189**  
students of postgraduate  
studies and course at Warsaw  
School of Economics (SGH)



**71**  
e-learning courses  
(including 11 in Ukrainian)



**72**  
expert articles



**5**  
training and implementation  
sets for 5 types of  
workstations in the shop



**44**  
instructional and training  
videos available at AUE TV



**18**  
workshop topics



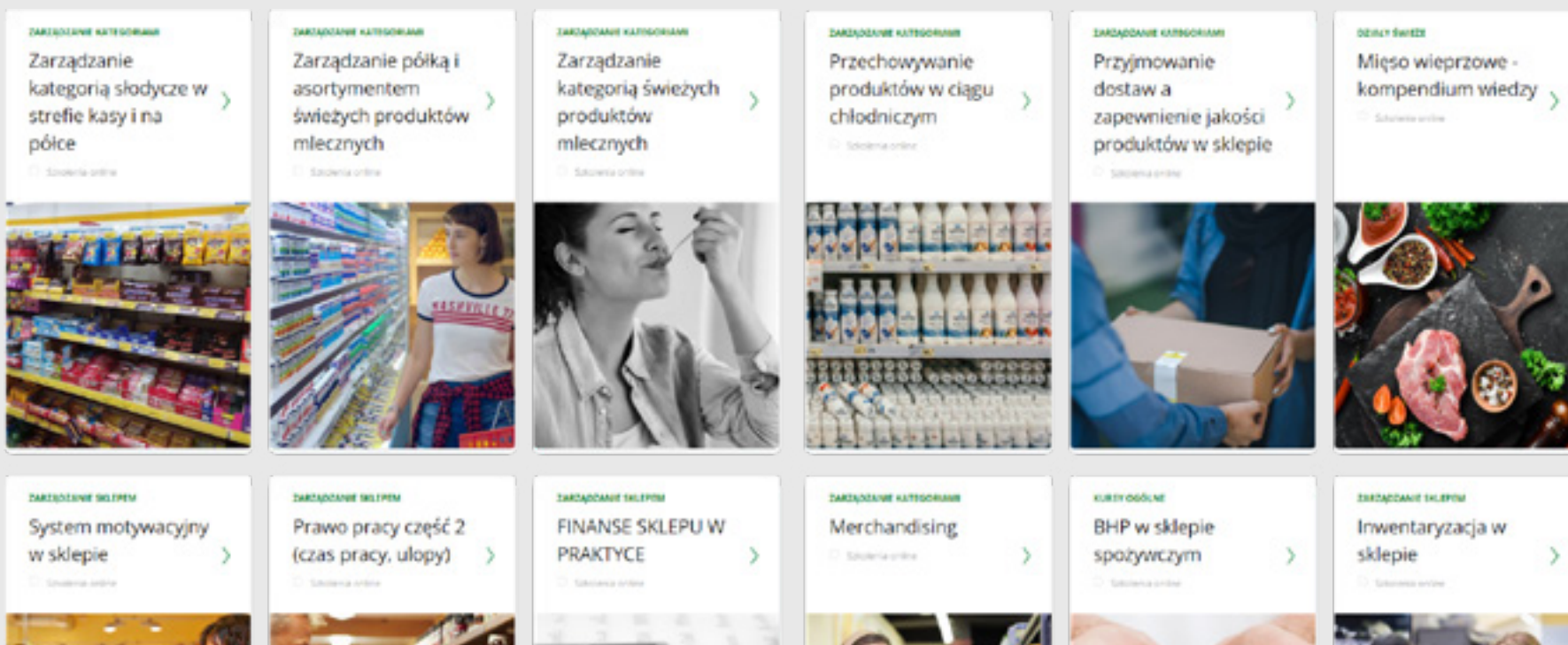
**2**  
comprehensive programmes  
for improving qualifications at  
Warsaw School of Economics  
(SGH)

## Agata Wrzecionowska-Dzierba

Manager of the Eurocash Academy of Skills



In a time of such high competition in the retail market, local shops build the loyalty of their Customers by providing them with a high level of service, a pleasant atmosphere and the availability of their favourite assortment. That is why it is so important to ensure that grocery store employees are properly trained – a competent employee is much more independent and responds better to Customers' needs. The Eurocash Academy of Skills, listening carefully to the voice and needs of the Entrepreneurs, provides Eurocash Group Customers with access to the widest, up-to-date and practical educational offer for independent trade. We are the only training institution on the market with a team of trainers consisting of practitioners with more than 20 years of experience in the trade, constantly improving their qualifications. Our training offer is available for 15 thousand grocery stores in Poland, and nearly 100 thousand people have already taken advantage of it!



## Pillar I of the Academy: an educational platform

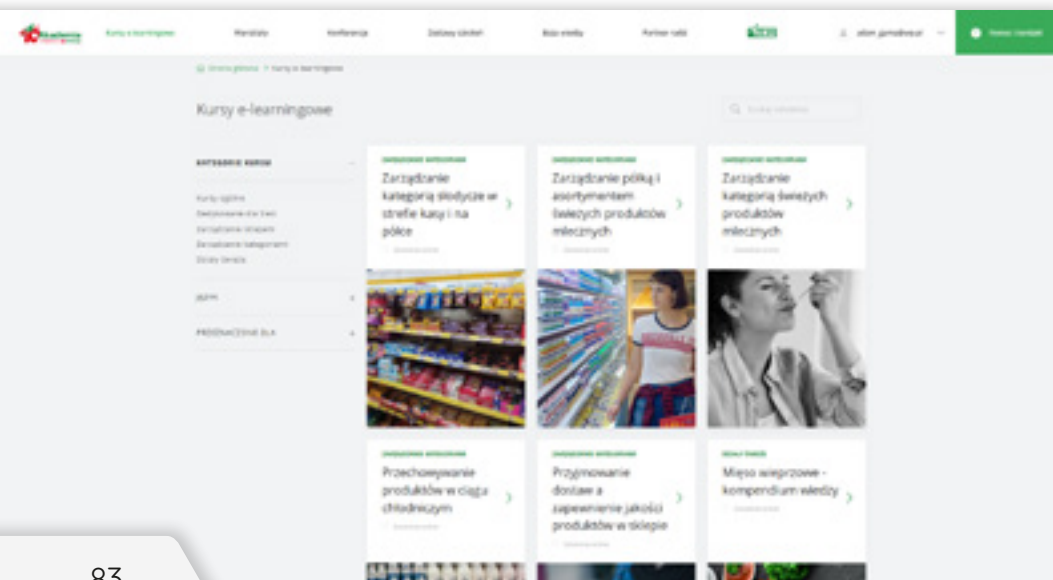
Thanks to the educational platform (available on the Academy's website), shop owners can train their employees at any place and at any time. The platform provides unlimited online access to more than 70 free and interactive e-learning courses (including 11 in Ukrainian). The subject matter of the courses covers all areas of shop operation: from financial management, fresh departments management, to customer service and merchandising.

Ready-made and practical training and implementation paths have also been introduced for 5 types of workstations in the shop, which enable quick and comprehensive training of a new employee. Thanks to an intuitive management panel, the shop owner can, on the Academy platform, independently control the progress of his employees' education. The platform is currently used by nearly 18 thousand users!



**prof. dr hab. Henryk Mruk**  
Poznan School of Management  
and Banking

The Eurocash Academy of Skills is the only training institution on the Polish market that has such a rich and comprehensive educational offer for retail stores. I encourage you to use it, knowledge will remain with you forever.



In 2019, the Academy additionally launched the AUE TV web TV, which gathered more than 40 user-friendly e-training in the form of short and inspiring instructional videos.

Since 2020, the Academy has also been organizing periodically free online trainings in the form of webinars, during which experts and lawyers tell Entrepreneurs about the latest legal changes in an accessible way. During the webinars, participants can ask questions to the experts and get answers to them in real time.

## Pillar II of the Academy: workshops

The workshops are a practical part of the Eurocash Academy of Skills training programme. This is a great opportunity to complete your knowledge and develop your skills. Each year, the Academy trains about 7 thousand grocery store owners and employees from all areas of grocery store management in over 70 locations across Poland.

### The most popular workshop topics:

- Meat and sausage stand
- Customer service
- Losses in the store
- Personnel management
- Fruit-vegetable stand
- Store profitability
- Merchandising

### New – development workshops:

- Negotiations
- Effective communication
- Assertiveness
- Managing yourself in time

...and many others!

The Academy, in response to the needs of Entrepreneurs, adjusts its offer to the situation on the labour market. – *In 2019 we introduced the possibility to order a workshop with a trainer in the shop* – says Agata Wrzecionowska-Dzierba, manager of the Eurocash Academy of Skills. – *It is currently one of the most popular forms of training, thanks to which an employer does not have to delegate his employees for a whole day of training outside the place of residence, which – due to the lack of hands to work – is very difficult today. The Academy allows the entire staff to be trained at their place of work, at a date and subject selected by the Entrepreneur. The programme of the workshop is personalised to the specific needs of a given store and its staff* – emphasises Agata Wrzecionowska-Dzierba.







**Alicja Nowak,**  
owner of Oleszyce Supermarket,  
Groszek chain

The standard of customer service is rising everywhere. In the era of such a busy market, people who have no idea about trade or customer service often come to work. Older employees, in turn, get into a rut. They need to refresh their knowledge and master modern techniques of operation or shelf arrangement. My employees come back from the Academy workshops with new knowledge – I can see that this translates into a much better arrangement of the shelf or an encouraging exposition on the meat and sausage counter and on the fruit and vegetables stand. Definitely investing in employee training is not money thrown into the mud and I recommend the Academy's offer to all Entrepreneurs.

## Pillar III of the Academy: educational conferences

The substantive conferences are meetings of thousands of Entrepreneurs from all over Poland, during which the participants deepen their knowledge about shop management and learn about the latest trends and solutions in retail.

Every year in September thousands of shop owners and employees from all over Poland gather for the biggest event for independent trade in Poland: the Congress of Polish Trade Entrepreneurs. It is an opportunity to exchange experiences, meet recognized experts, learn about the latest trends in trade and be inspired by changes. The 5<sup>th</sup> Congress of Polish Trade Entrepreneurs will be held on 30 September 2020 in Atlas Arena in Łódź.

So far over **23 thousand people** have participated in educational conferences organised by Eurocash Group.





## Pillar IV of the Academy: postgraduate studies

Since 2017, the Eurocash Academy of Skills and the Warsaw School of Economics have been running the “Enterprise Management in Retail” post-graduate studies, unique on a Polish scale, during which Entrepreneurs and their employees gain knowledge and practical skills in modern enterprise management. These are the first studies of this type in Poland designed for independent Entrepreneurs running retail stores and a unique example of cooperation between a public university and a representative of the FMCG sector – Eurocash Group. The staff are outstanding experts, specialists and practitioners from various backgrounds who know the market perfectly well.

For those without higher education, the Academy has been running a further education course at the Warsaw School of Economics since 2018: Academy of Retail Business Management, which comprehensively develops the knowledge and skills of participants in the field of shop management.

Post-graduate studies and the course allow Eurocash Group franchisees to obtain, within just one year, comprehensive knowledge necessary to develop their retail business. The programme is adapted to the current requirements of the Traders and their consumers.



After graduation, students are prepared for modern shop management according to current standards and market trends. In addition, study participants receive access to tools and knowledge that have so far been reserved only for large, often international, hypermarket and discount chains. Completing the studies and the course is based on developing and defending a business plan of a specific undertaking.

Post-graduate studies and the course at SGH also contribute to changes in the perception of shop owners. The faculty created by Eurocash Group shows that running a shop requires appropriate knowledge, and also positions Polish retail Entrepreneurs as representatives of the dynamically developing field of economy.

## The Academy in 2019:

[Own Index 3] [Own Index 4] [Own Index 5]



**5,375**

conference participants



**6,618**

workshop participants



**17,811**

platform users



**73**

participants of post-graduate studies and course at SGH (Warsaw School of Economics)



**548**

participants in the programme of promotion of the profession of salesman for students of trade schools



**15**

schools with which the Academy cooperates



## Special programme for vocational and trade schools: promotion of the profession of salesman

According to the data of the Polish Central Statistical Office (GUS), in 2019 as many as one in six job offers in professions taught in trade schools, technical schools and post-secondary schools were intended for salesmen. Workforce shortage is a problem for grocery store operators. In order to make it easier for Eurocash Group franchisees to recruit suitable and motivated employees, since 2018 the Academy has been developing, under the auspices of the Education Development Centre, a project to promote the profession of salesman among students of trade schools. The project aims to support young people in determining their professional predisposition and

planning their career path. It also responds to the need to develop cooperation between branch schools and employers – owners of grocery stores.

In 2019, the Eurocash Skills Academy joined the European Commission's initiative and, as part of the European Professional Skills Week, held a series of meetings across the country to familiarise students of both trade and technical schools with the profession of sales technician. Using coaching methods, the Academy trainers helped young people to discover their own interests, talents and professional skills. Students also had the opportunity to learn about the prospects of working in trade. In 2019, trainers and experts of the Academy visited a total of 15 schools throughout Poland, and trained 548 students.

## The “Succession” Project

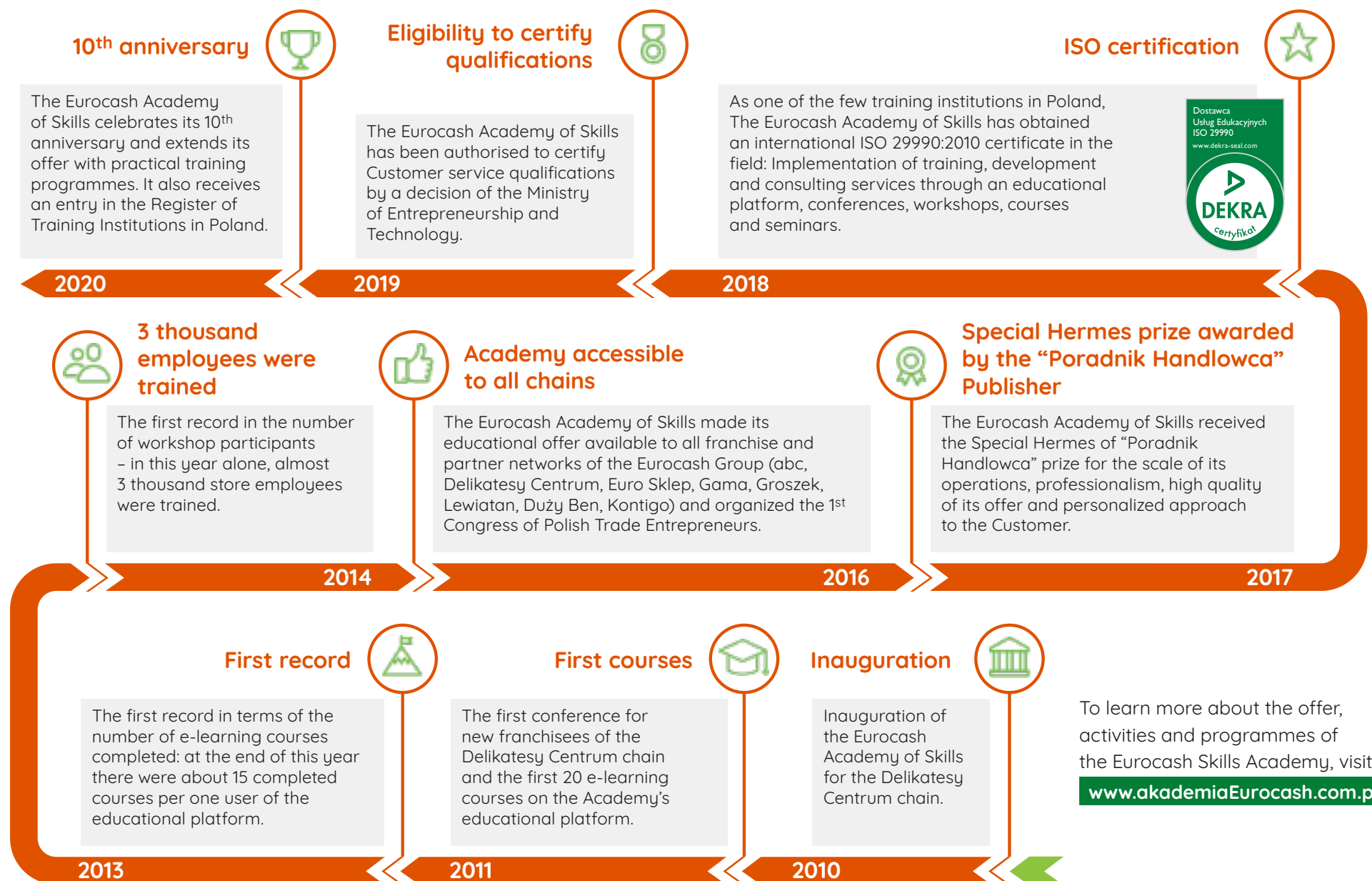
In Poland there are about 2.3 million private companies, and 828 thousand are family businesses. According to the Family Business Institute, within 5 years as many as 57% of family businesses will become subject to succession. This is an important topic for the whole economy. From Kantar TNS research – conducted among 2 thousand Entrepreneurs in 2018 – it results that 40% of them have no designated successor. Entrepreneurs also have no knowledge of anything but simple inheritance (knowledge of the current legal status of succession is scarce). In response to these needs, since 2018 the Eurocash Academy of Skills has been disseminating knowledge about succession through information meetings, conferences, e-training, expert articles, e-learning courses and webinars.

With information on how to safely and effectively carry out the succession of your own business, the Eurocash Academy of Skills has reached over

**8 thousand Entrepreneurs.**



## History of the Academy





7

## The Eurocash Group Foundation

“  
**Katarzyna  
Kopaczewska**

President of the  
Eurocash Group Foundation



I'm often asked where the idea for the Foundation and the "Fulfil your dreams" Scholarship Programme came from. Our company has been operating on the Polish market for 25 years. We have succeeded and we want to share this success. The mission of the Foundation is to help talented young people: children of both our employees and employees of our franchisees. We want to help them make their dreams come true, to achieve the goals they have set for themselves – be it scientific, sports, artistic or other. We want our financial assistance to support the development of their talents. The assistance takes the form of a scholarship scheme under which young people receive a monthly scholarship throughout the school or academic year. When selecting the scholarship winners, we take into account a variety of criteria. These include living conditions, candidates' personal achievements in any field they are passionate about and, equally importantly, their social attitude.

In the future, we intend to transform the "Fulfil your dreams" Scholarship Programme, which so far has consisted mainly of financial support, into a year-long development programme.

The Eurocash Group Foundation was established in 2013 to support young people in developing their potential and equalizing educational opportunities. Thanks to the "Fulfil your dreams" Scholarship Programme, the Foundation subsidizes young people who are distinguished by good academic performance, social sensitivity and a proactive attitude to life "I want, so I can" – and come from families with modest financial possibilities. The program is addressed to both, students of secondary schools that finish with the maturity exams and to students of higher education institutions.

Initially, "Fulfil your dreams" scholarships could be granted to children of Eurocash Group employees only. From the second edition, i.e. from 2014, children of franchise network employees and business partners of our Group may also apply for them.

An important assumption of the Programme is to promote responsibility for one's development and an entrepreneurial outlook on life among young people: the scholarship is intended for educational purposes, but it is the grantee himself/herself who decides how and on what activities he will spend it.



**Michał Podgórni**

Scholarship holder of the  
Eurocash Group Foundation

I'm 21 years old and I come from the south of Poland. The first time I received an Eurocash scholarship was in the second grade of high school. From the very beginning, it has had a big impact on my life – from my youth I learned how to manage my own finances, it helped me to develop my passions, motivated me to continue to act, and taught me a sense of responsibility. It also contributed to my decision to study abroad. My parents would not be able to cover the high cost of living completely, but thanks to the scholarship and an idle work, expenses are no longer a problem. Over the years, the Eurocash scholarship has become not only a financial support for me, but also one of the decisive factors in making key choices in my life. I am currently a third-year full-time student of ICT Engineering at VIA University College in Horsens, Denmark. I received the scholarship in years: 2015-2018, 2019-2020.





**PLN 5,210,000**

is the total pool of support  
granted since 2013



**868**

scholarships granted



**156**

scholarships awarded  
in 2019

[Own Index 6]



**PLN 843,217**

is the support pool  
for 2019

[Own Index 7]

## “Fulfil your dreams” Scholarship Programme



**Luis Amaral**

President of the  
Management Board  
of Eurocash Group



I'll tell you what I tell my daughters: it's all in your heads. If you want to achieve something, you will achieve it. If you believe in something, you'll get it. And when you are a dozen or twenty or so years old, there are no impossible things.

## Number of scholarship holders in each year

Edition	EC	FB	Total
2013/2014	30	0	30
2014/2015	53	75	128
2015/2016	53	75	128
2016/2017	50	86	136
2017/2018	69	75	144
2018/2019	70	76	146
2019/2020	39	117	156
<b>Total</b>	<b>364</b>	<b>504</b>	<b>868</b>

**EC** = children of Eurocash Group employees

**FB** = children of staff employed in franchise shops  
cooperating with Eurocash Group



You can learn more about the Foundation's activities here:

<https://stypendia.grupaeurocash.pl/fundacja-grupy-eurocash>

Its activities are fully financed from funds provided by Eurocash Group. The authorities of the Foundation perform their function on a voluntary basis.



## 8. About the report

**[GRI 102-54]** We are pleased to present to you the first report on Eurocash Group's non-financial activities prepared in accordance with the Global Reporting Initiative Standards, in the Core Compliance option. **[GRI 102-50]** The data presented herein, both qualitative and quantitative, relate to the period from 1.01.2019 to 31.12.2019, unless otherwise stated.

The report also presents the economic and social impact of Eurocash Group and further plans in the area of corporate social responsibility until 2023. **[GRI 102-56]** The report was not subject to external verification. **[GRI 102-52]** Eurocash Group reports its non-financial activities on an annual basis. The report is based on the Group's internal data.

**[GRI 102-46]**

The topics important for the organisation were defined during the strategic project carried out during the reporting period, the aim of which was to develop and define assumptions concerning sustainable development issues in Eurocash Group. As part of this project, an in-house consultation was carried out with the participation of several dozen employees. These were persons responsible for the key areas of sustainable development, working at various levels of the organisation – including members of the Eurocash Group Management Board.

There was also a strategic session for employees and a survey addressed to the Group's investors. In the third quarter of the year, educational workshops for several dozen employees were also organised to prepare the company for reporting in the GRI standard for 2019.

**[GRI 102-47]**

Among the topics relevant to the organisation were issues such as:

- Market presence and economic impact
- Supply chain responsibility
- Compliance and anti-corruption
- Energy and emissions
- Water, sewage and waste, food waste
- Employment, development, diversity
- Health and safety
- Business education and social commitment

The report would not have come into being if it had not been for the involvement of 70 employees of our company, who were responsible for preparing the data for it, and who shape the social responsibility of our company through their daily work.

We would like to thank them for their participation in the whole process!



[GRI 102-55]

## 8.1. GRI index table

Index No.	Name of the index	Place in the report
<b>Profil organizacji</b>		
102-1	Name of the organisation	1.1. Who are we? p. 7
102-2	Description of the organisation's activities, main brands, products and/or services	1.1. Who are we? p. 9
102-3	Location of the organisation's headquarters	ul. Wiśniowa 11, 62-052 Komorniki
102-4	Location of operating activity	1.1. Who are we? p. 7
102-5	Form of ownership and legal structure of the organisation	1.1. Who are we?/Eurocash Group – facts/Management structure p. 13
102-6	Markets served	1.1. Who are we? p. 7
102-7	Scale of operations	1.1. Who are we?/Eurocash Group – facts p. 13
102-8	Data on employees and other persons working for the organisation	3.1 Employees p. 49
102-9	Description of the supply chain	4. Quality without compromise for everyone p. 64
102-10	Significant changes over the reporting period in size, structure, form of ownership or value chain	1.1. Who are we?/History of Eurocash Group p. 12
102-11	Explanation of whether and how an organization applies the precautionary principle	2.4. Risk management p. 49
102-12	External economic, environmental and social declarations, principles and other initiatives adopted or supported by the organisation	None
102-13	Membership in associations and organisations	Associations to which the Eurocash Group belongs: <ul style="list-style-type: none"> <li>• UNEP's „Together for the Environment” Partnership</li> <li>• Polish Chamber of Commerce</li> <li>• Polish Organisation of Franchisers</li> <li>• Polish Business Council</li> <li>• Pracodawcy RP (Employers of Poland)</li> </ul>

Strategy			
102-14	Statement by top management	Letter from the President	p. 2
102-15	Description of key impacts, opportunities and risks	Letter from the President	p. 2
Ethics and values			
102-16	Values of the organisation, code of ethics, principles and standards of behaviour	2.1. Ethics and values	p. 33
Management			
102-18 102-18	Supervisory structure of the organisation, including committees under the highest governance body	1.1. Who are we?/Eurocash Group – facts/Management structure	pp. 15, 16
102-20	Management's responsibility for economic, social and environmental issues	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 15
102-22	Composition of the highest governing body and its committees	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 15
102-23	Chairman of the highest governing body	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 15
102-26	The role of the highest governing body in defining objectives, values and strategies	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 15
102-32	The role of the highest governing body in reporting on sustainability issues	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 15
Stakeholder engagement			
102-40	List of stakeholder groups engaged by the reporting organisation	1.1. Who are we?/Our stakeholders	p. 18
102-41	Workers covered by collective agreements	0	
102-42	Basis for identifying and selecting stakeholders engaged by the organisation	1.1. Who are we?/Our stakeholders	p. 18
102-43	Approach to stakeholder engagement including frequency of engagement by type and group of stakeholders	1.1. Who are we?/Our stakeholders	p. 19
102-44	Key topics and issues raised by stakeholders and response from organisations, including through reporting	1.1. Who are we?/Our stakeholders	p. 19

Approach to reporting			
102-45	Recognition in the report of business entities recognised in the consolidated financial statements	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 14
102-46	Process of defining the content of the report	8. About the report	p. 96
102-47	Important topics identified	8. About the report	p. 96
102-48	Explanation of the effects of any corrections to the information contained in previous reports, stating the reasons for their introduction and their impact (e.g. mergers, acquisitions, change in the base year/period, nature of business, measurement methods)	Not applicable	
102-49	Significant changes from the previous report regarding the scope, coverage or measurement methods used in the report	Not applicable	
102-50	Reporting period	8. About the report	p. 96
102-51	Date of publication of the last report	Not applicable	
102-52	Reporting cycle	8. About the report	p. 96
102-53	Contact information	8. About the report	p. 103
102-54	Indication whether the report has been prepared in accordance with the GRI Standard in the Core or Comprehensive option	8. About the report	p. 96
102-55	GRI index	8.1. GRI index table	p. 97
102-56	Policy and current practice for the external verification of the report	8. About the report	p. 96
Aspect: Market presence and economic impact			
103-1	Explanation of the topics identified as relevant with indication of limitations	1.1. Who are we?	p. 7
103-2	Management approach and its elements	1.1. Who are we?	p. 7
103-3	Evaluation of the management approach	1.1. Who are we?	p. 7
203-2	Significant indirect economic impact	1.2. Eurocash Group's influence on society and economy	p. 21

Aspect: Supply chain responsibility			
103-1	Explanation of the topics identified as relevant with indication of limitations	4. Quality without compromise for everyone	p. 64
103-2	Management approach and its elements	4.1. Quality without compromise for everyone/Our suppliers	p. 65
103-3	Evaluation of the management approach	4.1. Quality without compromise for everyone/Our suppliers	p. 65
308-1	New suppliers that have been verified using environmental criteria	The possibility of introducing environmental criteria in the assessment of suppliers and products is being investigated.	
414-1	Percentage of new suppliers that have been assessed according to social criteria	The possibility of introducing social criteria in the assessment of suppliers and products is being investigated.	
Aspect: Compliance and anti-corruption			
103-1	Explanation of the topics identified as relevant with indication of limitations	2.1. Ethics and values	p. 33
103-2	Management approach and its elements	2.1. Ethics and values	p. 33
103-3	Evaluation of the management approach	2.1. Ethics and values	p. 33
205-1	Actions analysed for corruption	2.1. Ethics and values	p. 33
205-2	Training courses for employees and managers on anti-corruption policies and procedures	2.1. Ethics and values	p. 33
205-3	Confirmed cases of corruption and action taken in response to them	2.1. Ethics and values	p. 33
307-1	Non-compliance with laws and regulations on environmental issues	In the reporting period, Eurocash Group did not receive any significant financial or non-financial penalties for non-compliance with laws or regulations on environmental issues	
415-1	Total financial and in-kind value of donations to political parties, politicians and similar institutions	0	
419-1	Non-compliance with laws and regulations in the social and economic area – monetary value of significant penalties for non-compliance with laws and regulations on the supply and use of products and services	In the reporting period, there were no inconsistencies with the laws and regulations in the social and economic area.	



Aspect: Energy and emissions			
103-1	Explanation of the topics identified as relevant with indication of limitations	5. We use less, we don't waste	p. 73
103-2	Management approach and its elements	5. We use less, we don't waste	p. 73
103-3	Evaluation of the management approach	5. We use less, we don't waste	p. 73
302-1	Energy consumption in the organisation	5. We use less, we don't waste	p. 74
302-4	Reduction of energy consumption	5. We use less, we don't waste	p. 74
305-1 305-1	Direct greenhouse gas emissions (scope 1)	5. We use less, we don't waste	pp. 74, 77
305-2	Indirect greenhouse gas emissions (scope 2)	5. We use less, we don't waste	p. 74
305-5	Reduction of greenhouse gas emissions	5. We use less, we don't waste	p. 75
Aspect: Water, sewage and waste, food waste			
103-1	Explanation of the topics identified as relevant with indication of limitations	5.3 We don't waste!	p. 78
103-2	Management approach and its elements	5.3. We don't waste!	p. 78
103-3	Evaluation of the management approach	5.3. We don't waste!	p. 78
306-2	Wastes by type and use	5. We use less, we don't waste	p. 75
OWN INDEX 1	Number of non-governmental organisations with which Eurocash Group cooperates in the area of preventing food waste	5.3. We don't waste!	p. 78
OWN INDEX 2	Number of tonnes of food donated to social organisations per year	5.3. We don't waste!	p. 78
Aspect: Employment, development, diversity			
103-1	Explanation of the topics identified as relevant with indication of limitations	3.1. Employees	p. 46
103-2	Management approach and its elements	3.1. Employees	p. 46
103-3	Evaluation of the management approach	3.1. Employees	p. 46
401-1	Total number and percentage of new employees employed and total number of departures in the reporting period	3.1. Employees	p. 50

401-2	Additional benefits provided to full-time employees	3.2. Good working conditions	p. 51
404-1	Number of training hours per year per employee by employment structure	3.4. Development and commitment	p. 56
404-3	Percentage of employees subject to regular job quality assessment and career development reviews, by gender and employment category	3.4. Development and commitment	p. 59
405-1	Composition of supervisory bodies and staff by categories of employees by: gender, age, minority membership and other indicators of diversity	1.1. Who are we?/Eurocash Group – facts/Management structure	p. 17
406-1	Total number of cases of discrimination	0	
<b>Aspect: Health and safety</b>			
103-1	Explanation of the topics identified as relevant with indication of limitations	3.3. Safety – a common cause!	p. 53
103-2	Management approach and its elements	3.3. Safety – a common cause!	p. 53
103-3	Evaluation of the management approach	3.3. Safety – a common cause!	p. 53
403-3	Unit responsible for safety at workplace management	Quality and Security Department	
403-5	Training of employees in safety at workplace	3.3. Safety – a common cause!	p. 53
403-6	Health promotion among workers	3.2. Good working conditions	p. 52
403-7	Prevention and reduction of occupational phenomena and events affecting the health and safety of employees	3.3. Safety – a common cause!	p. 53
403-9	Rate of work-related injuries	3.3. Safety – a common cause!	p. 55
<b>Aspect: Education of Entrepreneurs and social engagement</b>			
103-1	Explanation of the topics identified as relevant with indication of limitations	6. The Eurocash Academy of Skills	p. 80
103-2	Management approach and its elements	6. The Eurocash Academy of Skills	p. 80
103-3	Evaluation of the management approach	6. The Eurocash Academy of Skills	p. 80
OWN INDEX 3	Number of entrepreneurs and employees who participated in The Eurocash Academy of Skills initiatives with pillars (4 pillars)	6. The Eurocash Academy of Skills	p. 88

OWN INDEX 4	Number of schools with which The Eurocash Academy of Skills cooperates	6. The Eurocash Academy of Skills	p. 88
OWN INDEX 5	Number of schools and students who take part in the programmes	6. The Eurocash Academy of Skills	p. 88
OWN INDEX 6	Number of scholarships granted in a given year	7. Eurocash Group Foundation	p. 94
OWN INDEX 7	Value of scholarships granted in a given year	7. Eurocash Group Foundation	p. 94

Previous publications of Eurocash Group on CSR can be seen [here](#)

**[GRI 102-53]**

Should you have any questions regarding the present report, please contact:

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