



Annual and

# Sustainability Report

GPA 2020



# Summary

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# Introduction



## Material themes



## Strategic Axes



Pão de Açúcar's employee  
in the fruit and vegetable section

## Report Purpose

GRI 102-50, 102-52 and 102-53

This Report puts into practice our commitment to transparency and dialogue, presenting the way we do business, our sustainability strategy, our differentials, the initiatives, and projects developed, and the performance achieved in 2020.

Since 1999, we have published our reports every year, which demonstrates the consistency of our commitment to transparency and building a more responsible and inclusive society.

**Get to know the publications of previous years.**



If you have any questions or wish to share your suggestions and comments on the Report, please write to [comunicacao.corporativa@gpabr.com](mailto:comunicacao.corporativa@gpabr.com)



## Stay tuned!

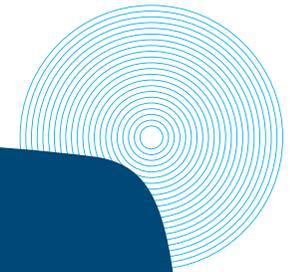
The social and environmental indicators presented here cover the entire Group, considering the year of 2020.

Throughout the content, whenever we use the terms "GPA", "Company" or "Group", we refer to GPA and all its businesses. When we refer specifically to one of the businesses, we use their names. In addition to the consolidated GPA vision, retail in Brazil (Multivarejo), Assaí Atacadista and Éxito Group are the main businesses presented here with independent views – including indicators – offering greater clarity and transparency.

We also present the indicators that refer to the "Corporation" when we talk about corporate institutional areas, transversal to the different businesses.

On December 31, 2020, the proposal for corporate reorganization was approved, which resulted in the split between GPA and Assaí, with the incorporation of Éxito Group to GPA. The transaction allows for the creation of two independent companies, with strong strategic alignment and well-defined business objectives, unleashing the greatest potential of each company and generating value for shareholders.

With the completion of the spin-off process, the GPA brand was adopted for retail operations in Brazil and the Multivarejo brand, which was an internal subdivision of business in Brazil, will be discontinued.



## BEST PRACTICES

GRI 102-46 and 102-54

The monitoring, management and reporting of our indicators are based on our sustainability strategy, with metrics to monitor the progress of the performance of our actions and commitments (learn more on page 151).

**Additionally, we also consider the best global management and reporting practices as guides.**

See the report guidelines below:



### Casino Methodology and Strategic Indicators

The main bases that guide the reporting of the indicators presented in this Report are our sustainability strategy (page 47) and the CSR Program, methodology of Casino, our controller, which meets the legal and regulatory requirements of its host country, France.

Our strategic indicators are submitted throughout the content and, also, gathered in the performance Indicators (page 153), with details of history and opening by business.



We also report complementary indicators, proposed by the Global Reporting Initiative. The GRI Index (page 162) provides an explanation of each indicator and the page on which it is located. Throughout the content, the acronym GRI-XXX-X at the beginning of the sub-chapters, shows the indicators presented there.



Other references adopted are the Integrated Reporting guidelines, seeking to present the relevant capitals to the business value generation, presented on page 50.



Additionally, we present the main Sustainable Development Goals (SDGs) to which our initiatives contribute. At the beginning of each chapter, we bring the SDG logos that relate to that content. On the SDG Map (page 164), you can have a complete view of which pages bring relevant content for each impacted SDG.

**A sample of the indicators shown in this Report, signaled in Performance Indicators (page 153) and in the auditors' opinion (page 165), underwent independent external verification, carried out by KPMG.**

## Message from the Management

### MESSAGE FROM THE BOARD OF DIRECTORS

In a year in which the whole world faced an unprecedented sanitary and economic crisis, it was paramount to react promptly and accurately, especially for our Group, due to the essential nature of our service to the entire population.

With the dedication, professionalism and commitment of our teams in South America, and guided by an assertive and well-found strategy, we ensure that all our customers have access to essential products every day with safety, efficiency and convenience.

The pandemic was a catalyst for a deep transformation in consumer habits. Online shopping, which already represented a significant part of our retail business, grew in an accelerated pace, thanks to our complete digital solution offerings in e-commerce and marketplace, efficient store-to-home delivery and specialized logistic platforms. We develop our business to serve our customers whenever, wherever and however they wish.

In addition, we strengthened loyalty programs to offer customers advantages and quality options within our ecosystem. In 2020, we consolidated this loyal customer base, with more than 34 million registered customers in South America.

**It was a year to accelerate and consolidate the retail business' digital strategy as a basis for GPA and Éxito growth, paving the way for new opportunities in the future. The permanent search for innovation is the pillar on which our identity and our multichannel, multiformat and multi-region performance are built.**

The cash and carry segment have continued to post an exponential growth, with an increase of 29.6% in sales compared to the previous year. Assaí has advanced in its organic expansion plan, offering its products and services to more customers during the pandemic and further consolidating the attractiveness of its store format. Nineteen stores were opened in 2020, including the first ones in the State of Maranhão and in the State of Roraima, and more than 5,000 new jobs were created throughout Brazil. Assaí totaled 184 units at the end of the year.

We have reorganized our corporate structure in South America, separating our cash and carry business, Assaí, from our retail activities, GPA and Éxito. The transaction, approved by shareholders at the meeting, held on December 31, allows each company to pursue its own business opportunities with greater focus and independence, and, therefore, creating more value for all stakeholders.

Another important axis of our strategy is represented by our commitment to building a responsible business. In a year that required so much effort from our operating teams, we have not put aside our purpose in building an increasingly sustainable and inclusive business for all.

We improved our Carbon Disclosure Project and announced our commitment to reduce carbon emissions by, at least, 30% until 2025, compared to 2015.

We promote, through the GPA Institute, campaigns to donate food and personal hygiene supplies to people in the vulnerable situations due to the health and economic crisis faced by the world in 2020. We donated more than 5,900 tons in products that have benefited more than 640,000 families in the entire country. We also supported small businesses through in emergency funds that helped more than 2,700 entrepreneurs.

In recognition of our commitment and actions towards an agenda of sustainability and corporate responsibility, GPA was included in the 16th edition of the Corporate Sustainability Index of the B3.

**We look at the future and we are confident that we have the foundations needed to meet the challenges to come: an assertive strategy, committed and qualified teams, and a focus on sustainable development.**

We are one of the largest food retail companies in South America with a proven track record in innovation and we are pioneers in transformation of the sector.



**Jean-Charles Naouri**  
Chairman of the Board of Directors

## MESSAGE FROM THE EXECUTIVE BOARD

GRI 102-26

The year of 2020 turned out to be a year of many challenges and a new reality of life imposed by the global pandemic. However, we have made significant progress on strategic and decisive fronts to consolidate the Group's operations and performance in South America.

**We ended the period with the approval of the spin-off process of the cash & carry operation, which allowed the creation of two companies – GPA and Assaí - totally independent, enhancing their growth in their respective markets.**

We maintained the position of one of the largest food retail groups in South America, with a diversified portfolio of banners and leading brands in Brazil, Colombia, Argentina, and Uruguay.

The period, however, demanded agility, resilience, and adaptability, and our multichannel, multiformat and multi-region performance favored the rapid adaptation to the scenario.

We were able to anticipate initiatives in record time, keeping the operation up and running safely for customers and employees.

At GPA, the adjustment of the physical store portfolio was one of the priority work axes during the year: we registered success in the new commercial dynamics at Extra Hiper, with 23 adapted stores, with rollout scheduled for the rest of the portfolio in 2021.

We practically concluded the conversions from Extra Super to Mercado Extra with a more competitive positioning for the regional market. Pão de Açúcar, which remains resilient, will continue to expand the main concepts of the G7 store model and resume the opening of organic stores in the second half of this year. Proximity stores have shown great adherence to the new consumer reality with the search for neighborhood stores: the expansion of Minuto Pão de Açúcar format is among our priorities for 2021.

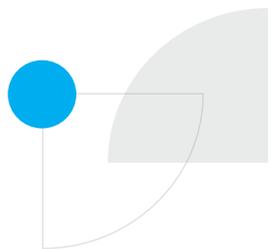
An important lever of loyalty and profitability for the business, the Private-Labels achieved a 20% share in the food category in Brazil in the year, with an increase in new products and revision of the assortment, which led to a very high penetration of 80% among our customers.

It was a year of profound transformation in the way of living and consuming, and food e-commerce registered an important role and enormous impulse, supported by the expansion of our logistics solutions with exclusive warehouses, stores dedicated to e-commerce deliveries and Clique e Retire (Click & Collect), besides the last mile.

**We surpassed R\$ 1.1 billion in sales on the online channel, growth three times higher than the previous year, with increased participation in the food business and increased share of the e-commerce market in Brazil. Our omnichannel customer base, which consumes, on average, 2.7 times more than a customer who buys only at the physical store, doubled in the fourth quarter of the year compared to the same period last year.**

We took an important step towards consolidating the GPA digital platform with the launch of the Marketplace last year. For 2021, we intend to significantly expand the assortment in both 1P and 3P, offering an increasingly complete shopping basket in electronic channels. Stix, the largest Brazilian retail rewards coalition program, in partnership with Raia Drogasil, proved to be another customer loyalty tool, alongside the Pão de Açúcar Mais and Clube Extra loyalty programs, which reached over 20.6 million registered customers.

Assaí maintained a strong pace of expansion and increased market share, consolidating the brand in the regions where it is already present and in new markets (Maranhão and Roraima). The banner had 19 stores opened in the year, totaling 184 units in 22 Brazilian States and Federal District. The gross sales registered an increase of 30% compared to 2019, closing 2020 around R\$ 39.4 billion, which means R\$ 9 billion added to sales during one year.



## **Assaí's quick expansion schedule over the past five years was fully financed by the operation itself and, in 2020, allowed the generation of more than 5,000 new jobs throughout Brazil.**

With a national capillarity operation, but with a business model adapted to each region, the company presents itself as a business with excellent performance, balanced and with a high growth potential, especially now with the spin-off process.

## **Éxito Group's businesses maintained a strategy focused on the client, standing out for its capacity to adapt and innovate in face of the needs triggered by the pandemic.**

The business consolidated gross earnings of R\$ 24.7 billion in the year, with the growth of the Wow and Carulla FreshMarket formats, and the advancement of omnichannel in all countries where it operates.

Omnichannel initiatives also advanced significantly in the year, registering R\$ 2 billion in sales, of which R\$ 1 billion in food, and a 12.4% share of the online channel in the Colombian operation, a reference in Latin America. In addition, the Puntos Colombia loyalty program accounted for 13.4 million customers and was integrated into the company's commercial ecosystem, allowing for further development of the marketplace.

In a year of so many challenges, socio-environmental issues have gained prominence. In Brazil, we updated the Social and Environmental Beef Purchasing Policy, and published the Social and Environmental Policy for Purchasing Palm Oil Products and the Group's Environmental Management Policy, in continuity with actions to combat deforestation and climate change. We move forward with the commitment to reduce carbon emissions, included as a variable remuneration target for all Group executives in 2021.

Pioneering in Brazilian retail, we extend animal welfare commitments to other chains than eggs, including best practices to produce broilers, pigs, and cattle.

In the diversity and inclusion agenda, we deepened our performance with the publication of the Diversity, Inclusion and Human Rights Policy and training for all employees and services providers, to promote human rights and combating all types of discrimination.

**The GPA Institute, responsible for the Group's social investments, played a fundamental role in the donation of food, benefiting more than 640 thousand families during the pandemic.**

At Éxito Foundation, which is committed to eradicating chronic child malnutrition, approximately 213 thousand food staples were delivered, benefiting approximately 112 thousand children.

The consistency of the work in line with sustainable practices was recognized with the choice of GPA to integrate the 2021 portfolio of the Corporate Sustainability Index (ISE) of B3 - Brasil, Bolsa, Balcão. We also achieved a B+ score at CDP Climas (versus B-, in 2019) and received the Outstanding Business Excellence Award from the Out & Equal Forum LGBTQI+ Brazil 2020, for conducting actions to respect and promote a diverse and equitable labor environment.

Éxito Group was the only food retail company in Latin America recognized, for the second consecutive year, in the 2021 Sustainability Yearbook of Standard and Poor's Global ESG Score.

We closed 2020 proud of the roads we traveled. For 2021, we will maintain the dynamics of adjusting the portfolio to the needs of the market, focused on the execution of our service strategy for all customer profiles, with an omnichannel strategy and an increasingly integrated digital platform. Operational excellence, constant innovation and strengthening the value proposition of selected formats are a priority in Brazil, along with maintaining high standards of ESG factors (*Environmental, Social and Governance*).

In Éxito Group, leadership in food retail in Colombia and Uruguay, in addition to the digital presence and strong omnichannel, will continue to set the tone of solidity and resilience for operations in 2021. The robust ecosystem will also bring the opportunity for monetization and consequent improvement of the experience of the client.

We started the year with more positive signs regarding the health crisis, but certain that we will have major macroeconomic challenges to overcome. However, we remain optimistic for the maintenance of business growth, in a continuous transformation process, following technological advances and consumption trends, acting in a conscious and responsible manner with all our stakeholders.



**Christophe José Hidalgo**  
Interim Chief Executive Officer (in 2020)

# The GPA

GRI 102-1 and 102-44

## Material Themes



## Strategic Axes



Aerial photo of the GPA headquarters in São Paulo

## Our Businesses

### REORGANIZATION TO EXPAND OPPORTUNITIES

At the end of 2020, a split was approved between the retail businesses in Brazil and Éxito Group, in cash and carry, allowing the creation of two independent companies, GPA and Assaí, with strong strategic alignment, well-defined business objectives, and agility in decision making.

**With this, the two companies can prioritize their investment needs and further explore their growth potential in each of the segments, expanding the generation of value.**

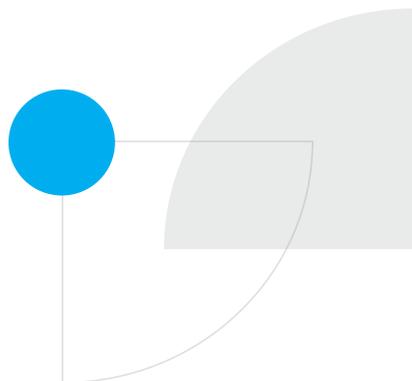


After the reorganization, GPA (Companhia Brasileira de Distribuição - Brazilian Distribution Company) now has the brands and the current segments of Multivarejo (multi-retail) and Éxito Group, being one of the largest diversified food retail platforms in South America. Assaí (Sendas Distribuidora S.A.) becomes the largest

business (pure player) listed on the Stock Market in the Brazilian cash & carry segment with 184 stores (at the end of 2020), national operations, a successful business model and a brand recognized by consumers and suppliers. Both companies are businesses that have strong levers and growth opportunities.

## PERFORMANCE AND RESULTS

As a result of the (cash-carry) spin-off process, the GPA's 2020 results - including food retail Brazil (Multivarejo) and its complementary businesses in the country and the operations of Éxito Group in Colombia, Uruguay, and Argentina, in addition to Assaí - were independently reported to the market, as well as their strategies, now focused on their respective market segments.



To know the results of the food retail business in Brazil, Colombia, Uruguay, and Argentina, [click here](#).



To know the results of the wholesale business (cash & carry), [click here](#).



## ABOUT THE GROUP

We are one of the largest food retail groups in South America, present in all regions of Brazil, Colombia, Uruguay, and Argentina.

Through our business units, we have a multi-format, multi-channel and multi-region strategy to offer our customers what they want, wherever they are.

**For 72 years, we have been working to offer our customers the best shopping experience.**

### In figures



**1,686 stores**  
and 3,039,028 m<sup>2</sup>  
in sales area\*



**49**  
Distributing  
Centers



**+ 34 million**  
of registered customers  
in loyalty apps in Brazil  
and Colombia



Over  
**134,800**  
Employees\*



**Leader**  
in food e-commerce in  
Brazil and Colombia

[+](#) Learn more about our history

\*Data from December/2020



Extra customer selects fruit at one of our stores

# Multi-region performance in South America

GRI 102-4 and 102-6



1,057 stores



513 stores



91 stores

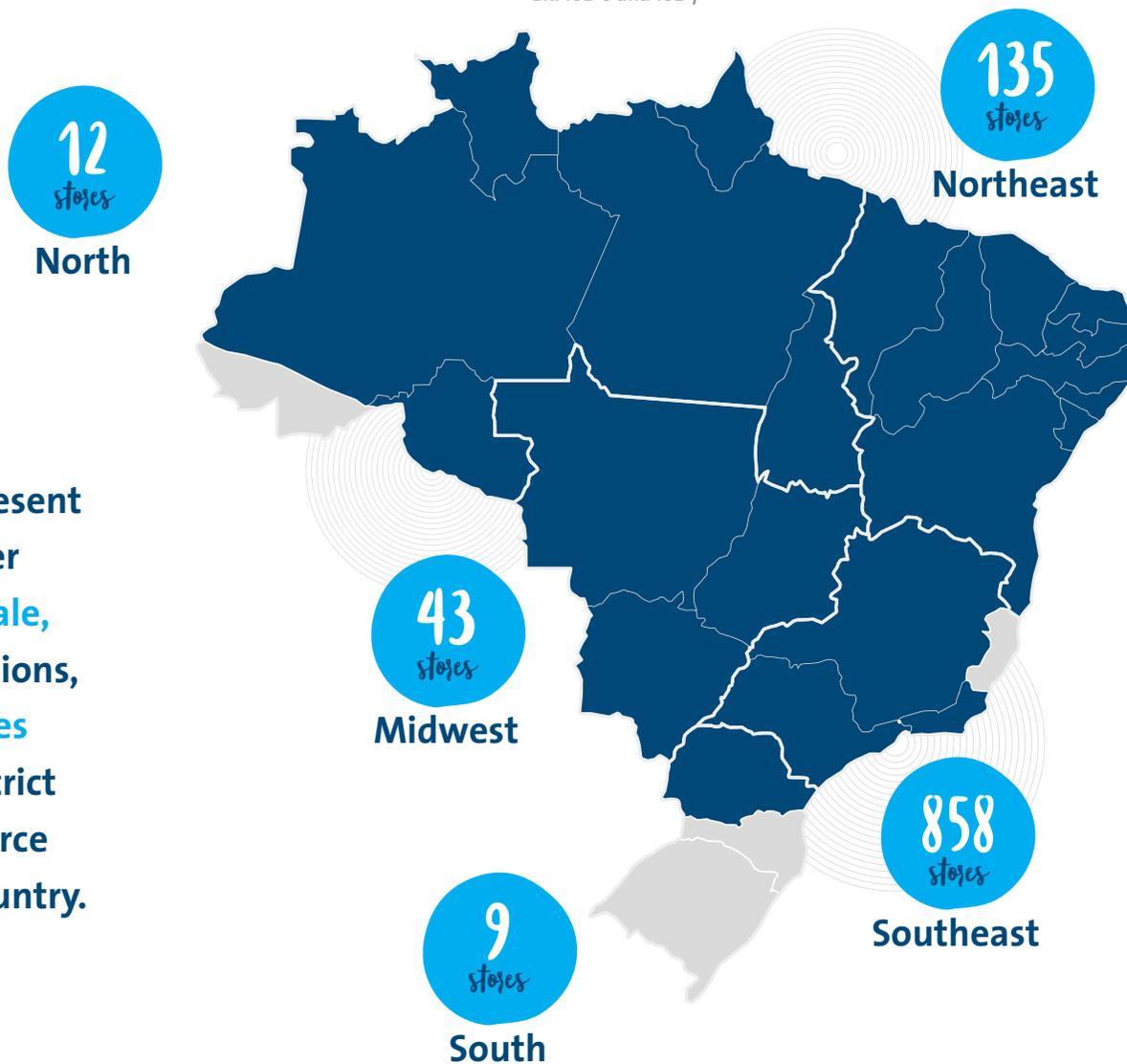


25 stores



# Performance in Brazil

GRI 102-6 and 102-7



In Brazil, we are present with a total number of **1,057 points of sale**, operating in all regions, in **22 of the 26 states** and in Federal District and with e-commerce throughout the country.

## Stores by banner

	182
	103
	147
	236
	68
	6
	94
	9
	28
	184

# Operations in Colombia, Uruguay, and Argentina

GRI 102-6 and 102-7



## Stores by banner

	241
	95
	34
	74
	69
	59
	30
	2
	15
	10

## Strategy

GRI 102-2 and 102-6

### ADAPTABILITY OF THE OPERATION AND EXPANSION

**The year of 2020 was a period that demanded resilience and adaptability from everyone.** And we managed, with agility, to adapt to the challenging scenario, supported by our multi-channel, multi-format and multi-region strategy.

Our operation with national capillarity (physical and digital) and business model adapted to each region gives us a balanced position and potential for growth and expansion throughout the country.

We developed actions to continue operating our physical stores safely for customers and employees (learn more on page 38) and, in record time, we anticipate initiatives to improve the digital experience of consumers (learn more on page 28).

#### Extra Hiper

In 2020, Extra Hiper brought a new brand positioning with the objective of improving its value proposition with more competitive prices in the high consumption category, which promote



Extra Hiper store interior

flow to stores; strengthening customer service to perishables; and the review of the non-food portfolio with specialization in the electronics category and reduction of the assortment in the other categories.

The chain also implemented the new commercial dynamics of two prices on the gondola, which vary according to the quantity purchased, bringing savings in supply purchases. The project was implemented in 23 stores until December 31, 2020, with positive results. The forecast is that, in 2021, all Extra Hiper stores will adopt the new model.

#### Pão de Açúcar

Pão de Açúcar, GPA's premium supermarket brand, recorded consistent performance from its 46 seventh generation stores (G7). In 2020, we carried out an analysis of potential cities for organic store opening, with the objective of opening them in the next three years, starting in 2021. In addition, we will continue with the rollout of the main concepts of the G7 model to the other units of the banner.

Another important lever for accelerating results is related to the relevant growth of e-commerce express in the banner. It represents more than 12% of network sales.



Interior of a Pão de Açúcar store G7 model

### G7 Store Concepts

#### + *social*

Hub with areas for coexistence and interaction

#### + *fluid*

for a seamless shopping experience thanks to digital technology at the service of the customer

#### + *experimental*

unique shopping experiences

#### + *exclusive*

with customized, unique, and healthy consumer solutions

### Mercado Extra

We continued the process of converting stores, which started in 2018, from Extra Super to Mercado Extra, the mainstream supermarket brand of GPA. In 2020, 41 stores were converted, ensuring a more competitive position for the regional market. The changes include novelties in layout, product mix and in the visual standard that has pleased audiences such as classes C and D. Quality in services and better customer service are also requirements of the concept of Mercado Extra, which also has competitive prices and with the variety of GPA Private-Labels, such as *Qualitá*, *Taeq* and *Nous*. The replacement of models reaches its final stage, with completion in the first half of 2021.

### Compre Bem

Compre Bem, also the mainstream supermarket brand of GPA, is an operation with local operations, started in 2018, because of conversions from Extra Super stores. The format presents important differentials in the perishable's category, mainly horticulture and bakery and butcher services, with assortment and services tailored to the needs of consumers in the neighborhoods where the stores are located. In 2020, he showed great adherence to his proposal value, with the maturation of stores and launched its e-commerce in May.

### **Proximity**

In the Proximity format, new units were opened in strategic locations in São Paulo. Minuto Pão de Açúcar, GPA's premium banner that offers differentiated assortment in an environment that combines practicality, convenience, and quality, with personalized attention and service, opened a store on Avenida Paulista, an important tourist spot in the city. Mini Extra, in turn, opened a store in the city center, with the concept of a snack bar with solutions for immediate consumption in the store. The format demonstrated great relevance in the new scenario of consumption habits, with an increase in demand for neighborhood stores. The expansion of the Minuto Pão de Açúcar format is among our priorities for 2021 and the forecast is to have 50 new stores in three years.

Also within the Proximity format, the Aliados Mini Mercado program, a B2B business model for supplying neighborhood stores, such as markets and other trade channels, which wish to enhance their performance through the partnership with GPA, reached more than 1,000 partners, contributing to the performance of the segment.

### **Assai**

19 stores were opened, including three conversions from Extra Hiper and 16 organic openings (including the first units in the states of Maranhão and Roraima). In 2020, the first butchery sections were also opened in some chain stores, working with the best products and a team trained to make the cuts as desired by the customer and suggest options for the most different recipes. By 2021, up to 28 new stores will be opened and the chain will also expand the number of butchers, taking the initiative to more units in all regions of the country.

### **Éxito Group**

Éxito Group also opened and converted 19 stores, 17 in Colombia (two Éxito WOW, one Carulla FreshMarket, four Surtimayorista, three Éxito Express and seven Super Inter stores) and two in Uruguay (one Disco and one FreshMarket).

The Villamayor units in Bogotá and Laureles in Medellín, from Éxito WOW integrated their services to the virtual world, offering an omnichannel experience, with initiatives such as social robot, shopping carts with integrated smart devices, digital catalogs, application for managing orders and purchases and Click & Collect and delivery option.

The Carulla FreshMarket 140, from Bogotá, won several initiatives with the premises of innovation, experience, sustainability and accessibility, among them the drive-thru, food delivery modality without having to leave the car; e-lockers, cabinets where items sold in e-commerce are stored and which customers pick up at the store; and the Green Market, offering products adapted to different types of diets.

The Super Inter brand created the concept of "Neighbor" to enhance the experiences, getting closer to the customer, and implemented omnichannel as a sales engine. The Surtimax chain also invested in diversifying customer contact channels.

During 2020, Libertad, in Argentina, adapted its operation to the new consumption habits, with the strengthening of the electronic market. And Paseo Libertad units have also integrated themselves into an online platform, opening a new sales channel for brands in the country's 15 shopping centers. In Uruguay, we had the opening of Disco Plaza Italia, a new Disco brand store in the FreshMarket model, which is already present in 30 units of the chain.

## Digital Transformation

GRI 102-2

Based on our broad vision of the client and their recurring journeys and stories, overcoming difficulties in the face of the sanitary scenario of 2020 also resulted in the acceleration of our Digital Transformation.

Our strategy is centered on a large customer data platform, which connects and unites all physical and digital strategic assets. This allows us to capture customer behavior trends, capitalize on technology and understand, in advance, the rapid changes in consumption habits, benefiting those who choose to shop in our stores, websites and applications.

**See below the main pillars that make up our platform and digital strategy.**



Website Homepage  
ClubExtra.com.br



Pão de Açúcar.com delivery box with Qualitá brand products

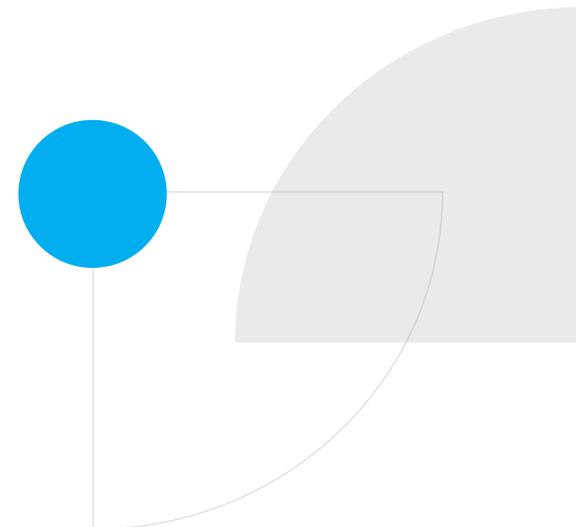
## MARKETPLACE PLATFORM

GRI 102-2

### E-commerce

We have been selling food online since 1995, with the creation of Pão de Açúcar Delivery, the first virtual supermarket in Brazil, and today we are the leader in food e-commerce in the country.

Our logistic model, "plug and play", also supports adaptation, as it is structured to be flexible, reacting to the growth of demand with agility and low cost, since its space is adaptable to changes, and it can be a common or cross warehouse - docking (fast redistribution station) on the same day.



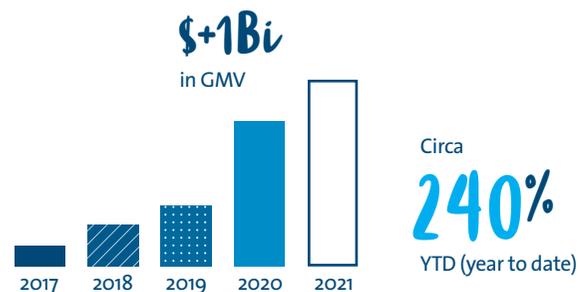
With this, in view of the pandemic scenario, we were able to act quickly to continue meeting the needs of customers with safety and quality:

- » We activated our hybrid operating model, using our store network with excellent locations, which shortens our delivery time and reduces the cost of service, as we are close to our customers.
- » We expanded our Express and Clique e Retire (Click & Collect) services from 120 to 289 stores, both of which already account for 52% of online sales.

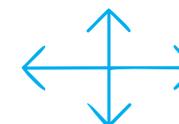
**We achieved significant growth in the year, totaling more than R\$ 1.1 billion in sales and 75% market share in the food retail e-commerce with Pão de Açúcar and Extra.**

Thus, we grew without leaving out the experience: our quality metric, which assesses whether the customer received the perfect order - what he/she bought and the brand he/she bought within the expected time - reached 95%.

Sales Growth



**+ 12 million Km**  
run by our trucks



**1,000**  
simultaneous vehicles  
making deliveries



Increased e-commerce  
sales by  
**3 times**

**+230%**  
Increased share  
of perishables

**50%**  
of e-commerce  
customers are  
omnichannel

**+202%**  
new  
customers

## Marketplace

The differentials of our business - strong brands, frequency and recurrence, large structure of stores and DCs and the internal competence of a team that knows the customer's purchase journey - are important drivers for the development of the next natural step it takes following our digital journey, the marketplace, launched in November 2020.

**The GPA marketplace is already born with strength and an important differential: a platform that will receive millions of customers on a frequent and recurring basis. That is, the sellers who enter this journey with us will be able to impact highly qualified customers who have a high recurrence.**

Our marketplace has as its first purpose to complement the core food categories of our e-commerce: beverage verticals (with

sellers such as The Bar/Diageo, Pernod Ricard, Red Bull, Freixenet, TodoVino/ Interfood) and more specialized foods (Loja Linea and Bretz Saudáveis, for example).

In addition, the marketplace develops new product categories to meet other needs of our customers, such as home care, baby care, beauty, and pet care. Thus, our banners can be seen, more and more, as one-stop-shop solutions, in addition to the market purchase. We have enabled major top of mind anchor sellers. Among them we have Mobly, Etna, Spicy, Rochedo, Grão de Gente, Lego, Ri Happy, Caloi, Bestway, PneuStore and Madrugão Suplementos.

We aim to expand our portfolio of 15 thousand products to more than 400 thousand items at the end of 2021, exponentially multiplying our offer.



*"Since the beginning of the marketplace operation, we have had all the support and attention of the commercial and IT teams to carry out the integrations and thus be able to have our products available to the consumer. The commercial has done an excellent job of publicizing the marketplace on the websites of Pão de Açúcar and Extra, thus generating accelerated growth in sales and great visibility for our brands. Certainly, our partnership will bear fruit for both GPA and Pernod Ricard Brasil."*

**Roberta Vigneron Marques**  
Digital Account Manager at Pernod Ricard Brasil

### Logistics Platform

We have an end-to-end logistics platform in Brazil. With great knowledge of the food retail chain, a modern technological structure, and our capillarity of stores, we are in a privileged position to reach the customer at a lower cost, more agility and quality of deliveries.

In 2020, we expanded the structure of mini Distribution Centers, from one to five, reinforcing our presence in strategic markets and allowing the Group's expansion to regions not previously explored.

After the implementation of our marketplace in 2020, we will launch fulfillment through our logistics company, GPA Log. This solution will allow us to provide our sellers with transport and logistics operation services, bringing better terms delivery and freight costs, which generates revenue for the business and maintains GPA quality in customer service.

Another important differential of our platform is James Delivery, last mile service that offers convenience and agility in last mile deliveries.



Front of GPA  
Distribution Center 01

Last Mile Delivery



**With deep adjustments in the sector caused by the Covid-19 pandemic, we also had a significant change in James' positioning in our business model. What used to be convenience has become essential to the functioning of society.**

In this scenario, we had exponential and consistent growth, 12 times higher than in 2019, we reached the record mark of 5 million downloads of the James app, we expanded the reach of our service to 14 more cities and increased the frequency of use of customers.

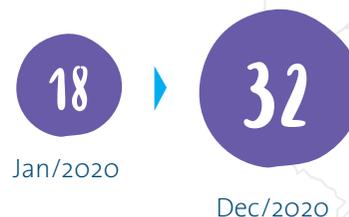
In April, we started our subscription program James Prime, which in its first month made free deliveries of Extra, Pão de Açúcar and partner



Stores



Cities



James Delivery delivery man at Pão de Açúcar store

restaurants to people who were part of the risk group (elderly people and people with diseases that could worsen the condition in case of infection by Covid-19) and for health professionals.

In May, James Prime was expanded to the entire society, allowing customers to pay a monthly fee to make as many purchases as they need without delivery fees.

We also started to deliver meals produced by Cheftime, our Private-Label, to Pão de Açúcar stores in São Paulo and Rio de Janeiro, expanding synergies between businesses to offer even more convenience to customers.

## LOYALTY PLATFORM

Our loyalty programs offer customers a series of customized offers, plus advantages and benefits.

- » Specific discounts for customers registered in the programs (Pão de Açúcar Mais and Clube Extra);
- » Personalized discounts based on each customer's profile and consumption behavior;
- » Meus Prêmios (My Rewards) program in Stix points;
- » Anticipation of promotions, such as access to Black Friday prices one day before the public.

We have a great acceptance of our loyalty programs and this strength allows us to reach the expressive mark of identifying about 70% of the total sales of Multivarejo (with 88% of sales at Pão de Açúcar Mais and 61% at Clube Extra), allowing us to learn about our customers more and more and anticipating future trends. The Cliente Mais app, for example, has been providing us with information about our clients for two decades. Thus, we can offer customized products and services that meet their needs.



*"I use the Clube Extra app since it was launched and buy it both in the physical store and on the website, making a mix between the two channels. I usually check the products that are on sale and activate the offers before making purchases. I choose to buy at Extra, as I have the possibility to accumulate points with Stix and redeem prizes, I have already exchanged them for vouchers and items for home. For me, it is an attraction and an extra incentive to make my purchases on the network."*

**Regina Leiko Kiyota**  
client of Clube Extra



At the beginning of October, we started the operation of the first coalition of Brazilian retail loyalty programs, Stix, the point of the big brands.

The platform connects GPA, RaiaDrogasil and Itaú, allowing customers to collect Stix points at Extra, Pão de Açúcar, Drogasil and Droga Raia and transfer iupp points from Itaú to Stix. It has a varied catalog for participants to exchange their Stix for prizes, such as gift cards, products, services and even making donations.

Stix has emerged with two consumption verticals – food retail and pharmacy – that have very high purchase frequency, in addition to bringing a practical and accessible loyalty tool to consumers. So much that the platform already has more than 1.2 million registered customers, creating a positive synergy in the Stix ecosystem.

## DIGITAL INITIATIVES

We work continuously to improve the experience of our digital and omnichannel journeys, connecting stores, websites, and applications in a single ecosystem.

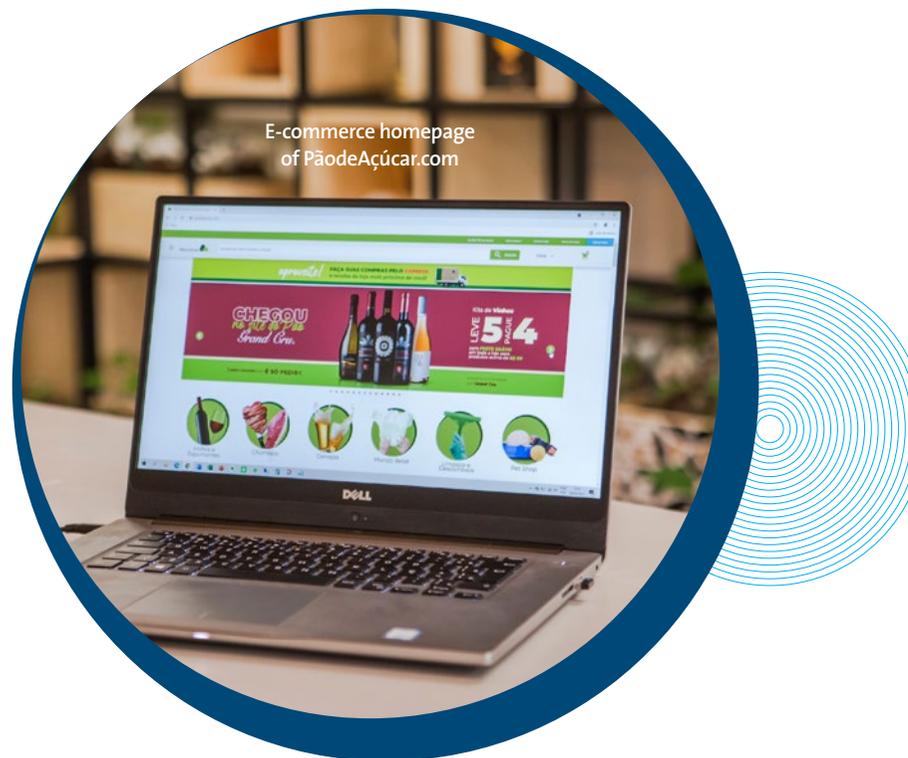
We advance in innovation and technology to provide customers with a dynamic that mixes the experience of physical stores with digital initiatives.

In view of the scenario of changes in the customer's needs and purchasing behavior, we continue to apply our focus and commitment to the continuous improvement of usability and the journey, in the fronts presented below:

**Applications:** we launched new versions of the Pão de Açúcar Mais and Clube Extra apps and reached more than 32.3 million visits per month.

**We recorded a significant increase in the use of our apps, both for purchase and for support in after-sales service.**

**Artificial intelligence:** apps also support our service. We have an artificial intelligence chatbot that performs post-purchase contact, expanding our capacity. In 2020, we responded to approximately 630,000 messages from our customers.



E-commerce homepage of Pão de Açúcar.com

*"I have been using the Cliente Mais app for about three years or so. Before the pandemic, I used the app to activate Meu Desconto (My Discount) for purchases in the physical store. I find the app super interesting, intuitive and it offers personalized discount according to my purchase profile. With the pandemic, I started shopping online weekly and Pão de Açúcar.com was my first experience with a virtual supermarket. One of the differentials of Pão is the fast delivery and the great mix of products. It has been a very positive experience."*

**Lucas Andrade**  
client of Pão de Açúcar Mais and Pão de Açúcar.com



Self-checkout: totem at Pão de Açúcar store

**Presence:** we also offer WhatsApp service with order tracking and, during the pandemic, we expanded our presence on the channel with our personal wine shopper service and for the elderly under the Pão de Açúcar banner.

**Pão de Açúcar Adegas:** we launched a new Pão de Açúcar Adegas website and reached more than 4 million units sold and a 250% growth compared to 2019.

**PIX:** we were one of the first large retailers to launch the PIX, with this payment system implemented in all stores in the same month the tool was launched (November).

**Self-Checkout:** availability of more than 200 self-checkout: totems (self-payment feature) for a 100% autonomous customer journey. In four of our Assaí stores, in São Paulo, we have the Fast Pass Assaí that automatically scans the products that are placed on the conveyor. In 2020, more than 321 thousand operations were carried out in this system.

**Culture of innovation:** we develop and value our talents and skills through an innovation-oriented culture with more than 25 multidisciplinary squads (teams with employees from different areas), application of agile methodologies across multiple teams and over 100 start-ups and scale-ups connected to our business.

**Misurtii:** in Colombia, we created the Misurtii app that offers businesses, customers of Surtimayorista (B2B) operation, sales, and support of a supply solution with a wide variety of products.

**Viva Online:** in Colombia, we launched Viva Online, a department store e-commerce, supporting adaptation to the pandemic, generating new shopping experiences, and preserving jobs.

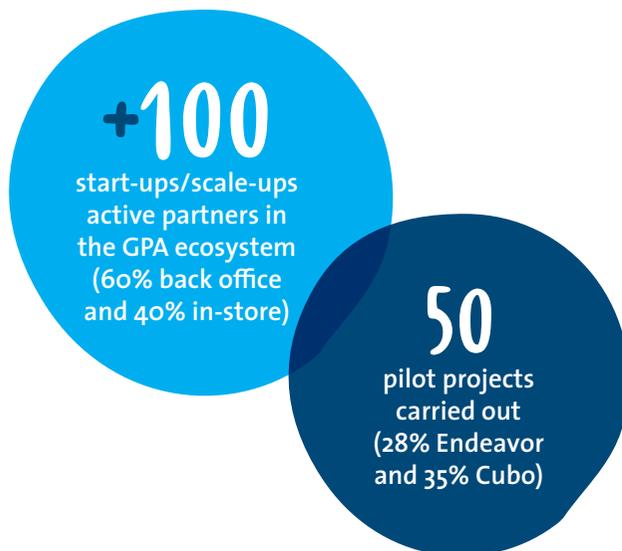
**Compre Bem e-commerce:** launched in May, the service arose due to the demand for online shopping by our customers during the pandemic and served thousands of people in the countryside and coastal cities of the State of São Paulo.



## GPA LABS

To accompany the acceleration of the digital transformation in Brazilian food retail, in 2017 we founded GPA Labs. It aims to be a reference in innovation and boost culture as an agent of transformation for the development of ecosystems, looking for an increasingly tech retail and for continuous improvements of our customers' experience journeys.

The area connects GPA to the start-up ecosystem, to bring new services, products, concepts, and improvements to the back office and to promote a culture of innovation within and outside the Company. It operates on six fronts, as shown below.



**OPEN:** operates with open innovation since August 2018, when we participated in the first acceleration program.

We support three scale-up acceleration programs with Endeavor, a global non-profit organization supporting high-impact entrepreneurs. The Enterprise Solutions (B2B), Food and Beverage and Consumer Digital (B2C) programs were aimed at fostering business between GPA and scale-ups and contributing to the development of the ecosystem of new solutions for retail.

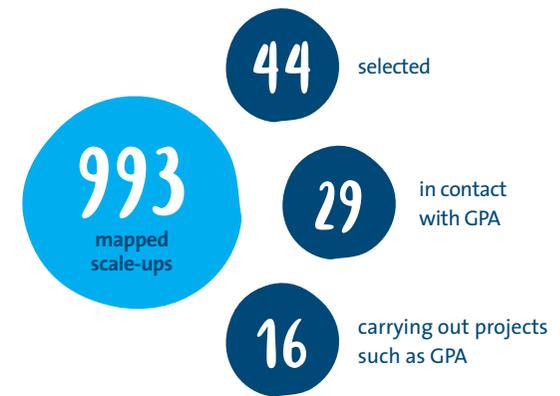
We are maintainers of Cubo Itaú, the largest entrepreneurship hub in Latin America, operating in the retail vertical, in line with our business model.

In our ecosystem, we have a partnership with more than 100 start-ups and scale-ups working in the verticals foodtechs, rhtechs, retail & servicetechs, martechs & adtechs, logtechs, data analytics and process automation.

### Cubo Itaú Partnership

with more than 100 business challenges posted on the matchmaking platform

## Endeavor Acceleration



*"It is very stimulating to witness when the connection between start-ups and large companies is of value to both. For the start-up, having a solid relationship with a large company is a hallmark, when I say that we have GPA as a Looqbox customer, operating more than 1,000 active users, we go to a new level of credibility. For the large corporation, it is a way of injecting more speed into the digital transformation process and positively contaminating itself with the world of innovation. We are proud to have our solution in GPA serving from the board, to regional and store managers. We are happy to see that Looqbox has entered the blood of the Group and has become the main tool for delivering the Company's day-to-day information, it is undoubtedly a successful case of partnership between startup and large company."*

**Rodrigo Murta**

CEO and Co-founder of start-up Looqbox, a GPA partner



**IN STORES:** we work on the use of our physical and digital assets (store, apps, and websites) as a way to leverage the growth of food start-ups with innovative products, services and concepts to improve the experience of our customers.

The goal is to be a pioneer in making foodtechs available in retail and to provide technological solutions to facilitate both the store experience and the customer journey.

**+21**  
Foodtech  
brands sold

**+136**  
new in store products

**+522**  
stores selling  
foodtechs

**+164%**  
of sales growth for  
foodtechs (2019-2020)

**+1.2**  
million units sold



**IN (INNOVATION NETWORK):** with the aim of making innovation more widespread within the Company and to encourage practical applicability in the business areas, we created the innovation ambassadors program that identifies the challenges of each sector and seeks solutions with market start-ups and scale-ups.

**21**  
training and  
meetups

**46**  
INs have joined  
the program

Overall NPS  
(satisfaction) of  
**9.7**  
from 0 to 10

**22**  
ongoing or completed projects  
between IN participants  
and start-ups/scale-ups



**INSIGHTS:** the GPA Labs Radar (vertical of insights) aims to map market and consumption opportunities and trends for the company, connecting new businesses and continuous improvements to our assets.

**18,000** employees receive news of  
innovation weekly through internal  
communication

**35**  
Design  
Thinking  
sessions

**+10**  
insights and trends  
sessions for business

**30**  
Benchmarks  
made



GPA Labs physical space  
at Cubo headquarters



**CONECTA:** to support open innovation strategies, consolidate the culture of innovation and spread it to all areas, employees and external audiences, this front aims to make connections between the Company, universities, research centers and students to foster and inspire a culture of innovation.

It has a physical space for activations, such as events, lectures and workshops on innovation, trends, and digital transformation.

**+25**  
contacts and 3 projects carried out with universities

**+10**  
events with speakers and 93 media exposures

**+74**  
million people reached



Internal communication

**+2,200** collaborators and ecosystem partners connected at events

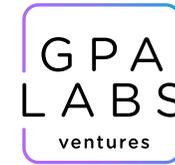
**+1,300** accesses to the innovation channel at the GPA Retail University

**21** events held with 9/10 of NPS

**10** events held during the Week of Digital Transformation and Omnichannel, with +1,500 employees connected and +13h of content

**2** new business squads implemented (Agile) and 4 Agile Mindset training sessions

**15** innovation awards given



**VENTURES:** search for scalable and profitable new business opportunities. Dedicated to leveraging the Company's assets with strategic investments in start-ups and scale-ups related to our business and add value to the Group and the omnichannel strategy.



**100 OPEN CORPS 2020**

Promoted by 100 Open start-ups, the award recognizes the organizations which invest the most in open innovation in Brazil. GPA stood out as one of the 100 companies and was the leader in which retail vertical.

**+** Learn more about **GPA Labs** and how to connect to our innovation ecosystem

## Governance

GRI 102-7

**Our share capital consists of 268 million common shares, traded on B3 - Brasil, Bolsa, Balcão (under the code PCAR3) and in the form of American Depositary Receipts (ADRs) on the New York Stock Exchange - NYSE (under the code CBD).**

Our 25-year history in the capital market has always been guided by our commitment to creating value for our shareholders and investors through ethical, transparent, experienced management, connected to the sustainable development of the business.

In this sense, we adopt the best corporate governance practices, we have a solid administration structure and a well-structured institutional risk management process.

### Good governance practices

In 2020, we became part of the Novo Mercado, a B3 listing segment, which brings together companies with the highest standards of corporate governance.

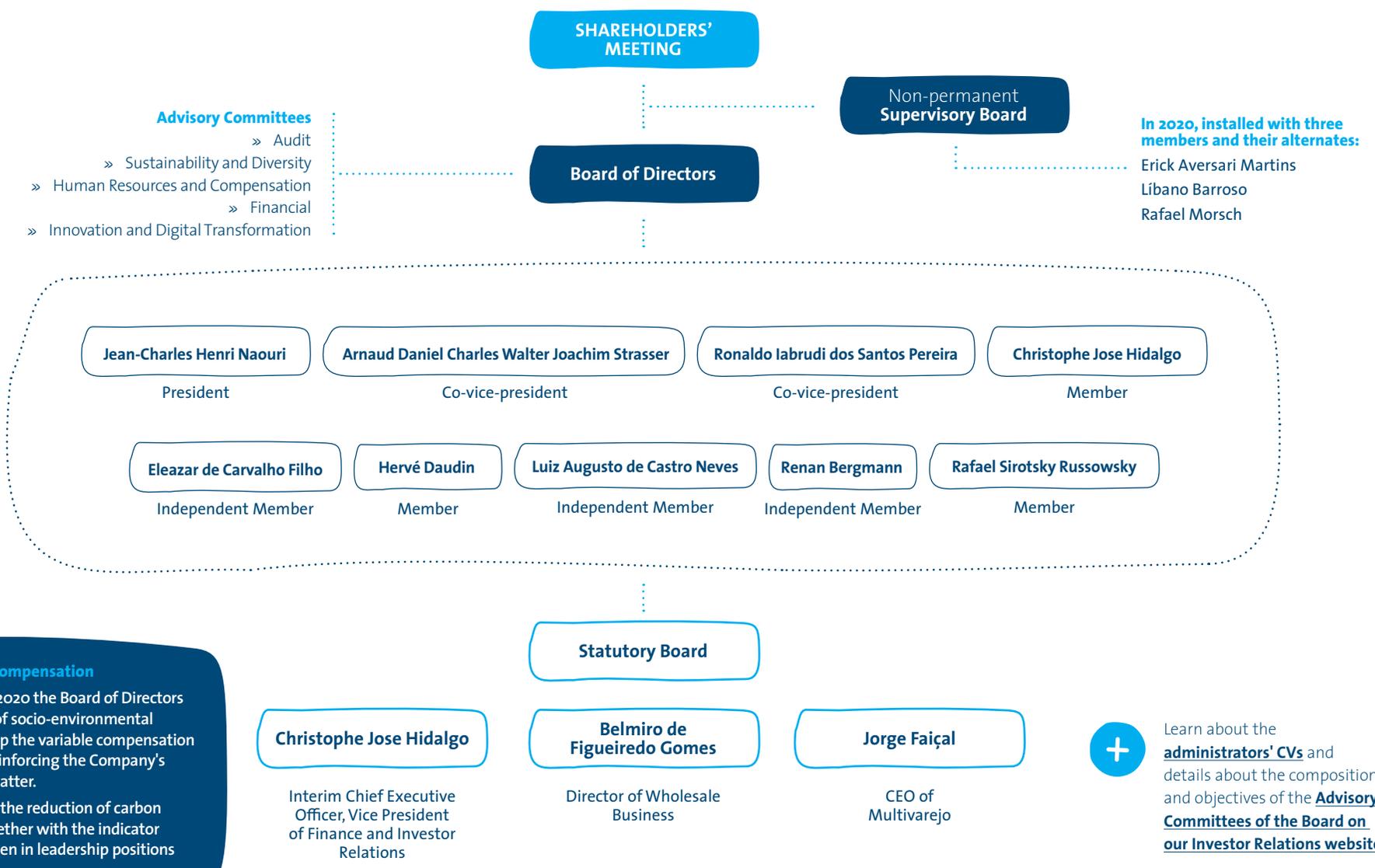
With shares listed on the US capital market, we also follow the requirements of the Securities and Exchange Commission (SEC) and NYSE for foreign companies.



GPA employees at the corporate office

# Management

GRI 102-22 and 102-23



**Leadership Variable Compensation**  
 Existing since 2016, in 2020 the Board of Directors approved the change of socio-environmental indicator that makes up the variable compensation of eligible positions, reinforcing the Company's commitment to this matter.  
 The indicator included the reduction of carbon dioxide emissions, together with the indicator of the number of women in leadership positions (managers and above).

**+** Learn about the administrators' CVs and details about the composition and objectives of the Advisory Committees of the Board on our Investor Relations website

Composition on December 31, 2020

## Ethics and integrity

GRI 102-11

Ethics and integrity are fundamental pillars that guide the day-to-day of our business so that we can fulfill our role as a transforming agent in building a responsible and inclusive society.

To continuously maintain a culture of integrity and ethics, we rely on our Compliance Program, supervised by Senior Management, based on:

- » **Preventing:** identifying and mitigating risks, guiding employees and other stakeholders and promoting a culture of ethics and integrity;
- » **Detecting:** receiving complaints and continuously monitoring compliance in the activities performed by our employees and business partners;
- » **Answering:** investigating complaints and applying disciplinary measures or other corrective actions provided for in our Code of Ethics, rules and regulations;
- » **Updating and Enhancing:** auditing the Compliance Program to identify improvements; reviewing, updating, and improving standards, procedures and controls, whenever necessary; and reporting to senior management.

### PREVENTING

We have several rules, policies and regulations that guide the decisions and activities of our employees and business partners, which are widely publicized on our channels and in communications with different audiences:

- » Code of Ethics: essential guidelines of the minimum conduct expected by GPA related to the ethical and integral conduct of our business;
- » Anti-Corruption Policy: general guidelines on anti-corruption practices, contributing to compliance with the legislation to combat national corruption (Brazilian Anticorruption Law - Law 12.846 / 2013) and international laws, such as the North American (United States Foreign Corrupt Practices Act - FCPA) and the French law (Sapin II Law).

We also have Conflict of Interest Policies, Third Party Risk Analysis and internal processes that strengthen risk control barriers related to corruption and fraud, among others.

A positive agenda of actions and permanent training is developed to raise the awareness of our employees and partners in the integral conduct of business. We rely on Senior Management to promote the ethics and integrity program, valuing these issues in the Group.

To intensify everyone's knowledge of ethical principles and behaviors, we continuously promote communication and engagement actions on the topic. A training agenda on Diversity, Code of Ethics and the Anti-Corruption Law was held, as well as a Code of Ethics game, for all employees. We also addressed these issues in the Formation Stores and in the Succession Programs. In 2020, GPA conducted more than 1,558,000 hours of training in Ethics and Compliance.

The Group carries out risk analysis and due diligence of its business partners, in accordance with guidelines defined in corporate policy. This process consists of the formal analysis of documentation and reputational risk, with verification in local and foreign restrictive lists, including socio-environmental lists, such as the Dirty List of Slavery-like conditions and Embargoes by IBAMA (Brazilian Institute of the Environment and Natural Resources). In 2020, more than 5,900 suppliers were analyzed, either by renewal or new registration, closing the year with 21,907 active service providers.

## DETECTING

Our Ombudsman, publicly available, is the channel for recording any case of disrespect or non-compliance with current legislation, with our Code of Ethics, as well as with policies and procedures that may involve our stakeholders.

### Ombudsman

<b>Assaí</b>	08000 777 3377	ouvidoria@assaí.com.br
<b>GPA Malls</b>	08000 55 57 11	ouvidoria@gpamalls.com
<b>GPA (Corporation, Multivarejo and Compre Bem)</b>	08000 55 57 11	ouvidoria@gpabr.com
<b>Éxito Group</b>	01 8000 522 526	etica@grupo-exito.com

One of our main results was the determination and application of disciplinary measures, when valid and applicable, in the 8,115 occurrences of ethics issues registered in the Ombudsman channel in 2020 in Brazil. The highest percentage of these occurrences refers to possible operational violations, such as theft, and about 1% of the occurrences of possible violations of the Code of Ethics are linked to privacy, bribery, and discrimination, with 100% of cases treated and finalized.

## ANSWERING

Complaints, which can be made anonymously, are treated confidentially, and investigated in accordance with the procedures set out in the Company's Consequences and Disciplinary Measures Policy.

In relation to the supplier risk analysis process, in 2020, 2,371 CNPJs (National Register of Legal Entities) were de-accredited and blocked.



Access to the GPA Marketplace website

## Privacy and Information Security

GRI 102-11

We take all measures that are within our power to protect the privacy and personal data of our customers and third parties, available in our Information Security Policies and Privacy Policies which are updated periodically.

With the General Law for the Protection of Personal Data (LGPD), which came into force in early 2021, we made it possible to review technical and organizational measures and, among our actions, we established a flow of response to requests from data subjects who wished to change their access permissions. We have also included contractual clauses referring to data protection in contracts with suppliers and employees and have updated our policies and procedures related to the topic.

In order to promote awareness of good data protection practices, we provide mandatory training for all employees, with the participation of around 2,100 people, fulfilling 65% of the established goal, and we publish communications and reminders on good data protection practices.

## Risk management

GRI 102-11

The risk management process of GPA follows the protocols of the Casino Group, aligned with international standards, and executed in an integrated manner, being continuously improved in terms of internal control mechanisms and actions to prevent and mitigate impacts.

Our matrix is composed of high, medium, and low criticality risks, which we chose ten of high criticality that are part of the Casino Risk Solution (CRS) matrix. We do the monitoring based on the high and medium risks for each GPA business, defined with the key executives and based on the quantifications of the Top 10 Main Risks, to be followed up with the C-Levels, their rights and by the Audit Committee and the Board of Directors.

Due to the Covid-19 pandemic, we added a new theme to our risk matrix, related to this issue, focused both on the impacts for the business, as well as in relation to our customers, employees and other people working in the Company. A fundamental highlight has been the availability of tools for remote work and robust maintenance of our information security.

In 2020, we also improved our Risk Management Program with an increase in the level of monitoring and the monitoring of risks and action plans, with emphasis on the definition of those responsible for the risks, a way to make monitoring more efficient, increasing the maturity of GPA in the theme.

We continued to hold workshops to increase engagement and adherence to the methodology and risk management culture and improved the process with the inclusion of new content.

### SOCIO-ENVIRONMENTAL RISKS

Since 2018, we have incorporated a specific matrix for sustainability themes, made up of six priority risks. For each of them, we have identified the main associated aspects, its mitigation strategy and the executive responsible for it.

In 2020, we continued to advance on the topic through interviews with key executives, identification and assessment of socio-environmental risks, preparation of action plans, monitoring the level of implementation of actions, communication to eligible forums, among other initiatives, in order to reinforce the role of sustainability at all levels of the Company.

### Priority socio-environmental risks

- » Food safety
- » Health and nourishment
- » Fight against discrimination/ Diversity
- » Animal welfare
- » Climate change / Environmental impacts in the supply chain
- » Wasting food



Mini Extra employee cleans shopping carts

# Our performance against Covid-19

**We play an essential role in society in supplying our customers, being part of the routine of millions of Brazilians.**

In Covid-19's global pandemic scenario, this role has gained greater relevance and we are engaged in keeping the operation up and running and improving or creating solutions to meet the new consumption habits, always with responsibility and safety for all: our employees, customers and society in general.

And we went beyond the challenge of continuing to operate. We were part of a great solidarity network created to bring people in vulnerable situations support in overcoming the health and economic crisis.

See, below, the main initiatives developed throughout the year to care for and continue to be the best choice for our customers, employees, suppliers, and partners.

## OPERATION WITH SAFETY AND CONVENIENCE

### STORE SAFETY

- » **Installation of acrylic protections** in boxes and counters, as well as elbow pads for opening refrigerated gondola doors without hand contact, eliminating tastings and automation of parking gates **to avoid contact.**
- » Compliance with **safety protocols in stores**, required at every moment of the pandemic, such as mandatory use of a mask, availability of hand sanitizer in several points in the store, and temperature measurement at the entrance.
- » We implemented **control of the number of customers** in stores and signs for **safety distance** in the lines of cashiers and service counters.
- » **We closed coffee services in our stores during the most critical period of the pandemic** and upon reopening we took all the necessary care and security.
- » We made **perishable products available in packs** and inserted points in our stores with **disposable gloves in the fruit and vegetable sections**, to redouble the care with handling purchases.

**Image:** Use your forearm to open the refrigerator door. For everyone's comfort and safety, do not use your hands. Together we can go further.



Elbow pad for opening a refrigerated gondola door at Pão de Açúcar



## CLEANING

- » Redoubled care with **cleaning and hygiene**, with increased frequency of cleaning in all areas, cleaning of our units and **cleaning of products** in our physical stores and to be sent by e-commerce.



## ONLINE SHOPPING

- » We offered **free shipping** on purchases over R\$ 99.00 and priority in deliveries for **customers over 60 years old** on PaodeAcucar.com and ClubeExtra.com.br and, for one month, **free membership to James Prime**, with freight exemption for risk group clients and health professionals.
- » We have implemented improvements in access, in geolocation for a more assertive shipping calculation, and in the usability of our applications and e-commerce in order to **facilitate purchases without having to leave home**, even for those customers who were not used to the online shopping.
- » Acceleration of the **launch of Cheftime Restaurant**, which brought ready meals produced by the gastronomy Private-Label, and delivered by James, facilitating the feeding of our customers during the period of social distance.



## TIME CONTROL

- » We reduced the service hours in stores and created an **exclusive time for customers over 60 years old** in some units of Pão de Açúcar and Extra throughout Brazil, so that they could make their purchases with more tranquility and security.
- » Creation of **“Peak Schedule” functionality in the Assaí application** that allows customers to consult the flow in store per day of week and by time range.



## AWARENESS

- » In our stores, websites, applications, and social networks, **we carry out several communications to our customers** with procedures for the time of purchase in order to promote safety of all.
- » Raising awareness among James' **independent delivery drivers** about the hygiene of their work equipment and hands, informative material with prevention tips, and the distribution of **40,000 hand sanitizer sachets**.



## PAYMENT SOLUTIONS

- » To **maintain the purchasing power of our customers** during the pandemic, we promote the adaptation of the promotional calendar, partnerships with suppliers and discounts on products from Private-Labels.
- » Assaí stores enabled to **receive payment by contactless approach**, with QR code technology to pay for purchases.
- » In the State of São Paulo, Assaí customers were able to use the **lunch allowance** – a state government benefit for public school students – to pay **for purchases** in stores.
- » The clients **benefiting from the Emergency Aid** were able to pay for their purchases at Assaí stores with the virtual debit card Caixa Elo.
- » In partnership with the Government of Bahia, we made it **possible to pay for purchases in Assaí with food stamps** received by families of students in the State.

- » In partnership with Epay, a specialist in prepaid solutions, we developed **the Basic Basket Card** at Assaí to meet the demand of companies and individuals for food staples for donations or delivery to employees.
- » We now accept **Ticket Restaurante as a form of payment** in our Multivarejo stores.
- » **Discount** (between July and September) for **purchases paid with Emergency Assistance or FGTS Emergency Withdrawal** through the "Caixa Tem" application at Extra Hiper, Mercado Extra, Mini Extra and Drogeria Extra stores throughout Brazil.
- » We started to receive **payment of slips and invoices from fashion retailers**, such as Renner, Riachuelo and Marisa, in Pão de Açúcar, Extra Hiper and Mercado Extra stores to offer one more option to customers and reduce travel by consumers as little as possible.
- » **Discounts on the entire food service line**, aiming at benefiting micro entrepreneur food customers in Assaí.
- » In the Assaí chain, we adopt **flexible payment** terms, with payment in up to three interest free installments.



James Delivery  
Shopper in  
Extra store

## CARING FOR OUR PEOPLE

### GUIDANCE

- » We intensified communication with our employees, highlighting the importance of **preventive measures and awareness**. We launched the App Web, which brings together all our directions, actions, and protocols.
- » We created a **multidisciplinary committee** to **monitor and address issues related to the pandemic**, always in line with the procedures and determinations of health agencies and medical entities, ensuring the well-being and safety of all.
- » At Assaí, we had the **creation of the Quality Control assistant position**, hiring 170 professionals to support the prevention of Covid-19 in our branches.
- » We promote **engagement and incentive campaigns**, mainly for our store employees, who work on the front line to supply the population.
- » We launched the internal **By Caring for One, We Take Care of All campaign** at Assaí units throughout Brazil, with several initiatives to ensure the safety of employees (learn more on page 120).

### DISTANCE SUPPORT

- » We adopted the **remote work modality for the employees** of the headquarters and administrative offices.
- » In our stores and Distribution Centers, **we distribute rubbing hand sanitizer and fabric disposable face masks** to employees of all businesses. At headquarters and corporate offices, during the periods of return to the face-to-face model, we also made this distribution and performed the **testing of employees**. In all our units, before starting their work operations, we take **the daily temperature measurement of all employees**.
- » We reinforced the **night supply work**, avoiding the gathering of employees at other times.
- » **We retired and anticipated vacations for employees from risk groups** – the elderly, people with chronic diseases and pregnant women –, **and hired almost ten thousand temporary professionals** to reinforce the stores and e-commerce team.



### HEALTH AND WELL-BEING PROMOTION

- » We anticipate the **flu vaccination** for employees and their dependents.
- » We provide **service in a medical clinic** dedicated to employees of the headquarters and administrative buildings, as well as a telephone line for the entire team.
- » **Provision of meals** for all permanent promoters and drivers at Assaí stores.
- » During the pandemic, **mothers who work** in Assaí stores and DCs were offered a **weekly cash aid** of R\$ 150.00 to support them during the closing of schools.

## SOLIDARITY NETWORK

### DIRECT DONATIONS AND CUSTOMER MOBILIZATION

**+5.9**  
thousand

tons of food, hygiene and cleaning products donated.

**+640**  
thousand

families benefited in 21 States, in addition to Federal District.

*Donation campaigns*

and solidarity with our customers at **Pão de Açúcar, Extra, Assaí, Compre Bem and James.**



Learn more about our social actions on **page 134.**

*"It has covered a lot of people's needs, like mine, and the help came at a good time. And I am happy for it, being benefited. No just for me, but also, by many people in our neighborhood."*

#### **Elyssandra**

Beneficiary by Assaí's donation, through the GPA Institute, for the CUFA - Central Única das Favelas - Maranhão.



Volunteers separating the donations



### SUPPORT FOR EMERGENCY FUNDS

- » **More than BRL 12 million in investment**, considering the **donation actions/customer mobilization** and **fund support emergencies**, three of which benefited more than 2,700 micro entrepreneurs and small producers, and one focused on tackling Covid-19 in the suburbs.



### ENDING VIOLENCE AGAINST WOMEN

- » Awareness of violence against women and **dissemination of support channels for the victims**, in partnership with the Avon Institute. In all, there were more than 460 thousand accesses in 2020.



### OTHER INITIATIVES

- » **Support project for children entrepreneurs** selling and delivering their products through James, with values all reverted to the entrepreneurs.
- » **Support for the reopening of parks in São Paulo** with marks of social distancing and hand sanitizer dispensers.



Learn more about our social actions on **page 134**.



Volunteers loading a truck with donated food



Donation beneficiary  
of Éxito in Colombia



## ACTIONS AGAINST THE PANDEMIC AT ÉXITO

- » Creating a hotline for **service priority and free home deliveries** for health professionals, as a way of recognition for their work.
- » **Advance payment to** about a thousand **micros, small and medium suppliers** to preserve employment, adding 75,000 million Colombian pesos monthly.
- » **Encouragement to make 13 million masks** to distribute this basic element of **protection for Colombians and maintain 3,000 jobs** in apparel companies dedicated to the production of textile Private-Labels.
- » **Donation of more than 213 thousand food staples** to families from 190 municipalities in Colombia, through the Éxito Foundation.

# Sustainable Value Generation

## SDG



## Material Themes



## Strategic Axes



Cristo Rei Solar Power Plant  
in a store in Assaí (MT)

# Sustainability Strategy

GRI 102-40, 102-42, 102-43 and 102-47

## FOR A MORE SUSTAINABLE CHOICE

Our sustainability strategy integrates priority themes for the strategic planning and development of the businesses. Through six lines of action, connected to the CSR Program, the Casino Group's corporate social responsibility program, we direct and leverage the creation of positive value for our stakeholders.

**In 2020, we revised our materiality study, seeking to understand the global scenario of sustainability trends and the expectations and interests of these audiences.**

Thus, we carry out a research work – which evaluates the most relevant themes to the main ESG indices of the capital market and to our industry peers around the world — and we have consulted our stakeholders in multiple-choice online surveys, reaching more than 4,000 people and key interviews with investors, advisors suppliers and NGOs.

With the result of the materiality study, and based on a review of our performance strategy, we identified the main priority themes and approaches to the sustainability management and revisited our strategic axes and our purpose.

### Material themes

- Combating climate change 
- Waste Management 
- Offering healthy, sustainable, and safe products 
- Consumer awareness 
- Good labor environment with development opportunities 
- Diversity, inclusion and combating discrimination 
- Good ethical and governance practices 
- Information Security and privacy data 
- Development of sustainable practices in the supply chain 
- Promotion of Human Rights 
- Valuing customer experience 
- Relationship with the local community 

It is possible to follow the correspondence of our initiatives with the material themes on the home page of each chapter throughout our report.

# Strategic Axes



## ESG INTEGRATED TO THE STRATEGY

Strengthening the integration of sustainability and social, environmental and governance aspects into the strategy and business model, we have had the Sustainability and Diversity Committee, since 2014, which advises the Board of Directors.

The Committee is responsible for guiding and ensuring the adoption of best sustainability practices by GPA and its businesses, promoting discussions on sustainable development policies and initiatives at the level of Leadership and the Board of Directors, monitoring key ESG indicators and evaluating policies and practices of high impact on critical issues.

Another important point of strengthening the integration of sustainability is that, since 2016, our leaders (positions starting from coordinators) have had annual goals, which influence their variable remuneration, related to the topic. The Sustainability and Diversity Index (ISD) consists of three indicators related to our sustainability and diversity strategy:

- » Number of women in leadership positions (managers and above);
- » Number of people with disabilities in the workforce;
- » Electricity consumption per square meter of sales area.

As of 2021, we evolved in this Index and, therefore, we will only have two indicators within the composition of the ISD:

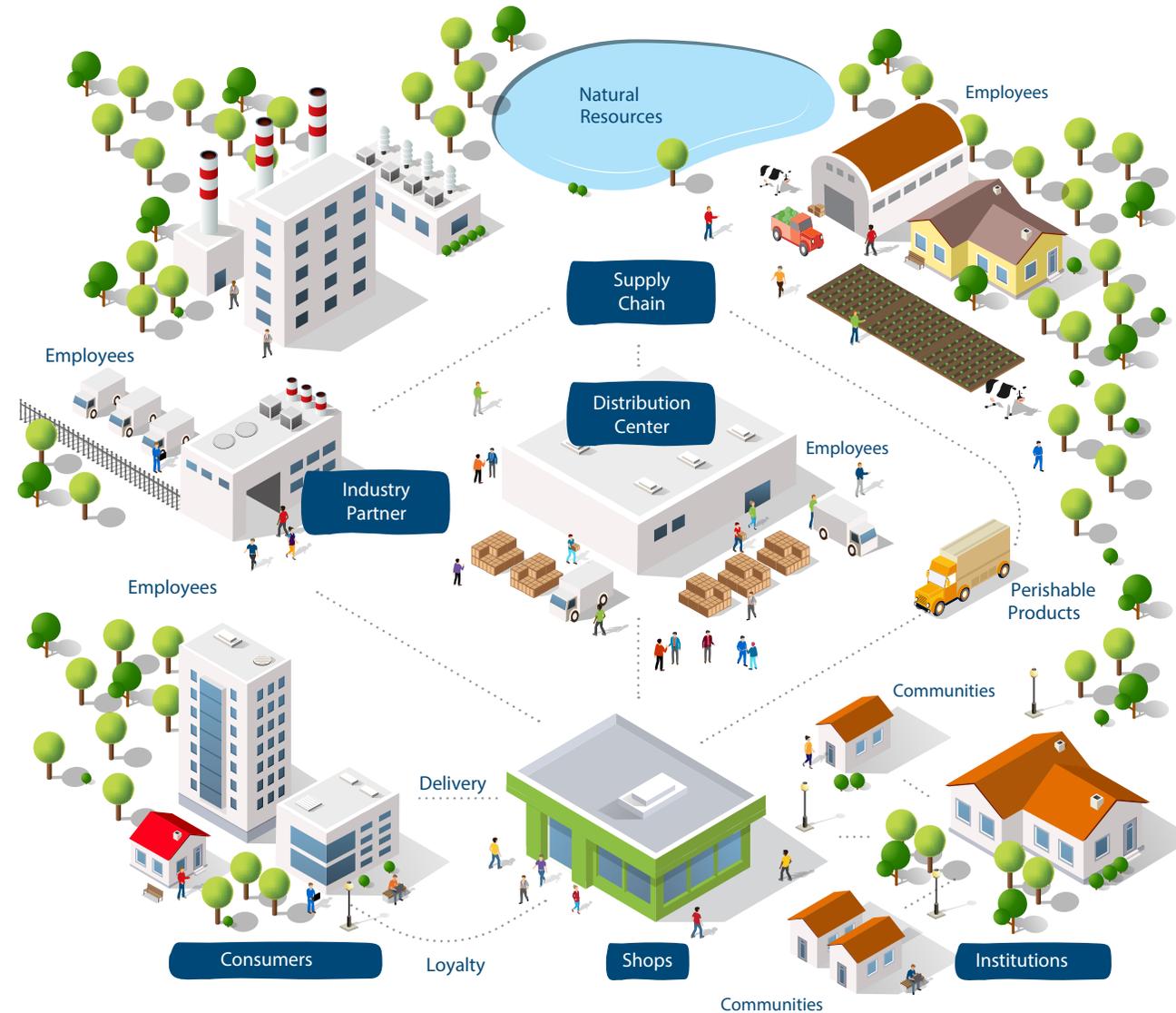
- » Number of women in leadership positions (managers and above);
- » Reduction of CO<sub>2</sub> emissions (scopes 1 and 2).

## ICO2 B3 ISE B3

We were one of the companies selected for the 16<sup>th</sup> **ISE (Corporate Sustainability Index)** Portfolio of B3. The ISE highlights companies that promote good environmental, social and corporate governance practices. The Portfolio brings together 46 shares of 39 companies from 15 different sectors and will run from January 4 to December 30, 2021. GPA is the first food retail company to be included in the portfolio since its creation.

Since 2011, we have been part of the B3 **Carbon Efficient Index (ICO2)**, which brings together companies that demonstrate a commitment to the transparency of their emissions and anticipate the vision of how they are preparing for a low-carbon economy.

# Our Value Generation\*\*



## Capitals



### Social and Relationship

- GPA Institute
- Partnerships with NGOs/start-ups and scale-ups
- Communication and relationship channels
- Relationship with small, medium and major suppliers



### Financial

- ASSAÍ**
- R\$1,290 million in gross investment
  - R\$39.4 billion in gross revenue

**GPA**

- R\$846 million in gross investment
- R\$55.7 billion in gross revenue



### Human

- 104,816 employees\*
- Fostering diversity and inclusion



### Intellectual

- Development and operation of the multiservice platform
- Knowledge and experience of employees



### Natural

- 1,933,270 m<sup>3</sup> of water
- 1,138,170 MWh of energy



### Manufactured

- Points of sale: 1,057
- 31 Distribution Centers
- GPALab and Cube space
- Own and third fleet

\*Number includes active and on leave and contracts suspended in December 2020.

\*\*Data referring to the operation of GPA in Brazil.

## Generated Value

### Social and Relationship

- Best practices with suppliers
- Conscious supply and consumption
- Relationship and loyalty (+21 million registered customers)
  - Practicality, exclusivity and shopping experience
- Culture, education, work and other partnerships (GPA Institute)
- Support for people in vulnerable situations due to the pandemic



### Financial

- Return to shareholders/share performance
  - Resource savings
  - Market share gain



### Human

- + 1.7 million hours of training and development
  - Diversity and inclusion:
    - 33.1% women in leadership positions (management and above)
    - 52% black people
    - 4.5% people with disabilities
  - Health, safety and quality of life
    - Career construction
- Support to employees and partners during the pandemic



### Intellectual

- Strategic diversification and innovation (new businesses, products, brands and partnerships)
- Sharing responsible practices with suppliers
- Knowledge about consumers and the market
  - Technology, apps and sales platforms
  - Marketplace



### Natural

- Reduction in the use of natural resources
- Commitment to the best production practices (environment, people and animal welfare)
- Commitment to reduce carbon emissions



### Manufactured

- Business expansion: new stores, more than 15,100 Private-Labels products available, service channels, efficient and interconnected DCs
  - Fleet efficiency

## Collaborate to transform

GRI 102-12

To enhance our role as a transforming agent, we are signatories of initiatives and movements that are committed to building a fairer and more sustainable society. We work together to overcome the main challenges of sustainable development adopting the best retail management practices.

### VOLUNTEER COMMITMENTS

#### 10 COMPANY COMMITMENTS TO LGBTI+ RIGHTS



Strengthening our respect and equal treatment regardless of sexual orientation, sexual identity or gender, we signed, in 2017, the commitments prepared by the Forum of LGBTI+ Business and Rights.

#### UNSTEREOTYPE ALLIANCE (UN WOMEN)



Since 2019, we have been part of the movement aimed at eliminate gender stereotypes in communication.

The companies that make up the network exchange information and experiences, in addition to having access to research and curation that help build campaigns with more gender equality and able to represent women in their plurality.



#### BUSINESS COALITION FOR RACIAL AND GENDER EQUALITY

In 2017, we joined the initiative of the Center for Studies on Work Relations and Inequalities (CEERT), the Ethos Institute and the Institute for Human Rights and Business (IHRB).

The goal is to articulation, exchange of experiences and encouragement to the implementation of business policies and practices in the field of diversity, with a focus on racial and gender equality.



#### BUSINESS COALITION FOR THE END OF VIOLENCE AGAINST WOMEN AND GIRLS

In 2019, we joined the initiative, coordinated by the Avon Institute and UN Women with the technical support of Dom Cabral Foundation, with the objective of engaging leaders of the private sector and ensure voluntary commitment to end violence against girls and women.



#### BUSINESS INITIATIVE FOR RACIAL EQUALITY

Since 2019, we have joined the articulation platform between companies committed to seeking performance even more significant in addressing the ethnic-racial theme.

The initiative aims to ensure competitive advantage, constituting a space for dialogue of the Brazilian business community in around its commitments to the inclusion, promotion and enhancement of ethnic-racial diversity.



#### MANIFEST FOR DIVERSITY AND INCLUSION IN THE LEGAL SECTOR

Since 2019, we have participated in this initiative that aims to promote diversity in the legal area of companies and throughout their chain of value, in addition to encouraging the formation of partnerships with our offices advocacy to adopt the best practices on the subject. We are the first retail company to join the initiative that has over 20 companies Brazilian signatory.



#### AIR MOVEMENT

Voluntary mobilization that proposes changes and social transformations through effective actions to combat racism, racial prejudice and discrimination against black people.



### 360 WOMAN MOVEMENT

Since 2016, we have been part of the 360 Women Movement, created in order to contribute to economic empowerment of Brazilian women in a 360-degree view, through the promotion, systematization and dissemination of advances in business policies and practices and the engagement of Brazilian companies, the community and society in general.



### PARTNERSHIP FOR GLOBAL LGBTI EQUALITY

The Partnership for Global LGBTI Equality is a coalition of organizations committed to leveraging individual and collective advocacy to accelerate LGBTI equality and inclusion globally and drive positive change.



### GLOBAL COMPACT

Since 2001, we have made a formal commitment to the principles related to human rights, labor practices, environmental responsibility and anti-corruption defended by UN Global Compact.



### COMPACT FOR THE ERADICATION OF SLAVERY-LIKE CONDITIONS

In 2005, we made a formal commitment not to maintain in our production chains whoever uses slavery-like conditions.



### COMPACT FOR THE INCLUSION OF PEOPLE WITH DISABILITIES (NETWORK CORPORATE SOCIAL INCLUSION)

In 2016, we adhered to the five commitments for the promotion of rights of people with disabilities, in order to strengthen the commitment of our Senior Leadership on the topic and promote a corporate culture and environment inclusive work.



### WOMEN'S EMPOWERMENT PRINCIPLES (WEPs)

We are signatories, since 2017, of the established principles by the UN, continuously developing policies and initiatives aimed at gender equality and women's empowerment.

## PARTICIPATION IN ASSOCIATIONS AND INSTITUTES



### BRAZILIAN ASSOCIATION OF COMPANIES IN THE LOYALTY MARKET (ABEMF)

Since 2019, we have been part of ABEMF, which aims to contribute to the strengthening and expansion of the loyalty program sector of customers in Brazil. The focus of this work is on conducting studies, dissemination of industry data and in the search for incentives that benefit the market, the participants and their associates.



### BRAZILIAN ASSOCIATION OF WHOLESALERS AND DISTRIBUTORS (ABAD)

Since 2004, Assaí has been associated with the entity representing wholesalers and distributors that sell industrialized products and promotes the development of the chain of supply throughout the national territory.



### BRAZILIAN ASSOCIATION OF SUPERMARKETS (ABRAS)

We have been associated with the entity since its foundation, in 1968. Abras represents, integrates and drives the development of the supermarket sector in the country, maintaining an open dialogue in negotiations with municipal, state and federal governments. We are associated with 23 state associations linked to Abras, such as the Supermarkets Association of the State of São Paulo (Apas), the State Supermarket Association of Rio de Janeiro (Asserj) and the Minas Gerais Supermarket Association (Amis).



### BRAZILIAN ASSOCIATION OF TEXTILE RETAIL (ABVTEX)

Since 2007, we have participated in ABVTEX, which promotes the defense of the interests of the textile industry and trade and clothing.



**BRAZILIAN ASSOCIATION OF SELF-SERVICE WHOLESALE (ABAAS)**

Assaí has belonged to Abbas since 2014, the year of the entity creation. The association aims to be the spokesperson of the self-service wholesale segment. Its main activity is to represent the sector and act on specific demands with the private initiative, industry, customers and public agencies.



**SUPERMARKETS ASSOCIATION OF THE STATE OF SÃO PAULO (APAS)**

We have been part of the Association since 1971, committed with its purpose of bringing together entrepreneurs supermarkets in the State of São Paulo to integrate the entire supply chain, professionalize the sector, ensure operational excellence and point out retail trends.



**FEDERATION OF COMMERCE OF GOODS, SERVICES AND TOURISM OF THE STATE OF SÃO PAULO (FECOMERCIO SP)**

GPA has been a member of FecomercioSP since its foundation. The entity represents the interests of companies in the sector and develops actions aimed at promoting the country's economic growth.



**NATIONAL ELECTRICAL AND ELECTRONIC EQUIPMENT WASTE MANAGEMENT (GREEN ELETRON)**

We have been members since 2018. The entity represents the companies that own the main brands of batteries and electronics in the country, coordinating the implementation and operationalization of a system that allows for disposal environmentally friendly end-of-life equipment.



**AKATU INSTITUTE**

We have had a strategic partnership since 2003. The organization works to raise awareness and mobilize society for a conscious consumption.



**ETHOS INSTITUTE**

Since 1999, we have been together with Ethos in the mission to mobilize, raise awareness and contribute to companies in managing their business in a socially responsible manner.



**NATIONAL COMPACT FOR ERADICATION OF SLAVERY-LIKE CONDITIONS INSTITUTE (INPACTO)**

Members since the founding of the institute, we have contributed to its goal of uniting the private sector and civil society organizations to prevent and eradicate slavery-like conditions in production chains.



**INSTITUTE FOR RETAIL DEVELOPMENT (IDV)**

Since 2006, we are members of the IDV, which has as its objective to strengthen the representation of retail companies from different sectors of the national activity.

# Transformation in the value chain

GRI 102-9

## ODS



## Material Themes



## Strategic Axes



Gondola of  
vegetables in store

## Panozama



### PUBLIC COMMITMENTS

- » Achieve 100% of cage-free hens' eggs in the Private-Labels until 2025 and in all brands until 2028.
- » Achieve 100% of pork sales available in our Pão de Açúcar stores, Extra and Compre Bem from suppliers that contemplate the animal welfare, as the commitment not to use a gestational cage, until 2028.
- » Achieve 100% of the sale of broiler chicken from Qualitá and Taeq Private-Labels, serving the global animal welfare trends by 2028.
- » Have 100% of Pão de Açúcar beef suppliers publicly committed to a specific animal welfare policy in the chain by 2025.
- » Achieve 100% of the volume of meat purchased from suppliers with a system of geomonitoring.
- » Conduct audits of labor conditions in 100% of foreign suppliers of critical countries with social vulnerability.

### RESULTS



#### ANIMAL WELFARE

- » Expansion to 98.2% of the egg supply of cage-free hens at Extra and Pão de Açúcar stores.
- » Increase of 6 p.p in the sale of eggs from cage-free hens (25% to 31% compared to 2019).
- » Assaí and Compre Bem started to offer eggs from cage-free hens in 100% of its stores.



#### COMBATING DEFORESTATION

- » 38 active beef suppliers.
- » 17,740 direct farms, which supplied GPA in 2020, analysed by GPA geomonitoring system.
- » 100% of direct suppliers (meatpackers) in compliance with GPA Social Environmental Beef Purchasing Policy.
- » 100% of direct beef suppliers with their own geo-monitoring system and with traceability data process implemented.
- » 29 national meatpacker suppliers, had non-conformities and were blocked, of which 11 complied with the reajustment plan and 18 have remained blocked.



#### QUALIDADE DESDE A ORIGEM (QUALITY FROM ORIGIN)

- » 290 Residue Analysis.
- » 30 microbiological analyzes.



#### LABOR CONDITIONS

- » We audit 84% of our suppliers from critical countries (International).



#### CARAS DO BRASIL (FACES FROM BRAZIL)

- » 18 new products launched, totaling a portfolio with 28 products.
- » 16 small producer partners.
- » 20 Pão de Açúcar stores with the new concept, of which 8 in São Paulo and 2 in Rio de Janeiro.

# Critical chain risk management

## As a retail company, our work is connecting people to the best products.

We bridge the gap between our suppliers and customers, working daily for this connection to be guided by ethical conduct and aligned to the best social, environmental and economical practices.

Our value chain is rich and complex, formed by thousands of suppliers, among producers, industries, distribution companies and other products and services. Our relationship with this audience is guided by our Supplier Charter of Ethics, Code of Ethics, Diversity, Inclusion and Human Rights Policy, Environmental Management Policy, Social and Environmental Beef Purchasing Policy and Social and Environmental Policy for Purchasing Palm Oil Products, which define the standards to be followed in topics such as: human rights, health and safety of work, anti-corruption practices, environment and animal welfare.

## MAPPING AND MONITORING

We map and monitor our critical chains and their associated social and environmental risks, seeking to minimize impacts related to the purchase and sale of certain products.

### Priority critical hazards

 <p><b>Animal welfare</b></p>	 <p><b>Combat to deforestation</b></p>
 <p><b>Sustainable use of biodiversity</b></p>	 <p><b>Labor conditions</b></p>

Thereby, we act proactively together with suppliers in the most critical product categories, and even more accurately in our Private-Labels, defining a medium-term preventive strategy and action plans, when necessary.

### Critical networks

 <p><b>Corn</b></p>	 <p><b>Sugar</b></p>
 <p><b>Beef</b></p>	 <p><b>Textile</b></p>
 <p><b>Fish</b></p>	 <p><b>Cocoa</b></p>
 <p><b>Soy</b></p>	 <p><b>Palm</b></p>

## PRIVATE-LABELS

**For our Private-Labels, we monitor the social and environmental risks in factories of the suppliers and in the supply chains of raw materials, and their evaluation takes place according to the process aside:**



**Identify and track**

We monitor the factories and subcontractors of Private-Labels in a systematic way, paying attention to the emerging risks of each chain.



**Engage and empower**

We disseminate the Supplier Charter of Ethics of the Private-Labels and their collaborators to raise awareness about impacts and socio-environmental risks and align them with our strategy of sustainability in their chains.



**Check and go along**

We guarantee the factory compliance and suppliers of Private-Labels with laws and regulations in force and with the Charter of Ethics, in order to guarantee online activities with the principles of sustainable chains.



**Innovate**

We continuously consider the innovation opportunities to develop exclusive new processes, products and services with our Private-Labels suppliers that contribute to the sustainability and take to customers a differentiated choice.

Find out below about our actions regarding priority risks:

## ANIMAL WELFARE

We are pioneers in Brazilian retail in promoting animal welfare in the chain. In 2017, we were the first company in the sector to make a commitment to animal welfare.

Our commitments are guided by current standards and legislation, as well as by the five animal freedoms, defined by the Farm Animal Welfare Council (FAWC):

1. Being free from hunger;
2. Being free from discomfort;
3. Being free from pain, illness and injury;
4. Having the freedom to express the natural behaviors of the species;
5. Being free from fear and stress.

Our initial focus was on the egg chain of our Private-Labels and we were the first company in the sector to launch a line of cage-free hens' eggs.

In 2020, we continued with this role, expanding our commitment with animal welfare, in a unique way in the country, for different links of the chain: eggs, chickens, pigs and cattle.



*"It is important that we celebrate the victory of this new GPA commitment after all these years of negotiations. All companies need to pay attention to lives of the animals involved in this process of hens breeding and egg production for human consumption. Non-human animals humans involved in these processes lack opportunities to express natural movements, inherent to their species. The change exists, civil society is demanding together with NGOs, and as soon as other companies understand this, the better animal life will be."*

**Taylison Santos**  
National Forum Campaign Manager of Animal Defense and Protection



*"Mercy For Animals believes that companies have the power to change the lives of millions of animals through their corporate policies. We recognize the response given by GPA to consumer demands for better conditions in the treatment of animals in its supply chain, based on the publication of important animal welfare policies for hens in the egg and pig industry, chickens and oxen. In addition to the established minimum requirements, it is essential that these policies also cover other fronts such as the development of suppliers and consumer awareness on the subject. GPA has proven to be a company that places animal welfare as a fundamental part of its business strategy by being dedicated to fulfilling its commitments in this regard, as well as being attentive to new and innovative ways to continue to build a more compassionate supply chain."*

**Cecilia Valenza**  
Corporate Relations Manager at Mercy For Animals in Brazil

*"The commitment signed by GPA in pigs reinforces the need and the importance of transforming the global food system. The implementation of good practices of well-being is a growing demand of consumers in Brazil and in the world. The conscious consumer is a transforming agent in society through their act of choice and consumption, and corporations have the power to transform the life of millions of pigs raised annually through changes in welfare policies."*

**José Rodolfo Ciocca**  
Sustainable Livestock Manager at World Animal Protection

## EGGS

In 2020, we expanded our initial target of 100% of Private-Label eggs from cage-free hens, by 2025, for 100% of eggs sold at Extra, Pão de Açúcar and Compre Bem – not just Private-Labels – from cage-free hens by 2028.

We work on several fronts in the latter years to expand the representation of eggs that include animal welfare (free from cages, country hens and organics), having a larger offer of these products, improving costs and favoring access:

- » We designed a pilot project to offer eggs from cage-free hens in a new format, with 30-unit trays, expanding the options for customers who seek better cost-benefit;
- » We made promotions and communications specific and more visual in stores so as to inform and educate consumers regarding the different categories of eggs and stimulate the consumption of eggs with animal welfare attributes;

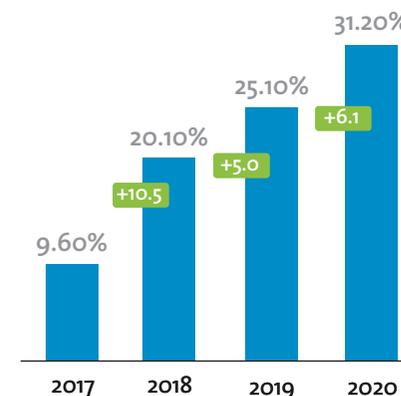


- » We advanced in product availability, seeking to guarantee at least one type of egg with animal welfare attributes in all our stores.

As a result, we reached 31.2% of eggs from our Private-Labels from cage-free hens and 28.5% of all brands. And we reached 100% of our stores selling at least one type of cage-free hens egg.

## Cage-free Hens Egg Sales

Private-Labels

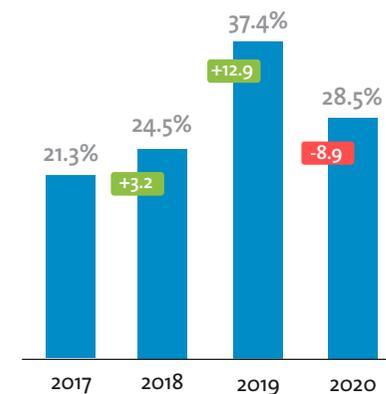


Target for 2021:

**36%**

All Brands

(Private-Labels and national brands)



Target for 2021:

**32.2%**

## SWINE

We have made a new commitment to reach, by 2028, 100% of the pork of all brands available in our Pão de Açúcar, Extra and Compre Bem stores — in all their formats and all over the country —, coming from suppliers that contemplate animal welfare, considering the good health of the swine, with adequate physical and psychological conditions and respect for their natural behavior.

The commitment provides for progress on the following fronts:

- » Transition to collective gestation by the end of 2028<sup>1</sup>;
- » Abolition of animal identification through the ear cut (dents);
- » Abolition of surgical castration and replacement of castration for vaccine (immunocastration);
- » Cutting or wearing out the teeth of animals will be kept only in cases of extreme need, when aggressive behavior among animals are observed and in cases of injuries between individuals;
- » Requirement for environmental enrichment in different stages of production, to stimulate the recreational and exploratory behavior of animals and to avoid stress;

<sup>1</sup> Pregnancy in individual bays has maximum days tolerated that will be explained in GPA's Animal Welfare Policy.

- » Commitment to eliminate Beta-Agonists for Private-Labels. For the others suppliers, we will implement a plan for monitoring the rational use of antibiotics.

During the year, we conducted an online training with our suppliers of pig slaughterhouses from all over Brazil, aiming to raise awareness and engage them on the commitments assumed and propose improvements for the adequacy of its processes, from production until processing.

The online training was attended by the different agents in the chain, such as representatives of producer associations and from the pork supply industries to national level, from civil society – represented by WAP (World Animal Protection) – and university representatives.

## CATTLE

We are committed to having 100% of our Pão de Açúcar suppliers publicly committed to the Policy of GPA's Animal Welfare, which will be released in 2021, establishing the criteria to be complied with.

## CHICKENS

Until 2028, we are committed to having 100% of the products of the Private-Labels Qualitá and Taeq meeting the global trends of well-being detailed

in the GPA Animal Welfare Policy and, in relation to other brands, double the share of product sales of this segment coming from chains that value animal welfare in the Pão de Açúcar chain.



*"The Brazilian Association of Swine Breeders (ABCS) reinforces that the Brazilian swine industry has evolved a lot on this topic in the last decade and is of interest to producers, not only to promote animal welfare practices, but also to translate this for consumers into a transparent way, understanding that it is a process of constant evolution with a variable speed according to the reality of each region and company. ABCS is always open to expanding this discussion with GPA and collaborating with all projects where dialogue is the basis for decision-making."*

**Marcelo Lopes**  
ABCS President

## Combating deforestation

### MONITORING THE ORIGIN OF CATTLE MEAT (BEEF)

GPA believes that forests and native vegetation should be protected. Therefore, we have evolved, in the last ten years, our policies and processes of monitoring of the cattle meat production chain. This entire process has been done in conjunction with several suppliers, governments, institutions supervisors and social organizations in the search for best practices for greater control of this chain, since the livestock activity involves many steps and, sometimes with more than one farm and rancher.

Despite advances in the traceability of this chain, the challenges are still complexes, especially in the Amazon biome, one of the most impacted by irregular beef production. Therefore, since 2016, we have a Social and Environmental Beef Purchasing Policy, with procedures and criteria to be approved by all national suppliers of all businesses at the Company, in order to identify the direct origin and ensure compliance with social and environmental criteria, which are as follows:

- » No deforestation and no conversion of native vegetation;
- » Slavery-like conditions /child labor;
- » No environmental embargoes for deforestation;



**Image:** boneless chilled beef, counter fillet steaks

- » No invasions of indigenous lands;
- » No encroachment on environmental conservation areas;
- » Registration in the CAR (Rural Environmental Register) and environmental license.

This year, based on the learning and evolution of processes, this Policy was updated, with the inclusion also of the obligation of all slaughterhouses to apply the criteria of the unified protocol *Boi na Linha* (learn more on page 65).

Currently, so that all current GPA suppliers are authorized to supply the business units, it is necessary to fully apply the unified protocol to all the Group's purchase batches and prove that the farms are in compliance with the established criteria.

# Social and Environmental Beef Purchasing Policy

The Policy unfolds in the following steps:

## HOMOLOGATION



- **Suppliers:**

Adherence to the Social and Environmental Beef Purchasing Policy

- **Origin of Suppliers:**

Sending information on direct origin/farm traceability

- **Suppliers:**

Implementation of a Geomonitoring system via satellite to appraise social and environmental criteria

## MONITORING



- **Suppliers:**

Management, control of origin, social and environmental analysis of farms and transmission of data to GPA

- **GPA:**

Double Check socio-environmental adherence of suppliers

## TREATMENT



- **Suppliers:**

Submission of evidence when there is a suspicion of non-compliance

- **GPA:** Evidence Analysis of the refrigerators

- **GPA:** Farm Lock when there is confirmation of Non-Compliance

- **GPA:** Action plan with refrigerators with educational, corrective or punitive measures

## KPIs



- KPI Dashboards

- Reviewed processes/ continuous improvement

## ADVOCACY



- Participation of multisectoral work group

## TRAINING OF SUPPLIERS AND INTERNAL TEAMS



- Training of suppliers and internal teams

- Recognition of good practices of suppliers



## HOMOLOGATION

**Approval of suppliers** — All national direct suppliers of Brazilian beef in natura or processed, chilled or frozen must adhere to the Policy and sign the Term of Responsibility included in the reseller agreement. In addition, all resale suppliers must comply with the current legislation and regulations, knowing the values and respecting the ethical principles established in GPA's Code of Ethics and in the Diversity and Human Rights Policy.

Going through an approval process makes it possible to identify the direct origin of the beef, in order to guarantee compliance with social and environmental production criteria, such as compliance with the Forest Code and applicable legislation in force. Further, information on the quality of the products is required (Service of Federal Inspection – SIF –, technical sheet etc.).

**Traceability and transparency of suppliers + quality** — All beef suppliers must enter, for each purchase from GPA, information on the direct origin of the meat sold to the Company in the traceability tool.



## MONITORING

**Monitoring of the supply chain** — All suppliers that have slaughter activity must implement a geomonitoring tool, regardless of the geographic location of their plants, and make sure that all batches of purchased cattle adhere to the criteria of this Policy, referring to the entire slaughterhouse production.

**Currently, 100% of our direct beef suppliers have a geomonitoring system and are being tracked.**

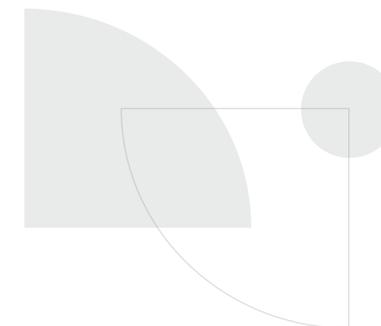
**Audit of the supply chain** — the GPA adopts its own traceability tool and geomonitoring for the analysis of suppliers and verification of the adhesion of the farms, per batch of beef purchased, to criteria defined in the Unified Protocol Boi na Linha (learn more on page 65). In this process, direct source and shipping data of goods are made available by suppliers to each shipment batch and, thus, they are reanalyzed to verify adherence to social and environmental criteria.

**Deals** — All refrigerators and processors must fully meet the Social and Environmental Beef Purchasing Policy to remain a supplier to GPA. Suppliers who refuse to comply with implementation or monitoring are blocked and cannot provide to any of the Group's business units until their adequacy.

Since 2017, 29 national suppliers presented non-conformities and were blocked, of which 11 met the plans of adequacy and 18 remained blocked at the end of the period.



Learn about the updated version of the **Social and Environmental Beef Purchasing Policy**



## TRAINING OF SUPPLIERS AND INTERNAL TEAMS

We periodically hold individual meetings with suppliers to monitor and support the advancement of their practices and we support the meetings to strengthen training and disseminate the requirements of our Policy, in order to encourage more sustainable livestock.

In 2020, we held two webinars, one at Multivarejo and the other at Assaí, with the participation of nine slaughterhouses in total, which are inserted or buy Amazon cattle, with the aim of raising awareness about the protocols in order to mitigate risks related to deforestation in the chain.

The event was attended by employees of the commercial and sustainability teams at the slaughterhouses and the Company, where we present the Boi Na Linha Protocol (learn more on the next page), of which we are a part, exposing our expectations ahead concerning the traceability and monitoring requirements of the entire chain.

We participate, in partnership with the Collaboration for Forests and Agriculture (CFA), of the Deforestation Free Chains Development Hub aiming to engage our beef suppliers to adopt more sustainable practices, having as a background the collaboration to preserve forests and encourage the deforestation-free meat chain.

The Hub carried out diagnostic work with four partner slaughterhouses of the GPA of the current management of our supply chain, for elaboration, with each of them, from an implementation and improvement plan to a free chain deforestation and conversion. GPA also trains its internal teams involved in the meat purchasing processes for this performance.

 In addition to mitigating negative impacts, we also developed meat lines produced with the best sustainability practices. [Learn more on page 78.](#)



Gondola of the meat section in a Pão de Açúcar store

## COLLABORATION

GRI 102-13

We base our actions and commitments on several references and best combat practices to deforestation, and we support and collaborate with different network initiatives. Get to know some of them:



### Boi Na Linha: Imaflora

We are co-developers and users of the project, which is a joint effort to strengthen and encourage the adoption of social commitments and environmental factors in the beef value chain in Amazon.

Currently, there are two commitments in the chain of beef: the Terms of Adjustment of Conduct (TAC), of the Federal Public Ministry; it's the Public Commitment of Meat, which establishes the minimum criteria for operations with cattle and industrial scale bovine products in the biome Amazonian.

Among the criteria is the absence of creation in areas of illegal deforestation, indigenous lands, conservation units and/or areas with embargoes by IBAMA and the requirement for updating annual data according to the CAR base.



*"The deforestation-free beef chain requires collective and sectoral action. Therefore, the construction of the Harmonized Protocol for the Monitoring of Cattle Suppliers of the slaughterhouses was based on the accumulated discussions that had been carried out by the three largest slaughterhouses and the three largest retailers. Imaflora played the role of articulator, bringing the Federal Public Ministry to the table through the 4<sup>th</sup> Chamber of the Environment and Cultural Heritage. Joining the efforts, the monitoring rules were better defined within the limits and barriers that still exist, but with gains in clarity, uniformity and feasibility. The result was a clearer document that, although far from perfect, should standardize the monitoring of direct suppliers, leaving ahead the inclusion of indirect suppliers in a future version. Retail participation was important as it pointed out the information needed to conduct their own processes provided for in their purchasing policies. Our expectation is that the Harmonized Protocol will reduce — perhaps eliminate — the differences in existing methods for assessment and that other meatpackers and retail companies will start using."*

### Isabel Garcia Drigo

Responsible Agricultural Chains Manager, Imaflora Beef and Soybean Division



Learn more at:  
[www.boinalinha.org](http://www.boinalinha.org)



### Tropical Forest Alliance

We participate in the forum that debates and collaborates to advance the use of practical solutions that help improve traceability and monitoring in livestock farming.

 Learn more at:  
[www.tropicalforestalliance.org](http://www.tropicalforestalliance.org)



### Working Group of Indirect Suppliers (GTFI)

We are part of the GTFI, the main forum for discussion on the monitoring of indirect suppliers in the beef supply chain in Brazil.

 Learn more at:  
<https://gtfi.org.br>



### Brazil Coalition Climate, Forests and Agriculture

The Coalition is a multi-sector movement that has as its objective to address the issues arising from the climate change from the perspective of a new economy, based on low emission of greenhouse gases (GHG) through concrete proposals to end deforestation and illegal logging, the recovery of degraded areas, land management, social protection of communities, as well as the encouragement of competitive and sustainable production of food, forest products and bioenergy.

 Learn more at:  
<http://www.coalizaobr.com.br>



### Sustainable Livestock Working Group

A multisectoral organization for the promotion of sustainable livestock, through the articulation of the chain, continuous improvement and information dissemination.

 Learn more at:  
<https://gtps.org.br/>

### MONITORING OF INDIRECT SUPPLIERS

In partnership with the National Wildlife Organization Federation (NWF), in 2020 we started a pilot for testing the social and environmental monitoring of the chain of indirect suppliers, by using the VISIPEC traceability tool, the first one capable of connecting direct and indirect suppliers, allowing an expanded view of the supply chain of Brazilian slaughterhouses.

With that, we move on to the next step to deepen our impact on monitoring social and environmental aspects of the livestock chain, understanding the overview of the impact of indirect livestock farmers and, based on that, identifying ways to engage our suppliers in monitoring their contractors.

 Learn more at:  
<https://www.visipec.com/>

## MONITORING THE ORIGIN OF PALM OIL

Palm oil is the most used vegetable oil in the world and is present in several products – food and non-food –, including GPA Private-Label products.

Worldwide, palm cultivation occupies 8% of the land allocated for the cultivation of oilseeds. Brazil is the ninth largest producer of palm in the world, according to the Brazilian Association of Palm Oil Producers, and cultivation takes place predominantly in the Amazon biome, in the region comprising the State of Pará.

To ensure that our Private-Label products with palm oil derivatives meet the criteria of sustainable production, mitigating the negative impact of deforestation, we published, in 2020, our Social and Environmental Policy for Purchasing Palm Oil Products.

The Policy aims to identify and mitigate possible risks arising from the supply chain of the oil present in the products of Private-Labels, promoting the conscious consumption of food, based on the established commitments:

1. Transparency of the supply chain of palm oil used in products.
2. Training and development of suppliers.
3. Monitoring the performance of suppliers regarding compliance with the Policy.
4. Requiring our suppliers to buy palm oil whose production is free of deforestation or conversion of native vegetation, and which respects local communities and workers' rights.
5. Encouragement of Brazilian palm growers to adopt responsible production practices.
6. Transparency on the implementation and progress of this Policy with performance indicators.

Through Casino, our controller, we monitor conversations with organizations that are members of the POTC (Palm Oil Transparency Coalition) seeking joint solutions that raise the level of responsibility and sustainability in the chain.

During the year, we also started a supplier traceability diagnosis that monitors the origin of the palm oil purchased by GPA, through a risk assessment questionnaire, which will be completed in 2021 and will enable the creation of an action plan for the results that will be presented.



Private-Label Products that contain palm oil in the composition



Discover our new **Social and Environmental Policy for Purchasing Palm Oil Products**, which expands our commitment to combating deforestation.



Image:  
 OUR FISH meet standards that preserve species and the environment

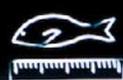
- No extinction risk
- Minimum size respected
- Source registration
- Fished during the season in which it is allowed

# NOSSOS PESCADOS

ATENDEM A NORMAS QUE PRESERVAM AS ESPÉCIES E O MEIO-AMBIENTE.



**Sem risco de extinção**



**Tamanho mínimo respeitado**



**Registro de origem**



**Pesca em época permitida**

Communication about fish in our stores

## RESPONSIBLE PURCHASE OF FISH

To ensure the environmentally sound management of resources and promote sustainable use, we have the Fresh Fish Receipt Policy, which monitors the quality and compliance with current laws by fish suppliers, evaluating criteria, such as the season closure, minimum capture size and monitoring of the General Fishing Activity Registry - RGP.

We undertake not to market, even with legal permission, endangered species, such as grouper and whiting, and we encourage sustainable consumption by offering a wide variety of fish of little-known species — such as saramonete, sororoca, olhete, catuá, eye oxtail, dog's eye, mackerel, horse mackerel, pink snapper and jackfruit — to our consumers).

In addition, we install stickers and communication materials in our stores to make our customers aware of the project. In 2020, we had a sales growth of 37% of these ten species (compared to 2019) and species such as sororoca and horse mackerel grew by more than 200%.

The fish are also being included in the Quality from the Origin Program (QDO). Learn more on page 74.

## LABOR CONDITIONS

GRI 102-13

### MONITORING OF SUPPLIERS

In addition to the commitment that all our suppliers have to comply with the guidelines of the Supplier Charter of Ethics, GPA's Diversity, Inclusion and Human Rights Policy and the applicable legislation in the locations, including standards of the International Labor Organization (ILO), GPA's process is to carry out social compliance audits in factories located in countries with higher risk and vulnerability of labor practices, in addition to this certification in all products of our brand Exclusive. Audits are performed by third-party companies (specialized auditors) based on criteria and methodologies of the following organizations:

- » **Initiative for Compliance and Sustainability (ICS):** international sector initiative with the objective of contributing to the improvement of labor conditions in the value chain of the 52 member retailers, who use the same tools and share evaluation results and good practices.
- » **Brazilian Association of Textile Retail (ABVTEX):** an association that brings together representatives of national and international networks and is recognized for its initiatives in favor of the responsible provision and use of decent work. It also has as pillars of action

the fight against informality and the sustainable development of the production chain that supplies fashion retail, among other fronts.

In addition to the audits, since 2017, all of our potential suppliers and service providers go through an approval process in which an analysis of the Dirty List of Slavery-like conditions is also considered, and IBAMA embargoes. When we identify their presence in these risk lists and databases, the registration is immediately disapproved, and the provision or provision of services to GPA is not allowed.

### INITIATIVE FOR COMPLIANCE AND SUSTAINABILITY (ICS)

This methodology verifies the factories, through site visits and document analysis, in addition to anonymous interviews with employees, on the following topics:

- » Slavery-like conditions;
- » Trafficking of persons and immigrant workers;
- » Child labor;
- » Freedom of association;
- » Right to collective bargaining;
- » Discrimination;
- » Health and safety;
- » Abuse and harassment;
- » Compensation and benefits;
- » Hours worked and overtime.



Products from Private-Labels



Gondola of vegetables in an Extra store

At each ICS audit, a report with an assessment score is issued. Based on this score, the following deliberations (from highest to lowest score) are possible:

- » Authorized supply;
- » Authorized supply with an action plan for completion within six months;
- » Authorized supply with a mandatory follow-up audit within six months;
- » Unauthorized supply until a follow-up audit;
- » Factory blocked for supply.

The audit process follows the steps below:



In 2020, due to the Covid-19 pandemic, many social audits had to be reprogrammed, which caused a delay in their realization. Even so, 84% of the total international factories (29% textile, 40% consumer goods and 31% food) and 60.9% of the factories of our Private-Labels in Brazil (2% goods consumption and 98% food) were audited by using the ICS methodology. The same year, five suppliers had their supplies suspended and 71 factories (15 international and 56 national) had action plans referring to the themes "Health and work safety" and "Worked and overtime hours".



Customer in the Extra Hiper store textile section

### TRAINING

In January 2020, we held a workshop with the GPA Global Procurement (GP) and Quality team, which was attended by 27 people.

The event sought to engage and qualify teams that work directly and indirectly with social audits. Thus, we were able to improve our processes, ensuring the effectiveness of audits in decision-making purchases. In addition, in July, we implemented a monthly meeting to monitor improvements and action plans under development.

### ABVTEX CERTIFICATION

Since 2011, we have been committed to purchasing all of our apparel, footwear, accessories and textile products from all brands and our Private-Labels from suppliers certified by the Brazilian Association of Textile Retail (ABVTEX).

In 2020, we maintained all chain monitoring activities and conducted training with new members of the textile sales team to reinforce the internal processes for fulfilling the program's commitments.

During the training, employees were introduced to the ABVTEX platform, which provides monitoring of data from each supplier, ensuring transparency and security in the process. At the time of purchase, our commercial team employees consult the supplier's compliance status to ensure that, on the day of placing the order, it was approved.



*“InPACTO believes that a dignified promotion of work relations and defense of citizenship and childhood needs to be considered transversally and fractally by all institutions, whether they are in the private sector, government or civil society. A fractal approach means that these values must be a lens for every part of the institution's living organism, not just the focal point or core business of the company. The challenge of promoting decent work in production chains requires the participation of everyone in this action, as well as the surroundings through which it passes or impacts. For the next few years, GPA and InPACTO can design a journey towards an innovative and creative plan in this promotion. The journey begins with an internal dive in the search for building a common reference, creating transversalities, making each part of the company fractal deforms to see itself within the National Pact for the Eradication of slavery-like conditions in Brazil and, based on that, everyone can be confident to share this value, this knowledge and create a ripple effect.”*

**Milene Veiga Almeida**

**Mobilization and Relationship Coordinator of the National Pact Institute for the Eradication of slavery-like conditions (InPACTO)**

## More sustainable products and services

We develop programs that contribute to advancing the quality, safety and health of the products offered to our customers and also that speak to society about conscious, sustainable and healthy consumption.

### PROGRAMA QUALIDADE DESDE A ORIGEM (QUALITY PROGRAM FROM ORIGIN)

#### Fruits, vegetables and vegetables

Our Quality Since the Origin Program (QDO) began in 2009 with the production chain of fruits and vegetables – categories that represent the highest volume of GPA's sales – encouraging good production practices to ensure the highest standard of product quality.

With the Program, our suppliers are monitored throughout the entire supply chain until reaching the point of sale, through:

- » Quality audits to qualify and select suppliers.
- » Analysis of agrochemical and microbiological residues in products to assess compliance with current legislation and standards.
- » Tracking and collecting information to certify compliance with the requirements of Brazilian legislation.
- » Inspection of origin, commercial performance and sustainability practices (in terms of prevention and/or mitigation of impact, and creation of environmental and social value).



*“The Quality Since the Origin Program has increased many benefits in our company, benefits in terms of traceability, residue analysis, giving greater safety to the food that is placed on consumers' tables; thus, we currently produce, after several years of fruit supply to GPA, a much safer fruit than 20 years ago.”*

**Silvio Medeiros**  
Chief Executive Officer of Hidrotec Agrícola

The Program was revised in 2019, and now has a monitoring platform in which suppliers share technical information and traceability data and can have access to their performance in audits, inspection rates and results of analyses.

The platform gathers the data collected by the six pillars of the Program – traceability, audits, analysis, quality inspections, operational efficiency and sustainability – and converts the information into indicators that help the purchasing team to select the best suppliers and products to our customers.

**In order to identify continuous improvements in the process and encourage the use of the platform, in 2020, we held meetings with internal areas and suppliers, as well as improvements in the interface and analyzes to verify data inconsistencies.**

In 2020, 290 residue analyzes and 30 microbiological analyzes were carried out, lower volumes compared to 2019, due to the impacts caused by the Covid-19 pandemic.



*“Joining GPA's QDO Program has helped us to greatly improve our operation, improve our food safety practices, the quality of our products and our overall process.*

*We have enormous satisfaction when consumers get to the supermarket shelf to buy our apples and this satisfaction extends to our entire team, people who work since the beginning of the orchard planting, harvesting and processing in our units of packaging. In this way, everyone is happy to provide the consumer with a healthy, sustainable and quality product.”*

**Francisco Schio**  
Owner of Agropecuária Schio

### **Pork meat**

In 2020, we started the QDO expansion project for pork suppliers, mapping possible partner certifiers and establishing the Program pillars based on biosafety, animal welfare, environment, social ethics, quality and traceability.

From there, we built a model of auditing requirements and the checklist of items to be evaluated to monitor breeding conditions, integrating knowledge from retail, swine breeder associations and NGOs, which will support the trail of chain development.

**The first phase of the project seeks to establish metrics for monitoring the swine chain and promote the well-being of sows and piglets, from the farm to the slaughterhouse.**

The second stage is to carry out the first audits that are scheduled for the first half of 2021, where the direct suppliers and their main farms will be verified.

### Fishing chain

In 2020, we started to study the fish supply chain and systematization of receipt, through the platform that we already use in QDO.

With this initiative, we seek to enable the implementation of a systematic procedure for receiving fish in our Distribution Centers (DC), ensuring product traceability.

Knowing the origin will also enable the development of initiatives related to food safety and animal welfare for each group of fish sold. The expectation is to start the project with the systematization of the São Paulo DC in 2021.

### PROGRAMA EVOLUTIVO DE QUALIDADE (EVOLUTIONARY QUALITY PROGRAM)

**The Evolutionary Quality Program (PEQ), created in 2013, has the mission of ensuring the commitment of suppliers with the quality and safety of our products, strengthening the relationship of trust of consumers with our Private-Labels.**

In 2020, the Program underwent a renewal and had its scope expanded, including the packaging development processes, product quality management, supplier quality management, in addition to the audit cycle.

The audit and certification of our suppliers of Private-Labels is carried out based on the audit protocol, which was prepared considering the current legislation and the specific requirements of GPA. Still, for food products, the protocol also considers the standards recognized by the Global Food Safety Initiative (GFSI), which establishes international food safety standards.

The PEQ also includes social audits, based on the international Social Clause Initiative (ICS) protocol, which aims to measure the compliance of suppliers with current laws and with the International Labor Organization (ILO) (see more about social audits on page 69).

This year, to ensure implementation after the changes made to the PEQ, we promoted training to qualify all auditors in these new protocols. We also held the Meeting with Suppliers of Private-Labels to spread the word about the Program.



Products from GPA Private-Labels

We monitor the Supplier Quality Performance Index, comprising indicators for audits, service to projects and product quality management, through a Performance Management Panel. In the last two years, considering the monitored indicators, we had a 77% increase in this index.

In all, the PEQ monitored 704 production plants (32% increase compared to the number of suppliers in the Program), of which 129 are certified according to GFSI standards – an increase of 39% compared to 2019. In 2020, our technical team carried out 80 pre-audits, 41 approval audits and 239 maintenance audits.



*"Working with the approval of products for GPA and being part of the Evolutionary Quality Program has contributed to the evolution of the quality of our processes and products as well. The questionnaire and the evaluation systems for controls, packaging and products are self-explanatory, doubts are promptly answered by those responsible; they include all the requirements for the approval of a quality product and it also makes us feel part of it, driving us to search the continuous improvement of our processes and products, not only to GPA requirements, but across our entire production line."*

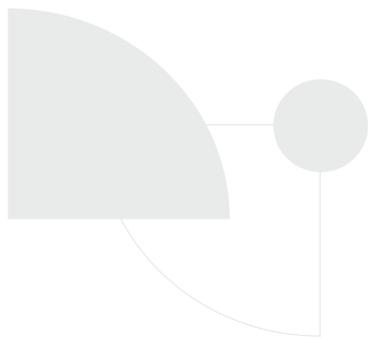
**Ana Dalva de Fátima Pedro**  
Coordinator of Quality Assurance at Laticínios Bom Destino

## SUPPORT TO SMALL SUSTAINABLE PRODUCERS

### Caras do Brasil (Faces from Brazil)

As a pioneer among large retailers, we created the Caras do Brasil Program 21 years ago to encourage the consumption of products produced by small producers through sustainable cultivation and handling processes.

In addition to expanding the access of small producers to large retailers, making typical products from the five Brazilian regions available in stores, the Program promotes the recognition and appreciation of products and producers, strengthening the regionalization and culture, from the sale of food.





Workers of  
the Cerrado  
Emporium

*"It was with Caras do Brasil that we started trading in the private market and it was also, through Caras, that the baru nut was sold in large retailers – at the time totally unknown and undervalued. Today, we have in the Program salty and natural organic baru nuts, biscuits with baru and cashew nuts and preserved pequi pulp. We are proud of the partnership with GPA, which, since 2003, has shown the richness of the Cerrado and its peoples, through products extracted and/or managed in a sustainable manner by several agro-extractive communities and processed in the cooperative's agroindustry, bearing the collective brand Empório do Cerrado."*

**Alessandra Karla da Silva**  
Sustainable Business Manager at Empório  
do Cerrado

Since its creation, more than 100 small businesses with differentiated marketing conditions have participated in the Program. In 2020, we continued expanding our stores and expanding our portfolio, and launched 18 new products — such as sun-dried tomatoes, tapioca crispy and peanut butter with baru — totaling 28 products and 16 producers.

All suppliers undergo audits to monitor the conformity of production and products in relation to good manufacturing practices, and responsibility and social impact in the community where they operate.

In November, we held a meeting with all suppliers to present the different products that are being sold on our Pão de Açúcar shelves and the business areas that work daily for Caras do Brasil reaches our customers.



Images from  
the campaign on the  
production of Baniwa pepper

Caras do Brasil is featured in our internal and external communication: every month, our employees learn about stories and products in the internal newsletter and make reinforcement posts on the topic on our social networks.

Baniwa pepper, one of Caras do Brasil's products cultivated by indigenous peoples of northwestern Amazonas, starred in two Pão de Açúcar campaigns in 2020.

On International Women's Day, we honor the protagonism and sustainable entrepreneurship of Baniwa women and the campaign had more than 11 million impacts with visibility on digital channels and on open TV. And, in September, we highlighted the importance of the union to strengthen small businesses in the face of the pandemic difficulties for small producers.

## Encouraging a conscious consumption

### HEALTHY EATING

#### Reformulation of Taeq's portfolio

Since 2006, we have brought our Taeq Private-Label to customers, a pioneer in healthy food among the Private-Labels in the market, which seeks to encourage the consumption of healthy foods by offering a complete line of products.



Image of the Taeq brand campaign

Image: naturally healthy and minimally processed

Image of the Taeq brand campaign

INTEGRAIS | SEM GLÚTEN



Image: integral, gluten-free

#### In 2020, we continued to improve the health criteria of the Private-Label's products, based on a series of actions:

- » Review and implementation of the new Taeq guide with formulation requirements for product healthiness;
- » Analysis of the portfolio to adapt to the new guide;
- » Review of new product development flow for ingredient evaluation at the beginning of development;
- » Investments in training the technical team on allergens and food processing technologies (grains, farinaceous and in natura meats).

### Beef – Rubia Gallega

Ten years ago, we developed the exclusive Rubia Gallega meat line – from the cross between the Spanish Rubia Gallega breed and the Brazilian Nelore breed.

**The meat, produced on 25 Brazilian farms by GPA's exclusive partner ranchers, has all stages – from breeding, rearing and fattening of cattle – carried out in the same place and supplier, which guarantees the full traceability, from insemination to the shelf.**

The farms are also monitored in terms of socio-environmental aspects such as, for example, the monitoring of wild animals, analysis of soil fertility, employment opportunities advertised locally, provision of services to local communities, among others.

**In 2020, aiming to expand access to the line and promote the loyalty of our customers, we reinforced the communication of the Rubia Gallega Qualitá brand with labels on products produced in stores and those sold under vacuum.**

### Organic – Taeq Boa Escolha

With the Taeq Boa Escolha (Good Choice Taeq) line, sold at Extra, we select and sell, with an average discount of 40%, organic foods that are not aesthetic, with variations in size, shape, color and stains, but which are suitable for consumption.

Thus, with more affordable value, we encourage healthy eating, expanding our customers' access to organic products, in addition to supporting the financial sustainability of our suppliers and reducing food waste.

During the year, we had 15 stores with the Taeq Boa Escolha initiative, and a 64% increase in sales compared to 2019.

**As a result, sales of this line grew 98%, reaching around 70 tons of food that was not wasted and ensured healthier eating for our customers.**

Learn about other initiatives to reduce food waste on [page 96](#).



Rubia Gallega de Qualitá beef packaging

### + ORGANIC IN ASSAÍ

In 2020, we continued to install specific sections of organic fruits and vegetables in the Assaí stores, reaching two more units in the chain (Jundiaí Ferroviários and Hortolândia). The initiative is part of our commitment to encourage the consumption of healthy foods by raising awareness among our customers. For this, we increased the variety of organic products by 7%, available in 176 stores in 22 states and the Federal District, and installed communications in the sections that present the benefits of these products for the health and well-being of customers.

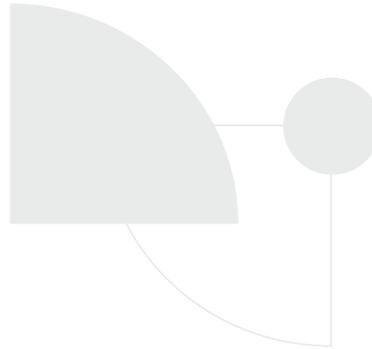
### Urban Social Horta (Garden)

Since 2018, Pão de Açúcar, through the GPA Institute, has supported the Urban Social Garden project, an initiative of the NGO ARCAH that professionally trains homeless people with urban agriculture (gardening) techniques and hires new professionals for the cultivation of organic vegetables in the city of São Paulo.

The Garden, in addition **to supporting autonomy and income generation for people welcomed from the streets and their reintegration into society and the labor market**, also generates healthy and quality food. The selection of project participants is carried out in reception centers and, during the course, the students also receive transportation allowance, food, uniform, therapeutic and psychological care, in addition to training in Agroecology.

We started to sell Garden products at the Pão de Açúcar Ricardo Jafet store, in São Paulo, in August, supporting the project's **sustainability by connecting it to our sales network**.

88 students have already been trained, with 33% returning to the labor market or through the network of contacts provided by the project partners or hired in the Garden.



Watch the **series Vozes do Horta Social Urbana**, which tells the story of the project and brings testimonies of the beneficiaries.



### Vegan products

Supporting the transformations in the consumption behavior of our customers, **in March we launched the Taeq vegan frozen product line**.

With five product options – eggplant and chickpea vegburgers, cassava vegkibe, cheese vegbread and cowpea vegkafta – 100% vegetable, cholesterol-free and without chemical preservatives, we offer nutritionally balanced options for those looking for an alternative to animal protein.

In addition to the Taeq line, **we have significantly expanded the offer of foods produced by start-ups made 100% from plants**, but which simulate the texture and flavor of meats. Initially with the option of hamburgers, today it is already possible to find options of "chicken" arrows, "beef" ground beef, "ham" sausage and "meatballs", all with fully vegetable ingredients.

At the end of 2020, we offered 20 plant-based products, 233.3% more than in the previous year. The expectation for 2021 is to reach between 28 and 30 products.

### Healthy products in the innovation ecosystem

GPA Labs, GPA's innovation team, brings differentiated products to our stores through a partnership with foodtechs. Among them, we have a portfolio of start-ups focused on the health segment, such as Lowko, Mais Fit, Dobro, Desinchá and Gold Ko. In 2020, we started selling Beleaf, Yorgus and You.foods products.

### Vegetable straight from the tree

Seeking to bring our customers closer to the food production process, we have vertical hydroponic facilities in eight Pão de Açúcar stores, which allow customers to harvest vegetables directly from the tree.

In addition to reducing the distance between producer and consumer, the project contributes to reducing food waste caused by losses in the logistics process. In 2020, we registered a 79% increase in sales compared to 2019.



## COMMUNICATION

We maintain an ongoing conversation with our millions of customers about conscious consumption, sustainability, health and well-being in our brands and businesses.

**On the Conquiste sua vida website, a Taeq initiative, we provide tips and information about the nutritional profile of foods, recipes to support healthy eating and product launches.** In 2020, we had an average of 2.3 million hits per month. The contents are also deployed to the brand's Facebook page, which has more than 264,000 followers.



**On Blog do Pão and on our brands' social networks, we also bring posts and sections about healthy eating and how to live a more sustainable life.** In 2020, we started a partnership with Akatu Institute, which signs some texts, to address issues such as waste reduction, composting, labeling, etc. The blog had more than 4.9 million hits (21% over 2019) with 3.7 million unique visitors.

We launched an **editorial for the Pão de Açúcar brand with fixed communications guidelines on health and well-being** that are periodically sent to our customers.

**We strengthened communication on the pillars of Pão de Açúcar's strategy (natural, organic, healthy and sustainable),** through actions and content disclosed in our physical stores and in a digital environment (social networks and blog), with emphasis on the actions of reinforcement on the benefits of eggs that include animal welfare (free from cages, free-range and organic).



*"It is necessary for companies to establish a continuous dialogue with the consumer, based on a sincere report on what they do and what they need to improve to contribute, increasingly, to the construction of a sustainable future, educating consumers and valuing their conscientious consumption practices. A podcast is a great tool to help build this dialogue."*

**Helio Mattar**  
Chief Executive Officer of Instituto Akatu

Every year, we publish an edition of Pão de Açúcar's "Special Life in Balance" with recipes and various health and wellness contents.



We launched the podcast "Lugar de Escuta" (Listening place) in an innovative way in the food retail segment, which features biweekly episodes with experts who discuss topics such as conscious consumption, food, waste, sustainable chains, etc. The first episode was made in partnership with Instituto Akatu, to talk about conscious consumption. In all, there were ten episodes in 2020 with more than 2 million impressions on media.

Listen to the episode:



In October, we launched the "Imagine All That We Can Together" Campaign, a GPA initiative to commemorate the month of Conscious Consumption in our Pão de Açúcar stores. As a highlight, we had the installation at the Teodoro Sampaio unit, in São Paulo, of a stand with the title "It's not a work of art, but it makes you think. That's the amount of waste generated by one person in a year: 380 kg." It aimed to invite our customers to think about the importance of conscious consumption and recycling in their daily lives.



We publish, on a monthly basis, the Magazine named Assaí Bons Negócios, which brings content with business tips, trends in the food sector and stories from entrepreneurs available in PDF, Flip and online. In 2020, we reach the 41<sup>st</sup> edition. [Click here](#) and check out the publications.



## REDUCTION IN PACKAGING USE AND STIMULUS TO RECYCLING

### Bulk products

Since 2019, we have been offering customers the option to buy organic products also in bulk, reducing the volume of secondary packaging. They are available at two Pão de Açúcar stores (Ricardo Jafet and Real Parque, in São Paulo), with prices up to 30% lower than pre-packaged organic products, enabling the sustainable and conscious consumption of products.

In 2020, we advanced the strategy of offering other items in bulk to reduce the use of packaging:

- » We started the project in two Extra stores (Morumbi and Itaim, in São Paulo) Store in Store (SiS) to offer dried fruit in bulk. Since the implementation, in August 2020, we had a sales growth that has been contributing to reducing the use of packaging. The expectation is to expand the partnership with the suppliers of dried fruit in 2021;
- » We implemented the sale of mushrooms in bulk in 25 stores in Pão de Açúcar, which increased sales of these products by 76% compared to the previous year and avoided the use of 40 thousand EPS plastic units (Isopor®), since now customers buy the desired quantity in paper packaging;
- » We reinforced the sale of bulk cherry tomatoes in 229 Pão de Açúcar and Extra Hiper stores, started in 2019, recording a 348% increase in sales compared to the previous year;
- » We provide bulk spaces in 25 stores in Pão de Açúcar, enabling customers to purchase more than 100 products, such as cereals, grains, among others, in paper packaging, with an increase of 1,463% compared to the previous year.



### Replacement of non-biodegradable materials

We continued with the exchange of Isopor® (EPS) in the trays of the Tæq and Qualitá Private-Labels for produce packaging for paper pulp and starch, and corrugated cardboard, respectively.

The commitment to replace 100% of the unrefrigerated vegetable trays was due in May, however, due to the impacts of the pandemic, we extended it to October.

In 2020, we reached the mark of 99% of the products, leaving only the adaptation of corn and broccoli, for which we are studying options with suppliers. As a result, 2.8 million Styrofoam® trays were no longer used this year.

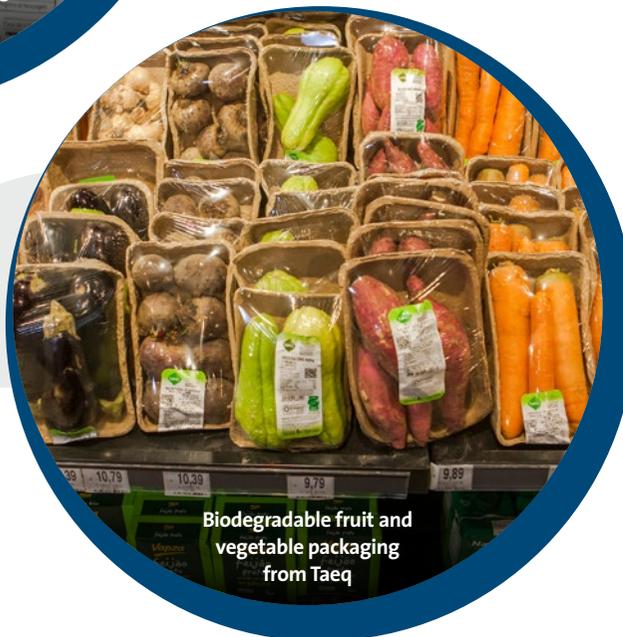
In synergy with the previous initiative, we started to replace the PVC film on organic fruit packaging with tape, helping our customers to identify them at the time of purchase and reducing the amount of plastic used. With this, we have reduced more than 50% the use of packaging for seven fruits: dwarf banana, silver banana, apple banana, yellow melon, cantaloupe melon, papaya and watermelon. In all, 170.2 thousand units were sold with the new packaging.



### New again

With the Novo de Novo Program, we use the waste discarded by consumers at the Pão de Açúcar Unilever Recycling Stations as raw material in the manufacture of new packaging that is used in our Private-Label products.

In all, 2,431 new packages were placed on the market, which represented a 30% reduction in the use of virgin raw materials. For 2021, we are restructuring the Program to include new products.



# Combating climate changes

## SDG



## Material Themes



## Strategic Axes



Refrigerated gondolas at a Pão de Açúcar store

## PANORAMA



### PUBLIC COMMITMENTS

- » Reduce greenhouse gas emissions by **30% by 2025** (base year 2015).
- » Reduce our **electricity consumption by 15% between** 2017 and 2020.
- » **Have 94% of the energy consumption** of the Multivarejo units **from other renewable sources** by 2024.

### Indicators

### Initiatives and results

 <p><b>EXPANDED RENEWABLE SOURCES</b></p>	<ul style="list-style-type: none"> <li>» <b>48+ stores</b> migrated to the <b>Mercado Livre de Energia (Free Energy Market)</b>, totaling <b>31% of Multivarejo stores</b> with energy from renewable sources.</li> <li>» <b>Solar energy generation in eight stores</b> (two in Multivarejo and six in Assaí) totaling more than 4,000 MWh.</li> </ul>
 <p><b>LOGISTICS EFFICIENCY</b></p>	<ul style="list-style-type: none"> <li>» <b>821,061 km avoided</b> by the Carona project, and use of Rodotrem at Multivarejo.</li> <li>» <b>303,979 km avoided</b> with Backhaul project in Assaí.</li> </ul>
 <p><b>WASTE MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>» Donation of <b>4,239 tons of food</b> to 218 social organizations through the Partnership Against Waste Program.</li> <li>» Collection of <b>more than 2,500 tons of recyclable materials</b> at our Recycling Stations at Pão de Açúcar and Assaí stores.</li> </ul>



Assaí store interior



GPA's Environmental Management Policy

## OUR STRATEGY

To deliver the best products to our customers, we have a **complex operation formed by a wide and diversified value chain**, for a qualified industry and for efficient storage and distribution processes. In the previous chapter, we presented measures to reduce social and environmental impacts in the value chain.

Here, we present **our commitment to preventing and minimizing the direct impacts resulting from our operation**, arising from the operation of a large network of stores and Distribution Centers spread throughout Brazil.

Thus, **we have an Environmental Management Policy, updated in 2020**, which follows the priorities of the United Nations, defined in the Sustainable Development Goals (SDGs), and is aligned with the Casino Group's Environmental Policy.

The document presents the principles, commitments and guidelines that guide the performance of the Company, its employees and services providers regarding sustainability and environmental management.

**We identify and monitor indicators and establish goals and action plans to reduce the impacts of**

**our business** and meet the commitments made in our Policy: reduced greenhouse gas (GHG) emissions, reduced waste generation, guarantee of sustainable use of natural resources and respect for biodiversity.

See below the initiatives that seek to promote a more sustainable operation.



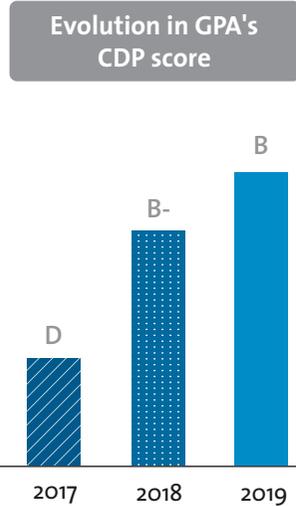
## EMISSIONS CONTROL AND REDUCTION

Since 2010, when we published our first carbon inventory, we have been constantly evolving in our measurement of greenhouse gas emissions to identify mitigation opportunities and provide transparency to society.

In 2011, we joined the Carbon Efficient Index (ICO<sub>2</sub>) and, in 2013, we joined the Carbon Disclosure Project (CDP), a mechanism in the financial sector to encourage transparency on emissions.

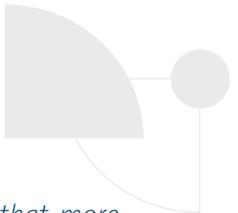
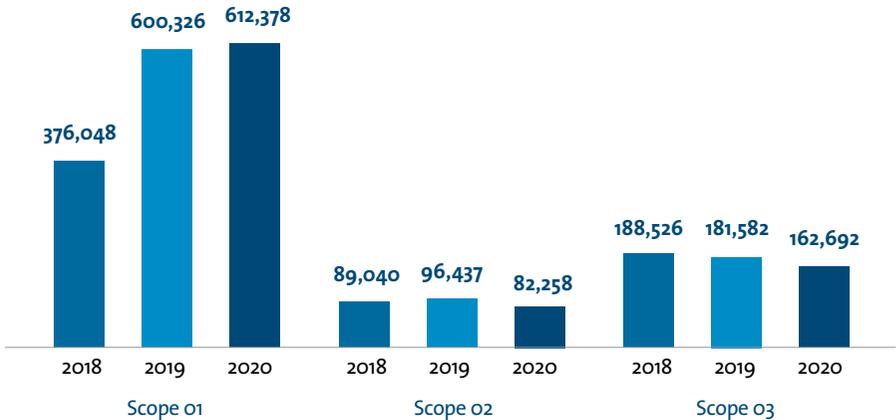
Over the past three years, **we have continued to consistently evolve our CDP score**, the which reflects the advance in emissions management, in line with our commitment - published in 2020 - to reduce emissions by at least 30% by 2025, based on the year 2015.

To drive this progress, since 2016, **our leaders (positions starting from coordinators) have annual targets** that influence their variable remuneration, linked to reducing the intensity of energy consumption per square meter of sales area. As already indicated on page 85, from 2021, as an evolution of this goal, the ISD will have an CO<sub>2</sub> reduction indicator.



In Bogotá, one of our Carulla FreshMarket units is the first carbon neutral supermarket in Colombia (Scopes 1 and 2). The recognition took place through the actions implemented to offset and reduce emissions, which allowed reaching the zero carbon mark, audited by the Colombian Institute of Technical Norms and Certification (ICONTEC).

**Emission intensity (in tCO<sub>2</sub>)**



*"We observe that, more and more, the elaboration of the emissions inventory becomes essential. In fact, companies no longer stop at diagnosis - which is the inventory - but go beyond. Many are already actively developing ambitious emission mitigation strategies, adopting medium and long-term reduction targets. GPA has been a member of the GHG for years and an important partner. We monitor the strategies that the company has been developing in terms of its emissions management, with a focus on efficiency strategies in logistics and the purchase of renewable energy."*

**Guilherme Lefevre**  
 Coordinator of the Brazilian GHG Protocol Program - FGVces - Center for Sustainability Studies at Fundação Getulio Vargas

## MANAGEMENT AND REDUCTION OF REFRIGERANT GAS EMISSIONS

In 2019, we carried out an in-depth study to identify and map the main characteristics of refrigerant gas leaks in our stores and apply preventive and mitigating actions to reduce the harmful effects of these gases on the environment.

Based on the mapping, we moved forward with preventive actions in 2020 on the following fronts:

- » **Leakage identification:** we created a mobile team to identify leaks in the refrigeration of the Extra Hiper and Assaí units, where we identified the most critical volume of cases, and installed fluid leak detectors in the stores.
- » **Selection of suppliers:** we have revised our contracting model at Multivarejo for food refrigeration services providers, with increasingly qualified suppliers, seeking better efficiency in checking leaks, ensuring better results in service to stores.
- » **Gas replacement:** we started the replacement of artificial refrigerant gases, such as HCFC's and CFC's (R22 and R404), with natural fluid gases, such as propane (R290) and CO<sub>2</sub>, with low or no carbon emissions.

These replacements also include the exchange of equipment and retrofits in engine rooms,

cold rooms and self islands. For Multivarejo, there will be 230 stores over the next five years, with implementation beginning in the first half of 2021. For Assaí, it is estimated that 300 islands will be replaced by the end of 2021.

- » **Transcritical and Subcritical Systems:** Another trend in the replacement of artificial refrigerant gases by gases from natural fluids is the use of CO<sub>2</sub> in transcritical and subcritical systems. Currently, eight stores in the Assaí chain use these systems in their racks, which, in addition to replacing artificial gases with natural ones, also improve the energy efficiency of the stores.



Extra Chilled  
Rotisserie Gondola



## ELECTRIC POWER CONSUMPTION

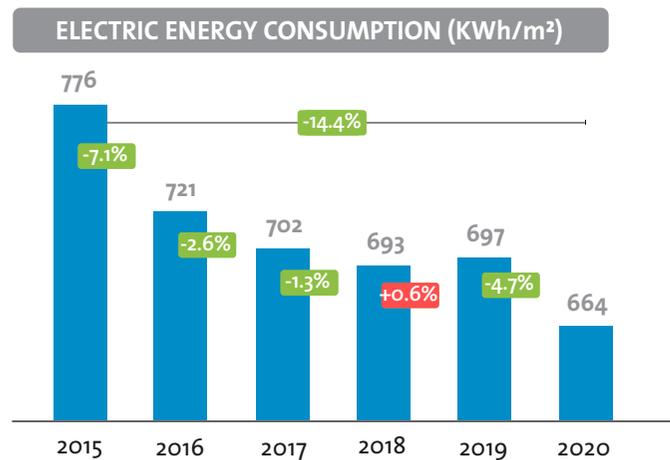
In 2020, we continued to invest in more sustainable building techniques for new stores and improvements in existing ones, such as automation, changing lamps and lighting fixtures for more efficient models, and closing refrigerated food counters to retain temperature and reduce energy consumption.

We did not reach our goal of 15% reduction in electricity consumption between 2015 and 2020, but we came very close, with a reduction of 14.4%.

We continued to make progress in closing branches, achieving a 20% reduction in energy consumption in 15 Proximity stores (Minuto Pão de Açúcar and Mini Extra). Thus, there are already 627 units that have undergone improvements and, for 2021, another 15 stores are planned.

At Assaí, we implemented in all stores opened in 2020 an automated air conditioning system that, through sensors, automatically regulates and switches off when the desired temperature is reached.

In our administrative buildings, we replace all light bulbs with LED and install automation in the lighting system.



## EXPANSION OF OTHER RENEWABLE ENERGY SOURCES

In addition to seeking to reduce consumption and energy efficiency, we also focus on expanding the use of energy from other renewable sources.

**We are the first retail company to migrate to the Mercado Livre (Free Market) – a segment that sells energy exclusively from these sources.**

Continuing the process started in 2005, we migrated, in 2020, 48 Multivarejo stores, reaching 70% of the volume of energy from other renewable sources. In 2021, we will migrate the first units of Proximity stores. Our goal is to reach 94% of Multivarejo's units in electrical matrix originating from the Mercado Livre (Free Market) by 2024.

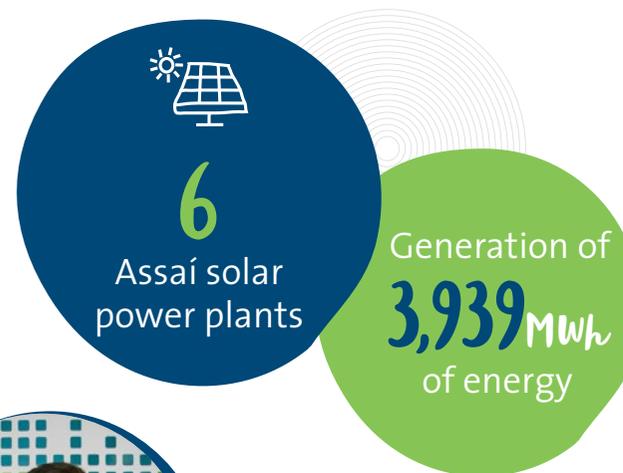
At Assaí stores, we started the migration in 2019. In 2020 alone, 116 stores were migrated, with emphasis on the Northeast region of Brazil, now with 31 units that use energy from wind power, the result of a contract with a duration of 15 years old. By the end of 2021, 49 more stores are expected to be migrated to the Mercado Livre (Free Market).

### Self-generation

We invested in the installation of solar power plants on the roof of the Assaí stores, in partnership with GreenYellow Brazil, to increase the energy efficiency of the stores and reduce the dependence on energy from local distributors.

In all, there are six units of solar power plants in operation under the banner. The Ayrton Senna store unit, in Rio de Janeiro, considered the biggest solar power plant under the banner, has more than 3 thousand photovoltaic panels, occupying an area of approximately 6 thousand m<sup>2</sup>.

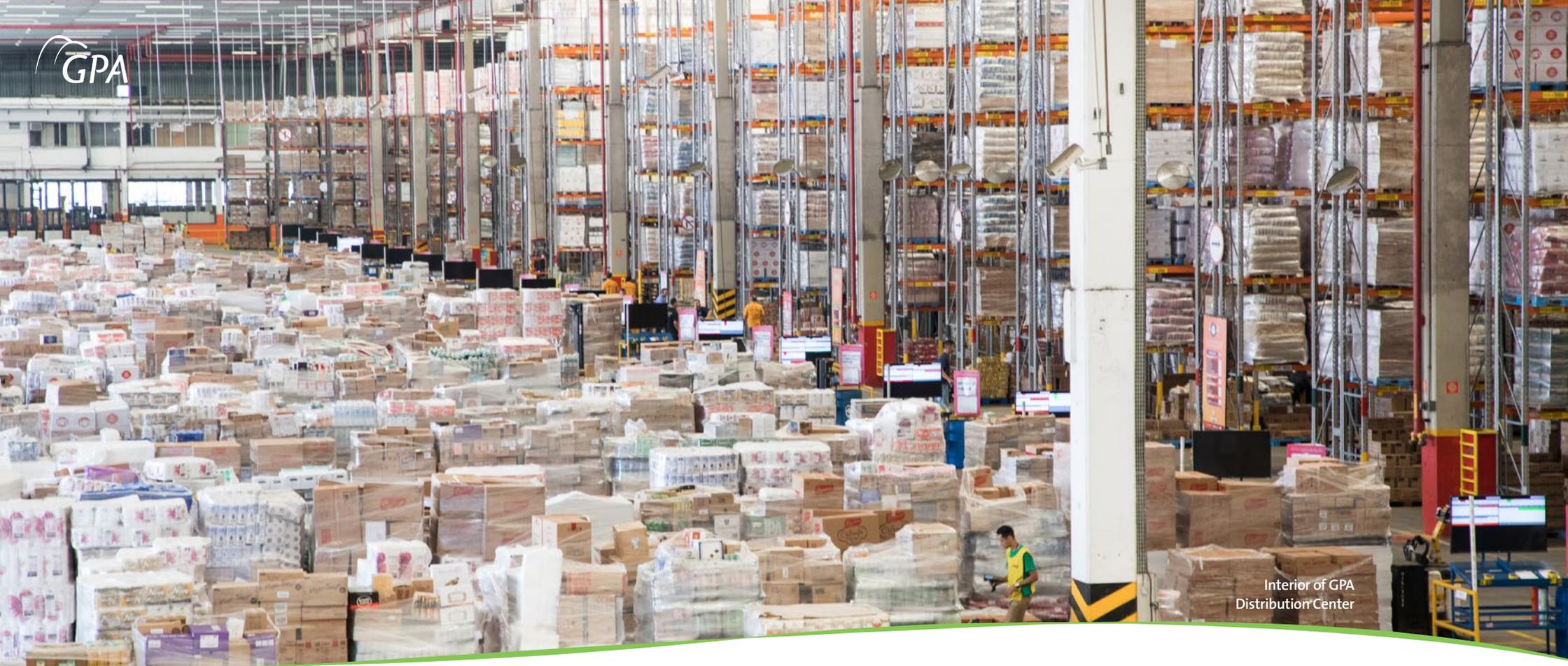
Since 2016, we have a Pão de Açúcar unit, in Sorocaba (SP), and a Minuto Pão de Açúcar store, in Campinas (SP), solar plants in operation that generate 117 MWh energy.



*"Electric energy is, on average, the second or third villain of retail costs and, therefore, the segment plays a fundamental role in the energy consumption chain. Multivarejo and Assaí are examples to be followed of how energy optimization and the use of renewable sources and sustainable resources are key elements of the retail's strategic planning to establish itself as a leading player. With Multivarejo, we have, since 2014, a program for the implementation of energy efficiency projects in the disciplines of food refrigeration, air -conditioning and in the lighting system that reached more than 600 stores and four DCs, generating a total savings of more than 170 GWh in 2020. With Assaí, we started the partnership in 2017, when we implemented our first photovoltaic roof of 300 kWp at the Cristo Rei store. Today, in addition to the plants, we also support the wholesaler in the purchase of renewable energy in the Free Energy Market, helping to reduce their carbon footprint."*

**Alan Pousa**

**Director of Operations at GreenYellow Brazil**



Interior of GPA  
Distribution Center

## FUEL CONSUMPTION IN LOGISTICS

**In 2020, we carried out a diagnosis of emissions related to our logistics fleet, covering the entire chain, in order to identify the main challenges and devise new strategies to reduce carbon emissions resulting from logistics operations.**

We also continued to implement our strategy of diversifying the modes of delivery and transport of our goods from the Distribution Centers to the stores — such as the use of cabotage (coastal maritime transport), in the Southeast and Northeast regions, and the use of railroads - and of our route optimization programs, presented below.



**CARONA (RIDE)**

Vehicle optimization to search for products in more than one Distribution Center and take them to our stores.

**2,035**

vehicles circulating on the streets (23% fewer vehicles than in 2019)

**788,914Km**

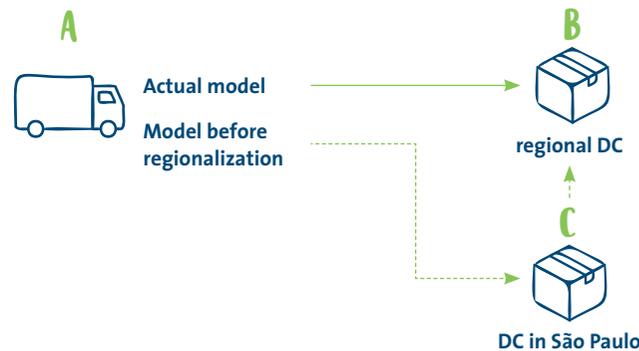
avoided (215% more than in 2019)



**REGIONALIZATION**

Optimization of the delivery flow, through the direct delivery of specific goods (such as cell phones, for example) to regional DCs.

Instead of sending the merchandise to the main DC, in São Paulo (SP), the merchandise goes directly to the destination DC, reducing freight and km traveled.



**REDUCTION OF "KM DEAD"**

Increased routes for better use of inbound operations (industry - DCs), avoiding "dead km" in the round trip.

Before the project was implemented, we had 600 routes/month with 2% utilization. At the end of 2019, we expanded to 15%.

**20%**

of use in 2020

**711**

with routes/month



**RODOTRAM**

Vehicle that holds the volume of two trucks (24 pallets) on a single horse (vehicle) and carries out trips between São Paulo (SP) and Brasília (DF).

Reduction of

**50%**

in km run

Saving

**32,147Km**

in 31 trips performed



**BACKHAUL**

Operation in which the same vehicle that delivers products in one of our stores do not return empty to the Distribution Center, going to one of our suppliers to collect products and deliver them to the Center.

In 2020, we had an increase in volume of 9.8% that leveraged long routes course (SP x PE / SP x DF / GO x SP / SP x RJ), with significant increase in São Paulo. Moreover, at the end of the period, we started the BH x SP route.

**880**

vehicles circulating on the streets (110% fewer vehicles than in 2019)

**286,270Km**

wheels (570% of Km more than in 2019 due to the enhancement of long-haul routes and increase within SP)

**303,979Km**

avoided in Assaí, equivalent to the emission of 309 tons of CO<sub>2</sub>

## WASTE MANAGEMENT

Solid waste management aims to reduce the volume of waste generated and ensure the correct separation, handling, packaging and final disposal, avoiding contamination, minimizing the disposal of waste to landfills and encouraging its reinsertion in the production cycle.

**At GPA, this process is divided into three areas of action: reducing the generation of waste in our operation, encouraging circularity and combating food waste.**

## REDUCTION OF WASTE GENERATION

We continually seek to minimize and prevent the generation of waste in our operation. In 2020, we sent 65,000 tons of waste for recycling, adding up all stores, and 3,400 tons were sent to compost by 227 stores.

Since 2018, 93 Multivarejo stores, in São Paulo and Rio de Janeiro, have had an integrated waste management process that encourages reuse, and recycling, reducing final disposal in landfills.

We measure our performance by the recovery rate, a percentage referring to the amount of waste that is destined for recycling or composting in relation to the total waste generated. In 2020, the average appreciation rate of these stores reached 34.5%.

**In 2020, we continued training to reinforce procedures for the correct separation and disposal of waste.** However, due to the pandemic, they were suspended and started to occur on time, through a store visit by the supervisor.

### Partnerships with suppliers

We strengthened the relationship with our waste service providers through monthly meetings to assess the quality of services and the level of satisfaction of the companies. In addition, we discuss possibilities of adopting new technologies and implementing innovative initiatives that help us to increase the rate of recovery of our waste.

Every month, our Multivarejo stores answer a questionnaire on the Service Delivery Satisfaction Index. From the result, if the supplier receives a score less than or equal to the minimum (8), we create an action plan with improvement activities.



Disposal barrels for medicines, electronics, cells and batteries at GPA headquarters

Continuing the action started in 2019, in 2020 we carried out a campaign to collect t-shirts distributed to Assai employees in the previous year's anniversary campaign and allocate them to a company specialized in the disposal of waste for reinsertion in the chain. In all, we collected eight tons of fabric, avoiding its disposal in a landfill and extending the material shelf life.

## CIRCULARITY

### REVERSE LOGISTIC

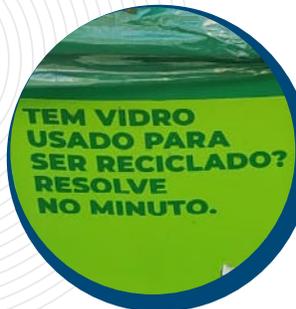
To encourage more sustainable attitudes from our customers, we offer reverse logistics programs for some materials in our stores. They have partnerships with several companies, public agencies and managing entities of certain classes of waste.

In 2020, due to the Covid-19 pandemic, we suspended the operation of our programs for a few months to avoid the risks of contamination. As the situation improved, we gradually returned to operation, respecting all the necessary precautions to ensure the safety of our clients.

Discover our programs below.



Glass Reverse Logistics Program in the Pão de Açúcar Minuto



**Image:**  
Do you have used glass to be recycled?  
Sort it out in a minute.



*"Giving the consumer the availability to do their part in reverse logistics is essential, and the cooperation between retail, industry and start-ups allows us to further scale the amount of recycled material. Since we started collecting glass in bars and restaurants in November 2018, we had questions from the general public about how they could collaborate with the project. The partnership with Minuto Pão de Açúcar came to enable this inclusion of the consumer in the circular economy. We started in March in six stores and ended the year in 23, which was very positive for the consumer, who started to spend much more time at home and, therefore, ended up producing more waste in this period."*

**Rodrigo Oliveira**  
CEO of Green Mining

## Reverse Logistics Programs



**Electronics**, started in 2019, in partnership with Green Eletron and Abree (Brazilian Association for Recycling of Electronics and Home Appliances), is present in ten Extra Hiper stores. In 2020, 2.4 tons were collected.

At Assaí, the collection of electronics is carried out at the Recycling Stations and totaled 2.39 tons.



**Glass**, started in 2020, in partnership with Green Mining and Ambev, is present in 23 Minuto Pão de Açúcar stores, in São Paulo. In 2020, 15.7 tons were collected.

Assaí also collects the material at the Recycling Stations with a total of 45.10 tons.



**Batteries**, in partnership with Green Eletron, has been present in all GPA stores since 2012. In 2020, 26.2 tons were collected, totaling Multivarejo and Assaí.



**Recyclable materials** (paper, glass, metal and plastic), in partnership with Unilever, the Pão de Açúcar Unilever Recycling Stations have been present in 94 Pão de Açúcar stores, since 2001, with the donation of collected materials to 23 waste picker cooperatives of recyclable materials. In all, 2,321 tons were collected.

The Stations are also in 32 Assaí stores, since 2012, in partnership with industries and energy concessionaires. 271.38 tons were collected in 2020.



**Lamps**, in partnership with Reciclus, present in 108 Extra stores, 5 Compre Bem stores and 75 Assaí stores. In 2020, a total of 28 tons were collected, 14.9 tons from Extra and Compre Bem and 13.11 tons from Assaí.



**Medicine**, in partnership with Eurofarma, present in 25 Extra and Pão de Açúcar drugstores in the city of São Paulo, since 2011. In 2020, 2 tons were collected.



**Cork stoppers**, started in 2019, in partnership with Corticeira Paulista, responsible for treating the pieces, crushing them and turning them back into raw material. It is present in the Pão de Açúcar Adega. In 2020, 5,000 corks were collected.



**Isopor® (EPS)**, started in 2019, in partnership with Plastivida's EPS (isopor®) Committee, is present in five Pão de Açúcar stores. In 2020, 886 kilos were collected.



**Coffee capsules**, in partnership with Nestlé Dolce Gusto, have been present in 49 Pão de Açúcar stores since 2016. In 2020, 9.5 tons were collected.



Gondola of products close to expiration

## FIGHTING WASTE

To reduce food waste in our operation, on a weekly basis, we carry out an expiration audit to detect products that are close to their expiration date, and we make available, in some of our stores, a specific shelf for these items, which are sold at lower prices. In 2020, this initiative avoided the disposal of 54.7 million products.

We also have the Partnership Against Waste Program, which encourages our stores to donate fruits, vegetables and vegetables that are out of sales standards, but suitable for consumption, to food banks and social institutions that are partners of the GPA Institute.

\* Based on data from FAO (United Nations Food and Agriculture Organization) which considers 400 grams as a daily amount of fruit and vegetable consumption.

In 2020, 4.7 tons of fruits and vegetables were donated by 519 Pão de Açúcar, Extra and Assaí stores in 20 states, benefiting 218 organizations. This total corresponds to more than 11.7 million meals complemented\*.

**At Éxito Group, around two thousand tons of food were donated to food banks and social organizations, benefiting 651,000 people.**

At Multivarejo, we expanded the project in partnership with the start-up Connecting Food to 174 stores in the Metropolitan Region of São Paulo, with the objective of increasing the engagement of stores in donating these products. As a result, we reached 355 Extra Hiper, Mercado Extra and Pão de Açúcar stores monitored via the app.

In order to reduce the generation of waste and food waste, in 2020 we launched at Multivarejo a specific program for the Loss Prevention area, which establishes guidelines to monitor and control the number of breakages and losses of products in our stores.

The Program is structured on three pillars: support (actions to prevent and combat breakdowns); breach intelligence (monitoring and

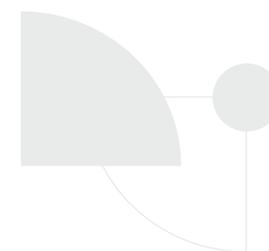
planning to guide decision making); and methods and processes (application of continuous improvement tools).

**As a result of the actions of the Program, we reduced our accumulated break by 0.4 p.p. compared to 2019.**

At Assaí, we continue with the main actions, such as checking expiration dates, stocks and care in handling equipment and products. Employees of our stores monitor expiration dates and, according to them, reduce prices to encourage purchase by customers and avoid waste.

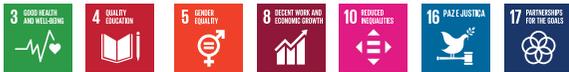
Care is taken with the storage of products and handling of the forklift or pallets to avoid breakage. And three times a year, inventory is carried out in stores to control and reduce waste.

As a result of continued actions, we reduced our accumulated break by 0.05 p.p.



# Valuing Our People

SDG



Material Themes



Strategic Axes



Extra Hiper Employees

## PANORAMA

GRI 102-13

### Commitments



**PARTNERSHIP FOR  
GLOBAL LGBTI EQUALITY**

Adherence to  
**Partnership for Global LGBTI Equality**

Adherence to  
**AR Movement:  
Black Lives Matter**



**OUT & EQUAL**  
WORKPLACE ADVOCATES

And one of the winners of  
**Business Excellence Award  
Forum Out & Equal  
LGBTQI+ Brazil 2020**

### Initiatives and results

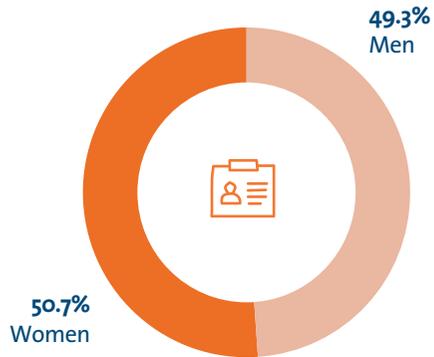


Publication of  
**Diversity, Inclusion and  
Human Rights Policy**

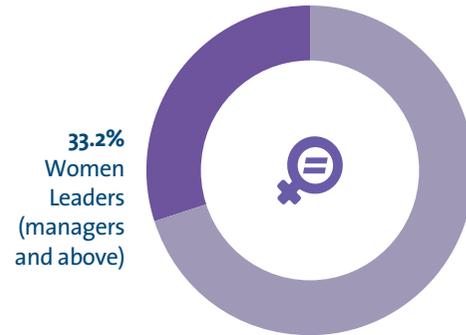
# Diversity and Inclusion in GPA\*

GRI 102-8

## Employees



## Women in Leadership Positions



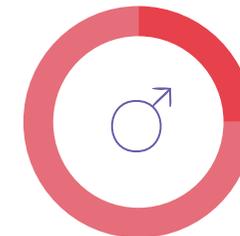
**4,767**  
People with disabilities



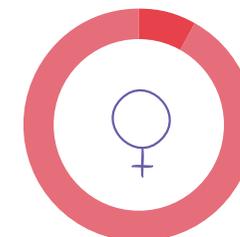
**2,957**  
Young apprentices

## Black people in leadership positions

37% black men and women leaders, being:

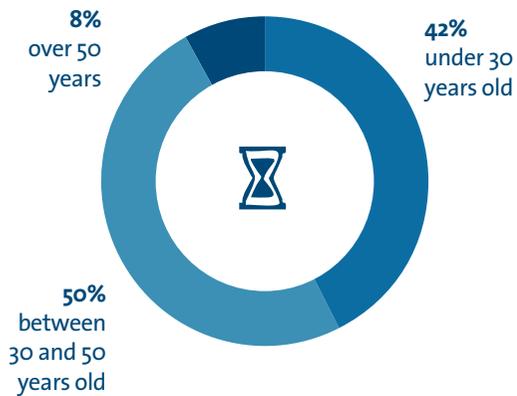


**25%**  
black leaders  
(managers  
and above)

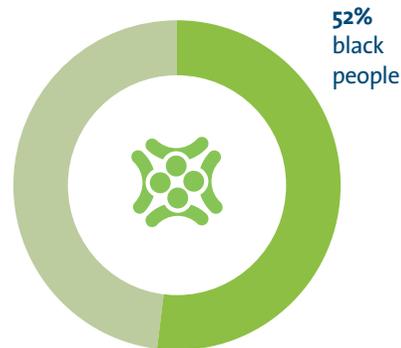


**12%**  
black leaders  
(managers  
above)

## Age of Employees



## Black Employees



\*Data referring to the operation in Brazil that do not include Éxito Group indicators.



Commemorative event to the International Day of Woman at GPA Corporation (photo taken before the pandemic)



Racial equality



Gender equality



Respect for LGBTQIA+ rights



Inclusion and development of people with disabilities



Age diversity

## DIVERSITY AND INCLUSION

As one of the largest retail employers in the country, we are committed to creating value for our more than 104,000 employees. That's why we have a people management culture that recognizes our talents, promotes diversity and inclusion, and keeps our team engaged to proudly lead changes in the market and, therefore, grow together with our business.

### Commitments

We are committed to fighting discrimination and promoting diversity and human rights. We are signatories of compacts and associations with national and international institutions (find out

more on page 51) and we carry out several actions in partnership with business coalitions, third sector organizations, colleges and civil society for continuous progress towards our commitments.

In 2020, we launched the Diversity, Inclusion and Human Rights Policy, both for Multivarejo and GPA Corporation, and for Assaí, which establishes general and specific guidelines to ensure representativeness, human and civil rights, respect, appreciation and the equality of all. The policies follow specifics for each of its business segments, both with the same assumptions.



Check the Diversity, Inclusion and Human Rights Policies on the **Assai website** and on the **GPA website**.

## Awareness and combat to discrimination

We guide our commitment to combat and not to tolerate any type of discrimination and promotion of human rights, diversity and inclusion based on best practices established by statements national and international human rights widely legitimized and recognized:

- » United Nations (UN) SDGs;
- » Global Compact (UN);
- » National Pact for the Eradication of slavery-like conditions (InPACTO).

In addition, we assume commitments of diversity, inclusion and non-discrimination that are national and international references in defense of equality:

- » Women's Empowerment Principles (WEPs) (UN Women);
- » Alliance without Stereotype (UN Women);
- » Business Coalition to End Violence against Women and Girls (UN Women, Avon Institute and Dom Cabral Foundation);
- » 360 Woman Movement;
- » Business Coalition for Racial and Gender Equity (CEERT, Ethos Institute and IHRB);

Diversity, Inclusion  
and Human  
Rights Policy



- » Business Initiative for Racial Equality;
- » AR Movement (Zumbi dos Palmares and Afrobras University);
- » 10 Company Commitments to LGBTI+ Rights (Forum of LGBTI+ Business and Rights);
- » Partnership for Global LGBTI+ Equality;
- » Pact for the Inclusion of People with Disabilities (Corporate Network of Social inclusion);
- » Manifesto for Diversity and Inclusion in the Legal Sector.

For our commitments to permeate our performance, we have internal policies, regulations and procedures that help us fulfill our purpose of building a more responsible and inclusive society:

- » Diversity, Inclusion and Human Rights Policy, approved in 2020;
- » Supplier Charter of Ethics;
- » Code of ethics;
- » Support instructions for the relationship with people in street situation.\*

\*Company's internal document.

**We also have our Ombudsman, publicly available, which is the channel for recording any case of disrespect or not compliance with these documents and that may involve our relationship groups (learn more on page 36).**

We continued our non-violence and non-violence agenda. discrimination, started in 2019, with a workshop for our service and security providers, and another for the area of Loss Prevention and Property Security, **highlighting special to the anti-racist agenda.**



*“One of our mottos on ID\_BR is 'Yes to racial equality' and when we say this is from a purposeful place. We understand that saying no to racism should be automatic for everyone, but as it is not, when we say yes to racial equality we think what we can do it after we understand that we have structural racism, which is also structuring, in Brazil and in the world. Today, ID\_BR chooses the corporate front for its activities, as we know the importance of the multiplier factor of companies in the anti-racist agenda. Since the beginning of our partnership with GPA/Assaí, we have sought to build in a personalized way, to reach, communicate and sensitize professionals, both inside and outside the Group, with people who are part of the chain and other companies that have a shared responsibility and which are influenced by the Group's best practices. We think about investments, deadlines and goals together, we have built this over time and we see the leaders of GPA/Assaí also desiring more and more information and are close to this, and this, of course, influenced the fact that other companies of the same environment, branch and size also began to guide the theme. And this power of influence that GPA/Assaí has is very important to us.”*

**Tom Mendes**

Financial and Administrative Director of Instituto Identidades do Brasil (ID\_BR)

## DIVERSITY CHANNEL

We launched the Diversity Channel on the training platform from the University of Retail GPA with content and training on the five priority diversity themes. **In 2020 alone, there were 75,407 connections and 8,059 hours of training**, on this channel alone, which shows engagement and interest of our collaborators on this topic.

In September, we launched the "Diversity, Inclusion and Unconscious Biases". Open to all employees, the training was classified as compulsory for Administrators and Managers of store and headquarters; Operation and Section Chiefs and Leaders; and employees of the Loss Prevention and Property Security areas. In all, more than 12 thousand employees were trained.

At the **Assaí University**, the Diversity Program was launched, with exclusive content to raise awareness and teach employees on the five pillars of action of diversity. The Program has courses on unconscious biases, human rights, harassment, combating violence and discrimination. It even includes podcasts; tips from books, movies, articles; and relationship and coexistence guides.

**The Program is available to all employees of offices, stores and Distribution Centers. In 2020, we had 17,513 participations in the Assaí Diversity Program.**



Homepage of the Diversity Portal in GPA Retail University



## INCLUSION AND DEVELOPMENT OF PEOPLE WITH DISABILITIES

More than 4,700 professionals with disabilities work at headquarters, stores, distribution centers and GPA offices and we continually seek to expand the insertion and retention of People with disabilities in the Company, through our initiatives.

We monitor, on a monthly basis, the evolution of the number of employees with disabilities to identify new possibilities to increase the percentage of hires and we have policies with specific actions for the maintenance of our Bank of Talents aimed at this audience, expanding also their career opportunities.

In all, there were 579 hirings of people with disabilities in various positions in the Multivarejo and GPA Corporation. In 2020, there was an increasing presence of 0.5%, compared to the beginning of the year. Of these, 129 were apprentices with disabilities hired for the Extra Hiper banners, Mercado Extra and Pão de Açúcar, in partnership with the Jô Clemente Institute (former APAE – Associação dos Pais e Amigos dos Excepcionais).



*"At 12 years of age, I became blind by reason of retinal detachment. Today, despite the numerous barriers of accessibility, mainly those related to attitudes and human behaviors, I can say that I feel very happy, because I believe that blindness doesn't stop me from dreaming and fighting to make my dreams come true! I'm proud to work at GPA because the Company develops an important social responsibility work in our society, both for customers, and even more for employees."*

**Ademilson Costa**  
GPA Marketing Analyst



## WELCOMING PROGRAM FOR NEWCOMERS

In addition to attraction strategies, we care about promoting the effective inclusion of collaborators with disabilities.

That is why we launched the Monitoring Program for the Newly Hired, those within 90 days of the start of their work, seeking to understand expectations and the needs of this team so that they can reach their full potential and develop their career at GPA.

In 2020, 192 employees participated in the follow-up.

Another important front for inclusion is the performance of our Specialized Service area in Safety Engineering and in Labor Medicine (SESMT), in **partnership with the National Social Security Institute (INSS)**, to monitor the process of rehabilitation of employees in leaves for medical reasons, supporting their return to work. This performance has two developments: monitoring the rehabilitation of our employees and an **Agreement of Technical Cooperation (ACT)**, which consists of serving as a place for people far from other companies to carry out rehabilitation training at our jobs.

In 2020, we had this training agreement to São Paulo and, in 2021, it will be expanded to all over Brazil. We also monitor the reasons for dismissals from the Company, through a termination interview, to understand the main needs for improvement in our model, strengthening our strategy for inclusion and retaining talent.

At Assaí, we **hired more than 580 people with disabilities in the business**. We reinforce our partnership with 85 NGOs spread across all over Brazil for this work of inclusion and greater visibility of our employer brand with partners to increase the attraction of professionals with disabilities.

We also work for an inclusive culture, in that more than 2,500 employees with disabilities from the cash-and-carry network had the training “Protagonize your Career”, to promote engagement, support them in their development and prepare them for growth opportunities in the banner. In addition, more than 1,300 of them participated in at least one training course at Universidade Assaí and **192 employees with disabilities joined our internal selection processes (PROSIN) in 2020**.

## All these actions reinforce our commitment to the development and with the greatest accessibility for all business platforms.



### ACCESSIBILITY

Our websites, intranet and Assaí’s attractiveness and selection tool are accessible to people with hearing impairments. With the **Hand Talk tool, Hugo**, all text and video content is translated into Libras (Brazilian Sign Language). **Since the implementation of the tool, more than 12 million and 47 thousand words were translated.**



Hugo, Hand Talk character that does translations into Sign Language

### PARTNERSHIP FOR A MORE INCLUSIVE SERVICE

In 2020, during the ambassadors program of GPA Labs innovation (learn more on page 30), it was proposed to improve people's experience with disabilities and the elderly in our stores. We partnered with start-up Inclue, which analyzed the service, identified points of improvement and developed training focused on inclusive service.

**The pilot project started in November at the store of the Washington Luís Pão de Açúcar, in São Paulo (SP). A teaching program was created for the unit employees in order to provide better service to these people, including in-person and online training, in addition to real store experiences.**

With that, an **Execution Model was also created for Responsiveness**, with the launch of an **Inclusive Service Guide and an EAD course**. In these materials, employees find information on how to serve people with visual, hearing, physical impairments, with Disorder of the Autism Spectrum, Down Syndrome and the elderly people.

In 2021, the project will continue with the possibility of scheduling and evaluating the service through the platform of Inclue and the expectation is that the project will be deployed to other Pão de Açúcar units.

*"Inclue was born with the objective of innovate the consumption experience of people with disabilities and the elderly people. Together we will offer the best inclusive service. With that, these people will be able to shop with a lot more autonomy and independence."*

**Sonny Pólito e Rodrigo Piris**  
Start-up founders Inclue

### GENDER EQUALITY

In 2020, we continued the initiatives and programs to promote commitments expressed in our Manifesto for the Equality of Genders, signed in 2018. Check out its pillars:

- » **Development and Succession:** strengthen and accelerate actions to increase women in leadership positions in corporate areas and operational.
- » **Labor environment:** promote campaigns and educational actions for gender issues, in order to eradicate behaviors not acceptable and reinforce our repudiation of any kind of discrimination.



- » **Wage:** evolve policies and processes to ensure wage equality between genders. Same performances and responsibilities.
- » **Attraction and selection:** review processes for reducing unconscious biases that affect the activities of attractiveness and selection, as well as the investment in training the leadership and teams involved.
- » **Maternity and Paternity:** implement and evolve policies and benefits related to maternity and paternity leave, in addition to actions to raise awareness and promote the active parenthood.



Our work on these fronts is monitored by the Gender Equality Committee, which supervises and proposes actions to promote the theme.

Throughout the year, we carry out awareness, dialogue and career development. Get to know some of them:

- » In 2020, we continued the activities of the **Sorority Group Directors of the GPA Corporation**. Meetings were held for Group executives (this year, in online workshop format) for dialogues and qualified exchanges, involving awareness about unconscious biases and social beliefs surrounding women in labor environment and society. The goal is to create a sense of belonging and mutual support and consolidating the leadership's identity GPA female. This year, we held three meetings focused on subjects of machismo, sorority, creating alliances and leadership transformative with 11 participating women.



- » The second edition of the **Leadership Development Program GPA Women** had 261 professionals from Multivarejo and GPA Corporation – among Coordinators, Consultants, Heads of Operation and Section and Secretaries - addressing topics such as leadership inclusive, self-knowledge, personal strengths and values, stereotypes gender, leadership, and strategic influence. So we look for support the guarantee of availability of women leaders with readiness to nurture our succession plan and expand the female representation in Senior Leadership.



*"I got to know the Women's Leadership Program through internal communication, requested registration and was favored when the classes became online, since in person I would not be able to participate due to the distance between São Paulo and Macaé, in Rio de Janeiro. The Program exceeded my expectations, the knowledge pills and the material sent generated moments of discussion, deepening and reflection on important themes in the daily lives of the managers in the meetings. With the Program, I started to listen more to my collaborators, to identify and develop their skills in them. I also recognized myself as a leader and the important role I play in the team, seeking the best results, always seeking the well-being of everyone. I am grateful for having participated in the Women's Leadership Program, for being part of a company that is willing to develop and train its employees."*

**Cibele Manetti Mesko**  
Leader in Extra Drugstore

- » We launched, on the Diversity Portal (GPA Retail University), the **International Women's Day Booklet**, as well as micro-learning videos on the subject. We also publish a series of content on domestic violence.
- » At Assaí, we held the **2<sup>nd</sup> Women's Week** for all employees, with lectures and engagement and development actions on the topic, with more than 470 participants. Among the guests were Guilherme Valadares, from Instituto Papo de Homem, who spoke on the theme "Gender equality: what does this have to do with the lives and careers of men and women?"; Luana Génot, founder of ID\_BR (Instituto Identidades do Brasil) with theatrical performance and lecture "Todas?", highlighting gender equality for black women; Mafoane Odara, psychologist and human rights activist, addressing the theme "Violence against women, a dialogue to break down walls and build bridges"; and actress Mônica Martelli with the closing lecture "Women who Inspire," which dealt with the reality of being a woman, mother, professional, daughter and friend.



- » At GPA, we promoted **the lecture "Human Movements"** on the transition of society's values and beliefs and interference in contemporary male and female identities, in celebration of International Women's Day and as part of the campaign "A woman's place is where she wants to be".
- » To celebrate **Mother's Day**, we organized a live on Assaí's social networks with the participation of Mafoane Odara to talk about the role of mothers in society. The live had an interpreter from Libras and was the first one open to the external public, making it possible to expand the dialogue with our customers and followers.
- » Also at Assaí, we held the **Virtual Serenade**, with pocket video and audios for our employees and customers, celebrating and honoring those who take the place of the mother, whether brother, sister, mother, aunt, uncle, grandmother etc.
- » On Mother's Day, we carried out a **tribute to the mother collaborators of Multivarejo and GPA Corporation**, sharing records sent by them with their children, showing the challenges of social isolation and the home office combined with motherhood and their reinvention as mothers in this period with the motto "Being a mother is having the power to always reinvent yourself!"

- » » On Father's Day, we had the **lecture “The transforming power of a father on the current scenario”**, with the participation of writer Marcos Piangers, who addressed the discoveries of the man as a father and the active parenthood.
- » At Assaí, in November, we promote the lecture “An x-ray of men; an open conversation about masculinity” with the Chat of Man, to go beyond caring for the male health, contributing to a **debate about the evolution of man's role in society**, putting a spotlight on themes that are still seen as a taboo.
- » One of our goals in gender equality is to **welcome our mother employees**. Our role is to be a company that increasingly supports the issue of motherhood and that creates the possibility for mothers to be able to reconcile their professional life with the staff and follow the development of their children.

Among our initiatives are a six-month maternity leave; the layette delivery kit, with essential items for the newborn babies; and the exemption of co-payment of the agreement for appointments and prenatal and child exams in the first year of life. Another benefit is the Mom's Card, a monthly credit for the purchase of food and hygiene items of children under the age of five, offered to employees who are within the eligible salary range. Also, we are updating our guide to Moms, focused both on the employees and managers, with the objective of guiding on the benefits and rights during this period, which goes from the pregnancy or adoption until returning to work after maternity leave.



## COMPENSATION

With a commitment to the equality of genders, we perform, on a monthly basis, a continuous monitoring to check whether there are possible risks and discrepancies between salaries paid to employees with different genders performing the same roles.

This analysis also takes into account salary ranges, length of service and positions. In 2020, at Multivarejo, male employees had an average compensation 2.2% higher than the female collaborators. These analyzes are made to check for possible structuring or specific problems, in which action plans are identified.

We have updated our Compensation Policy, which established as a procedure not to move, by merit or promotion, employees who during the cycle of annual review have negative reviews. With this, we seek to reinforce the incentive and, at the same time, legitimize the evaluations and the processes with more transparency inside of GPA, helping to retain talent and decreased turnover.

# Movement

## #IsolatedButNotAlone

You can take care of your life. And your neighbor's too.



In 2020, we supported the campaign #IsolatedButNotAlone (You Are Not Alone Program) of the Coalition Business for the End of Violence against Women and Girls, led by the Avon Institute, of which GPA is part.

Special banners were implemented in the applications and websites of the Pão de Açúcar Mais, Clube Extra and Assaí and on the Compre Bem website that redirect to a page with questions and answers about domestic violence.

In addition, on these pages, the user finds the possibility of start a real-time conversation with a virtual assistant via WhatsApp, which helps women understand if they are going through for domestic violence and informs the public services available protection network and which resources can be accessed. The banners have already totaled more than 460 thousand hits.

Also, in support of the Program, the GPA Institute donated 2k food staples to support shelters that receive women in situations of domestic violence.

*"In the context of the pandemic, innovative solutions need to be created to address the challenges we face in relation to domestic violence. Difficulty in getting out of the house to ask for help or fear of reporting the partner are some of the additional obstacles faced by victims of violence in the context of social isolation. In this sense, creating online environments to reach more women and facilitate the request for help is essential to contain the worsening of violence in their lives."*



**Daniela Grelin**  
Executive Director of the Avon Institute



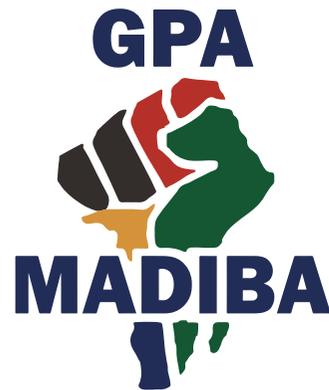
[Watch the video](#)  
[Visit the Campaign website](#)



## RACIAL EQUALITY

Racial equality is one of our priority themes. With the support of GPA Madiba, an affinity group aimed at Multivarejo and GPA Corporation created in 2018, which works in the attraction, retention, development, engagement, awareness and sensitization of our employees on racial equality, we conduct an agenda with a series of educational and awareness-raising actions:

- » To address structural racism, we launched a series of videos that demonstrate real situations of racism and prejudice experienced by black people in their daily lives, the **Anti-Racist Manual**, aimed at Multivarejo and GPA Corporation. The initiative sought to promote reflection among our employees and to foster actions that help to promote race equality inside and outside the Company.
- » For the same audience, we carried out several educational and awareness-raising actions, such as **lectures with representatives of the struggle for racial equality**, with the participation of Raphael Vicente, Mafoane Odara and Handemba Mutana on the themes of professional advancement, "career" and racial inequality;



domestic violence with a racial focus; and quota policies, respectively. In November, in the month of Black Consciousness, in partnership with the Identities of Brazil Institute (ID\_BR), we gave the lecture "Recognizing oneself" in order to clarify the role of each one in the racial agenda.

- » In Assaí, in November, we held the **1<sup>st</sup> Week of Black Consciousness**, also with the lecture "Recognize yourself", from which 120 employees participated. At Assaí University, we intensify the **ABC Race training**, with more than 3,500 impacted employees. And, in the same month, we launched the **Campaign to Appreciate the Race and Self-declaration**, seeking to favor the identification and self-declaration of race in alignment to the skin color phenotype, raising the indicators of employees who declare their race and providing a consistent view of representation at Assaí.



*"The experience within GPA Madiba helps us know, expose, spread and fight against racial discrimination in the corporate and social environment."*

**Maurício Ribeiro**

Employee for the GPA Corporation and member of GPA Madiba

We understand that, to promote racial equality, we must expand access of black people to the labor market, as well as their development and rise in leadership positions. That is why we are working with the HR Recruitment and Selection team in creating new affirmative and inclusive strategies actions to encourage hiring and the professional growth of black people in all areas of the Company.

**In the 2020 edition of the Internship Program of Multivarejo and GPA Corporation, our purpose was to maintain the growth of black people hiring from the previous year, which registered 47% of the vacancies filled by these candidates. We managed to meet our goal and hired 51% of black interns.**



## AR MOVEMENT BLACK LIVES MATTER

In 2020, we joined the AR Movement, a mobilization volunteer, led by the Zumbi dos Palmares University and by the NGO Afrobras, with the purpose of making changes that are concrete for black lives and social transformations through effective actions to combat racism, prejudice and racial discrimination against blacks.



*"GPA is one of the oldest signatory members of the Initiative Business for Racial Equality. It operates a colossal structure and has a very significant scope and representation in Brazilian society, which can be an important vector of change. GPA's participation in the Initiative and at the GPA initiative, I believe, has been a factor of rapid transformation in both. GPA has been setting an important and bold example regarding the understanding, investigation and proposition of firm actions in combating racism. This is the role of a leader, to point the correct path, even if you have to break with all the current paradigms."*

**Dr. Raphael Vicente**

General Coordinator of the Business Initiative for Racial Equality



GPA employees gathered at the entrance to the headquarters in São Paulo (photo taken before the pandemic)



*“Even before the video I felt very comfortable, I had a lot of support in relation to my sexual option among my friends, my coworkers, my boss, my manager. I've always had a lot of support in this regard. No wonder I say they are my family, because they do for me what, unfortunately, my family doesn't do. And after the video, there was a very wide repercussion and I felt much more supported, decided and encouraged to be and improve who I am, both in my personal life and at work. I'm proud to say how I've been growing in my career, because when you have the support of employees, your co-workers, you can be a better person and handle it very well. So, my happiness today is knowing that I work at a company that supports me emotionally, in my sexual orientation and in my life. This is very good, very pleasant and no money pays for it.”*

**Eugênia Felix dos Santos França**  
Pão de Açúcar employee



## RESPECT FOR LGBTQIA+ RIGHTS

We have the LGBTQIA+ GPA Pride, an affinity group created in 2018 for Multivarejo and GPA Corporation, which encourages initiatives to attract, retain and develop talent and promote awareness of employees and society in respect of the LGBTQIA+ community, with the support of the Diversity area.

The main advance on the subject during the year was our new commitment to the **Partnership for Global LGBTI Equality**. We also made official our support for the United Nations (UN) Standards of Conduct for Businesses – Facing discrimination against Lesbians, Gays, Bisexuals, Transvestites, Trans & Intersex People.

In synergy with the commitments made, in 2020, we organized lectures and educational actions to contribute to the agenda:

- » In May, reinforcing the importance of the International Day to Fight Against LGBTIphobia, we promoted a **live session with the Diversity Commission of the Brazilian Bar Association of São Paulo (OAB-SP)**, to talk about LGBTQIA+ rights;
- » To celebrate **LGBTQIA+ Pride Month**, in June, we held live sessions on the subject's challenges for our employees;
- » In the same month, we created the **"Show Your Pride" campaign**, inviting our LGBTQIA+ employees from the stores, headquarters, corporate offices and Distribution Centers of Multivarejo and GPA Corporation to tell them what Pride is for them. The initiative was attended by more than 80 employees and was presented in a commemorative video.



Watch the **"Show Your Pride"** Campaign video

**WE WERE ONE OF THE WINNERS OF THE ENTREPRENEURIAL EXCELLENCE AWARD AT THE OUT & EQUAL LGBTQIA+ BRASIL 2020 FORUM, HELD ON DECEMBER 02 AND 03.**

Out & Equal is an organization that works exclusively to promote LGBTQIA+ equality in the workplace and recognizes companies, individuals and affinity groups that have made significant progress over the year in championing the diversity and inclusion of LGBTQIA+ people.

The progress recognized by Out & Equal this year were:

- » Performance of the LGBTQIA+ GPA Pride affinity group and the Diversity Ambassadors Program in stores;
- » The publication of GPA's Diversity, Inclusion and Human Rights Politics;
- » Working together with the Ombudsman to ensure respect and non-discrimination in the workplace;
- » The training schedule for all employees.



*“My trajectory started when my mother, also an employee of the company, recommended me for an interview. Assaí is the first company that I am proud to belong to and that is committed to the LGBTQIA+ cause. This professional opportunity is of great importance in my life, because, in addition to guaranteeing a salary, it brought recognition. When talking about inclusion, we talk about the right to dignity too. This representation allows us not only to believe in a better world, but to build it with our own hands and see it being built, also, by our peers. My routine is dynamic, with several assignments and an amazing team that I can always count on. For those who still struggle to accept diversity, just remember that we need to keep in mind that respect is a duty and right of all individuals. In the case of trans people, this respect still saves lives.”*

**Flávia Rodrigues**  
Assaí Employee

In addition, we continued our partnership with Transempregos, a platform that connects trans and transvestite professionals to companies that want to invest in diversity



### AGE DIVERSITY

At GPA, we value the differentials of each generation and we believe that the combination of different age profiles contributes to our innovation and excellence.

Our hiring programs are based exclusively on skills and technical profile, not considering age (and any other attributes, such as gender or ethnicity).

In 2020, we had 2,957 young apprentices, aged between 18 and 22, and 8,047 employees over 50.



*"It has been very gratifying for me to work here, because from the beginning I received all the support and aid from the entire team in the sector that has helped me a lot in my development. Here I have learned, in addition to the work experience, which is my first, lessons for my personal life, such as customer service, behaviors and the like."*

**Raquel Mikaelly da Conceição Ferreira**  
Young Apprentice at Extra



Integration of the group of interns (photo taken before the pandemic)

### YOUNG TALENTS - GPA

Our interns and young apprentices have an annual performance evaluation, accompanied by the Talent Management area, encouraging development and career opportunities within Multivarejo and GPA Corporation.

Apprentices are offered classes with partner institutions and 1,356 apprentices were hired in 2020.

Our interns were selected in a process that included "CV às cegas", that is, without indicating the university where they study cultural fit, group dynamics and interviews with managers. Those who are approved undergo a one-year training program with technical and behavioral knowledge tracks on the segment in which they operate.

**In 2020, we had more than 2,400 applicants and 29 interns hired at Multivarejo and GPA Corporation.**

Due to the Covid-19 pandemic in 2020, we took initiatives to ensure the maintenance of the apprentices' employment and the theoretical and practical training provided for in the Program, such as online classes, early vacations, removal of apprentices from the risk group and extension of employment contracts.

## ASSAÍ

In the wholesale and retail banner, the theme was worked in an intersectional way in the Diversity Week, via the live session entitled "The privilege and challenges of different generations in the labor environment", with Viviane Mosé, poet, philosopher, psychologist and psychoanalyst, which had more than 220 participants. We also provide access to the Inclusive Guide on Generations at the Assaí University.

## ENGAGEMENT

In 2020, we held the 4<sup>th</sup> edition of the **Diversity Week**, both at Multivarejo and GPA Corporation, as well as at Assaí, for the first time in a 100% virtual format, with a robust program to sensitize employees about our topics priority. Over the two weeks, more than 9,400 employees attended lectures, workshops and training.

**In an unprecedented way, we adopted an intersectional approach in the lectures, discussing topics such as fatherhood of trans people, the challenges faced by black women, self-esteem of women with disabilities, among others.**



In programming, we perform:

- » **Workshop** with the Communication and Marketing and its agencies on **communication inclusive**, in partnership with Aliança Sem Stereotype of UN Women, prioritizing the intersectional approach to themes;
- » **Live "Gender equality, a win-win relationship in business and in life,"** with Adriana Carvalho, leader at the UN on the subject, with the objective of presenting the main indicators and actions taken to promote equality in genders and the importance of moving forward on the agenda to promote transformation in society;
- » **Podcasts at the Assaí University** with content about generations, race, LGBTQIA+, genders and disability with specialists such as Adriana Barbosa and Danielle Almeida, from Instituto Feira Preta; Ricardo Sales, from the Mais Diversidade consultancy; Adriana Carvalho, from UN Women; and Fernando Fernandes, a Paralympic athlete. the episodes aimed to expand knowledge, the awareness and promotion of diversity.

Throughout the year, we also carry out campaigns of engagement on diversity and countless training sessions focused on teams that have the greatest



Video capture of the 4<sup>th</sup> Diversity week at Assaí

potential for positive impact in this promotion, such as HR at headquarters and stores, Communication and Marketing, in addition to of our suppliers).

At Assaí, we launched **the Video Manifesto on Diversity and Relationships Guides**, addressing race/ethnicity, people with disabilities, LGBTQIA+, generations and genders, promoting awareness, respect and appreciation of diversity.

At the Assaí University, we also provide the videos of the lives and lectures with themes from Diversity carried out in the year, with resources from accessibility with Libras interpreter and subtitles, which can be accessed via the Diversity bot (training channel via WhatsApp on the topic).

And, still in 2020, the Assaí University held together with the Diversity and Inclusion area a training to Regional and Store Managers, Assistant Managers, Heads of Operations and Section and Persons in Charge in Inclusive Leadership. There were more than 670 trained employees throughout Brazil.

## AMBASSADORS OF DIVERSITY

At Multivarejo, our Ambassadors of Diversity Program promotes the dissemination of diversity and inclusion in our stores and relies on the voluntary participation of our employees, who play the role of multipliers of these topics.

In 2020, during the Diversity Week, we started a training program to support our ambassadors on this journey. In all, four exclusive lectures were given, in live format, addressing their role and our priority themes in diversity and inclusion.



*"Being an Ambassador for Diversity is a source of pride; the importance of this topic in our banner showed how positive our result was. We fight against prejudice and promote the acceptance of diversity in our environment. I believe that, with more visibility and more inclusion actions, we can guarantee coexistence in society with less prejudice, helping and preventing people from being victims of discrimination. Focusing on this subject, over time, we managed to change a lot of opinions, after all we are composed of people from different histories, beliefs, races, sexual orientation, gender, among others."*

**Fabiola Cavalcante Santos**  
Collaborator and Diversity Ambassador at Extra

At Assaí, in 2020, we launched the Diversity Group, responsible for actions that will promote the topic in the coming years. The Group has two representatives from each board, is made up of opinion makers and influencers, and has representatives from all priority pillars of diversity (generations, genders, races, people with disabilities and LGBTQIA+).

### DIVERSITY IN ATTRACTION AND SELECTION

In line with our commitment to promoting diversity and inclusion in the Company, we created a LinkedIn Talent Bank for affirmative action vacancies for minority groups, such as blacks, indigenous people, lesbians, gays and bisexuals, refugees, among others. Candidates can hold different positions, at different levels, both at the GPA Corporation and at our Multivarejo stores. Applications are monitored by the Recruitment and Selection area, which contacts you as soon as a position is opened. We had 65 hires from this registration.



## CULTURE AND ENGAGEMENT

As one of the largest retail employers in Brazil, we actively manage the alignment and engagement of our employees with our corporate culture.



And, every two years, we carry out the *Fale na Boa* survey in order to measure this favorability.

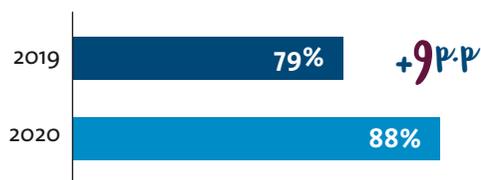
### ASSAÍ ENGAGEMENT RESEARCH

In 2020, it was Assaí's turn to apply its research, through an online questionnaire made available to approximately 23 thousand employees. We obtained 100% adhesion, a value 6 p.p. above last year, 2018. The engagement rate increased from 79% to 88%, in 2020, recording an increase of 9 p.p.

Research participation (%)



Engagement Index



**ASSAÍ**  
Pensando  
*em*  
Você

### ASSAÍ THINKING ABOUT YOU PROGRAM

The Assaí Thinking on You Program is synonymous with recognition in the network, as it brings together all the initiatives to value employees. In 2020, they were:

- » **Woman's Day:**  
+ 23,000 recognized and honored collaborators.
- » **Mother's Day:**  
+ of 12,000 female collaborators honored.
- » **Father's Day:**  
+ of 11,000 collaborators honored parents.
- » **Children's Day:**  
+ 27,000 toys delivered to children, up to 12 years old, of all employees).
- » **Highlights of the Month:**  
+ 9,600 recognized employees).
- » **Promoted:**  
+ of 1,200 recognized employees).



# MOTIVOS PARA SORRIR

Image:  
Reasons to smile

## MULTIVAREJO AND GPA CORPORATION ENGAGEMENT SURVEY

The engagement survey by Multivarejo and GPA Corporation, carried out in 2019, had 90% adherence and had an engagement rate of 73%, a value 7 p.p. above the previous survey.

As a way of giving back to employees, in 2020, our focus was to promote recognition, collaboration, support infrastructure and culture, and we implemented several actions, such as new initiatives in leadership development; improvements in access management, essential for the adoption of the home office; reinforcement of internal communication actions; and the culture reformulation project that will be put into practice in 2021, the year in which we will carry out a new edition of the research.

As a result of the Engagement Survey, we launched the Motivos para Sorrir Program, an initiative that brings together all the actions, recognitions, programs and opportunities of Multivarejo and GPA Corporation, in order to create a happy, healthy, inclusive and diverse labor environment.



Employee in  
the Pão de  
Açúcar store

## Social Dialogue

The construction of Human Resources policies is based on regular dialogue with employees and social partners. **The Group carries out many actions in favor of social dialogue and maintains relationships with 290 unions in Multivarejo and 98 in Assaí, covering 100% of our workforce.** In 2020, we negotiated collective agreements and agreements with unions to adapt to new labor legislation and business needs.

## BEING ASSAÍ IS LIKE THAT CULTURE

2020 was the year to strengthen the culture named "Being Assaí is like that" with training, dissemination and process alignment.

We launched the new badge cord with the values, allowing employees to "wear them" daily.

We launched the digital training track of Culture Program for knowledge of the culture and behavior manifest expected within each value.

We revisited the Assaí competency model, adjusting the performance appraisal process to the skills that most speak to the culture and the moment of the business. The six new skills are:

- » leadership;
- » responsibility to the customer;
- » commitment to the business;
- » results orientation;
- » collaboration;
- » integrity and trust.

### Internal Campaign Taking Care of One, We take care of everyone!

In 2020, to engage and involve the 48+ thousand Assaí employees with the initiatives of the pillar "Caring for Our People", and in favor of

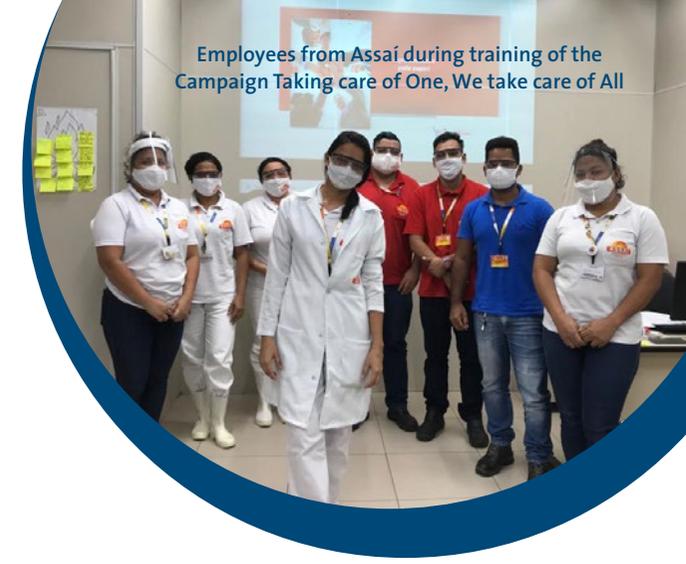
everyone's safety in the midst of the scenario of the pandemic, we launched the internal campaign Taking care of One, We take care of All, in all units of the brand throughout Brazil, with various initiatives to ensure safety of the people who kept working.

In all, there were more than 1,000 contents developed for the theme, in all internal communication channels, such as TV Assaí, mural, Intranet and e-mail, in addition to the creation of new channels, such as the Ritual of Internal communication for stores, WhatsApp with Leadership and an app focused on process updates that happened at the beginning of the pandemic. We also promoted health care lives body and mental for employees of offices, in addition to the presence in formats innovators like Tik Tok and Spotify.

### New Assaí outpatient clinic: DC in Cajamar

To reinforce the health care of our collaborators, we inaugurated an outpatient clinic at the Distribution Center from Assaí in Cajamar. The unit has specialties such as General Practice, Cardiology, Orthopedics, Gynecology and Endocrinology and, since the opening in August 2020, it has already carried out more than 4 thousand assistances. We also have outpatient clinics at the headquarters of Assaí and GPA Corporation.

Employees from Assaí during training of the Campaign Taking care of One, We take care of All



## CAREER AND DEVELOPMENT

### ATTRACTION AND SELECTION

We are committed to finding and retaining the best talent, aware that it is the people who have the power to make and lead the changes that sustain our growth and the achievement of our purpose.

#### Digital Recruitment

In line with the digital transformation strategy, since 2019, GPA Corporation and Multivarejo now has a 100% online selection process, allowing candidates to register and monitor all phases remotely. With this, we streamline processes and also guarantee wide access to available positions, in real time, by HR and managers).

Assaí, in 2020, also transformed its selection, admission and training model to the 100% digital format, maintaining the strong pace of hiring through digital platforms, mainly to meet the expansion of the business.

The selection was carried out remotely with the capture of candidates, tests and online interviews. Admission followed the same format, in which the candidate himself/herself sent their documents, without having to leave home, with agility and security. In an innovative way, the guide with guidelines for starting work and institutional training were also transformed into links for access sent by email and SMS. We had 97% adherence to the new model and more than 4,500 admissions in this format.

To find out about our vacancies, candidates can access the corporate websites on the Work with Us tab ([Assaí](#) / [Multivarejo](#) and [GPA Corporation](#)) or the profiles on the LinkedIn social network ([Assaí](#) / [Multivarejo](#) and [GPA Corporation](#)).



Extra Employee

### Internal Opportunities

We value our internal talents and enable career transitions, which is why we have structured internal recruitment programs that offer vacancies available to our team. In 2020, we selected more than 1,200 employees through the Internal Selection Process (Prosin).

### ASSAÍ EXPANSION

Assaí's expansion continued at full speed; at such a complicated time in the economy, we were able to generate 4,470 new jobs with the opening of 19 new stores.

## TRAINING AND DEVELOPMENT

At GPA, the qualification and training of our employees are essential to ensure the sustainable growth of our business.

Due to the pandemic, in 2020, we had to restructure all our training, which was predominantly in-person (95%), to be carried out 100% online, through the GPA and Assaí Retail University digital platforms.



## GPA RETAIL UNIVERSITY

The mission of GPA Retail University is to promote the permanent development of its employees, aligning their training with the food retail business strategies. We train as many employees as possible at Multivarejo and GPA Corporation, using innovative methodologies and learning techniques that improve our results.

We offer a complete learning experience, in line with the role played in the Career Trail, with several programs, trails and actions to suit everyone.

In our online training platform, the GPA Retail University offers more than 4,500 learning objects.

In 2020, we updated the layout of the online training platform to make the interface and navigation simpler and more intuitive, facilitate access to available courses, in addition to encouraging and supporting employees in the digital transformation. In all, we had more than 433,230 connections, an increase of over 188% compared to 2019.

See below the main training programs and channels offered in the year.



### University at Home

The University at Home is an edutainment channel that was created to support employees to understand the new work habits in the remote work (many of them for the first time) and deal with common themes to everyone during the pandemic, such as emotional balance, resilience, management of remote teams, use of social networks in times of crisis, suggestions for organizing tasks and improving communication. The aim is to promote engagement and development actions via micro-learning in a light and relaxed way.

More than 40 videos were produced and filmed by the Company's professionals in their homes and this action recorded over 45 thousand views.

**The University at Home Project was also highlighted and a reference in two relevant media articles in Brazil (Valor Econômico and Você RH), in addition to receiving the 2020 People Management Highlight Award from the Brazilian Association for Training and Development (ABTD), being recognized as benchmarking and becoming a reference in the T&D market.**



Baixe o e-book e faça todos os exercícios propostos!

### Personal Finance Channel

In 2020, we launched Personal Finance, a channel promoted in partnership with the GPAAtiva Cooperative, which offers exclusive content from Nathalia Arcuri, finance specialist, presenter and journalist, and other specialists, to support our employees in their personal finances.



### Innovation Channel

Available on the University's online platform, the channel brings content about innovation, with exclusive materials from start-ups working at GPA to transform food retail into Brazil. The tool is open to all employees of the Group.



### Lead Channel

This learning channel has training and courses that address technical and behavioral topics with a focus on leadership, to work together with the Company's strategies and to provide experiences, solutions, inquiries and online learning actions.

In 2020, we launched an exclusive track for employees who are exercising leadership for the first time: The Journey of First Leadership.

### Technical Training at Multivarejo

In 2020, we trained 703 people in the functions of butcher, confectioner, baker, fishmonger and operator, as well as head of operations, manager and store leadership. This training aims to provide career development and enable job promotion.

### Program in Function

It offers training to employees of the Extra Hiper banner, with a focus on behavioral development and technical improvement. In 2020, 130 employees participated.

### Technical Training RNs

The University manages mandatory training related to Regulatory Norms (RNs), required by the Brazilian law for certain functions and operations. Every year, ten to 15 thematic trainings related to RNs are offered. In 2020, we had 14,693 participants.

### New Eiros School

The Eiros School aims to have a talent pool of specialist professionals, who will be trained to contribute to the replacement of the workforce. The focus is on training in butchers and bakers. 15 employees participated in the initiative pilot in 2020.

## GPA DEVELOPMENT DAY

Every month, on Development Day, we offer training to all employees related to retail. In 2020, we had virtual editions during the pandemic period. There were more than 29 training actions, for more than 1,000 participants, on protagonism, conflict management, collaboration, self-knowledge, resilience, intrapreneurship, creativity, among others in our regional and store operation offices.

### 4<sup>th</sup> EDITION OF THE DEVELOPMENT WEEK

We held the 4<sup>th</sup> edition of the GPA Retail University Development Week for all our employees at headquarters, stores, Distribution Centers and regional offices. The event, held 100% online for the first time, is another opportunity we offer our team to learn and develop.

The opening was held by Leandro Karnal, historian and professor at Unicamp, who spoke with the participants about Lifelong Learning, highlighting the rupture of paradigms, the importance of constant reinvention, habits and protagonism in a world of rapid changes.

Throughout the Week, employees learned more about empathy, intrapreneurship, positive psychology, culture of learning, among other topics, in 20 training and development actions. The event had the voluntary participation of 4,153 employees



of the operation and GPA Corporation, an increase of 119% compared to the previous year.

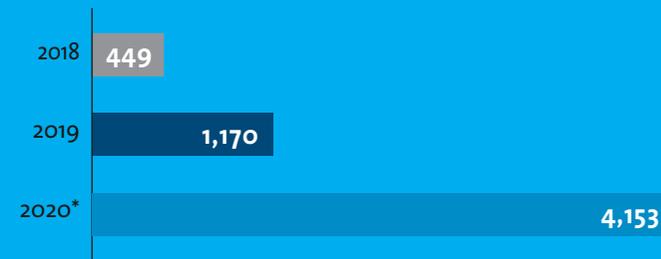
The GPA Development Week ended with a lecture by journalist Gloria Maria, who told our team about her personal and professional trajectory, addressing overcoming difficulties as a key to development. We are focused on promoting the constant learning of those who work with us on a daily basis, ensuring that GPA continues to be a place for people who learn and grow.



*"In the midst of so many professional challenges that I'm going through at GPA, I always try to reserve time for the Development Day; among meetings, resolutions, emails and definitions, no less important are these days. This moment of stopping and developing is of great importance, opening the mind to new habits, changes in behavior and even changes in dealings with colleagues and clients. There were many lectures that I attended in recent years and in addition to absorbing a lot, I put a lot of what I learned into practice; topics such as a non-violent communication and quality of life and happiness at work, for example. I'm a real fan of this development program created by GPA, which opens up new perspectives not only for one's professional life, but also for one's personal life, and it is always a great pleasure to participate in it."*

**Carla Regina**  
GPA Malls Collaborator

### Employees participating in the Development Week



\* In 2020, we expanded participation to employees of the operation. In 2018 and 2019, only GPA Corporation employees participated.

### GPA LEADERSHIP DEVELOPMENT PROGRAM

Preparing our leaders means ensuring the perpetuity of our culture and empowering our managers for the challenges of the business.

We carry out the Leadership Development Program, aimed at leaders, coordinators and managers.

The contents are segmented into behavioral skills and leadership techniques, in order to promote self-development so that they continue to engage their teams. In 2020, we had the participation of 727 leaders.

### SUCCESSION PROGRAMS

Our Succession Programs aim to train and develop employees with potential and profile aligned with the business strategy and the Development Path of the Universidade do Varejo GPA, providing career and succession opportunities.

We identify professionals with the potential to meet the demands of leadership positions and offer targeted training to support the transition and performance in new roles.



In 2020, we reformulated our Succession Program for the blended learning modality, with content and virtual meetings held for the nine programs of the Extra, Pão de Açúcar, Specialized Businesses (Pão de Açúcar Minute, Mini Extra, gas stations and drugstores) and GPA Cards banners.

The training covers topics such as emotional intelligence, presentation and public speaking, conflict management, career and protagonism. In 2020, in a partnership between the Diversity area and the Ombudsman and Compliance teams, we promoted a series of online training courses for the Succession Program. In all, there were ten groups formed by 518 employees, who totaled 30,392 hours of training.



## ASSAÍ UNIVERSITY

Universidade Assaí aims to ensure that the brand's team is increasingly prepared and qualified for the growth and expansion of the business. It has five training schools - wholesale, leadership, commercial, operations and technical behavioral development - and offers several courses with the participation of industry professionals, taught in the chain's own stores or in online format.

In all, there are more than 60 programs with 3,600 training courses for all levels of leadership and teams, a trainee program, courses for completion of Elementary and High School and technical training for the stores.

This year, we accelerated the digital transformation at Universidade Assaí, in order to continue reaching our collaborators even in the pandemic scenario and social distancing.

We had a multichannel training strategy, in which our teams could access the University's contents through different platforms.



over 1.5 million  
of training hours

over 171 thousand  
training  
participations

41,846  
employees  
impacted

Home screen  
of the Assaí  
University



### ZapUA

We launched ZapUA, a training chatbot aimed at making video and card content available via WhatsApp, in an agile manner, to our base staff and their families in the Learning to Care program.

### Assaí University application

In addition, we launched the Assaí University Web APP, so that our employees could access the training in the mobile version.

### Totem Assaí Thinking of You

In each of our stores, we implemented the "Assaí Pensando em Você" totem, a workstation dedicated to providing employees with access to the network's various HR systems: ADP, GPAtiva, Prosins via Gupy, Intranet, Avance and Assaí University.



*"I have already taken two courses through Totem and the experience was incredible: very didactic, explanatory and dynamic, I never imagined it would be so easy to specialize in my sector and still have immediate access to the certificate upon completion. It is very gratifying to be able to be increasingly able to perform our functions with the highest quality. I just have to thank Assaí for providing us with this experience through Totem Assaí Pensando em Você!"*

**Maurício Cruz**  
Assaí store employee

### Revitalization of the Learning Platform Management System (LMS)

We revitalized our platform with tools and advanced technology – working in format mobile and with digital presence list -, didactic modern, with gamification, content in format of webseries and nominations for movies, books and apps for self-development. We've overcome the limitation of previous reach, in which trainings were carried out face-to-face, and we democratized access.

In addition, we make new content available online:

#### New Model Welcome

New integration model for employees newly admitted in which, still in completion of the selection process 100% online, together with the admission process, they receive a link for access to the Assaí University, on the platform from Qranio, and there they carry out a training trail with content in the form of videos, cards, short texts, infographics and quiz to acquire and test their knowledge of Assaí. We achieved 97% adherence to the new model using the learning fun technique.

#### Learning to Care Program

To spread new habits and protocols of safety for prevention to Covid-19, in 2020 we launched the Learning to Caring in an online format for all store employees, Distribution Centers and offices, third



Employees of Assaí gathered for the inauguration of the Totem Assaí Thinking of you



Collaborator using the equipment

parties, temporary, service providers, family and friends.

#### Knowledge Space

It gathers tips from movies, books, articles, websites and links several that provide knowledge about important topics in our daily lives, such as leadership, emotional balance, process management, results, ethics and compliance.



### UAFLIX

In webseries format, several courses are made available to all collaborators so that they can be protagonists of their development.

### Virtual Bookshelf of Knowledge

In partnership with several institutions in Brazil, such as SapiênCia, UOLTech, FGV and FIA, we bring several videos and online courses with nationally recognized teachers, such as Clóvis de Barros and Mário Sérgio Cortella.

The Assaí University also offers the basic and necessary courses to ensure the proper operation of our stores.

### Operational Excellence

The Assaí University has been increasingly supporting the business in recording and disseminating knowledge about self-service wholesale and its operating model. In 2020, we reached the mark of 16 operational books built, allowing the mapping of the main operational flows and patterns of the sections.

They are used in the implementation of new stores and training of teams.

### Food Safety Game

In 2020, we launched the game for store employees in the fruit, vegetables, perishables, cafeteria and cafeteria sections and for employees in the position of Quality Control Assistant. In all, there were more than 6,700 participants.

### Passaí – Technical and Behavioral Training

In order to train our financial products and services team, in 2020 we launched an online technical training track, a checklist for monitoring new employees in the position and actions to promote the best service practices.

### Technical Training NRs — Assaí

Throughout 2020, we had more than 800 groups in mandatory training related to Regulatory Norms (RNs), exceeding 12,500 participations.

Amidst in-person and online training, we had more than 143,000 hours in normative and mandatory training.

### Learn More Languages

In partnership with schools and in order to increase proficiency in Business English, we launched new modalities of our Language Program. With online classrooms and a platform for learning in digital format, it is aimed at the entire team in the business and back office areas.



Employees participate in the Food Safety Game

### Leadership Dialogues

In the midst of the pandemic, we launched the Program Dialogs with Leadership, for all Headquarters and regional office leaders. It provides for a monthly meeting of leaders from all over Brazil with great experts and thinkers of the modern world in order to bring insights about management, leadership, strategy, culture and planning for our leaders. In 2020, we held four meetings in which we talk about ethics and culture with professor Clovis de Barros; leadership in times of crisis with the expert in integrated coaching Randhy Di Stephano; economy during and post-pandemic with economist Ricardo Amorim; and emotional balance with the specialist in emotional management Paulo Alvarenga.

### Trainee Programs

Assaí's Trainee programs are being successful, thus having become a gateway to career growth for employees.

### Commercial Trainee

The Commercial Trainee Program is aimed at employees who wish to migrate their careers for the commercial area.

Thereby, they participate in an internal selective process and, upon being approved, leave their functions to enter the training program, which lasts 24 months.

At the end, candidates are placed in positions of Commercial Assistant III or Buyer Jr. In 2020, we had 19 trainees in development.

### Operations Trainee

It is aimed at Section Heads and In charge of Distribution Centers that wish to prepare to assume the position of Store Assistant Manager.

**In 2020, we reached the 10<sup>th</sup> class of the Program with 616 people enrolled in the selection process and 60 approved.**

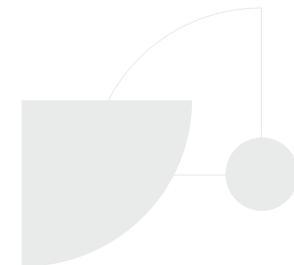
#### INCLUSIVE LEADERSHIP IN ASSAÍ

Conducted in digital format for leaders of all units, the eight live sessions sought to generate understanding of the role of leadership facing the promotion of inclusion, respect and valuing diversity.

In addition, we launched a series with five videos on Inclusive Leadership in order to guide them to disseminate the theme within from the Web. Videos are available at Assaí University and can be assisted to anytime.



Screen of the Dialogs with Leadership Program



# Engagement with society

## SDG



## Material Themes



## Strategic Axes



Client and child deliver donations at an Extra store

## GPA INSTITUTE

For 22 years, our social investment has been managed and guided by the GPA Institute, a non-profit organization which aims to contribute to the reduction of inequalities social, through the mobilization of resources and partners to support people in vulnerability situations.

Communication encouraging the donation to the Solidarity Christmas



**Image:**  
Solidarity Christmas  
Your donation makes the difference



# Action fronts

To achieve our goal, we act on three fronts. In 2020, in front of the challenges of the Covid-19 pandemic, we also promote support actions.



## Awakening to work by vocation

We offer ways for people to develop, discover their individual talents and follow their vocations.



## Encourage mobilizing actions

We want employees, customers, suppliers, organizations and GPA acting together as agents of change.



## Support for the development of youth

We create and support projects that contribute to the development of young people in music and education.



## Actions of support during the pandemic

In 2020, we direct Institute resources GPA to support the solidarity network with actions for coping with pandemic.

Learn about the main projects developed in the year on the following pages.

Vilma de Oliveira, member of the Women of GAU and participant of Peripheral Entrepreneurs Program

### FIGHTING THE PANDEMIC

The GPA Institute has developed a series of actions to contribute to the solidarity network, which was formed to support social institutions that had their activities impacted in this period, and communities in situation of social vulnerability. These actions involved donating our brands and also the mobilization of customers and partners.

In the infographic below, we bring a summary of our actions, which are described in detail in the three fronts of action of the GPA Institute.

## Social investment to face Covid-19

### Acting on three fronts

#### DIRECT DONATIONS

We make donations of food and hygiene and cleaning items to support social institutions and communities around our stores to continue their activities during the pandemic.

Learn more at [page 144](#).

#### CUSTOMER MOBILIZATIONS

Since the end of March, our stores have been collection points for donations of food and hygiene and cleaning products for partner social institutions throughout Brazil. In addition, our apps and websites also encouraged donations from our customers.

#### SOLIDARITY CAMPAIGN

at the Pão de Açúcar, Mercado Extra, Assaí and Compre Bem stores, aimed at **more than 350 partner institutions**



**Exchange of Stix points** in the Pão de Açúcar Mais and Clube Extra apps for 8 partner institutions



Online **donations on the website** PãodeAçúcar.com

Learn more at [page 144](#).

#### SUPPORT FOR EMERGENCY FUNDS

Our brands have earmarked financial resources to support emergency funds to help small businesses and community entrepreneurs and minority groups whose initiatives and businesses were impacted by the pandemic.

Learn more on [pages 135, 140 and 143](#).



Support to  
**4 emergency funds**



**2.7 thousand + entrepreneurs**  
and small businesses benefited

**5.9 thousand tons**  
of food, hygiene and cleaning  
that benefited

**640 thousand families**  
from 21 States and the Federal District

**R\$ 12 million** invested in the solidarity network mobilized because of the pandemic.



You can also watch videos of the donations made and learn more about each of the fronts on [our website](#).



## AWAKENING WORK BY VOCATION

### DEVELOPMENT OF THE HEALTHY AND SUSTAINABLE FOOD PRODUCTION CHAIN



Since 2018, Pão de Açúcar, through the GPA Institute, has supported the Sustainable Connections Institute – Conexsus, a non-profit organization that works to activate the ecosystem of rural and forestry community businesses, to increase the income of small children, producers and strengthen the conservation of natural ecosystems.

**In 2020, through the GPA Institute, we supported the Emergency Fund created by Conexsus, which allocated R\$ 1.5 million in social and environmental credit to benefit 450 small community businesses.**

In addition to financial support, the Fund created network actions to make joint logistics and sales solutions feasible, and provided business advice for a good use of the resource, providing guidance on good administrative and financial management practices, enabling rural credit and other public policies.

Customers of the Pão de Açúcar Mais app were also able to collaborate with the Fund, reversing their points accumulated in the loyalty program by donation.



Learn more about the Conexsus Emergency Fund.

### FIGHTING MALNUTRITION

Through Éxito Foundation in Colombia, we work to combat chronic child malnutrition, with the goal of reaching, by 2030, the first generation with zero cases of malnutrition, which currently affect 500,000 children in the country.



In addition to the actions of the GPA Institute, in Colombia, the Éxito Group donated, through the Éxito Foundation, more than 213 thousand food staples in 190 cities and 1.2 million masks, in addition to offering more than 600 thousand items at cost price for solidarity campaigns, supporting the fight against the pandemic.

In addition, it created a priority telephone line for requests from health professionals, with free delivery.

It also financially supported 1,000 small and medium suppliers, maintaining 37,000 jobs, and contracted the production of 13 million masks for donation, contributing to the health of society and also to the savings of suppliers. Learn more about the projects carried out by Éxito Group:





**extra**



## TECHNICAL GRADUATION

### NATA

#### ADVANCED NUCLEUS IN FOOD TECHNOLOGY

Since 2009, Extra, through the GPA Institute, created the Advanced Nucleus in Food Technology (NATA), in partnership with the Rio de Janeiro State Department of Education (SEEDUC) and the Department of Agriculture, in São Gonçalo (RJ), which offers courses in Bakery & Confectionery and Milk & Derivatives, training specialized technicians for industries, retail chains and commerce.

**In 2020, due to the pandemic, face-to-face activities were suspended and the entire curriculum was transferred to remote activities.**

#### TRAINING PROCESS



Practical activities in pilot plants



Monitoring



Mandatory internal and external internship of 120 hours



Scientific initiation works



Participation of students in sector fairs and congresses

#### BENEFITED

**342** students in 2020

**52** trainees in Bakery & Confectionery

**56** trainees in Milk & Derivatives

**over 3 thousand** hours of training during the 3-year duration of the course



*"I always had within me the desire to teach. In the end 2015, I had the opportunity to make this dream come true when I was selected to fill the position as a confectionery teacher at NATA. In face-to-face teaching, the focus was on the practical part of the confectionery that took place in the school's mill, where students had the opportunity to watch demonstrations of preparations and, during class, put into practice what was taught. As the pandemic made practical classes impossible, I found in remote learning a great opportunity to share with students specific knowledge that will actually help them to better understand the ingredients and processes, thus preparing them to have autonomy in practical experience."*

**Christiane Silva de Souza**  
Confectionery teacher at NATA since 2015



Production of the students from the Mãos na Massa Program



### **MÃOS NA MASSA (HANDS ON)**

The Program, created in 2018 by Extra, through the GPA Institute, offers courses in Bakery and Confectionery for people in situations of social vulnerability in the surroundings of the stores, encouraging the discovery of a vocation and the opportunity to start a career.

Last year, due to sanitary restrictions, no new classes were held. In addition, the project's partner institutions dedicated their actions to fighting the pandemic, supporting their beneficiaries with donations of food and hygiene and cleaning products. Extra, through the GPA Institute, was one of the donating companies. Mãos na Massa should be resumed next year, following the protocols and definitions by relevant regulatory bodies.



Sueli Conceição,  
entrepreneur  
at Iyá Omi



EMPREENDEADORAS  
PERIFÉRICAS

### PERIPHERAL ENTREPRENEURS

In September 2020, Extra, through the GPA Institute, created Peripheral Entrepreneurs, in partnership with the Tide Setubal Foundation, offering technical and financial support to 17 micro and small black entrepreneurs from five Brazilian states: Bahia, Minas Gerais, Pará, São Paulo and Rio de Janeiro.

The objective is that, through access to training and a financial contribution between R\$ 4,500 and 9,000 for three months, we could support the sustainability of their businesses during the pandemic period, strengthening entrepreneurship, female socioeconomic inclusion and the potential for transformation that these enterprises and these women have in the lives of other women, in their territories, communities and in society as a whole.



### FORMATION

30 hours of consultancy and training, in 13 virtual meetings in the modules:  
BUSINESS STRUCTURING,  
MANAGEMENT AND FINANCE, COMMUNICATION  
AND EMOTIONAL BALANCE



### FINANCIAL SUPPORT

From R\$ 4,500 to 9,000, divided between the deals and paid over 3 months



### BENEFITED

17 business entrepreneurs well articulated with the community and developing the local production chain as suppliers and customers, in various segments, such as well-being and health, art, culture and education, beauty, food, commerce, construction, communication, information technology, environment and entrepreneurship network.

*"Participating in Peripheral Entrepreneurs is a unique opportunity! My expectation is to create good relationships, a strong bond and a connection with these other women entrepreneurs who are fighting for their businesses."*

**Luciene Andrade**

Co-founder of Webba Systems Development





*"The process of co-creation and execution of Peripheral Entrepreneurs was a challenging experience for both institutions, as it required a lot of synergy and flexibility from the teams involved so that it was possible to start the support and empowerment of entrepreneurs, in just over two months of preparation. It is always a pleasure to see that, despite the challenges, it is worth building collaboratively and the result is more robust. In the end, both teams made important leaps in terms of knowledge and maturity for social intervention. The complexity of inequalities in our country requires this collaborative philanthropy effort, and living this experience with Extra, in the midst of the pandemic, was great to reaffirm that this path is possible and powerful."*

**Wagner Silva**  
Development Coordinator of Tide Setúbal Foundation

## Casa Preta Hub

### CASA PRETAHUB

Extra, through the GPA Institute, supported Casa PretaHub, a space created in 2020 by PretaHub — a hub of creativity, inventiveness and black trends — to drive the digital transformation of Afro-entrepreneurs.

With the support of Extra, the construction of two of the spaces in the House was financed: a classroom and presentations and a kitchen.

Casa PretaHub operates on a freemium business model (mixture of free and premium), offering free spaces, as well as paid services for those who wish to use them for more hours or have the assistance of a sound technician, a producer or other services, with a workforce provided 100% by black entrepreneurs allocated in the space. The goal is that the project becomes a social franchise and can be replicated in other states.



*"I believe this is an important step for the ecosystem. We have thought of Casa PretaHub as a biome and we wish to form a large community of entrepreneurs who support each other within this space for sharing infrastructure and knowledge. The plan is to be able to take the concept to other states, such as in Cachoeira in the Recôncavo region, in Bahia, expanding this network more and more."*

**Adriana Barbosa**  
CEO of PretaHub and president of Feira Preta

MATCHFUNDING  
**ENFRENTA**

**ENFRENTA MATCHFUNDING**

Extra, through the GPA Institute, was one of the partners that contributed resources to the Enfrente Matchfunding, an initiative of the Tide Setubal Foundation, in partnership with the collective financing consultancy Benfeitoria, which supported emergency initiatives to combat the effects of the Covid-19 pandemic in Brazilian urban peripheries.

The Enfrente Matchfunding is a platform for collaborative funding. Projects of up to R\$ 30,000 were selected, disclosed on the platform to raise funds and, upon receiving financial support, the amount was tripled by the Fund, hence the name Matchfunding.

Thus, if the project raised R\$ 10 thousand, the Fund tripled the amount, donating another R\$ 20 thousand, totaling R\$ 30 thousand.

We also invite our customers to make donations directly to the initiative, converting their accumulated points in the Pão de Açúcar Mais and Clube Extra apps.

In all, 265 projects were supported, aimed at promoting the sustainability of micro and small enterprises, with the distribution of donations, awareness campaigns and care for physical and emotional health, with 54.7% of the initiatives registered by women and 79% for blacks people.

These projects directly served more than 210 thousand people, equivalent to more than 63 thousand benefited families.



*"Participation in the Enfrente Matchfunding has boosted us in mobilizing the campaign, given us hope of living, knowing that better days are coming and in generating local income to benefit families and people in need."*

**Telma Silva**  
Souza (BA)

## SUPPORT FOR MICRO ENTREPRENEURS



### ACADEMIA ASSAÍ BONS NEGÓCIOS (ASSAÍ ACADEMY GOOD BUSINESS)

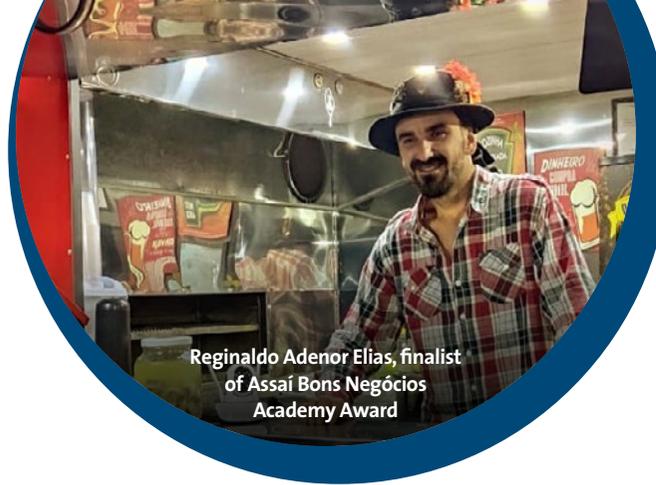
Created in 2017, Academia Assaí promotes entrepreneurship in the food sector throughout the country, through four lines of action, presented below:

#### Information

In 2020, we reformulated the Academia Assaí Bons Negócios portal, making it an information hub that offers even more content to support entrepreneurs.

In addition to a calendar of events and a portal with news relevant to the sector and daily publications on entrepreneurship, finance, negotiation and sales, time management and applicable legislation, in this new format the entrepreneur will find spreadsheet templates and downloadable technical sheets.

In 2020, among the main news was the launch of the weekly podcast "Negócio em Dia", with 28 episodes, which brings discussions on current issues in the food area. It had more than 2,570 hits.



Reginaldo Adenor Elias, finalist of Assaí Bons Negócios Academy Award



At the end of 2020, Academia Assaí had 1.5 million hits on the portal.

#### Formation

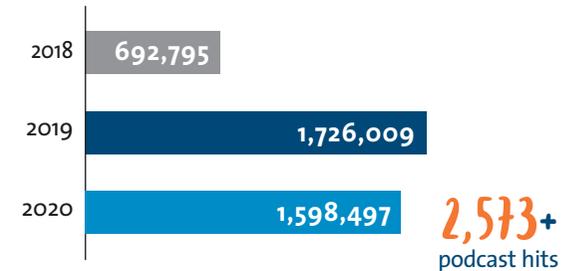
We offer participants free quality content, with clear language, accessibility and personalized information for different types of business.

In 2020, the face-to-face meetings did not take place, but a new course named "Overcoming Challenges" was launched, which addresses the main care and adaptations necessary for businesses in the face of the pandemic. The other six knowledge trails continued to be available on the new portal of Academia Assaí Bons Negócios, with several video classes and activities.

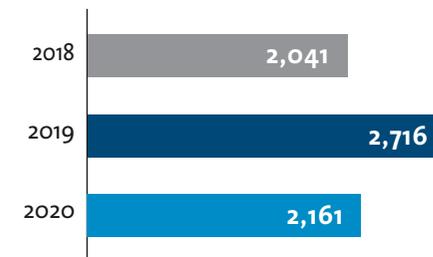


There were more than 28,900 registered entrepreneurs and 2,161 certificates issued in 2020.

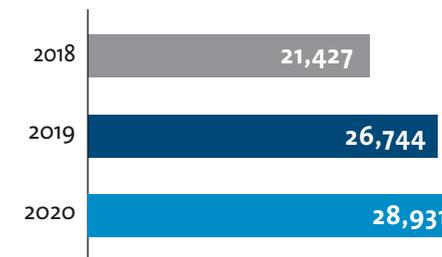
#### Accesses to the online platform



#### Certificates issued



#### Registered entrepreneurs



### Award

For the third consecutive year, we recognized entrepreneurs with inspiring cases in the Assai Bons Negócios Academy Award.

**In this year of 2020, we increased the number of awardees tenfold, supporting 150 micro and small food entrepreneurs from all over Brazil – formalized or not – to help sustain these businesses in the challenging time of the pandemic.**

There were more than 12 thousand applicants, 72% more than the previous year, and 150 awarded in various stages. They received a week of online training with the lives of different specialists in important topics to support the confrontation of crises and financial support of R\$3,000 for three months, in addition to shopping vouchers and other prizes.

Among those enrolled, 30 winners were selected from each of the five regions of Brazil, ten from each category (street, fixed point and sales by order). Of these, 15 stood out and went on to the popular vote stage, where we had Malta Street Burguer, from Rio de Janeiro as the big winner in the popular vote.

*"The pandemic ended all the plans we had for this year. Our sales dropped by more than 70%, as our service was very local. With the Award, we put the financial part in order, invested in our workplace and managed to have a good stock to work with. We decided to invest in studies as well and, with that, I started studying Financial Management in order to better understand how to invest and improve our work. The prize was not just the money, but also the classes and assistance, giving us breath to overcome this year of pandemic that, unfortunately, we are still experiencing."*

### Tatiany Flor Borges

**Owner of Malta Street Burger, winner of the Popular Vote of the Assai Bons Negócios 2020 Academy Award**



### Collaboration

We support institutions that work with micro entrepreneurship. One of them, the **Black Fair**, the biggest event in black culture and entrepreneurship in Latin America. In 2020, we renewed our support to the Fair, held in its 19<sup>th</sup> edition, fully online, with the theme "There is a black future!".

We have prepared a special program for the entrepreneurs of the food area at the event: "Pricing Workshop: Understand the price of your product!", presenting the best sales techniques in the market.

### Support for micro and small entrepreneurs

In addition to the Black Fair, we also support social organizations financially – individually and separately based on the performance of the Assaí Academy. There are seven initiatives of institutions and social organizations that work with the promotion and training of micro and small entrepreneurs in Minas Gerais, Rio de Janeiro, São Paulo, Pará and Bahia.

### Emergency funds

In 2020, Assaí supported two emergency funds, aimed at offering credit to support micro and small entrepreneurs in overcoming the challenges of the crisis generated by the pandemic, the **Entrepreneur Periphery Fund**, operated by Firgun and Empreende Aí and co-managed by Impact Hub, and the É di Todos Coalition's **Economic Emergencies Fund**, created by several organizations that support black and periphery entrepreneurship. The amount contributed through Academia Assaí Bons Negócios was allocated to entrepreneurs in the food sector.



In 2020, in partnership with **Vale do Dendê**, an innovation center for the outskirts of Salvador, we launched, for the second consecutive year, the acceleration program to support small peripheral food businesses to leverage their management potential and business sustainability.

**There were 47 applicants and 28 pre-selected who participated in an immersion of eight hours of learning and presented their projects so that we could choose the ten that would be accelerated.**

The Program prioritized the public of Afro-entrepreneurs and diversity in general, considering race and gender, and that was aligned with the themes of innovation, with new products, processes or services, in addition to authenticity and legitimacy.

Those selected received consultancy and mentoring with focus on innovation and technology and technological support from Qintess, one of the leading providers of software solutions technology from Brazil, improving their knowledge in marketing, management and social networks, among other vital areas to the sector.

## TRANSFORMING ATTITUDES

### SOLIDARITY AGENDA

We have a calendar of solidarity campaigns, with fundraising actions in our stores with customers, employees and suppliers, which benefit more than 350 social institutions that are partners of the GPA Institute.

In 2020, facing the challenging scenario of Covid-19, we focused the efforts of solidarity campaigns on fundraising for donations to institutions in support of fighting the pandemic.

We promote the donation of food, hygiene and cleaning products to support vulnerable families across Brazil to overcome the challenges of the pandemic.

In addition to brand donations, through the GPA Institute, our stores also functioned as collection points for customer donations and connection with social organizations. It was also possible to donate via e-commerce ([www.paodeacucar.com](http://www.paodeacucar.com)) and through the Pão de Açúcar Mais and Clube Extra applications, by exchanging Stix points.

**In all, more than 5.9 thousand tons of food and hygiene and cleaning products were donated to more than 640 thousand families benefited by this solidarity network.**



*"Voz das Comunidade joined with Coletivo Papo Reto and Mulheres no Alemão em ação to create the Crisis Cabinet so that residents of Complexo do Alemão could benefit from donations of food staples, of non-perishable foods in general, during this time of pandemic that we are experiencing."*

### Renê Silva

Representative of the Voice of Communities Institution, supported by Extra, through the GPA Institute

### SOLIDARY CHRISTMAS

In December, we enhanced the Solidarity Day, held since 2013, and held an entire month of collections in our stores and drugstores, the Christmas Solidarity.

In addition to donating physically diverse food and products, customers could also make donations via **Picpay** or exchange their Stix points in the Pão de Açúcar Mais and Clube Extra **apps** for donations.

On the first three Saturdays of December, we had the participation of some volunteers from the institutions in the store, complying with all sanitary protocols, to encourage donations.

In all, 993 tons of food were collected, donated to more than 170 partner institutions throughout Brazil.



**Access the website** to learn about all the supported institutions and watch our series of videos that show the donation campaigns throughout the year to fight the pandemic.



Presentation of the Instituto  
GPA Orchestra

## SUPPORT FOR THE DEVELOPMENT OF YOUTH

### MUSICAL EDUCATION

21 years ago, in 1999, we created the Music Education Program, which seeks to awaken vocations and stimulate musical talent through the Music Course and Instituto GPA Orchestra (GPA Orchestra Institute), which train young musicians and contribute to the democratization of access to classical music, with presentations and didactic meetings in public elementary and high schools, bringing children, teenagers and teachers closer to the universe of music.

### Music course

In the Music Course, we offer free violin, viola, double bass and cello lessons to students aged ten to eighteen without musical experience, through the Jaffé Method of Collective String Teaching.

In 2020, with online classes during the pandemic period, we received 45 new students, totaling 193 participants in the year. Since the beginning of the Program, more than 16 thousand students have taken part in the Course.

### GPA Orchestra Institute

The Music Program continues with Instituto GPA Orchestra, which brings together students who stand out in the Course until they turn 21, learning and specializing with conductor Daniel Misiuk and teacher and artistic director Renata Jaffé.

The Orchestra performs free to the public. In January 2020, two in-person presentations and two audience formations were held. Due to the pandemic, the performances were paused for a few months, returning at the end of the year with five performances in November and 12 performances in December, all online, broadcast on YouTube, as well as videos with students playing simultaneously.

Moreover, four more online audience training sessions were held for students from public schools in Santos and Osasco and region. In all, there were more than 15 thousand viewers.



*"I've been taking the Music Course for two years at the GPA Institute, in Osasco. We are all going through this unusual period, which forced us to stay at home. So, we had to reinvent ourselves in all aspects! We started having online classes of the Course. At the beginning, it was very difficult to adapt, but along the time I managed to evolve well and learn a lot. Even so, it doesn't compare with the in-person classes, which I really miss attending. I can't wait for everyone to be together playing again."*

**Maria Fernanda Rocha Ramos**

**Violin student at the GPA Institute of Music Course**



Students of the Prosperar Program (photo taken before the pandemic)

### PROSPERAR (THRIVE)

Created in 2014, the Prosperar Program offers grants to promote the access of young people with high performance potential to excellent Higher Education in undergraduate courses in Business Administration or Public Administration at Fundação Getúlio Vargas (FGV).

In addition to the monthly fee, the scholarships can include teaching materials, meals, transportation and housing assistance for residents outside the city of São Paulo.

In 2020, due to the pandemic, we held some online meetings with students to talk about careers and the future.

We also subsidize a class in the preparatory course for the FGV entrance exam, with 30 students per year, supporting access to opportunities.



*"GPA was fundamental for me to be able to stay at GV and to guarantee I would stay there (FGV). I have a friend who has a song that goes like: "I want to live and not only survive", you know?! And I think that's it, it's not about me surviving anymore, it's about me being able to live! Living the world beyond high pay, beyond these things.. Just to understand that I can have a healthy life, do the things I want and am able to, when I can and want to do it."*

#### Fabiana Maria Valério

Student of the Business Administration course at FGV and beneficiary at Prosperar



**43 selected students** for grants at FGV in 2020

**50% black people**

**50% women**



**30 subsidized students** in the Popular Course



**24 graduate scholarship holders** since the beginning of the Program in 2014

# Annexes

- **AWARDS AND RECOGNITION**
- **GOALS**
- **PERFORMANCE INDICATORS**  
GPA – MULTIVAREJO, ASSAÍ AND GPA CORPORATION
- **PERFORMANCE INDICATORS**  
EXITO GROUP
- **READING TOOLS**  
GRI CONTENT INDEX
- **SDG MAP**
- **AUDIT OPINION**
- **CREDITS**



## AWARDS AND RECOGNITION

### 6<sup>th</sup> Edition of the 2020 Best Services Ranking

Our e-commerce and James were winners of the 6<sup>th</sup> edition of the 2020 Best Services ranking. PãodeAçúcar.com and ClubeExtra.com.br were the first and second places, respectively, in the Super and Hypermarkets - Online Stores category, and James was awarded with the first position in the App Delivery category. The ranking, carried out by Estadão in partnership with Blend New Research, a market research company, indicates the three best brands according to the pillars of satisfaction, performance and efficiency.

### 100 Open Corps 2020

We were leaders in open innovation in retail according to the 100 Open Corps 2020 ranking. The award, promoted by 100 Open Start-ups, recognized the organizations that most invest in open innovation in Brazil. GPA stood out as one of the 100 companies and was a leader in the retail vertical.

### BRANDZ

Assaí Atacadista appeared for the first time in the ranking of the 25 most valuable brands in Brazil in the Brandz ranking, reaching the 23<sup>rd</sup> position with a brand value of US\$ 559 million.

### Brazil Wine Challenge – Club des Sommeliers

Five labels from Club des Sommeliers, our Exclusive Wine Brand, were awarded in the international competition Brazil Wine Challenge, promoted by the Brazilian Association of Enology and accredited by the International Organization of Grape and Wine. The gold medal winning labels were three Portuguese classics, Douro Selection, Alentejano Reserva and Douro Reserva; and two Argentines, Chardonnay Roble and Cabernet Sauvignon Roble. In the competition, more than 774 labels entered from 16 countries, selected in blind tastings by the jury.

### More Companies – Estado

Assaí appears in three categories: Most Efficient Companies in the Retail category (first place); Most Outstanding Economic Company (second place); and Highlight of the Southeast Region (second place). The index is the result of crossing information related to the size and financial performance of each company in its respective sector.

### Interbrand – Most Valuable Brazilian Brands – Assaí

Assaí Atacadista was among the 25 Most Valuable Brazilian Brands of 2020. The 20<sup>th</sup> edition of the ranking by Interbrand, a global brand consultancy. It was the third consecutive time that the wholesale brand figured in the listing and, in 2020, the chain occupied the 19<sup>th</sup> position and with the brand's evaluation at 580 million.

### Trusted Brands – Extra

Extra was the winner of the 19<sup>th</sup> edition of the Confidence Brands Award 2020 in the Supermarket/ Hypermarket category. The award, held by Revista Seleções, adopts as a criterion the research, in partnership with the Datafolha Institute, with the Brazilian population to determine the most reliable brands in the country. The brand won the Platinum award for being considered the trusted brand in this category for some time now 13 years.

### Best in Agribusiness – Globo Rural Magazine

We were the winners of the Best of Agribusiness Award in the Wholesale and Retail category for the 11<sup>th</sup> time. The award, promoted by Globo Rural Magazine in partnership with Serasa Experian, recognized companies from 21 sectors that stood out in 2020, based on accounting data and also on social and environmental responsibility initiatives.

### **Best and Biggest – Exame Magazine – Assaí**

Assaí Atacadista was the winner of the category Most Admired Company of the Year in the Award Best and Biggest, carried out by Exame magazine. The award is one of the most respected rankings in business in Brazil and the category, launched in 2020, was chosen by popular vote, in a list with more than 1,500 companies and received more than 64,000 votes in total.

### **Datafolha Search – Mini Extra**

Mini Extra was the most remembered brand in the minimarket segment in research of the Datafolha, held in July. The consumers pointed out the brands most present in the new reality of habits and consumption in more than 20 categories.

### **BBM Logística 2020 Award**

We were recognized by the BBM Logística Award 2020 with third place in the Improvement category Operational. The Multivarejo Model of Excellence Operational (MMEO) was highlighted among 400 projects entered in total and in this category, the projects promote improvement in operations logistics in cultural transformation, elimination of waste, cost reduction, optimizations, between others.

### **Benchmark Award in CSC 2020**

Our Shared Services area was at first place in the Benchmark category in CSC. The award, held by the Institute of Management Engineering (IEG), analyzes the productivity and the level of CSC services of the main companies in the country.

### **Outstanding Management of People 2020 – ABTD**

We were winners of the Management Highlight Award of People 2020 of the Brazilian Association of Training and Development (ABTD) with the case of the University at Home. The award recognized the companies that stood out in the people management this year, and difference in the market.

### **Ebit Nielsen 2020 Award – Extra Club**

ClubeExtra.com.br was chosen as the favorite of customers in the Food and Beverage category at Ebit Nielsen 2020 Award. Voting was carried out in a popular way.

### **Forum Business Excellence Award Oct & Equal LGBTQI+ Brazil 2020**

We were winners of the Excellence Award Forum Business Out & Equal LGBTQI+ Brazil 2020. The Out & Equal organization works exclusively with LGBTQI+ equality in the labor environment and through the Awards of Excellence recognizes companies, individuals, and affinity groups that

have made progress significant in the defense of diversity and inclusion of LGBTQI+ people in the workplace.

### **iBest 2020 Award – Pão de Açúcar**

We were winners of the iBest 2020 Award at Supermarkets category with the Pão de Açúcar. The award highlighted the best initiatives considering the unified presence in several platforms that make up the universe digital, such as websites, apps and social networks. The network was chosen by members of the academy specialized of the award as the best brand of digital supermarkets in Brazil.

### **Best of São Paulo 2020 Award**

Three of our brands were award winners “The Best of São Paulo 2020”. Pão de Açúcar was the highlighted, for the second consecutive year, among the online supermarkets; Mini Extra won in Minimarket category for the third time in a row; and Assaí was victorious, for the fifth time in a row, among wholesalers. The award is carried out by the Datafolha research institute and recognized the brands most remembered by paulistanos in 43 categories of services.

### **Award Reclame Aqui 2020**

We were winners in two categories of the Award Reclame Aqui 2020. The Extra Club was the highlight in the Shopping Club category and Assaí won in Supermarkets and Wholesale for the second consecutive year. The award, carried out through popular vote, recognizes companies that promote quality service to their customers.

### **Respect Award – Companies that Respect Consumers Most 2020**

We were winners of the Respect Award - Companies That Respected Consumers in 2020. We were recognized in the Super and Hypermarket category, and also in Wholesale, with Assaí. The study brought the companies that stood out in the year for the trusting relationship with their consumers, showing empathy and harmony with their demands. The research, conducted by the Standard Intelligence Center (CIP) of the Standard Group, by SKS CX and by Opinion Box, was carried out based on the perceptions of consumers in relation to the companies with which they maintained contact in the months prior to the study.

### **2020 IBEVAR-FIA Ranking**

Assaí was the winning brand at the Wholesale category in the Institute's Image Ranking Brazilian of Retail and Market Executives Consumption (IBEVAR). The survey analyzes the biggest national retail companies in three dimensions – image, billing and efficiency. The ranking of image encompasses the most admired companies by consumers, appointed based on a survey on social networks.

### **Top of Mind – Extra**

Extra was the most remembered brand by consumers in the Supermarkets and Hypermarkets in the Newspaper's Top of Mind Award. The brand was the winner in this category in all editions of the award. In 2020, 78 were recognized as the most cited product and service categories by 7,584 Brazilian consumers.

### **Top of Mind – Pão de Açúcar**

Pão de Açúcar was elected Top of Mind in the Food and Beverage category, in a survey performed by Ebit, from Nielsen. They were recognized the most remembered brands in different e-commerce segments in the third quarter of 2020.

### **XX ABT Award**

Assaí Atacadista (Wholesale) was awarded in the category named Communication Campaigns of the ABT Award, the biggest award related to customers in Brazil, with the campaign to respond to Covid-19 - Proud to work for you and By taking care of one, we take care of all (Rating - Bronze).



## GOALS

STRATEGIC AXES	MATERIAL THEMES	GOALS	ACHIEVEMENT DATE
 <p><b>ENVIRONMENTAL IMPACT MANAGEMENT</b> Learn more on the chapters on the pages 3, 11, 46, 54 and 84.</p>	Combating climate change	30% reduction in Scope 1 and 2 emissions (2015 base year)	2025
		94% of the energy consumption of Extra Hiper, Mercado Extra, Pão de Açúcar and Compre Bem stores with electricity from the Free Market	2024
	Combating food waste	100% participation of Extra Hiper, Mercado Extra, Pão de Açúcar and Compre Bem stores in the Partnership Against Waste Program	2023
		20% reduction in GHG emissions related to waste generation (base year 2015)	2025
 <p><b>CONSUMPTION AND CONSCIOUS SUPPLY</b> Learn more on the chapters on the pages 3, 11, 46, 54 and 84.</p>	Offer of healthy, sustainable and safe products	Definition of packaging reduction strategy for Private-Labels	2021
 <p><b>VALUE OF OUR PEOPLE</b> Learn more on the chapters on the pages 3, 46 and 97.</p>	Good labor environment with development opportunities	37.4% of women in leadership positions (management and above)	2021
		Launch of the Black Leadership Development Program	2021
	Diversity, inclusion and combating discrimination	100% of allegations of discrimination dealt with and concluded	Every year
		100% of service providers trained in Diversity	Every year

STRATEGIC AXES	MATERIAL THEMES	GOALS	ACHIEVEMENT DATE	
 <p><b>TRANSFORMATION IN THE VALUE CHAIN</b> Learn more on the chapters on the pages 3, 11, 46 and 54.</p>	<p>Development of sustainable practices in the supply chain ensuring respect for the environment and animal welfare</p>	100% of Private-Label eggs sold from cage-free hens	2025	
		100% of the eggs sold at Extra, Pão de Açúcar and Compre Bem come from cage-free hens.	2028	
		100% of the pork made available in our Pão de Açúcar, Extra and Compre Bem stores comes from suppliers that consider animal welfare	2028	
		100% of Pão de Açúcar beef suppliers publicly committed to the Animal Welfare Policy	2025	
		100% of Private-Label broiler products meeting global animal welfare trends	2028	
		100% of palm oil with identified origin in Private-Label products	2021	
		100% of palm oil of international origin certified in Private-Label products	2021	
		<p>Promotion of Human Rights and compliance with labor regulations in the supply chain</p>	100% of international factories audited using the ICS methodology	Every year
			100% of textile factories audited by ABVTEX	Every year
			100% of Private-Label factories audited using the ICS methodology	2022
 <p><b>ENGAGEMENT WITH SOCIETY</b> Learn more on the chapters on the pages 3, 11, 46, 54, 84, 97 and 131.</p>	<p>Relationship with society</p>	Collection of 6,224 tons of food in the Solidarity Agenda	2021	
		3,000 beneficiaries at the Assaí Bons Negócios Academy	2021	
 <p><b>INTEGRATED MANAGEMENT AND TRANSPARENCY</b> Learn more on the chapters on the pages 3, 11, 46, 54 and 84.</p>	<p>Information Security and Privacy</p>	100% of employees trained in Information Security and Privacy	Every year	

## PERFORMANCE INDICATORS

### GPA — MULTIVAREJO, ASSAÍ AND GPA CORPORATION

These indicators follow the premises of the Casino Methodology.

INDICATOR	Audited Indicator	Unit	GPA			Multivarejo			Assaí			GPA CORPORATION		
			2018	2019	2020	2018	2019 <sup>1</sup>	2020 <sup>2</sup>	2018	2019	2020	2018	2019	2020
Sales area of owned units <sup>3</sup>	X	m <sup>2</sup>	1,632,754	1,682,839	1,714,241	1,170,377	1,140,665	1,071,007	462,377	542,174	643,234	-	-	-
<b>OUR PEOPLE<sup>4</sup></b>		<b>Unit</b>	<b>GPA</b>			<b>Multivarejo</b>			<b>Assaí</b>			<b>GPA Corporation</b>		
Headcounts on 12/31/N - Active and on leave	X	Number	102,562	109,613	104,816	64,981	65,330	55,750	36,703	43,391	48,885	878	892	181
Female headcount on 12/31/N	X	Number	52,163	55,766	53,093	34,301	34,622	29,564	17,359	20,607	23,417	503	537	112
Headcount male masculine in	X	Number	50,399	53,847	51,723	30,680	30,708	26,186	19,344	22,784	25,468	375	355	69
Headcount < 30 years on 12/31/N	0	Number	45,140	48,013	44,850	27,154	27,252	21,861	17,728	20,509	22,953	258	252	36
Headcount aged between 30 and 50 years old	0	Number	48,975	52,788	51,919	31,427	31,787	28,331	16,982	20,413	23,456	566	588	132
Headcount aged > 50 years in	0	Number	8,441	8,812	8,047	6,400	6,291	5,558	1,993	2,469	2,476	48	52	13
% headcounts in full time	X	%	91	89	91	88	85	87	96	96	96	99	99	100
Headcount by race/ethnicity — Black people +	X	Number	37,307	45,731	54,392	28,172	30,826	27,331	8,907	14,670	27,031	228	235	30
Headcount by race/ethnicity — White people +	X	Number	18,132	22,916	27,379	15,414	17,149	15,654	2,347	5,313	11,605	371	454	120
Headcount by race/ethnicity — Other ethnicities	X	Number	4,723	40,966	23,045	21,395	17,355	12,765	25,449	23,408	10,249	279	203	31
% do headcount by race/ethnicity — Black people	X	%	36	42	52	43	47	49	24	34	55	26	26	17
% do headcount by race/ethnicity — White people	X	%	18	21	26	24	26	28	6	12	24	42	51	66
% do headcount by race/ethnicity — Others	X	%	46	37	22	33	27	23	69	54	21	32	23	17

<sup>1</sup> Data from Multivarejo started to include information on the Compre Bem banner as of 2019.

<sup>2</sup> Data from Multivarejo 2020 will now include information from GPA Malls and Compre Bem.

<sup>3</sup> With the application of the Casino methodology.

<sup>4</sup> The data from the "Our people" axis consider the premises of the methodology defined by the Casino Group.

INDICATOR	Audited Indicator	Unit	GPA			Multivarejo			Assai			GPA CORPORATION		
			2018	2019	2020	2018	2019 <sup>1</sup>	2020 <sup>2</sup>	2018	2019	2020	2018	2019	2020
Headcount in management positions and above on 12/31/N	X	Number	1,546	1,567	1,547	1,212	1,179	1,168	258	306	343	76	82	36
Being black people	X	%	37	36	37	39	37	37	33	36	41	14	13	8
Being women	X	%	33	33	33	35	36	36	20	21	23	34	39	50
Being black women	X	%	12	12	12	15	14	14	3	5	7	4	5	3
Headcount in Senior Management on 12/31/N	0	Number	78	86	80	40	43	44	20	23	24	18	20	12
Being black people	0	%	6	2	6	8	2	7	10	9	8	0	0	0
Being women	0	%	15	22	21	15	12	11	20	30	29	28	35	42
Being black women	0	%	0	0	0	0	0	0	0	0	0	0	0	0
Total employees with disabilities in the company on 12/31/N	X	Number	3,719	4,457	4,767	1,723	2,130	2,192	1,944	2,308	2,574	52	19	1
% of employees with disabilities	X	%	3.6	4.1	4.5	2.7	3.3	3.9	5.3	5.3	5.3	5.9	2.1	0.6
Number of apprentices on 12/31/N	X	Number	3,666	3,978	2,957	2,635	2,615	1,457	1,018	1,356	1,500	13	7	-
Turnover	0	%	32.8	28.4	31.3	-	-	-	-	-	-	-	-	-
Turnover voluntary	0	%	11.1	11.7	10.3	-	-	-	-	-	-	-	-	-
<b>Occupational Health and Safety</b>														
Number of work accidents with a leave of more than 1 day	X	Number	1,499	1,341	810	976	818	351	523	523	459	-	-	-
Number of days of leave due to work accident	X	Days	67,320	75,780	68,638	50,021	60,133	39,695	17,299	15,647	28,943	-	-	-
Total number of hours absent due to work accident, ordinary illness and occupational diseases	X	Hours	13,314,374	10,375,909	12,340,421	7,513,411	5,521,639	5,454,423	5,765,935	4,830,819	6,883,681	35,028	23,452	2,317
Frequency rate of accidents with leave of at least 1 day - on the total hours worked (%)	X	%	6	5	3	6	5	2	6	6	4	-	-	-
Absenteeism rate due to work accident or illness (%)	X	%	-	4	4	4	3.3	3.45	5	4.48	5.67	1	1	0.45
Total Recordable Injury Rate (TRIR)	0	%	-	-	0.61	-	-	0.46	-	-	0.80	-	-	-
<b>Training</b>														
Total number of hours of employee training	X	Hours	1,885,720	3,120,460	1,775,202	574,469	1,041,243	285,126	1,309,116	2,070,713	1,487,394	2,135	8,504	2,682
Number of hours of training per employee	X	Hours	19	30	17	9	16	5	40	54	32	2	10	14
Total amount invested by the Company in training	0	BRL	20,270,707.07	27,372,441	27,185,247	8,333,100	9,481,085	8,529,408	11,377,233.87	17,167,624.78	17,953,139.15	560,373	723,732	702,699.11
Average amount spent on training per full-time employee	0	BRL	202.84	256	264	132	150	157	314.51	401.3	372.18	805	1,032	3,882
Adherence rate to diversity and human rights training	X	%	-	-	-	-	-	93	-	-	-	-	-	52

INDICATOR	Audited Indicator	Unit	GPA			Multivarejo			Assaí			GPA CORPORATION		
			2018	2019	2020	2018	2019 <sup>1</sup>	2020 <sup>2</sup>	2018	2019	2020	2018	2019	2020
<b>OUR PRODUCTS</b>														
Total number of Private-Label products	X	Number	3,113	15,822	15,120	3,081	15,772	15,069	32	50	51	-	-	-
Number of organic products — (Private-Label and Other Brands)	X	Number	1,532	1,737	1,859	1,510	1,629	1,746	22	108	113	-	-	-
% of sales revenue from cage free eggs in relation to total Private-Label eggs	X	%	-	-	-	20	25	31	-	-	-	-	-	-
% of sales revenue from cage free eggs in relation to total eggs from other brands	0	%	-	-	-	27	30	27	-	-	2	-	-	-
% of beef suppliers engaged in respect of GPA's commitment requirements	X	%	-	-	100	-	-	-	-	-	-	-	-	-
Social audits in supplier factories located in risky countries <sup>6</sup>	X	Number	182	173	276	-	-	-	-	-	-	-	-	-
Social audits in supplier factories located in risk countries, carried out by Casino Global Sourcing (CGS)	0	Number	-	89	80	-	-	-	-	-	-	-	-	-
<b>ENVIRONMENTAL IMPACT MANAGEMENT</b>														
<b>Energy sources</b>														
Total energy consumed	X	MWh	1,173,384	1,116,103	1,138,171	872,001	776,095	740,521	294,948	332,946	392,160	6,435	7,062	5,490
Energy consumption/m <sup>2</sup> — stores	X	KWh/m <sup>2</sup>	693	697	664	727	734	691	638	627	610	-	-	-
Consumption of energy from other renewable sources (Free market)	X	MWh	564,490	553,206	632,438	539,058	509,646	516,168	19,821	37,614	111,428	5,611	5,947	4,842
Proportion of other renewable sources (Free Market)	X	%	48	50	56	62	66	70	7	11	28	87	84	88
Natural gas consumption	0	MWh PCI	17,355	20,026	21,524	17,101	19,698	21,160	215	328	364	39	-	-
Consumption of Liquefied Petroleum Gas (LPG)	0	MWh PCI	42,293	54,848	45,192	29,799	40,231	28,737	12,494	14,617	16,455	-	-	-

<sup>6</sup> Value reported in GPA Consolidated already includes audits carried out at MV Assaí (international and national audits carried out by GPA).

INDICATOR	Audited Indicator	Unit	GPA			Multivarejo			Assaí			GPA CORPORATION		
			2018	2019	2020	2018	2019 <sup>1</sup>	2020 <sup>2</sup>	2018	2019	2020	2018	2019	2020
Diesel oil consumption	X	Liters (L)	5,926,702	8,766,950	8,102,736	1,402,140	2,026,162	1,155,185	4,522,011	6,737,788	6,944,551	2,551	3,000	3,000
<b>Refrigerant fluids - food cold</b>														
R404A	X	Kg	9,470	19,047	18,686	8,526	15,830	15,494	944	3,216	3,191	-	-	-
R134A	X	Kg	1,187	2,547	4,533	260	532	1,410	927	2,015	3,123	-	-	-
R22	X	Kg	150,329	203,064	228,272	119,774	166,235	192,818	30,555	36,829	35,454	-	-	-
R410A	X	Kg	-	918	656	-	11	360	-	907	295	-	-	-
R449A	X	Kg	-	5,220	6,492	-	5,220	6,492	-	0	0	-	-	-
Other fluids	X	Kg	3,848	3,239	5,035	1,717	3,117	4,916	2,131	122	119	-	-	-
<b>Refrigerant fluids - air conditioning</b>														
R404A	X	Kg	237	342	261	182	87	182	55	255	55	-	-	25
R134A	X	Kg	1,703	437	1,528	1,050	179	1,050	476	258	476	176	136	2
R22	X	Kg	11,991	6,795	11,991	10,752	6,360	10,752	722	435	722	517	544	517
R410A	X	Kg	3,528	2,063	3,483	2,656	827	2,678	804	1,236	804	68	91	-
Other fluids	X	Kg	565	325	1,587	367	132	1,389	198	193	198	-	136	-
<b>Operation waste</b>														
Cardboard (recycling)	X	Tons	48,050	43,789	56,946	28,468	19,200	23,979	19,538	24,551	32,907	44	38	60
Plastic (recycling)	X	Tons	6,434	5,673	6,874	3,123	1,541	1,995	3,305	4,127	4,865	6	6	14
Scrap Metals (recycling)	X	Tons	111	151	567	1	-	0	110	151	567	-	-	-
Organic waste (composting)	X	Tons	3,375	2,789	3,430	2,862	1,889	2,328	513	900	1,102	-	-	-
Others for recycling	X	Tons	65	18	578	5	18	204	60	0	375	-	-	-
Tailings (landfill)	X	Tons	162,648	121,769	140,306	117,543	67,702	77,949	44,909	53,905	62,245	196	163	113
% of recycled and/or composted waste	X	%	26	30	33	23	25	27	34	36	39	20	21	40
<b>Hazardous waste from the operation</b>														
Total hazardous waste from the operation	0	Tons	-	-	2	-	-	21	-	-	-	-	-	-
<b>Customer waste</b>														
Customer waste (collected at voluntary delivery points in stores)	0	Tons	6,547	6,733	3,998	5,615	5,862	3,536	932	871	462	-	-	-

<sup>1</sup> Assaí's environmental data include the administrative office when applicable.

INDICATOR	Audited Indicator	Unit	GPA			Multivarejo			Assaí			GPA CORPORATION		
			2018	2019	2020	2018	2019 <sup>1</sup>	2020 <sup>2</sup>	2018	2019	2020	2018	2019	2020
<b>Water</b>														
Total potable water in the system	X	m <sup>3</sup>	2,476,628	2,275,038	1,933,271	1,718,741	1,478,172	999,403	735,744	770,112	912,036	22,143	26,754	21,832
Water consumption per m <sup>3</sup> /m <sup>2</sup> store	0	m <sup>3</sup> /m <sup>2</sup>	2.0	2.4	2.1	2.21	2.3	2.0	2	2.3	2.2	-	-	-
<b>Greenhouse Gas Emissions (GHG)</b>														
Carbon Emissions - Scope o1	0	ton Co <sup>2</sup>	376,048	600,326	612,378	286,009	481,211	500,278	89,684	119,083	111,067	354	33	1,033
Carbon Emissions - Scope o2	0	ton Co <sup>2</sup>	89,040	96,437	82,258	63,741	64,646	51,153	24,828	30,289	30,869	471	502	236
Carbon Emissions - Scope o3	0	ton Co <sup>2</sup>	188,526	181,582	162,692	135,173	125,420	101,397	53,201	52,935	60,622	152	3,228	674
<b>SOCIETY ENGAGEMENT</b>														
Number of stores that donated food at least once a year	X	Number	337	512	519	247	412	419	90	100	100	-	-	-
Number of beneficiaries of the actions of foundations or solidarity partnerships	0	Number	-	6,326	2,517	-	4,631	2,341	-	1,695	176	-	-	-
Food Donations (Partnership Against Waste Program)	0	Tons	3,341	4,303	5,751	2,074	2,901	3,601	1,267	1,402	2,150	-	-	-
Total cash donations through cultural and sports partnerships	0	BRL	-	5,623,745	8,897,240	-	1,200,000	3,150,000	-	4,423,745	5,747,239	-	-	-
Investment through incentive laws	0	BRL	1,971,556	1,200,000	7,199,000	-	-	-	-	-	-	-	-	-
Sponsorships	0	BRL	-	-	13,119,699	-	-	-	-	-	-	-	-	-
Contributions to Class Associations	0	BRL	-	-	1,200,407	-	-	-	-	-	-	-	-	-
ISC (Customer Satisfaction Index)	0	%	-	-	-	-	-	71.3	-	-	-	-	-	-

## PERFORMANCE INDICATORS

### ÉXITO GROUP

These indicators follow the premises of the Casino Methodology.

INDICATOR	UNIT	2018	2019	2020
Sales area for own units	m <sup>2</sup>	839,552	853,464	834,751
<b>OUR PEOPLE</b>				
Headcounts on 12/31/N - Active and On leave	Number	37,206	36,237	34,374
Headcount female on 12/31/N	Number	18,405	17,967	17,046
Headcount male on 12/31/N	Number	18,801	18,270	173,28
Headcount aged < 30 years on 12/31/N	Number	15,660	14,998	13,606
Headcount aged between 30 and 50 years on 12/31/N	Number	18,280	17,898	17,550
Headcount aged > 50 years on 12/31/N	Number	3,266	3,341	3,218
% headcounts in full time	%	90	89	92
Headcount by race/ethnicity – Male + Female Blacks	Number	-	-	-
Headcount by race/ethnicity – Male + Female White	Number	-	-	-
Headcount by race/ethnicity – Other ethnicities	Number	-	-	-
% headcount by race/ethnicity – Male + Female Blacks	%	-	-	-
% headcount by race/ethnicity – Male + Female White	%	-	-	-
% headcount by race/ethnicity – Others	%	-	-	-
Headcount in management positions and above on 12/31/N	Number	707	699	642
Being Male + Female Blacks	%	-	-	-
Being women	%	32	32	32
Being black women	%	-	-	-
Headcount in senior management on 12/31/N	Number	33	29	26
Being Male + Female Blacks	%	-	-	-
Being women	%	27	31	31
Being black women	%	-	-	-
Total employees with disabilities in the company on 12/31/N	Number	408	398	409

INDICATOR	UNIT	2018	2019	2020
% of employees with disabilities	%	1	1	1
Number of apprentices on 12/31/N	Number	2,111	1,916	1,901
<b>Occupational Health and Safety</b>				
Number of work accidents with a leave of more than 1 day	Number	2,034	1,552	1,289
Number of days of leave due to work accident	Days	15,716	12,901	11,102
Total number of hours absent due to work accident, ordinary illness and occupational diseases	Hours	1,231,786	1,009,943	84,564
Actual hours worked	Hours	-	-	-
Frequency rate of accidents with leave of at least 1 day - on the total hours worked (%)	%	20	15	13
Absenteeism rate due to work accident or illness %	%	1.2	0.99	0.09
<b>Training</b>				
Total number of hours of employee training	Hours	2,157,669	2,086,901	1,557,689
Number of hours of training per employee	Hours	577	57	44.2
<b>OUR PRODUCTS</b>				
Total number of Private-Label products	Number	3,255	188,755	188,263
Number of Organic Products - (Private-Label and Other Brands)	Number	194	269	418
% of sales revenue from cage free eggs in relation to total Private-Label eggs	%	100	100	100
% of sales revenue from cage free eggs in relation to total eggs from other brands	%	11	12	12
Social audits in supplier factories located in risk countries	Number	3	1	8
<b>ENVIRONMENTAL IMPACT MANAGEMENT</b>				
<b>Energy Sources</b>				
Total energy consumed	MWh	395,252	375,136	330,628
Energy consumption/m <sup>2</sup> stores	KWh/m <sup>2</sup>	471	440	396
Consumption of energy from other renewable sources	MWh	3,993	458	229
Proportion of other renewable sources in total energy consumption	%	1	0	0
Natural gas consumption	MWh PCI	70,503	27,491	21,323

INDICATOR	UNIT	2018	2019	2020
Consumption of Liquefied Petroleum Gas (LPG)	MWh PCI	189	1467	447
Diesel oil consumption	Liters (L)	342,345	416,998	333,890
<b>Refrigerant fluids - food cold</b>				
R404A	Kg	12,774	11,541	8,720
R134A	Kg	2,054	2,168	1,396
R22	Kg	82,934	83,390	64,417
R410A	Kg	1,511	200	559
R449A	Kg	-	-	-
Other fluids	Kg	4,479	4,287	3,740
<b>Refrigerant fluids - air conditioning</b>				
R404A	Kg	66	153	10.91
R134A	Kg	547	136	531.82
R22	Kg	3,034	1,194	1,229.28
R410A	Kg	1,152	1,063	966.36
Other fluids	Kg	45	-	-
<b>Operation Waste</b>				
Cardboard (recycling)	Tons	15,268	15,329	15,246
Plastic (recycling)	Tons	960	971	1,004
Scrap Metals (Recycling)	Tons	1,002	1,580	899
Organic waste (compost)	Tons	12,705	11,935	10,775
Others for recycling	Tons	2,112	1,887	1,510
Tailings (landfill)	Tons	26,307	32,616	26,205
% of recycled and/or composted waste	%	55	49	53
<b>Hazardous waste from the operation</b>				
Total hazardous waste from the operation	Tons	68	61	32
<b>Customer waste</b>				
Customer waste (collected at voluntary delivery points in stores)	Tons	25	46	177

INDICATOR	UNIT	2018	2019	2020
<b>Water</b>				
Total drinking water in the system	m <sup>3</sup>	1,846,208	2,163,265	1,984,987
Water consumption per m <sup>3</sup> /m <sup>2</sup> store	m <sup>3</sup> /m <sup>2</sup>	2,255.48	2,594	2,529.3
<b>Greenhouse Gas Emissions (GHG)</b>				
Carbon Emissions - Scope 01	ton Co <sup>2</sup>	237,170.822	43,762.321	191,167.765
Carbon Emissions - Scope 02	ton Co <sup>2</sup>	246,258.656	69,281.04	76,152.606
Carbon Emissions - Scope 03	ton Co <sup>2</sup>	-	-	-
<b>COMPANY ENGAGEMENT</b>				
Number of beneficiaries of the actions of foundations or solidarity partnerships	Number	63,487	64,602	129,920

# Reading Tools

## GRI CONTENT INDEX

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# SDG Map

GRI 102-56



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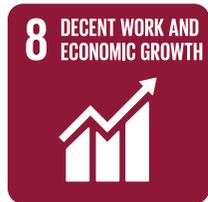
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Pages 46 and 84



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Pages 46 and 54



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## Limited assurance report issued by independent auditors

### To the Board of Directors, Shareholders and other Stakeholders

#### GPA

São Paulo - SP

#### Introduction

We have been engaged by Companhia Brasileira de Distribuição ("GPA" or "Company") to apply limited assurance procedures on the sustainability information disclosed in GPA's 2020 Annual and Sustainability Report ("Report") attached in this report, related to the year ended December 31st, 2020.

#### Responsibilities of GPA's Management

The Management of GPA is responsible for adequately preparing and presenting the sustainability information in the 2020's Annual and Sustainability Report in accordance with the Casino Group methodology, as well as the internal controls determined as necessary to ensure this information is free from material misstatement, resulting from fraud or error.

#### Independent auditors' responsibility

Our responsibility is to express a conclusion about the information in the Report based on a limited assurance engagement conducted in accordance with Technical Communication (TC) 07/2012, which was prepared based on NBC TO 3000 (Assurance Engagements Other Than Audits and Reviews), both issued by the Brazilian Federal Accounting Council - CFC equivalent to international standard ISAE 3000, issued by the International Federation of Accountants and applicable to Non-Financial Historical Information. These standards require compliance with

ethical requirements, including independence ones, and the engagement is also conducted to provide limited assurance that the information disclosed in the Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of questions and interviews with the Management of GPA and other professionals of the Company involved in the preparation of the information disclosed in the Report and use of analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion about the information taken as a whole. A limited assurance engagement also requires additional procedures when the independent auditor acknowledges issues which may lead them to believe that the information disclosed in the Report taken as a whole could present material misstatement.

The selected procedures were based on our understanding of the issues related to the compilation, materiality and presentation of the information disclosed in the Report, on other engagement circumstances and also on our considerations regarding areas and processes associated with material sustainability information disclosed where relevant misstatement could exist. The procedures consisted of:

- (a) engagement planning: considering the material aspects for GPA activities, the relevance of the information disclosed, the amount of quantitative and qualitative information and the operational systems and internal controls that served as a basis for preparation of the Report. This analysis defined the indicators to be checked in details;
- (b) analysis of the processes for preparing the information contained in the Report and its structure and content, based on the criteria defined by GPA;



(c) verification of the following indicators selected:

- Sales area of owned units
- Our People - Headcounts on 12/31/N - Active and on leave
- Female headcount on 12/31/N
- Headcount male masculine in
- % headcounts in full time
- Headcount by race/ethnicity - Black people +
- Headcount by race/ethnicity - White people +
- Headcount by race/ethnicity - Other ethnicities
- % do headcount by race/ethnicity - Black people
- % do headcount by race/ethnicity - White people
- % do headcount by race/ethnicity - Others
- Headcount in management positions and above on 12/31/N, being (black people, women and black women)
- Total employees with disabilities in the company on 12/31/N
- % of employees with disabilities
- Number of apprentices on 12/31/N
- Occupational Health and Safety - Number of work accidents with a leave of more than 1 day
- Number of days of leave due to work accident
- Total number of hours absent dueto work accident, ordinary illness and occupational diseases
- Frequency rate of accidents with leave of at least 1 day - on the total hours worked (%)
- Absenteeism rate dueto work accident or illness (%)
- Total number of hours of employee training
- Number of hours of training per employee
- Adherence rate to diversity and human rights training
- Our Products - Total number of Private-Label products
- Number of organic products - (Private-Label and Other Brands)
- % of sales revenue from cage free eggs in relation to total Private-Label eggs
- % of beef suppliers engaged in respect of GPA's commitment requirements
- Social audits in supplier factories located in risky countries
- Environmental Impact Management - Energy Sources:
- Total energy consumed
- Energy consumption/m2 - stores
- Consumption of energy from other renewable sources (Free market)
- Proportion of other renewable sources (Free Market)
- Diesel oil consumption
- Refrigerant fluids (food cold): R404A, R134A, R22, R410A, R449A and Other fluids;
- Refrigerant fluids (air conditioning): R404A, R134A, R22, R410A and Other fluids.
- Operation waste - Cardboard (recycling);
- Plastic (recycling);
- Scrap Metais (recycling);
- Organic waste (composting);
- Others for recycling;
- Tailings (landfill);
- % of recycled and/or composted waste.
- Water - Total potable water in the system.
- Society Engagement - Number of stores that donated food at least once a year;



- understanding of the calculation methodology and procedures for the compilation of indicators through interviews with management responsible for data preparation;
- application of analytical procedures regarding data and interviews for qualitative information and their correlation with indicators disclosed in the Report;
- analysis of evidence supporting the disclosed information;
- Conducting remote interviews to apply these procedures, as well as item (b).

We believe that the information, evidence and results obtained in our work are sufficient and appropriate to support our conclusion in the limited form.

#### Scope and limitations

The procedures applied to a limited assurance engagement are substantially less extensive than those applied to a reasonable assurance engagement. Therefore, we cannot provide reasonable assurance that we are aware of all the issues that would have been identified in a reasonable assurance engagement, which aims to issue an opinion. If we had conducted a reasonable assurance engagement, we may have identified other issues and possible misstatements within the information presented in the Report.

Nonfinancial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretation of the data's materiality, relevance and accuracy are subject to individual assumptions and judgments. Additionally, we have not examined data related to prior periods, to evaluate the adequacy of policies, practices and sustainability performance, nor future projections.

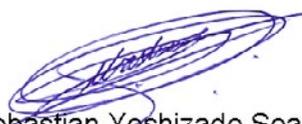
#### Conclusion

Based on the procedures performed, described in this report, we have not identified any relevant information that leads us to believe that the information in GPA's 2020 Annual and Sustainability Report is not fairly stated in all material aspects in accordance with the Casino Group methodology and with the records and files that served as the basis for its preparation.

São Paulo, June 10<sup>th</sup>, 2021

KPMG Auditores Independentes.

KPMG Auditores Independentes  
 CRC 2SP014428/O-6  
*(A free translation of the original in Portuguese)*



**Sebastian Yoshizado Soares**  
 Contador CRC 1SP257710/O-4

# Credits

GRI 102-53

## OVERALL COORDINATION

Corporate Communication Directorate  
Investor Relations Officer  
Sustainability and Compliance Board

## GRI CONSULTING, COORDINATION

### EDITORIAL AND DESIGN

Ricca Sustentabilidade

## PHOTOS BY

Ricardo Teles  
GPA and GPA Institute image bank

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### INVESTORS RELATIONSHIP

gpa.ri@gpabr.com

### SUSTAINABILITY

sustentabilidade@gpabr.com

## OMBUDSMAN

### Assaí

ouvidoria@assai.com.br • 08000 777 3377

### GPA (Corporation, Multivarejo and Compre Bem):

ouvidoria@gpabr.com • 08000 55 57 11

### GPA Malls:

ouvidoria@gpamalls.com • 08000 55 57 11

### Grupo Éxito:

etica@grupo-exito.com • 01 8000 522 526

## CUSTOMER'S HOUSE

Assaí: 0800 773 23 22  
Compre Bem: 0800 027 10 10  
Extra: 0800 11 50 60  
Extra *Delivery*: 4003 7266  
Private-Labels *Qualitá* and *Taeq*: 0800 15 21 34  
Pão de Açúcar: 0800 773 27  
Pão de Açúcar *Delivery*: 3055 6767  
(São Paulo Capital and metropolitan region)  
4004 6070 (other locations)

## WEBSITES AND SOCIAL NETWORKS

### Assaí

Site: [www.assai.com.br](http://www.assai.com.br)  
Facebook: /assaiatacadistaoficial  
Instagram: @assaiatacadistaoficial  
Twitter: @assaioficial  
LinkedIn: @assaiatacadista

### Casino

Site: [www.groupe-casino.fr/en/](http://www.groupe-casino.fr/en/)  
Facebook: /brasilcasino  
Instagram: @casinobrasil\_oficial

### Cheftime

Site: [www.cheftime.com.br](http://www.cheftime.com.br)  
Facebook: /cheftime  
Youtube: cheftimebr  
Instagram: @cheftime

### Club des Sommeliers

Facebook: /clubdessommeliers  
Instagram: @clubdessommeliers

## Compre Bem

Site: [www.comprebem.com.br](http://www.comprebem.com.br)  
Facebook: /comprebemoficial  
Instagram: @comprebemoficial  
Twitter: @comprebem

## Extra

Site: [www.clubeextra.com.br](http://www.clubeextra.com.br)  
Facebook: /familiaextra  
Instagram: @extra\_oficial  
Twitter: @familiaextra

## Fábrica 1959

Instagram: @fabrica\_1959

## Finlandek

Site: [www.finlandek.com.br](http://www.finlandek.com.br)  
Facebook: /finlandek  
Instagram: @finlandek\_oficial

## GPA

Site: [www.gpabr.com](http://www.gpabr.com)  
LinkedIn: @GPA

## GPA Labs

Site: [www.gpalabs.com.br](http://www.gpalabs.com.br)  
Instagram: @gpalabs

## Grupo Éxito:

Site: [www.grupoexito.com.co](http://www.grupoexito.com.co)  
LinkedIn: @Grupo Éxito  
Facebook: /GrupoExitoColombia  
Instagram: @grupoexito  
Twitter: @grupo\_exito

## Instituto GPA

Site: [www.institutogpa.org.br](http://www.institutogpa.org.br)  
Facebook: /institutogpa  
Instagram: @instituto\_gpa  
YouTube: Instituto GPA

## James

Site: [www.jamesdelivery.com.br](http://www.jamesdelivery.com.br)  
Facebook: /JamesDeliveryBR  
Instagram: @jamesdelivery  
Twitter: @jamesdeliveryBR

## Nous

Instagram: @nous.oficial

## Pão de Açúcar

Site: [www.paodeacucar.com](http://www.paodeacucar.com)  
Facebook: /paodeacucar  
Instagram: @paodeacucar  
Twitter: @paodeacucar

## Pão de Açúcar Adega

Site: [www.paodeacucar.com/adega](http://www.paodeacucar.com/adega)  
Instagram: @paodeacucaradega

## Qualitá

Site: [www.casapraticaqualita.com.br](http://www.casapraticaqualita.com.br)  
Facebook: /CasaPraticaQualita  
Youtube: QualitaOficial  
Instagram: @qualita\_oficial

## Taeq

Site: [www.conquistesuavida.com.br](http://www.conquistesuavida.com.br)  
Facebook: /taeqoficial  
Instagram: @taeq