



CONSOLIDATED REPORT
NON-FINANCIAL INFORMATION - 2018
(SOCIAL, ENVIRONMENTAL AND GOVERNMENTAL DIMENSION)

Annual Report 2018

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INTRODUCTION

The IMPRESA Group is aware of and fully undertakes its additional social responsibility, since most of its companies operate in the media area, and due to the consequent impact on society.

Every year, IMPRESA promotes a number of initiatives, both externally and internally, that transmit values, that put into practice and favour, and reflect its concerns about sustainability, such as:

- Defence of freedom of expression;
- Role of the independent media and quality in the functioning of democracy;
- Development of strong relations with stakeholders, local communities and Portuguese society in general;
- Focus on talent and human capital;
- Conservation and defence of the environment.

In this context, throughout the year of 2018, several actions were developed by the Group's main media asset's, being the object of reference in the following pages.



1. COMMITMENT AND SOCIAL RESPONSIBILITY DIMENSION

1.1. EXTERNAL LEVEL

1.1.1 SIC ESPERANÇA

SIC Esperança is a Private Institution of Social Solidarity (IPSS), of public utility, transversal to the IMPRESA Group, whose purpose is to sensitise civil society to social problems existing in Portugal. To this end, it works in partnership with companies to finance projects and with institutions that carry them out under its supervision, in order to contribute to the minimisation of these problems and to the construction of a fairer and less unequal country.

SIC Esperança counted on the IMPRESA Group for the dissemination of several social solidarity actions:

Throughout 2018, the SIC, SIC Notícias and SIC Mulher channels provided about 20 hours free of charge in the public service slot. 56 campaigns of Private Social Solidarity Institutions were announced, in particular: Liga Portuguesa Contra o Cancro [Portuguese League Against Cancer], Pais 21, APELA, Fundação Portuguesa de Cardiologia [Portuguese Foundation of Cardiology], Conselho Português para os Refugiados [Portuguese Council for Refugees], Associação Portuguesa de Cuidados Paliativos [Portuguese Association of Palliative Care].

Projects

In the first quarter, SIC Esperança presented the Strategic Plan for the three-year period 2018/2020 based on four pillars: two focused on the IMPRESA Group and two focused on its contribution to civil society:

Strategic objective 1: Coordinate work in the social sector of the IMPRESA Group

Strategic objective 2: Contribute to the feeling of belonging and cohesion in the IMPRESA Group

Strategic objective 3: Streamline partnerships for the implementation of projects

Strategic objective 4: Contribute to the sustainability of the Tertiary Sector



- As the only Private Institution of Social Solidarity belonging to a Group in the Media Sector in Portugal, SIC Esperança occupies a privileged place in terms of social mobilisation and the possibility of being an aggregator of resources from civil society. In this regard, it defined social innovation, awareness raising and social emergency as priority areas for intervention in the current three-year period.
- As part of the partnership established with the organisation of the 39th Rotary Golf Tournament, SIC Esperança created a funding line for the acquisition of new equipment for Technical Assistance Banks managed by Social Solidarity Institutions. This project will benefit around one hundred users of four institutions: Centro Social Paroquial de Santa Catarina [Social Centre of Santa Catarina Parish], Centro Social S. Tiago de Lobão [S. Tiago de Lobão Social Centre], Grupo Social de Favaios [Favaios Social Group] and Médicos do Mundo [Doctors of the World].
- On the 8th February 2018, the results of the first year of the Atelier Digital project, a partnership between SIC Esperança, Google and the Coordinating Council of the Polytechnic Institutes of Higher Education, were presented. It consisted of a free online platform aimed at training young Portuguese in digital marketing, thus contributing to the development of entrepreneurship in Portugal. Since the launch, at the end of 2016, more than 35 thousand Portuguese had access to training.
- In June 2018, the first edition of the GEN10S Portugal Project was completed, where 4,749 students from lower secondary school and about 600 teachers from all over the country, were trained in Scratch programming. The results were presented at an event on the 21st June, where students from several participating schools were present and who had the opportunity to enjoy an afternoon of technological activities. Due to the success of this edition, a 2nd edition will be launched in 2019, with the objective of training 6,000 lower secondary school students.
- Following the fires of June 2017, SIC Esperança followed the project Um Abraço a Portugal, which reconstructed 25 houses in the three most affected municipalities, Pedrógão Grande, Castanheira de Pera and Figueiró dos Vinhos. Of these 25 interventions, 11 were total reconstruction and 14 partial reconstruction works.



- As a social partner of the 2018 edition of the Expresso/BPI Golf Cup, SIC Esperança allocated the amount raised to the project PIPOP – Portuguese Information Portal for Paediatric Oncology, of the Osório de Castro Foundation. This portal was created in 2011 with the purpose of informing and clarifying the population, especially parents of children with cancer, on issues related to paediatric oncology, to better know and live with the disease. The support of the Expresso/BPI Golf Cup will allow this portal to remain active and the beneficiaries can have access to new scientific contents, translated into the Portuguese language, allowing them to follow the progress of scientific research in this area.
- The Portugal Mais Acessível [More Accessible Portugal] project, of the Salvador Association, was awarded the 25 Years SIC Solidarity Prize and consisted in the development of a set of initiatives aimed at promoting the debate on the lack of accessibility in our country.

Among the initiatives developed are:

- The launch of the app + Acesso Para Todos, whose purpose is to classify public spaces at the level of accessibility, automatically generating complaints to the competent entities in case of non-compliance. In just eight months 2,600 classifications were created and more than 600 complaints were produced;
 - The organisation of several walks through the streets of Lisbon with the aim of sensitising the owners of establishments and the population in general to the importance of accessibility;
 - The creation of two impactful videos on the day-to-day difficulties of people with reduced mobility;
 - Several initiatives that have warned against breaching the law of accessibility by the State itself, such as schools (which are polling stations), courts, finance departments, among others.
- Through the value raised by electricity sales from the Solar School 2010 project, SIC Esperança supported the project Inspira o Teu Professor [Inspire Your Teacher], of the Acessível Êxito - Association, which aims to help reinforce the social mission of teachers and strengthen the recognition of their role. For this, the students participated in several



activities with the objective of reflecting on the importance of teachers in their life, being further challenged to produce contents to value the profession and education. The purpose of this action was to motivate teachers in order to improve the quality of teaching and students' school performance.

- For the 6th consecutive year, a Christmas project was launched by SIC Esperança and Porto Editora in November and December, in which, for each children's book sold with the Alfa & SIC Esperança Christmas Campaign sticker, 1 euro reverted to support the project Café com Vida [Coffee Shop with Life], of the Vila Com Vida Association. This project aims to provide a post-school response to young people with Mild Disorders of Intellectual Development. In a modern, current and inclusive coffee shop, these young people find paid employment, serving the public, in a space where the conviviality between clients and employees is natural and healthy.

15th Anniversary - SIC Esperança

SIC Esperança celebrated its 15th anniversary on the 6th October and it marked the date with a plan of initiatives, both internal and external, that will be launched throughout one year. The commemorations programme aims to:

- Consolidate the position of SIC Esperança as a reference entity of the tertiary sector;
- Increase its notoriety;
- To divulge the work developed during its 15 years of existence;
- Communicate its new brand image.

From the initiatives contained in the action plan, the following were developed:

- Presentation of the new logo;
- Launch of a commemorative campaign to publicise the work of SIC Esperança over its 15 years of existence;
- Creation of the SIC Esperança Anthem that counted, for its composition and interpretation, with the collaboration of the musician José Cid and of the producer Viagens a Marte;
- Collection and management of information with the purpose of carrying out a social impact study of the 15 years of the work carried out by SIC Esperança;



- Launch of the 15 Years SIC Esperança Special Prize, with the support of Delta Cafés, which consisted of a 45,000 euros financing line. A total of 384 applications were received, the winners being: the Crescer Association, with the project *É um Restaurante* [It's a Restaurant], which intends to create a restaurant in Lisbon where only people who have been homeless will work; Unitate, with the iCare project, which consists of the development of an APP to facilitate the management of user data, improving the effectiveness of IPSS work; and the Santa Casa da Misericórdia de Mirandela, with the project ILLUMINART, which aims to implement a programme of sensory stimulation in its unit of continuous care, in order to humanise it. Given the quality of the projects presented, an honourable mention was also given to the Social Centre of Soutelo, for the SOS Rio Tinto project, which consists of repair work in elderly people's homes carried out by volunteers trained by specialised technicians;
- Broadcasting of the SIC Esperança Christmas Circus on SIC, on the 22nd December. More than 100 children from partner institutions of SIC Esperança had the opportunity to watch the recordings of this broadcast. In parallel, and in partnership with the Air Force, SIC Esperança provided flight baptisms to about one hundred children of Social Solidarity Institutions.

Internal Actions

- Following the project "Um Abraço a Portugal", and to mark the work of reconstruction of housing in Pedrógão Grande, SIC Esperança organised a volunteer action that brought together employees of the IMPRESA Group from Oeiras and Matosinhos for the first time. With its efforts it was possible to remodel two institutions of social solidarity, the Associação de Melhoramentos [Association of Improvements], Cultura e Recreio dos Escalos Cimeiros [Culture and Recreation of Escalos Cimeiros] and the Associação de Melhoramentos [Association of Improvements], Cultura e Recreio de Pesos Vale de Álvares e Tojeira [Culture and Recreation of Pesos Vale de Álvares e Tojeira], on 25th, 26th and 27th May.
- SIC Esperança organised the 2nd IMPRESA holiday camp, aimed at children of the Group's employees. During the week of 9th-14th July, 41 children and youngsters from 6



to 15 years of age enjoyed a variety of dynamic and pedagogical experiences that provided moments of conviviality and unity.

- In October - the internationally recognised month for the fight against breast cancer - the IMPRESA Group hosted, at its premises in Carnaxide and Paço de Arcos, Novartis' Time to Live campaign, which was intended to generate a message of hope for women with this type of cancer and at the same time sensitise the population to the issue. Through the installation of a small photographic studio, the Group's employees were invited to "give their face" for this cause, having collected a total of 321 photographs over two days, and creating a video with the associated photographs later.

Other initiatives

- With the support of the IMPRESA Group, SIC Esperança, as a Private Institution of Social Solidarity, promoted a campaign to donate to this entity the assignment of 0.5% of the IRS. The journalist Bento Rodrigues was the image for this campaign.
- As a social partner of Rock In Rio, SIC Esperança awarded 1,000 tickets to beneficiaries of 38 Social Solidarity Institutions in the country, who were able to attend the shows on the 29th and 30th June, in an initiative aimed at continuing to fight for access to culture for all.
- In partnership with SIC's Volante programme, SIC Esperança identified two social solidarity institutions that were part of a solidarity programme at Christmas. About 50 children were visited by hosts of the programme who distributed Christmas gifts to the children of the institutions.

1.1.2. CULTURE

The media of the IMPRESA Group continued to support cultural events in 2018, through the dissemination of content and other forms:

Support to performing arts and other cultural initiatives

In the area of musical and cultural performances, the SIC Group supported a total of 70 events related to music, the performing arts or culture. In almost all of these events, the SIC brand was present at the event, so as to enhance proximity. To highlight some of these events, Rock In Rio,



Super Bock Super Rock, Sumol Summer Fest, Meo Sudoeste Sol da Caparica and EDP Vilar de Mouros.

Special conditions for advertising

Culture and shows and other events of an institutional nature benefited from discounts on advertising prices on Grupo IMPRESA brands.

1.1.3. INSTITUTIONAL INITIATIVES

The IMPRESA Group sought, during 2018, to promote and distinguish people and institutions, and use its resources to draw attention to major current affairs.

1.1.3.1. Expresso

Pessoa Award

Launched in 1987, by Expresso, this is one of the most important awards in the country, attributed every year to a Portuguese personality with relevant intervention in scientific, artistic and literary life.

The 2018 Jury was composed by Francisco Pinto Balsemão (Chairman), Emídio Rui Vilar (Deputy Chairman), Ana Pinho, António Barreto, Clara Ferreira Alves, Diogo Lucena, Eduardo Souto Moura, José Luis Porfírio, Maria Manuel Mota, Maria de Sousa, Pedro Norton, Rui Magalhães Baião, Rui Vieira Nery and Viriato Soromenho Marques

In 2018, the prize of 60,000 euros was awarded to Miguel Bastos Araújo, "The geographer and researcher is today internationally recognised as one of the most creative and influential scientific personalities in biogeography, macroecology and ecological modeling," said Francisco Pinto Balsemão at the ceremony about the researcher of the National Museum of Natural Sciences in Madrid and also a lecturer at the Universities of Copenhagen and Évora.

This award is offered in partnership with Caixa Geral de Depósitos.



Primus Inter Pares Award

Launched in partnership with Banco Santander Totta, its objective is to contribute to the development of a culture of rigour, professionalism and excellence in business management, by granting special opportunities for supplementary academic training, national and international, to three final year Master's students following a licentiate degree in Business Management, Economics or Engineering, from Portuguese Universities, Schools or other Higher Education Institutions, chosen each year by the selection board as the most outstanding.

The prize for the three winners consists of an MBA in a *Business School* of national and international prestige: IESE in Barcelona, *IE Business School*, in Madrid, *Lisbon MBA*, ISCTE, ISEG and *Porto Business School*. The 4th and 5th winners receive a postgraduate course.

The selection board of the Primus Inter Pares Award is composed of Francisco Pinto Balsemão (Chairman), António Vieira Monteiro (Deputy Chairman), Estela Barbot, António Vitorino and Raquel Seabra.

The winner of the Primus Inter Pares 2017/18 Prize was João Ramadas, an ISCTE graduate in Management and a master's degree from Católica.

Branquinho da Fonseca Award

Organised in partnership with the Calouste Gulbenkian Foundation, the objective of this biannual award, with the value of 5,000 euros and guaranteed publication of the winning works, is to encourage young writers of literature for children and young people.

The selection board is composed by Ana Maria Magalhães, Rita Taborda Duarte, José António Gomes, Henrique Monteiro, representative of the EXPRESSO newspaper, and Maria Helena Melim Borges, representative of FCG.

In the last edition, for 2017, the Branquinho da Fonseca Prize was awarded to Fábio Monteiro, for the children's books category, with the work " A construção do mundo [The construction of the world]", and Inês Barata Raposo, for the young people category, with the work " Coisas que Acontecem [Things that happen]". The next edition will take place in 2019.



I have cancer. So what? Initiative

I have cancer. So what? is a project of SIC Notícias and EXPRESSO where we challenged 5 women to share with us the challenges of living with the disease.

With the sponsorship of Novartis, we launched over ten weeks, 5 videos with 5 challenges, life stories of extraordinary women who live every day with breast cancer. Challenges that have resulted in 3 debates where we call on the big stakeholders to talk about issues that are structural, mobilising doctors, health officials, patient associations and all who can make a difference.

The five challenges were talked about in SIC Notícias and later the website www.tenhocancroedepois.pt, where 400,000 people interacted:

1. **The challenge of a normal life.** The lack of alternatives (consumption) for people with breast cancer. Forced and early retirement. The (good) and urgent side of enjoying life.
2. **Family challenges.** The divorce rate, the psychological support to husbands, the impact on the children, among others.
3. **The income challenges.** The difficulty for those who work on receipts (self-employed), the challenge of finding post-treatment employment, the costs implicit to this chronic disease, the fall in income due to sick leave, among others.
4. **The challenges at work.** Pressure in the workplace, drop in productivity and the effect on appraisals, the pressure to quit the job, the husbands' need to have flexible schedules to follow the treatments, among others.
5. **When the disease returns and new treatments.** Up to what age should we treat cancer patients? What type of medications should be available? What should change in the protection (insurance) to these cases?

ESSILOR Car of the Year | Crystal Wheel Trophy 2018/2019

The annual "CAR OF THE YEAR" award aims to reward the model that represents, simultaneously, a significant technological advance in the scope of the national automobile market and the best commitment to the Portuguese motorist in terms of economy (price and costs of use), safety and driving enjoyability.



At the same time, maintaining the generality of its assumptions, the best automotive products (version) are awarded in distinct segments of the national market. These awards include seven classes: City, Family, Executive, Sport (includes convertibles), Large SUV, Compact SUV and Eco-Friendly. The winner of each class receives its title and may bear the distinction of each of the seven classes mentioned.

A reference, also, to the Eco-Friendly prize of the year. A special distinction reserved for vehicles with electric or hybrid engines (combining electric motor and thermal engine). The focus in this category is energy efficiency, consumption, emissions and autonomy, approved by the brand, also taking into account the consumptions revealed during the tests of the selection board, as well as the real autonomy in daily use.

The format of the 36th edition comprises a selection board composed of 20 specialised journalists, representing the print media, digital media, radio and television, in a search for plurality of opinions. For the second time, since the trophy has existed, the three largest Portuguese television channels, SIC, TVI and RTP, are members of the selection board.

- **Technology and Innovation Award**

In the 36th edition of the CAR OF THE YEAR Trophy, the organisation will again select five innovative and technologically advanced devices that directly benefit both driving and the driver, which will be appreciated and then voted by the selection board members simultaneously with the final vote.

Global Management Challenge

This Portuguese initiative launched 39 years ago, in a partnership between Expresso and SDG – Simuladores e Modelos de Gestão is currently implemented in about 40 countries, spread over four continents. Over the course of its lifetime, more than half a million participants have been involved worldwide, mainly university students and business executives.

In this strategy and management competition, the teams have a company to manage. Throughout the competition, they make decisions about its fate. In the end, the company with the best results wins.



For university students, the Global Management Challenge acts as a formative experience complementary to the academic training. In the case of business executives, by taking on this challenge, they have the opportunity to refresh and test knowledge and to reinforce teamwork and leadership roles.

Valued by national business, this initiative counts on the sponsorship and support of prestigious companies and national and international institutions. They include Accenture, EDP, Staples, Intrum, Millennium BCP, REN, Garantia Mútua, Fidelidade, TAP, IAPMEI – Agência para a Competitividade e Inovação [Agency for Competitiveness and Innovation], IEFP – Instituto de Emprego e Formação Profissional [Institute of Employment and Vocational Training], SIC, IT Sector and UPP Out.

The Global Management Challenge has become the largest competition in the world, which takes place in dozens of countries throughout the 5 continents. Among them, in addition to Portugal, Brazil and Angola, Cameroon, Kenya, Côte d'Ivoire, Africa, Panama, Latin America, the United Arab Emirates (where last year's final took place) in Dubai, Qatar, India, China and the Special Autonomous Regions of Hong Kong and Macao, and, of course, several countries in Europe.

Global Investment Challenge

Expresso and SDG – Simuladores e Modelos de Gestão launched a competition for financial literacy 6 years ago, where each participant can invest and test their knowledge on the Stock Exchange. The Global Investment Challenge is a competition with free registration, with the support of *Euronext*, using Banco Best's online trading platform. The winner is the participant whose portfolio shows the highest yield at the end.

The competition has two categories: "General", where the overall valuation of each participant's portfolio is measured and "Students", where the valuation of the students' portfolio is measured. Participants with the nickname jota007 and Rodrigo255 were the winners of the general and student category, respectively, of the sixth edition of the Global Investment Challenge.

The winners of the two categories receive a trip to Amsterdam, which includes a visit to the city's Stock Exchange as a prize.



1.1.3.2. EXPRESSO ECONOMY AWARDS

In 2018, Expresso created new awards, with the support of Informa D&B and Deloitte, and in partnership with Caixa Geral de Depósitos.

The 1st edition of the Expresso Economy | Caixa Geral de Depósitos Prize, which took place in the CDG headquarters building, on the 18th December, awarded a number of companies and entrepreneurs for their merit, courage and excellent work. The Entrepreneur of the Year also received an award.

Farfetch, a British company founded by the Portuguese José Neves, was the winner of the Expresso Economy Prizes in the category Exports - Turnover between €50 and €100 million - and already points to new barriers

It was the first unicorn (company valued at more than 1 billion euros) with Portuguese DNA and that continues to its increase turnover. It is headquartered in London and has four offices in Portugal located in Matosinhos, Lisbon, Braga and Guimarães.

Paula Amorim was honoured as Entrepreneur of the Year, another prize awarded by Expresso and Caixa Geral de Depósitos.

1.1.4. RELATIONS WITH STAKEHOLDERS

The presence of the IMPRESA Group in the various associations, regulatory and self-regulatory bodies, remains consolidated, which allows it to participate actively in decisions that are relevant to its activity. This position continued to be affirmed during 2018 with intervention in debates and proposals of alternatives to projects of diplomas, directives and/or norms that the Government and other Entities, at national and European level, submitted for public consultation or entities in which the IMPRESA Group is represented.

During 2018, the IMPRESA Group maintained and/or reinforced its presence in the corporate bodies of the following associative entities, as well as with Regulatory Entities:



- ACEPI – Associação do Comércio Eletrónico e da Publicidade Interativa [Association of Electronic Commerce and Interactive Advertising (Board of Directors)]
- AEM – Associação de Empresas Emitentes de Valores Cotados em Mercados [Association of Companies Issuing Securities Listed in Markets (Presidency of the General Council)]
- AEP – Associação Empresarial de Portugal [Business Association of Portugal (General Council)]
- AIP/CE – Associação Industrial Portuguesa/Confederação Empresarial [Portuguese Industrial Association/Corporate Confederation (Deputy Chairman of the Board of Directors)]
- AMD – Associação de Marketing Direto [Direct Marketing Association (Board of Directors)]
- ANACOM - Autoridade Nacional de Comunicações [National Communications Authority (Advisory Board)]
- ANETIE – Associação Nacional das Empresas de Tecnologia de Informação e Eletrónica [National Association of Information Technology and Electronic Companies (Presidency of the General Assembly)]
- APCT – Associação Portuguesa para o Controlo de Tiragem e Circulação [Portuguese Edition and Circulation Control Association (Deputy Chairman of the Board of Directors)]
- APCT – Associação Portuguesa para o Desenvolvimento das Comunicações [Portuguese Association for the Development of Communications (Board of Directors)]
- APDSI – Associação para a Promoção e Desenvolvimento da Sociedade de Informação [Association for the Promotion and Development of the Information Society (General Council)]
- API – Associação Portuguesa de Imprensa [Portuguese Press Association (Chairman of the Board of Directors)]
- CAEM – Comissão de Análise e Estudos de Meios [Commission for Media Analysis and Studies (Media Section and Technical Committee)]
- CCPJ – Comissão da Carteira Profissional de Jornalista [Professional Journalist Certification Commission (Executive Secretariat)]
- Comissão de Classificação dos Meios de Comunicação Social [Media Classification Committee (Chair)]



- COTEC - Associação Empresarial para a Inovação [Business Association for Innovation (Presidency of the General Assembly)]
- ERC – Entidade Reguladora para a Comunicação Social [Social Communication Regulatory Entity (Advisory Board)]
- Fórum para a Competitividade [Competitiveness Forum (Advisory Board)]
- GEDIP – Associação para a Gestão Coletiva de Direitos de Autor e de Produtores Cinematográficos e Audiovisuais [Association for the Collective Management of Copyrights and Cinematographic and Audiovisual Producers (Presidency of the General Assembly)]
- ICAP – Auto Regulação Publicitária [Advertising Self-Regulation (Presidency of the General Assembly)]
- MAPINET – Movimento Cívico Anti Pirataria na Internet [Internet Anti-Piracy Civic Movement (Board)]
- NP – Notícias de Portugal [News from Portugal (Presidency of the Board of Directors)]
- OBERCOM – Observatório da Comunicação [Communication Observatory (Board of Directors)]
- PMP – Plataforma de Media Privados [Private Media Platform (Presidency of the General Council)]
- VISAPRESS – Cooperativa de Gestão de Conteúdos [Contents Management Cooperative (Board of Directors)]

The defence of freedom of information, the independence and sustainability of media companies were consistently advocated both within these bodies and before the Government, European Commission and members of the European Parliament:

1.1.4.1. Before the Government, Parliamentary Groups and other Entities

Throughout 2018, the IMPRESA Group closely followed the evolution of the main initiatives of the Government and Parliament in the area of Social Communication, highlighting:

1. General Regulation of Data Protection

- Follow-up of its implementation, starting on the 25th May, seeking clarification of doubts with the National Commission on Data Protection.



- Participation in several meetings with the Working Group of Parliament's 1st Committee and members of the government to discuss the complementary laws to the application of the Regulation, namely the Proposed Law 120/XIII, Article 24, which deals with freedom of expression, information and press, including the processing of data for journalistic purposes.
 - Follow-up of proposals for law 125/XIII and 126/XII on the processing of personal data for the application of sanctions and the processing of data relating to the judicial system.
2. New Copyright Policy for the digital single market and Related Rights of Publishers
- Follow-up of discussions at national and European level and voting by the European Parliament on the 12th September on the text of the proposal for a directive to be carried over to the following year, entering into the tripartite negotiation phase (Parliament, Commission and Council).
3. Advertising Code
- Monitoring of evolution, within the 6th Commission Working Group, of the different trends in commercial communication of high calorie food products for children and young people.
4. Participation, with particular commitment, in opposition to the business of the purchase of Media Capital by Altice, which was made unfeasible by the Competition Authority.
5. Development of actions at all levels to ensure that electronic VAT equals that of paper (6%) and that this measure was already part of the State Budget for 2019, which was achieved.
6. Follow-up of the evolution of the decisions about the new channels in DTT, from the opinion of ERC until the opening of the Public Tender, whereby this part was moved to 2019.
7. Fake News



- Study of legislation in force or in progress in some European Union countries with a view to creating alerts and defenses against the intrusion of this new tool in the manipulation of information in general and particularly in the campaigns and results of the upcoming elections.
8. Responses to the different Public Consultations from the European Commission, ERC, ANACOM or the Competition Authority and, the exercise of its regulatory, supervisory and sanctioning functions, as well as the Deliberations, Recommendations, Regulations, Studies and Reports of these Entities were followed.

IMPRESA participated in the discussion of all these topics, within its interests, both directly and indirectly through the organisations, entities and institutions to which it is linked.

1.1.4.2. In the different bodies:

ANACOM - Autoridade Nacional de Comunicações [National Communications Authority]

Following on from SIC's claim, initiated in the previous year, for ANACOM to re-evaluate the price of the service provided by MEO on the DTT platform based on the space actually occupied by each television programme service, this demand was reinforced during 2018. And, on the understanding of the prices to be attributed to the State channels and the two private channels, SIC denounced the existence of a clear violation of the principle of non-discrimination, favouring in an anti-competitive manner the public service operator, to the detriment of private operators on the DTT platform.

Finally, on the 22nd November, ANACOM decided to attribute to MEO the application of the annual price of 885.1 thousand euros per Mbps, in compliance with the principles and requirements established in paragraphs 3, 4 and 6 of article 4 of Law 33/2016 and in numbers 18.2, 18.3. and 18.7 of DUF DTT, which corresponds to a 15.16% reduction in the annual prices per Mbps charged to television operators for the provision of the transmission and broadcasting of the DTT signal.



APCT - Associação Portuguesa para o Controlo de Tiragem e Circulação [Portuguese Association for the Development of Communications]

Throughout the year, there was a more widespread focus on digital editions, especially in the regional press, as printed editions recorded increases in paper costs, along with sales losses. It was therefore necessary to further clarify the application of the Complementary Regulation for Digital Editions. At the same time, a renewal of the site was started, in order to make information more complete and easier to consult. Equipment that was becoming obsolete was also replaced.

As a result of the crisis, the year 2018 was marked by the loss of 14 members, thus distributed: 6 of the regional press, 3 due to bankruptcy (in the areas of childcare and occult sciences), 2 in the automobile market and 3 low circulation journals linked to various businesses. In contrast, only 2 magazines were added, both looking at health issues. In view of this situation, there was a need to reduce the number of staff members in order to maintain the balance of the financial year.

Bimonthly and annual audits continued with selected analysis, both on paper and digital.

Contacts were maintained with foreign counterparts.

CAEM – Comissão de Análise e Estudos de Meios (Media Analysis and Research Committee)

It was a year of intensive meetings, both at the level of the Directorate, the Media Section and the Technical Advisory Committee on Television. This was justified by the proximity of the renewal or extension of the contract with GFK.

It was therefore necessary to:

- Develop new technical specifications for the measurement of television audiences.
- Discuss and update panels based on INE estimates for age and gender variables and, in the Establishment Survey, for the variable television subscription ownership.

Alongside all this, CAEM maintained the performance of the other functions assigned to it:

- Continuous monitoring of the live and deferred television audience measurement system;
- Monitoring of BAREME RÁDIO;



- Monitoring of BAREME IMPRENSA;
- Monitoring of NETSCOPE and NETPANEL of Markest;
- Monitoring of the Multimedia Monitor study on Internet Advertising Investments.

CCPJ (Professional Journalist Certification Commission)

Participation in several meetings with the Government and Parliament (1st and 6th Commissions), as well as with offices of parties with a seat in Parliament, to discuss and defend the interests of the media and freedom of the press in various fields:

- General Regulation on Data Protection - Draft Law 120/XIII, especially article 24, on the processing of data for journalistic purposes, ensuring freedom of information without security restrictions.
- Amendments to the Advertising Code - Draft Law of PS, PAN and PEV - with regard to commercial communication of foods and beverages with a high energy value, addressed to children under 16 years.
The restrictions presented in the first proposal would cause serious billing breaks.
- In addition to the various interventions on these subjects, which dragged on during the course of the year without a conclusion, the CCPJ took a public position whenever matters that required their interpretation of the Journalist's Statute or the Professional Certification Regulation.

Between the first issues and renewals, 4,610 titles were distributed and evaluated, distributed by professional certification, provisional internship title, correspondent's card, collaborator and the equivalent

In addition to the weekly meetings of the Executive Secretariat, the Plenary, an extended body of the CCPJ met six times during the year to discuss its competence.

The CCPJ was present in several conferences and/or debates, some of the initiative of the regional press, participating in the clarification of doubts raised by editors and journalists.



The CCPJ was part of the Lusófona Network Foundation for the duality of information, made up of representatives of civil society, media and journalists, Portuguese-speaking universities, regulatory entities, orders and institutes whose purpose is to create spaces for discussion, training and production of scientific and civic content.

ICAP – Auto Regulação Publicitária [Advertising Self-Regulation]

The main lines of the Activity Plan for 2018 were based on the following:

- Industry Awareness
- Results Report
- Affirmation of Effectiveness
- Cooperation with Public and Private entities

Of the work developed, the following is included:

- Discussion and entry into force of the "Self-Regulation Code on Commercial Communication of Foods and Beverages for Children" - implementation of Pre-Clearance (prior binding opinions - 21 member companies)
- "Communication Plan" including regional press + Digital + Outdoor Advertising + Radio
- Flash news related to ARP (19)
- ARP – SICAD – ARP/SICAD/DGC tripartite meeting
- Disclosure and Presence of Tailor-Made Training Actions:
 - ✓ Clearance of a Training Action vs. P&G
 - ✓ Establishment of Trainers Bank
- AIC (cosmetics) – Discussion for the approval of the "Code of Cosmetics - advertising
- Contacts with Parliament - Public Consultations; Children Food Code
- ICAS – Internacional Council for Ad Self-Regulation Video – translation and adaptation of the film to Portuguese
- Ambush Marketing – in tune with the Faculty of Law – Nova University
- Membership Plan – Bullets vs. Advertising investment
- Fat/Sugar and Salt - Actions
- Training of the JE - ARP Jury of Ethics
- Regulation Protection Personal Data - Privacy Policy



- Santander Consumer Approach and Financial Agreement Signature - Pre-Clearance is expected for about 500 advertising pieces

MAPINET (Civic Internet Anti-Piracy Movement)

Removal Requests

- The year 2018 saw a significant increase in requests for removal of links, reaching a total of 1,716,246,967, distributed by Movies, Series, Streaming, Software, Books, Magazines, Newspapers, Playstation (1,2,3), Wii, Nintendo, PC, XBox, Music, among others.

The means available to piracy, as is known, are powerful and agile. However, there is a lack of punitive measures and effective means to combat it.

Even so, it was possible to remove 5.678.325 links distributed throughout the aforementioned supports.

- As for websites, 783 were blocked, and in the press, five were blocked and one was re-blocked. Of the five blocked, three disappeared definitively. With them disappeared hundreds of links from complete Magazines and Newspapers or articles.
- As far as websites which broadcast television content, 110 were blocked and 15 re-blocked, having disappeared 11.
- The question of re-blocking, which is obligatory at the end of a year of blocking, means that, on average, about 60% to 70% of blocked websites disappear or change their name. Although the numbers achieved are far from what was hoped for, Portugal continues to be singled out as a European success story in the fight against piracy.
- Regarding the blocking of videos in YOUTUBE, about 1053 reference files were uploaded, which allowed for the blocking of 10,956 contents uploaded by users without the rights to do so.
- Also, in 2018, an extension to the Memorandum of Understanding was signed with IGAC that will allow, in this first phase, the blocking of soccer games, in streaming, and in the future, this will also apply to events broadcast live.



OBERCOM – Observatório da Comunicação (Communication Observatory)

In 2018, OberCom, in addition to the launch of the usual Yearbook of Communication, broadly based on information, continued to develop studies in communication and media research, which allowed the exploration of new areas and the consolidation of knowledge in the field of *media* and communication in Portugal, with different formats and different objectives and structures.

- **OberCom Project - National Statistics Collection in the Communication Sector**

Regarding the *Annual Media and Communication Report*, it was intended that in 2017 this publication would present statistical information on the different sectors analysed by OberCom. This report is published *online* on the OberCom website in PDF files available for *download*, by sector, and updated throughout the year wherever possible.

- **OberCom Project – Digital News Report**

Since 2014, OberCom has collaborated with the Oxford Reuters Institute and is the partner entity for the annual "Digital News" survey in Portugal funded and supported by the Reuters Institute.

Reuters Digital News Report 2017 (ReutersDNR 2018) was the seventh annual report of the *Reuters Institute for the Study of Journalism (RISJ)* and the fourth report with information on Portugal. As a strategic partner, OberCom collaborated with the *RISJ* in the design of the questionnaire for Portugal as well as in the analysis and final interpretation of the data.

- **Literacy in a Society of Screens**

This report explores the dynamics of the use of media resources in Portugal through the definition of media literacy profiles.

The question of the critical use of media and media content is a fundamental axis of perception in this framework of analysis and reveals the complexity of the crystallisation of practices around the broad-spectrum communication relations of Portuguese society.



- **Fake News in a Post-Truth Society**

Contextualisation, potential solutions and analysis

The document *Fake News in a post-Truth Society* was produced to address a number of issues raised by the international political climate such as the American presidential elections, Brexit or what would have become of the Brazilian presidential elections that culminated in the election of Jair Bolsonaro.

One of the first public studies carried out in Portugal in the context of communication studies opens a conceptual debate on topics such as trust in news.

The conclusions obtained reveal that the Portuguese people are very concerned about the legitimacy of news content in digital environments, since it coincides with structurally high indexes of trust in news content. The high level of trust in news by the Portuguese is justified in part by their concern about the legitimacy of news content, given that it is relevant in a context where media is at the epicentre of the debate on the health of global democracies.

PMP (Private Media Platform)

During the 2018 fiscal year, PMP developed its action, centered on four fundamental axes:

- Representation of the collective interests of the Platform with the organs of sovereignty (Government and Parliament) and society.
- Management of the Nónio Project (unified system for collecting and qualifying digital audiences).
- Response to national and European public consultations relevant to the sector.
- Active monitoring of the most relevant legislative developments for the media.

Main areas of activity developed by the PMP:

- **Nónio Project**

The Nónio project experienced very significant developments, especially from the second half of 2018. Following the conclusion of the DNI-Google contract (31st December 2018), a progressive extension of Nónio's scope of action is expected with the objective of reaching



1 million registered users during the first quarter of 2019 and 2 million over the one-year timeline.

- **General Regulation of Data Protection (RGPD)**

The parliamentary work to transpose the new RGPD was followed up and active participation of the PMP in a specialised committee.

- **Copyright Directive**

The same action was registered with the European institutions, in the follow-up of the production process of the future Copyright Directive.

- **Digital VAT**

The PMP, together with other sectoral associations, continued to advocate for the decrease of digital VAT to a reduced rate, the measure being completed in the 2019 State Budget

In addition, PMP also carried out the following activities:

- Participation in working groups on topics of interest to the media.
- Participation in forums related to innovation and the digital economy.
- Participation in Media Conferences.

VISAPRESS (Contents Management Cooperative)

- **In compliance with the Plan of Activities, we highlight the following actions:**

- ✓ Distribution of funds from the licensing of the use of content published in the newspapers and magazines belonging to VISAPRESS cooperators and, at the same time, distribution of fair remuneration of the private copy for the year 2017 to Cooperators.

- ✓ Holding more than two dozen meetings with public and private entities, inviting them to license themselves for the legal use they make of the written press contents belonging to the Editors represented in VISAPRESS.



- ✓ Mailing of about a hundred emails to entities that were making available on their web pages content without authorisation, presenting themselves in some way as providing clipping services, requesting that they obtain the respective licensing from VISAPRESS.
 - ✓ Participation in several international meetings about licensing for access to content published in the written press.
 - ✓ Information and awareness campaign for the general public on the issue of collective management of copyright in the written press. This promotion was made on two private cable television channels, on a national radio station and in newspapers, with national and regional circulation.
 - ✓ Participation in several meetings in the Ministry of Culture, Parliament and the European Parliament with the purpose of clarifying the position of VISAPRESS regarding the copyright of Publishers in Portugal. Use these forums to make the framework and analyse the impact that the proposed European Directive will have on the remuneration of Publishers' rights.
 - ✓ Renewal of all existing licenses and conclusion of three new contracts, with 25 entities being represented in the VISAPRESS portfolio for the primary and secondary use of content published in the written press.
- **Judicial action that takes place in the TPI (Court of Intellectual Property)**

In the year 2018, there were no significant advances in the case taking place in this court against the clipping companies, CISION and MANCHETE. The Court scheduled the start of the trial for 13th-15th November, which ended up not being held, with new dates scheduled for 2019.



AMD (Direct Marketing Association)

- **Data Protection**

The impact of the implementation of the RGPD (25th May), due to its importance for the sector and its direct implications for the Associates, required a priority dedication in order to avoid any non-compliance by our members.

During the discussion of the proposed complementary law of the Regulation, AMD maintained several contacts with representatives of the Government and with Parliamentary Groups.

- **Threats to Advertising**

While the threat of restrictions on advertising directed at children/minors regarding high salt and sugar foods and beverages was ongoing, AMD was following and participating in several initiatives, in the scope of discussion of the diploma, with a WG part of Parliament's 6th Committee.

- **Anacom**

The discussion within Europe of the new Regulation on Privacy in Electronic Communications - stricter than the RGPD - was the subject of a new meeting with ANACOM.

- **Cooperation**

A permanent interoperation with the API and APAN was maintained, in defence of aspects common to our Associates.

In addition to all this activity, AMD has provided its members with constant information on laws, decisions, studies, recommendations, discussions in the areas of their interests.

1.1.4.3. Postgraduate Course in Multi-Platform Journalism



In partnership with the Faculty of Social Sciences and Humanities of the Universidade Nova de Lisboa [Nova University Lisbon], and with the collaboration of Radio Renascença, the seventh edition of the course was promoted, with theoretical classes and professional internships in the various editorial offices. Attended by 20 students, it was another success, similar to the previous ones, and the great quality of the majority of the students came through, which made this course the best in terms of results.

We proceeded to update and arrange some subjects, as well as to select new Lecturers. At the end of this course, the total number of 137 students was reached over seven years, with very good results, with some of them finding a job placement.

1.1.4.4. Other actions

The major concerns of the year were the defense of Copyright and Related Rights of Publishers in the digital single market and the fight against piracy, which has increasingly sophisticated and highly mobile means, as well as the large aggregators that continue to usurp editorial content and, as a result, to divert advertising from traditional and digital media.

In the context of these two fronts, contacts are being developed and there is interaction with Associations on audiovisual issues, distribution, collective management of rights, publishers and producers, all converging in the defense of the same rights.

1.1.5. INVESTOR RELATIONS

IMPRESA has a Department of Investor Relations, so as to ensure institutional relations and the disclosure of information to the vast universe of shareholders, potential investors, analysts, stock market where IMPRESA shares are listed for trading and the respective regulatory and supervisory entities, CMVM and Euronext.

IMPRESA's Department of Investor Relations thus performs an important role in the pursuit of this objective, enabling the maintenance of suitable relations with shareholders, financial analysts and potential investors of IMPRESA, namely through the participation in specific conferences and the holding of road-shows at the main stock markets.



The main function of this Department consists of operating as an agent between the Board of Directors of IMPRESA and investors and financial markets in general, being responsible, under its normal activity, for all information provided by the IMPRESA Group, both with respect to the disclosure of relevant facts and other reports to the market, and the publication of periodic, quarterly, half-year and annual financial statements.

In order to perform its duties, this Department maintains a constant flow of communication with financial investors and analysts in Portugal and abroad, providing all the necessary information and clarifications to respond to requests made by these entities, in compliance with the applicable legal and regulatory provisions.

All the requests for information (received by telephone, email or mail) were replied to immediately, and there are no pending requests relative to 2018 or from preceding years.

During 2018, the Investor Relations Department carried out the following initiatives:

- 2 “Roadshows” covering Lisbon and Madrid, holding 13 meetings with investors;
- Meetings, at IMPRESA, with 6 investors and analysts.
- 4 Conferences calls related to the publication of quarterly results;
- 1 Public presentation regarding the annual results for 2017.

1.1.6. ATTENDANCE OF VIEWERS

In 2018, 33,041 contacts were received, a very similar number to 2017 (33,801). Approximately 68% of these contacts were made via email and were requests for information (61.8%), suggestions for topics for reporting (24%), criticism (11.2%), praise (1.3%) and other miscellaneous matters (1.7%). In 88% of cases, the topic was the generalist channel SIC. All subjects received the due attention, because in addition to being useful, they allow SIC to improve its relation with spectators.



1.1.7. STUDY VISITS

In 2018, we organised 22 visits (almost half of the 41 received in the previous year, as a result of the interruption due to the move to the IMPRESA Building), with a total of 569 visitors (average of 26 people per visit).

Schools of various education levels, including vocational education, study and/or leisure centres, IPSS, are the most frequent and regular visitors. Occasionally, there are visits from Universities or companies. Requests are mostly made from the districts of Lisbon and Setúbal. In the North, there is a preference to visiting the Matosinhos facilities.

1.2. INTERNAL LEVEL

1.2.1. SOCIAL AND EMPLOYMENT ISSUES

As Human Capital is the most important source of competitive advantage of the IMPRESA Group, its valuation in terms of competences, knowledge, skills and individual experiences becomes imperative. The IMPRESA Group believes that appreciation of the development of Human Capital will boost, to a great extent, the success of the implementation of the Group's Strategic Plan for the 2017-2019 triennium.

Training

Training in the IMPRESA Group represents a management practice par excellence that presents as a premise the training of human capital and the achievement of a competitive advantage in relation to the surrounding market.

In 2018, the IMPRESA Group continued to harmonise the fulfilment of its strategic objectives with the expectations and individual development of its assets, in order to maintain and improve an essential climate of satisfaction, productivity and motivation.



For this, the IMPRESA Group seeks to provide/encourage its employees to develop their skills, not only through the possibility of attending external training courses, but also through the sharing of knowledge and experiences.

The following table presents the most relevant data for 2018 and its comparison with the year 2017:

Table: Training 2017/2018 (a)

Area	Number of actions			Employees covered			Number of training hours		
	2017	2018	Variation	2017	2018	Variation	2017	2018	Variation
Publishing	42	36	-16.67%.	272	154	-76.62%.	2995	2123.5	-41.04%.
Television	51	46	-10.87%.	395	313	-26.20%.	4474	3364.55	-32.97%.
New Business	13	16	18.75%.	34	30	-13.33%.	875	572.5	-52.84%.
Transversal	42	27	-55.56%.	57	61	6.56%.	954	1247	23.50%.
Total Impresa Group	148	125	-18%.	758	558	-36%.	9298	7308	-27%.

Source: IMPRESA

(a) In 2017, the IMPRESA Group had in its portfolio a set of 12 brands that were sold in early 2018, which contributed to the fact that the number of employees, actions and hours of training registered in 2018 were less than 2017

The following actions should be highlighted:

- Training in the digital area, in the commercial and marketing aspects, namely through CRM actions, Social Media Marketing, Digital Transformation - Reinventing companies in the digital age, Instagram Marketing.
- E-learning training in several areas.
- Internal training on Image Capture and Editing, Elvis, Information Flows and Digital Content, Basic Economics.
- Academic training: Postgraduate course in Pedagogical Management and Coordination of Training, Master's degree in Human Resource Management and Organisational Consulting, 17th Executive MBA and Doctorate in Communication Sciences.

Performance Management



The Annual Performance Management of the Group IMPRESA represents a fundamental instrument in the promotion of a meritocratic culture, based on the development of all the employees and in the improvement of the quality of the different services that are provided.

It intends, therefore, to support employees in reflecting on their own performance and its impact on IMPRESA, making them active elements, together with their respective managers, in the evaluation process.

The Annual Performance Management for the year 2018, which includes Self-Assessment, Evaluation and Global Leadership Assessment, will be held in the first quarter of 2019.

Initiatives

- In 2018, the Group IMPRESA maintained its objective of working towards greater motivation, involvement and enrichment of its employees and the construction of a sustainable competitive advantage, giving a set of benefits to all the employees of the IMPRESA Group, in addition to those provided for in the Code of Work:
 - Assignment of a day-off on birthdays, provided it coincides with a working day;
 - Regular pastimes with the offer of invitations to shows (theatre, concerts, conferences, football games, mobile phones, etc.);
 - Provision of parking spaces exclusively for pregnant employees;
 - Assignment of flexible working hours to employees with family responsibilities;
 - Distribution of Christmas presents to all the workers and their children aged up to 12 years old;
 - Vaccination campaign against influenza;
 - Regular organisation of initiatives for sampling, product distribution or sale under advantageous conditions, at the Carnaxide, Paço de Arcos and Matosinhos premises;
 - Providing employees and, since this year, direct family members, access to products and services at a lower price, by establishing protocols with entities that provide



services in areas such as banking, communications, children's services, beauty treatments gyms, leisure activities, health, insurance and vehicles.

- The IMPRESA Group believes that the adoption of policies that promote a greater reconciliation between work and family life is one of the key elements to provide employees with a better quality of life and, consequently, greater motivation, commitment and productivity. In this sense, the organisational culture of the IMPRESA Group is guided by policies, initiatives and practices that fulfil the objective of reconciling employees' personal and professional life. Some examples include: IMPRESA Workshops, IMPRESA Holiday Camp, Christmas Gifts, Day Care Cheque, Birthday gift and a Benefit Policy (partnerships with other entities and established protocols that can provide advantageous conditions not only to employees but also to direct family members).
- Use of human capital management tools: competency performance management system; *bottom up* assessment and consequent action plans (to be implemented); reception of new employees.
- Annual Meeting of the Board of Directors in order to promote internal *networking*, align culture and values of the IMPRESA Group and monitor the fulfilment of the Strategic Plan of the IMPRESA Group, where activities are carried out to promote team synergies and presentation of lectures on various themes.
- Use of iNet, the internal communication channel. On iNet, all benefits to employees are attributed, the execution of internal actions, internal communications (mobility, appointments and communications of the CEO) are placed. Other information, such as birthdays, protocols and established partnerships, is also available, as well as a field that includes stories and curiosities on employees and the company, known as "Sabia que" ["Did you know"].
- Use of iPortal, contributing to the acceleration, simplification and dematerialisation of the most administrative processes of human resources, such as consultation of receipts and IRS declarations, training hours, registration of absences, management of vacations and updating of personal data.



- Implementation of the strategic project for organisational transformation “Juntos somos futuro” within the scope of the change of facilities, completed in January 2019. The project decided to support employees in this phase of change and, particularly, in the bet to optimise the potential of each area, with a view to reinforce the leadership and market position of the Group. It presented, therefore, a tactical objective, in the perspective of supporting the teams in the whole process, and a strategic objective with the construction of IMPRESA Culture.
- As part of the “Juntos somos futuro” project, an internal communication channel was launched to systematise all information about the project, to communicate clearly, objectively and in a timely manner the phases of the change, to raise employees’ awareness about the need for change, to clarify doubts about the process and boost *engagement*.
- Also, in the course of the same project, initiatives were organised to promote greater interaction between employees and foster a sense of belonging, through the creation of moments of socialising and sharing, such as the inauguration of the new refectory of the IMPRESA Building, the IMPRESA Saint Martin’s Day and visits to the construction work of the Building.
- It bets on a training programme that meets the training needs felt by employees of the Group IMPRESA and its managers. This analysis is elaborated within the scope of the performance management system which includes, as a compulsory field, the indication of training actions to be attended. After completing this, an analysis is made by the Human Resources Department, which with the Management of the IMPRESA Group initiates the annual training process in order to enhance the talent of employees in articulation with the Strategic Plan of the IMPRESA Group.
- Conducting an internal questionnaire on safety, hygiene and health at work.

Professional Ethics

In addition to compliance with the legislation (Press Law, Television Law, Journalist Statute, Code of Ethics, etc.), the large areas of the Group - SIC and Espresso - have their own Codes of Journalist Conduct, which all the sites endorse and adapt to their specific characteristics. These Codes of



Conduct are not confused with Style Books or mere orthographic norms; they are the result of in-depth discussions and are an extension of the main ethical, deontological and legal norms applied to the exercise of the profession.

Impartiality and rigour, respect of privacy, rejection of censorship, respect for people's dignity, protection of sources, avoidance of images with children and young people in extreme situations and all other principles of the Code of Ethics and the Status of Journalists are part of the training of candidates integrating the Group's editorial offices.

1.2.2. EQUALITY BETWEEN GENDER'S

The IMPRESA Group, aware of the fact that equality between women and men is one of the central themes of corporate social responsibility, provides for the development of measures and actions that promote conditions for professional insertion and equal career development for men and women:

In 2018, the IMPRESA Group established and developed measures to promote equality and gender equity and non-discrimination between women and men:

- Definition and implementation of an Equality Plan that develops measures to promote gender equality and equity and non-discrimination between women and men with the support of the Commission for Citizenship and Gender Equality;
- Involvement of the Administration in the diagnosis of gender equality, as well as in the preparation and discussion of the annual equality promotion plans, which will define the actions to be taken, including their implementation, monitoring and evaluation;
- *Top-down* awareness of equality policies as well as measures to be implemented and objectives to be achieved;
- Ensure that gender equality and non-discrimination between women and men are explicitly stated in the IMPRESA Group Norms and Procedures Manual;
- The criteria and procedures for recruitment and selection, whether internal recruitment, external recruitment or *outsourcing*, should be based on the principle of meritocracy as well as the principle of gender equality and non-discrimination;



- To provide training in gender equality, at an initial stage directed to the Executive Committee, Human Resources Division and "Equality Team", which will gradually include the different managers and employees;
- Ensure equal opportunities for all employees in the attendance of training actions;
- Create procedures and tools that facilitate the formal presentation of a complaint in the event of sexual and/or moral harassment;
- Encourage and raise awareness of sharing parental leave, as well as sharing the exercise of family care rights;
- Ensure that the Annual Training Plan is based on equality and non-discrimination between women and men;
- Comply with the principle of equal pay for equal work in nature, quantity and quality;
- Evaluate performance based on objective criteria to provide a fair and accurate assessment, free of any connection to female or male characteristics;
- Ensure promotion and career progression based on objective individual performance criteria, being exempt from gender discrimination;
- Establish protocols with other service providers that are close to the facilities of the IMPRESA Group;
- Establish protocols with other entities providing support services to children of IMPRESA Group's employees;
- Provide health services to the employees' family unit;
- Disseminate information to all employees on their rights and duties in the area of equality and non-discrimination on the basis of gender, maternity and paternity;

Ensure effective equality of treatment and gender opportunities by adhering to the principles of equality in recruitment, career advancement and pay.

Distribution by gender	
Number of female employees	413
Number of male employees	488



In the Group IMPRESA, the criteria for recruitment and selection, whether internal, external or through *outsourcing*, are the guiding principle of meritocracy as well as the principle of equality and non-discrimination based on gender. The analysis is made solely and exclusively through the *hard and soft skills* required of the profile to be recruited in order to make the *fit* based on the IMPRESA Group culture and the business area and not on gender criteria.

Remuneration level by gender	
Average monthly salary of female employees	€ 2,027.53
Average monthly salary of male employees	€ 2,674.68

Despite the average monthly salary difference between genders, this does not reflect any discrimination since the remuneration policy of the Group IMPRESA is based on the evaluation of the components of the functions performed by the employees, and on objective criteria such as merit, productivity, attendance or seniority, common to both men and women.

Maternity and parental leave	
Maternity leave	9
Parental leave	20

The Group IMPRESA promotes reconciliation between the three spheres (personal, family and professional) and argues that women and men, when they decide to become parents, should be in a shared, balanced and responsible way.

1.2.3. NON-DISCRIMINATION

The diversity of Group IMPRESA employees is perceived as a factor of competitive advantage. The individuality and diversity that each employee offers to the Group IMPRESA is respected and valued, thus promoting the creation of a work environment free of discrimination.



It is argued that every employee has the right to equal opportunities and treatment with regard to access to employment, training and promotion or professional career and working conditions, and cannot be privileged, benefited, disadvantaged, deprived of any right whether because of descent, age, gender, sexual orientation, marital status, family status, economic situation, social origin or condition, reduced working capacity, disability, chronic illness, nationality, ethnic origin, political or ideological beliefs and trade union membership.

The Group IMPRESA does not tolerate any form of direct or indirect discrimination:

- The act of retaliation that damages the employee because of rejection or submission to a discriminatory act is invalid;
- Discrimination is a mere order or instruction that has the purpose of harming someone because of a factor of discrimination;
- The dismissal or other sanction applied allegedly to punish an offense is considered abusive when it takes place up to one year after the complaint or other form of exercise of rights regarding equality and non-discrimination;
- The employer may not, under any circumstances, require the female job applicant or the female employee to perform or submit to medical exams or pregnancy tests. The doctor in charge of medical exams and tests may only communicate to the employer whether the employee is fit to perform the activity;
- It is up to those who claim discrimination to identify the employee(s) in relation to whom they consider to be discriminated by. It shall apply in the case of invoking any discriminatory practice in access to work or vocational training or in working conditions, in particular on grounds of dismissal for prenatal consultation, protection of the safety and health of pregnant employees, pregnant or breastfeeding women, parental leave or absences for child care.

The Group IMPRESA intends, based on mutual respect, to comply with all laws regarding equality of opportunities and conditions of development for all employees without distinction or discrimination. Therefore, employees who feel that their work environment does not respect the principles of equality should inform their concerns and report possible infractions to the Human Resources Department, as expressed in the Manual of Standards.



1.2.4. RESPECT FOR HUMAN RIGHTS

Respect for human and workers' rights is a *sine qua non* prerequisite of the Group IMPRESA, being the guiding principle in all its relations with its investors, partners, suppliers, customers, consumers and employees.

Within the scope of the Human Rights Policy, the Group IMPRESA is committed to honouring internationally recognised human rights, thus making the following commitments:

- Respect the Universal Declaration of Human Rights, the Conventions of the International Labour Organisation, the United Nations Global Compact;
- To not employ child or forced labour;
- Respect freedom of union association and recognise the right to collective negotiation;
- Not allow the unjustified discrimination on grounds of descent, age, gender, sexual orientation, marital status, family status, economic situation, social origin or condition, reduced work capacity, disability, chronic illness, nationality, ethnic origin, political or ideological beliefs and trade union membership;
- Ensure the safety, health and well-being of all workers through the development of occupational health and safety management systems;
- Promote proper working conditions and not tolerating acts of psychological violence and moral coercion.

The Group IMPRESA wants the Human Rights Policy to be in line with other internal policies, such as Code of Ethics and Conduct, Health, Safety and Environment Policy and Procurement Policy.

1.2.5. COMBATING CORRUPTION AND ATTEMPTED BRIBERY

In the Group IMPRESA all practices of bribery and attempted bribery are considered prohibited. Given that transparency, cooperation and respect are core principles of the Group IMPRESA, anti-



corruption practices are duly regulated, and disciplinary measures have to be considered when there is deviation from compliance with the general standards of conduct set out in the Anti-Corruption Policy.

Within the scope of this Policy, there is a commitment to implement operational procedures aimed at combating it in all forms, such as:

- Acceptance by journalists of offers whose value exceeds 10% of the national minimum wage is prohibited. These offers must be notified to Management. The gifts must be returned to the consignor, accompanied by a courteous letter and justification;
- Advertising or promotional space should be clearly marked, avoiding any ambiguity for the reader. In a news piece, the name of companies, hotels, trademarks, private or public institutions, or of other nature, can be included if they are a useful element for the information;
- No preferential news treatment should be given to advertisers or special interest groups;
- Acceptance of invitations to travel - whether for official meetings or private entities - are subject to the prior authorisation of management and recognition of their journalistic interest;
- Any service supported by a third party can only be published if accompanied by reference to it in a prominent place;
- There is also an alignment in the IMPRESA purchasing policy of our suppliers and partners with the principles of transparency and fair competition, assuming transparent conduct regarding the acquisition of goods and services, for example:
- The suppliers and/or service providers of the IMPRESA (or subject to its scrutiny) must be placed in competition at least every 3 years. This criterion must be applied by all departments of the Group;
- The selection of suppliers must include at least 3 suppliers and the respective budgets must be added to the request form;
- A supplier assessment is always made from a consolidated perspective;



- All supply and service contracts must be submitted to the validation of the Legal Department of the Group IMPRESA, which formalises its approval in a document for the purpose.

1.2.6. DIVERSITY POLICY OF THE ADMINISTRATION AND SUPERVISORY BODIES

At the date of entry into force of DL 89/2017, of 28th July, which laid down the obligation to present a diversity policy applied by the company relative to its administration and supervisory bodies, the administration and supervisory bodies of IMPRESA had not yet completed their term of office, 2015-2018, such that the formal definition of a diversity policy will only be applicable following the appointment of new administration and supervisory bodies.

IMPRESA has not yet defined a formal diversity policy, in the sense that it is not stated in any document and neither are there any defined procedures for its implementation. Diversity, however, naturally integrates into IMPRESA's organisational culture, and the proof of this is the vast and diverse professional experience of the Directors (as evidenced by the biographies in the corporate governance report), the fact that there has been a woman for 11 years in the Board of Directors and the age of its members, striving to achieve a balance between seniority and youth, as evidenced by the most recent appointments of João Nuno Lopes Castro and Francisco Pedro Presas Pinto de Balsemão.



2. ENVIRONMENTAL DIMENSION

2.1. ENVIRONMENTAL POLICY

During 2018, the implementation of consumable reduction policies was continued, namely paper, energy and water, waste recovery and treatment. The official declarations for Siliamb are now provided by Safetykleen.

Satisfactory results were achieved in the defence of the environment, due to the development of IT systems and the taking of decisions, the following:

- Continuation of the digitisation of business information, both on the Intranet and on other computer media;
- Decrease in the number of cassettes used in the production and television archive; in fact, only internally recycled video cassettes were used;
- Continued reduction of use of printers, all equipped with digitalisation systems.
- Control of the use of fluorinated gases.
- Beginning of the selective collection of plastics in own containers.

2.2. CONTROL AND IMPLEMENTATION

Control of drinking water consumption

- Continuation of placement of regulators or automatic taps in bathrooms;
- Regular verification, included in the maintenance plan, of water leaks in all existing flushing systems;
- In Paço de Arcos facilities, exclusive use of water from the borehole for irrigation, washing or works.

Control of electricity consumption

- Detailed monthly examination of electricity consumption and immediate decisions to reduce consumption;
- The following actions were continued:



- Control of the number of lamps lit in public areas and *open spaces*;
- Continuation of installation of lighting switches in meeting rooms and offices;
- Management of automatic lighting hours;
- Control of the minimum and maximum temperatures in air conditioning systems;
- Reduction of the number of hours of air conditioning;
- Use of rechargeable batteries in editorial offices;
- Replacement of incandescent lamps by low consumption lighting;
- Awareness-raising amongst programme producers and lighting staff on the need to cut lighting consumption.

Control of consumption related to newspaper and magazine editing

- Purchase of 100% of paper for printing from environmentally certified paper mills;
- Continued reduction of the number of copies of newspapers and magazines bought from other publishers and their replacement by purchase of subscriptions in digital format whenever possible.

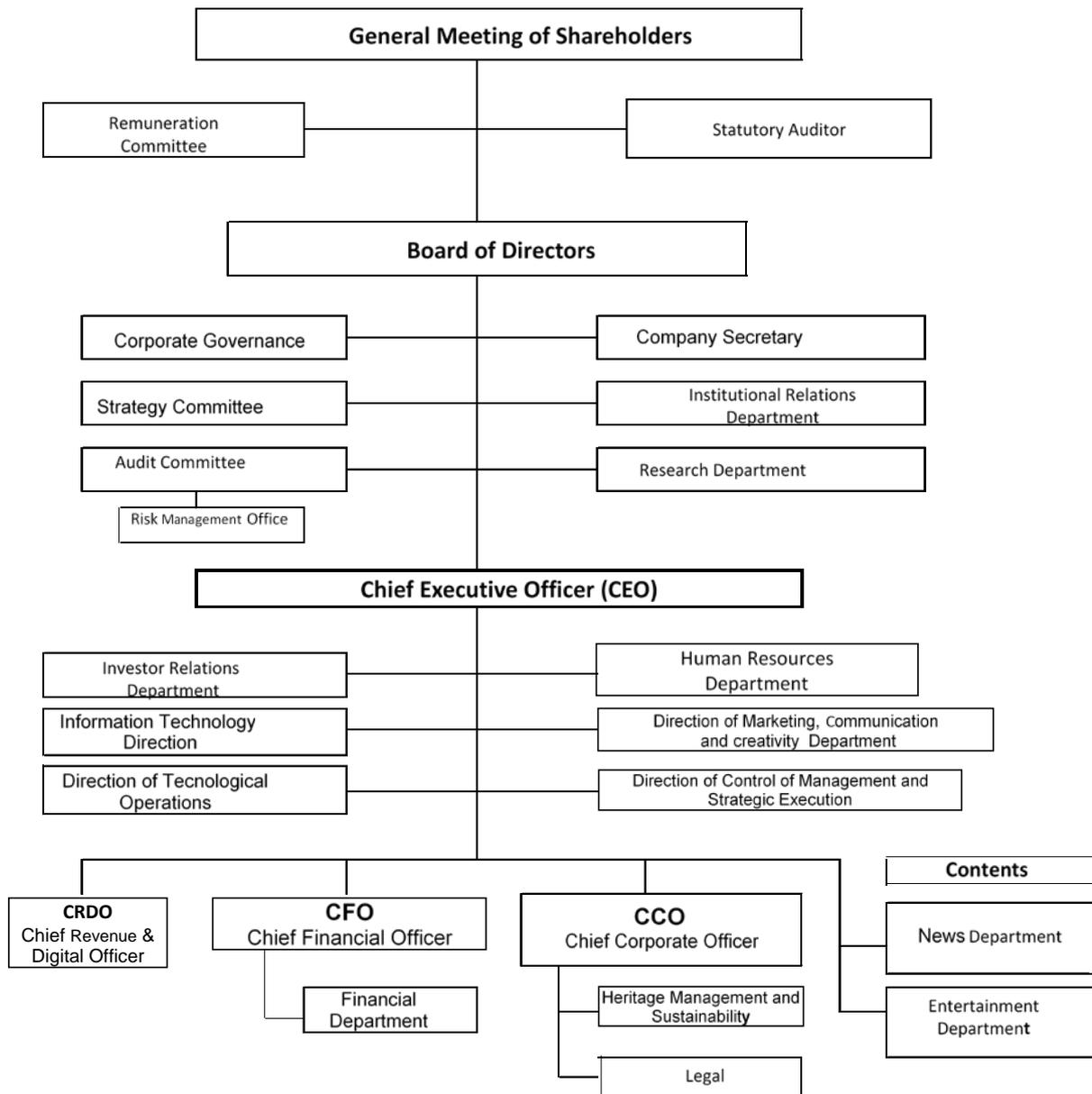
Residues

- Maintaining and encouraging the policy of separation and recycling of waste, with selective collection containers (paper/carton, plastic and glass);
- Waste such as batteries, cassettes, bulbs and others, are sent to entities certified for their treatment;
- Recovery of plastic packaging waste through Ponto Verde;
- Waste generated at the IMPRESA Group's facilities is annually registered in SIRAPA (Integrated System of Registration of the Portuguese Environment Agency), with restricted access to organisations that have environmental responsibilities committed by law.



3. STRUCTURAL AND GOVERNMENT DIMENSION

3.1. GOVERNANCE MODEL



The corporate governance model adopted is the one referred to in subparagraph b) of no. 1 of article 278 of the Commercial Company Code, i.e. with a Board of Directors, comprising of an Audit Committee and a Statutory Auditor.



The General Meeting is responsible for appointing the members of the administration and supervisory bodies at the beginning of each term of office.

At the meeting of the Board of Directors held on 23rd July 2012, the position of Chief Executive Officer (CEO) was created with responsibility in all areas, which is maintained in the current term of office 2015/2018.

Responsibilities of the Chairman of the Board of Directors:

- Coordinate the relations of the Board of Directors with the Chief Executive Officer (CEO):
- Preside over meetings of the Board of Directors (monthly), meetings with the CEO (weekly), the annual meeting of senior staff members and any ad hoc meetings in which he is present;
- Preside over the Strategy Committee, approve the proposal for the Strategic Plan of the Group and submit it to the Board of Directors, as well as proposals for amendment of the Plan to be submitted to the Board of Directors, and coordinate their implementation, assessment and review;
- Preside over the Supra Editorial Committee and approve proposals concerning the editorial strategy of the various brands of the Group and submit them to the Board of Directors;
- Represent the Group institutionally, coordinate the institutional relations of the Group (namely with the EU, Government, Parliament, Regulators, Associations of the Sector, etc.) and with the shareholders;
- To coordinate the Direction of Institutional Relationships and the Direction of Research, whose Directors report directly to the CBD.

Within the framework of the definition of high-level strategic objectives, the CBD is assisted by the Strategy Committee, which is chaired by the CEO, the Chief Revenue & Digital Officer (CR&DO), the Chief Financial Officer (CFO), the Chief Corporate Officer (CCO) and two non-executive directors. The Strategy Committee is to assist the CBD, in particular in preparing the Group's Strategic Plan, in evaluating the implementation of the Plan and in its annual review.

The CEO is responsible for:

- Coordinating the Group's operating management;



- Coordinating the areas of Systems, Operations and Technology, Human Resources, External Communication and Investor Relations, whose managers' report directly to;
- Appointing and dismissing COOs (CR&DO, CFO and CCO), which report directly to him;
- Individually supervising the COOs in the main policies and decisions of their respective areas;
- Chairing the Group's Operational Coordination Meetings;
- Presiding over the meetings with each COO and front-line management staff, as well as other *ad hoc* meetings not attended by the Chairman of the Board of Directors;
- Presiding over the Group's presentation of accounts.

In the Relationship Plan between PCA and CEO, the CBD monitors and shares with the CEO the major external trends of the business, and guides and advises the CEO on decisions with the greatest strategic impact.

With regards to financial information, the CEO, in coordination with the Audit Committee and CFO, supervises its preparation and disclosure, in order to ensure a true and fair view of the situation, combined with an honest review of business development and, moreover, prevent undue access to relevant information by third parties.

The following Committees have been created within the Board of Directors: Audit Committee, Corporate Governance Committee and Strategy Committee.

The Audit Committee is responsible for:

- Inform the management body of the results of the legal review of the accounts and explain how this contributes to the integrity of the process of preparation and disclosure of financial information, as well as the role that was performed in this process;
- Supervise the efficacy of the internal quality control and risk management systems;
- Monitor the effectiveness of internal quality control and risk management systems;
- Monitor the legal review of the individual and consolidated annual accounts, namely their implementation, considering



- any findings and conclusions of the Securities Market Commission (CMVM);
- Verify and monitor the independence of the Statutory Auditor and, especially, check the adequacy and approve the provision of other services not included in the audit services;
- Select the Statutory Auditor to propose for election to the general meeting and to recommend justifiably the preference for one of them;
- Fulfil any duties attributed by law.

Also, within the remit of the Audit Committee, a whistle-blowing system was created in 2007 with a view to the prevention and punishment of irregularities, avoiding damages aggravated by the continuity of irregular practice.

This system ensures the confidentiality of the information provided, as well as the anonymity of the persons reporting the practice of irregularities.

It also ensures that the rights of IMPRESA Group company employees will not be harmed by the communication of irregular practices.

The Governance Committee of the Corporate Governance is responsible for:

- Assisting and supporting the Board of Directors in the performance of its function of supervising the corporate activity concerning corporate governance matters and rules of conduct, (i) in refining the Company's governance and oversight model, the organisational structure and the governance principles and practices by which it will be governed, and (ii) in preparing and implementing rules of conduct, aimed at observance of the applicable provisions and strict ethical and deontological principles in the performance of the functions attributed to the members of the governing bodies and employees of the Company.
- Studying, proposing and recommending to the Board of Directors the adoption of policies, rules and proceedings deemed necessary for compliance with this Regulation, the applicable legal, regulatory and statutory provisions, as well as the recommendations, standards and best practices regarding the matters referred in the previous paragraph;
- Perform any other competences or responsibilities that the Board of Directors may delegate to the Corporate Governance Committee.



The Corporate Governance Committee must also assess the performance of the Chief Executive Officer (CEO) and collaborate in the preparation of the annual corporate governance report regarding matters within its jurisdiction.

The Strategy Committee is responsible for:

- Assisting the CBD in preparing the Strategic Plan of the Group (based on a 3-year timeframe), which is approved by the CBD and submitted, by the later, to the Board of Directors.
- Assisting the CBD in assessing the application of the Plan and in its annual review, and making proposals for adjustments which, once approved by the CBD, will be submitted, by the latter, to the Board of Directors.

In the case of SIC and IMPRESA PUBLISHING subsidiaries, the following is observed:

- a) The Chair and the Co-chair of the Board of Directors are held by the CBD and the Co-CBD of IMPRESA, respectively;
- b) In addition to the CBD, the Co-CBD, the CEO and CCO of IMPRESA, the two heads of operational units (CR&DO and CFO) are designated as directors;
- c) The day-to-day management is entrusted to an Executive Committee composed of the two operational heads and chaired by the CEO of IMPRESA.

3.2. ACTIVITY INDICATORS

3.2.1. QUALITATIVE CRITERIA

The Corporate Governance Committee defined six criteria for assessing the performance of the activity: “Communication, Impact and Influence”; “From Vision to Results”; “Team Management and Development”; “Customer and/or Target Group Driven”; “Team and Group Spirit”; and “Best Practices, Innovation and Change”.



3.2.2. QUANTITATIVE CRITERIA

The Remuneration Committee, following the best market practices, decided on the application of a multi-year variable remuneration model, which is based on cumulative attainment criteria, defined annually: "Positive Performance Evaluation"; "Attainment of Consolidated Net Banking Debt" and "Attainment of Consolidated EBITDA Value".

3.3. RISK

3.3.1. RISK CONTROL AND MANAGEMENT

At IMPRESA, there are the following bodies responsible for monitoring and implementing internal control and management of risk:

- The Risk Management Office which follows and monitors different security events that might generate risks for the different companies of the Group. This Office is also responsible for formalising the defined strategic objectives on risk-taking, identifying the risks and events that might generate risks inherent to the activities developed, analysing the impact of each identified risk and managing and monitoring the identified risks. The Risk Management Office holds periodic meetings with the Audit Committee, disclosing and proposing any necessary measures for the assessment of the implemented risk management system.
- Asset, Risk and Sustainability Division, which oversees insurance contracts at the Group level, in order to achieve the most appropriate solutions to cover insurable risks.
- The General Financial Department develops the following aspects of risk control:
 - Negotiation, contracting and management of bank financing, in order to meet the financial needs of the Group;
 - Negotiation and contracting of appropriate financial instruments, aimed at reducing exposure to interest and exchange rate risks;
 - Definition of credit granting policies, with credit ceilings per customer and collection deadlines.



- Directorate of Legal Affairs, which at the level of the operating subsidiaries oversees the application of the legislation in force, in particular the specific regulation applicable to the media sector, in order to minimise the risks associated with its possible non-compliance.
- Institutional Relations Department.

These bodies assess:

- Economic risks (activity and facilities): Risks primarily related to situations which affect the current operation of companies, namely fire, loss of production of newspapers and magazines, broadcasting cuts in television activity, and failure of computer systems.
- Financial risks (credit, liquidity, exchange rate and interest rate risk):
 - Credit risk is essentially related to the accounts receivable arising from advertising sales. In order to reduce credit risk, IMPRESA has defined credit granting policies, with credit limits per customer and collection deadlines, and financial discount policies for early repayment or cash payment.
 - Liquidity risk can occur if the financing sources, such as cash flow from operating activities, divestment, credit lines and financing activities, do not meet the financing needs, such as cash outflow for operating and financing activities, investments, shareholder remuneration and repayment of debt.
 - Exchange rate risk is essentially related to the acquisition of television programmes.
 - Interest rate risk is essentially related to interest paid in relation to the contracting of financing with variable interest rates, which are consequently exposed to changes in market interest rates.
- Legal Risks: Risks related to compliance with existing legislation applicable to the media sector.



The Management of the IMPRESA Group takes particular care to adopt a risk management policy aimed at minimising any consequences on the business, people or assets of the Group, arising from any intentional or unintentional threats.

Also at the level of operational subsidiaries, plans for exogenous situations that affect the current operation of companies, such as fires, production breaks, broadcasting cuts, computer systems failures, etc., are being equated and implemented with the purpose of safeguarding assets and people and to ensure, as far as possible, the continuity of the production of newspapers and magazines (Expresso and New Media Solutions area), television and digital content.

3.3.2. SELF PROTECTION MEASURES AND RISK FACTORS

In 2018 the "safety" and "self-protection measures" plans have been revised according to annual planning.

The preliminary project of the "Self-protection Measures" was prepared for the IMPRESA facilities in Paço de Arcos, taking into account the expansion project. The new facilities safety project was sent and approved by ANPC. The "Self-protection measures" were sent to ANPC, awaiting their approval.

The "Internal Security Plans" continued to be developed, in accordance with ANPC recommendations for the facilities of Parque Holanda (PH) and Matosinhos.

The new Safety Delegates were appointed and trained, together with the Department of Human Resources, for the premises of Paço de Arcos, Carnaxide 119, Parque Holanda and Matosinhos, and given their respective identifying material and procedural manual.

The "low risk" level was maintained at the Paço de Arcos and Matosinhos facilities and a "medium risk" situation was maintained at SIC 119 and SIC-PH facilities.

Risks related to facilities and infrastructures

- "Risk factors" are followed and controlled within the process of transformation of the building of Paço de Arcos, for 24/7 operation. Alerts were issued for the risks assumed and



suggested changes to the investment processes and specialty projects for the new enlarged areas.

- As far as technical infrastructures, the recommendations have been respected and the necessary investments authorised and installed, and the electrical, air-conditioning and safety capacity required for continuous 24/7 operation has been increased. The risk examination has led to an upward revision of the proposed investment.
- Internal air quality checks were carried out on a regular basis in all facilities. The control of active legionella was carried out as usual.
- "Low risk" level in all Group facilities.

Risk of interruption in communications

- Outdoor access
- Secure fibre connections
- "Low risk" level was maintained

- Inter-building communication
- Secure fibre connections
- "Low risk" level was maintained

- Distribution of television signals
- Dual fibre paths, coding redundancy ensured by client operators
- Transmission of channels via Paço de Arcos without problems.
- "Low risk" level was maintained

- Mail system
- Security system through Microsoft's 360-service.

Risks in running, printing of newspapers and magazines

- As usual, the alternative printing plans of the Group's newspapers and magazines have been revised in the event of a breakdown or financial collapse that causes unforeseen and prolonged interruption at the printers where they are usually printed.



- Ink and paper stocks are in place, to assure the continuity of printing, in the case of unforeseen interruption in the supply of these materials, purchased from abroad. "Low risk" level was maintained.
- As for editing and photography systems, a "low risk" level was maintained.

Risk of interruption of broadcasting of SIC television channels

- Several emergency alternatives are foreseen for the broadcasting of the SIC channels that guarantee their continuity, in case of interruption caused by the failure of several systems. The persons in charge of the Information Services, Continuity, IT and Technical Support are prepared and equipped with the necessary means to act, in emergency situations.
- By 2018 the operation of "continuity of broadcast" was fully underway in the Paço de Arcos facility, ensuring an active *backup* and thus reducing the risk of prolonged interruptions.
- "Low risk" level.

Misuse of sensitive customer data

- The policy of responsibility of the IMPRESA Group was maintained to respect the legal obligations and the recommendations of the CNPD, in accordance with the General Regulation on Data Protection - RGPD.
- Systematic control that the policies of use, *cookies* and guarantees of confidentiality are explicitly and properly transmitted to customers.
- "Low risk" level was maintained.

Asset conservation - paper and digital content

- The policy of responsibility of the IMPRESA Group was maintained, which is to conserve the contents produced for the editions in paper, TV and digital support.
- Digitisation plans, content indexing and conservation were fulfilled.



- The level of "low risk" was maintained for the loss of content produced by IMPRESA.

Insurance

- The policies that provide IMPRESA with financial means to deal with emergency situations arising from disasters or dramatic events beyond its control are maintained.
- The "low risk" level for existing coverages was maintained.

Lisbon, 28th February 2019

The Board of Directors,

Francisco José Pereira Pinto de Balsemão

Francisco Maria Supico Pinto Balsemão

Francisco Pedro Presas Pinto de Balsemão

Alexandre de Azeredo Vaz Pinto

António Soares Pinto Barbosa

Maria Luísa Coutinho Ferreira Leite de Castro Anacoreta Correia



José Manuel Archer Galvão Teles

João Nuno Lopes de Castro