



Sustainable Development Report

DIA and its stakeholders

Customers

2016 was the year for the implementation of projects aimed at offering a total shopping experience to DIA's more than 40 million customers. The development and exploitation of the benefits of digitalization in a broad sense has taken up a large part of the company's efforts during the financial year, in order to adapt it quickly and efficiently to changing consumer habits and to enhance listening and relationship channels.

Satisfying customer needs has been a constant in the more than 35 years of activity of the DIA Group. The new digital tools and the opportunities offered by the new environment have been used by the company to further develop its two-way relationship with its customers, offering a more complete shopping experience.

New active listening systems

Spain: Offline and online customer surveys

In keeping with the strategy of increased closeness to the customer, the last financial year saw the implementation in Spain of a new listening system that aims to gain first-hand knowledge of the customers' shopping experience, both in the offline and online channels. Accordingly, customers who use the Club DIA loyalty card to make a purchase in one of the group's stores receive an email with a brief questionnaire that evaluates the service received from the store employees, as well as their final experience at the cash registers. During 2016, the company has made progress in the implementation of its system of direct listening in group stores, sending out more than nine million questionnaires and obtaining a response rate of 7%.

This system provides DIA with information that is used to develop initiatives related to service and efficiency improvements.

Online customers have also received these questionnaires, and the objective is the same: a continuous improvement of the customer experience. The company conducts a satisfaction survey, under the name of Opinators, in order to gain knowledge of the experience and sensations of users of the company's online service in Spain.

Following their first order, each customer is sent a questionnaire after the order has been received at home, and at the end of the year, another questionnaire is sent out for a general evaluation of the service, attention and other parameters relating to the online shopping experience. In 2016, more than 90,000 questionnaires were sent out.

Argentina: Listening through loyalty

In keeping with the commitment to internationalization of any project implemented by the company, in 2016 development began on a listening system in Argentina under the name of “Mi experiencia DIA”. Based on the same system used in Spain, loyalty customers were sent a brief online questionnaire to evaluate the service received in the store. In the case of Argentina, face-to-face surveys were also conducted by supervisors, which complete the online version of these queries. These listening systems generate 40,000 monthly interviews, both online and face-to-face.

In the first three months of this experience, more than 50,000 loyalty customers responded to the survey in Argentina, and these responses are sent to a committee in charge of passing on the conclusions to the different customer departments so they take action accordingly.

Large community of customers

In line with the strategy of increased closeness to customers and their needs, for many years the DIA Group has been developing different commercial communication and marketing actions aimed at the creation of a community of DIA customers that become involved and contribute their personal view of the business as well as areas for improvement.

Spain: ‘Demos la Vuelta al DIA’

In Spain, the community of customers “Demos la vuelta al DIA” (Turn the DAY around) continued to bring those who enjoy cooking close to the world of gastronomy and food. Through this project, the company offers the possibility of participating in a cooking competition, attending free cooking courses, taking part in talks and tastings, visiting supplier factories, and receiving recipe packs with DIA products.

In 2016, more than 450 events and cooking courses with some of the most prestigious chefs on the national culinary scene were held; more than 116,000 customers took part, and over 5,000 product prize packs were distributed.

The different communication channels are essential for a direct relationship with the customer. DIA Spain has a customer magazine called “Club DIA”, which has a circulation of 700,000 copies. It provides useful content relating to food, new commercial items, recipes, and practical household tips.

Argentina: Experts in savings

Argentina was the first country to create a community of customers for sharing information and exchanging experiences related to DIA's business model. Under the name of "Expertas en Ahorro", a community was founded in 2013 which, only three years later, has become quite an event in the country. In fact, at the close of 2016, the community of Experts in Savings had over three million loyalty customers who can benefit from different offers, attend events and cooking workshops or stay informed of the latest company news.

In December 2016, Buenos Aires held the VI National Encounter of Experts in Savings, in which more than 3,200 people took part. As in the previous year, participants had to previously register on the DIA fan page in Argentina and make a donation in the form of a toy or book that the company then gave to the Fundación Sí and Fundación Manos en Acción of Argentina.

Under the umbrella of "Expertas en Ahorro", DIA Argentina has a weekly television programme called Expertas TV. The programme is broadcast through YouTube, where well-known figures get together to talk about new items, prepare recipes using DIA products, and provide savings-related advice. In 2016, the programme renewed its second season.

As for Social Networks, in Argentina DIA has a significant community loyal to the business model with more than 1.7 million fans on Facebook, which is mainly supported by the different loyalty activities carried out in the Experts in Savings community and on its television channel.

Likewise, DIA Argentina has a monthly magazine called "Expertas", created with the same aim of getting closer to customers. The magazine has a circulation of 55,000 copies, covering various topics relating to family, health, style, shows, wellbeing, ecology, horoscopes, and pets, among others. The content is conceived and developed to suit the tastes and interests of its readers: housewives and professional women between the ages of 25 and 70.

Brazil: Specialists in Economy

In 2016, DIA Brazil set up its own community of customers under the name of "Especialistas en Economía" where, as in Spain and Argentina, it holds courses, workshops, tastings, and other activities focusing on savings and raising awareness of products and the DIA model. In this first stage, 14 meetings of specialists were held in which 600 people participated. In total, more than 30,000 customers have already decided to join this new community in Brazil.

Brazil also has a loyalty magazine "Revista DIA", with a circulation of 10,000 copies that provides information about the different DIA product offers and company news. In 2016, it launched an application for both the iOS and Android systems, to make the digitalized magazine available on mobile devices. At the close of 2016, this application had been downloaded more than 25,000 times, making it the most downloaded application in the retail sector in Brazil.

China: complementarity between the offline and online environment

During 2016, China focused a large part of its efforts on two-way communication with digital customers. Taking advantage of the resources of the country's most-used instant messaging application, WeChat, DIA has implemented different options that specifically seek this complementarity between the offline and online environments.

The messaging application has a DIA application to find information about promotions, lifestyle, digital brochures, store locations and rapid access to the company's e-commerce platform. In addition, China has a magazine aimed at customers called Club DIA Magazine, which is published twice a year (January and June), with a circulation of 200,000 copies.

To further pursue direct contact with customers, DIA China conducts a satisfaction survey twice a year for loyalty customers regarding product range and store services.

Communication actions with the client

Name	Description	Nº of users in 2016	Country
Demos la Vuelta al DIA	Gastronomic community of customers	+ 116,000	Spain
Experts in savings	Community of customers	+ 3 Millions	Argentina
Experts in economy	Community of customers	30,000	Brazil
Revista Club DIA	Quarterly magazine for customers	770,000 copies	Spain
Revista Expertas	Monthly magazine for customers	55,000 copies	Argentina
Revista DIA	Monthly magazine for customers	10,000 copies	Brazil
Club DIA Magazine	Bi-annual magazine for customers	200,000 copies	China
Expertas TV	Online Televisión channel	More than 350,000 monthly views	Argentina
Customer satisfaction survey	Surveys on customer experience	+ 9 million sent	Spain, Argentina and China
Opinators	Customer surveys regarding the online shopping experience	90,000	Spain
Social Networks	Twitter, Facebook, Instagram, Youtube, Wechat	+ 2 million followers	Spain, Portugal, Brazil, Argentina, China

Direct contact with the customer: Social Networks

This direct and constant communication with the customer plays a significant role in the work carried out in the various social networks and commercial channels that the company has in all countries. Real-time information, issues relating to store functioning, and new product items are some of the topics most discussed through these channels, also helping to increase customer loyalty.

In 2016, the DIA Group opened two new corporate channels, complementing the existing commercial channels, from which it provides institutional information, press releases and official communications in the company's two official languages: Spanish and English.

Accordingly, in January 2016 a new corporate profile was set up on Twitter, which serves as a communication channel with external agents and extends beyond customers to include the press, shareholders, investors, NGOs or government institutions, among others.

The Clarel chain of stores in Spain also has its own social networks, through which it organizes contests, offers beauty advice and receives feedback from its customers.

The direct and permanent contact with consumers is completed with customer service. During financial year 2016, these services dealt with and analysed more than 113,000 requirements regarding matters relating to stores, products, opening hours, online service, etc.

Exponential growth of loyalty

In order to make further inroads in terms of consumer relations, for the last 18 years the DIA Group has maintained a loyalty tool that allows it to know the needs, tastes and preferences of its customers and, consequently, the company organizes personalized offers adapted to their profiles. Club DIA is a tool used in relation to the company's proximity concept, providing benefits to more than 37 million customers in all the countries in which the group operates.

This loyalty system grants exclusive advantages to card users, while rewarding the frequency of its customers, allowing access to more than 250 products at reduced prices, bi-weekly promotions, and discount coupons that can take up to 50% off.

Brazil has been the latest country where the company has a presence to implement the advantages of the Club DIA card. In 2016, it has been implemented throughout the territory of the state of Sao Paulo and now has more than 4 million loyalty customers.

At present, 76% of the company's total sales are made using the loyalty card, which makes Club DIA a fundamental tool in terms of business growth and consolidation.

In spite of the differences and specific characteristics in consumption habits in the different countries in which the company operates, the Club DIA card continues to prove to be a valid and exportable model, gaining new members every year in the markets in which it is present. In this respect, it is worth mentioning the over one million new members in Spain and Argentina, as well as the 4 million in Brazil.

At the close of 2016, more than 1.7 billion coupons were generated, compared to 1.65 billion in the previous year.

In 2016, a large part of these coupons also began to be digitalised, for the purpose of completing the needs of customers increasingly accustomed to operating in this environment. This project has been started in Spain, with the issue of 46 million digital coupons at the close of the financial year.

	Year of launch	Households with card (millions)	Percentage of sales*
Spain	1998	19.71	69%
Portugal	2000	4.22	68%
Argentina	2006	7.45	91%
China	2012	2.31	86%
Brazil (Sao Paulo)	2015	4.16	66%
Total		37.86	76%

(*)Average 2016

Customer project

Getting closer to customers and gaining a better understanding of them involved staff at all levels of the company through the project known as “Proyecto Cliente”. This is a transversal plan aimed at enhancing the shopping experience of DIA customers, mainly focusing on two parameters: experience in establishments with the “Experiencia Cliente” project and involvement of employees at all levels through the “Actitud Cliente” project.

Like all projects developed internally by the company, it has had an initial implementation stage and development in Spain, which is to be rolled out to the rest of the Group’s countries in subsequent years.

For the implementation of the “Experiencia Cliente” project, during 2016 a qualitative study was carried out in Spain to identify the key points known as the Customer Journey; there was also a quantitative aspect to deal with prioritising these key points, differentiating between the formats in which the initial stage of the project began, DIA Market and DIA Maxi.

To this end, more than 5,000 DIA customers were surveyed, along with 1,500 employees and 600 non-customers, defining a set of improvement initiatives associated with each group, elaborating a detailed file of each proposal to be implemented.

Among the measures implemented in the store during 2016 to enhance this experience, note the strengthening of the bakery and fresh produce section, the installation of a public address system to improve communication with customers, more efficient restocking mechanisms, and the review of cash register protocols, among others.

The initiatives developed as a result of the “Experiencia Cliente” project served in turn as a complement to another project focusing on improving customer experience and satisfaction, “Actitud Cliente”. This programme, initiated during the past financial year, seeks to improve the attitude and commitment of the group’s employees in terms of customer satisfaction through training workshops involving all staff, from top management to entry-level employees.

In a first stage, reflection workshops were organized with national management, warehouses, stores and headquarters to foster customer-oriented behaviour and, in turn, define action plans for improvement. This gave rise to initiatives that are already being applied to improve employee involvement in customer satisfaction, such as thank-you cards for customers, recognition of people and teams of stores that provide a better service and telephone customer service protocol for all employees.

In Spain alone, more than 14,400 training hours were given in 2016 as part of the “Actitud Cliente” project, benefiting 2,000 professionals of all profiles, from offices, warehouses, and stores.

Participants	Listening processes	Main initiatives	Store Formats	Number of people involved and training hours
Management Committee	Training Workshops	Strengthening of the bakery and fresh section	DIA Market	5,000 customers
Administration and management	Direct surveys of customers and non-customers	Installation of public address system in stores	DIA Maxi	3,000 employees
Employees of Stores and warehouses	Follow-up groups	More efficient restocking mechanisms		600 DIA non-customers
DIA customers and non-customers		Revision of cash register protocols		14,000 hours

Agreements with third parties to enhance the shopping experience in Spain

The implementation of third-party agreements to include services not seen up to now in the distribution sector have played a key role during the year. The objective is to bring customers closer to the concept of “total shopping”; in other words, have consumers satisfy their large purchasing needs in the group’s establishments.

Agreement with ING for cash withdrawals at the cash register

In September 2016, the DIA Group signed an agreement with the Dutch Bank ING, implementing a service that allows customers of the financial institution to withdraw cash in DIA’s store network throughout Spain.

Through the Twyp Cash mobile application, users can request the withdrawal of a minimum of 20 euros and up to a maximum of 150 euros using their mobile devices at the cash registers of the DIA Group banners (DIA Market, DIA Maxi, La Plaza de DIA, Clarel and El Árbol), provided the transaction is always associated with a purchase. This service was gradually implemented from September, reaching nearly 2,900 own stores at the end of 2016. In the first four months of operation, more than 220 users registered to use this application.

With this new service, DIA seeks to improve the customer’s shopping experience and make it easier for consumers who are not yet customers to use the extensive store network to withdraw cash. Likewise, this agreement makes it possible to take advantage of synergies with the rest of the digital services that DIA already offers, such as the application to manage shopping on smartphones or the use of digital coupons.

La Plaza de DIA through the Amazon Prime Now service

In September 2016, DIA also announced an agreement with Amazon whereby the La Plaza de DIA format would have an online platform on Amazon Prime Now. This provides DIA with a new sales channel within the world’s largest online sales platform, also taking advantage of the synergies arising from the joint activity between both companies.

The virtual La Plaza de DIA store on Amazon Prime Now offers customers a total of 5,300 SKUs that can be received within one hour with the most premium service, or in two-hour delivery time slots for deliveries to Madrid. The product range includes all of the company’s own-label products: DIA for mass consumption products, Delicious for the Premium line, Bonté for personal care and hygiene, Baby Smile and Junior Smile for baby care and AS for pet food, in addition to fruit, vegetables, fish, and meat trays.

At the close of 2016, and after only four months of activity, more than 40,000 orders had been delivered through this service.

Direct mobile device payment with Samsung Pay

The effort the company has been making to make life increasingly easier for digital customers has also resulted in an agreement signed in Spain with Samsung, whereby it is now possible to pay in more than 2,200 own stores using the Samsung Pay application. This is a service using NFC (Near Field Communication) technology that enables payments from mobile devices quickly and easily at the cash register.

This involves a mobile device payment service that is similar to the one that has been available since last year in all of DIA's own stores in China. Using the WeChat platform, customers can make payments on mobile phones, using a payment procedure attached to a bank card, thus providing customers with a secure, quick, and efficient payment method.

Shareholders

In 2016, DIA continued to perform well in the stock market, thanks to a business model based on efficiency and profitability. During a challenging year for the food distribution sector in Europe, the company shares, listed on the Madrid Stock Exchange and which form part of the IBEX 35, closed the year at a price of EUR4.665.

This closing price represents a 14.3% decrease in 2016, but shows a cumulative appreciation of 45.6% since it started trading on the Stock Market in 2011. In the same periods, the IBEX 35 declined by 2.0% and 9.5%, respectively.

This year, the market has again valued the company's capacity for growth and profitability in a tough consumption context and a significant currency devaluation in markets such as Brazil and Argentina. The highest closing in 2016 took place on 22 July, at EUR5.755 per share, while the annual low was recorded on 12 June, with a close of EUR4.224 per share.

The average trading volume during the year was 4.8 million shares daily, which makes DIA one of the most liquid stocks on the Spanish stock exchange, both in terms of absolute transaction volume and rotation of the shareholder base.

In keeping with the commitment to offer increased shareholder profitability and, as agreed upon at the General Shareholders' Meeting held on 24 April 2016, the DIA Group has again raised returns with the distribution in July 2016 of a dividend of EUR0.20 per share charged to 2015 results, which represents an increase compared to the previous year of 11.1% and a cumulative growth rate of 81.8% since the company was listed in July 2011.

This dividend represents a payout calculated against the underlying net profit of 49.8%, representing an approximate payment of nearly EUR130m in dividends to shareholders. At 31 December 2016, DIA held 11.1 million treasury shares (1.8% of the capital) to cover the various remuneration items of shares included in the Incentive Plans for the Company's management team.

For the 2017 financial year, the General Shareholders' Meeting will propose the distribution of a gross dividend of EUR0.21 per share charged to 2016 results, 5% higher than the previous year.

Stock Market Indicators

622,456,513

Total number of shares

4,775,500

Average volume
million shares traded daily

5.755

Maximum market price (€)

4.224

Minimum market price (€)

5.053

Average (€)

4.665

Closing (€)

0.422

Closing (€)

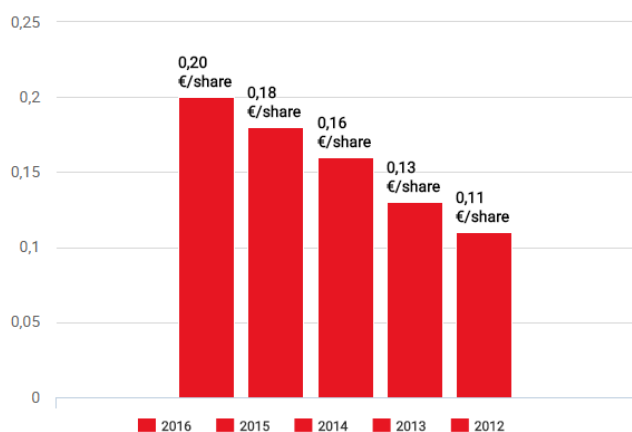
Adjusted earnings per share (EPS)

0.20

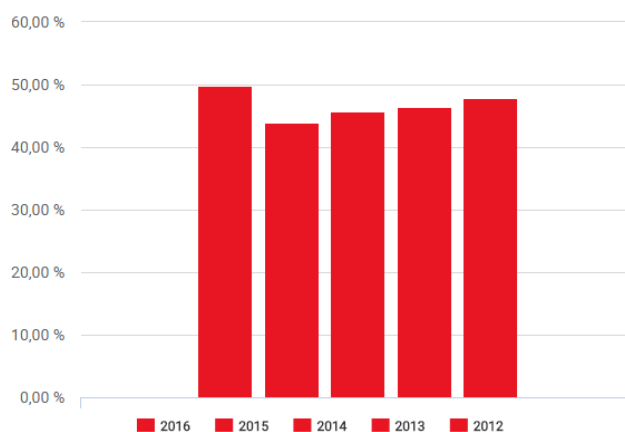
(€)

Dividend per share

Gross dividend paid per share

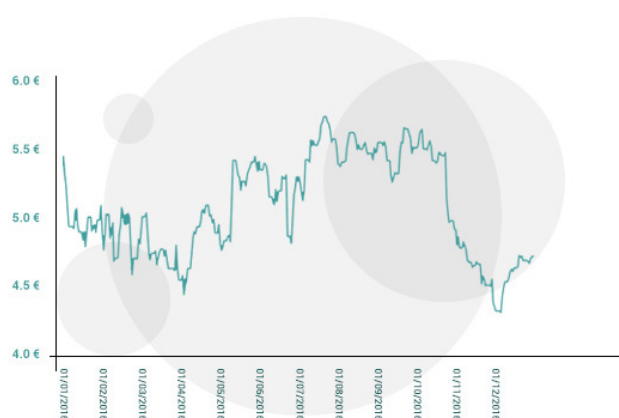


% of dividend against net result (pay-out)



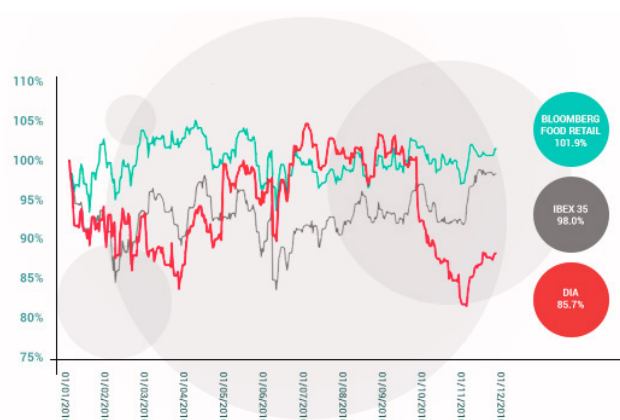
Share performance

(From 1 January to 31 december 2016).



Share performance and main indices

From 1 January 2016 to 31 December 2016

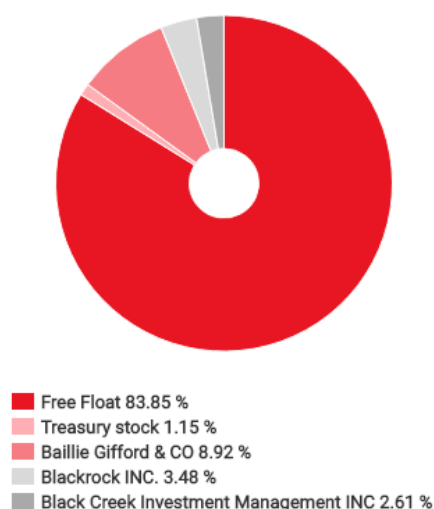


Issue of bonds and financing

In mid-April, the company issued, under its Euro Medium Term Note Programme (EMTN Programme), a series of Notes in the Euro market in an amount of 300 million euros.

The issuance, which matures after 5 years and whose settlement date was 28 April 2016, has an annual coupon of 1.00% and an issue price of 99.424%. The Notes were admitted to trading on the Irish Stock Exchange.

Shareholder composition



Commitment to the Environment

In addition to the Ibex 35, since 2015 the DIA Group has also been listed in the FTSE4Good international stock exchange index, which includes listed companies from around the world that provide information on parameters such as corporate social environmental responsibility practices, shareholder relations, and human rights.

This year, the index has been revised twice to allow new companies to join and to stop following those that no longer make public the information requested. The FTSE4Good, which uses the information provided by the Ethical Investment Research Service, was created with the collaboration of UNICEF, the UN Fund for Children.

More communication and more closeness

The DIA Group has a team responsible for maintaining a direct, clear, and fluid relationship with its investors. The department is governed by the principles contained in the investor Communication Policy approved by the Board of Directors in 2015, which encompasses a series of action principles to protect the rights of shareholders, institutional investors, and the markets in general, and is available on the corporate website.

Shareholders and investors have different communication channels, through which detailed information is provided about the company on stock market and business matters, thus maintaining an open, efficient, and transparent dialogue.

Through the corporate website www.diacorporate.com, the company offers real-time information on the stock performance, relevant facts, Corporate Governance and financial results, in addition to offering the possibility of subscribing to a channel to receive the most relevant notifications. The website complies with all the technical and legal specifications established by the National Securities Market Commission (CNMV) in its Circular number 3/2015 of 23 June.

In 2016, the department of Investor Relations of the DIA Group organized more than 1,200 information activities in different areas, such as face-to-face meetings, webcasts and conference calls, all aimed at offering the most current and accurate information to the market.

The most important shareholder events, such as the quarterly presentation of results and the General Meeting, are retransmitted via webcast, in line with the company's strategy of transparency and fluid communication with the investment community.

Franchises

The DIA Group sees the franchise as a fundamental pillar of its business model that allows for the consistent expansion of its banners and generates value in all the countries in which the company operates. At the end of 2016, the group had 3,969 franchises, representing 50.9% of the total network of stores.

In 2016, DIA granted additional financing to its franchise network to improve business conditions, raising the total credit assigned to EUR106m, although a significant portion of these loans are covered by guarantees. In addition, the credit risk is highly diversified, as it is fully distributed among the 3,363 franchisees that made up DIA's franchise model at the end of 2016.

Since it opened its first franchise in Spain 27 years ago, DIA has been advancing in a model that has currently led it to be the leading franchiser in Spain, the third in Europe in the distribution sector and third in turnover in Brazil. In Argentina, a country where 70% of stores are franchises, DIA is already the largest franchiser in the region.

The success of the franchise model lies in the close relationship the company has with the entrepreneurs from the outset. While DIA provides its historical knowledge of the sector as well as the strength of its brand and powerful logistics infrastructure, the franchisee contributes commercial vocation and knowledge of the local market that is essential for the development of the proximity and closeness model.

Consequently, there is a professional relationship of trust that not only generates benefits for the parties involved, but also adds value and enriches the environment in which the franchise operates. Accordingly, during 2016 DIA franchises generated 25,135 jobs in the five countries in which it has a presence, up 4% compared to 2015.

The work undertaken during all these years on its franchise model has led the DIA Group to position itself among the 20 best franchising companies in the world, according to the international consultant Franchise Direct, which studies parameters such as capacity for innovation, number of stores, support offered to partners and environmental policies, among others.

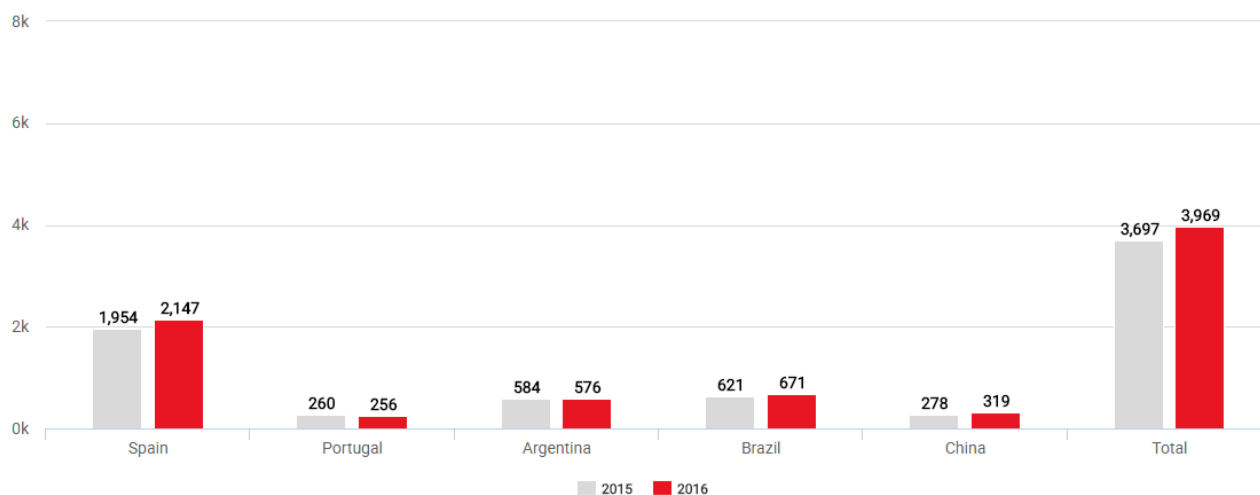
More franchises every year

The DIA franchise has seen another year of exponential growth in the five countries in which it operates. In 2016, the DIA Group added 3,969 new franchises to its store network, up 7% compared to the previous year. Franchises already represent 48% of the group's total network, and 61% of the DIA banner stores.

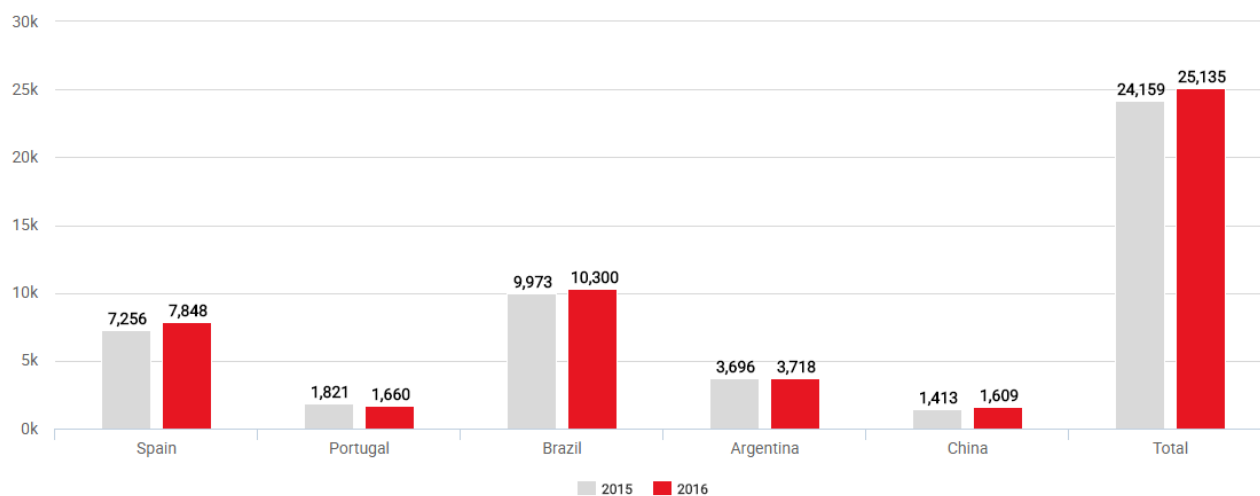
By region, in 2016, franchises accounted for 43% of stores in Iberia (Spain and Portugal) and 68.1% in emerging countries (Argentina, Brazil, and China).

With the exception of Spain (due to the recent acquisitions there), in all the other countries in which the company operates, the number of franchises already exceeds that of own stores, highlighting the company's firm commitment to this model.

Number of franchises



Jobs generated by franchises



By type of format, the Market stores remain in the lead in terms of franchised stores, with 3,192 premises, followed by Día/Mais Perto, which has 519 franchises, and Maxi, with 151 stores.

In turn, 2016 has been the year of consolidation of the Clarel franchises, which had 107 establishments at the close of the year.

Franchises are also involved in the digitalization process

For the DIA Group, the franchise is part of its organic growth strategy and, therefore, the relationship and continuous communication with its franchisees is crucial to achieve excellence in the model. The company sees franchisees as the best ambassadors of its brand, contributing valuable and efficient knowledge for managing the proposed proximity store model.

DIA franchises have full support and monitoring from the start of the commercial relationship with the company. The DIA Group analyses each project that it receives, collaborates closely in the search for the best premises for entrepreneurs, and draws up a business viability plan for each store. The company places a team of supervisors and specialists at the disposal of each franchisee, who provide advice and offer assistance in day-to-day business.

Through its store-schools and virtual training courses on its DIAtaining platform and the DIA Academy in Argentina, the company provides training before and during the opening of each store. It also offers ongoing training with different information bulletins and tips that are sent through its direct communication channels with the franchisee.

In order to improve and streamline processes with franchisees, in 2016 the DIA Group developed a series of digital tools that integrate with existing management processes to help simplify store management and, consequently, improve profitability. These new developments have emerged as a result of the listening groups launched in recent years, in which franchisees have been able to contribute their business view and find solutions to their daily needs.

In Spain, a store management application was implemented in all franchises to digitalize and streamline daily tasks in the stores. This new system optimizes procedures to further reduce errors, further simplify access to information, and provide more effective customer service, which is the ultimate aim of the business.

As a result of this commitment to digitalization, an in-store catalogue sales system has been set up for franchises in Spain, whereby customers can already place their orders through the Oportunidades DIA platform, where non-food products and electronic products can be found.

This year, Argentina launched a logistics management tool for franchisees that enables real-time measuring of delivery compliance and the review of the time slot service for each establishment. The system also includes SMS alerts related to truck schedules and locations.

Focusing on this direct communication strategy resulting from the opportunities offered by the digitalization processes, in 2016 DIA Argentina launched a weekly webcast with franchisees in which a company manager talks to them about the most relevant subjects and resolves their main management concerns. Like Argentina, in 2016 franchisees in Brazil were also involved in several training activities through e-learning and video classrooms.

In 2016, franchises in China also incorporated an application that enables orders to be placed via smartphones and also has a series of sales terminal back-office functionalities and others exclusive to franchise operation, such as selecting purchase opportunities, returns, financial information, messaging and support (with franchisee support assistance service similar to a chat and with a specific timeframe for resolving questions or commenting on operating problems), among others.

Close communication

The success of the DIA franchise lies in the company's close and trusting relationship with the entrepreneurs. To forge these ties, it is essential to work on two-way communication, so that the franchisees feel they are an important part of the company and vice-versa.

DIA's communication with its franchisees is mainly channelled through the direct relationship with the supervisor and through the Franchise Portal, a digital platform that shares relevant business information, such as product range, orders and logistics, along with access to the database with information about the store itself and its performance.

This direct communication channel is completed with other franchisee listening systems developed in each country, such as the Strategic Partner Assistance Service (CASE) in Argentina, which offers a telephone and email service, the permanent call centre in China or "DIA te escuta" in Brazil, aimed at resolving the main concerns and problems that arise in day-to-day business.

To conduct a much more detailed monitoring of this direct relationship with franchisees, each year DIA carries out a satisfaction survey prepared by the independent consultant Nielsen, in which they are asked, confidentially and anonymously, about areas for improvement and the areas they are happiest with.

In 2016, the fifth edition of the survey was conducted, with a 65% franchisee response rate in the countries in which the company is present. Generally speaking, 48% of those surveyed are satisfied in relation to their initial expectations of the business, and the attributes most highly valued by the franchisees, in line with previous years, include the quality and competitiveness of the DIA brand, as well as the advertising and Club DIA/Minipreço loyalty programme.

The results of the annual survey were shared with franchisees in all the countries.

New support staff for franchisees

In 2016, progress was made in the creation of new professionals that seek to go into greater depth in terms of a personalized service for franchisees and permanent support.

Therefore, all warehouses in Spain now have a franchise analyst in their team in charge of advising the franchisee in economic and financial areas to promote business profitability.

The position of logistics spokesperson has also been included, aimed at responding to demands relating to orders and other logistics-related aspects. This position has already been in existence for many years in the Brazil centres.

Portugal has also incorporated the position of head of new projects, who will be in charge of providing support to franchisees in terms of implementing new activities rolled out by the company.

In turn, in 2016 Brazil created the DIA Expert Committee with a group of franchisees, which aims to share useful network issues, ideas and suggestions, and to subsequently establish improvement plans.

Direct contact

In the countries in which they operate, all franchisees receive periodical and specific publications with the latest company news and advice about better management practices.

All group countries distribute a newsletter through various channels with relevant company information. Argentina has a bimonthly magazine called “Socios”, while Spain distributes a digital newsletter every two months informing franchisees about the latest commercial features, corporate social responsibility, etc. A publication is also distributed in Portugal, China and Brazil.

Under the name of “Proyecto de dinamización de la franquicia” (Franchise Dynamization Programme), the DIA Group holds regular international meetings with franchisees, in which a large part of the company’s departments are involved, promoting direct and two-way contact. At these meetings, store management, logistics and commercial matters are discussed directly with the management teams of Spain, Portugal, Brazil, Argentina, and China.

Likewise, in 2016, the company continued to develop several meeting forums and dialogue in countries in which a small group of franchisees meet with managers from different areas to discuss specific day-to-day matters, thus improving processes and procedures.

In keeping with involving all departments in the development and knowledge of the company, each country organizes a “Semana de la Franquicia” (Franchise Week), where employees from different areas attend training talks about the DIA franchise. In addition, both countries carry out franchisee integration workshops, in which franchisees can exchange opinions and concerns with company managers.

Attracting new franchisees

Given that the DIA Group sees the franchise as a cornerstone of its international expansion strategy, it has different communication channels through which it informs possible entrepreneurs interested in the franchise model about key aspects of the business.

Accordingly, all countries have their own website dedicated exclusively to promoting the most noteworthy aspects of the DIA franchise, as well as the different commercial models.

In addition, the DIA Group is also present at several specialized trade fairs, where people interested in the franchise model receive first-hand information. In 2016, the company participated in over 20 trade fairs in the five countries in which it is present.

We highlight the “Programa Referidos”, aimed at attracting new franchisees in Argentina. As part of this programme, employees and franchisees are motivated to search for new entrepreneurs.

Recognizing the work of the franchisee

The DIA Group recognizes the work carried out each year by its franchisees, and to that end organizes in Spain its “Premios a los mejores franquiciados del año” (Awards for the best franchisees of the year).

The aim is to put a spotlight on the company’s commitment to franchisees throughout the year, highlighting their work in five categories that are aligned with DIA’s five corporate values: Customer, Effectiveness, Initiative, Respect and Team. In 2016, these prizes include recognition for an international franchisee, awarded to a Portuguese entrepreneur. All the details here.

Argentina, for its part, also held an award ceremony that rewarded the five franchisees that best represent DIA’s values and that are considered to be the best ambassadors of the DIA brand of the year.

The master franchise: the launch pad towards new markets

To complement the growth of the usual franchise model, the DIA Group also has strategic agreements with local entrepreneurs, giving them the exclusive right to market the brand in certain countries and regions. Through these partnerships, the company ensures the rapid growth of its store network in large geographical areas with highly diverse consumer profiles.

In 2016, these master franchise agreements allowed DIA to enter a new country, Paraguay, where it signed a partnership with one of the leaders of the local distribution of mass consumer products, Distribuidora Gloria, whereby it has begun to develop the DIA store format in the country.

Also in 2016, DIA signed a similar agreement with a local partner to expand the business in Rio de Janeiro, a state where the DIA Group did not already have a presence. With a population of more than 16 million inhabitants, it is estimated that 32 establishments will be opened in the first stage in the city of Rio, in which the company's entire commercial offering will be implemented.

These recent agreements are in addition to those that the DIA Group has had in Argentina and Brazil since 2014.

In the Salta region, with a population of over 1.2 million inhabitants, the group has 16 stores, under the master franchise system, while in the Brazilian state of Bahía, with over 14 million inhabitants, at the close of 2016 it had 36 establishments.

In Brazil, the DIA Group again obtained the seal of Franchise Excellence in 2016, a prestigious award of recognition in the sector due to the demanding criteria used, including numerous direct interviews with the franchisees.

The DIA brand, increasingly international

The DIA Group also has brand assignment agreements with local partners in Africa and the Middle East, which has led it to have 97 stores under the City DIA format in Senegal (75), Nigeria (6), the Ivory Coast (9), Guinea Conakry (3) and Ghana (4).

Partnership management offers all the support and expertise to its partners for the development of the model in these countries.

Employees

At the end of 2016, DIA Group had a workforce of 44,232 employees, across five countries: Spain, Portugal, Brazil, Argentina, and China. The business performance, together with the commitment to diverse formats, has encouraged work on the development of new competencies and adaptation to the new needs of customers at all levels in the course of this financial year.

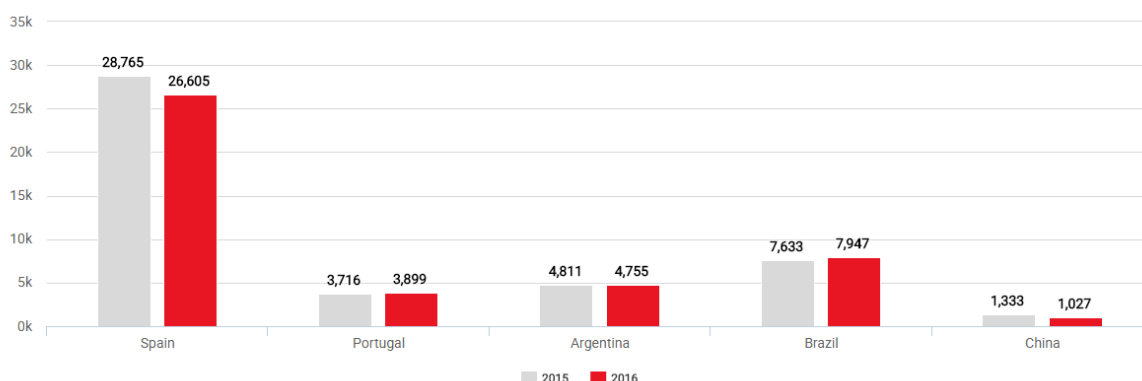
In December 2016, the Board of Directors approved the Human Resources Strategic Plan, applicable to all group companies and aligned with the main business objectives. The company also in 2016 on comprehensive training for all staff with the aim of placing the customer at the centre of all operations and has conducted a Climate survey for all group employees for the purpose of listening and acting in accordance with their needs.

Of the 44,232 employees working at DIA, 69% perform their jobs in Europe, 29% in Latin America, and 2% in Asia. By work centre, 73% of employees work in stores, 14% in warehouses, and 13% in offices.

The commitment to permanent contracts and talent retention that the company undertakes year after year has meant that at the close of financial year 2016, 87% of contracts throughout the group were permanent, while the average rotation of workers, understood as voluntary departure, was 0.9%, with an average seniority of 8.2 years.

In America, the workforce has grown with respect to the previous year, returning to the path of growth, mainly in Brazil, where the selection team has been reorganised, with experts in the operational and commercial areas. In addition, a new recruiting Centre has been opened in Río de Janeiro, and two new programmes for talent acquisition have been launched: Talento Joven Día (DIA Young Talent) and Talento Futuro-Joven Aprendiz (Future Talent – Young Apprentice).

In the case of China, the objective of efficiency for the Shanghai structure continues, in order to position the business unit in the best competitive situation. The case of Portugal is significant, where the workforce has increased mainly due to the stability of the Clarel banner and the transformation of the new supermarkets with fresh-cut products. In Spain, adjustments continue to be made to the store workforce as result of new acquisitions to increase profitability and the number of outsourced stores has been increased.



2017-2019 Human Resources Strategic Plan

In July 2016, the Human Resources Strategic Plan was submitted to the DIA Group's Board of Directors. The fundamental pillar of this three-year strategic plan focuses on three key elements for the fulfilment of objectives:

- Customer focus: Give continuity to and reinforce actions initiated in recent years to increase the customer-oriented focus of employees, which constitutes a basic pillar of the DIA Group's strategy.
- Digital Transformation: Give impetus to necessary organisational and cultural changes for the digital transformation of the organisation.
- Employee focus: Work on meeting the needs of the "100% Love My Job" project, which brings together a series of actions focusing on the employee, aimed at achieving greater commitment of the latter to the company project.

Listening work: 2016 Climate and Commitment Survey

The second Climate and Commitment Survey took place in September and October 2016 at group level, with the participation of more than 22,000 people, reaching 48% of the current workforce. This number represents a 10% increase versus the last climate survey conducted in 2013.

The level of participation is worthy of mention in countries such as China, Argentina, or Brazil, where it was above 70%.

In a broad sense, the most improved category has been that of the customer, which has increased by 9% since 2013, as well as employee satisfaction with their immediate superior, increasing to the same level as other large companies in the retail sector worldwide and, in some cases, above the valuation of companies in the countries in which the DIA Group operates.

Likewise, as result of the active participation of the employees, the company is aware of the need to pursue improvements in internal communication channels, as well as to provide information about the most immediate business plans among its collaborators at all levels.

During December 2016, the results dissemination process was initiated for all employees and will be extended to the first quarter of 2017, along with their associated action plans, to reach all employees of the DIA Group.

Training


More training and more tools

		Country					Total
	Year	Argentina	Brazil	China	Spain	Portugal	
Training	2015	442	15,567	95	182	866	17,152
	2016	845	16,928	81	483	851	19,188
	Total	1,287	32,495	176	665	1,717	36,340
Hours train	2015	37,310	151,998	9,602	46,421	67,484	312,814
	2016	60,279	234,405	6,543	111,086	58,995	471,307
	Total	97,589	386,403	16,145	151,507	126,478	784,122
Employees train	2015	2,765	9,108	754	2,632	3,972	19,231
	2016	4,868	10,495	468	9,767	4,268	29,866
	Total	7,633	19,603	1,222	12,399	8,240	49,097

The DIA Group has an active policy in the area of talent retention and training that identifies, recognises, and fosters the value that different profiles generate for the organisation. For this reason, the company maintains a constant and differentiated commitment to ongoing training for all of its personnel. During 2016, the company dedicated more than 471,000 training hours to over 29,800 employees of stores, warehouses, and headquarters in all the countries in which it operates.

In all of its countries, the company has a total of 31 own training centres for employees of its establishments. In 2016, it opened two new training centres in Spain and Brazil, with the aim of complementing and providing more in-depth training of new profiles. In the group's training centres, new employees are trained to perform functions in the store in an eminently practical manner. Specific training is also carried out at logistics centres focusing on the efficient use of tools and machinery and, like the other profiles, to guarantee the occupational safety of the workers.

Accordingly, 2016 was characterised by numerous actions focusing on the updating of store operations, which has allowed the training team to roll out a series of new operational procedures for all employees in the store network for the immediate adaptation of the teams.



In 2016, a transversal training project was also undertaken for all employees of the group in which it explains, through information clips in video format, the functionalities of Google tools and applications used by the company to improve collaborative work and communication, in addition to providing technological solutions that facilitate the work of employees.

2016 saw the launch of e-learning training on the new Code of Ethics and the Ethical Principles that inspire it, with the aim of disseminating it with to all employees. This training, translated into four languages, was launched in Spain and China for personnel of offices of Headquarters and Regional Centres during November and December, and will be rolled out in America and Portugal during the first quarter of 2017. At the close of 2016, 2,981 employees had received training on the Code of Ethics..

The "Actitud CLIENTE" (Customer Attitude) project was one of the main training themes during 2016. This is a transversal plan aimed at enhancing the shopping experience of DIA customers, focusing efforts mainly on two parameters: experience in establishments with the "Experiencia Cliente" (Customer Experience) project and involvement of employees at all levels through the "Actitud Cliente" project.

Like all projects developed internally by the company, it had an initial implementation and development stage in Spain that will be applied in subsequent years in the rest of the Group's countries. In Spain alone, over 14,400 training hours were given for the "Actitud Cliente" project in 2016, benefiting 2,000 staff of all profiles, in offices, warehouses, and stores..

It is worth noting the effort that has also been made in language training, where 16% of employees already use the on-line methodology.

Training in Headquarters and offices

During 2016, Headquarters and offices began to train employees in new work methodologies such as:

- Design Thinking and other methodologies relating to innovation projects applied to customer experience.
- Product Owner Agile Methodology.
- Individual and Team Coaching.

In turn, new training methodologies have been incorporated, such as “serious game” e-learning for the development of negotiating capacity and Time Management.

Training at stores and warehouses

DIA provides practical high-quality occupational training to people who choose job positions in stores. People are trained in how to manage a sales terminal (cash register), as well as in DIA values and basic concepts such as product placement, customer service, and teamwork.

To meet the growing demand for the training of store and warehouse personnel in Spain, a new National Training Centre was opened in 2016, featuring traditional training rooms and newly created ones, as is the case of “Aula de la Tierra” (meat) and “Aula del Mar” (fish). These rooms are intended for the theoretical/practical training of our meat cutters, deli cutters and fish cutters and are equipped with all the necessary equipment to train staff.

In regard to the warehouses in Spain, leadership training has been implemented for intermediate management, with the aim of establishing and standardising the management style of the warehouse teams.

For the Clarel banner, training has also been increased, both in terms of product as well sales technique, linked to a new system of sales incentives.

In Portugal, progress has been made in the “Market III” training programme project for own staff, as an integral part of the strategy to promote sales and offer customers a better shopping experience: “Customer Service and Sales” and “Perishables”.

The DIA Corporate University in Brazil continues operating at full capacity, updating the expertise of professionals at all levels. In 2016, the training of the Expansion Team and of Area and Operation Managers was initiated, with the aim of improving service to franchisees, one of the company’s pillars.

Argentina launched the DIA Academy in 2016, which has three schools for training personnel.

Employee training focused on the franchise

To raise awareness and ensure greater participation of own employees in the franchise business, the DIA Group has undertaken a series of training plans aimed at providing knowledge about and improving processes.

Accordingly, in 2016 Argentina launched a new training and communication resource with franchisees through video conferences. In these video conferences, own employees dedicated to providing support to franchises and franchisees discuss important matters pertaining to the management of the business.

An “Initial Training Plan and Follow-up of Openings” has been launched in Portugal for franchisees. This programme will last for three years from the start of the activity of the franchisee.

In DIA China, the training effort has focused on Service Managers, who supervise groups of stores, both own stores and franchises, in everything related to human resources management and hiring, in order to improve recruitment and employee retention.

Talent Recruitment and promotion

The publication of vacant posts arising at DIA Group’s Headquarters, through the DIA Portal, has increased internal opportunities, promoting profiles with a more global and transversal vision of the company. In 2016, 28% of the positions were covered internally, meaning that 2% of the Headquarters staff changed positions internally. In the case of Brazil, 27 people changed positions at the Headquarters in 2016. Portugal is also managing the internal job offer at central Headquarters, thus covering 12% of these vacant posts. Argentina and China began to use this recruiting formula in 2016 at their central Headquarters.

New technologies and forms of socialisation are increasingly moving toward talent recruitment teams to seek new recruitment formula alternatives and the creation of an Employer Brand. The two examples currently underway are the launch of the DIA Group corporate page on LinkedIn, with links to the pages of each of the countries where the vacant posts are published. In turn, DIA China is recruiting through an App, as this is the way to gain access to the younger population, due to the high level of smartphone use.

Due to the rapid growth of the job market, Brazil has advanced in the hiring of professionals with the capacity to hold positions in the new centres and Headquarters. The aim is to train DIA Professionals in alignment with the company’s strategies and values, as well as with the objectives of each business area.

During 2016, Portugal continued with the company’s strategic and tactical position renewal process at all levels, incorporating and promoting professionals, both internal and external, who contribute a greater capacity to respond in an effective and dynamic way to the company’s current and future challenges.

In the operational area, the teams have been strengthened with the incorporation of new Store Managers with substantial expertise in the retail sector and university-level education, in addition to qualified professionals for the over-the-counter perishable sections (fish, meat, take-away).

In Clarel Portugal, the store coordination team has been strengthened. All employees and their families have been included in the health insurance benefit.

In DIA China, a team has been created to meet the logistics needs of the e-commerce project (online sales on own platform and on T-mall), with a system of own incentives, which includes experienced personnel from among middle management.

During 2016, in Brazil the HR teams have begun to support candidate selection processes for Franchises. The Franchise is one of DIA's basic business pillars, obtaining extremely successful results.

New more digital profiles

Work has also been carried out on new technological profiles in line with the digitalisation process at all levels implemented by the company. Thus, during 2016, new staff specialising in Big Data processes, technology and e-commerce, among others, were incorporated.

In regard to the evaluation of potential at Administrator and Manager levels, Spain and Brazil continue to use Assessment as the competence assessment tool.

Internal communications

In regard to communication with employees in Spain, the number of people registered on the internal DIA Portal has continued to increase and a similar site has been launched for Clarel, with a very positive response. During 2016, a new Social Portal was developed for all employees of the group in all countries that will be unveiled in the second half of 2017, and which will give service to all employees of the group, either through a PC or through a smartphone with an own app.

In Brazil, the use of social networks has been strengthened with the aim of transmitting immediate communications to employees - mainly stores - containing information on internal campaigns. Work has also been carried out on other campaigns to increase the participation of employees and their commitment to the company, such as: the Loss Reduction and Prevention Campaign or the Experts in Economy Campaign.

In order to detect problems with store employees, the Brazil HR teams have launched a campaign to increase their presence in DIA Brazil stores. Thanks to this, greater proximity to employees has been achieved and aspects relating to health and safety, internal communication, and human resource management have been improved.

Argentina has continued with the “Un DIA en Familia” (DIA Family Day) campaign for employees of Central Headquarters and at Warehouses, in which more than 1,700 people participated. It consists of an activity of closeness and feeling a sense of belonging to the company.

Health and safety in the workplace

DIA, through its HR policies, establishes the safety, health and wellbeing of its collaborators as one of its top priorities. To this end, as one of its commitments, DIA establishes the promotion of health and safety and is committed to incorporating preventive management at all stages of its activity.

Aware of the importance of maintaining appropriate prevention conditions, DIA strictly complies with current legislation. In regard to data on accidents in the workplace, the percentage of accident leave is 0.49%, a low percentage given the characteristics of the work carried out in stores and warehouses and in spite of the incorporation of new banners and of new stores and warehouses with people who have little experience with the DIA work systems.

The aim during 2016 was to achieve a safe and healthy working environment in all areas of the company: offices, stores, and warehouses. The Prevention Service works to reduce accidents and improve worker safety at all stages of the activity they perform.

Each country has developed and adapted the training to the new stores and new processes, in a way that ensures that employees are trained in health and safety in their work positions, both those that are already part of the company (to update their expertise) as well as the new hires

The prevention of occupational risks is given great importance in stores and warehouses, and all employees receive training in the use of the specific machinery that they will be using in their job position.

In Spain, the event “Semana Saludable” (Health Week) was held in the Headquarters and in Regional Centres in 2016. All actions were addressed to improving staff wellbeing, promoting an active and healthy lifestyle. These actions focused on nutrition, emotional wellbeing, and physical activity.

It is worth mentioning the update carried out in Portugal in all areas (auditing, training, procedures, etc.) in regard to Risk Prevention and Health for all the collectives.

This has also been done by DIA China, with service provider companies: cleaning, transport, safety, maintenance, etc., to ensure that everyone working in DIA does so in complete safety conditions.

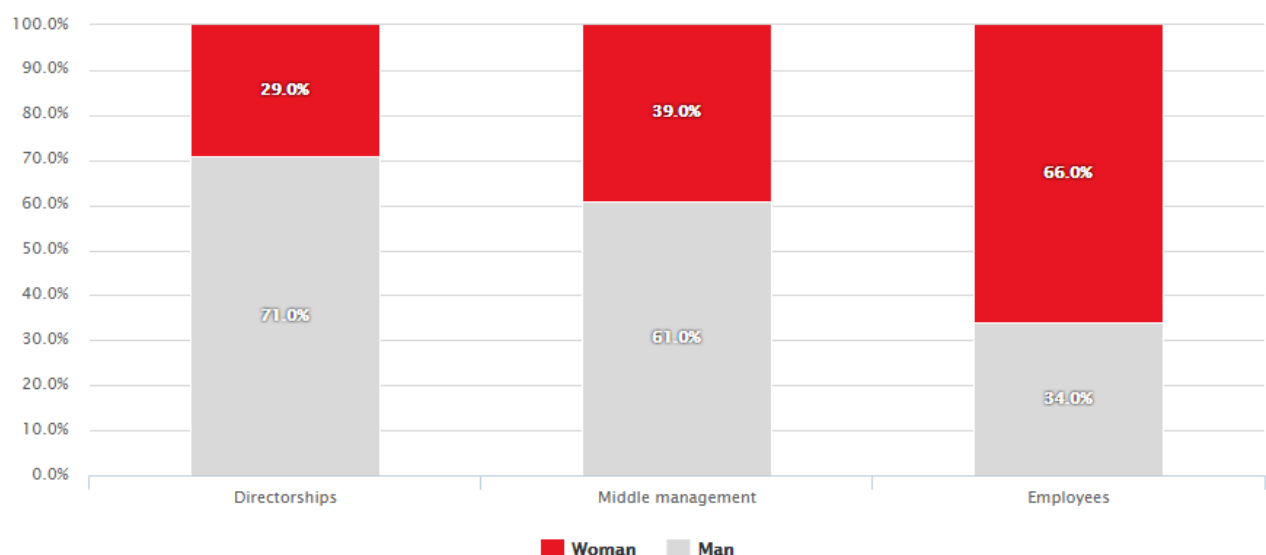
This year also saw the continuance of the information and awareness raising campaigns on information security, an ever-growing risk given the high level of technological connectivity that professionals work with, both in today’s large businesses, as well as in our private lives.

Equal opportunities

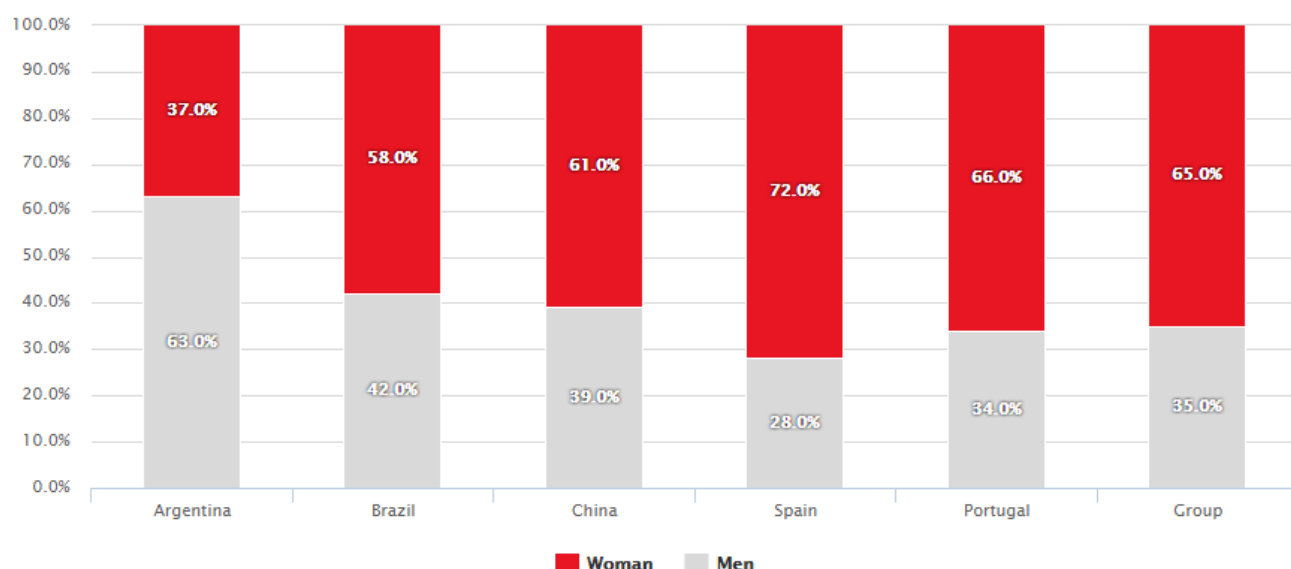
The DIA Group is a company committed to equal employment opportunities. Female workers account for 65% of the total workforce, and this percentage is 38% in management positions at group level, reaching 46% in countries such as Spain and 60% in China.

The distribution of the workforce by country at the end of 2016 was as follows:

Graphic distribution of workforce by sex and country



Workforce gender distribution at 31/12/2016



To achieve effective gender equality, the Group appropriately controls and publicises selection processes, promotions and job training, and also guarantees equal pay for jobs of equal value.

In order to foster equal opportunities for all members of the workforce in Spain, an Equality Plan was set up in 2012. Evidence of the good functioning of this plan is that in 2016, 39% of promotions to professional groups other than those in which they started were for female personnel.

In keeping with the company's commitment to the dissemination of equal opportunities, in March 2016, at the International Women's Day, the DIA Group in Spain subscribed to the "Decálogo Compromiso por la Igualdad" (Commitment to Equality Guidelines) of the Madrid Woman's Week Foundation.

Diversity and integration

The DIA Group works to integrate collectives with disabilities in all the countries where it operates. At the close of 2016, a total of 525 people with some type of physical or intellectual disability formed part of the workforce, and DIA Brazil is the country with the largest number of staff with disabilities, with a total of 264 people.

For the fifth consecutive year, on 3 December DIA celebrated International Disability Day, to raise awareness about the integration of people with different abilities in all of the Group's countries.

In Spain, DIA works closely with various Foundations and Associations, in particular Fundación Once, with which it works to integrate people into the company through internships, direct hiring or indirect hiring of goods and services, reaching agreements with Special Employment Centres (companies with a minimum of 70% of staff with some sort of disability).

In 2016, the Chinese government implemented a law that requires businesses to have 1.5% of jobs filled by people with disabilities. From the beginning of the year, DIA China offered this opportunity for the insertion of people with disabilities, with integration representing 1.5% of the workforce at 31 December.

Performance and remuneration

The DIA Group has performance evaluation mechanisms in place for 100% of the workforce. In the case of store and warehouse staff, performance and productivity objectives are evaluated for the workplace and individually. In the case of offices, personal goals focus on individual performance and values and are aligned with the Company's results.

During 2016, the Company continued the process of reviewing the performance evaluation systems. These changes seek to increase differentiation in terms of merit and talent recognition throughout the organisation and improve the tool as an instrument for the professional development of employees, increasing the weight of the DIA Group's values in day-to-day decision-making, as well as the behaviour of the Group's workers.

This past year, the review process and modification of the Performance Evaluation System has been completed. A single methodology has been implemented for the entire company (stores, warehouses, Portuguese Headquarters), with the same principles and in alignment with DIA values. In 2016, training actions were held for evaluators and those being evaluated in the new methodology, a computer, communication & feedback application.

The talent management system has continued to be developed for key positions within the organisation, with special emphasis on the development of horizontal careers, coaching, and the role of the supervisor as a people developer. A leading solution on the market has also been implemented to support the process and make it more accessible and productive for users.

The remuneration policy of the DIA Group is established by the Group's Management in accordance with local market practices, inflation, agreements with trade unions and collective bargaining agreements

DIA's remuneration policy is based on the following principles and foundations:

- Moderation and adaptation to trends and references in matters of remuneration followed by local companies of similar size and activity, ensuring that they are aligned with best market practices.
- Rewarding the quality of work, dedication, responsibility, knowledge of the business and commitment to the Company of people who hold key positions and lead the organisation.
- Close links between remuneration and Company results, so that the weight of variable remuneration is suitable to effectively reward the attainment of individual objectives as well as the contribution of value to the Company and its shareholders.
- Internal equity and external competitiveness.

Brazil has implemented new rules for promotions linked to performance evaluation and positioning in the salary range. A review has also been carried out on the internal mobility policy of collaborators, adapted to best market practices in Brazil. To ensure the job position management system, all Job Descriptions of Regional Centres and Warehouses have been updated.

DIA Brazil has signed a contract with SAP Success Factors for the implementation of the modules of: Performance Management, Objective Management, Recruiting, Learning, Development, Replacement, SOC Compensation and integration (System for Health and Safety areas), with a view to improving and digitalising the HR management systems.

DIA Argentina has relaunched the Internal Development Programme for Stores with the intention of continuing to identify talent among core staff.

As part of the "Expertos en Clientes" (Customer Experts) project, the group of customers called "Expertas en Ahorro" (Savings Experts) voted for their favourite cashier based on quality of service. The winner was awarded a leisure trip to a foreign country. This initiative, intended to give visibility to excellence in customer service, has also given an award to a DIA customer.

DIA China has created new incentives to favour the retention of the most experienced personnel, both in stores and in warehouse, during peak workloads prior to the main festivities.

Suppliers

The DIA Group maintains a trusting, professional and long-lasting relationship with its suppliers, which allows it to offer its customers the best quality at the most competitive prices on the market. The multi-channel model developed by DIA enabled it to add more than 4,500 suppliers of both own-label products and the national brands in the five countries at the end of 2016.

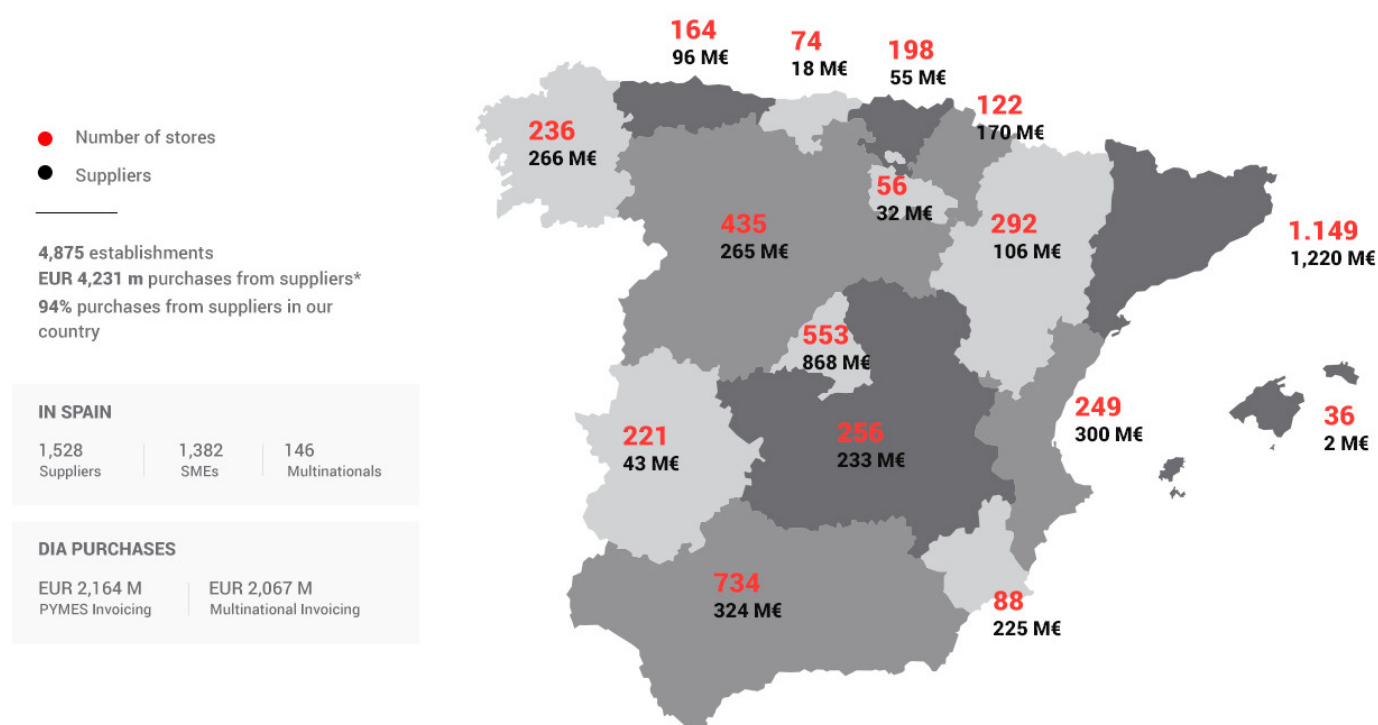
The DIA Group selects its suppliers based on criteria of competitiveness, process flexibility, and maximum product quality. All suppliers responsible for manufacturing DIA brands are subject to several internal and external audits, both of their own factories as well as the product, which are conducted regularly during the relationship between both parties.



In 2016, the DIA Group's supplier purchases amounted to EU-R7.8bn, in line with the previous year. Purchases from suppliers of own-label products amounted to EUR3.2bn, compared to purchases of EUR4.6bn from national brand suppliers.

In keeping with the commitment to proximity shopping and closeness to the customer, the DIA Group has an extensive network of local suppliers that contribute to business efficiency and adapt fast to changing customer tastes. Accordingly, 88% of suppliers working with the company are local. By country, Spain has 89% local suppliers, Portugal 57%, Argentina 97%, Brazil 98%, and China 100%.

In addition to trust and transparency, the DIA Group also bases its relationship with suppliers on durability. In fact, in Spain, where the company has been operating for more than three decades, the average commercial relationship with suppliers is 15 years.



Greater process control

To achieve greater streamlining and efficiency, DIA provides its suppliers with a series of internal tools aimed at monitoring and exercising greater control of processes, which makes it possible for both parties to work together in the quest for excellence. Through the three websites for the exclusive use of suppliers, DIA offers personalized information on the evolution of the suppliers in the commercial, financial and logistics area.

The supplier commercial website includes information on sales of products in the different categories, in addition to a more general and historical overview, showing the performance versus previous years.

On the financial website, suppliers have all the necessary information for better control and management of administrative tasks, such as orders and payments. This tool allows suppliers to access payments made, outstanding payments, charges, and related information. This tool also makes it possible to obtain information about invoices, advances, or financing to streamline administrative processes between parties.

Lastly, suppliers also have a website allowing better control and monitoring of logistics processes. This system provides access to information regarding adherence to delivery schedules, faults, days of stock and different service conditions. The logistics website also allows access to sell in and sell out information and weekly consumption forecasts.

Relationship of trust and transparency

The relationship of trust that DIA has with its suppliers is essential in terms of offering customers a quality end product aligned with their needs. Based on the principles of its Code of Ethics, applicable to all countries of the group, the company has an ethical consultation channel for suppliers to resolve doubts or disputes that can arise regarding the commercial relationship and inform about possible breaches of the code by both parties. This consultation channel is managed directly by DIA's Ethics Committee.

Likewise, in line with this commitment to transparency, all DIA contracts with suppliers include a clause indicating that the company is a signatory of the United Nations Global Compact.

Increase of exports thanks to the impetus of the DIA brand

The DIA Group exports its own-label products from the Spanish and Portuguese markets, providing an ideal platform for business expansion and growth in countries where the company does not have a physical presence.

In addition to increasingly consolidating the DIA brand globally, exports also enable the company to broaden the scope of action of the local suppliers with which the company works and promote its image internationally. In 2016, more than EUR19m was invoiced through these exports, which were delivered to 31 markets worldwide.

Exports made from Iberia

- Algeria
- Azores
- Benin
- Bulgaria
- Central America
- Comoros
- Congo DRC
- Ivory Coast
- Cyprus
- Ghana
- Guinea Conakry
- Mayotte
- Gambia
- Ghana
- Guinea Conakry
- Equatorial Guinea
- The Netherlands
- Hong Kong
- Reunion Island
- Angola
- England
- Mauritius
- Nigeria
- New Caledonia
- Dominican Republic
- Romania
- Saint Martin
- Senegal
- Others: Traders export
- Sao Tome
- Others: Azores_Madeira

Quality, the main commitment

The DIA Group's main commitment to the customer is to offer products that have the best value for money.

The DIA Group's Food Quality and Safety policy, approved by the Board of Directors in 2016, establishes the general principles that govern the company's activity in this area.

The entire DIA Group and, in particular, the Quality Control team (with 267 employees), is focused on this commitment to the customer.

The DIA Group's strategy to guarantee safe, quality products to customers is based on a Quality Management System, which is certified under ISO Standard 9001:2008. The system covers everything from the validation of suppliers, the technical definition of the product and the evaluation of proposals by the consumer through blind tastings (at the product development stage), to the analytical control after the merchandise has begun to be distributed to the warehouses and the store network (internal and external control plans).

During the final selection stage of suppliers for the own brand, applicants must pass a strict standardization audit, which guarantees the safety of each of the plants where DIA products are going to be made.

This audit also evaluates both the general management of activities and facilities, as well as the specific production conditions and the quality and environmental control system. 100% of the suppliers of own-label products have been audited, and out of these, 60% have IFS and BRC certification.

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As an additional requirement for their incorporation into the own-label range, each product must be submitted to and pass a consumer tasting test that allows an assessment regarding the organoleptic characteristics of the product under development.

In 2016, a total of 2,879 validation panels were conducted in group countries.

The quality and safety of the products received in the warehouses and stores is supervised through a comprehensive control plan. The DIA Group has a total of 43 internal laboratories located in its warehouses in which a total of 743,616 internal analyses were carried out in 2016 under this control plan.

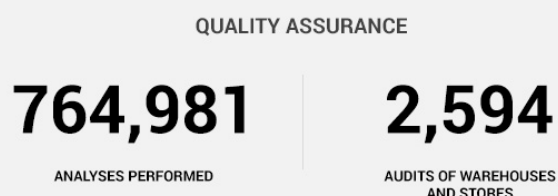


The DIA Group also collaborates with accredited external laboratories, where it carries out analyses supplementary to the internal controls. In 2016, 21,365 external analyses were conducted.

Furthermore, the warehouse and store auto-control systems define the health and hygiene conditions established by the DIA Group to ensure that product quality and safety is maintained throughout the supply chain.

To ensure the application of these standards, the Quality Control Department makes regular checks and periodic audits of warehouses and stores, where it supervises and assesses aspects such as order and cleanliness, expiry date management and the cold chain, among others.

In 2016, a total of 2,594 health and hygiene audits were conducted at DIA facilities (warehouses and stores).



Society

The DIA Group maintains its commitment to responsibility and respect for the environment in which it operates, seeking involvement in the economic and social development of these communities with different projects focusing mainly on nutrition, childhood, and the environment. To this end, every year it puts into operation, in collaboration with various non-profit entities and associations, a series of social actions that it regulates through its own CSR policy, where it structures the procedures for these collaborations in a clear and transparent manner..

During 2016, the company once again focused its social projects on the delivery of food to the most disadvantaged groups, support and awareness raising in Spain in the fight against rare diseases that affect mainly children, and social awareness programs mainly for employees and customers.

Transparent and active communication channels

The company maintains close communication with society through different channels where it makes available to interested parties all the information relating to the social actions of the DIA Group, also focusing on resolving any doubts and concerns in this area.

The DIA Group has a communication mailbox, rsc@diagroup.com, where it receives all issues and requests for collaboration in Social Responsibility matters. During 2016, it responded to more than 1,000 issues from the five countries where the company operates.

External Communications

The DIA Group maintains close and open collaboration with the media, which it works on proactively on a daily basis through its External Relations Department.

In line with this policy of transparency and openness of its activity to the society in which it operates, during 2016 the company issued a total of 170 press releases.

Furthermore, the communication department uses different information tools, such as the corporate website, press room, presentations, dossiers, and press conferences to inform about all projects and new developments relating to the Group's activity. Along with In addition to the permanent availability of the telephone service, the company channels requests from the media and various official bodies through the email comunicacion@diagroup.com, which handled more than 2,100 queries and requests in 2016.

In January 2016, a new corporate profile was set up on Twitter in English and Spanish, which serves as an additional channel of communication with external agents and extends beyond customers to include press, shareholders, investors, NGOs, and governmental institutions, among others.

Along these same lines, in July 2016, the Group's corporate blog was set up (blog.diacorporate.com), in which it informs about the company's current situation and in which associations and institutions that work with DIA also collaborate to contribute their different points of view on current topics that involve the company and its environment.

Dialogue with public Administrations and organised stakeholder groups

The DIA Group maintains an ongoing dialogue with Public Administrations within the framework of current legislation, always in accordance with the Code of Ethics and respecting all the procedures of each country in which it operates.

The company's position in regard to public politics is of absolute neutrality, and it does not contribute financially or in kind to political parties or related institutions.

The company has representation in different of sectoral business associations which are responsible for defending the interests of the DIA Group and its associations in different matters.

Trade associations in which the DIA Group participated in 2016:

In Europe

Eurocommerce: DIA is represented in the European Distribution Association through its participation in ASEDAS. Eurocommerce brings together trade federations from 31 countries.

In Spain

- **ASEDAS** (Asedas Asociación Española de Distribuidores de Autoservicio y Supermercados) (Spanish Association of Distributors, Self-Service Facilities and. Supermarkets). The company forms part of the Governing Board.
- **CEDAC** (Consejo de Empresas de Distribución y Alimentación de Cataluña) (Board of Distribution and Food Businesses of Catalonia). The company forms part of the Governing Board.
- **ASUCYL** (Asociación de Supermercados de Castilla y León) (Association of Supermarkets of Castile and Leon). The company forms part of the Governing Board.
- **Red Española de Pacto Mundial** (Spanish Network of the Global Compact). The DIA Group has been a member since 2012.
- **Ecoembes.** The organisation that cares for the environment through recycling and the eco-design of packaging in Spain. The DIA Group is a founding partner and member of the Board of Directors.

- **AECOC:** Asociación Española de Fabricantes y Distribuidores (Spanish Association of Manufacturers and Distributors). The DIA Group forms part of the Board of Directors through its Managing Director.
- **CEL** (Centro Español de Logística) (Spanish Logistics Centre). The DIA Group has had a presence since 1995 and is Vice-Chairman of the Governing Board.
- **PACKNET** (Plataforma Tecnológica Española de Envase y Embalaje) (Spanish Technology Platform of Packaging). The DIA Group is a founding partner.
- **AEA** (Agencia Española de Anunciantes) (Spanish Association of Advertisers). The DIA Group has been a member since 2001.

In Portugal

- **APED** (Associação Portuguesa de Empresas de Distribuição) (Portuguese Association of Distribution Companies): The association of supermarkets of Portugal.
- **APF** (Associação Portuguesa de Franchisin): The Portuguese Association of franchises.

In Argentina

- **ASU** (Asociación de Supermercados Unidos) (United Supermarkets Association): The association of supermarkets in Argentina

Deliveries to food banks and fight against wastage

The DIA Group maintains close collaboration with Food Banks and other similar groups in the countries in which it is present, making regular transfers of products throughout the year in benefit of the most needy. Since 2009, the company has maintained a collaboration agreement with the Federación Española de Bancos de Alimentos, (FESBAL) (Spanish Food Bank Federation), whereby it undertakes deliveries of food on a continuous basis that is distributed between the different Autonomous Communities of the country.

In 2016, the DIA Group achieved a record high in Food Bank deliveries, with over 4.5 million kilos of food delivered to various food banks and other non-profit entities in the five countries in which the company operates. The figure reached represents an increase of 14% compared to the previous year and establishes a new milestone for the company.

By country, Spain delivered 3.59 million kilos this year, 4% more than in 2015. It is followed by Portugal (436,000 kilos), Brazil (401,000), Argentina (90,000), and China (1,500).

Thus, DIA is moving forward with its commitment to take advantage of surpluses with the aim of providing food to as many people as possible. In this respect, in Spain the company also forms part of the “FoodWaste” project, an initiative promoted by the Spanish Association of Manufacturers and Distributors (AECOC), to avoid food wastage, which seeks new actions that allow improvements between all the players in the chain to make the system more efficient.

The actions carried out with Food Banks and various organisations are in turn completed with those known as “Operaciones Kilo”. These are specific collections at stores that take place during the year, with the close collaboration of customers and employees. During 2016, a total of 140 such operations took place, with the participation of more than 2,500 stores, delivering over 2.6 million kilos of food.

The DIA Group once again participated, for the third year in a row, in the Gala de Corazón Solidario (Solidarity Heart Gala), organised by Public Spanish Television, for which the company makes a commitment to deliver five kilos of food for each person attending the Gala. This year, 25,000 kilos were delivered to Food Banks.

Thanks to the ongoing collaboration of the DIA Group with Food Banks, the company was honoured in 2016 with many awards. Specifically, in Spain, it received awards from the Food Banks of Asturias, Madrid, and Valladolid, while in Brazil the network of food banks Mesa Brasil SESC granted an award to the DIA Group for its ongoing collaboration in the delivery of food to this organisation.

All food delivery actions undertaken by the company rely on the close collaboration of customers, employees and franchises, as well as the different collaborators with which the DIA Group works on a regular basis and the logistics products and service providers.

Sponsorship and value

In 2016, the DIA Group signed the first sponsorship in its history, through an agreement with the **Spanish Basketball Federation**. Under this agreement, members of the Women’s National Team will bear the company logo on the leg of their uniforms, in addition to undertaking various actions relating to Social Responsibility, with the aim of promoting the values shared by both entities, including Efficiency, Team, Initiative, and Respect.

This collaboration falls within the framework of Universo Mujer (Women’s Universe), a comprehensive program for the development of women in society, for which initiatives are developed that contribute to social improvement and transformation through values inherent in women’s sports.

In the first stage of this agreement, in October 2016, the DIA Group provided food to the **Spanish Youth National Basketball** Team in the world championship held in Zaragoza.

2017 is expected to see the development, in collaboration with the Federation, of various projects in Spain relating to sports, childhood and equality, such as the launch of the DIA SuperLeague, the first school basketball competition, which involves 192 teams made up of 2,300 boys and girls between the ages of 9 and 10. At the close of this annual report, the DIA SuperLeague had already been presented and has started in Cáceres, Madrid, Valladolid, Gijón, Zaragoza, and Málaga.

Actions of a Social Nature

The DIA Group carries out several actions focused on participating in the improvement of the most disadvantaged collectives in the communities where it operates, through donations and organisation of events, as well as fund-raising and awareness raising campaigns.

In 2016, the most noteworthy actions in this respect were:

In Spain

Collaboration with Federación Española de Enfermedades Raras (FEDER) (Spanish Federation for Rare Diseases).

For the fifth year in a row, the DIA Group sponsored the “Carrera por la Esperanza” (Race of Hope) organised by FEDER with the aim of making society aware of the need for research on less prevalent diseases and for fund-raising. In 2016, a race was held in Madrid in which more than 3,500 people participated, of which more than 600 were company employees. An awareness-raising action was also held in Barcelona, with different sports activities.

Muévete por los que no pueden

In line with the collaboration agreement that the DIA Group maintains with FEDER, in 2016 the initiative “Muévete por los que no pueden” (Move for those who cannot) was launched to give visibility to low-prevalence diseases, bringing together sports and solidarity. A pair of runners, both with severe eye diseases, travelled to 300 cities throughout Spain to raise awareness of the needs of families with these problems. The DIA Group provided food during the entire route.

Women’s race in Madrid, Barcelona and Zaragoza

Again this year, the DIA Group, together with its Clarel banner, joined as a collaborator in the Women’s race in Madrid, Zaragoza, and Barcelona in benefit of the Spanish Cancer Association (AECC). Each of the participants received a EUR10 purchase voucher, and for each voucher exchanged, the company gave the AECC EUR1 to support its various research projects.

Solidarity Market

For the sixth year running, the Christmas Solidarity Market was held at the Spanish Headquarters. The event was attended by organisations and associations such as Menudos Corazones, Cáritas, and the Crecer Jugando Foundation. Headquarters staff showed their solidarity by making their Christmas purchases at this market, which proved to be a great success, exceeding the purchases of the previous year.

March in favour of people with disabilities in Valladolid

The DIA Group participated again this year in the solidarity march in favour of people with intellectual disabilities and their families that is held yearly in the city of Valladolid. This year, the company prepared a giant omelette for 5,000 people, prepared by chefs from the “Demos la Vuelta al DIA” (Turn the day around) project.

Children's event to promote recycling

The company launched an event with over 500 children from Valladolid, in which a giant expanded polystyrene sculpture was built to place value on the sustainability of recycling.

This event forms part of the European project Colrecepts, financed by the European Commission within the LIFE programme and coordinated by the DIA Group, Fundación Cartif, Turqueplast and Quercus IDI.

Smiles Project in favour of SOS Children's Villages of Spain

The DIA Group joined the Smiles Project, an initiative from Orbit, to which it donated EUR100,000 for the oral health-care of children of SOS Children's Villages with these needs.

This action, backed by the Spanish Dental Foundation and the Official Association of Dentists, was aimed at improving the lives and eliciting a smile from each of these youngsters. Employees of the DIA Group also participated directly by delivering oral hygiene products to various offices and headquarters throughout Spain.

Agreement with Intermón Oxfam

The DIA Group and Oxfam signed a collaboration agreement, whereby it includes different types of coffee, chocolate, tea and sugar on the online sales platforms in Spain protected by the international FAIR TRADE label and produced according to criteria of social and environmental respect set by free trade. In addition, a pilot project has begun in some stores in Madrid in which fair trade coffee machines have been set up.

Collaboration with the Theodora Foundation

The DIA Group and the Theodora Foundation organised the second edition of the drawing contest "Que tengas un buen día" (Have a Good Day), in which more than 3,000 children and teenagers between the ages of 3 and 17 from all over Spain participated in four different age categories.

For each work received, the DIA Group pledged to pay for a visit to one of the Smile Doctors and enable the magic and humour of these artists to fill the rooms of hospitals with hope and enthusiasm.

The 'Kind Kings' for the most underprivileged children

More than 2,000 children that live in a situation of poverty and social exclusion benefited from the toy collection campaign known as "Reyes Majos" ('The Kind Kings'), which the company organises among its employees throughout Spain. Toys were collected at the Las Rozas headquarters and at the various regional centres of Santiago de Compostela, Antequera, El puerto de Santamaría, Mejorada, Getafe, Arroyomolinos, Jaén, Mallen, Manises, San Antonio, Mérida, Sabadell, and Villanubla.

Agreement with the Spanish Red Cross to provide afternoon snacks to children

The DIA Group signed a collaboration agreement with the Red Cross whereby it distributes healthy and varied food on a regular basis to children participating in the School Success project of the Red Cross in Galicia. In all, the DIA Group provided 48,700 afternoon snacks to boys and girls during the school year.

Agreement with Menudos Corazones Foundation

The employees of the DIA Group delivered EUR13,700 to the Pequeños Corazones Foundation (Little Hearts Foundation) to collaborate with the solidarity work of this entity, dedicated to helping children with heart disease and their families. These funds will serve to pay for the temporary lodgings of 174 families of children with congenital heart diseases from all over Spain receiving hospital treatments, as well as to cover the costs of the annual psychological treatment of 450 parents of children affected by this disease.

In Argentina

“Ponete el guardapolvo” (Put on your overalls) campaign in Argentina

Again this year, DIA Argentina helped the most disadvantaged to have everything they need to go to school. Company employees made donations in February, buying jackets and, as in previous years, the company donated the same number of backpacks full of school supplies.

Plan Support plan for pregnant employees

In Argentina, two plans providing support and help to pregnant employees were carried out. Paediatric nurses were made available to these employees and several talks were organised concerning the most important points of this stage. Parents were given a book on birth and products of the DIA brand.

“Sumemos Sonrisas” (Let’s add smiles) campaign

Once again, the employees of DIA Argentina launched a solidarity campaign to collect funds and toys coinciding with Children’s Day. The money collected was used to buy toys and the company donated the same amount collected in food.

Donations of Experts in Savings

An event was organised in the Gran Rex theatre, the largest in Buenos Aires, to celebrate reaching three million holders of the Club DIA loyalty discount card.

Those attending received their entry ticket by donating a toy or a children’s book, intended for Fundaciones Sí and Manos en Acción. In addition, EUR2,000 were raised and given to these organisations.

Race in favour of Unicef in Argentina

The DIA Argentina running team joined the solidarity race organised by UNICEF in favour of education, which took place in the forests of Palermo. More than 10,000 people ran with a twofold objective: to reach the finish line and to help thousands of teenagers from all over Argentina finish their secondary education. With a spirit of solidarity, both old and young participated in the two circuits of the eighth event.

Breast cancer awareness-raising in Argentina

In mid-October, all the headquarters of the company in Argentina carried out awareness-raising actions regarding the fight against breast cancer to educate both men and women about this disease.

Office buildings and employees were adorned with pink ribbons to symbolise the commitment to the support and fight against this disease of the entire staff and brochures were handed out with essential prevention information. Emails were also sent to all employees with relevant information

Collecting footwear on behalf of earthquake victims in Ecuador

DIA Argentina launched a footwear collection campaign to help families affected by the major earthquake that hit Ecuador and from which it is still attempting to recover. Several collection boxes were set up in different work centres, where employees could leave both children's and adult shoes.

"Navidad para Compartir" (Christmas is for sharing) campaign

As in previous years, DIA Argentina organised a Christmas campaign among its employees to deliver toys to many children and make their Christmas Eve more festive. This time, the donation was addressed to the "Nuestra Señora de Lourdes de Chaco" childcare centre.

In Brazil

Clothes Collection Campaign among employees in Brazil

DIA Brazil collected over 1,400 items of clothing to donate to the most disadvantaged families during the cold winter season.

The campaign involved the participation of all the regional centres of the country. The clothing was delivered to the Núcleo Assitencial Anjos da Noite association.

Sponsorship of the race to support children with cancer in Sao Paulo

DIA Brazil has become the first distribution company to sponsor the race in support of children with cancer and their families, organised by the GRAACC association in Sao Paulo.

The 16th event brought together more than 7,500 people in the vicinity of Parque do Ibirapuera. More than 240 DIA employees and their families also participated, wearing exclusive shirts for the event.

Creation of a volunteer group in Brazil

The creation of a corporate volunteer group among employees was formalised in August 2016. At the close of the financial year, more than 20 people had already joined, who will decide on the social actions in which to participate in the coming years.

In Portugal

Support and awareness-raising for animal adoption in Portugal

DIA Portugal, through its Minipreço banner, launched an initiative in the streets of Oporto to encourage the adoption of needy animals, mainly dogs, in collaboration with various animal help associations. With the name of "Walking Buddies", anyone who asked could walk one of the dogs there, under the supervision of a trainer.

The initiative also wanted to place emphasis on the importance of adopting rather than buying animals, since the shelters in the country are increasingly in need of people and families who want to have an animal and give it a new life.

Support of DIA Portugal for the Life and Peace Community

DIA Portugal collaborated once again this year with the Life and Peace Community through the delivery of food for the Christmas party that the organisation that assists homeless people organises each year. During three days and in addition to the Christmas dinner, these people are offered access to a number of support services, such as clothing, hygiene, food, and legal assistance, with the collaboration of over 1,000 volunteers from the Portuguese Army.

Collaboration with the Madre Ayuda Association in Portugal

DIA Portugal supported mothers and children in the Madre Ayuda Association, which offers support to women and their children in situations of social exclusion. During 2016, hygiene and food kits for babies of this institution were delivered, along with a delivery of basic products for the elaboration of sweets and cookies that the women themselves prepare and subsequently sell. This association offers support to more than 1,000 mothers in Portugal, mostly single, and their children.

“Futebol na rúa” in Portugal

In Portugal, DIA collaborated for another year in the “Futebol na Rúa” (Football in the streets) initiative, an event organised by the CAIS association to fight poverty and support the social integration of youth through sports. DIA Portugal gave out 1,500 food and hygiene kits to 250 children and championship training shirts.

DIA Portugal Solidarity Christmas actions

DIA Portugal contributed a donation of nearly 100 children’s books for children between the ages of 6 and 14 to the Barreir Montijo Hospital. It also organised a lunch and the delivery of gifts for 50 children at risk of exclusion of the A.I.U Foundation.

Participation in the National Coeliac Meeting in Portugal

For the first time, DIA Portugal attended the meeting with a special area for the launch of gluten-free products of own DIA brands and Delicious. This included an encounter with a large number of associates and their families who had the opportunity to learn about and enjoy the product offer.

Awards and Honours

The work and performance of the DIA Group during 2016 was recognised by various associations and organisations. Among the awards received by the company in the 2016 financial year, the most noteworthy are:

Human resources

Premio Cegos 2016

The DIA Group was distinguished in 2016 with the Cegos con Equipos&Talento Award 2016 in the category of Organisational Management for the initiative “DIA Saludable” (Healthy DIA) for employees of DIA Spain.

These awards give recognition each year to the initiatives of organisations that are committed to organisational change and the development of people, contributing value to actions and differentiating themselves in the market.

In its seven editions, more than 700 companies have presented projects to distinguish themselves and to be more competitive.

Franchises

Seal of Franchise Excellence in Brazil

In Brazil, the DIA Group again obtained the seal of Franchise Excellence in 2016, a prestigious award of recognition in the sector due to the demanding criteria used, including numerous direct interviews with franchisees.

Operations and business

Conecta Award for the most innovative and sustainable project

In Spain, the Mercados magazine, in collaboration with Fruit Attraction, awarded the 2016 Conecta prize for the most innovative and sustainable project to the DIA Group for the installation of refrigeration units of mixed refrigeration and climate control that take advantage of condensation heat in winter for interior heating in the establishments.

The system has enabled a 25% reduction in energy consumption compared to conventional units and forms part of the commitment to sustainability and constant effort by the company to reduce its ecological footprint and impact on the environment.

Social action

Awards from Food Banks of Madrid, Valladolid and Asturias

In Spain, the Food Banks of Madrid, Valladolid, and Asturias recognised the work carried out by the DIA Group regarding the distribution of food with awards and special mentions.

Since 2009, the company has collaborated on a regular basis with various food banks throughout Spain, which, year after year, have led it to increase the number of deliveries made

Red Cross Awards for DIA in Spain in the area of labour insertion and employment

The Spanish Red Cross granted a special mention to the DIA centres in Santiago, Vigo, Jaén, and Cádiz for their support to the Red Cross employment plan and for being a collaborating company in labour insertion projects.

Safety

Trofeo Seguritecnia for the best safety user

The company was one of the award winners at the “Trofeos Internacionales de la Seguridad” (International Safety Trophies), organised by the Spanish educational magazine, Seguritecnia. The awards, which are celebrating their 30th edition this year, highlight the merits and actions of people, entities, and institutions that have encouraged the development of the sector during the year.

Award of Merit for Private Security of the Regional Government of Catalonia

The DIA Security Department received the Trophy of Merit in the area of private security granted by the Government of Catalonia for the company's close and direct collaboration with security forces.