



Social and Environmental Sustainability Report

2022

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Message from the President of the Board



This is CIIMAR first Sustainability report in its own right, although in the Activity reports of recent years, since 2017, we have been reporting on many of the actions in favour of CIIMAR environmental and social sustainability.

On an annual basis, we intend to summarise CIIMAR main responsibilities in terms of its governance, environmental and social responsibilities, revealing the performance indicators we use to measure them. The 17 Sustainable Development Goals launched by the United Nations and the issues raised by the UN Decade of Ocean Science are two fundamental instruments for defining our strategic guidelines. However, we haven't forgotten the issues at regional, national and international level, such as the Smart Specialisation Strategies (S3) for Northern Portugal and the country as a whole, the cross-border S3, Northern Portugal Galicia, as well as important instruments at the European level such as the Green Deal, Mission StarFish and many challenges launched by the Horizon Europe and Interreg programmes. Our connection to the users of our technologies is fundamental, which is why our participation in major mobilising programmes, such as those funded by the PRR - Blue Bioeconomy Pact and Blue Hub, is essential.



2021 United Nations Decade
2030 of Ocean Science
for Sustainable Development

Creating conditions for a better working environment and respect for employees is fundamental if we are all to make CIIMAR a better institution with a greater impact on society.

Vitor Vasconcelos

1 Responsibility in governance

1.1 Governance model

CIIMAR - Interdisciplinary Centre for Marine and Environmental Research, is a private non-profit association, founded in 2000 and with a Public Utility status since 2021 through order no. 3135/2021.

CIIMAR promotes an integrated approach to the ocean and coastal zones, promoting understanding and knowledge of the biological, physical and chemical dynamics of these environments and the impact of natural and human activities, with the aim of unravelling the links between these processes, understanding the functioning and responses of the ocean and ecosystems to global change.

CIIMAR Board of Directors is composed by five members, one of whom is President, a General Assembly responsible for electing the management team, approving plans and reports on activities and accounts and amending the statutes, a Scientific Council responsible for CIIMAR scientific strategy, a Fiscal Council responsible for auditing the accounts and an External Scientific Advisory Board that advises the board on CIIMAR strategy. In addition to these statutorily defined bodies, CIIMAR has an Ethics committee, a body responsible for animal welfare, and a PhD students committee. Other committees advise the management on drawing up and implementing plans for gender equality, social and environmental responsibility, data management and regulations on good behaviour and the prevention of harassment.

2 Vision, Mission, Values

Vision

CIIMAR aims to be an international reference centre for knowledge and sustainability of the ocean and the environment on a regional, national and international scale, in close liaison with educational institutions, research centres, companies, foundations, research networks, public and private bodies.

Mission

Promoting excellent transdisciplinary research, technological development, advanced training and support for public policies, contributing to advances in scientific knowledge and the sustainability of ocean and coastal environments. Creating innovative ideas for the sustainability of the ocean, finding solutions for the future needs of our society.

Values

CIIMAR is committed to fostering excellence, innovation, international collaboration, public engagement, sustainability, and effective communication with society. Additionally, CIIMAR upholds core values such as the freedom of research, ethical standards, professional accountability, adherence to rigorous research protocols, recognition of professional expertise, non-discrimination, gender equality, ensuring favorable working conditions and training opportunities, as well as respecting intellectual property rights.

3 Code of ethics and conduct

In addition to complying with relevant general legislation, CIIMAR adheres to ethical principles, deontology, and the fundamental ethical standards that are pertinent to its field of activity. This commitment extends to the ethical guidelines delineated in various national, sector-specific, or institutional codes of ethics. CIIMAR actively promotes a policy of non-discrimination and equal access in recruitment competitions across all career categories, encompassing technical and administrative staff, researchers, and grant holders. This policy ensures that no candidate receives preferential treatment, advantages, disadvantages, or exemptions based on factors such as ancestry, age, gender, sexual orientation, marital status, family circumstances, economic status, educational background, social origins, genetic heritage, physical or mental capabilities, disabilities, chronic illnesses, nationality, ethnic background, race, place of origin, language, religion, political or ideological beliefs, or union membership. As per Decree-Law no. 29/2001, dated 3 February, candidates with disabilities are given preference in cases of equal ranking, superseding any other legal preferences.

CIIMAR subscribes to the principles, rules and procedures of the European Code of Conduct for Research Integrity. This Code applies to and should be known by all professionals associated with CIIMAR at all stages of their career, including affiliated researchers, visiting researchers, technicians, grant holders, students and other collaborators regardless of the nature of their contractual relationship.

Regulations on good behaviour, prevention and combating harassment at work

CIIMAR upholds a set of ethical guidelines and conduct standards to ensure that its employees fulfill their responsibilities effectively, both within the organisation and when interacting with external stakeholders. These principles contribute to fostering an institutional image characterised by diligence, transparency, efficiency, and competence. Additionally, CIIMAR maintains a policy dedicated to preventing, identifying, addressing, and penalising instances that could be interpreted as workplace harassment.

Ethics Committee

The mission of CIIMAR Ethics Committee is to help ensure and promote ethical standards in order to protect and guarantee the integrity, dignity, honesty and ethical quality of research activities in marine and environmental sciences carried out at CIIMAR.

ORBEA - Committee for Animal Welfare

At CIIMAR, the use of animals for experimental or educational purposes complies with legal and animal welfare standards and is reviewed by ORBEA members and the Directorate-General for Food and Veterinary Science. CIIMAR is also a signatory to the Transparency Agreement on Animal Research in Portugal. This is an initiative supported by the scientific community in collaboration with the European Animal Research Association (EARA), which aims to promote openness and transparency about the use of animals in research.

External Advisory Committee

CIIMAR has an External Advisory Committee composed by internationally recognised researchers in the areas of our scientific and technological work, who visit us every year, producing reports that are essential tools for the continuous improvement of our operation.

Quality certification ISO 9001/2015

CIIMAR obtained its initial ISO 9001/2015 certification - quality management system - on 4 January 2021, and has since been renewed with no non-conformities.

Each year, goals/objectives are set for each of the services as part of the implementation of the ISO 9001 Standard, and these are monitored regularly. Monitoring the objectives on a regular basis makes it possible to assess the state of play so that more ambitious objectives and targets can be gradually set to continually challenge employees.

4 Personnel

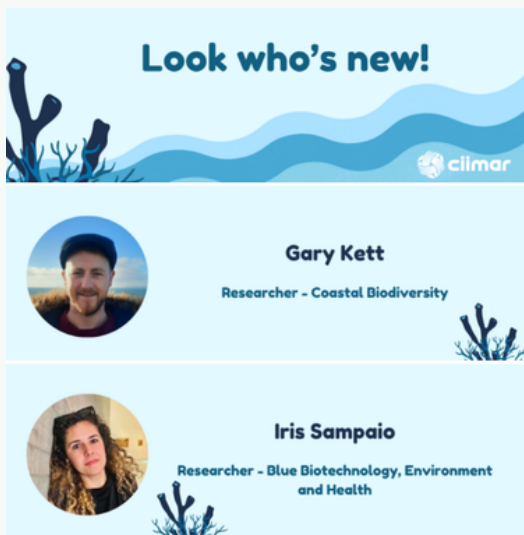
4.1 Integration

According to the plan, the integration of new researchers, technicians and grant holders involves making available the different Welcome Guides: "Employee Guide/Welcome Guide", "Grant Holder Guide" and the "Survival Guide". The ISO 9001 Quality Manual provides a description of the procedures to be followed when taking on new staff, but the aim remains to soon make functional organisational charts available to the entire CIIMAR community, so that the distribution of functions between the different services is clear.

4.2 Diversity and inclusion

Regarding the balance between personal and professional life and the organisational culture, our goal is to promote gender equality within the workplace. We are committed to fostering an open and inclusive environment that allows for a harmonious integration of one's professional and personal life. In 2022, we undertook several initiatives to achieve this goal, which were communicated to the CIIMAR community:

- Encouraging remote working and flexible working hours among researchers and administrative staff;
- Full payment of the Christmas allowance for employees on maternity leave;
- Allowance for employees' birthdays;
- Welcome email: "Look who's new!";
- Yoga and football classes available;
- Celebration of CIIMAR's anniversary;
- Preparation of the International Day of Women and Girls in Science - Blue Women Talent Award (to be awarded in 2023);



We remain committed to maintaining gender balance in leadership and decision-making processes, an established policy within CIIMAR. This commitment ensures equal participation of both men and women in management roles and decision-making bodies.

We are actively working on incorporating gender perspectives into our research and advanced training programmes at CIIMAR. This involves addressing gender-related issues within the research conducted at CIIMAR, with a specific focus on promoting gender representation balance.

4.3. Respect between employees and for employees

4.3.1. Harassment

In order to prevent, detect and act against any form of harassment, namely: mobbing, bullying, moral harassment, psychological harassment, psychological terror or sexual harassment, in addition to the provisions of the Labour Code, the "Gender Equality Plan" and the "Regulations on Good Conduct, Prevention and Combating Harassment at Work", CIIMAR has implemented a zero tolerance policy.

Measures against harassment and gender-based violence, including sexual harassment, aim to ensure institutional policies on sexual harassment and other forms of gender-based violence. To this end, a support committee was set up in 2022 and an email address was made available to receive any complaints.

4.3.2. Professional valorisation

We are committed to ensuring equality in both recruitment processes and career progression, with a focus on promoting a policy of non-discrimination and equal access in hiring competitions. All recruitment vacancies are made available on the institution's website, EURAXESS, and, in some cases, in national newspapers. It should also be noted that out of the 87 concluded recruitment competitions for researchers, technicians, and scholarship holders, in approximately 67% of the cases women were selected.

Furthermore, within this context, the regulations for evaluating researchers are nearing finalisation.

CIIMAR encourages the creativity and initiative of its employees by enabling them to submit new ideas directly to the Direction or through the "Suggestion Box" available in the CIIMAR coffee area.

ISO 9001/2015 quality certification

CIIMAR obtained its initial ISO 9001/2015 certification - quality management system - on 4 January 2021, and it has been renewed ever since.

Targets/objectives - KPIs (Key Performance Indicators) - are defined annually for each service certified under the implementation of the ISO 9001 Standard, and are monitored on an annual basis. Periodic monitoring of the KPIs makes it possible to assess the state of play and check whether changes or adjustments are needed, and even to set more ambitious targets that encourage continuous improvement among employees.

5 Environment

5.1. Sustainability strategy

The adoption of good environmental and social sustainability practices makes it possible to improve CIIMAR performance and simultaneously obtain benefits such as:

- Operational optimisation and efficiency
- Dematerialisation of processes
- Reducing consumption of natural resources, and consequently reducing costs
- Reducing pollution and environmental impact
- Strengthening the culture of environmental responsibility
- Motivating employees
- Valorisation by the local community and other partners.

5.2 CIIMAR commitments

- Implement an effective, responsible, inclusive and transparent sustainability policy at all levels, monitoring and reporting on actions taken, successes and challenges encountered.
- Encourage the professional and personal development of the people who work at CIIMAR.
- Promote sustainable mobility.
- Favour environmental and social sustainability when contracting goods and services, particularly when purchasing catering and local products.
- Encouraging circularity, favouring reusable materials and avoiding disposable materials, especially plastic, promoting selective collection and recycling.
- Supporting positive economic, social and environmental relations between CIIMAR and its partners.
- Establishing effective partnerships that integrate solid and transparent sustainability policies, that are open to collaborative strategies to promote environmentally sustainable practices and that carry out their activities in the region close to the events organised.
- Comply with non-discriminatory practices in terms of opportunities to get involved with CIIMAR, regardless of age, gender, nationality, academic background or disability.
- Raise awareness of sustainability and good environmental practices in communication with all employees and society in general.

CIIMAR, as a research centre in marine and environmental sciences and technologies, recognises that adopting sustainable development practices in its management, as well as in the research it produces, is fundamental. We integrate environmental criteria as determining factors in the creation of value and the sustainability of our research, innovation, advanced training, public policy support and knowledge dissemination activities, supporting and strengthening our strategy and image. Within the scope of CIIMAR environmental policy, we have made three fundamental commitments:

- i) Compliance with environmental legislation;
- ii) Adopting a proactive attitude and measures to prevent pollution;
- iii) Continuous improvement of environmental performance.

The Environmental management plan makes it possible to promote eco-efficiency in CIIMAR operations, minimising the consumption of materials, energy and other natural resources; to integrate environmental criteria into the process of selecting suppliers and subcontractors, assuming the role of agent of change in the value chain, and collaborating with business clients and suppliers in managing risks and improving their environmental performance; to play an active role in the society's response to environmental problems such as climate change, resource scarcity and biodiversity conservation, seeking to foster collaborations with partners who share the same values.

Green Labs Portugal

CIIMAR is an active member of "GreenLabs Portugal", an association that aims to promote and support the creation of initiatives for sustainability in laboratories and foster collaborations between the various institutions. By bringing together motivated teams in Portugal and encouraging the sharing of knowledge and resources on sustainable laboratory practices, it is hoped to drive changes in the Portuguese research community towards implementing more environmentally conscious research practices. CIIMAR GreenLab aims to reduce our research centre's ecological footprint associated with laboratory work, such as energy and water costs and recyclable municipal waste.

5.3 Water and energy

CIIMAR is developing a strategy to save water and energy, both in research activities and in the centre's management and administration activities, in order to reduce its environmental footprint.

Implementing measures to reduce water and energy consumption is crucial to achieving our goals. Evaluation of the progress and efficiency of the measures adopted is being carried out using precise and rigorous indicators, namely the regular recording of data from water and energy meters, the installation of more efficient taps and the promotion of measures among employees to reduce/reuse water.

In the Aquatic Organisms Bioterium (BOGA), most of the systems are recirculating aquatic systems (RAS), allowing better control of water quality and avoiding excessive water consumption. CIIMAR distributes three types of water: company freshwater, dechlorinated freshwater and saltwater. Dechlorinated freshwater is prepared by removing chlorine from the company's water through chemical filtering systems. This water is essential for the maintenance of freshwater aquatic organisms. Saltwater is collected at the entrance to the Port of Leixões and filtered through sand filters, ultraviolet filters, cartridge filters (25 microns) and activated carbon filters before being distributed. Saltwater is fundamental to BOGA's operation as more than 80 per cent of the systems in the vivarium use salt or brackish water.

Table 1 presents a comparison of energy and water consumption between 2021 and 2022. With CIIMAR experiencing growth and an increase in the number of personnel over the past few years, it is natural to observe rising energy and water consumption. Furthermore, the utilisation of the bioterium spaces has consistently hovered around 100%, resulting in higher energy and saltwater usage, which is the primary water source at BOGA.

Interestingly, despite the high utilisation rate, there has been a notable decrease in freshwater consumption (both from company freshwater and dechlorinated water). This decrease underscores the environmental consciousness of the space's users.

Lastly, it is worth highlighting the reduction in energy consumption within the laboratory area, showcasing a positive trend towards energy efficiency.

Table 1: Records of energy consumption and the different types of water (company freshwater, dechlorinated freshwater and saltwater) at CIIMAR.

	2021	2022	Variation
Water consumption (m3) (TOTAL)	3.041	3.566	525
Company freshwater consumption (m3)	1.955	2.813	858
Dechlorinated freshwater consumption (m3)	1.086	753	- 333
BOGA - Company freshwater consumption (m3)	598	492	- 106
BOGA - Dechlorinated freshwater consumption (m3)	814	439	- 375
BOGA - Saltwater consumption (m3)	1.765	1.927	162
Energy consumption (kWh) (TOTAL)	347.996	359.141	11.145
Third floor (admin) - Energy consumption (kWh)	63.935	77.849	13.914
Second floor (labs) - Energy consumption (kWh)	119.638	112.333	- 7.305
BOGA - Energy consumption (kWh)	164.423	168.959	4.536

5.4 Waste and recycling

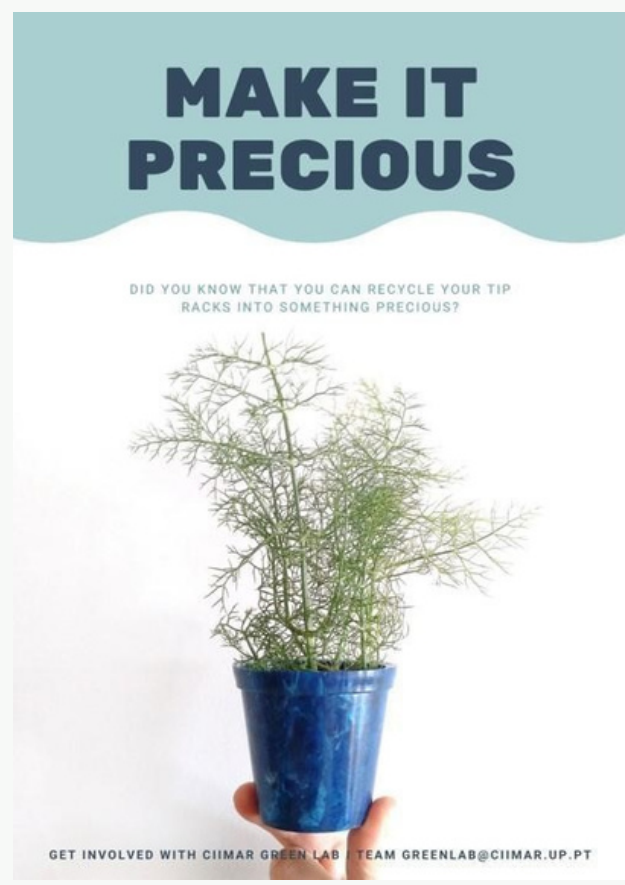
Waste management policies have evolved towards the sustainable management of materials in order to protect, preserve and improve the quality of the environment, protect human health, ensure prudent, efficient and rational use of natural resources, reduce pressure on the regenerative capacity of ecosystems, promote the principles of the circular economy, strengthen the use of renewable energy, reduce dependence on imported resources, provide new economic opportunities and contribute to long-term competitiveness.

In order to reuse the waste we generate, we are part of the Paper for Food campaign, an initiative promoted by the Portuguese Federation of Food Banks, with the aim of converting paper and cardboard into food products to be distributed to those in need. All the food products generated through CIIMAR cardboard and paper donations are given to the Matosinhos Retired Fishermen's Association. This collect began in 2021, but due to restructuring issues at CIIMAR, namely the space where the cardboard was previously stored, it was not possible to continue the campaign this year.



Delivery of the cardboard and paper to the Matosinhos Retired Fishermen's Association.

Recognising that plastics used in laboratory settings cannot be recycled through conventional means, CIIMAR GreenLab looked for innovative recycling solutions. As a result, we initiated a collaborative campaign with Precious Plastic Portugal and started collecting used plastic boxes for micropipette tips. We established a designated collection point conveniently located near the printers where we can deposit the plastic boxes no longer required. The collected plastic is meticulously sorted by color and subsequently delivered to Precious Plastic Portugal. Around 10 kg of plastic of various colours is donated each month. This plastic is then crushed and melted down into various objects for long-term use.



Posters to publicise the collection of plastic boxes for pipette tips.



Delivery of boxes after sorting by colour.

As far as urban waste is concerned, we have differentiated containers for recycling paper, plastic and glass at strategic points in the laboratories, in the lunch area and in the corridors of the offices. Chemical and biological waste (which can be dangerous for the environment) is also part of the normal course of research activities.

This type of waste is managed with the aim of avoiding and minimising negative impacts on public health and the environment. We handle hazardous waste conscientiously, in accordance with the General Waste Management Regime. Waste is categorised in accordance with the European Waste List (EWL), so that the waste generated can be better managed and monitored. This chemical and biological waste is collected by a specialised company and then treated so that it can be refined, reused or disposed of.

CIIMAR is also responsible for recognising and replacing chemical products that are dangerous to the environment with new products that have less environmental impact or for implementing alternative laboratory techniques that do not require these products. Cooperation and the sharing of knowledge between everyone enables technological advances to be identified and monitored, allowing improvements that safeguard the environment to be implemented.



New containers for separating recyclable urban waste.

The table below shows the amount of waste generated over the last two years.

	2021	2022
Paper for food - Cardboard	594,50 kg	—
Waste whose collection and disposal is subject to specific requirements with a view to preventing infections	3,099 t	2,781 t
Sharp and piercing objects	0,691 t	0,995 t
Other acids	0,400 t	0,382 t
Other bases	0,084 t	0,072 t
Waste containing heavy metals	0,051 t	0,006 t
Other solvents and halogenated solvent mixtures	0,410 t	0,470 t
Other solvents and solvent mixtures	1,220 t	0,968 t
Packaging containing or contaminated by residues of dangerous substances	0,567 t	0,322 t
Inorganic waste containing dangerous substances	0,854 t	0,697 t
Laboratory chemicals containing or composed of hazardous substances, including mixtures of laboratory chemicals	0,547 t	0,167 t
Discarded equipment containing dangerous components	0,03 t	0,06 t
Disused equipment	0,39 t	0,720 t

6 Society

6.1. Volunteering

Volunteering is fundamental to community resilience, solidarity and social cohesion, citizenship and environmental responsibility. It is a powerful demonstration of how solidarity put into practice can build a better world for all, and where everyone can contribute their time, knowledge and energy to peace, well-being and development.

CIIMAR fosters a spirit of volunteering among its members, either through centrally organised actions or by organising external activities with this focus. Examples of these activities are the annual beach clean-ups as part of World Clean Up Day, or as part of CIIMAR educational programme. Also noteworthy are the activities organised by the Environmental Monitoring and Interpretation Centres (CMIAs) in Matosinhos and Vila do Conde, which are scientifically coordinated by CIIMAR.

Various actions have also been organised throughout the year to collect food at CIIMAR for the annual Food Bank Against Hunger in December. In 2021 and 2022, goods were also collected to be sent to refugees from the war in Ukraine and, sporadically, to various charitable organisations.



Volunteer participation in World Clean Up Day on 17 September 2022

6.2. Education - school support

CIIMAR has an extensive educational programme aimed at schools of all levels, which is updated annually. This programme includes: visits to CIIMAR, lectures, field trips, experimental activities and games, talks with scientists, beach clean-ups, pond building and training sessions for teachers. The aim of these activities is to promote scientific literacy in the area of Oceans and the Environment, and to increase knowledge and awareness of global environmental issues, thus promoting a more informed society committed to adopting more sustainable behaviours.



Activities carried out in 2022 as part of CIIMAR educational programme.

CIIMAR coordinates two Environmental Monitoring and Interpretation Centres (CMIA in Matosinhos and CMIA in Vila do Conde), with diversified and complementary programmes for all audiences, especially schools. The CMIA's educational programme includes various practical workshops, which can be held either on the premises of the centres, in schools or even in the field (e.g. beaches, parks). There are also two or three exhibitions a year, which are accompanied by complementary practical activities such as workshops. CIIMAR and the two CMIA's produce several travelling exhibitions that can be requested by schools and other institutions interested in promoting scientific literacy.



Two examples of travelling exhibitions developed by CIIMAR in 2022. The Wiki Loves Earth exhibition developed during 2022 is a highlight.

CIIMAR also develops educational activities in partnership with the Porto and Matosinhos City Councils, the Water Pavilion, LIPOR, Ciência Viva, the Minho River Aquamuseum, the Aguda Coastal Station and the European Marine Board.



"Scientist for a day" activity organised by the Gaia Biological Park's Ciência Viva school.

CIIMAR also hosts short-term scientific internships every year for secondary school students under agreements with different schools. The aim is to give them a first work experience in contact with people, to understand how an organisation works and how professionals interact on a day-to-day basis, and to give them a glimpse of possible career options in the field of research.

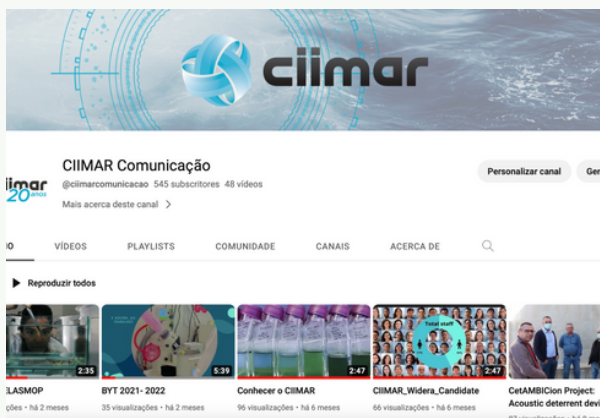
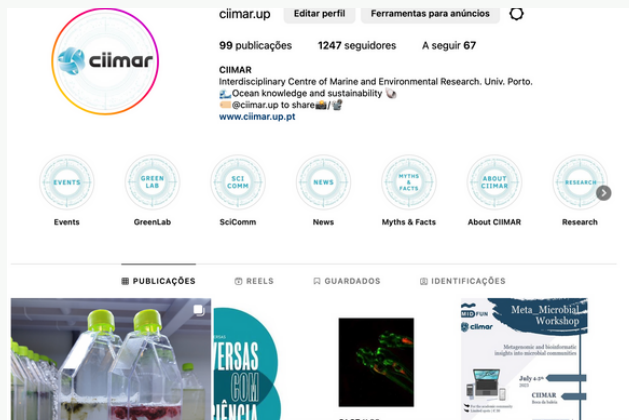
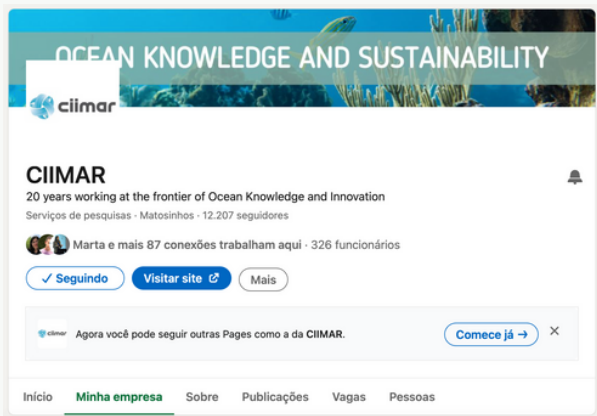


Short internship carried out by CIIMAR Marine Energy team. A total of 374 activities with schools were organised in 2022.

6.3. Communication and dissemination policy

CIIMAR has an internal and external communication strategy coordinated by the Board of Directors and centralised through the Communication Office, which aims to inform its members and society of activities, initiatives and opportunities of interest, and to disseminate CIIMAR activities and research results to all audiences. Internally, communication is operationalised through information disseminated via email lists, CIIMAR website and social networks, as well as the use of printed communication distributed in places of common use to disseminate information and specific campaigns.

Externally, the media (newspapers, radio, television), social networks (Facebook, LinkedIn, Instagram, Twitter, Youtube), the CIIMAR website (www2.ciimar.up.pt) as well as targeted information for mailing lists are favoured. In 2022, CIIMAR contributed around 2,200 social media posts and more than 560 news items disseminated in the media.



Examples of CIIMAR social media pages on Facebook, Twitter, Instagram, LinkedIn and Youtube.



Examples of CIIMAR news in the media.

CIIMAR organises an extensive series of weekly scientific seminars called Oceanus, Neptune and Nautilus for the CIIMAR community, but also open to the whole community. And, in partnership with the two CMiAs, it organises the "Café com Ciência" cycle of virtual seminars for schools and the general public. The total number of weekly and extraordinary seminars organised in 2022 was 54.



Moments from the weekly seminars at CIIMAR.

In 2022, CIIMAR developed an 8-episode podcast with the collaboration of 8 CIIMAR researchers in a relaxed and accessible conversation on a wide range of topics in the field of ocean and environmental literacy. Aimed at the general public, particularly young adults, the "Sem Espinhas" podcast is available for free on Spotify at <https://open.spotify.com/show/3Qt3Vuv2rf1GEQKzbTqys3>, and on Youtube at <https://www.youtube.com/playlist?list=PLlg4Ad6RU-p1WvUt2pGAb6XeyQuUYj8Hn>. The podcast already has over 2000 views.

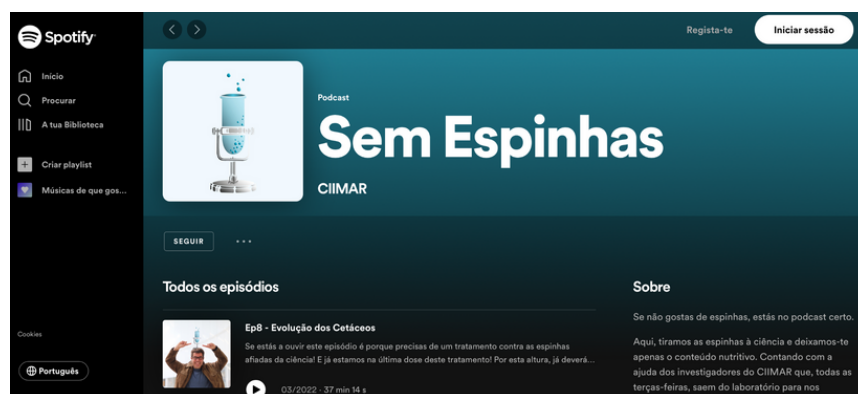


Image from CIIMAR "Sem espinhas" Podcast channel on Spotify.

In a context of transparency and accessibility, CIIMAR has also developed a Virtual Tour of the Aquatic Organisms Bioterium (BOGA) in bilingual format, which was launched in September 2022. This tour is widely used in the context of visits and lectures as part of CIIMAR educational programme, as well as in academic and research contexts. The Virtual Tour can be accessed at the following link: <https://bogatour.ciimar.up.pt>



Images of the BogaTour Portal and examples of the virtual rooms.

Finally, it is worth mentioning the dissemination events developed by CIIMAR or in which it participates, such as its annual participation in the Mostra da Universidade do Porto. Of particular note in this context is the "Open Day" event that takes place every September, entirely developed by CIIMAR, in which researchers leave the laboratories and invite the public into the Cruise Terminal to share a little of their work through bench activities, workshops, games, lectures and other activities. This event stands as CIIMAR foremost annual science dissemination initiative and its main objective is to uphold the responsibility for sharing scientific knowledge, a commitment that resonates throughout CIIMAR projects, its mission, and its role in fostering ocean literacy. In 2022, CIIMAR Open Day was attended by around 15,000 visitors.



Images from CIIMAR Open Day 2022.

In all these activities, CIIMAR and the two CMiAs act in accordance with Law 67/98 on the Protection of Personal Data.

7 Mercado

7.1 Suppliers

In order to make CIIMAR suppliers aware of our concerns regarding the environmental impact of our activities and partnerships, and as part of our mission to contribute to reducing this impact, the following sentence has been included in the signature field of institutional emails:

"Adopting a more environmentally friendly behaviour in the context of CIIMAR laboratories and common spaces is part of our mission. It is increasingly important for us to opt for more sustainable resources, materials and services with less environmental impact."

In 2022, CIIMAR adopted a new method for evaluating suppliers through the Laborers platform, in which the person responsible for each LO must evaluate the supplier, taking into account the following criteria:

1. Compliance with purchase requirement (Quantity and reference);
2. Compliance with delivery/execution deadlines;
3. Availability for clarifications;
4. Speed and efficiency of answer;
5. Quality of service.

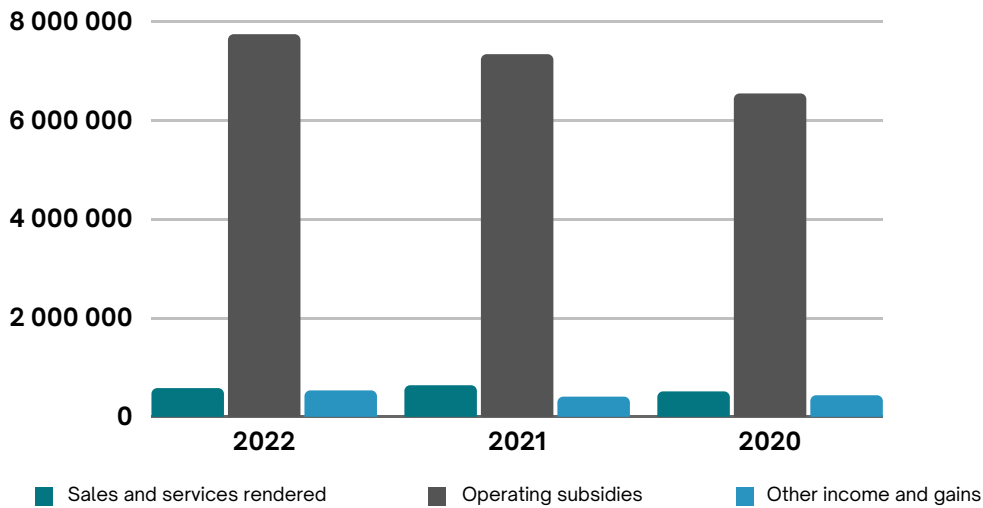
Specific criteria:

7. Environmental and safety performance (CE Declaration of Conformity, ROHS declaration for electronic equipment, ASPIRAC Circular nº56 / 2020 of May 14, among others);
8. Necessary certifications or accreditations (for example, ISO 17025 for equipment calibrations).

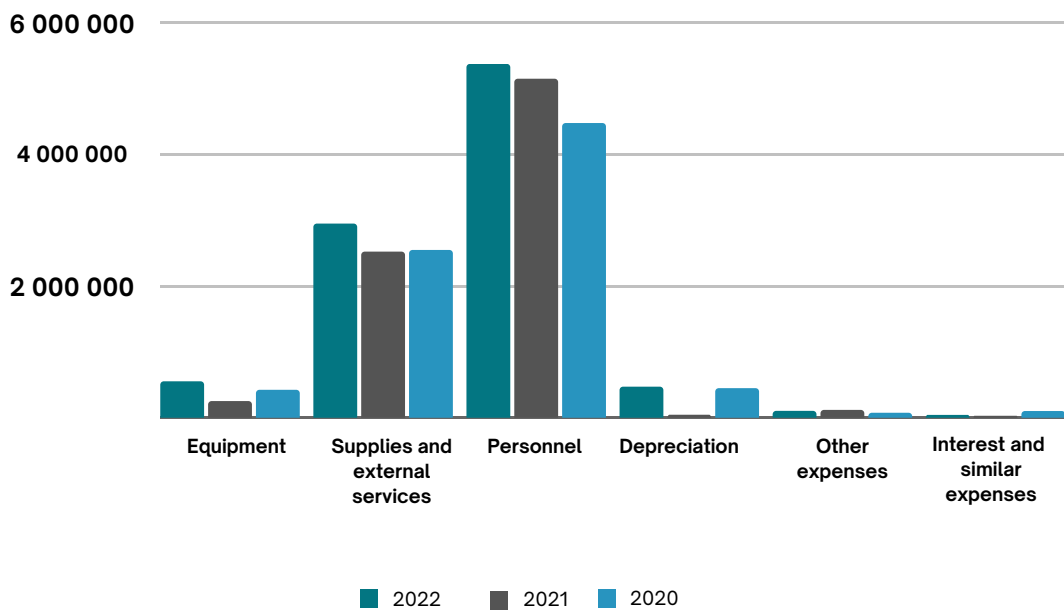
8 Summary of economic performance

CIIMAR ended 2022 with a slightly negative performance, despite a significant increase in revenue, due to delays in reimbursements for projects completed at the end of 2022.

Total income



Total expenditure



Acknowledgements

Coordination

Vitor Vasconcelos

Contributions

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Matosinhos, September 2023

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