

Feed.

JERÓNIMO MARTINS WORLD'S MAGAZINE

N11.
DEC 2021

WILL

WILL



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“These characters co-exist with the environment, the city, the architecture and diversity in a mysterious future, one that I see as a place of freedom and diversity. To me, the word ‘will’ means freedom, the ability to make my own decisions. Where there’s a will, there’s a way.”

Ledania

Author of this issue’s cover of Feed.

Feed.

JERÓNIMO MARTINS WORLD'S MAGAZINE

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FEEDING
OUR
WILLPOWER

30 YEARS
OF PRIVATE
BRAND

WHEN
WILLS
MEET

Feed.

JERÓNIMO MARTINS WORLD'S MAGAZINE

INDEX.

THE GO-TO OPTION FOR OVER 30 YEARS

In 1991, Pingo Doce launched its first Private Brand products with brand references that are still part of the consumption habits of the Portuguese people. Thirty years later, the Jerónimo Martins Group's supermarket chain in Portugal conquers more and more consumers with wider and more sophisticated options.



64.71



BOX TO BOX OPPORTUNITIES

42.47

The increasing popularity of women's football in Poland is beginning to benefit from the investment by big clubs and trustworthy partners. Biedronka is contributing to fuelling this success.



FEEDING OUR WILLPOWER

30.41

Making our current food systems sustainable means changing the way we produce and eat, while looking at food more as a common goal rather than a consumer good. At Jerónimo Martins, providing better options is already a deal beyond the European will.

BRUSHING UP ON BEAUTY

In May 2021, Hebe turned 10. Jerónimo Martins' chain of Health & Beauty stores is celebrating its first decennium with reinforced market positions and the ever-growing ambition of becoming a leading omnichannel player in Europe.



106.109

AN EXPRESSION OF WILL

In the following pages, we will tell the stories of great achievers, reflect on unavoidable goals and unveil those dreams that come true. Our owns and those of others in the countries where we are.



88.93

WALLS OF FREEDOM

Known on the street art scene as Ledania, Diana Ordoñez is one of the most influential Colombian visual artists worldwide. After being challenged to paint several murals on the walls of Ara stores, she now brings her fantastical world to the cover of this edition of Feed.

A FRESH START

08.11

One year after its launch, the "Serra do Açor Forest" reforestation project has seen great progress. By the end of 2022, more than 570,000 trees of fire-resistant species will have been planted into the region's green lung with the support of the Jerónimo Martins Group.



MAY OUR WILL NEVER MELT

12.17

With the planet at its warmest in 125,000 years and greenhouse gas concentrations at record levels, the alarm bells on climate change are deafening. Unless immediate, large-scale action is taken, limiting warming to 1.5°C will be beyond reach.



WHEN WILLS MEET

60.63

Colombia's peace agreement earned global applause and a Nobel Peace Prize for the then president, Juan Manuel Santos. A third of the way into the deal's 15-year time frame, María Ángela Holguín, former government minister of Foreign Affairs, reflects upon the progress of the pact.

AND MORE...

56.59

FREEDOM: A MATTER OF MUSCLE

72.75

FOOD FIRST

94.97

BIEDRONKA AT THE HEART OF CHANGE

110.117

A HISTORY OF WILLPOWER

Editorial.



PEDRO
SOARES
DOS
SANTOS

WITH A *will*

When the United Nations declared 2021 as the International Year of Fruits and Vegetables, we thought it would be an excellent opportunity to show part of what we are doing in this domain, a forecasting approach of the near future. Fruit and vegetables are worth drawing attention to their decisive importance in human nutrition and their relevance in the path towards achieving the Sustainable Development Goals. And this is the reason why we want to talk about the investments in organic farming that we are developing, how we guarantee animal welfare or the research underway into ways of reducing gas emissions in beef production. We are fully aware of the challenges our societies face, and we have a clear vision of what a sustainable food system should look like as a crucial part of the EU Green Deal. And we are not hesitating to make our vision known.

We also look at our brand-new DNA Lab, an innovative project that we consider a powerful tool to guarantee safety and fight fraud in the food we sell under our brands. All these strategic approaches, long since decided, of knowing well the steps we want to take and the determination we put into achieving our goals, can be summed up in one word: *Will*, the inspiring that guides us throughout Feed#11 - the magazine that shows what we are, what we do and where we are heading to, exploring and telling more about the three countries we call our own. We also show how the evolution of eating habits in Poland is inseparable from the vision that Biedronka has placed at the service of consumers and the Polish economy over the last 25 years. In an ever-tightening legislative and regulatory framework, our passion for food drives us forward.

Passion. Attitude. Power. These are just three of the many synonyms that *Will* offers. As always, we have sought to explore other meanings of the word we have chosen as our theme. It is why we tell you about three examples of individual iron will, of people with an activity linked to the last frontier: space. It is a dream territory for many, where personal willpower serves as an example to others. Or the heritage that artists from the three countries where we are present have left us in their multiple creative languages that still challenge us. On the cover, you will find the answer to a challenge we posed to Diana Ordoñez, the Colombian street artist known by the name of Ledania. She expresses her interpretation of *Will*, exploring her very own understanding of how the balance between human beings, other species, and the planet should be. Among other topics worth discovering, I invite you to read the interview with María Ángela Holguín, in which the former Colombian minister of Foreign Affairs – and my colleague at the Board of Directors of Jerónimo Martins – reviews the five years that have passed since the signing of the Peace Agreement. She shares the firm conviction that it is possible to cure the wounds still open in Colombian society, wounds that no one would believe could ever be healed. Covid-19 has indeed remained an ongoing threat, but in this issue of *Feed*, we prefer to look ahead, searching for notes of optimism that fill us with hope. I hope this edition of *Feed* proves to be a good companion and that reading it means worthwhile moments. ●



Pedro Soares dos Santos,
Chairman of the Jerónimo Martins Group

*Fruit
and vegetables
are worth
drawing attention
to their decisive
importance
in human
nutrition and
their relevance in
the path towards
achieving the
Sustainable
Development
Goals.*

A FRESH START

By the end of 2022, more than 570,000 trees of fire-resistant species will have been planted in the Açor mountain range, across the landscape devastated by the 2017 forest fires in Portugal. Willing to do more, the Jerónimo Martins Group is investing 5 million euros in the initiative.

HILLS OF WILL



© Manuel Lino

To preserve and enhance the landscape ravaged by the forest fires that blazed across the municipality of Arganil, in the heart of Portugal. It was with this purpose that in 2020 Jerónimo Martins joined forces with the local authorities, the Coimbra School of Agriculture and the common landowners' associations to launch the "Floresta Serra do Açor" (Serra do Açor Forest) project. A trailblazing initiative for integrated forest management in Portugal that brings together a private organisation, a local authority and local communities to plant self-regenerating and fire-resistant trees across 2,500 hectares of common land in

inland Portugal over a period of 40 years, while at the same time generating new sources of income for the population. By breathing new life into the region's green lung, which lost 88% of its forested area five years ago, this initiative is aimed at developing products such as berries from the strawberry tree (*Arbutus unedo*), chestnuts (*Castanea sativa*), maritime pine (*Pinus pinaster*), cork oak (*Quercus suber*) and other local oak species, creating economic conditions to attract people to the area and keep them there. One year on, we look at the progress made and share some indicators of what is happening in the region.

2022

930
HECTARES
PLANTED

578,000
TREES

*Jerónimo Martins
has committed to
invest 5 million euros
in the Serra do Açor
Forest project.*

2040

2,500
HECTARES
PLANTED

© Manuel Lino

We have reached make-or-break time for the world to confront the climate emergency. The planet is at its warmest in 125,000 years and, with greenhouse gas concentrations at record levels, every tiny fraction of a degree counts. At the moment, human actions cut no ice, as global warming is likely to hit the 1.5°C threshold by 2040. Immediate, large-scale action must be taken.

**MAY OUR WILL
NEVER
MELT**



© NurPhoto / Getty Images

Wildfires and extreme global events are likely to become more frequent and more intensive.

CODE RED

An unequivocal and unprecedented truth. Human activities have profoundly increased the concentration of greenhouse gases in the atmosphere, warming the planet. The last time the Earth was this warm was 125,000 years ago. The last five years were the hottest on record since 1850.

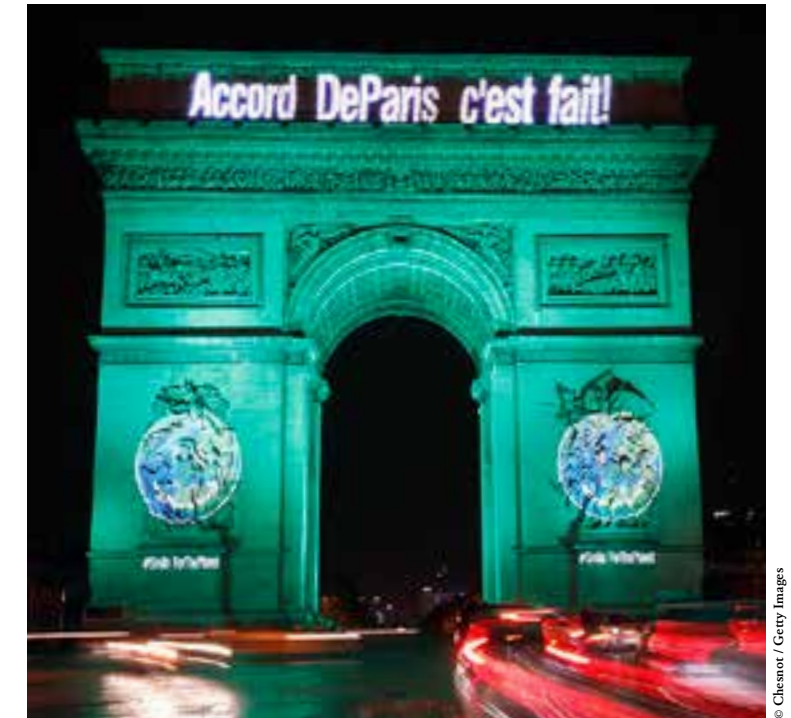
Issued on 9 August 2021, the climate report from the UN Intergovernmental Panel on Climate Change (IPCC) sounded a dire warning: the global surface temperature is now around 1.1°C above preindustrial levels (1850–1900), and it is likely to reach or exceed 1.5°C within 20 years if it continues to increase at the current pace. UN Secretary-General António Guterres called these findings “a code red for humanity.”

Approved by the 195 member states, the “Climate Change 2021: the Physical Science Basis” report is the first part of the IPCC’s Sixth Assessment Report. In 2022, a second instalment will discuss the impacts of the crisis, and a third will focus on the mitigation strategy. Since the last assessment, in 2013, more than 14,000 scientific papers have been published and are now referenced in the IPCC report, prepared by 234 authors from 66 countries.

Five possible future scenarios are traced, according to how quickly humans curb greenhouse gas emissions. These were calculated based on socioeconomic changes in population, urban density, education, land use and wealth. In the best-case scenario, even if global carbon dioxide emissions are cut to net zero around 2050 – as established in the Paris Agreement – global temperatures will still hit 1.5°C to then drop and stabilise at around 1.4°C by the end of the century. In the worst-case scenario, current carbon dioxide emissions will double by 2050, causing warming to reach 4.4°C by 2100. In all scenarios, marine life will be devastated by the loss of oxygen and increased acidity; sea levels will continue rising long into the future; Arctic summer sea ice is likely to disappear completely at least once before 2050.

In the Arctic, warming is more than twice the global average; warming is also above average in the lithosphere (the terrestrial part of the planet). While past reports focused on global averages, the Sixth Assessment Report elaborates on how each increment of warming could affect different regions. It translates the physical changes in the climate – heat, cold, rain, drought, snow, wind, flooding – into what they mean for society and ecosystems. Some of these impacts are already visible today: since the IPCC released its Fifth Assessment eight years ago, the world has witnessed several massive disasters. Hurricane Ida, which slammed into Louisiana and travelled up the East Coast of the USA, is just one of the recent extreme weather events driven by climate change. For many of these consequences, there is no going back. But the IPCC report is clear: there is still room for hope if we move faster.

In all scenarios, marine life will be devastated and sea levels will continue rising long into the future.



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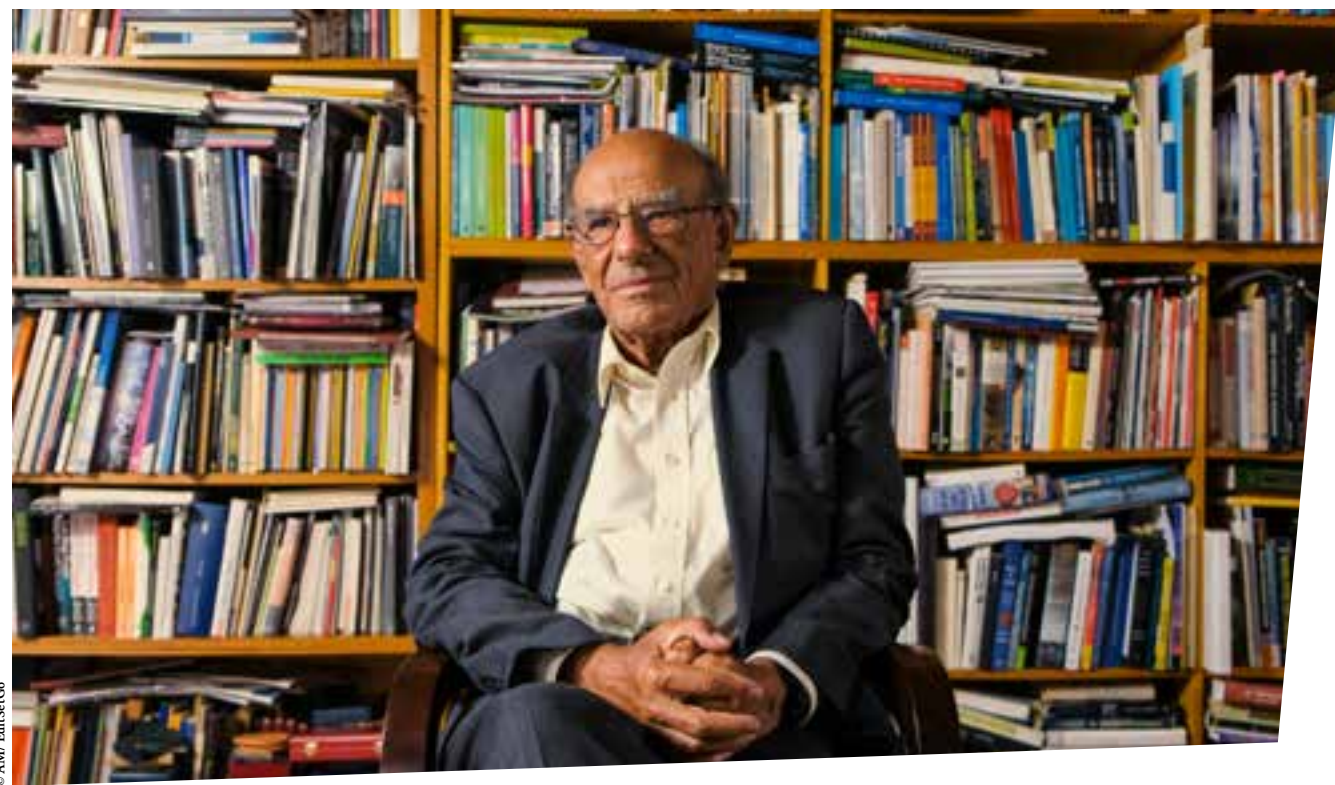
WALKING THE TALK

In December 2015, green floodlights embraced the Eiffel Tower and the Arc de Triomphe with the message “Accord de Paris c’est fait!” (the Paris agreement is done!), to announce the signing of the historical compromise. During the annual United Nations Framework Convention on Climate Change (UNFCCC), representatives from 196 nations and territories agreed to an international plan to address climate change with three goals: (i) to limit the average global temperature increase to less than 2°C above preindustrial levels – preferably below 1.5°C – by 2100; (ii) to build resilience to climate change impacts; and (iii) to allocate money to pursue these goals.

Six years later, the transition to a net zero emissions society has already begun and, as of September 2021, 191 parties have ratified the Paris Agreement. The Climate Action Tracker, a consortium of scientific organisations that determines whether a country is doing its fair share, issued a report in December 2020. It shows that end of century warming estimates for world emissions have fallen by 0.7°C in the last five years (from 3.6°C from to 2.9°C). “Implementation of new policies, increased use of renewable energy, a downturn in the use of coal and lower economic growth both before and because of the pandemic are responsible for the lion’s share of the drop”, according to the document.

Also, in December 2020, EU leaders endorsed a binding target for a net domestic reduction of at least 55% in greenhouse gas emissions by 2030 compared to 1990 – a substantial step up from the previous 2030 target of cutting emissions by 40%. Then, in June 2021, the European Council and the European Parliament reached a provisional agreement on the European climate, aiming to enshrine the 2030 emissions reduction target into law. EU ministers later adopted the deal.

“WE MUST WORK AS ONE PEOPLE”



© AM/ Edit&Co

IT'S a race against time, at two different speeds. The more developed countries alongside the rest of the world, namely, developing countries with an energy matrix that relies largely on fossil fuels. Developed countries are leading decarbonisation of the economy, while developing countries are still finding their pace. Because it is a global problem, it requires “one people” driven by a “spirit of protecting humanity as a whole”. This is, in Filipe Duarte Santos’ vision, the starting point for achieving the targets set in the Paris Agreement. The Portuguese researcher and university professor was review editor of the most recent report issued by the Intergovernmental Panel on Climate Change (IPCC). Chair of the National Council for the Environment and Sustainable Development, Santos is also author of the book entitled *Alterações Climáticas* (Climate Change, 2021), published by the Francisco Manuel dos Santos Foundation. The book provides an overview of current scientific knowledge on climate change caused by human action and the responses and challenges we face – not least of which is rethinking our notion of what time is. In an interview with Feed Magazine, Filipe Duarte Santos spoke about what is slowing humanity down in the sprint to save the planet and what can still be done.

EUROPE IS LEADING THE CHARGE IN THE DECARBONISATION OF THE WORLD ECONOMY, BUT THE WARMING PROBLEM IS A GLOBAL ONE. WHAT COUNTRIES ARE FALLING BEHIND AND WHY?

The world has essentially two speeds. There are the OECD countries, countries with advanced economies, namely, the European Union and other European countries, the United States, Canada, Japan, Australia and New Zealand, and other countries that have a higher per capita GDP than the rest of the world – and are more focused on the environment. Then there are all the other countries in the world, the ones that hope to achieve the same state of development as these OECD countries, as well as energy-intensive economic development, as their energy is generated from fossil fuels. Among these is the largest greenhouse gas emitting country, China. But I would venture to say that China will surprise the west because it has already begun its decarbonisation, which it takes very seriously. And then there are countries such as India, which have an even lower level of development. Both countries have a population of more than one billion people. China has 1.3 billion inhabitants and India has around 1.2 billion, but it is expected to overtake China as the most populated country in the coming years.

DO THE MOST DEVELOPED COUNTRIES HAVE A RESPONSIBILITY TO HELP THESE NATIONS, WHOSE GROWTH PROSPECTS STILL DEPEND ON FOSSIL FUELS?

We must work as one people, have a spirit of protecting humanity as a whole, and that is a new – and difficult – thing for humanity. For example, the political tension between the United States and China undermines progress towards global decarbonisation. We must therefore find a way to be more supportive of one another, to help developing countries that have every right to aspire to the same level of well-being and economic prosperity that we have.

DO YOU BELIEVE THAT EUROPE WILL BE CARBON NEUTRAL IN 2050?

It has to be. For me, the central issue of climate change is related to our notion of time. We have trouble planning far ahead. A generation spans an average of about 30 years and that’s what counts, right? So, things that are going to happen in 50, 100 or 150 years’ time are difficult to fathom. The fact is that our collective actions today will affect what will happen 50, 100 or 150 years from now. This means people have to drastically alter the way they view climate change, biodiversity and sustainable development.

IS IT EFFECTIVE TO INVEST IN CARBON CAPTURE AND STORAGE, LIKE THE UK IS DOING?

Removing carbon dioxide from the atmosphere, what we call “negative emissions”, is essential to comply with the Paris Agreement. We are already behind schedule and the way to make up for lost time involves not only reducing global emissions, but also lessening that increase by removing carbon dioxide from the air using chemicals. In this sector, the key issue is the price of carbon. If the price per tonne of carbon is high, it can be an incentive to find new ways to use carbon dioxide and make it economically more attractive. This challenges our ingenuity. One of the things that can be done is to transform iron slag into cement. Another method is simply storing carbon underground, for example, in abandoned coal mines or in oil deposits, guaranteeing that it will not leak out into the atmosphere again.

IN 2020, BECAUSE OF THE PANDEMIC, EMISSIONS FELL 7% COMPARED TO 2019, BUT THE POOL IS STILL FILLING UP. ARE THERE IRREVERSIBLE SCENARIOS?

Let me give you an example: the ice sheets in the polar regions, the melting of which is causing a rise in average sea level. Take Greenland, which is particularly significant. It has an enormous ice sheet that, at its highest point, is almost three kilometres high. If all that ice melts, the world’s sea level will rise six metres. For Terreiro do Paço square (the main square in downtown Lisbon, located on the bank of the Tagus, 10 kilometres from its mouth, where the river meets the Atlantic Ocean, Aveiro, Setúbal and Faro (three low-lying cities located along the Portuguese coast), this becomes problematic... Of course, this will only happen centuries from now.

If we fail to reach the targets set in the Paris Agreement, the ice melt in Greenland will be all but irreversible. We cannot hang a freezer over Greenland. That isn’t to say that there won’t be ice in Greenland again a million years from now, but over our time scale, what matters for us, a 6-metre rise in sea level would completely change coastal areas around the world.

WHAT ARE THE CASCADING EFFECTS OF ARCTIC ICE MELT?

Wetlands are becoming semi-arid zones. Semi-arid zones are becoming arid zones, and some arid zones are becoming hyper-arid zones, which are the deserts. Graphically speaking, it would

be like a disease affecting certain regions of the world. The Mediterranean, the north-east of Brazil, most of the western United States and of Central America as well, southern Africa, parts of Australia and also parts of the Middle East.

The water issue, I think, is one of the most complex issues, because it is intricately linked to the energy issue. Yes, we can desalinate sea water and convert it into drinking water, but we need energy for that.

But then there are also certain regions of the world where the temperature is already very high in the equatorial regions, making it very difficult for people to remain outdoors... working under 50°C heat; we weren’t built for that.

IN YOUR NEWEST BOOK, YOU DESCRIBE STRATEGIES FOR ADAPTING TO THE EFFECTS WE CAN NO LONGER AVOID. CAN YOU SHARE SOME OF THEM WITH US?

One of the most important sectors is agriculture. Farmers need more information about when to sow seeds... and crops need to be adapted. After that, we can move on to another level, the genetic adaptation of species. Then comes water recycling. Some countries are already doing this and are further along than others. They have what is called precision farming. In other words, plants receive only the water they actually need. Water is a very important sector for forests and especially for forests in Mediterranean areas. We have a lot of areas in the south of Portugal with the same rainfall as in Berlin, but rainfall in Berlin is spread evenly throughout the year. In Portugal, we have very little rainfall between May and September/October.

The protection of coastal areas is a major problem. Coastal adaptation involves first building strong barriers or defences using concrete and stone. Then other ecosystem-based adaptations. Basically, we should follow nature’s example of protecting the coastal zone. Relocating people is also an option, but that’s a last resort.



**INTERVIEW WITH
FILIPE
DUARTE
SANTOS
CHAIRMAN OF THE PORTUGUESE
COUNCIL OF THE ENVIRONMENT
AND SUSTAINABLE DEVELOPMENT**

BRINY SEA

An arm of the North Atlantic Ocean, the Baltic Sea region is home to 85 million people from nine different countries, who are now called upon to face a daunting challenge: managing the pressures that have been causing degradation of the sea over time, while ensuring the sustainability of this source of livelihood.

NASA's Landsat 8 satellite view of the algae blooms in the Baltic sea, which lead to the depletion of oxygen levels dissolved in bottom waters.



© NurPhoto/Getty Images

The presence of algae and seaweed cyanobacteria at this sandy beach in Gdansk Bay is just another example of how oxygen in the Baltic Sea has reached its lowest levels in nearly 1,500 years.

THE BALTIC CHALLENGE

THE Baltic Sea is one of the planet's most significant bodies of brackish water. Having been formed just 10,000-15,000 years ago from glacial erosion, the Baltic is the youngest sea on our planet. It contains a unique mixture of saltwater from the North-East Atlantic and fresh water from the surrounding rivers and streams that run through the 14 different countries in the catchment.

This sensitive marine ecosystem with unique fauna and flora has seen severe degradation over the past 100 years. Besides being subjected to the increasing effects of climate change, many other local pressures are also affecting the Baltic Sea. The list is quite extensive: unsustainable fishing (which leads to the depletion of stocks and species); high levels of contaminants and litter – mainly plastic waste; or even the excessive development of harmful algae blooms, which can considerably reduce the levels of oxygen in the sea, posing a menace to biodiversity.

Eighty-five million people live within the drainage basin of the Baltic Sea, which is four times as large as the sea itself. Most live on the southern shores and approximately half of the population live in Poland. With the aim of promoting a more effective multilateral management of the Baltic, the United Nations Global Compact Poland, together with the Clean Poland Association, held a conference that counted with Biedronka as one of the main sponsors of the event, being a natural consequence of a long-time cooperation with the association.

Among the speakers in the panel “Will human activity lead to the desertification of the Baltic Sea?” was the marine litter and microplastic researcher João Frias, who is based at the Marine and Freshwater Research Centre of the Galway-Mayo Institute of Technology (Ireland). Currently working on microplastics projects that help identify baselines, impacts and policies in Europe, João Frias shared examples of good practices that could be replicated in Poland in exploratory research both from his previous experiences in mainland Portugal (his country of origin) and the Azores archipelago and his most recent studies on coastal embayment in the North-East Atlantic Ocean.

Over the last four years, João Frias and his team have been assessing microplastic levels in the west of Ireland: “In surface waters, they are relatively small compared to the Mediterranean. We found 1.5 microplastics per cubic metre. The majority of what we collected were fibres from clothing”. Frias’ research also aims at tackling this problem using an ecosystem-based holistic approach, which focuses on finding traces of microplastics in the water, the sediment and in wild or commercial marine species, such as periwinkles or prawns. The main goal “is to assess the safety levels for human consumption.”

Another primary threat, clearly resulting from the global coronavirus pandemic, is personal protective equipment (PPE), like masks, face coverings and gloves found in beach clean-ups worldwide. João Frias mentioned a recent report from Ocean Conservancy called “Pandemic Pollution – the rising tide of plastic PPE” and highlighted that “out of 115 countries participating, 70 found personal protective equipment”. Out of these 70 countries, “94% of the participants found this new litter threat on the beaches, with 40% reporting more than five items collected.”

FISHING NETS AND ROPES @Biedronka's Shopping Cart

Abandoned nets, fishing ropes and other fishing-related materials represent 27% of all litter found in the seas and oceans and take more than 600 years to fully decompose. Biedronka is replacing its shopping carts and trolleys with new ones made with 25% of plastic from ghost nets and fishing ropes lost in the Baltic Sea, the North Sea and the Atlantic Ocean. The remaining 75% come from recycled plastic. Biedronka has welcomed more than 40,000 eco-friendlier shopping trolleys at its stores in the last year and a half. The initiative contributes to reducing by around 20% the carbon emissions associated with the production of new plastic.



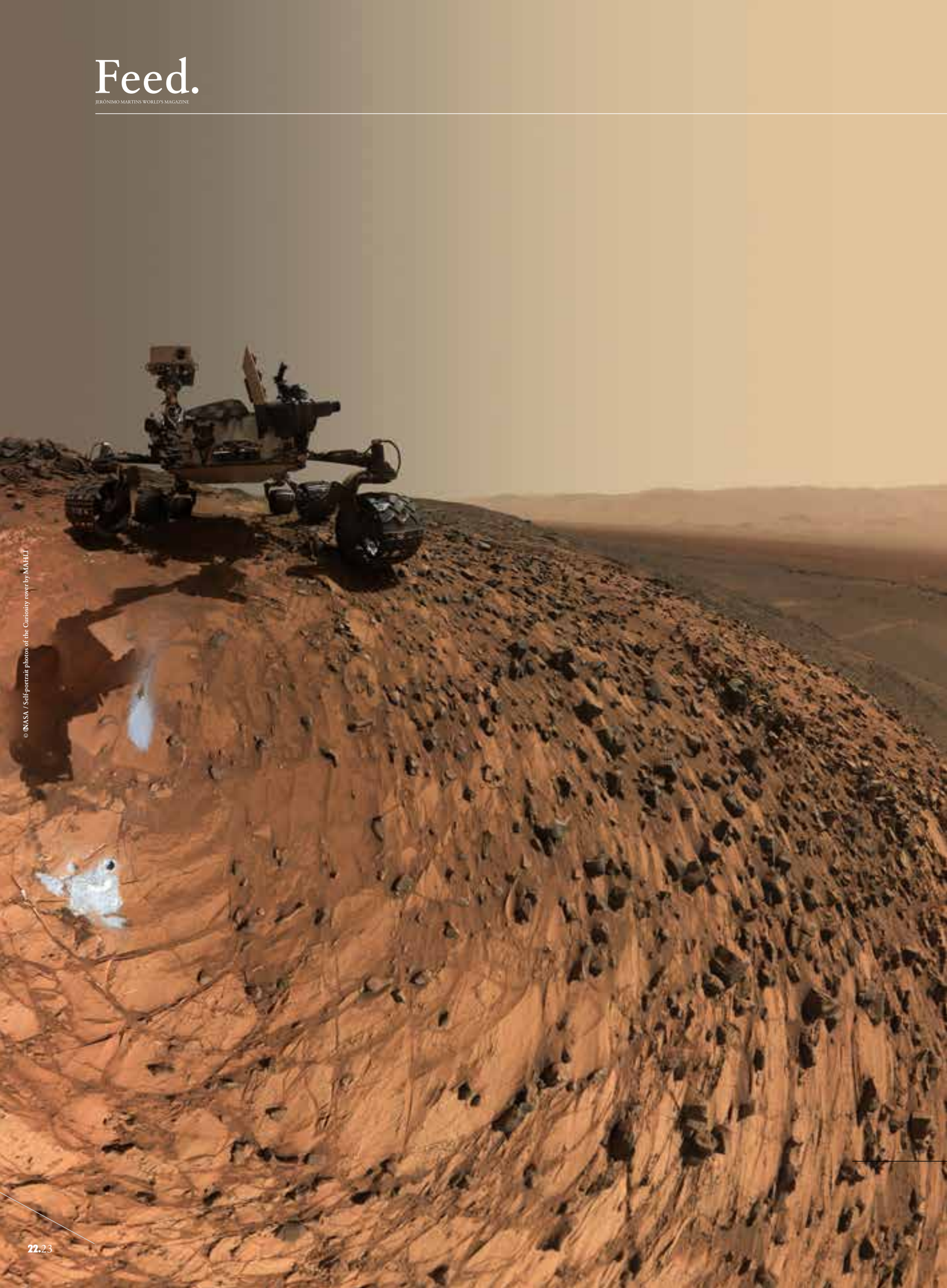
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CLEANING BEACHES



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The “Clean Baltic” conference was part of a two-day event promoted by the Clean Poland Association in partnership with Biedronka, which included a beach clean-up campaign. Two thousand volunteers joined this unprecedented initiative that took place on the beaches and coastal lanes of the Hel peninsula, Tricity, Rewa and Puck. Almost two tonnes of rubbish were collected, namely thousands of plastic bottles and bottle caps, cans, plastic packaging, broken electronics and garments. Also organised by the Clean Poland Association is the “Clean the Tatras” project, which aims at promoting ecological attitudes and preserving the biodiversity of the highest Polish Mountain range. In 2021 we celebrated the 10th clean-up initiative, which was also supported by the food retail market leader – our Biedronka.



IRON WILL

There is nothing more powerful than this driving force we call “will”. The unbending and fearless will to set out with a purpose, even though sometimes the risk entails a leap in the dark. These are the stories of people who, under the same sky, have taken their inspiration from space and made this a mission which will forever be an endless journey.

Photo of the Curiosity rover, taken by the robotic arm of the NASA space probe. The rover is pictured in the vast spaces of Gale Crater. Mount Sharp can be seen in the distance.

FROM CALI TO MARS

“HEMOS

llegado! Perseverance llegó.” 18 February 2021. Almost seven months and 480 million kilometres later, the most sophisticated robotic vehicle ever sent into space touched down in Jezero Crater. And for the first time in NASA’s history, the landing commentary was in Spanish: it fell to the flight director, Diana Trujillo, to express the euphoria experienced at the Jet Propulsion Laboratory’s Mission Control Centre. Speaking live on YouTube from the University of California Berkeley School of Journalism, the Colombian space engineer led a broadcast lasting nearly two hours and centred on the role played by Hispanic scientists at the US space agency in the success of the expedition. Diana Trujillo had been the trailblazer, and was accordingly insistent that this historic moment should reach “the grandmothers, the grandfathers, the mothers, the fathers, and, above all, the girls and boys of Latin America and Spain”.

A million and a half viewers from all over the world watched as she narrated the arrival on Martian soil of the Perseverance rover, Percy for short (referred to by Diana Trujillo in the feminine), listening to her contagious message of wisdom and belief. What very few people know is that Diana Trujillo’s true adventure started with another mission, of a more personal nature. Now an aerospace engineer at NASA, she was born in Cali, in Colombia, but left her home and family behind at the age of seventeen to live the American dream, with just 300 dollars in her pocket and no English. She registered at Miami Dade Community College to learn the language. To secure her green card and pay for her studies, she worked as a domestic help and in fast food chains, serving customers for a number of years.

The Colombian aerospace engineer Diana Trujillo studying the drawings of Perseverance in the NASA laboratory.



© NASA/JPL-CALTECH



© NASA on The Commons

Born in Cali, Colombia, aerospace engineer Diana Trujillo was the first Hispanic woman to be accepted at NASA.

She eventually got to the point of choosing her course of study. Although she had always been interested in science, and especially in maths, Diana Trujillo still lacked a clear direction for her studies. She was sitting in a corridor near the faculty dean’s office when she happened to notice a magazine. The cover photo of women involved in space missions inspired her to apply to study Aerospace Engineering at the University of Florida. Once there, a teacher encouraged her to try the traineeship programme at the NASA Academy. Her perseverance made her the first Hispanic woman to be accepted at the institution. During her time there, the robot specialist, Brian Roberts, persuaded her to transfer to the University of Maryland, and so to Washington D.C., and to work with him on one of his research projects.

In 2007, she graduated and was offered a job by the US space agency. Her first major project involved the Cygnus cargo resupply spacecraft and the International Space Station. The next year, Diana Trujillo joined the Jet Propulsion Laboratory, where she worked in several roles on the Mars Constellation and Mars Curiosity programmes (and was promoted to head of mission in 2014). Prior to leading the epic journey by Perseverance, which started on 30 July 2020, the Colombian space scientist had headed the team responsible for designing the vehicle’s robotic arm, whose function is to gather rock and soil samples to help us understand whether there was life on the red planet in the past. Similar in size to a car, the rover also has legs and wheels, and even a helicopter (called Ingenuity, which will go down in history as the first manmade object to complete a flight on another planet).

CAUSES IN ORBIT

Diana Trujillo’s determination extends far beyond space. She is devoted to causes and eager to leave her mark with the ideas she believes in. She mentors other women aiming for a career in aviation or space exploration. Her example is an inspiration to Hispanic women, who can see her breaking down gender and cultural barriers and going after her dreams. In 2021, she received one of the highest distinctions in Colombia: the title of Commander of the Order of Boyacá, awarded by the President Iván Duque.

SPACE FOR POLES

“I often dream a dream, that I’m outside of the space station and I’m trying to do something in outer space.” It has been 43 years since Mirosław Hermaszewski’s cosmic journey, but the memory of the first (and only) Polish astronaut’s historic spaceflight has stayed with him forever and is still a source of pride for an entire nation.

On 26 June 1978, Major Mirosław Hermaszewski was launched into space on the Soviet spaceship Soyuz 30 at an altitude of 363 km. During its eight days in orbit, Hermaszewski and his commander, Russian Colonel Pyotr Klimuk, performed geo-scientific research and photographed the planet from aboard the Salyut 6 space station. Right after landing in the steppes of Kazakhstan on 5 July, Mirosław Hermaszewski told a Polish radio reporter: “I am healthy, I feel good, only my feet feel a little bit soft and my head is spinning.”

Mirosław Hermaszewski, then aged 37, had been trained as part of the Soviet Union’s Interkosmos programme. Following his return, he was treated as a national hero in Poland, having been granted many state decorations, such as the Polish Order of the Grunwald

The first Pole in space took off from the Bajkonur cosmodrome, in Kazakhstan.



© Historic Collection / Alamy Stock Photo



Mirosław Hermaszewski with Russian Colonel Pyotr Klimuk, who was with him on the Soyuz 30 mission in 1978.

© Spurnik / Alamy Stock Photo

Cross (1st degree). Commemorative stamps, coins and publications were created in his honour. Although people with Polish roots have been involved in space flights, the truth is that he remains to this day the only Polish citizen to have ever orbited the earth.

A war survivor in a conflict where so many had been lost, Hermaszewski soon learned how to fly to success on the wings of boldness despite, or perhaps because of, these tragic circumstances.

After the war, in 1945, as part of the repatriation process, Mirosław Hermaszewski, his mother and six siblings went to Wołów in Lower Silesia. He grew up in extreme poverty, but persistently pursued his great passion: flying. In 1960, he completed a glider pilot course at the Aero Club in Wrocław, and in 1961, a pilot’s course in Grudziądz. Also in 1961, he joined the School of Eaglets in Dęblin. His career in the Air Force of the Polish People’s Republic began in 1974 and, the following year, Mirosław Hermaszewski took command of the 11th Fighter Aviation Regiment in Wrocław. When selected for the Interkosmos programme in 1976, he was already one of the most outstanding Polish military pilots.

Hermaszewski took his final flight in a MiG-29 in October 2005. In his 40 years of service for the Polish Air Force, he spent 2047 hours in the air. In 2009, he published his memoirs: “Ciężar Nieważkości: Opowieść pilota-kosmonauty” (The Burden of Weightlessness: The Story of a Pilot-Cosmonaut). Now aged 80, Mirosław Hermaszewski lives near Warsaw with his wife, Emilia; the couple has a son and a daughter.

Mirosław Hermaszewski was the first and, so far, only Polish cosmonaut in space.



Mirosław Hermaszewski and his commander, Russian Colonel Pyotr Klimuk, training in a space simulator.

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OUTER SPACE ON EARTH

STRONG

motivation, the ability to deal with irregular working hours, frequent travel and long periods away from home, coping under pressure. These are psychological and emotional traits required in many careers, but crucial for someone hoping to embrace life in space. The European Space Agency (ESA) adds other minimum requirements to the list: candidates must be nationals of Member States or Associate States, have at least a master's degree and three years' professional experience in natural sciences, medicine, engineering, mathematics or computer science, they must be fluent in English and conversant with other non-native languages.

After a gap of 13 years, the ESA is recruiting again, with a view to future missions to the Moon, or even to Mars, and is also keen to include more women in the team. In October 2022, dreams may come true for a select group who score highest in a gruelling sequence of technical, cognitive, motor coordination and personality tests, individual and group exercises, medical tests and interviews. There are four to six vacancies for full-time astronauts, twenty vacancies for reserve astronauts and one entirely unprecedented vacancy for an astronaut with a physical disability.

Portuguese João Lousada, who can claim to have gone to Mars without leaving Earth, is one of the candidates. He is a flight director at the International Space Station (ISS), analogue astronaut and commander of analogue missions to Mars for the Austrian Space Forum. In other words, he takes part in missions that simulate living conditions on the red planet and that are used to prepare for future expeditions. This entails spending weeks in isolation, under the weight of a 50-kilogramme spacesuit and in hostile environments. All this serves to test technologies and equipment and to identify all the possible problems in order to anticipate difficulties and challenges that may arise.

He was born in Lisbon, but it was the starry sky during summer holidays in Bouçã, his grandparents' village in northern Portugal, that attracted him to space. He completed a master's degree in Aerospace Engineering at Instituto Superior Técnico, and started working as a volunteer for the Austrian Space Forum in 2015.



© OeWF (Bertan Voggenreder)

ESA Astronaut Selection 2021-2022 keeps the dream of going to Mars alive for João Lousada.

That year, he was one of five analogue astronauts selected out of a hundred applicants, in a process involving more than 600 individual tests. João Lousada's first job as an aerospace engineer was in building weather satellites for a German company. He soon moved to the International Space Station, where he started working as a systems controller for the Columbus Module: he operated thermal controls and functions in the life support and electrical systems from the base in Munich.

In 2019, he was appointed head flight controller at the German Space Operations Centre. At the age of 32, he took on the job of managing the work of astronauts 400 km above the surface of the earth, coordinating the teams responsible for planning the missions, for the location of equipment and for communication with the astronauts on board. In short, he is in charge of their safety.

As an analogue astronaut (taking part in missions on earth that simulate the environment on other planets), he has joined missions on Austrian glaciers, in the Oman desert (on the Arabian Peninsula) and in Israel.

João Lousada likes to say that "the astronauts at the ISS are our hands in space". Now it's his turn to be those hands: "I'm ready and I believe I have a good chance". Parachuting and diving qualifications are points in his favour. His goal is to make his dream of being a space explorer come true, and to find the answers to questions such as whether we are alone in the universe or whether there has been life on other planets.

João Lousada is a flight director at the International Space Station (ISS) and an analogue astronaut, taking part in missions that simulate living conditions on the red planet.

João Lousada from Portugal joined the AMADEE-18 expedition in the Oman desert on the Arabian Peninsula as an analogue astronaut.



© OeWF (Bertan Voggenreder)

SUSTAINABLE FOOD SYSTEMS

FEEDING OUR WILLPOWER

Keeping our food choices “business as usual” is simply not sustainable in the future. In light of the obvious need to change the way we produce and consume and of the European Union’s ambition reflected in its 2030 Agenda, the Jerónimo Martins Group is strongly committed to doing its part of making food available in better ways.



© Jerónimo Héitor Coelho

The Jerónimo Martins Group is investing in the production of organic seedless grapes in the Alentejo region, southern Portugal. The first harvests are expected to take place in 2024.

THERE IS A BETTER WAY

ATTEMPTS

to define an ideal food system may differ in scale, time and context. However, there is a broad scientific consensus on an alarming central understanding: the current system is not sustainable. Balancing food security and nutrition for all while ensuring the economic, social and environmental basis for future generations is an outcome difficult to achieve. It implies decreasing the burden on biodiversity, soils, water and air, reducing food loss and waste and promoting healthier and less resource-intensive diets, among other challenges. It's like a utopian challenge. But it's much more than that: it's a race against time the European Union is eager to win.

Although the EU food system, through the Common Agricultural Policy (CAP) and the Common Fisheries Policy (CFP), has been successful in achieving its past objectives, food production is still a resource-intensive activity that tends to cause the loss of biodiversity and contributes to climate change. It is responsible for 21 to 37% of global greenhouse gas emissions. At the same time, access to safe and nutritious food is still problematic for parts of the population. Often related to unhealthy food offering, obesity and diabetes are major public health issues with a huge socioeconomic impact. Meanwhile, most farming and fishing communities struggle to earn a living.

Placing sustainability at the centre of the change means looking at food more as a common goal than just a consumer good.

THE EXPERT GROUP'S RECOMMENDATIONS

As food has immense cultural importance and meaning, the transition to a sustainable food system is, at many levels, a social process. However, previous scientific advice on how to achieve a sustainable food system has focused more on natural systems than on social, economic, political and behavioural spheres. Completed in March 2020, the European Commission's reflection paper "Towards a Sustainable Europe by 2030" closes the gap in earlier work with a more holistic perspective. Drawn up by the EC's seven Chief Scientific Advisors, the document addresses the question: What workable paths are there to deliver an inclusive, fair and timely transition to a sustainable EU food system?

The group's opening reflection is that the current system is aligned to maximising food production while minimising costs and that food should be looked at more as a common good than as a consumer good. This paves the way for the first recommendation: instead of dealing with the different EU policy departments individually, the European Commission should adopt a fully integrated approach.

Changes in a given system impact others positively or negatively. Reducing meat consumption and increasing the consumption of plant-based food would significantly reduce environmental impacts and are commonly associated with health benefits. However, on the other hand, a radical change in consumer behaviour or a legal decree could affect traditional rural landscapes, as well as cultural and social traditions.

Among the recommendations for an integrated perspective, in the chapter dedicated to learning-focused policy approaches and governance structures, the paper also suggests some initiatives that can be considered as "pilot programmes", like a national "fat tax" placed on fast food or local schemes to redistribute surplus food. Binding policy measures, such as regulation and fiscal measures, tend to be the most effective in achieving change towards food sustainability. According to the authors, this could be done through fees or taxes, or even making non-essential and unhealthy foodstuffs more expensive at producer or supplier level.

 **PACKAGED PRODUCTS**
(processed food and beverages) account for approximately **HALF** of all consumer spending in the West

1/3  **of food produced for human consumption is LOST OR WASTED**

UP TO 70%  **OF EU FOOD IMPORTS** come from developing countries that will be particularly vulnerable to **CLIMATE CHANGE**

10 BILLION  **PEOPLE** on the planet by 2100

FOOD PRODUCTION is responsible for **21% - 37%**  **of greenhouse gas emissions**

A WILL BEYOND THE DEAL

LAUNCHED

in May 2020, the “Farm to Fork” Strategy is a key factor in the European Union’s aim to achieve a fair, healthy and environmentally friendly food system and is a cornerstone of the European Green Deal.

One of the first achievements of this strategy was the EU Code of Conduct on Responsible Food Business and Marketing Practices, of which the Jerónimo Martins Group was one of the initial 65 signatories (amongst other European food producers, retailers and associations); indeed Jerónimo Martins was the only signatory from the retail business side in Portugal. In the document presented at the United Nations Food Systems Pre-Summit in July 2021, which was held at the headquarters of the UN’s Food and Agriculture Organisation (FAO) in Rome, Jerónimo Martins introduced an action plan based on four strategic commitments that were specific to its companies operating in Europe and which were already underway at the time: The Promotion of Health through Food, Combating Plastic Pollution, Tackling the Issue of Food Waste and Promoting Animal Welfare.

Truth be told, the strategy that gave rise to this initiative is not in itself something new for the Jerónimo Martins Group and has merely speeded up work that was begun on the ground a long time ago:

“I would say that it’s more of an acceleration of things we’d already been doing”, said António Serrano, CEO of Jerónimo Martins Agro-Alimentar. “Regardless of the agenda, we had already adopted a number of good practices in relation to soil use, the protection of biodiversity, water use, consolidation in terms of organic soil use and animal welfare, where we have been working on certification.” As António Serrano explained, “we already had certification for responsible use of antibiotics, which no one else in Portugal has – and now we have further certification, for antibiotic-free production, but the criteria for this are more challenging. Going beyond what is strictly necessary is something that we’re committed to”. In practice, this means that two distribution circuits need to be set up: one for animals that have never been given any antibiotics at all and one for animals that no traces of antibiotics are to be found in because “when they leave the farm, the time window for the antibiotics to have left the animal’s body to have left the body has already ended”. This way, consumers can feel confident about what they’re eating.

What is absolutely new and highly challenging for Jerónimo Martins Agro-Alimentar is the company’s entry into the organic farming business itself; the “Farm to Fork” Strategy has set

a target of 25% of farmland devoted to organic farming by 2030. “Based on what we know today, we expect productivity decreases of 20 to 30% per hectare. It is a challenge for humanity because by 2050, when we expect more than 9 billion people to be living on the planet, food production will have to be increased by 70%.” The CEO believes that technological innovation will play a decisive role in designing a “system that makes it possible to increase productivity while at the same time reducing the cost curve in order to make prices competitive for consumers”, as well as expanding consumption of what, for now, is a niche offering.

The present obliges us to “seek out what is feasible and competitive. There is competitiveness in Portugal, for example, in terms of olive groves, eggs, chicken, fruit and vegetables, local fruit. The commitment to the organic segment is “a brutal learning process” that “requires a lot of time and money. Of course, Jerónimo Martins is able to do this work and those of us at the forefront will also reap the benefits. But, on the other hand, there are also the learning costs. Those who arrive on the scene in 10 years’ time will be able to benefit from the path carved out by the pioneers. And we feel obliged to be pioneers.”

António Serrano, CEO of Jerónimo Martins Agro-Alimentar in Monte de Trigo, Alentejo, at one of the three Best Farmer’s facilities located in Portugal.



© Mamed Lino

TO BIO OR NOT TO BIO?

What makes an organic product different? First of all, the land has to be prepared without using non-organic fertilisers or pesticides and must undergo a forced rest period of a minimum of three years so that the soil can adapt and regenerate. This means that fighting pests with aggressive chemicals is out of the question. The solution is essentially “biological control”, led first and foremost by animals such as bees and bats, where “the good species eliminate the bad ones”. Considering the speed at which invasive species can cause disease and destruction, “you have to act quickly; otherwise, the yield could be zero.” Once again, technology may prove to be an all-important ally in discovering quicker and more effective means of combat.



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PIONEERING THE ORGANIC ORANGE

The orange is one of the most popular fruits worldwide. The climate in Southern Portugal is ideal for orange cultivation, particularly in the Algarve region. But “in the Alentejo region, we found there was also the possibility of growing oranges in areas with microclimates and we challenged a producer who had some 300 hectares available to carry out a project with a difference: a partnership that produces 130 tonnes of organic oranges.” It was an unprecedented project amongst EU Member States, given that there had been “no experience in producing organic oranges.” By June 2022, the Jerónimo Martins Group plans to plant 65,000 orange trees in Portugal, using technology and water monitoring systems that will ensure the right distribution of nutrients for each tree. The harvest will be around 5,000 tonnes a year.



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SEEDLESS GRAPES ORGANIC

Another project already announced by the Group is for the organic production of seedless grapes, in the Alentejo region. This is a partnership with the Vale da Rosa company, in which Jerónimo Martins Agro-Alimentar has an 80% stake. The total investment is seven million euros, with the first harvests expected in 2024.



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ORGANIC LAMB THAT WON’T GET LOST

Organic lamb production is the second Jerónimo Martins’ line of investment in the meat sector and is likewise being carried out with a local partner. The project started in Fundão (inland Portugal) in March 2021.

ANIMAL WELFARE @Jerónimo Martins

Set up by 200 of the best Portuguese producers, working in close partnership with the Group, national Pingo Doce Angus beef is the first in Portugal to receive animal welfare certification from AENOR, according to the Welfair™ protocol. This certification reflects the respect with which the animals are treated.

LESS BUT BETTER

*Eat beef and still care for the environment?
Yes, it is possible. Using state-of-the-art
technology, Jerónimo Martins Agro-Alimentar
is investing in the production of Angus beef
with a much lower carbon footprint.*



© Bloomberg / Getty Images

WHO IS HAVING THE BIGGER BITE?

The global consumption of beef in 2021 is now more than 60 million tonnes, largely due to the ongoing westernisation of consumer patterns in Eastern Asian nations. China is the second largest consumer in the world and the country that has most contributed to growth in that figure – in the Chinese market alone, consumption has risen by 40% over the last four years.

Responding to this growing demand becomes a challenge of near Dantean proportions, given that mass beef production has a significant impact on the environment, both directly and indirectly.

The international meat market is one of the main driving forces behind deforestation in the tropics, particularly in Africa and South America. Each year, thousands of hectares in the Amazon rainforest are converted into livestock pasture. At the turn of the 21st century, it was estimated that 65% to 70% of all deforestation in Brazil was caused by the beef industry. In Europe, the story is different. Whilst there is no deforestation for beef production, environmental concerns do remain. To begin with, the release of greenhouse gases involved in meat production – such as methane and nitrous oxide. Likewise, the need for high levels of water and progressive soil degradation seem to be unavoidable consequences.

With the Green Beef project, the Jerónimo Martins Group aims to raise cattle with much lower emission rates.

However, beyond all preconceived ideas in this regard, there are different forms of producing beef, which may include a combination of variables that are very different from each other, such as care with beef production, care with nutrition and care with animal welfare. This is the only way to ensure that red meat, in moderate quantities, can continue to be a part of our diets with much less harm done to the environment.

THE WAY TO “MEAT” A GOAL

In Portugal, beef accounts for roughly 17.5% of annual meat consumption per capita, but the country only produces 50.5% of what it consumes. This fact poses a double challenge: reducing dependency on outside sources while at the same time guaranteeing better environmental performance than the countries from which Portugal currently imports. In line with the Paris Agreement, the Roadmap for Carbon Neutrality 2050 defines practices aimed at mitigating the pollutant gases generated by cattle and commits to reducing the national cattle headcount (which is currently 1.3 million head) by 20% to 30%. This is regarded as the most achievable path towards a positive balance for the environment.

The question thus is no longer “Do we have to eat less beef?” and becomes “Can we eat less but better beef? Can beef production be made sustainable? Can we reduce the environmental impacts of beef production by making better use of nature?” The Jerónimo Martins Group is committed to showing that the answer to these questions is yes. Jerónimo Martins Agro-Alimentar, working closely with Terraprima, is planning to research and develop an Angus beef production model with a low carbon footprint on a farm located in the Covilhã region in central Portugal. The project will incorporate much of the expertise and best practices in animal welfare and the circular economy gained and in use at Herdade da Pecena (a farm in the south of Portugal), where the integrated beef and milk production unit belonging to Best Farmer, a subsidiary of Jerónimo Martins Agro-Alimentar, is located.

Supported by state-of-the-art technology, it is joined on this mission by Terraprima, a company that is a spin-off of Técnico (the School of Architecture, Engineering, Science and Technology of the University of Lisbon) and is devoted to the design and implementation of integrated systems to compensate for the environmental impacts of human activities, as well as the Faculdade de Medicina Veterinária (School of Veterinary Medicine) and the Instituto Superior de Agronomia (School of Agriculture) of the University of Lisbon.



© Jerónimo Héitor Coelho

CARBON FOOTPRINT CALCULATION

@Jerónimo Martins

Terraprima calculated the carbon footprint at Herdade da Pecena using a scenario for 2023. The study concluded that production of Angus beef (16 kg CO₂e/kg of live weight) and cow's milk (1.01 kg CO₂e/L of milk) is close to the lower limit of the range of international reference values. This performance is precisely due to the use of food industry subproducts and corn silage in animal feed.

A UNIQUE SYSTEM

In order to ensure that the strategy is successful, and that it will be applied in the future, there are two fundamentally important factors: capturing carbon at the pasture level and reducing methane emissions at the fattening units. It all begins with feed management, which has since been optimised at Herdade da Pecena, thanks to the use of corn silage and subproducts from the food industry, such as tomato pomace and non-calibrated foods (as opposed to the conventional fattening system essentially based on compound foods and hay). The Terraprima Director revealed that experiments will be carried out using "new types of additives - oils from various origins, in particular from red algae of the *Asparagopsis* genus. Adding these to animal feed makes a reduction of methane emissions possible." Tiago Domingos went on to explain that "another thing that reduces emissions is if the animals have good quality pastures to eat from, and this opens up an important topic, that of Sown Biodiverse Pastures which are rich in legumes (of which the most symbolic is clover). These are very nutritional plants that are rich in protein and easy to digest."

A Portuguese innovation from the 1970s, Sown Biodiverse Pastures differ from conventional pastures by using the diversity and functional complementarity of plant species to increase plant production. "So, we have more vegetation above ground but also more roots belowground. What is above ground is eaten by the animals, while, belowground, the roots die and then become organic matter, 58% of which is carbon. This means that we are capturing the carbon and thus making a contribution to reducing the effects of climate change." At the same time, the organic matter makes the soil more porous, meaning that it can store more water, thus creating a sponge effect: "The water that falls as rain in winter is retained by the soil, instead of just running off and causing flooding. So, when there is a lack of water, the pastures already have more water stored; this means that we're also adapting to climate change." When the soil is improved, this also improves the health of the trees in the *montado*, which is a forest/grazing ecosystem typical of the Iberian Peninsula and contains cork and holm oaks. Furthermore, grazing "makes it possible to keep the number of shrubs and bushes (broom, rock roses) low, thus reducing the risk of fire."

Tiago Domingos does not doubt that "it is possible to create beef with much lower emission rates than at present; the most desirable scenario would be to have the carbon footprint at the same level as for other animal protein sources that are considered more favourable (pork and poultry), or even reach the levels of plant proteins, such as peas and beans." At the Herdade da Pecena farm, this is tested by measuring the emissions of the young bulls at the fattening unit and also in the pasture (unprecedented in Portugal): "The machine gives the cow a treat and then captures the air breathed out by the cow and sends it to a measuring device. The animal has to go to the machine several times over the course of a day for us to have results." For the Director at Terraprima, this system is "unique in the world": Optimising the entire process, from calf to the fattening stage, covering a complete lifecycle and combining it with Sown Biodiverse Pastures and Agriculture 4.0 approaches (which comprises constant monitoring, sensors, GPS trackers on the animals, satellite and drone images) delivers a complete package."



The latest tracking technology will allow for the optimisation of the production processes, ensuring maximum efficiency and lower environmental impacts.

© Jerónimo Héitor Cordeiro

a lean cut ON BEEF

Beef production on a global scale can have a significant impact on the environment. But technological progress and smart farming practices are the keys to overcoming this problem. Here is a snapshot of what can be done to produce red meat in a greener way.

5.



BEST CASE SCENARIO GREEN BEEF

Angus beef with a low carbon footprint: that is the goal. In the most desirable scenario, it will be possible to produce beef with emissions analogous to other sources of animal (pork, poultry) or even vegetable (peas, chickpeas, etc.) protein.

DISRUPTIVE INNOVATION

ADDITIVES

With the use of feed additives from new sources, such as red algae of the *Asparagopsis* species, cows will further reduce their methane emissions.

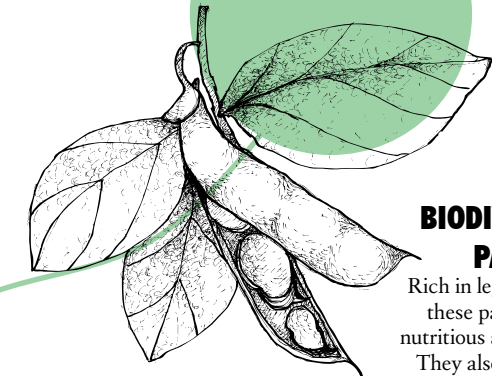


AGRICULTURE 4.0

Technological innovations are also great tools for calculating the carbon footprint and optimising management. GPS collars, satellite images or drones are just a few examples.

A LAND OF OPPORTUNITIES

Besides changing the way cows are eating, Jerónimo Martins' agribusiness sector is also investing in creating its own environmentally-friendly ecosystem for feeding cows.



BIODIVERSE SOWN PASTURES

Rich in legumes (e.g. clover), these pastures are highly nutritious and easily digestible. They also perform a role in ensuring carbon sequestration.

FOOD IS KEY

Direct changes in the feeding techniques.

2.

MAIZE SILAGE

Grown on the farm. Optimal digestibility index, hence reduced methane emissions.



FOOD BY-PRODUCTS

Tomato pomace and non-calibrated vegetables (sweet potato, carrot) are incorporated into animal feed, allowing for higher digestibility and less emissions associated to feed production.

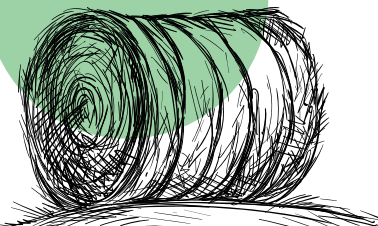
ORGANIC FERTILISER

Manure used to fertilise the land where corn silage is produced.

WORST CASE SCENARIO

CONVENTIONAL FEEDING

Animal feed ingredients such as corn and soybeans have high environmental impact.



DEFORESTATION

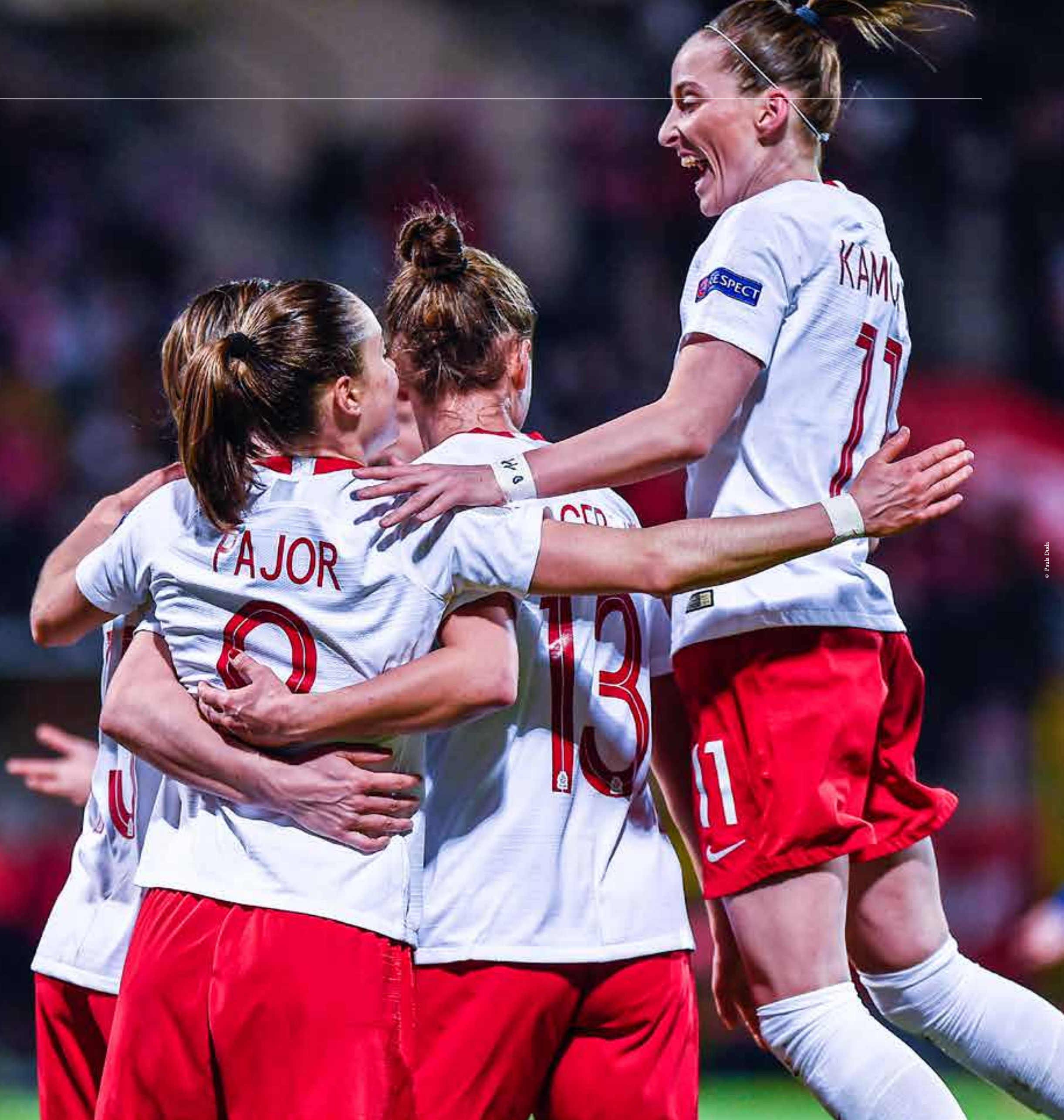
Destruction of natural habitats for creating new breeding areas is also a harsh reality, particularly in South America.

1.

BOX TO BOX

OPPORTUNITIES

Women's football in Poland is beginning to benefit from the investment by big clubs and trustworthy partners. Mentalities might be changing, but this sport is still facing numerous paradoxes.



EQUAL KICKOFF RULES



© Paweł Duda

JUNE

2021, Lublin Province. Women from “Stella” Kraśnik FC are playing the last game of the league season against LKS Wierchowiska. The owner of the venue, the Municipal Centre of Sport and Leisure in Kraśnik, has given its permission for the match to be played at the municipal stadium. However, the match is interrupted at one point as the manager (and member of the board) of the Stal Krasnik men’s team enters the pitch.

He interrupted the game claiming that the women’s match was ruining the grass surface before Stal’s league match later that day. He ignored the polite requests from the players and the representatives of Kraśnik FC and refused to leave the pitch.

Someone called the police – according to a local website. Stal’s manager was shown the document confirming that “Stella” had booked the pitch until 3 pm. He admitted that the game was being played legally, but refused to step off the pitch. The players were forced to move on to a side pitch to finish the game.

The story clearly shows that the situation of women’s football in Poland is far from easy. On the other hand, the actions of Stal Kraśnik’s manager triggered a reaction from the satirical web page AszDziennik. They organised a very successful fundraiser to sponsor new sports equipment for the fourth league female players. The target was set at 5,000 zlotys; internet users donated three times more.

“I’ve often heard that women players don’t show passion, determination or dedication. Women’s football is not lacking in this department – we truly give the game our all.”

“I remember that story. Personally, I haven’t experienced such blatant discrimination, or at least not for a long time,” said Jolanta Siwińska from the Polish national football team.

Like most female players, Siwińska’s adventures with football started on boys’ teams. “The worst part was having to share the changing room with them,” she laughed. Years later, this is happening less and less as the number of women’s football clubs continues to grow. The men’s football extra class teams are also setting the example by creating female sections. Only recently, major clubs such as Lech Poznań, Legia Warszawa, Wisła Kraków, Raków Częstochowa and Wisła Płock have followed this new trend. And Śląsk Wrocław already has a women’s extraleague team – a year ago it took over one of the most titled clubs in the history of Polish women’s football, AZS Wrocław. “Prestige clubs want to have women’s sections. Even small towns now have girls’ teams. Starting a career in women’s football is now significantly easier;” according to Jolanta Siwińska.

Siwińska, who played in the German Bundesliga before returning to the main Polish league, shares an optimistic view on female football: “It seems to me that the atmosphere during women’s matches is friendlier, more convivial. We still get an odd supporter who will offer, half-jokingly, to come to the match on the condition that there will be shirt swapping after the final whistle. But generally, our games are seen as something positive: this may be a reaction to the sense of excess in literally all aspects of men’s football. I’ve often heard that women players don’t show passion, determination or dedication. Women’s football is not lacking in this department – we truly give the game our all.”



© GRS Gromnik Łęzyna

Jolanta Siwińska, from the Polish national football team, has an optimistic view on female football.

DIET TO FUEL SUCCESS



© Lukasz Grochala | PZPN

INTERVIEW WITH SYLWIA MAKSYM NUTRITIONIST FOR THE POLISH NATIONAL WOMEN'S FOOTBALL TEAM

HOW MUCH DOES A PROPER DIET AFFECT AN ATHLETE'S FORM? IS IT REALLY CRITICAL?

Nutrition is extremely important. A proper diet and a good training regime are crucial factors in shaping sports results. I always begin my work with an athlete by asking how many times a day he or she trains. They usually say that they train two, sometimes three times a day, depending on the sport. I then ask if they give their absolute best when training, and they always say they do. I ask if the same applies to their diet. That is when they begin to wonder: do I give it the attention it needs? This leads to self-reflection. However, I am very lucky to work with very experienced sportspeople who reply that they give their absolute best in every aspect, including nutrition. This is vital because the right nutrition is not just about general health. The proper diet aids full post-training regeneration. And in sports, no progress can be achieved without regeneration.

WHAT ARE THE KEY INGREDIENTS IN AN ATHLETE'S DIET?

We often wonder: a diet for a sportsperson? What should I go for? What supplements should I buy? But when it comes to an athlete's diet, it's back to the basics.

IT WILL PROBABLY BE VERY EXPENSIVE. AFTER ALL, "YOU CAN'T JUST BUY IT IN YOUR LOCAL STORE".

Actually, you can. All the ingredients can be bought in your local store. The most important rule is to concentrate on the main nutrients: proteins and carbohydrates, but also fats. Fats are really important because they support our nervous system and biological renewal. Each portion should contain 20 to 40 grams of protein. The amount of carbohydrates needs to be adjusted to the intensity of training. We also need to look after our hormonal system. Once we have taken care of the basics, we can think about general health and working on our sports abilities. Anything else is "gravy". This is where supplementation comes in, for example Vitamin D3, although this is crucial for everyone, not just sportspeople. As a



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Maciej Łukowski, member of the management board of Biedronka (on the left) and Maciej Sawicki, secretary general of the Polish Football Association (on the right) at the signing of the agreement that places Biedronka as the official fruit and vegetables supplier of the national teams.



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nation, we simply love supplements, but it's important to remember that each supplement needs to be carefully matched to our lifestyle and needs. What matters most is that we focus on eating unprocessed foods, fruit, vegetables, legumes, nuts and cereals.

HOW DIFFERENT ARE THE NUTRITIONAL NEEDS OF SPORTSMEN COMPARED WITH SPORTSWOMEN?

Naturally, their calorie needs are different, but even this is not clear-cut. Sometimes women can have similar calorie requirements to men. Female football players are a good example – sometimes they need as much as 3000 kcal a day. It will depend on their position on the football field, the intensity of training, their height and body mass. We women, should not be worried about consuming too many calories because this is a matter of individual needs. How different is the diet? Women simply tend to prefer sweet foods. After a match they will often choose sweet dumplings or a chocolate brownie, whereas men will have a steak or pizza. But diet doesn't depend on our sex – these are all stereotypes which don't need to be followed.

YOU ARE KNOWN FOR PROMOTING "PLANT-BASED FUEL". CAN A PROFESSIONAL SPORTSPERSON GO COMPLETELY VEGAN?

Most definitely, but providing properly balanced meals at training camps may prove to be a challenge. Everything will depend on the preparation. If I, the national team's nutritionist, can work with the chef, we can come up with a balanced diet. If a team doesn't have a nutritionist and a sportsperson requests a vegan dish, they tend to be served fried cheese. When they say that they don't eat meat, they'll get fish. This can prove difficult and frustrating.

IS IT IMPORTANT TO PROVIDE FRUIT AND VEGETABLES AT TRAINING CAMPS?

Definitely. During the recent training camp in Gdansk, we received a huge delivery from Biedronka. What really put a smile on my face was the amount of figs. I'm always trying to encourage players to try new flavours. A number of players asked me what they were. Everybody is familiar with dried figs but not with fresh ones, and they are a rich source of vitamins and antioxidants. Bananas really don't need to be our only option. Figs can be an excellent fruit to eat in the training season. They're also rich in fibre, although this won't be an issue in a properly composed meal, and figs are an excellent source of carbohydrates, vitamins and minerals.

POLISH FOOTBALL @Jerónimo Martins

The Jerónimo Martins Group's retail chain in Poland has been the main sponsor of the Polish national football team since 2010, which includes the women's national team and youth teams from ages 15 to 21. In 2021, Biedronka also became the official supplier of fruit and vegetables for Lewandowski, Glik and Szczególny. The orders are usually defined by the nutrition teams, in line with the inputs from the official chefs, and include over 50 different perishables from local suppliers, according to the athletes' specific needs.

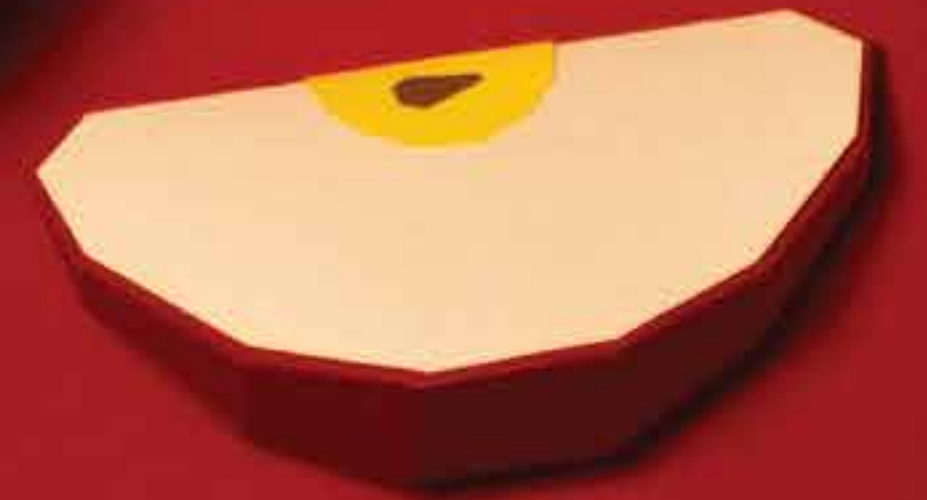


THE APPLE OF OUR EYE

To raise awareness about the role of fresh produce in human health, but also to foster sustainable and inclusive supply chains, the UN General Assembly declared 2021 as the International Year of Fruits and Vegetables. When it comes to healthy eating, worldwide consumption of roots and greens remains low. But will this change in the coming decades?



ONE MORE BITE...
Over 25% of all apples eaten worldwide come from Poland.



**ONE A DAY,
TO KEEP
THE DOCTOR
AWAY**

Apples have their own rainbow, as their varieties cover a wide range of colours: from greens and yellows, to an array of red shades. Poland is the largest producer of apples in the European Union and the third largest in the world.

Interestingly, the red apple is also the most sold fruit by our Group's stores in Colombia. Pingo Doce customers in Portugal are also familiar with specific varieties of certified apples that have Protected Geographical Indication, such as Gala, Golden or Starking.

FRUIT FOR THOUGHT

WHEN

thinking of healthy eating, fruit and vegetables should be the first food groups to come to mind. Packed with vitamins, minerals and fibre, they are important for our bodies to function, grow and regenerate.

The UN's observance is a celebration of these dietary essentials and a reminder of how important it is to harness their goodness. Fruit and vegetables should be introduced at as early as six months of age and kept as regular parts of a healthy diet throughout life. The Food and Agriculture Organisation (FAO) and the World Health Organisation (WHO) recommend that each adult eat at least 400 grams (or five portions) of fruit and vegetables daily. Despite this striking evidence, on average, people only consume about two-thirds of the recommended minimum amounts. The reasons are linked to availability, affordability and consumer choices.

In 2017, 3.9 million deaths worldwide were attributable to insufficient intake of fruit and vegetables – which contributed to the upsurge and aggravation of other diseases, such as gastrointestinal cancer (14%), ischemic heart disease (11%) and stroke (9%).

At the same time, it is estimated that more than 3 billion people in the world cannot afford a healthy diet. The relationship between regional income levels and the intake of fruit and vegetables is, however, very tenuous, as people in high income Western Europe and Northern America consume only half of the ideal amounts, while those in North Africa and the Middle East consume larger quantities.

A BITE AT THE CHERRY

In 2018, a total of 868 million tonnes of fruit and 1,089 million tonnes of vegetables was produced, as stated by the FAO. The main fruits were banana, citrus (orange, tangerine, mandarin, etc.), melon and apple. Among the main vegetables were tomato, various alliums (onion, garlic, shallot, leek) and brassicas (cabbage, cauliflower, broccoli).

East Asia was by far the world's main producing region of both fruit and vegetables, followed by South Asia. In contrast, Northern and Western Europe produce relatively little, having to import much of what they consume.

People in Central Asia, North Africa and the Middle East consume slightly more than the recommended minimum, while those in sub-Saharan Africa and Oceania consume only about one-third of this.

Among the EU Member States, daily intake of fruit was most prevalent in Italy (85% of the population) and in Portugal (81%). When it comes to vegetable consumption in the Member States, Ireland and Belgium had the highest proportion of people who ate vegetables at least once a day (both 84%).

An analysis of fruit consumption per capita in Portugal, Poland, and Colombia puts the latter in first place, with 178.17 kg consumed per year. It is followed by Portugal, with 135.62 kg. Finally comes Poland, with 55.01 kg, less than half of what is consumed by the other two countries where the Group is present. When it comes to vegetables, Portugal leads (152.78 kg), followed by Poland (125.56 kg). Colombia comes third, with 48.73 kg.



TOP
BANANA

ONE MORE BITE...

Bananas weren't introduced to the Americas until the 16th century, when Portuguese sailors brought them from Africa.

Native to Southeast Asia and grown in many of the warmer areas of the world, bananas are the most popular fruit worldwide, being a good source of several vitamins and minerals, especially potassium.

It is the queen of sales in the countries where the Jerónimo Martins Group operates, except in the country where it is produced: Colombia. Most of its production goes to export.



ORANGE COUNTY

Genetic evidence indicates that the mandarin is one of the oldest species of citrus fruits, originating in Asiatic regions, and is also the ancestor of the orange.

Polish consumers are fascinated by the citrus fruits that come from southern Europe, such as lemons, oranges and mandarins. All three are present in the top five fruits sold by Biedronka, the Group's food retail chain in the country. Oranges are also in third place of Pingo Doce customers' fruit preferences in Portugal, beaten only by bananas and strawberries.

ONE MORE BITE...

There are up to 200 varieties and hybrids of citrus fruits around the world, including tangerines and clementines.



WHEN LIFES GIVES YOU A BASKET...

An important reason behind global low intake of fruit and vegetables is availability. In 2017, world production reached 390 g per person per day. However, this includes non-edible portions, and loss and waste. In developing countries, up to 50% of fruits and vegetables are lost in the supply chain between harvest and consumption, mostly due to the lack of refrigeration and transport facilities, warehouses and retail outlets, causing a reduction in the shelf life, particularly when it comes to perishable items. Considering that it can take up to 50 litres of water to produce an orange, losses of fruit and vegetables represent a waste of what is already a scarce resource.

Food waste also results from stringent commercial quality standards at the retail stage that emphasise aesthetic appeal. The so-called "ugly fruit" is rejected even though it is perfectly fit for consumption from a nutritional and safety point of view.

Food is cultural: what people cook and eat in part determines their identity. Tastes are influenced by the culture they are brought up in. But cultures and, consequently, diets do change. Urban lifestyles are linked to a greater demand for convenience, sometimes resulting in an increased intake of sugar, oils, animal products and highly processed foods, to the detriment of fresh fruit and vegetables. This change is known as the "global nutrition transition", whose negative effects began to be recognised in the early 1990s, primarily in low and middle income segments, but only became clearly recognised as diabetes, hypertension and obesity began to dominate the globe.

According to the latest Global Nutrition Report, one in three people globally are overweight or obese and at least 2.8 million people die each year due to being overweight or obese. The global medical costs of treating the consequences of this are expected to rise to 1.2 trillion euros annually by 2025.

Changing tastes and trends, lengthy and laborious processing, higher prices fetched by other crops or lack of production resources: whatever the reason, over time farmers stopped planting certain crops. This has been eroding the traditional knowledge of them and these forgotten fruits and vegetables, often uniquely

Well known for its high nutritional value, borojón is a tropical fruit mainly grown in the Pacific region of Colombia.



adapted to their local environments, could play an important role in supporting diverse and nutritious diets.

This is basically the case of breadfruit, whose white flesh has a bread-like texture and a chestnut-like flavour. Originating in Oceania, it contains high levels of starch that can replace wheat flour. Another example is borojón, native to the northwest of Colombia in the Chocó Department.

Considered sacred among the indigenous Embera people, the fruit is best known for

its energetic properties and also believed to be a natural aphrodisiac: its pulp is made into a famous drink known as *jugo del amor* or "juice of love". While the fresh fruits are primarily consumed locally, the pulp is processed into frozen purees and powders are shipped worldwide. In Poland, rutabaga is the forgotten vegetable that remains hardest to find. "Brukiew" for the middle class and "karpień" among peasants, it was once a staple of many working class diets. Nowadays, rutabaga is included in regional specialties like Kashubian soups or goose with marjoram.

FIGHTING FOOD WASTE

@Jerónimo Martins

The Jerónimo Martins Group has been incorporating uncalibrated fruit and vegetables into the supply chain. "Ugly" vegetables are used in the soups made in Portugal and Poland or processed into ready-to-eat or ready-to-cook food solutions. Additionally, the Jerónimo Martins' Agri-business Company incorporates these fruits and vegetables into cattle feed. Between 2015 and 2020, over 100.000 tonnes of ugly fruit and vegetables were integrated into Jerónimo Martins' supply chain.



Despite botanically being a fruit, the tomato is generally eaten and prepared like a vegetable. The first tomatoes in Europe may originally have been yellow. They were first referred to in writing as *pomodoro* (the Italian word for tomato), meaning “golden apple”.

Tomatoes are the number one selling vegetable in Ara, the Group's food retail chain in Colombia. In Poland, the Malinowy (or raspberry tomato) is an heirloom variety consumed in large quantities for its distinctive flavour and exceptional aroma.



AS RED AS A TOMATO

ONE MORE BITE...

Biedronka is now responsible for over 25% of the total national distribution of raspberry tomatoes, the equivalent of over 6,000 tonnes in 2020.

THE GREEN



Although botanically classified as a fruit, the zucchini is a variety of summer squash widely referred to as a vegetable. Its name comes from *zucca*, the Italian word for squash. Also known as courgette, this culinary chameleon is a best seller in Pingo Doce stores, ranking 1st in the vegetable top 5. After all, the courgette is a must-have in any soup base made in Portuguese homes.

ONE MORE BITE...

As members of the Cucurbitaceae family, the zucchini and the watermelon are closely related.

SQUASH



FREEDOM

A MATTER OF MUSCLE



The average person makes an eye-popping number of 35,000 choices per day. Apparently, we are free to decide between one action or another, but is this really so? Colombian philosopher and professor Juan Pablo Hernández discusses the idea of freedom, starting with our fundamental decision-making organ: the brain.

LET

me start with a confession. If I eat only a small lunch or a very late lunch, in other words, if my usual lunch routine is sufficiently disrupted, I become a rather disagreeable person, normally for the rest of the day, no matter what else happens to make up for it. On these days, it's best to avoid me and not to rely on me for difficult decisions. On more than one occasion I have replied rudely to the most well-meaning enquiries from my partner, I have unfairly lost my patience with colleagues and people in the street, and I have taken decisions that I am bound to regret.

This is a trivial and perfectly commonplace example (I am sure readers will find similar examples in their own lives) of how certain factors affect personal decisions, sometimes with unfortunate moral and practical consequences. A type of situation, a physiological state (such as hunger in my example) or an emotion leads you to do things that, in retrospect, you would have preferred not to do. In my view, this raises a number of questions: if factors as simple and ordinary as being hungry make such a change in how I decide and behave, how many other factors are affecting my decisions from day to day? And what if the influence of these other factors is so great that in the final instance they determine everything I decide, including those decisions I regard as most fundamental to my character and moral sense? In other words, am I really free to decide, or am I simply carried along by factors beyond my control that lead me to "choose" certain courses of action?

These questions have fascinated philosophers down the ages. But psychologists, sociologists, anthropologists, neuroscientists and, more recently, economists and legal scholars, have all made heated contributions to this debate. We can start with our fundamental decision-making organ: the brain. We know that brain injury can transform a person to the point of leading him or her to act in monstrous and incomprehensible ways. One of the best known cases is that of Charles Whitman who, on 1 August 1966, murdered his mother and wife (the people he loved the most, according to his own testimony), and later, on the campus of the University of Texas, shot and killed 14 others, before being brought down by the police. An autopsy revealed that he had a brain tumour which is thought to have exerted pressure on his amygdala, a section of the brain associated with anxiety and certain emotional impulses.

The autopsy had been requested by Whitman himself in a suicide note in order to have doctors investigate whether there were any biological causes for the “irrational thoughts” that had assailed him for some time and that he found almost impossible to keep at bay. Similar cases have been reported for decades. A couple of years ago, a widely reported study found connections between 17 cases of criminal acts and lesions in a single network of brain regions.

Some might say that these are extreme cases of brain injury, scientifically intriguing but unable to tell us anything about whether we are really free when we have no such damage (or believe we have none). But cases like that of Whitman show that the moral and character issues that we regard as closely connected to our sense of who we are depend to a large extent on the condition of our brain structures. Neuroethics, an interdisciplinary field of study enjoying rapid growth, has sought to shed light on this connection between the brain and our moral sensibilities and capacity. No two brains are identical and we do not choose the brain we are born with, which suggests that some people are simply luckier than others in being born with a brain that gives them advantages from the outset, such as intelligence, attention span and tenacity, empathy, etc. Of course, the brain develops and changes over our lifetime, so we should ask how far we can influence this development. By studying, forming habits, etc., we can end up better than we were and being the owners of our actions. Let's see to what extent this is so.

We all accept that our environment and experiences in childhood and adolescence have a huge influence on who we are. Science has been studying this relationship for many decades, especially with regard to criminal behaviour. It has been possible to identify strong connections between criminal behaviour in adulthood and various environmental factors during childhood and adolescence, such as poverty, quality of care, level of education and the existence of traumatic experiences, among other things. Links have also been found between antisocial behaviour and psychological and cognitive conditions, such as level of intelligence, and developmental conditions, such as attention difficulties and impulsivity. None of these factors determines that someone will end up committing crimes, but each one of them, and the combination of several, increases the likelihood that this will happen. In short, it is clear that biological, biographical and sociocultural factors have a considerable influence on who we are. So let's get back to our question about how far we control what type of person we become and how much influence we have over the development of our brain. It is clear, I believe, that in reality we do not have a great deal of control over these biological and sociocultural factors that make us who we are. Likewise, it is a matter of luck whether we are born with a brain that gives us individual advantages or disadvantages, as well as the family and sociocultural milieu we are born into, the care we receive as children, the educational opportunities we have and, in general, the environment we grow up in.

Several of the points we have just seen are related to an argument propounded by philosopher Galen Strawson several decades ago to demonstrate that we are neither free nor responsible for our actions. The argument goes more or less like this: to be truly free, our actions must be chosen freely by ourselves. But our actions are the product of who we are, of our underlying disposition, that is to say, of our abilities and our character. So in order to act freely we should have been able to choose freely who, or the way, we are. Strawson believes it is not possible to do this. Not truly. Without doubt, the decisions we take over the course of life gradually shape us, moulding our character and probably developing or impairing our abilities. The problem is that the decisions that define who we are now are the fruit of who we were before, when we took those decisions. So the problem repeats itself: in order to be free then, we should have been able to decide who we were. At no point can we choose the way we are out of nowhere, that is to say, without already having a previous way of being. From our earliest decisions, our character and abilities were conditioned by factors we did not choose.

I have so far been talking about who or the way we are, and how what we do appears not to derive in the last instance from ourselves but from something prior to us, from the factors that shaped us and that we could not control. But the question of whether we are really free does not end here. It appears that not only are we not responsible for the way we are, but also that on many occasions the way we are is not even the crucial factor in

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Are we really free to decide, or are we carried along by factors that lead us to “choose”?

our decisions. Social psychology and behavioural economics have gathered a lot of evidence that shows us to be highly susceptible to irrelevant circumstantial factors in our decision-making and that we are not even aware of this. In other words, in many contexts we believe we are choosing something freely but in reality our decision was influenced by factors such as the way the alternatives were presented to us, the last information we received even if it had nothing to do with the decision we are taking, or stereotypes that we consciously know to be erroneous. The list of factors that can influence our decisions unconsciously and the list of errors they can lead us into (what is called cognitive bias) is long and continues to grow (look up the catalogue of cognitive biases online to get an idea of how long). These factors are not even a part of the way we are and are purely circumstantial, and yet their influence can be very significant: from making us waste more time than might be desirable looking at social media posts, or getting us to slip the chocolate we see at the checkout into our shopping trolley, to leading us to vote for a given presidential candidate (the most talked about instance of this was Donald Trump's first presidential campaign and the Cambridge Analytica scandal). These research efforts are ongoing and shed new light every day on how we can be influenced without noticing it.

This and a lot of other scientific progress paints a picture that certain philosophers have called shrinking agency. Day by day the evidence piles up to show that the scope of our freedom and autonomy is much narrower than we believed (the evidence seems to be shrinking this space).

All this makes me think that the belief that we are free and responsible for what we do in a fundamental and ultimate sense is, to say the least, vastly exaggerated. When we say that someone acted wrongly but could have taken another course of action, we are supposing that whatever brain, biographical and environmental factors were at work, that person could have overcome them and decided otherwise. We have thought of our freedom as a sort of decision-making muscle able to surmount any influence as long as we try hard enough. Any wrong decision is seen as avoidable if we had “tried harder”, in other words, if we had thought more carefully or held out more firmly against our impulses. But the fact that we think we have this “muscle”, and accordingly real freedom, does not mean that we actually do. What is more, although muscles can be trained, it is also a matter of luck how strong they are in the first place, how far they can be developed, and what opportunities we will have to do this. In any case, we have already seen that the empirical evidence shows that, whether or not we have this muscle, it is less powerful than we think.

Some might find this a worrying conclusion. Does this make it absurd to expect others, and ourselves, to do the right thing? Or does it mean that there is no point in making an effort? That life has no meaning? There is no reason to draw alarming conclusions. The way I see it, although what we know about the factors that affect our decisions shows how puny the muscle of freedom we believe we possess is, at the same time it increases our ability to influence the most influential factors. Knowing more about how the brain defines us, which childhood factors lead to better ways of being and how this happens, and what elements in the environment push us towards certain decisions and not towards others, allows us to exert a more effective influence on how we are shaped as people and on the environments in which we have to take decisions. Perhaps we should lay less stress on promoting, expecting and blaming people (and ourselves) for their exertions, or lack of exertions, with this illusory muscle of freedom, and instead think about how to shape better “ways of being” and environments that facilitate good decisions and discourage bad ones (as in Sunstein and Thaler's nudge theory). If we do that, perhaps it will seem less important to us to own and have final and total control over what we do.

Do you remember my character flaws when I'm hungry? Instead of trying harder to be a decent person when I'm hungry, I simply try to eat enough at more or less the same time every day. I have more control over my actions before I get hungry than when I am. It's a simple and not particularly original solution. But I'm lucky to be able to control this, not thanks to a decision-making “muscle”, but because I have the money, the time and the opportunity. It's not the same for everyone, which reinforces the idea that I cannot go on behaving as if it were equally easy for everyone to make good decisions.

Neuroethics studies the connection between the brain and our moral sensibilities and capacity.

WHEN WILLS MEET

One of the most comprehensive in modern history, Colombia's peace agreement earned global applause and a Nobel Peace Prize for the then president, Juan Manuel Santos. A third of the way into the deal's 15-year time frame, his government minister of Foreign Affairs, reflects upon the progress of the pact.

TURNING THE PAGE OF WAR

MARÍA

Ángela Holguín was Colombia's minister of Foreign Affairs in the government of President Juan Manuel Santos between 2010 and 2018, eight years during which the peace agreement with the FARC guerrillas was signed, putting an end to an armed conflict that had begun in 1961.

Five years have passed since one of the most comprehensive and ambitious efforts to build a peaceful future for Colombia. María Ángela Holguín still believes that dialogue is the path to turn the page of war but recognises that wounds take time to heal. In this interview, she also discusses the current relationship between Colombia and Venezuela and its impact on the future of Latin America.



**INTERVIEW WITH
MARÍA
ÁNGELA
HOLGUÍN
FORMER MINISTER
OF FOREIGN AFFAIRS
OF COLOMBIA
AND JERÓNIMO MARTINS
BOARD MEMBER**

THE PEACE PROCESS IN COLOMBIA, IN WHICH YOU WERE A VERY ENGAGED AND IMPORTANT AGENT, IS A VERY ELOQUENT EXAMPLE OF THAT WELL-KNOWN SAYING: "WHERE THERE'S A WILL, THERE'S A WAY". TO WHICH EXTENT DO YOU AGREE WITH THIS PROVERB?

The Peace Process in Colombia showed that agreements can be reached when wills meet, agreements that can change a country's reality. Many attempts were made in Colombia to reach a peace agreement. For many decades different administrations tried to advance peace negotiations, but with no success. I would think that in these attempts the will of the FARC and that of the government did not meet, and neither did the sentiment of the Colombian people, whose feelings towards the FARC did not allow a negotiation to take place. During the Santos administration both parties coincided in wanting to move forward for a number of reasons, the most important of which, without a doubt, was the President's will to carry on a dialogue, putting his political capital on the line. As international negotiators have always said, making war is more popular than making peace. In Colombia, a large part of the country believed that the solution was total war against armed groups, while giving them no options for negotiation. The second reason is that the Colombian armed forces had been considerably strengthened through a tax called the "War Tax," and through US support in the form of the Plan Colombia. The army, air force, police and the rest of the country's armed forces, began operating in tandem and significantly improving their intelligence work, which was essential to the successes they obtained. They managed to very successfully carry out important military operations. Because of this, the leaders of the FARC felt truly vulnerable, as they were personally being the target of successful military and police operations. Between 2007 and 2011 many operations took place in which members of the FARC leadership were killed, including the head of the organisation. Another reason was support from the international community, especially other countries in the region, who insisted on Colombia's having to make an effort to pacify the country, as the conflict's repercussions were spreading to neighboring nations through drug trafficking, refugees and violence. It was will that took hold of that juncture, and the way was found, confirming the proverb.

DO YOU THINK THAT COLOMBIA'S PEACE PROCESS CAN WORK AS A SOURCE OF INSPIRATION AND LEARNING FOR OTHER COUNTRIES TO FIND WAYS TO HEAL DEEP WOUNDS? OR IS IT TOO SPECIFIC AND SINGULAR?

I believe that the Peace Process has been an example of how resolution can be reached in internal conflicts even when they are decades old, as well as of how, if the will is there, a society can cure wounds that seemed impossible to cure. The model of transitional justice

People take part in a march supporting the peace process on 7 October 2016 in Medellín, Colombia.



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is unique in the world and shows that the goal was to move forward with forgiveness, and to look for a way out of decades of war. It is a model with truth as its center and priority, because truth can heal wounds. Many victims want more than anything to understand why and how the events through which they lost their homes or loved ones transpired. Throughout this process we saw how victims, even when faced with their aggressors, were more ready to forgive than those who were personally exempt from the horrors of the conflict. With the statute of the International Criminal Court currently in force, war crimes and crimes against humanity cannot be subject to amnesty, which means the guilty must pay for them, a point which is not excluded from the Transitional Justice. Those responsible must spend years with their freedoms restricted, which also helps the victims feel like there is justice. It was not easy to have the FARC accept to give up their arms and submit themselves to this tribunal, knowing that their leadership would be deprived of liberty. Wounds take time to heal, but agreements are the only appropriate treatment. In Colombia there are still some years left to show this healing, the Agreement has a 15-year horizon for its implementation, of which only five have passed. Despite the mistakes that were made in the process, such as not properly communicating the content of the agreement to the public, this is undoubtedly the path to turn the page of war. In any conflict victims need to know the truth in order for society to move on, I believe the process in Colombia could be an example of this for the world, which is how the UN has seen it. These five years have not had the effects foreseen in the agreements' implementation, which has shown us once again that not all Colombians have in mind the construction of peace. What is surprising is the unanimous support for the Peace Process in the international community, whereas it is received less enthusiastically in the country, which has suffered decades of violence.

WHAT HAS YOUR ACTIVE PARTICIPATION IN YOUR COUNTRY'S PEACE PROCESS TAUGHT YOU ABOUT THE POWER OF VISION, DETERMINATION AND BEING STRONG-WILLED?

Actively participating in the Peace Process as I did was the most enriching and satisfactory experience in my career. The conviction that Colombia, and the 12 million people who live in the Colombian countryside and have suffered the effects of the armed conflict, deserved a chance to live in peace was my great motivation to work with all of my energy towards achieving it. Colombia is a country rich in many things and filled with opportunities, but the conflict has limited us for decades. I never doubted that a peace agreement was the way to achieve structural changes that would grant opportunities to the many who were forced into living a life of reduced opportunity. I realised too that the President's will and vision of change for the country was what made us move forward and arrive at the Agreement that was signed. There were always obstacles and missteps along the way, but the will of

“If the will is there, a society can cure wounds that seemed impossible to cure.”

the negotiation team never faltered. A strong will is required to overcome obstacles, to not despair or give up in the face of that which often seems impossible. To know the desired goal clearly gives one the necessary energy to continue on without faltering. Another important aspect of the agreement that I would like to point out, is its focus on gender, and like the transitional justice system, was the first of its kind to look specifically at the role of women in the conflict, almost always as its victims.

Sitting at the negotiation table as one of the two women who were part of the team, I understood how important a woman's viewpoint is in the search for reconciliation and forgiveness. The counterpart is understood more as a human being with weaknesses, and this helps to find solutions that are often not seen.

IN YOUR BOOK YOU GATHER VERY IMPORTANT FACTS, INFORMATION AND CONNECTIONS TO UNDERSTAND THE LONG AND DEEP RELATIONSHIP BETWEEN COLOMBIA AND VENEZUELA. HOW CAN THIS RELATIONSHIP HELP TO SHAPE THE FUTURE OF LATIN AMERICA?

The close historical relationship between Colombia and Venezuela has for decades been the most dynamic, productive and complex relationship in the region. The long border that unites us, 2219 kilometres, is a living frontier populated on both sides by interdependent communities with close familial ties. Many live in one country and work in the other, many Venezuelan children go to Colombian schools, and most of the families are binational. Commerce was complementary, and many Colombian products had a big market in Venezuela. Having said this, the Colombian conflict and its repercussions in bordering countries often made relationships difficult, even before the arrival of Chávez. Venezuelan prosperity, a product of the oil boom, attracted hundreds of thousands of Colombians for decades, who searched for work in Venezuela and settled there with their families. Around 3 million Colombians were living in Venezuela. Beginning two decades ago with the arrival of Chávez, Venezuela's decline has been a big problem for Colombia and the rest of the region. Binational commerce ended, cooperation between armed forces, in order to guarantee a secure border, is non-existent, and the border has turned into a lawless and uncontrolled place. Millions of Venezuelans began leaving the country in 2016 as the country's humanitarian crisis deepened, looking for a place to live. Currently, relationships between the two countries are null. Venezuela went from being an active and important partner in the region to a disturbing component within it, as its political, social and humanitarian situation has worsened. Dialogue and general functioning within all regional and continental forums have been seriously affected.

Under these circumstances good relations between Colombia and Venezuela are crucial for mutual understanding in the region. The recovery of Venezuela's democracy is essential so that Latin America may advance and improve the heavily deteriorated quality of life of its inhabitants. Regional integration is impossible without strong democracies in every country involved.

YOU STATE IN YOUR BOOK THAT NO FORMULA HAS BEEN DISCOVERED TO HELP RESCUE DEMOCRACY IN VENEZUELA. PERSONALLY, ARE YOU STILL A BELIEVER IN VENEZUELA'S FUTURE AS A DEMOCRATIC COUNTRY?

I am still hopeful that Venezuela can return to a democratic path through dialogue and negotiation, with the indispensable help of international support. Free, transparent elections under international observation. Venezuelans have to find themselves again and return to normality, or the country will be condemned to poverty and the suffering of its people. It is that simple and that difficult, democracy is the only path they have, and we must work ceaselessly so that they find it again. I believe that opposition leadership must be renewed, as the great desire for change that the Venezuelan people have has not materialised in anything concrete because of the great division between opposition leaders. It is necessary to connect, interpret and lead that will to change.

To lose that hope would be to give up in the face of dictatorship, of an authoritarian government which has abandoned its people and the fundamental principle of respect for human rights.



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30
years

In 1991, the Jerónimo Martins Group's supermarket chain in Portugal launched its first Private Brand products. Thirty years later, the product range has grown significantly and conquered the hearts and minds of the Portuguese consumers. Tastes have changed and formulas have highly improved and become more sophisticated. But the essential positioning remains: to ensure real quality, price competitiveness and differentiation in an ever-changing market scenario.

A PIECE OF HISTORY



Alexandre Soares dos Santos (1935-2019), the historical leader of the Jerónimo Martins Group, took the bold decision to create a counterpoint to the industrial investments, entering the Food Distribution sector and opening the first Pingo Doce stores in 1980.

PORTUGAL

, early 1970s. A country in silent turmoil between the longing for freedom and movements for change. What was known as the “Marcelist Spring”, in the late 1960s, after Marcelo Caetano had succeeded the dictator António Salazar, promising some political moderation and economic modernisation, succumbed to the faction that wanted to maintain the decades-old political regime. But the dictatorship was on the verge of falling, and the nation’s future was uncertain.

After his father passed away in 1968, Alexandre Soares dos Santos (1934-2019), the historical leader of the Jerónimo Martins Group, returned to Portugal to take the helm of the family business. At the time, he was living in Brazil, where he had made a career working at Unilever. In those days, Jerónimo Martins was a markedly industrial company, as a result of a joint venture formed between the Group and Unilever in 1949 (today the relationship continues between Unilever and the majority shareholder of

Jerónimo Martins). Edible oils, vegetable margarines, ice creams, frozen products and detergents were manufactured in Portugal by the Group and distributed to grocery stores, small businesses and the few supermarkets that existed.

Upon his arrival from Brazil, Soares dos Santos brought a clear vision that a counterpoint to Unilever was needed, an alternative source of revenue for the Group, which would culminate in entering the business of modern distribution. However, given the political, economic and social uncertainty he found on his return to Portugal, it was not the right time. “I was too young to understand what kind of people I needed, and I didn’t know the country very well either” explained Soares dos Santos on the occasion of the 25th anniversary of the retail chain he founded in 1978: Pingo Doce.

It took just two years to go from superettes (smaller, discount-type stores) to supermarkets. Jerónimo Martins’ venture into

the Food Distribution sector shook the very foundations of the family business. At that time, Unilever was particularly averse to the emergence of private brands, which represented a new way of competing with its products. Jorge Ponce de Leão, former member of the board of Jerónimo Martins, explained that the potential market share of private brands “was, at the time, a significant threat to the profitability and even the sustainability of national productive capacity,” which the Group relied heavily on.

In his memoirs, Ponce de Leão argues that products such as margarines, frozen vegetables and ice cream for household use were “more exposed to retail brands, as they could match or offer a similar quality, but also because products such as frozen vegetables and some margarines were intended for use in the kitchen and what they looked like didn’t really matter”.

Resistance and tension (also internally) were absorbed by Alexandre Soares dos Santos who, in the words of Ponce de Leão, “under no circumstances would allow prejudices or difficulties to stand in the way of his clear vision and the road ahead. What mattered most was the link the consumer made between the satisfaction of a need and the ability to make the right product available, with the desired price, quality and innovation”. And price became an increasingly important criteria in consumer choice.

The early 1990s saw the launch of the first Pingo Doce private brand references, which included grocery products, such as olive oil, coffee and instant mashed potato; dairy products, such as milk and yoghurt, and cleaning products, in particular washing powder and multipurpose cleaners.

Between 1991 and 1993, Pingo Doce rolled out more than 50 Private Brand references, which, although with different formulas, are still part of the consumption habits of the Portuguese people.

Pingo Doce supermarket in the late 1990s.



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The first references included grocery products such as olive oil, coffee and instant mashed potato, as well as dairy and cleaning products.

BETTER THAN THE LEADER

For Francisco Soares dos Santos, who joined Pingo Doce in 1990, the challenging decade the Group would face was an exciting opportunity “to launch a Pingo Doce brand and not a white label brand, as the competition had done”. He and his team actively helped strengthen some of the pillars that today are still part and parcel of the company’s strength: perishables and, of course, Private Brand products. In 1995, the Private Brand category significantly expanded in the number of products and saw its first major packaging overhaul, as a result of the new store concept Pingo Doce had implemented.

“At that time, we wanted to present a range that would meet the basic needs of consumers and feature at least one reference product in each of the main sales categories”, explained Pedro Veloso, one of the former team members of Pingo Doce’s private brand and sourcing department in the Jerónimo Martins Group.

Convincing customers to choose these products was a major challenge. The secret was to have taste tests inside stores. “The operations teams believed that Pingo Doce products could make a difference and placed them in highly visible locations in each store, followed by a complete promotional programme, which included dedicated Private Brand brochures and tasting campaigns”, Pedro explains.

Between 1991 and 1993, Pingo Doce rolled out more than 50 references, which, although with different formulas, are still part of the consumption habits of the Portuguese people. According to Francisco Soares dos Santos, “the fact that we stuck to the principle that the quality of our private brand products had to be as good as or better than the market leader’s products meant that we could gain customer loyalty”.

A NEW POSITIONING

By the end of the decade, Pingo Doce stores had earned a solid reputation for superior quality, mainly of the fresh produce, but, with the expansion of the hypermarket format and the arrival of the hard-discounters, consumers were more and more price sensitive.

In 2002, when consumers were asked who offered the best prices, Pingo Doce and Feira Nova [the Jerónimo Martins’ hypermarket format which was discontinued by incorporation in the Pingo Doce chain in 2008] ranked last. The same was true when they were asked who offered the best prices,” recalls Pedro Soares dos Santos, the current Chairman and CEO of the Jerónimo Martins Group and head of Pingo Doce operations between 2002 and 2009.

The perception of competitiveness had to be regained. To protect its bottom line, the Group invested heavily in productivity and efficiency, which, in 2003, led to an ambitious and aggressive plan to improve the assortment, reworking the nearly 13,000 references it had at the time. By drastically reducing the assortment and investing in private brand, restocking efficiency could be maximised, the supply chain optimised and the occurrence of shortages of the more popular products reduced. It would also enable a greater focus on buying and selling leading products, and greatly reduce non-food items in the assortment.

In 2006, after years of consistent positioning based on everyday low prices, consumers acknowledged the competitiveness of Pingo Doce’s prices, in no small part due to the business partnership formed with Daymon Worldwide for private brand development. The following year, Pingo Doce became the first company in the world to see its private brand development process certified. Between 2002 and 2009, sales more than tripled, the average ticket increased 20% and private brand penetration into sales more than doubled.



INTERVIEW WITH FRANCISCO SOARES DOS SANTOS CEO OF JMRS

The goal was to have products of the same quality as those of the market leader, but cheaper.

THIRTY YEARS AGO, WHEN THE PINGO DOCE PRIVATE BRAND WAS LAUNCHED, YOU ALREADY HELD A LEADERSHIP POSITION IN THE COMPANY. WHAT KIND OF DISCUSSIONS DID YOU HAVE ON WHETHER TO LAUNCH A PRIVATE BRAND OR NOT? WAS THERE ANY INTERNAL RESISTANCE TO OVERCOME?

There was no resistance 30 years ago to launching a wide range of Pingo Doce private brand products. We were all in agreement: we would launch a Pingo Doce brand and not a white label brand, as the competition had done. At the time, our dream was to “copy” the St Michael brand, which was the private brand of Marks & Spencer in the UK. As the whole team had professional experience in multinationals in the sector, there was consensus that it was fundamental for us to have a private brand. Moreover, we knew we wanted the quality to be as good as or better than the market leader in the segment concerned at the time.

WHAT ADVANTAGES AND DISADVANTAGES DID YOU IDENTIFY FOR INVESTING IN A PRIVATE BRAND, LOOKING AT THE EXAMPLE OF THE COMPETITION?

We only saw advantages in a launch. Our goal was to enable customers to have products in their homes of the same quality as those of the market leader, but 10% to 20% cheaper. What took longer was convincing the industry to produce our private brand with our quality standards.

HOW DID PINGO DOCE MANAGE TO TRANSFORM A CONCEPT THAT CUSTOMERS DISPARAGINGLY IDENTIFIED AS A “WHITE LABEL RANGE” INTO ONE OF THE COMPANY’S PRIMARY SOURCES OF GROWTH?

Through a lot of tasting campaigns in the stores, plus the inclusion of the products in the Pingo Doce weekly recipes, which were already published at the time.

HOW WOULD YOU CHARACTERISE THE ROLE THE PRIVATE BRAND PLAYED IN THE GROWTH OF PINGO DOCE? AND HOW DID IT GO ABOUT GAINING CUSTOMER LOYALTY?

The fact that we stuck to the principle that the quality of our private brand products had to be as good as or better than the market leader’s products meant that we could gain customer loyalty. Also, the fact that we were pioneers in innovation in specific segments, which is particularly true in the food area. In the personal hygiene or washing powder segments, for example, the struggle was somewhat more problematic.

WHEN YOU GO INTO A PINGO DOCE STORE TODAY, 30 YEARS LATER, DO YOU STILL FIND ANY LEGACY OF THE FIRST PRIVATE BRAND PRODUCTS?

The most incredible legacy I see is the love with which employees speak of our private brand. It took a long time to convince them that the Pingo Doce brand would be in all Portuguese homes and that it wasn’t just another “white label brand”. We couldn’t betray the hopes of our customers.

WHAT ARE YOUR THREE FAVOURITE PRIVATE BRAND PRODUCTS?

Fleur de sel butter, truffle mayonnaise and Angus beef. But there are many others.



This bomber jacket with Pingo Doce’s Private Brand Coke was created to celebrate the strength of the newest launch, and it is framed in Francisco Soares dos Santos’ office in Lisbon.



**INTERVIEW WITH
PEDRO
VELOSO**
DEPUTY CEO AT SOCIEDADE
FRANCISCO MANUEL
DOS SANTOS (SFMS)

THE STRENGTH OF THE PINGO DOCE PRIVATE BRAND IS TODAY STRATEGIC FOR THE COMPANY. BUT 30 YEARS AGO, CUSTOMERS COULD FIND ONLY BRANDS BY WELL-KNOWN INDUSTRIAL PRODUCERS ON PINGO DOCE SHELVES. WHAT HAS HAPPENED SINCE TO CHANGE THAT REALITY?

Pingo Doce launched its private brand in response to an initial, somewhat unsuccessful launch attempt made by a competitor at the time. There was a high degree of visibility for the retailer's largely unsuccessful launch of a range of products with a relatively undifferentiated image, which today could be called a "best price" range. But consumers quickly identified the products as part of a low quality range. These generic, poor quality products were called "white label products", which turned out to be a very deprecatory name, which is quite understandable.

At the time, "white label products" figured very negatively in consumers' minds, so we believed that it was crucial to devise our own Pingo Doce Private Brand launch based on two essential properties. First, indisputable quality comparable to the market leaders in each category, and second, a carefully developed brand image that reflected the new market positioning.

DO YOU REMEMBER WHAT THE FIRST PINGO DOCE PRIVATE BRAND PRODUCT WAS? WHAT EXPECTATIONS DID YOU HAVE FOR IT? HOW WAS IT PROMOTED TO CUSTOMERS?

We launched quite a complete range of private brand products simultaneously, and one of the stand-out products was the washing powder produced by Unilever. At that time, we wanted to present a range that would meet the basic needs of consumers and feature at least one reference product in each of the main sales categories.

Our most significant sales force was the Pingo Doce operations team. We made several presentations to all store managers – some of the older ones still mention it to me today – intending to transmit enthusiasm for this, the chain's great innovation. Francisco Soares dos Santos, Pingo Doce CEO at the time, was very enthusiastic about the project. And this was a tremendous help in launching it.

HOW DO YOU OVERCOME THE INITIAL RESISTANCE OF INDUSTRIAL SUPPLIERS, WHO OFTEN MAKE PRODUCTS FOR OTHER BRANDS AND HAVE THEIR OWN PRODUCTS?

After the failure of the "white label products", the industrial suppliers were very reluctant to sign up to a new project. Convincing them to become involved was no easy task, all the more so because there were no exclusive private brand suppliers back then. All our suppliers made their own brand products, which did not make the decision easier. Having said that, Mr Ribeiro Soares, the project coordinator, has always been convinced that it was possible to persuade the most reputable industrial suppliers, and they have always been our main target. I think he was proved right in his definition of priorities.

I would say that we managed to guarantee the involvement of many of the leading brand companies of the day, which may appear strange in light of the strategies pursued by these companies today. After a lengthy initial period of underestimating the potential of private brand products, large brand companies became disproportionately resistant to them. They chose not to produce private brand products, thus opening up a path towards specialisation for other large industrial companies in this market sector.

GIVEN THE EXPERIENCE THE GROUP GAINED THROUGH THE DEVELOPMENT OF PRIVATE BRAND PRODUCTS, WHAT INSIGHTS WERE PASSED ON TO OTHER GROUP COMPANIES, SUCH AS RECHEIO, BIEDRONKA AND ARA?

I sincerely believe that we have many reasons to be proud of the progress we have made with our private brand over the last 30 years. The simplicity of the offering is one of the shared characteristics of all our chains. The quest for innovation is another attribute of our brand image; the time to be a 'me too' has long ended. I also believe that nutritional content was a concern we took on board before most of our rivals. More recently, I think we are in the vanguard as far as sustainability in all its forms is concerned.

WHEN YOU GO INTO A PINGO DOCE STORE NOW, 30 YEARS LATER, DO YOU SEE ANY LEGACY OF THE FIRST PRIVATE BRAND PRODUCTS?

The products today are infinitely better and more sophisticated, but I would like to think that there has been little change in the essential positioning since the time of the first launch. We wanted products of indisputable quality, we wanted to be aggressive in terms of pricing, and we wanted a detailed image that set us apart. All of these attributes are still associated with our private brand project. Accordingly, I would say that if there is something that has lasted over time, it is the initial positioning of our private brand.

DO YOU HAVE A FAVOURITE PRIVATE BRAND PRODUCT?

Unsurprisingly, I'm a private brand fundamentalist. It means, in most cases, that Private Brand products are my first choice when shopping. Having said this, it is not easy to pick a favourite. Originally, Pingo Doce mayonnaise was a truly iconic product for our customers, and I was no exception. Currently, the Angus beef products are among my favourites.

THE FUTURE OF *Private Brand*

Since 1991, more than 1,500 Pingo Doce Private Brand references have been launched, along with the creation of differentiating product ranges that aim at fulfilling consumer needs. Here are some of the most relevant trend-setters.



PLANT-BASED "MEAT"

Beef style burgers, minced "meat" and "chicken" nuggets, are just a few of the many options available within this 100% vegetarian Pingo Doce product range, designed for those who want to follow a plant-based diet, without giving up on flavour.

GLUTEN AND LACTOSE-FREE OPTIONS

Coeliac disease affects almost 1% of the world's population. From traditional gluten-free Portuguese custard tarts to gluten and lactose-free pizzas, Pingo Doce has been increasing its private brand range of alternative food products for specific consumer groups.



GO ACTIVE

This is Pingo Doce's newest Private Brand, the first by a food retailer in Portugal dedicated to active lifestyles. The products in this range feature a "proteinometer" on the label, through which it is possible to identify the amount of protein present in a portion of the product.

MILK FOR ALL AGES

Pura Vida enriched milk, developed in partnership with the Portuguese Cardiology Foundation, is specifically designed for people over 50. It is a combination of 100% low-fat, lactose-free Portuguese milk, enriched with Omega 3, fibre and the minerals selenium and magnesium.



CLEANING UP THE OCEANS

Together with the Group's companies in Portugal and Poland, Pingo Doce has eliminated microplastics from its private brand personal hygiene products, cosmetics and detergents, reaching over 500 items.

REFORMULATIONS

@Jerónimo Martins

Besides product launches, the Group is also committed to improving the nutritional profile of its private brand products every year, reducing the salt, sugar and fat content in their formulas. In 2020 alone, the Jerónimo Martins Group prevented 2,468 tonnes of sugar, 58 tonnes of salt and 212 tonnes of fat from entering the Portuguese, Polish and Colombian markets.

FOOD

Safe and authentic food. The brand-new Molecular Biology Laboratory relies on Next Generation Sequencing to tackle fraud and adulteration. CSI-style technology and methods make it possible to identify the DNA of animal and plant species in ingredient samples.

FIRST

FIGHTING FOOD FRAUD

THE label is probably the element that best describes all the important data about each product: its origin, typology or nutritional facts, for instance. This standardised mechanism allows consumers to make choices based on their preferences, tastes and trust. But sometimes, there is a need to go beyond the label: to fact-check what's inside and trace the supply chain.

As a food retailer with over 4,400 stores spread across three countries and two continents, the Jerónimo Martins Group has invested in state-of-the-art technology to create its very own DNA lab, the first of its kind in Portugal owned by a private corporation, and a rare investment in Europe. The plan was already in the pipeline, but gained new momentum during the

pandemic: in a hurry to identify new suppliers and replenish stocks, businesses faced increasing challenges in terms of food safety and authenticity worldwide.

The Group uses the lab to test the Private Brand products for Pingo Doce, Recheio, Ara and Biedronka. This Molecular Biology Laboratory was created out of the need to increase “the ability to control authenticity and thus reduce the likelihood of fraud”. Carlos Santos, the Group’s Quality Director, added that having your own lab helps put pressure on suppliers, across the chain, to ensure they use “high-quality ingredients as agreed” in supply agreements.

The analysis of a frozen pizza. All the pieces of ham are collected and then mixed to form a homogeneous paste before extracting a portion.



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The European Commission estimates that food fraud costs the world economy around 30 billion euros every year.

SEAL OF APPROVAL

On its radar are products more susceptible to adulteration given their high commercial value (spices, teas and other plant-based products, perishables) or because possible contamination could be difficult to detect.

Sofia Nogueira is in charge of the lab and explains that it conducts around 350 monthly analyses and if “adulteration is detected, the quality officer is informed that the product is not in conformity with the information provided on the label. The quality officer then assesses this information and notifies the supplier of the irregularities”.

Sofia Nogueira distinguishes between obvious fraud and unintentional cross-contamination: “at a factory that produces pork sausages and chicken sausages, there can be residue from a previous production run if the machine isn’t cleaned properly. For example, trace amounts of pork can be detected in the chicken sausages.” This means consumers could be eating products containing unspecified traces of ingredients they might be allergic to.

The real source of a food product can only be identified in a laboratory by running DNA-based PCR testing – all the rage at present. The lab uses NGS (Next-Generation Sequencing), one of the most valuable technologies today, to read the sequences of the genetic material collected. It provides a comprehensive understanding of what ingredients are used in a food product, particularly the species.

There are three stages to a food analysis. The first is to extract the DNA inside the cells. When analysing a frozen pizza, the first step is to “take a representative portion of the sample”. In this case, all the pieces of ham on the pizza. The pieces are then mixed to form a homogeneous paste so that a “portion can be extracted from that whole”. In the next stage, “the DNA obtained is copied millions of times using the PCR technique for visualisation”. Finally, the DNA is processed by a particular device that “provides DNA sequence readings and which, through comparison, allows the various animal and/or plant species in the food to be identified,” explains Sofia Nogueira.

WHAT IS FOOD FRAUD?

Food fraud is the deliberate act of substitution – totally or partially replacing high-value species with those of a lower value; dilution – mixing one substance with another of lower value; concealment – by adding unspecified substances to enhance the quality of the product; mislabelling – placing false claims about the source of an ingredient on the packaging; as well as theft and counterfeiting.

Food fraud is motivated purely by profit, and the most severe public health threat on record is perhaps what happened in China: adulteration of infant formula with melamine, leading to the death of six children and the hospitalisation of 64,000 others.

In Europe, cooperation between the various countries has already enabled several situations to be identified, such as the detection of around 22% cow’s milk in samples of cheese produced in Spain and sold as “100% buffalo milk Mozzarella”.



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WILLING TO BELIEVE



Do you believe in luck against all reason? That there are magical objects, beings, thoughts and behaviours with the power to change the course of events? If so, you are not alone. No matter how rational you think you are, carrying a lucky charm or sticking to some good luck ritual may well be part of your way of navigating through the apparent randomness of existence. And chances are that believing can change your luck. Fingers crossed!

THE PSYCHOLOGY OF LUCK

TO be lucky or, in contrast, to be born under an unlucky star. To hit the jackpot or to endure seven years of bad luck. These all reflect a belief that is as old as the incomprehension of the human race in the face of the almighty power and whims of Mother Nature. A belief that has evolved to give a false sense of control over things that are beyond our control, in relation to everything that happens against our will.

“Very superstitious, the writing’s on the wall”... Today, in the 21st century, we humans still use our own actions, rituals and objects to maintain our superstitions or illusions of making reality conform to our cause-and-effect logic, of consequently bringing order to the chaos. Proof of the pudding can be found, for example, in the almost universal fear of the number 13, aka triskaidekaphobia. This phobia means that 80% of the world’s high-rise buildings don’t have a 13th floor in their lifts, and airlines and airports don’t feature the number 13 in queue and gate numbers; not to mention the fact that you’ll search in vain for the use of the number 13 in many hotels and hospitals. And what about the people who, in so many countries, suffer from friggatriskaidekaphobia and don’t like leaving the house on Friday the 13th? Perhaps these are maledictions that have been assimilated and accepted without question over the centuries and whose origins today are a mystery involving bits of history, mythology and religion.

The ladybird is generally associated with the idea of luck and fortune. This association most certainly played a role in the choice of the name and symbol of Jerónimo Martins’ food retail chain in Poland – Biedronka – the undisputed retail market leader, which represents around 70% of the Group’s consolidated sales.

In the English language, the word luck first appeared in the 15th century, coming from the Middle High German *gelücke*, which means “happiness” and “good fortune”. The Cambridge Dictionary defines luck as “the force that causes things, especially good things, to happen to you by chance and not as a result of your own efforts or abilities”. People who believe in luck describe it as a personality trait, something stable and lasting: you’re either lucky or you’re not. Psychology frames the idea of luck within the way we attribute and perceive the cause of a given event. To be more precise, it focuses on the way we look at the variables beyond our control. When you think of a student’s performance in a school examination, you can say that a number of factors (internal and external, stable and unstable) contribute to the result. Examples of internal factors are the effort applied and the student’s aptitude (where the former is unstable and the latter stable); an external (and stable) factor would be the degree of difficulty of the exam itself. Luck (or bad luck) is defined as an unstable external cause in Weiner’s “An Attributional Theory of Achievement Motivation and Emotion” (1985). Here, the Latin proverb *Fortis Fortuna Adiuvat* (“Fortune Favours the Brave”) would not apply.

Belief in luck can benefit an individual’s performance level by reducing the anxiety caused by a certain task and thus increasing self-confidence. The study “Keep Your Fingers Crossed!: How Superstition Improves Performance”, carried out by three researchers at Cologne University in 2010, showed that crossing your fingers, saying “Break a leg!” or carrying a lucky charm helped to improve the performance levels of people playing golf, as well as their performance in activities that required motor dexterity, memory exercises and anagrams. So, there we have it – it helped to change their luck. And at times, we believe in the power of passing on good luck to others, for example when we wear the team jersey on matchday.

Superstitions like these cause no harm. But there are cases where faith becomes an obsession and gives rise to obsessive-compulsive disorder, causing discomfort and pain. As Stevie Wonder put it: “When you believe in things that you don’t understand, then you suffer... Superstition ain’t the way.”

While there are universal superstitions, each culture has its own – some pagan in origin, others religious. Portugal, Poland and Colombia are just three of the many nations that leave nothing to chance. 13, quick... touch wood!, it’s just a superstition.

MONTHS TO GET MARRIED

In Polish tradition, fortune is said to smile on couples who get married in months with an “r” in them: *marzec* (March), *czerwiec* (June), *sierpień* (August), *wrzesień* (September), *październik* (October) and *grudzień* (December).

THE NUMBER 102

They say this number brings good luck to Poles, although the reasons are unknown. If a party promises to be a good one, they say “*Będzie impreza na sto dwa!*” (“It’s going to be a 102 party!”).



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A HELPING HAND

The cemeteries of Bogotá are a source of a number of superstitions. For example, in the city’s central cemetery, the founder of the Baviera brewery, Leo Kopp, is said to help with the financial problems of those who whisper into the ear of his statue. There is also a belief that putting a blue candle on the grave of astronomer Julio Garavito will have the same effect.



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HOUSE SAINTS

In Portugal, the feast days of the “*santos populares*” (Popular Saints) are loaded with symbolism. One of the best-known rituals is that of the night of Saint John the Baptist, celebrated on 23 to 24 June. The belief is that if you jump over a bonfire an uneven number of times (at least three times), you will be protected from all ills for a whole year.



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LUCKY COIN

Finding a coin in the street in Poland means good luck. But, for the good luck to work, you have to blow on the coin before you put it in your wallet/purse.



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HOW MANY PIEROGIS?

When making this Polish delicacy, superstition dictates that you count the number of dumplings you make. Otherwise, you may find them sticking to the pot or opening up.

TOASTING IN COLOMBIA

When you crack open a bottle of wine or champagne, it’s best to pour a bit on the ground first, offering it up to the souls in Purgatory. When you toast, you have to make eye contact with the other person/people, otherwise you’ll have seven years of bad luck in intimate relationships.

THE ROOSTER STILL CROWS

A common presence in any Portuguese home, the Barcelos Rooster is associated with the luck of a young Galician man who was saved from hanging by a crowing rooster. Legend has it that, when standing before the judge, the unfortunate man pointed to a roast chicken on a nearby banquet table and said: “I am most certainly innocent, as surely as that rooster will crow when they hang me.” To the surprise of all present, the rooster got up and crowed. Since then, the Barcelos Rooster has been a symbol of wisdom and integrity.



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ONLY AFTER THE WEDDING

Colombian tradition has it that couples who climb Monserrate Hill in Bogotá will never get married. Which is a pity, because they’ll have to wait until after their wedding to enjoy the best views over the city.



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LUCKY NEW YEAR

MAKE SOME NOISE!

On New Year’s Eve night, the Portuguese like to make noise by beating pan and pot lids to ward off evil spirits. In the 1950s and 60s, it was also tradition to throw old plates and pots out the window, but this has since been banned, for obvious reasons.



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MIDNIGHT HERRING

On a Polish table, fish, particularly fish with silvery scales, portend wealth. When midnight on New Year’s Eve strikes, people eat herring in brine in the hope that this will bring prosperity.

SUITCASE SUPERSTITION

In expectation of a year full of travel and adventure, Colombians welcome in the New Year by carrying an empty suitcase around the neighbourhood at midnight.

GOOD WILL

Developing close relationships with the surrounding communities is part of our way of doing business. It means paying attention, looking after, giving back. At Jerónimo Martins, we seek to continuously support the institutions and projects that aim to make a difference, embracing change and turning houses into homes.

MISIÓN NUTRICIÓN

PROMOTING HEALTHY EATING HABITS



Protocolary signature of the Misión Nutrición Project, presented on 8 September 2021 in Bogotá. From left to right: María Juliana Ruiz, First Lady of Colombia; Pedro Leandro, CEO of Ara; Erika Rodríguez, Latam Director at The Consumer Goods Forum and Elisa Cadena, Nutritional Food & Beverages subdirector at the Ministry of Health of Colombia.

“MISIÓN

Nutrición, una selección de alimentos para nutrir a tu región.”, which means “Mission Nutrition, a selection of foods to nourish your region”. The slogan makes its mission clear: to combat malnutrition in Colombia. Malnutrition is a public health problem, made worse by a lack of quality information about healthy eating habits. Ara spearheads this project, which is part of Gran Alianza por la Nutrición en Colombia (Colombia’s Grand Alliance for Nutrition), and is backed by The Consumer Goods Forum and the 5 al Día (5 a Day) programme led by Corporación Colombia Internacional (CCI) and with the technical advice of the Ministry of Health and the Colombian Family Welfare Institute (ICBF).

Aimed at the general public, but focusing primarily on the more vulnerable groups – children, young people and migrants – the campaign involves assessing the nutritional needs of the Central, Caribbean, Pacific and Orinoco regions. The campaign also focuses on the foods that can be used in each region to address

these needs and that are sold in Ara stores. The principles and goals of Misión Nutrición were shared in a campaign designed specifically for social media and included visual suggestions for healthy meals and some catchy rhymes related to the solution found to address each need: “Siéntete como nuevo, tomando el sol y comiendo huevo”, which means “Feel like new, sunbathing and eating eggs.” – promoting eggs as a food to tackle zinc deficiency.

Misión Nutrición was launched in early September, in the presence of María Juliana Ruiz, first lady and leader of Gran Alianza por la Nutrición en Colombia. This alliance is aimed at mobilising public and private entities to implement initiatives that impact the eating habits of children and teenagers. The association of Jerónimo Martins Colombia with the initiative is a way of achieving its goal of fighting against a tragic reality – Colombia is below the World Health Organisation’s malnutrition threshold for children. Education and promoting a proper and balanced diet suited to each region will help improve the nutritional status of children and young people.



“This campaign came into being due to our intrinsic desire to contribute to a better nourished Colombia.”

INTERVIEWING

ANDREA JIMENO

CORPORATE COMMUNICATIONS DIRECTOR AT ARA

THIS PROJECT AROSE FROM A COLLECTIVE WILL TO MAKE A DIFFERENCE. HOW DID IT START?

The nutritional situation of children and teenagers in Colombia largely depends directly on their food practices. Unfortunately, however, the country still suffers from problems such as chronic malnutrition, and a large number of children in the regions suffer from a lack of nutrients and proteins, which causes diseases. Given this outlook, the nature of our business and with the conviction that our sector has a fundamental role to play in being part of the solution to these problems, we asked ourselves: how can we contribute to changing this reality?

In day-to-day conversations with our partners, we began to realise that we had a common purpose, that there was latent and shared concern for the nutrition of Colombian children. Each one brought their expertise to the table and began to bring new friends who could contribute to the solution. Thus, the McCann advertising agency gave us the idea for a campaign; the Colombian Family Welfare Institute (ICBF) and the Ministry of Health provided technical support for regional needs; the Consumer Goods Forum, its knowledge of education and awareness generation; 5 a Day, its knowledge of the nutritional contribution of fruit and vegetables and their production and consumption.

This project came into being in order to accomplish the goal of Jerónimo Martins to continue contributing to strengthening public policies in food and nutrition, being allies in projects that benefit and reinforce nutritional interventions, and anchoring ourselves in the commitment to reduce food waste. Always promoting the overcoming of nutritional deficiencies and the democratisation of access to top quality products at the best price, in the more than 20 departments where we operate.

Our leadership in the Misión Nutrición campaign and our association with the Great Alliance for Nutrition have prompted us to continue perfecting the partnerships already established with different entities, such as the agreement with the Colombian Food Bank Association to reduce food waste. In addition, we reinforced our joint work with the ICBF in the 1000 Days to Change the World programme, with the donation of food from the family basket to support children, young people and their families; as well as the alliance with Caritas Colombiana and Caritas Poland for humanitarian assistance through donations of food for migrants and vulnerable Colombians in the border area with Venezuela.

COULD YOU SHARE A SURPRISING STORY THAT RESULTED FROM THIS PROJECT?

There are many types of malnutrition and it is precisely this lack of awareness that amplifies the issue. In Colombia, excess weight is associated with health – like if babies are chubby, the parents may think they are eating well, but they might well be malnourished. Similarly, it is believed that malnutrition is due to the same causes or deficits throughout the country, but this is not necessarily the case. In some regions, the nutritional gap is related to a lack of zinc, in others a lack of iron, in others a lack of vitamin D. Therefore, there is no single solution or diet, rather these must respond to local needs and the availability of micronutrients.

WHAT LASTING IMPACT DO YOU EXPECT THIS INITIATIVE TO HAVE ON THE FUTURE OF COMMUNITIES?

Mainly, it is hoped that positive nutritional impacts will be generated for the vulnerable people in priority areas, creating awareness in all family members about the importance of a healthy diet and the nutritional needs of each region of the country. All this, while promoting food education that encourages consumers to buy healthy products and adopt healthy eating habits.

To this end, beyond any investment, what is sought is to generate joint efforts for nutrition in the country through a compendium of projects and specific interventions that are supported by the goal of promoting good food supplements for children and their families.

The Misión Nutrición campaign came into being due to the intrinsic desire of Jerónimo Martins to contribute to a better nourished and healthier Colombia. The idea is to continue promoting strategies that will help reduce the nutritional deficit in vulnerable groups and contribute to food security through alliances with different entities from the public and private sectors, because a well-fed region promotes a better nourished country.



SZLACHETNA PACZKA

A NOBLE GIFT
FOR THOSE IN NEED

SZLACHETNA

Paczka (the Noble Gift) is a nationwide campaign of Christmas aid organised since 2001 and one of the most recognisable social projects in Poland. Its central premise is providing direct aid so that it is effective, tangible and meaningful, but also giving hope to families in need and encouraging them to take action. People who “are struggling to change their situation and are not passive” despite their complex financial circumstances” and “who cannot cope on their own - the poor, the elderly and the disabled.”

Organised by the non-profit Wiosna Association, the Szlachetna Paczka project is based on engaging communities of private donors and volunteers. Firstly, volunteers look for families in need and visit them to find out what they are most in need of.

About a month before Christmas, the information is placed in an anonymous internet database allowing the donors to select a particular family and prepare a Christmas hamper of food, cosmetics, home equipment and other essentials. In 2019, over 14,500 families were assisted and the total aid value amounted to 11 million euros.

As one of the project’s main partners, Biedronka reinforces its corporate social responsibility strategy. The supermarket chain is helping by selling Christmas biscuits and chocolates by the Magnetic brand. The revenue is poured directly into the Wiosna Association. Between 2019 and 2020, Biedronka donated more than 65,000 euros to the initiative.



The revenue from the sales of Magnetic’s private brand chocolates and biscuits is poured directly into the Wiosna Association.



“Szlachetna Paczka (the Noble Gift) is leading the way in reducing poverty among local communities with a helping hand from Biedronka.”

INTERVIEWING

ARKADIUSZ MIERZWA

CORPORATE COMMUNICATIONS AND SUSTAINABILITY
DIRECTOR OF BIEDRONKA

THIS PROJECT AROSE FROM A COLLECTIVE WILL TO MAKE A DIFFERENCE. HOW DID IT START?

It is a project that is both top-down and bottom-up. Many of our colleagues, Biedronka employees, had been volunteering with Szlachetna Paczka for years and approached us to ask for our cooperation. Similarly, at a corporate level, we were looking for a partner for a charity campaign around Christmas that would improve the livelihood of local communities. Thus, the collective will of the people at Biedronka determined our cooperation.

This was 2019, when we decided to donate 100,000 zloty (21,600 euros) to the Szlachetna Paczka. It indirectly helped over 14,500 economically challenged Polish families from all over the country. The following year, 2020, Biedronka donated 200,000 zloty (43,200 euros), which was possible thanks to the engagement of our customers who were able to help by buying one of two Szlachetna Paczka labelled products from our Christmas Magnetic line. Our cooperation with Szlachetna Paczka has developed significantly since then and in 2021 the Magnetic Christmas line of products is entirely dedicated to Szlachetna Paczka. This campaign will take place between mid-November and Christmas.

COULD YOU SHARE A SURPRISING STORY THAT RESULTED FROM THIS PROJECT?

This is not a surprising story. This is a real-life story. We created our partnership in turbulent times when Wiosna changed its leadership after the previous head had been accused of harassment by some employees. The decision to cooperate with the NGO just after such an image challenge was difficult. However, we decided to focus on the greater good of helping those in need and signed the contract. And now our partnership is even stronger as we decided to join forces in challenging times and together overcome certain difficulties. Szlachetna Paczka was established in 2001, so this year it celebrates its 20th anniversary. The new president of the Wiosna Association, Joanna Sadzik, has improved the image of Szlachetna Paczka, and we are proud to have our brick in the wall of this achievement. From the outset, the most important thing was to keep up the pace in this cause that helps so many.

WHAT LASTING IMPACT DO YOU EXPECT THIS INITIATIVE TO HAVE ON THE FUTURE OF COMMUNITIES?

Magnetic – it’s no coincidence that Magnetic is the name of our private brand that acts as a vehicle of cooperation in this initiative. Szlachetna Paczka is magnetic in bringing together people who want to help others have a better Christmas. Similarly, Biedronka stores are magnetic places in their local communities. The activities of Szlachetna Paczka can be seen even in the smallest village. Biedronka customers who buy products from the Magnetic Christmas line experience the feeling that they are helping their neighbours in need. We have no doubt that Szlachetna Paczka is leading the way in reducing poverty among local communities, in a special magnetic Christmas time with a helping hand from Biedronka.

BAIRRO FELIZ

CREATING HAPPIER NEIGHBOURHOODS

WHAT

What makes a happy neighbourhood? Having good neighbours for a start. But having a Pingo Doce store nearby helps too. The Bairro Feliz (Happy Neighbourhood) programme was launched in 2019 to support the causes chosen by the people living in the neighbourhood where the stores are located. Part of the Pingo Doce responsibility policy, the programme is aimed at bringing neighbours closer together and strengthening the bonds between them, listening to their ideas and aspirations for community life. The projects that get the most votes receive funding of up to 1,000 euros.

Local bodies and neighbourhood groups alike can participate in the programme, indicating a cause they feel deserves support in areas such as healthcare, well-being and sports, social support and citizenship, culture and heritage, tourism and leisure, education and the environment, as well as animal-related causes. A panel selects two proposals per neighbourhood, which are then put to a vote in Pingo Doce stores. For every 10 euros in purchases, customers receive a Bairro Feliz token to choose the cause they want to support.

It started out as an experimental programme, implemented only in the north of Portugal. However, it was so well received by the people living near the Pingo Doce stores that the programme was extended to the whole country in 2021, after the amount

earmarked for the Bairro Feliz programme in 2020 was channelled to other projects which, due to the pandemic, required immediate aid.

There are countless examples of causes supported. The Ovar Volunteer Fire Department (in Aveiro District) received a vital signs monitor for their new ambulance. “We were going to buy a monitor, but then we heard about the Bairro Feliz programme,” explained João Mesquita, the station chief, adding that “it’s nice to know that the community looks out for its firefighters”.

In Espinho (also in Aveiro District), the young people who go to the Ponte de Anta Community Centre (CercisEspinho) now have musical instruments for their classes: “I like to sing and discovered that I can write my own songs. Whenever I learn something, it makes me happier,” said Pedro Domingues. In Penafiel (on the outskirts of Porto), fitness gear was donated to Associação para o Desenvolvimento da Portela (Portela Development Association) for their 25 senior citizens: “We had the facilities, but we lacked the materials. A patient of ours told us about the programme and we decided to register,” said Sandra Pereira, director of the association. “What really makes me happy is to walk into the room and see them using the gear on their own. “The equipment enables both group and individual rehabilitation,” added Diana Barbosa, creative director at the institution.



“We are part of the neighbourhood and we want to strengthen our social ties with the locals’ lives while contributing towards happier communities.”

INTERVIEWING

FILIPA PIMENTEL

SUSTAINABLE DEVELOPMENT AND LOCAL IMPACT DIRECTOR OF PINGO DOCE

THIS PROJECT AROSE FROM A COLLECTIVE WILL TO MAKE A DIFFERENCE. HOW DID IT START?

At Pingo Doce, we believe that neighbourhoods are an extension of our homes, even in large towns and cities. They represent our neighbours, a kind of extended family that we’re part of.

And at each Pingo Doce, this close customer relationship can be felt: with our neighbours and the people who live in the area. We have a history of over 40 years. All around us, over these four decades, we have seen how the neighbourhoods have developed, the generational changes, the birth of several local institutions and the development of a way of life that stems from community and proximity. We have been bearing witness to “what’s going on there” for 40 years.

We have worked with over 300 local institutions for many years, institutions that play a vital role in the community, supporting families and the more vulnerable groups. And these heroes, mostly volunteers and neighbours that devote themselves to worthy causes, know they can count on Pingo Doce.

And just as we have borne witness to a history of 40 years, we are also certain that we want to play an active role in the chapters that have yet to be written.

This is how our Bairro Feliz (Happy Neighbourhood) Programme came naturally into being. Through this programme, we want to be even more active in the local community, in the neighbourhoods we operate in, making it clear that our relationship with the neighbourhood doesn’t begin and end at the door of our stores. We are part of the neighbourhood and we want to be part of neighbourhood life and contribute to happier neighbourhoods.

COULD YOU SHARE A SURPRISING STORY THAT RESULTED FROM THIS PROJECT?

Some of the entries we’ve had are also happy stories that are interesting to share, whether due to their originality or their impact. This is the case of the Casa do Povo social centre in Santo António das Areias, whose entry consisted of a request for help to buy materials to set up a painting studio for its members. The aim is to promote the art therapy method, which makes it possible to develop creativity and improve physical and mental well-being through painting. This cause was one of the entries at the Castelo de Vide store and the group of senior citizens involved, along with the team from Casa do Povo, recreated a mini PD store in their facilities, put on a play and had a photo shoot with the members, posting this on social media and organising a campaign calling on people to vote! The truth is that this was the winning cause!

We have neighbours who got together to ask for support to create a “CãoVívio”, a fenced-in dog park, taking advantage of some existing public land near the neighbourhood children’s playground. We had several entries from groups of neighbours to help a specific situation of a family in their neighbourhood that was going through difficult times or that was vulnerable – and that’s something very nice to see. It’s the embodiment of working together and helping each other that we like to see in neighbourhoods.

WHAT LASTING IMPACT DO YOU EXPECT THIS INITIATIVE TO HAVE ON THE FUTURE OF COMMUNITIES?

The aim of this programme leaves no doubt as to the importance of its continuity. At a time when the importance of being close and being aware of what’s going on around us has been reinforced all over the world because of this devastating pandemic and lockdowns lasting months, keeping us away from our friends and families, Bairro Feliz makes even more sense. This entire framework has strengthened our spirit of solidarity and our willingness to help the people around us. For all of these reasons and, above all, because we want to continue to support the communities we are part of, we believe that a neighbourhood can only be happy when the people unite behind good causes and with a single goal. And Pingo Doce will very proudly continue to be the driving force behind these connections, on behalf of the well-being of the neighbourhood.



Júlia Pinheiro, renowned Portuguese TV host, endorsed the Pingo Doce Bairro Feliz (Happy Neighbourhood) campaign.

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Every mural is a celebration of colour, joy and nature. This one portrays a jaguar in the Lucy Tejada Cultural Centre, Pereira, Colombia.

WALLS OF FREEDOM

Diana Ordóñez, known on the street art scene as Ledania, is one of the most influential Colombian visual artists worldwide. After painting several murals on the walls of Ara stores, we challenged Ledania to bring her fantastical world to the cover of this edition of Feed magazine.

WHERE THERE'S A WALL, THERE'S A WAY

THE celebration of colour and nature in scenes populated by imaginary creatures. An improvised place, somewhere between magical and mystical, linked to expressionism, cubism and surrealism. This is Diana Ordóñez' world. As Leda - Princess of Sparta – was ravaged by Zeus disguised as a swan, so too was Diana seduced by graffiti: “Ledania is someone who lives in the graphic arts world and has expressed herself through the creative process since she was a child.”

Diana was 15 when she accompanied her father to a renaissance oil painting exhibition at the Banco de la República Museum in Bogotá. An anonymous painting entitled “The Rape of Leda” so enthralled her that she combined her own name with that of the figure from Greek mythology. When doing so, she had no idea that, twenty years later, her pseudonym would appear everywhere: on murals, in photographs, graphic art works, advertisements, make-up art and on clothing. “I like experimenting with other cultures. I like travelling, discovering the world, learning about everything so that I can create graffiti with feeling.” Her characters “have no race or gender; they simply exist inside a world of colour and always inhabit fantastical places”. They are often places of pure happiness, like her homeland. “For me, Colombia is happiness itself in many aspects. Take Carnival, for example, and the celebration it represents. And also our ancestors and how they explored decorative traditions in their craftsmanship, which also began incorporating European influences following colonisation. I too am the product of that melting pot.”



Ledania's art includes depictions of nature in its many forms, as well as fantasy characters that have no race or ethnicity and exist within a world of colour diversity.



“Graffiti punk toda la vida” (Punk graffiti for life) – that’s how she introduces herself to her social media followers. However, it was only while doing her master’s degree in Visual and Plastic Arts at Pontificia Universidad Javeriana in Bogotá (2010) that Diana became interested in urban art. “For me, street painting is a political or social act, even if there isn’t a specific message. I’m changing a structure in the city, intervening in it, adding my perspective and changing how people who walk by there every day react to the space.”

Her murals are scattered across 22 countries, from Colombia to the United States, Spain to Japan. The neo-muralist has already displayed her art at several international exhibitions, such as the Curitiba Biennial in Brazil, Art Expo Malaysia and the Artscape Festival in Sweden.

Ledania’s fantastical scenes are often places of pure happiness, like her homeland.



SOARING WITH ARA

Ara challenged Ledania to paint graffiti on the walls of some of its stores, adding more colour and joy to the streets of Barranquilla, Manizales and Bogotá. To represent the hustle and bustle of downtown Chapinero, the artist found inspiration in Colombian flora and fauna and in the mountains of the country's eastern landscape. Birds were used to symbolise the creative freedom that Ledania had in this challenge. "With Ara I was free and happy. In other words, I spent every day painting and feeling positive because I had the freedom to do whatever I wanted with my colours, letting my creativity soar." In 2022, Ledania's art will hit three more Ara stores in Cartagena, Cúcuta and Cali.



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Ledania redesigned the can for Ara's private brand beer, 20 de Julio.



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THE POWER OF WILL

The Colombian artist was also invited to design the cover of this edition of Feed magazine. For Ledania, finding her particular meaning of the word 'will' meant thinking of a maxim: "To me, the word 'will' means freedom, the ability to make my own decisions. And knowing that 'where there's a will, there's a way'." In this piece, the artist created a new world with a human element co-existing in harmony with its surroundings. "The characters co-exist with the environment, the city, the architecture and diversity in a mysterious future, but one that I see as a place of freedom and diversity."

Ledania was challenged by Ara to paint graffiti on the walls of some of its stores, bringing more joy to the streets.



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BIEDRONKA

AT THE HEART OF CHANGE

*Pleasure. Newness. Variety.
Above all else, this is what Poles value most
about food. But 25 years ago, things were
a bit different. Research commissioned
by Biedronka highlights the main changes
in dietary habits in Poland and their impact
on the health of Polish society.*



NEW HABITS TAKING ROOT



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In the past, eating was primarily about nutrition; today it's also (and mostly) about pleasure. People used to eat to survive, now three-quarters of the Polish population live to eat food they enjoy. Sometimes their relationship with food becomes almost hedonistic – cooking together, the taste of dishes and celebrating meals have become very important parts of their days. People try new dishes and ingredients. They want and like variety. Even traditional “Polish cuisine” is now lighter. Parents eat differently from children, choosing different ingredients and using them to make different dishes.

Biedronka was decisive in democratising access to healthy food, offering high-quality products at affordable prices. Now, it also wanted to learn more about the evolution of eating habits in Poland over the last 25 years – the same number of years Biedronka has been the daily shopping companion of Poles. At the Economic Forum in Karpacz, together with the institute of social studies IPSOS, Biedronka presented the most important findings of their ground-breaking research “Eating Habits in Poland: what has changed in the last 25 years?”. There was a lot to research – much has changed.

The research commissioned by Biedronka and carried out by IPSOS shows that Poles love to eat. Nearly 60 per cent of the Polish population like to experiment, use new recipes and try new dishes. More than half enjoy browsing internet pages dedicated to cooking and nutrition.

Today, Poles believe that healthy eating involves regular meals, not skipping breakfast, home cooking, using fresh or only lightly processed ingredients, and variety – eating meat, vegetables and carbohydrates. Polish cuisine in the 1990s was heavy, rich and starchy. Poles ate three main meals a day and skipped snacks. Cooking meals was a lengthy process that involved buying ingredients and hours of preparation. Ingredients tended to be of low quality and tasty, good quality food was expensive.

Twenty-five years ago, 48 per cent of Poles believed they ate healthily or very healthily; today this belief is held by 68 per cent of the Polish population. Eight-two per cent of Poles say that eating is a real pleasure, and 73 per cent put taste before health benefits. Sixty-five per cent of Poles have an undeniable sweet tooth, and 58 per cent consume more calories in a day than they require. Additionally, more than half of the Polish population admit that their food is too rich and thus not healthy. Compared to what Poles ate 25 years ago, they consume more brown and wholemeal bread, Greek and natural yogurt, frozen vegetables and olive oil. There has been no noticeable change in the amount of white bread, milk, eggs and vegetable oil they consume.

The report's findings are optimistic: 63 per cent of Poles limit the amount of sugar in their diet and half of the population watch their intake of salt and fat. More than half drink 1.5-2 litres of water per day, and almost half eat a portion of fruit and vegetables every day. Forty-five per cent of Poles buy fewer products containing preservatives, artificial colouring or other E numbers. They are also aware that the last meal of the day should be consumed at least 2 hours before going to bed.

Consumers notice and appreciate the changes Biedronka has made over the past 25 years, especially the fact that it offers a variety of food solutions for the entire family and introduces new flavours and interesting options. Its products are affordable and cover a range of nutritional needs, and there is a wide range of fresh produce. Almost 60 per cent of Poles believe that Biedronka is the facilitator of healthy eating in Poland.

Biedronka follows the principle that food products can have more natural ingredients and a better nutritional profile. The Company applies this principle when it decides on guidelines and specifications for Biedronka brand food manufacturers. For nearly ten years, Biedronka has been reformulating its products. Half of the additives allowed by Polish and EU regulations have been excluded and all Private Brand products for children are free from preservatives, sweeteners and high-fructose corn syrup. In 2021, Biedronka introduced Nutri-Score scale labelling to help customers make better informed nutritional choices.

Almost 60% of Poles believe that Biedronka is the facilitator of healthy eating in Poland.

Eating Habits in Poland: what has changed in the last 25 years?: the main findings of this study were presented at the Economic Forum in Karpacz.



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Threads of memory

Used for centuries to protect shepherds from the harsh climate of the Estrela uplands, burel has been reinvented and is attracting international attention. The looms that gave life to this 11th century Portuguese fabric at the old textile Lanifícios Império mill were threatening to go silent, until Burel Factory brought them a second lease of life – with an array of new colours, patterns and uses. A story of determination and respect for tradition.



The use of different colours and techniques allows for the creation of distinctive patterns, which are then applied to countless products.

WEAVING THE FUTURE OF BUREL

THE noise is deafening, but the steady to-and-fro motion of the machinery is hypnotic. After washing to remove dirt and natural oils, the white wool is prepared for the first of three carding processes. The machinery originally came from Belgium and for more than a hundred years has been powered by steam, then by naphtha, and finally by electricity. The material coming off these machines, uniform in colour and texture, is the starting point of the new story of burel. A story of innovation and perseverance which is making waves around the world and that is woven around the Burel Factory.

Made from wool from Bordaleira sheep, the same animals kept for producing the region's famous cheese (queijo da Serra da Estrela), burel was traditionally used to make shepherds' cloaks, monks' habits and mourning clothes. Today, this coarse fabric is enjoying a renaissance and reviving the local economy. The town of Manteigas, high in the Estrela Mountains, was hit by the closure of one woollen mill after another, until the last, the long-established Império mill, fell silent in 2006.

When Isabel Soares and João Tomás bought what is today the Casa das Penhas Douradas hotel, they decided to use burel for its interiors. They rented a part of the Império mill to produce the fabrics, got hooked and ended up keeping on the workshop. They were rewarded with a commission to decorate Microsoft's offices in Lisbon. Later, when Império filed for bankruptcy, Isabel and João bought its assets (machinery, furniture, patterns, remnants of old collections), set up a weaving line and managed to employ some of the former mill workers. Thanks to the skills of experienced weavers and the new owners' flair for contemporary design, the looms have come back to life.

To ensure a zero-waste approach, Burel Factory also develops products resulting from the remains of other pieces, while advocating conscientious use of raw materials.





© Paulo Sousa Coelho

HOW BUREL IS MADE

The raw wool is first carded and cut, to produce slubbing. Any excess is returned to the first carding process. The fine, fragile slubbing is then spun to form the thread, which is transferred to the bobbins. Here, Delfina Patriarca, who came from another mill that closed shortly before Império, passes on her skills to a younger generation of workers: “I help them to tie the knots and to thread the spools. It’s good to teach what we know, it’s nice to see them learn what we learned.”

Working the warping machine, Susana started out here three years ago: “I had my own restaurant business, but it wasn’t a success so my sister-in-law, who had worked at Império, told me to get a job here.” It’s Susana’s job to lay out and pull the threads into a vast web in the precise sequence in which they should reach the looms. She looks with pride at the pieces she has helped to create. “It’s ours. And it’s doing a lot for Manteigas [a small mountain village in Guarda District].”

It’s time to start weaving. On the looms, the warp and the weft come together to make the finished fabric, which is then weighed and measured. At the quality control stage, the burel is scrutinised for imperfections, which are then corrected manually. Next comes the finishing process: washed and beaten, the final fabric shrinks between 30 and 40%, leaving it softer and stronger, ready for dyeing (although sometimes the dyeing is done at the start or half-way through the process). Traditionally, burel was produced only in its natural colours (white, brown and surrobeco, which is a mixture of white and brown).



© Paulo Sousa Coelho

The wool comes from Bordaleira sheep – the same breed that produces the milk used to make the famous Portuguese Serra da Estrela cheese.



RESOURCEFUL WOOL

Burel is 100% biodegradable and can be composted and used as fertiliser. It is highly resistant to water, fire, light, pressure and tearing, and functions as a natural material for insulation and soundproofing. All this makes it extremely versatile.



© Paulo Sousa Coelho



COUNTLESS USES

Multicoloured ponchos, cushions and pouffes in the shape of a sleeping fox, laptop mats, 3D wall panels. Burel Factory has found countless ways of using burel in fashion, interior design and architecture. And of course there are blankets, marketed under the Mantecas brand, which has grown to include cushions, shawls and scarves. As well as its online store, the company has three brick-and-mortar shops (Porto, Lisbon and Manteigas) and two hotels.

It was in Japan that Burel Factory began its internationalisation process, a pressure test justified by the high demands this country is known for. In a year when the sector's exhibitions returned to their usual functioning, the company once again participated in the Jitac European Textile Fair in Tokyo. This was followed by appearances at ShowUp in the Dutch city of Vijfhuije, 3 Days of Design in Copenhagen, Première Vision in Paris and the London Textile Fair.

Blankets, cushions, pouffes, rugs, clothes, accessories and even toys for children, there are all sorts of things for all ages and tastes.

Brushing up on beauty

In 2011, the Greek goddess of youth arrived in Poland to shake up the market landscape of Health and Beauty for good. Hebe is celebrating its 10th anniversary with reinforced market positions and the ever-growing ambition of becoming a leading omnichannel player in Europe.



**MAY
2011**

Opening of the first Hebe store in Warsaw, in the presence of Pedro Soares dos Santos, Chairman and CEO of Jerónimo Martins.



**MAY
2012**

Launch of the loyalty programme to boost customer engagement. Loyalty card customers now make up over 60% of sales. The brand publishes its first bimonthly magazine.



**FEBRUARY
2017**

Launch of Hebe Professional, which offers high-quality products and is Hebe's number one brand.



A BEAUTIFUL LIFE

**OCTOBER
2017**

Opening of the first Hebe flagship store in Wrocław, making the brand a top-of-mind choice for health and beauty products.



Jerónimo Martins' chain of Health & Beauty stores is now ten years old. Hebe was born in May 2011 to offer Polish women high-quality cosmetics and skincare products at very competitive prices. Ten years later, the Company still excels in providing a pleasant shopping environment, expert advice and an assortment of the best products. And it is leading the way in consumer migration to the digital world. Today, Hebe has over 280 drugstores spread across Poland. Private Brand and Exclusive Brand products represent almost 20% of its sales. Here are some milestones in the history of these ten years.

**JULY
2020**

Divestment of the pharma business to focus exclusively on drugstores as the channel and format with the highest potential for development.



**OCTOBER
2021**

Hebe's products were made available to consumers from the Czech Republic, Slovakia, Germany and Portugal through the e-commerce platform.

**JULY
2019**

Start of Hebe's e-commerce operation.



**OVER
3 MILLION
ORDERS**
placed online

**OVER
73,000M²**
sales area

284
stores



5 MILLION
loyalty
cards

**A QUICK
TOUCH-UP**

Hebe is the Greek goddess of youth or the prime of life. She is the daughter of Zeus and his wife, Hera (from Greek *hēbē*, "young maturity," or "bloom of youth").

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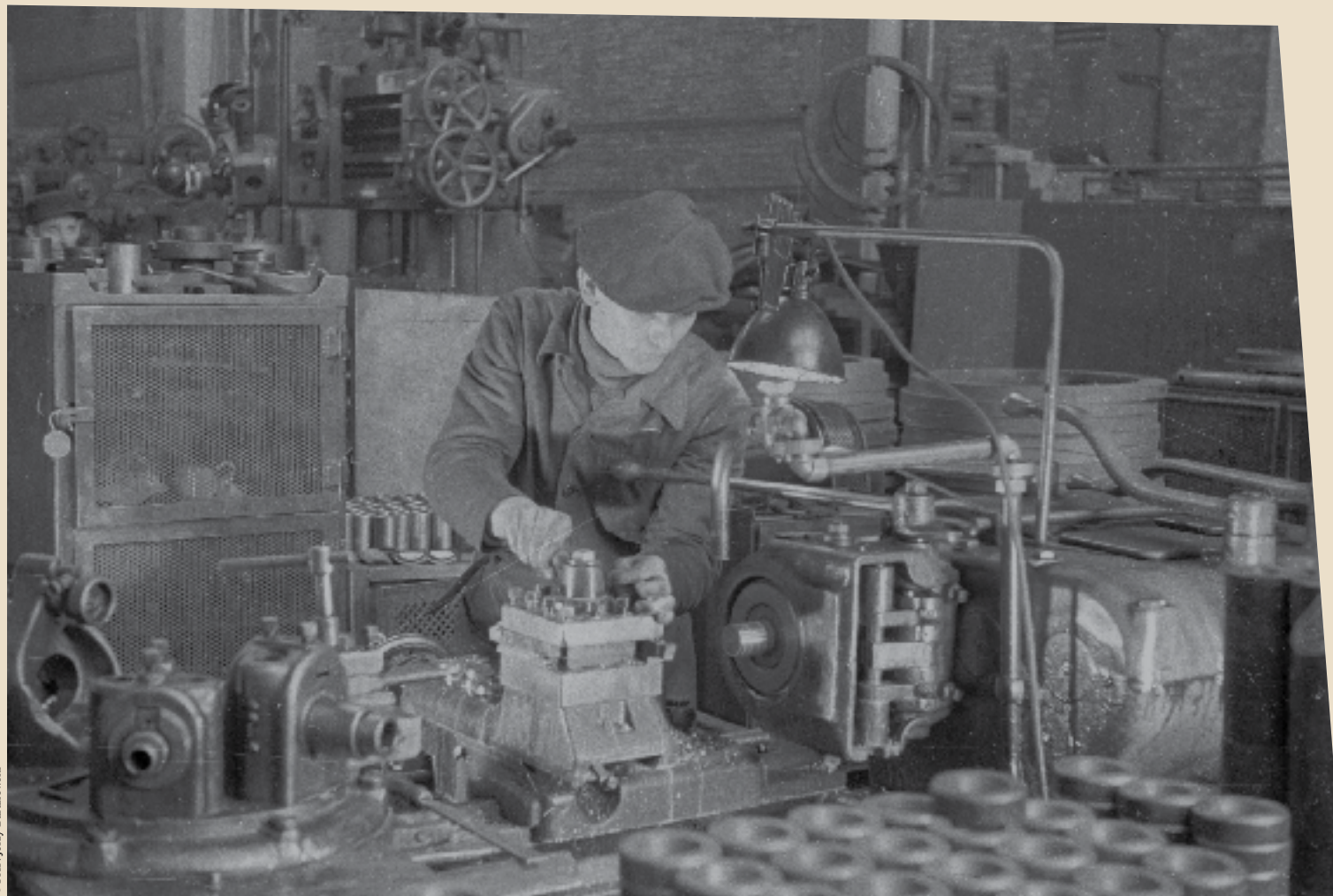
A HISTORY OF WILLPOWER

Colombian Antonio Fuentes, Polish Hipolit Cegielski and Portuguese Aurélia de Sousa. Three figures from different generations, with different purposes and contributions but united by the strong determination that earned them a place in history.



HIPOLIT CEGIELSKI

AN ECONOMIC GROWTH PRECURSOR



© PAP/Jerzy Baranowski

THE industrial revolution in the first half of the 19th century changed the world. Changes brought on by the mechanisation of production processes were not limited to the economy – they applied to almost every aspect of life, effected social change and changed mindsets, culture and politics. This revolution also took place on Polish soil. In 1795, the Polish-Lithuanian Commonwealth vanished from the map of Europe and its land was divided between the neighbouring powers – Russia, Austria and Prussia. Throughout the 19th century, this situation, combined with changes imposed by the invading powers, was the key factor affecting the pace of and opportunities for economic growth. Poles entered the era of the

most intensive industrialisation without sovereignty over their nation and in stark contrast with the countries ruling the land they were living on. This resulted mainly from the invading powers' unfavourable position towards Poles – their policies were designed to stunt culture, and also economic growth.

The activists operating in each annexed territory faced many challenges, often difficult to predict. Hipolit Cegielski was one of them. In either 1813 or 1815, he was born to a landed gentry family in Wielkopolska – the territory seized by Prussia. His mother died when he was still a child, and his father lost a significant chunk of his wealth through bankruptcy. These two

events shaped Hipolit's extraordinary independence and drive to achieve the goals he set for himself. He chose an academic path rather than follow in his father's footsteps and settle on the land. He completed his studies in Berlin, defended his PhD in Philosophy and, on his return to Wielkopolska, he became a teacher of the Polish, Greek and Latin languages. In addition to his work with young people, he also devoted his time to research. His teaching and research career was promising, but it was brought to a halt in 1846 by an unsuccessful anti-Prussian uprising in Wielkopolska. The rebellion was not just about the rebirth of the Polish state, but first and foremost, about the birth of a state governed by principles of democracy. These ideals, clearly anti-Prussian, were readily embraced by the youth, who were subsequently subjected to infiltration by Prussian police. Cegielski refused to agree to have the homes of his students searched. He lost his job and, with it, his livelihood.

For the second time in his life, Cegielski had to set himself new goals. He took advantage of the economic changes and the favourable environment for new enterprises and so he decided to try his hand at manufacturing. The desire to improve his financial situation put him on the path of industrial development in Wielkopolska. The territory was essentially farming country, which was one of the reasons why Cegielski opened a store selling iron farm tools (1846). It did not take long for the shop to become a workshop, then a small factory and, finally, a large, modern agricultural machinery plant. In 1860, Cegielski's factory started making traction engines, the predecessors of tractors and locomotives. He soon became a public figure known for his determination and drive to succeed and one of the best-known industrialists in Wielkopolska.

JAKUB LORENC



AN ECONOMIC HISTORIAN SPECIALISED IN SOCIOECONOMIC HISTORY AND ALSO IN HISTORICAL EDUCATION. SINCE 2019, HE HAS BEEN WORKING ON MODERN FORMS OF TEACHER TRAINING AT THE UNIVERSITY OF WARSAW.

Hipolit Cegielski soon became a public figure known for his determination and drive to succeed and one of the best-known industrialists in West Central Poland.

His determination to succeed was also clear in another area of Hipolit Cegielski's work: his support for social organisations in Wielkopolska. He wanted to base the anti-Prussian resistance not on armed struggle and uprisings with their high human cost, but on the grassroots focused on developing agriculture, industry and education. It was hoped that intellectually and economically independent Poles in Wielkopolska would be able to resist the Prussian attempts to restrict their independence. This is why Cegielski founded the Scientific Assistance Society of the Grand Duchy of Poznań and was an active member of it. The society provided financial support for young people pursuing education in Wielkopolska. Cegielski also founded the Poznań Society for the Advancement of Arts and Sciences (focused on developing education in Wielkopolska) and the Central Economic Society for the Grand Duchy of Poznań (promoting modern farming methods amongst the Polish population of Wielkopolska). It is worth mentioning that Cegielski was also behind the propagation of the cooperative movement in Wielkopolska and the creation of cooperatives distributing goods produced by their members. Today, this tradition is still continued by businesses operating in the region but now reaches far beyond its borders (for example, Biedronka).

When Cegielski died in 1868, he was far from imagining that, thanks to his determination, he would one day be recognised as one of the pioneers of Polish industry, a role model, and that the factory he opened would still be operating more than 150 years later.

AURÉLIA DE SOUSA

BETWEEN WILLINGNESS AND POSSIBILITY

AURÉLIA

de Sousa was born in Chile, South America, in 1866. She was raised in Porto, where she studied drawing and painting. She later moved to Paris, to further her studies beyond national frontiers. Will was something she was not short of. Willingness to enrol at the Fine Arts school in Porto, instead of continuing with her private lessons at home. Willingness to leave the second main Portuguese city and proceed to the French capital to study at the most best-known Parisian art school with special courses for women; willingness to become a professional painter on her return to Portugal, with all this implied in terms of public exposition and commercial transactions, instead of settling for the restricted domestic circle where women of a certain class were expected to pursue their creativity. A strong will was not enough, however. Much more so for women than for men. It was determinant but not sufficient. As the British writer Virginia Woolf portrayed so well in her brilliant 1928 essay, *A Room of One's Own*, women had to have adequate material conditions in order to create. And for a woman within her historical and social context, that could be as prosaic as it was inaccessible. Education, money, time and space, both physical and mental, were the norm for men of her status. Not so for women.

Along with her strong will, Aurélia de Sousa had the necessary material conditions to strive for her art. The family villa and surrounding gardens on the outskirts of Porto, where she had space both for a studio and a photographic laboratory; and time not consumed by being a wife, a mother, or having domestic responsibilities. And money, not unlimited but sufficient, from her father while he was alive and from her brother-in-law when she needed to study abroad. Aurélia also had an education. She was given the expected home lessons that revealed that her talent for drawing and painting went beyond the usual standards. This led to the family hiring a proper professor, one that taught historical painting at the School of Fine Arts. For reasons that are not entirely clear, Aurélia was already 27 – in 1893 – when she enrolled at the school itself, thus taking a decisive step from the realm of domesticity to the public space of a formal school. Why so late? Was it due to her mother's scepticism at seeing her daughter, one of the six, wanting more? Was it the fact that it was only at that age that the time for marriage or childbearing was considered over (by option or circumstance) and she could, therefore, fully embrace her artistic interests and professional ambitions? Private life, with its subjective intricate web of chance and will, was a much more decisive factor in women's lives than in men's.

FILIPA LOWNDES VICENTE



FILIPA LOWNDES VICENTE, HISTORIAN, IS A RESEARCHER AT THE INSTITUTE OF SOCIAL SCIENCES OF THE UNIVERSITY OF LISBON. IN 2000 SHE COMPLETED HER PhD AT THE UNIVERSITY OF LONDON AND SINCE THEN HAS PUBLISHED ON DIFFERENT SUBJECTS RELATED TO 19TH AND 20TH CENTURY HISTORY, BOTH IN PORTUGUESE AND ENGLISH.

FROM PORTO TO PARIS: THE DESTINY OF MANY WOMEN WITH ARTISTIC AMBITIONS

Formal education in Portugal seemed not to be enough for Aurélia de Sousa because, in 1899, she went to Paris to enrol at Académie Julian, the art school that had become well-known for treating its female students (almost) the same as its male ones. On the one hand she could study at a school that seemed especially favorable to women. On the other hand, however, as a woman of a certain class she could not enjoy the liberty, independence and choice available to her male counterparts. Of spending afternoons in museums copying the great masters without company or simply wandering the streets, the parks,

the art supplies shops. Of coming and going at will. Of being a *flâneur*. Despite Rudolphe Julian, the owner of the Academy, considering “his female students as good as his male ones”, Aurélia revealed her disbelief in the possibilities of students being judged without a gender bias: “I am going to enter a competition, but I do not have much hope, a lot of men are participating and when they enter, the women get left out”, she wrote to one of her sisters in Porto.

PORTRAITS OF HERSELF

Sousa left us some of the strongest self-portraits of the Portuguese art history canon, a canon where she still does not fully belong, as happens with women artists of that period who have only recently begun to gain the recognition of a history that, in recent decades, is also becoming herstory. The return from Paris to Porto meant her entering into the public spaces of art – exhibiting publicly, selling and receiving private commissions. The World War One limited her European

The artist left us some of the strongest self-portraits of the Portuguese art history canon.



Aurélia de Sousa
“Auto-Retrato”, 1900
Oil on canvas
Museu Nacional de Soares dos Reis

grand tours, but her art remained at the centre of her life. No children, no husband, as well as physical and mental space for work, assured her the time and concentration necessary to create. When in 1936, Sousa's first retrospective was held, more than a decade after her death in 1922, the critic Júlio Brandão wrote how she had been almost forgotten. He then praised her talent by saying that if an observer looked at her paintings, he would never guess they were done by a woman, instead considering them to be the work of an “extraordinary [male] painter”. In the 1930s, the reviewer reproduced the gender lens with which art criticism had evaluated women's art throughout the 19th century and the early 20th century – if the art was considered bad this was attributed to the artist's sex; if it was good, she was a rare exception to the norm, as she possessed masculine qualities.

Women all over were pushing boundaries and many were leaving their mark in the public space. Yet, subsequent history making tended to give them much less attention when compared to their male counterparts. They were many more than our education, formal and informal, would have suggested us. Their passage from ignored names to historical characters also depended greatly on another will, one that had nothing to do with them. The willingness of those researchers, writers, curators, collectors, journalists, mostly women, who in the last decades have been, going back to the archives and museums, searching for those visual and written documents produced by women of will.



Photograph of Aurélia de Sousa painting outdoors with her sister Sofia de Sousa, Casa-Museu Marta Ortigão Sampaio, Porto.

ANTONIO FUENTES

THE PROMOTER OF COLOMBIAN TROPICAL MUSIC

CARLOS ALFONSO DÍAZ MARTÍNEZ



A HISTORIAN FROM THE NATIONAL UNIVERSITY OF COLOMBIA AND PhD STUDENT AT THE COLLEGE OF MEXICO. HE HAS WORKED AS A RESEARCHER ON ECONOMIC HISTORY, POLITICAL CRISES AND THE DEVELOPMENT OF INSTITUTIONS FOLLOWING CRITICAL EVENTS SUCH AS THE REVOLUTION OF NEW GRANADA AND VENEZUELA.



© Courtesy of Discos Fuentes

MOST

Colombians will recognise tropical music when they hear it and recall the family gatherings where it was played, even if they don't know the difference between a 'cumbia', a 'porro' or a 'paseito', among other rhythms. Most Colombian homes will also have at least one record or compact disc from the powerhouse record company Discos Fuentes because partying and music in Colombia go hand in hand with Discos Fuentes and its most successful product: 14 'cañonazos'.

Discos Fuentes was established in 1934 by Antonio Fuentes (1907-1985), a Cartagena-born member of the centennial generation who took a gamble on the budding musical industry. Although Colombian music has deep Afro-Colombian and indigenous roots, both in the Caribbean and the Pacific, Antonio Fuentes and other record companies (including Sonolux, Zeyda and Codiscos) proved their worth by investing in the recording, production and release of analogue records, first for gramophones (78 rpm) and later for record players (33 rpm).

Antonio Fuentes' investment was easily coupled with radio, a privileged channel for promoting his records and Colombian music. The first radio station in the country (HJN) was established in 1929 and five years later Antonio Fuentes founded his own company. It was, without doubt, a risky and pioneering undertaking in many ways. Still, thanks to the worldwide momentum of the music industry (Sony, Philips, RCA Victor and others) and the conviction that he was creating something new in Colombia, Antonio Fuentes gradually made his company known on the Colombian music scene. In addition to being played on the radio, the large dance halls in Colombian cities offered ballroom dancing with live orchestras or records. That is where you would also find the tropical music records of Discos Fuentes.

After struggling in Cartagena for a few decades, Antonio Fuentes settled in Medellín, the home of Discos Fuentes since 1960. By this time, the company was pressing the records of the famous Pedro Laza y Sus Pelayeros orchestra, gaining a foothold in the Colombian music industry. But Antonio Fuentes wanted more. In that same year, he founded La Sonora Dinamita, a group set up with the aim of becoming the Colombian Sonora Matancera band. He also introduced stereo recording in Colombia. The following year saw the release of the first volume of 14 'cañonazos bailables', a compilation of tropical music featuring stars such as Pedro Laza, Lucho Bermúdez, Clímaco Sarmiento, La Sonora Cordobesa and more. The album cover illustration shows of a Spanish cannon set in a walled city, recalling Antonio Fuentes' native Cartagena. The king of 'cumbia', Andrés Landero, was also on the Discos Fuentes payroll from the mid-1960s.

The Los Corraleros de Majagual orchestra was founded in 1962 at the behest of Antonio Fuentes. Over the years, this band became the most representative of Colombian Caribbean music and a school of renowned musicians, such as Julio Ernesto



© Courtesy of Discos Fuentes

Estrada, the popular Fruko. After working as an assistant for the Discos Fuentes record company, Fruko joined the Corraleros as a percussionist and founded his band, Fruko y Sus Tesos, in 1970. It was the first purely salsa group in the history of Colombia, as many 'cumbia' orchestras had previously played some salsa acts but did not focus exclusively on this rhythm. Joe Arroyo, Wilson Manyoma, Jhon Jairo and Piper Pimienta are some of the prominent former members discovered by Fruko and that played in his band.

The golden years in the history of Discos Fuentes were from 1960 to late 1980, as the label featured incredible performers such as Adolfo Echeverría, Bovea y Sus Vallenatos, The Latin Brothers, Rodolfo Aicardi, Gustavo Quintero, Los Ocho de Colombia, Los Tupamaros and many more. Antonio Fuentes died in Medellín in 1985, but his business and music legacy live on among all Colombians. On the international scene, Discos Fuentes is synonymous with Colombian music.

A compilation of tropical music, "14 cañonazos bailables" is Discos Fuentes' most successful product ever.



ETERNAL WILL

If art is said to be also a protest against death, artists live as long as their work keeps touching someone else's existence. This sense of immortality lies beneath an artwork's beauty, its soul and message. The passing of Portuguese surrealist Cruzeiro Seixas, Colombian conceptual artist Antonio Caro and Polish singer Ewa Maria Demarczyk is a reminder of the enduring legacy they leave.

Cruzeiro Seixas,
Untitled, 2001
Graphite, gouache and Indian ink on paper
Cupertino de Miranda Foundation Collection

INDELIBLE EXPRESSION OF SOUL

“I don’t have the time or money to really paint, so the only real thing you’ll find here is soul – those who have a soul,” wrote Artur do Cruzeiro Seixas in the notes on his first solo exhibition, held in Luanda, Angola, in 1953.

He was one of most iconic surrealists in Portugal, but he never considered himself an artist. Indeed, he said the term conjured an image of someone “stuck up, with a goatee and bow tie *à la lavandière*,” that had a studio and sold paintings. The “Master”, as he was referred to by his peers, did not like to sell his works, all of which fit perfectly inside the drawers at his many places of work. Like his first job distributing rations in an office in Lisbon during World War II. From time to time his boss would show up and the drawing taking shape would quickly be stashed away. He thus didn’t consider himself to be an artist, but “just like everybody else, except that I paint”.

If for this “man who paints”, surrealism was a moral philosophy, then painting, sculpting and poetry were the instruments that breathed life into it. He found his “breath” at the age of five. His mother couldn’t afford to buy toys, so she would give him a pencil, paper and rubber. Then, she would make little holes in his drawings and hang them with a string on the door latches, creating veritable art exhibits in their house in Estoril. This is how Cruzeiro Seixas began creating his world, “his meticulous disorder”, his “confounding force”, in the words of Mário Cesariny (1923-2006), Portugal’s main proponent of the cultural movement that emerged in the 1920s. Cruzeiro Seixas first met Cesariny at the Antonio Arroio School of Decorative Arts and he became one of the most influential people in his professional and personal life. According to Galician philologist Perfecto E. Cuadrado, coordinator of the Portuguese Centre for Surrealism, they were united “by a passion intertwined with threads of admiration and enthusiasm that would sometimes see them portraying more or less explicit figures of estrangement and criticism.”



Cruzeiro Seixas
“Os convidados recordam
Gilles de Rais”, 1970
Tempera on paper
mounted on fibreboard
Cupertino de Miranda
Foundation Collection



Cruzeiro Seixas
“A arte sublime de inventar
o que nunca existiu”, 1995
Watercolours and Indian
ink on paper
Donated by Cruzeiro
Seixas, Cupertino
de Miranda Foundation
Collection

Most of the Artur do Cruzeiro Seixas collection can be found at the Cupertino de Miranda Foundation in Vila Nova de Famalicão in the north of Portugal, where the artist lived between 2012 and 2016 (until he moved to the Casa do Artista retirement home). More than 400 works of art, a collection that also includes poetry, photographs, handwritten notebooks, correspondence and books from his personal library, along with the 42 volumes of his album “Diário não Diário” filled with notes, collages and sketches.

In 1999, the collection was acquired for a symbolic price by the then president of the foundation (and also son-in-law of the founder and brother of Isabel Meyrelles), João Meireles, and then donated to the institution. The donation has enabled the Cupertino de Miranda Foundation to continuously celebrate the legacy of Cruzeiro Seixas, whether through its dedicated exhibition area, the art exhibitions it holds across the country or those it holds abroad, including, more recently, at the Metropolitan Museum of Art in the United States and Tate Modern in London.

Much like other artists of his generation, Cruzeiro Seixas was seduced by neorealism (1945-1946). However, artistic restlessness and the desire for aesthetic and ideological freedom led him to surrealism. His fine, yet delicate and precise brushstrokes never strayed from this incomparable philosophy. He embraced it in 1949 when he joined the anti-group “Os surrealistas”, founded by Cesariny in response to the strict obedience to the dictates of Paris by the artists in the “Grupo Surrealista de Lisboa”. Two years later, he joined the merchant navy, travelling through Africa, India and the Far East and eventually settling in Angola until the colonial war broke out. It was there, born out of the solitude that distance brings – “my solitude, constructed, found and imposed” – that he found inspiration for almost all of his poetry, a dimension of his work that was little known until two decades ago. His poems were collected and arranged by his friend Isabel Meyrelles, herself a sculptor and poet and part of the surrealist movement, who published them in 2002 in a poetry book entitled “Obra Poética” (reprinted and expanded in 2020).

Creator of a diversified body of work, the master of lunar landscapes populated by ambiguous beings incorporated traces of African art, the metaphysical painting of Giorgio de Chirico and the organic and elegant metamorphoses of Salvador Dali. In his figurative art, he often used elements such as horses – that “fly, fly, fly like a shriek that awakens the plants contemplating eternity” – ships or body parts pierced by arrows, creating a heightened romantic tension between reality and desire.

ARTUR DO CRUZEIRO SEIXAS

Amadora, Portugal
3 December 1920
– 8 November 2020
SURREALIST ARTIST



© Courtesy of Fundação Cupertino de Miranda

Cruzeiro Seixas was one of the most iconic surrealists in Portugal. His fine, yet delicate and precise brushstrokes are characteristic of his work.

LONG LIVE THE MASTER

Cruzeiro Seixas would have been 100 years old on 3 December 2020, but he passed away less than a month before (on 8 November), without getting the chance to see the “Cruzeiro Seixas – Insist on being poetry” exhibition inaugurated at the UNESCO headquarters in Paris, a solo exhibition with 80 of his works, documents and tapestries. Organised by the Cupertino de Miranda Foundation as part of the celebrations of World Portuguese Language Day, the inauguration was scheduled for 5 May of that year, but was postponed twice due to the Covid-19 pandemic (it is currently scheduled to open in 2022). The Foundation’s artistic director, Marlene Oliveira, has put her heart and soul into this exhibition, because “it was a dream of his”. She nostalgically recalls “a man of strong convictions, and a keen sense of criticism. And he didn’t only show an interest in surrealism... although he was not a religious man, he liked to visit churches, because of their beauty, their baroque altars, the gilded art and detail. He replicated that detail in his work. His quill drawings are one of the things that fascinate me most. The precision... we used to ask how someone that could draw with such detail could be a talentless art student (laughing), as he used to refer to himself.”

To celebrate his 100th birthday, the Foundation published a book of poems and illustrations entitled “Eu Falo em Chamas”, a facsimile edition of the 1986 handwritten original. This was followed by a 100 print run of Rei Artur Surreal, a book-art object published by Galeria Perve.

Painter, poet, set designer, illustrator, collector and also curator of countless artists who he helped launch and promote, Cruzeiro Seixas was awarded the title of Grand Officer of the Order of Saint James of the Sword in 2009 for his artistic merit, and the Medal of Cultural Merit in 2020 for his undeniable contribution to Portuguese culture.

While to the average mortal eternity is equated to “living forever”, to the “Master”, according to one of his anti-mottos, “eternity is now or never”. But what is left of the now? “Nothing left of my time on earth will be defining, complete, explained. I didn’t have an audience, or friends, or love, that were truly worthy of the name. I did not live, but, curiously, I will leave behind documents of that non-life.” And what a full non-life it was...

Cruzeiro Seixas / Manuel Patinha
Untitled, 1981
Oil on canvas
Cupertino de Miranda
Foundation collection



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© Courtesy of Casas Rieger Bogot and Antonio Caro succession. / All rights reserved



Antonio Caro
“Bandera”.
Bank of the Republic
Art Collection.

MESSAGE IN A POSTER

“I have this wonderful notion that creativity was the driving force behind the development of humanity. That it became twisted along the way is not the fault of creativity.” For almost half a century, Antonio Caro’s creativity made him a household name in Latin American art and he was undoubtedly one of its most daring and brilliant artists. Widely recognised for his superb ability to exploit the visual potential of words, he used unconventional forms of art to convey his message and encourage sociopolitical and cultural reflection.

Caro exploded onto the international scene in 1970, when he was still studying at the Universidad Nacional de Colombia’s School of Fine Arts and participated in the XXI Salón Nacional de Artistas with his work entitled “La Cabeza de Lleras” (Lleras’ Head). It was a salt bust of President Carlos Lleras Restrepo, who had left office the previous year, encased in a glass container. At the inauguration, the artist poured water over the bust to dissolve it and ended up flooding the exhibition space. The next day art critic Alegre Levy wrote in newspaper El Tiempo “Se inundó el salón” (He flooded the hall!), thrusting Caro into the national spotlight.



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ANTONIO CARO

Medellín, Colombia
10 December 1950
– 29 March 2021
CONCEPTUAL ARTIST



Antonio Caro
"Proyecto 500".
Bank of the Republic
Art Collection.

Born in Bogotá in 1950, Antonio Caro was accepted to the university with one of the highest admission scores on record; however, he never completed the course because he believed he would fare better making art rather than studying it: "They should never have accepted me. I'm blind and have no fine motor skills." About his short-sightedness, he would also say that it helped him see reality better.

Together with Bernardo Salcedo (1939-2007), Antonio Caro was one of the fathers of the Colombian conceptual art movement: "He completed my education." Just like his mentor, Antonio Caro was a creative artist at acclaimed advertising agency Leo Burnett. This experience would influence his most famous work, which is now considered a classic: the "Colombia" series. Inspired by the design of the Marlboro cigarette brand (1973) and later the Coca-Cola logo (1976), the artist wrote the name of his country using the same style in protest against rampant consumerism and the erosion of national identity caused by globalisation. The series catapulted his career to the point where t-shirts emblazoned

with his work were being sold and it was even exhibited in places such as the Pompidou Centre in Paris. Antonio Caro believed that "his training took place between the iconic Lleras head and the Colombia series: "I'm not saying that I'm self-taught, because the only self-taught person I know is Robinson Crusoe." In 1978, the "Todo Está Muy Caro" (Everything is very "Caro"/expensive) series, another of his most famous works, is a play on words using his surname and a popular phrase used when talking about the economy ("caro" means "expensive" in English).

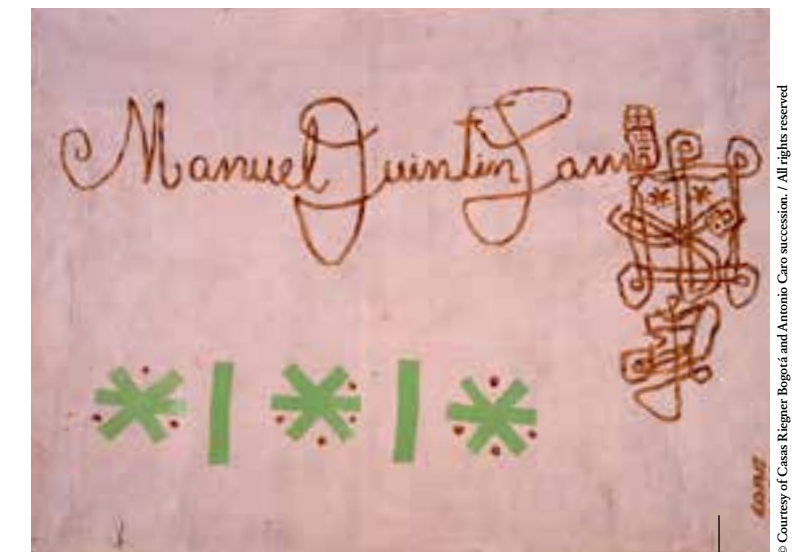
A VISUAL GUERRILLA

Caro used media more commonly associated with mass communication rather than traditional artforms: posters, lectures, engravings and installations. He also used indigenous materials and techniques, such as salt and achiote tempera, and found inspiration for a symbol in corn, a traditional crop cultivated throughout South America. In 1999, his work was included in the "Global Conceptualism: Points of Origin, 1950-1980" exhibition at the Queens Museum of Art in New York. Co-curator of the exhibit, Uruguayan Luis Camnitzer, referred to Caro as a "visual guerrilla", underscoring his uncanny ability to use his own poetic potential to subtly encourage open criticism. His last performance was Jabón Bendito Jabón (Soap Blessed Soap), at the Casas Riegner Gallery; a tribute to "the new philosopher's stone" in pandemic times: soap. He made a silkscreen with the blue of the laundry soap and added a caption with the name of the performance, written on a showcase. Outside, with soap and a hose, he invited everyone to shake his hand. Also in 2020, Caro participated in Mambo de Voz a

Voz (Voice Mambo), a joint project by the Bogotá Museum of Modern Art and newspaper El Tiempo inviting artists to reflect on the virus. "Yo con Yo" (Me, Myself and I) was the fruit of serious reflection on the present day marred by isolation and the vital role artists play in society: "Art is like a cog in the social wheel. Artists cannot function alone. We are part of a social world. And, when the wheel doesn't turn, everything comes to a standstill!"

Antonio Caro passed away on 29 March 2021, at San Ignacio Hospital, from heart failure. In his message of condolence, Colombian Minister for Culture Felipe Buitrago wrote that "Master Caro's works dissect the cultural tensions that shape life in our country". The National Museum boasts works such as "La bandera de Minería" (The mining flag) and "La firma de Quintín Lame" (Quintín Lame's Signature) in its collection. The Colombia series has been on display in the "Ser y hacer" exhibit hall since August.

For almost half a century, Antonio Caro's creativity made him a household name in Latin American art and he is one of the fathers of the Colombian conceptual art movement.



Antonio Caro.
"Tributo a Manuel Quintín Lame".
Bank of the Republic Art Collection.

Antonio Caro.
"Todo está muy caro".
Bank of the Republic
Art Collection.



THE BLACK ANGEL

Ewa Demarczyk at the 35th Student Song Festival, Kraków, 1999.



© PAP / GAF / Janusz Ułajewski

“EWA Demarczyk, who is renowned in her homeland as ‘The Black Angel of Polish Song’, is one of the few international popular singers with the vocal resources, theatrical command and musical discrimination to transcend, at least partially, the language barrier that makes so many European performers inaccessible to American audiences,” wrote The New York Times in January 1987. The critic from the daily newspaper was reporting on Demarczyk’s performance at the famous Town Hall, in Manhattan. A few days prior, the singer had turned 46. She was accompanied by an ensemble of two pianos, two violins, a cello, double bass and drums. The Krakow-based singer’s voice reminded the American critic, and many others, of Édith Piaf. “But unlike Paris’s legendary little sparrow” – he emphasised – “Ms Demarczyk exercises the dynamic control of a trained art singer”.

Demarczyk was, as always, dressed in black and, of course, performed in semi-darkness. Motionless and concentrated, she vacillated between a hypnotising hum and vibrant, harsh declamation. “The emotional likewise ranged from accusatory sarcasm and tender sorrow, with each shading precisely distilled,” wrote the NYT critic. That concert review characterises Demarczyk’s entire body of work as well: low on quantity, but high on quality.

Ewa Demarczyk was born in Krakow on 16 January 1941, the same city where she died almost eighty years later, on 14 August 2020. The war was raging when she was born and a total of eighteen people had taken refuge in the Demarczyk’s less than one hundred square-metre apartment, a few minutes’ walk from Krakow’s main square. Besides Demarczyk’s parents - a sculptor and a seamstress – the apartment was also home to her aunt, a painter, and uncle, a set designer, as well as her grandparents and several other children of little Ewa’s age.

After the war ended in 1945, some of the family moved around Poland, but Demarczyk remained forever tied to this city, at least until it exiled her. In Krakow she attended piano class at secondary music school and it was in Krakow that she first stepped on the stage - the cabaret stage. It was thanks to cabaret that she met Zygmunt Konieczny, who was a few years older and today is one of the most famous Polish composers of stage songs, theatre music and film scores. He specialised in the interpretation of the works of outstanding poets. It was he who wrote the song “Karuzela z Madonnami” (“Carousel with Madonnas”) for Demarczyk, to the words of the famous poet Miron Białoszewski, whose performance first won Demarczyk the hearts of critics and audiences at the newly established festival in the city of Opole. It was he who wrote for

The Krakow-based singer was known for a hypnotising hum and vibrant, harsh declamation.

her the song “Grande Valse Brillante” (to words by the even more famous poet Julian Tuwim), which she performed with similar success at the competing festival in Sopot. Konieczny also wrote the song “Czarne Anioły” (“Black Angels”) for her, which earned her the nickname “the Black Angel of Polish song”. And they released an album together, “Ewa Demarczyk śpiewa piosenki Zygmunta Koniecznego” (“Ewa Demarczyk sings Zygmunt Konieczny”), selling over 100,000 copies soon after its debut in 1967. Today it is still regarded as one of the most important moments in the history of Polish music.

Demarczyk’s domestic successes resulted in several invitations from abroad. She took the stage at the Olympia in Paris, New York’s Carnegie Hall, London’s Queen Elizabeth Hall and Tokyo’s Theatre Cocoon. She sang in Geneva at a gala celebrating the United Nations’ 20th anniversary, and performed in Sweden, Finland, Belgium and even in Mexico and Cuba. However, her most tremendous success lay just across Poland’s eastern border. Her second album, which included the Russian version of some of her already popular songs, was released across the Soviet Union and sold millions of copies. Eventually, Moscow welcomed Demarczyk as a truly international star.

There was no third album; only a concert album from 1979, on which Demarczyk sang in Polish, French, Spanish, German and Russian. She never returned to the studio and gave fewer and fewer concerts. During that time she married twice, unhappily. Her first marriage, to a violinist living in Belgium, lasted less than a year. Her second husband, a goldsmith, turned out to be a jewel thief and was arrested. It was also when Demarczyk’s mother died – her only true friend – with her husband abusing her grief despicably. She still visited him in prison for a while, but stopped when she spotted her missing brooch at another woman’s house. This was followed by a breakdown and a brief stay in a psychiatric hospital. Then, finally, a happy coincidence: she met this man from the crew that renovated her apartment, Paweł Rynkiewicz. It soon turned out they knew a lot of the same people and had many other things in common. Something sparked. Soon their relationship and cooperation developed in tandem. Rynkiewicz first became a lighting engineer in the theatre she directed, and later an administrative director. Finally, he became her manager. Their relationship would last almost four decades, until her death.

Their theatre was not quite as successful however. Plagued by venue problems and criticised by local politicians for alleged lack of box office success, it had to move out of Krakow to a smaller town nearby, and it closed down in 2000. A few months earlier,

Demarczyk gave - as it turned out - her last performance. At that time in Poland it was difficult to find sponsors for her concert shows, which were unable to break even on their own. Especially because she refused to raise ticket prices, as she believed they were supposed to be cheap enough to be affordable to students. She also completely disappeared from the media. Indeed, she had avoided journalists since the beginning of her career, giving just three television interviews. After Demarczyk passed away, her partner recalled how she shocked French reporters at that first concert at the Olympia. The memorable head and renovator of that establishment, Bruno Coquatrix, called a press conference without telling her. “She came to the hall and at the beginning apologised to everyone, explaining that she herself was also surprised by the invitation, because, as you know, she does not give interviews,” recalled Paweł Rynkiewicz. “This caused some consternation in the hall, and after a moment of silence, applause broke out. The journalists were delighted; they had not experienced such an attitude before”. Coquatrix himself was so impressed with Demarczyk’s performance that he offered her a two-year contract, but she declined.

While at the beginning of her career she was compared to Édith Piaf, as she got older people found a resemblance to Greta Garbo, who towards the end of her life could only be tracked down and photographed by the most brazen paparazzi. Demarczyk disappeared completely, but her music did not. On the contrary, the vacuum was quickly filled by performers offering their own renditions of songs from her repertoire; however, the demand for such cover bands was quickly exhausted. But Demarczyk’s original performances, after more than half a century, can still be heard on any good radio station. And more than two million people have watched the black and white recording of her 1964 Sopot performance on YouTube. Recently it was revealed that more than 60 unreleased songs were discovered in her archives - many more than she released in her entire life.

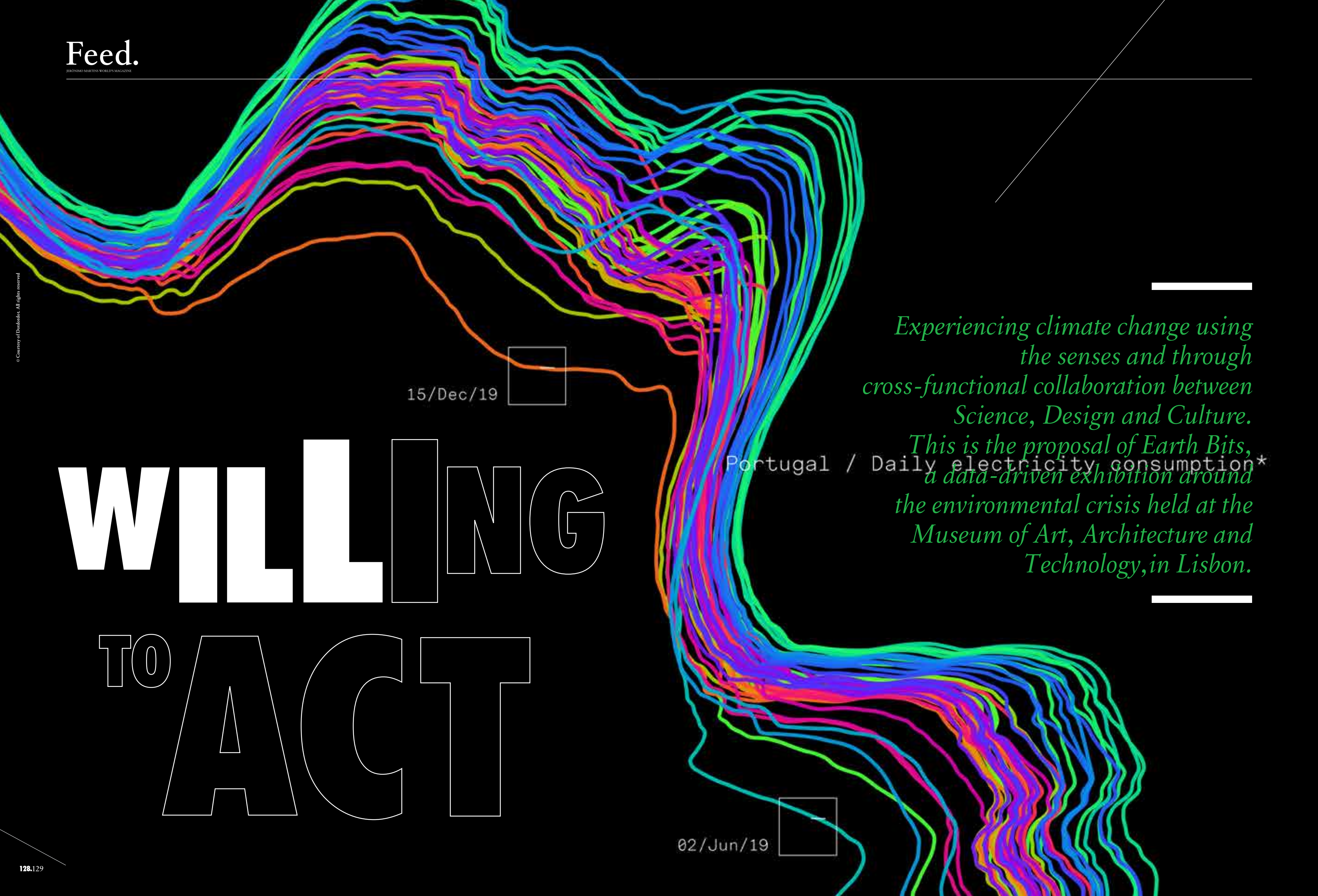


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EWA DEMARCZYK

Kraków, Poland
16 January 1941
– 14 August 2020
SINGER

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15/Dec/19

WILLING

TO ACT

Portugal / Daily electricity consumption*

*Experiencing climate change using
the senses and through
cross-functional collaboration between
Science, Design and Culture.*

*This is the proposal of Earth Bits,
a data-driven exhibition around
the environmental crisis held at the
Museum of Art, Architecture and
Technology, in Lisbon.*

02/Jun/19

SENSING THE PLANETARY

DATA

are limitless in volume, quantity and availability. Easy to generate and cheap to transport, data can be reused and repurposed, holding immense potential value. However, they can only be translated into knowledge when brought close to people, speaking a language everyone is able to interpret. When they hit a museum room, data can also be beautiful. “Earth bits – Sensing the Planetary” landed at the Museum of Art, Architecture and Technology (MAAT), in Lisbon, for an unprecedented journey through the implications of the technological and environmental impacts of human consumption and living on the planet. The installation is a demonstration of MAAT’s new Executive Director’s will to “make the museum an open civic arena, where people can exchange visions and propositions

for our future collective and shared life that respond to the critical challenges we are facing today as a society.” Italian curator and art critic Beatrice Leanza, who was appointed to lead the museum in 2019, explains that the exhibition “is the beginning of a two-year process and the ignition of MAAT’S new programme framework”, MAAT Explorations, which features an ongoing series of exhibitions and public and educational projects that delve into the multifaceted subject of environmental transformation from various scholarly and experimental angles. Developed by the research and interaction design studio Dotdotdot, the installation decoded the complexities of climate science, measuring humankind’s carbon footprint through graphics and digital content, animated videos and an interactive station.



The CO₂ mixer is reminiscent of an actual DJ deck and allows data on people’s daily habits to be mixed directly.



This multi-user interactive console allows visitors to identify their environmental impact and see it on a global scale.

Based in Italy, Dotdotdot’s team is made up of data scientists, exhibition designers, developers, interaction designers and experts in communication and strategy. According to Beatrice Leanza, their purpose was getting science “to talk, being objective and creating content that can be related to people’s lives, comprehensible and visually engaging. The challenge was to avoid prejudice and not to let people feel guilty or powerless at the end of the journey, but rather to understand the importance of taking action now, collectively, as human beings.”

Comprising four moments, the story unfolds in a progressive narrative to drive the visitor towards a deeper understanding of the ongoing climate emergency, relying on the scientific support of the European Space Agency (ESA), the International Energy Agency (IEA) and EDP (Energias de Portugal) Innovation. Called “Power Rings”, the first moment contextualises the topic through a visualisation of the changing patterns of electricity consumption in Portugal over the 2019-2020 biennium, portraying seasonal variation patterns and the impact of lockdown due to the Covid-19 pandemic.

The data-driven narrative unfolds in space to guide people towards a deeper understanding of the climate crisis.



INTERVIEW WITH
BEATRICE LEANZA
EXECUTIVE DIRECTOR AT MAAT - MUSEUM OF ART, ARCHITECTURE & TECHNOLOGY

A curator, art critic and sinologist based in Beijing for over 17 years, Beatrice Leanza was appointed to lead MAAT in 2019. Thanks to her unique insight into the Chinese creative scene, she has become a reference figure in the contemporary design and art fields.



© Courtesy of EDP Foundation. Photography by Francisco Nogueira

DESIGNING HUMAN EXPERIENCES

Dotdotdot is a multidisciplinary design studio focused on Interaction and Exhibit Design. Founded in Milan in 2004, this team of architects, designers, philosophers and programmers uses design and technology to create unique ways for humans to interact with the world.

The graphic interface renders visitors' impact as individuals and compares this with 150 countries.

Then, a 12-metre-long graphic mural of an imaginary city is the backdrop of our individual and collective routines over "24 hours - The Ecology and Energy of our Flux". This section explains the mechanisms of energy consumption behind simple daily gestures and habits, such as making coffee, receiving a package, eating a sandwich, taking a flight or checking social media.

The next step in the itinerary is "The CO₂ Mixer. Identifying human impact", a multi-user interactive console which allows visitors to identify their environmental impact by inputting personal habits in nutrition, mobility, housing and consumer trends. Visitors' choices are mirrored in a generative, real-time immersive sound palette where the better their impact on the planet is, the more harmonic the result is: on the contrary, bad behaviour accelerates BPM (Beats per Minute) and frenzy, resulting in a more disharmonic soundscape.

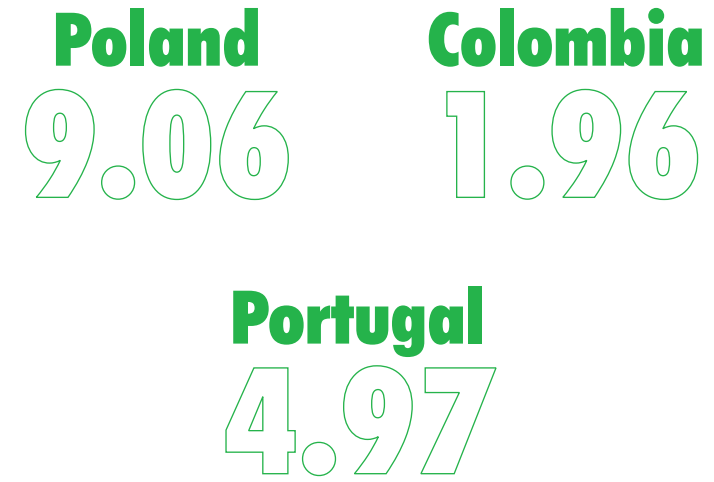
The fourth and last part of the visit is "Planet Calls. Imaging climate change", consisting of a digital wallpaper which is updated every month and shows the correlation between the increase in CO₂ emissions generated by human activity, global warming and its repercussions. Compiled with data sourced from the ESA Copernicus programme of sentinels that scan and monitor the Earth, the video is expected to "add something more contemplative and emotional", as explained by Dotdotdot. The creative process was also a learning experience for the Milan studio, which admits its surprise and even shock at some of the findings: "We were shocked to discover that the Copernicus

Visitors get to know the operational processes needed to power something as simple as dining at a restaurant.



© Courtesy of EDP Foundation. Photography by Bruno Lopes

EMISSIONS PER CAPITA (tCO₂)



project produces around 12 terabytes of data every day! It is the biggest open data programme worldwide, one that anyone can use, but it is a jungle, making it very difficult to figure out how to extract the right data. This is why we worked closely with ESA, both to collect the right data to create knowledge and to write the narrative for the video".

For Beatrice Leanza, this journey is "an attempt to tackle the complexities around climate science, around environmental transformation in a playful, easy way and what I find extraordinary is that we succeeded in bringing different stakeholders to the table." The Earth Bits project was made possible through the partnership with Novo Verde – responsible for the collection, recovery and recycling of packaging and packaging waste in Portugal – and ERP (European Recycling Platform) Portugal. The second phase of Earth Bits will be launched in March 2022 with additional and updated content.



© Courtesy of EDP Foundation. Photography by Francisco Nogueira

BOOKshelf

BOOKS FROM AROUND THE WORLD

Here is a handpicked selection of books that will allow the interested reader to further explore some of the topics addressed in this magazine. Because books are only alive if they are read, why not give these a try?

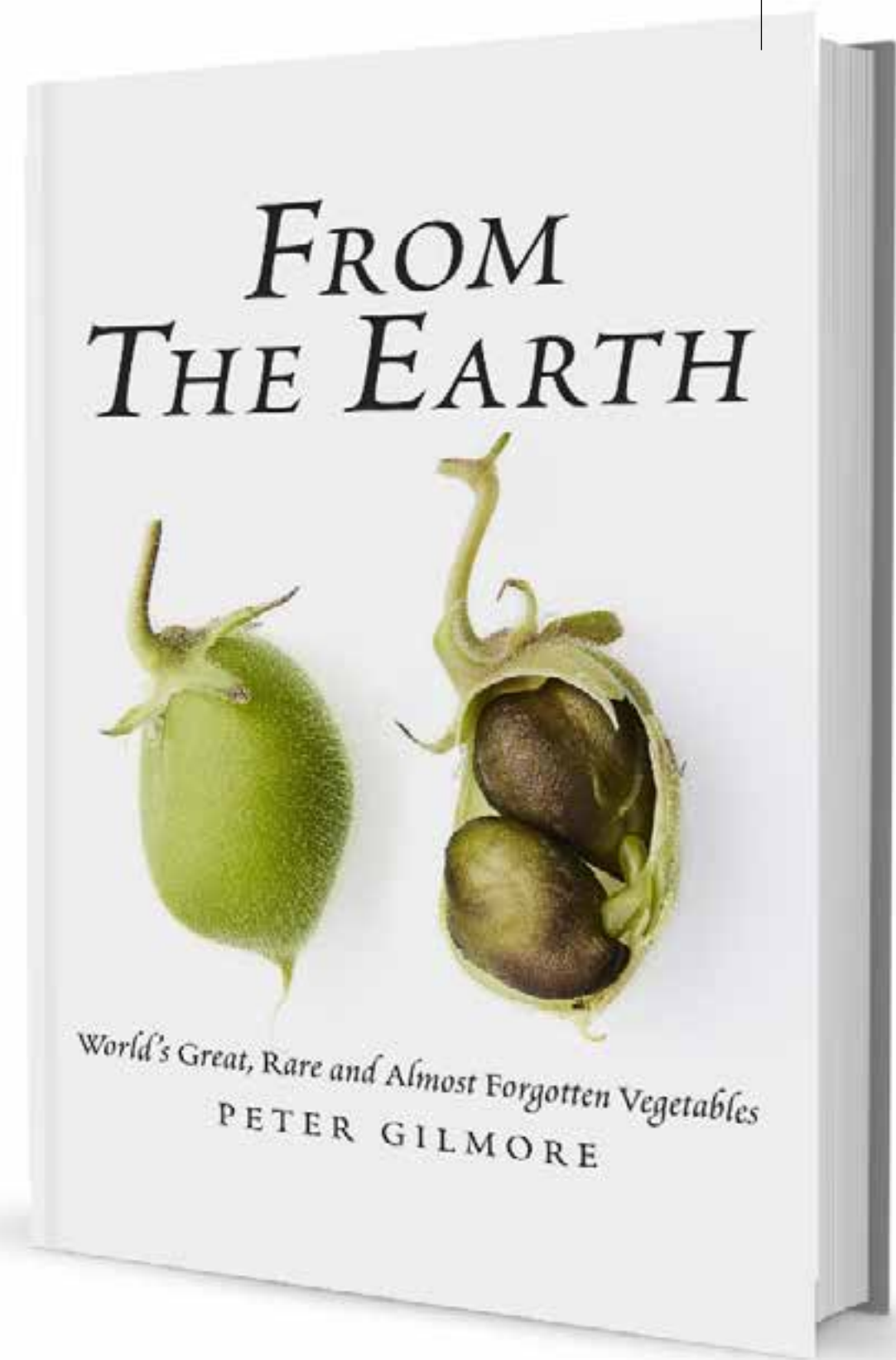
FROM THE EARTH

World's Great, Rare and Almost Forgotten Vegetables

PETER Gilmore is one of the most acclaimed chefs in Australia. In this book, he celebrates approximately 50 unique and exotic heirloom vegetables and plants through the seasons. Some he sources on Sydney's northern beaches and grows in his experimental home garden before experimenting them in his recipes.

Others come from suppliers he has developed close and lasting relationships with over his 15 years as executive chef at Quay restaurant. "From the Earth" includes full colour photography by Brett Stevens alongside botanical illustrations for each vegetable, as well as key information, traditional cooking uses, anecdotal stories and a recipe inspired by the vegetable, featured in one of the author's restaurants.

The book celebrates the diverse world of heirloom vegetables.

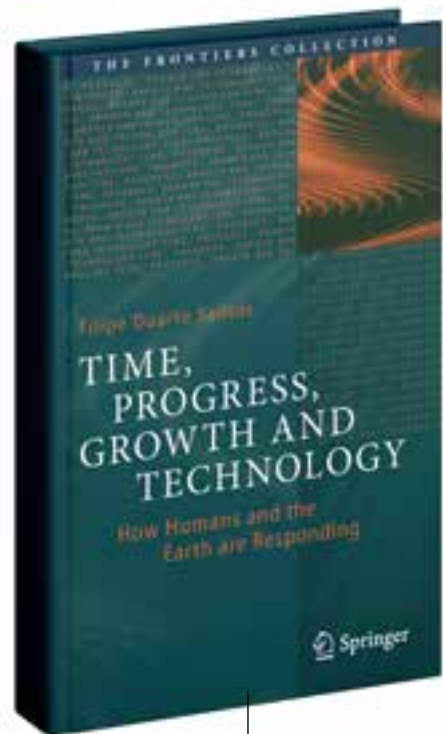


BOOKshelf

BOOKS FROM AROUND THE WORLD

2. TIME, PROGRESS, GROWTH AND TECHNOLOGY

How Humans and the Earth are Responding

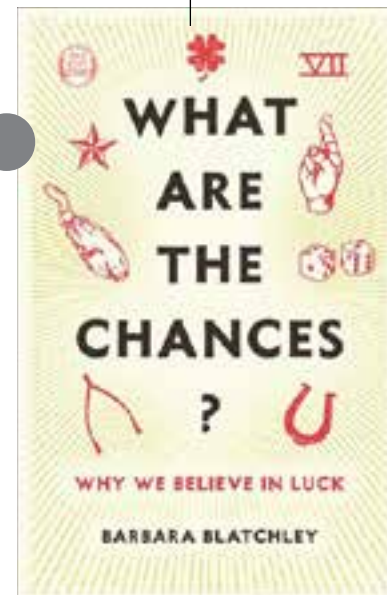


The author analyses how the evolution of man's notions of time shapes our equilibrium with our planet.

2.

What if the way the world addresses the current challenges of social, economic and environmentally sustainable development demands a new concept of time? One based on inter-generational solidarity? Professor of Physics and Environmental Sciences Filipe Duarte Santos analyses the evolution of man's notions of time from prehistory to modern times, showing how these concepts shape our worldviews, ecological paradigms and equilibrium with the planet. The author, who is also president of the Portuguese Council on the Environment and Sustainable Development, discusses approaches to dealing with the major medium and long-term sustainability challenges of the 21st century. According to António Guterres, Secretary-General of the United Nations, this is "a thought-provoking and timely book" that "provides hope for our future on Earth, mankind's common home."

3.



"What Are the Chances?" reveals how psychology and neuroscience explain the idea of luck.

WHAT ARE THE CHANCES

Why We Believe in Luck

The idea of luck has persisted in human consciousness through the ages, although it means different things to different people, generally combining random, unexpected events, preparation and one's personality. In this book, Barbara Blatchley, a professor at Agnes Scott College (Georgia, USA), explores the psychology, neuroscience and cultural history of luck. "What are the Chances" discusses how people react to random events in a range of circumstances, examining the evidence that believing in luck helps us cope with a lack of control and impose order on chaos. In an enjoyable and informative way, the author also raises a question: in this world of flukes and coincidences, good and bad breaks, can our beliefs help change our luck? Those wondering why they've never managed to win the lottery should start here.

LA VENEZUELA QUE VIVÍ

The Venezuela I Lived



"La Venezuela que viví" (The Venezuela I Lived) is a compendium of María Ángela Holguín's years of diplomatic career as ambassador of Colombia in Caracas and then as minister of Foreign Affairs.

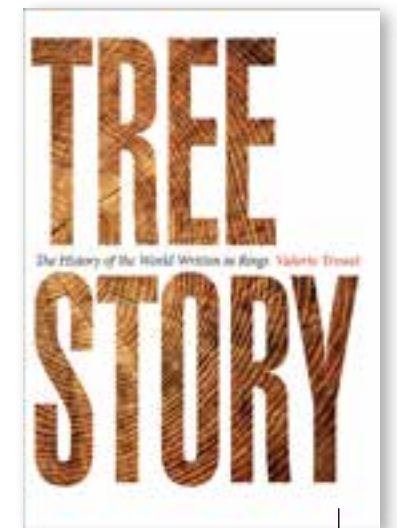
4.

First as the ambassador of Colombia in Caracas and then as minister of Foreign Affairs in the government of Juan Manuel Santos, María Ángela Holguín endeavoured to write the story of the relationships between Colombia and Venezuela, neighbour nations with a common past. Holguín proves that, regardless of the significant ideological differences between the two countries' governments and the complicated ups and downs in diplomatic relationships, Colombia and Venezuela are mutually and fraternally dependent on each other.

TREE STORY

The History of the World Written in Rings

Shifts in the global climate have happened over millennia, leaving several clues behind. Some are written in trees. Counting a tree's rings will tell how old a tree is, but studying them can provide snapshots of past climate conditions. At the University of Arizona, palaeoclimatologist Valerie Trouet learns about the ancient climate on the Earth and its influences on human civilization by studying tree rings. In her book "Tree Story: The History of the World Written in Rings", she takes us out into the field, from remote African villages to radioactive Russian forests, inside the lab, and weaves together science and adventure to reconstruct stories of volcanos, hurricanes and wildfires from trees' scars. The illustrations by Oliver Uberti, former senior designer editor for National Geographic, turn the book into a keepsake.



"Tree Story" explores the connection between the codes contained in tree rings and the wide-ranging effects of climate change.

5.

Feed.

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