

Socioeconomic Impact of Shopping Centers in Portugal

June 2025

Shopping Centers in Portugal

Featured Topics

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1. Objectives

A high-angle photograph of two women standing on a wide, light-colored tiled walkway in a modern shopping mall. The woman on the left is wearing a blue and white plaid shirt over a pink top and light blue jeans, holding a large grey shopping bag and a blue one. The woman on the right is wearing a denim jacket over a striped shirt and light-colored pants, holding a brown cardboard box and a red, white, and blue checkered shopping bag. They are both looking at each other and appear to be in conversation. In the background, a glass railing and a staircase are visible, and another person can be seen walking on a lower level.

Objectives

Estimate the **Socioeconomic Impact** of **Shopping Centers** in Portugal in 2024.

SPECIFIC OBJECTIVES:

A) Shopping Centers

*Characterize the **Shopping Center** sector.*

B) Macro Impact

*Estimate the socioeconomic impact of **Shopping Centers** through key economic indicators:*

- I) OUTPUT II) TAX REVENUE
- III) EMPLOYMENT IV) GVA V) COMPENSATION

2. *Shopping Centers*



Shopping Centers

Shopping Centers perform a strategic function in the economic and social dynamics of cities.

- A.** URBAN ENHANCEMENT
- B.** URBAN DESIGN
- C.** REFERENCE
- D.** SAFETY
- E.** DYNAMISM
- F.** SOCIAL INTEGRATION AND LIFESTYLE





SHOPPING CENTERS

A Urban Enhancement

- Shopping Centers act as **investment anchors**, driving urban improvements and promoting a qualified use of land.
- Stimulate the **development of complementary urban facilities**, such as parks, access routes, and **mobility solutions**.
- Encourage **improvements in the surrounding public space**, including paving, lighting, street furniture, and the rehabilitation of infrastructure.
- Contribute to the **real estate appreciation** of the surrounding areas.



SHOPPING CENTERS

B Urban Design

- Shopping Centers **reorient the economic vocation** of certain areas, transforming them into centers of consumption, leisure, and services.
- **Contribute to urban planning** by promoting greater densification and functional integration.
- **Enhance the reconfiguration of the urban structure**, influencing the location of new buildings and public facilities.

Source: Blazy & Łabuz (2022); Ferreira (2017); Guimarães (2014); Peñuela & Calderón (1999).



SHOPPING CENTERS

Reference

- Shopping Centers serve as **spatial and orientation references** for the residents and visitors, due to their visibility and multifunctionality.
- Become **centers of convergence for urban flows**, connecting neighborhoods, commercial areas, and even neighboring municipalities.
- **Reinforce urban identity** by associating themselves with contemporary lifestyles and an integrated urban experience.



SHOPPING CENTERS

D Safety

- Shopping Centers **rehabilitate urban areas** by assigning new use to underutilized spaces, which increases the presence of security forces.
- **Contribute to a greater perception of safety** through the constant presence of people and surveillance systems.

Source: Tozzi et al. (2024); Sarkar et al. (2019); Guimarães (2014).



SHOPPING CENTERS

E Dynamism

- Shopping Centers generate **direct** and **indirect employment**, ranging from retail and catering to security, cleaning, and logistics.
- Support **local entrepreneurship** by providing spaces for emerging businesses and brands.
- **Increase local tax revenue.**
- Boost domestic consumption, promoting a virtuous cycle of production, distribution, and sales.

Source: Liu et al. (2024); Sarkar et al. (2019).



SHOPPING CENTERS

F Social Integration and Lifestyle

- Shopping Centers provide intergenerational and inclusive meeting places.
- Host cultural events, fairs, exhibitions, and festivals, thereby democratizing access to culture.
- Contribute to an **integrated urban experience** by offering retail, services (such as hospitals, pharmacies, and gyms), leisure, and dining in a single location, thus promoting convenience.
- Reflect and shape contemporary lifestyles, with a focus on convenience, safety, and accessibility.

*Modern **Shopping centers** have become an **integral part of family life**.*

3. *Shopping Centers in Portugal*



Shopping Centers in Portugal (2023)

TOTAL PORTUGAL

173

Shopping Centers

14 Ativos

of Retail in Pipeline

+3.8 M

of square
meters of GLA

APCC MEMBERS

103

Shopping Centers

81%

of Total GLA of
Shopping Centers

3.1 M

of square meters
of GLA

Source: CBRE and APCC.
Note: GLA – Gross Leasable Area.

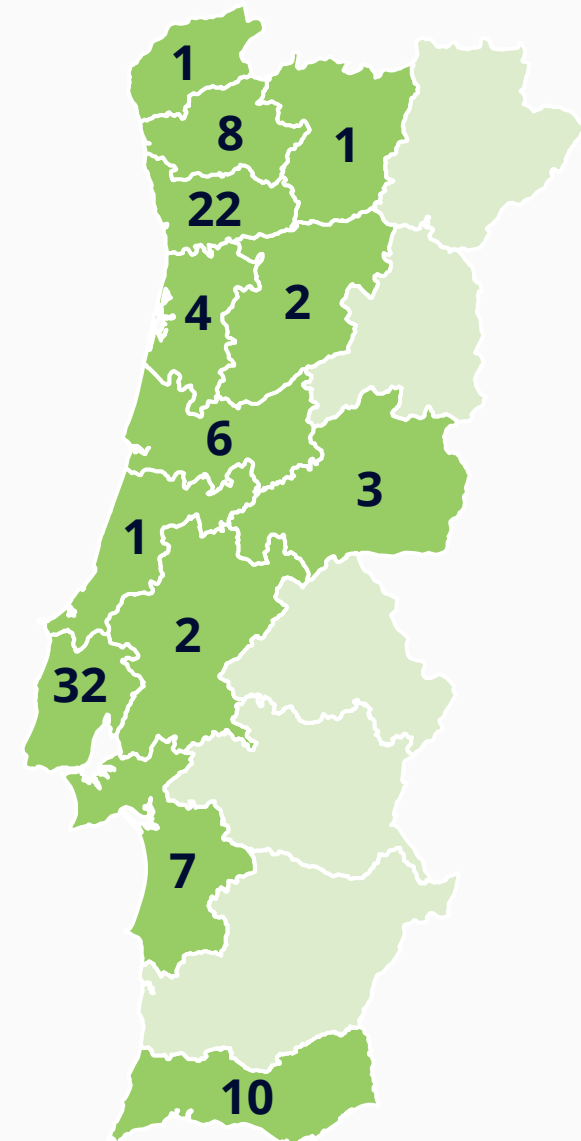
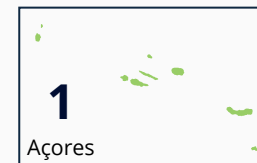


Shopping Centers of APCC Members

- **Shopping Centers** play a key role in generating economic value, not only through the volume of business they generate, but also because they create thousands of jobs and generate significant income.
- Their geographical distribution also contributes to the **development of different regions across the country**, reinforcing local economic and social structures.

Source: APCC.

DISTRIBUTION OF SHOPPING CENTERS OF APCC MEMBERS IN PORTUGAL



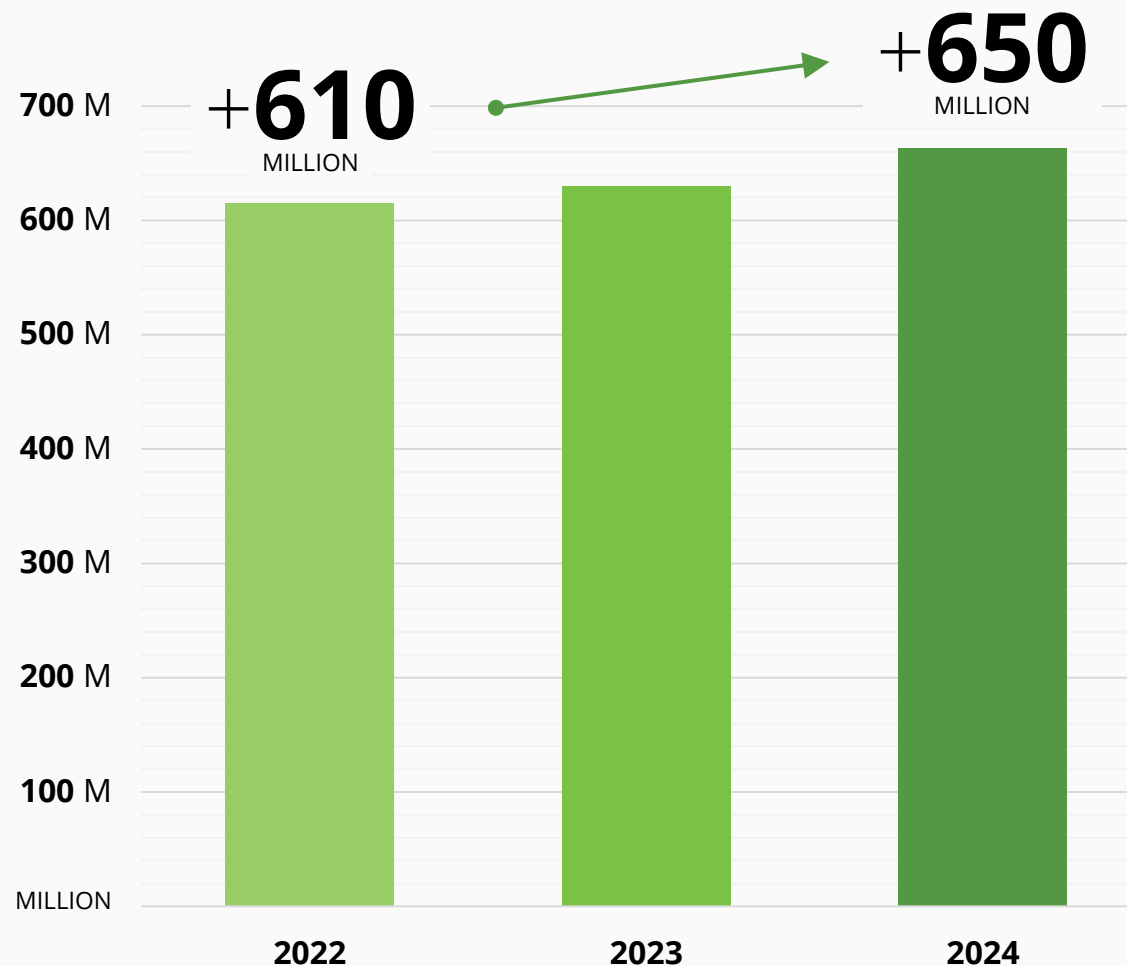
Shopping Centers in Portugal:

SUSTAINED GROWTH

- **Shopping Centers** remain **relevant** as places for socializing and leisure, continuing to attract visitors.

+600 Million
of **Annual Visits** in
the last 3 years

VISITS TO SHOPPING CENTERS 2022-2024



Source: Team calculations based on data from CBRE and APCC.

Shopping Centers in Portugal:

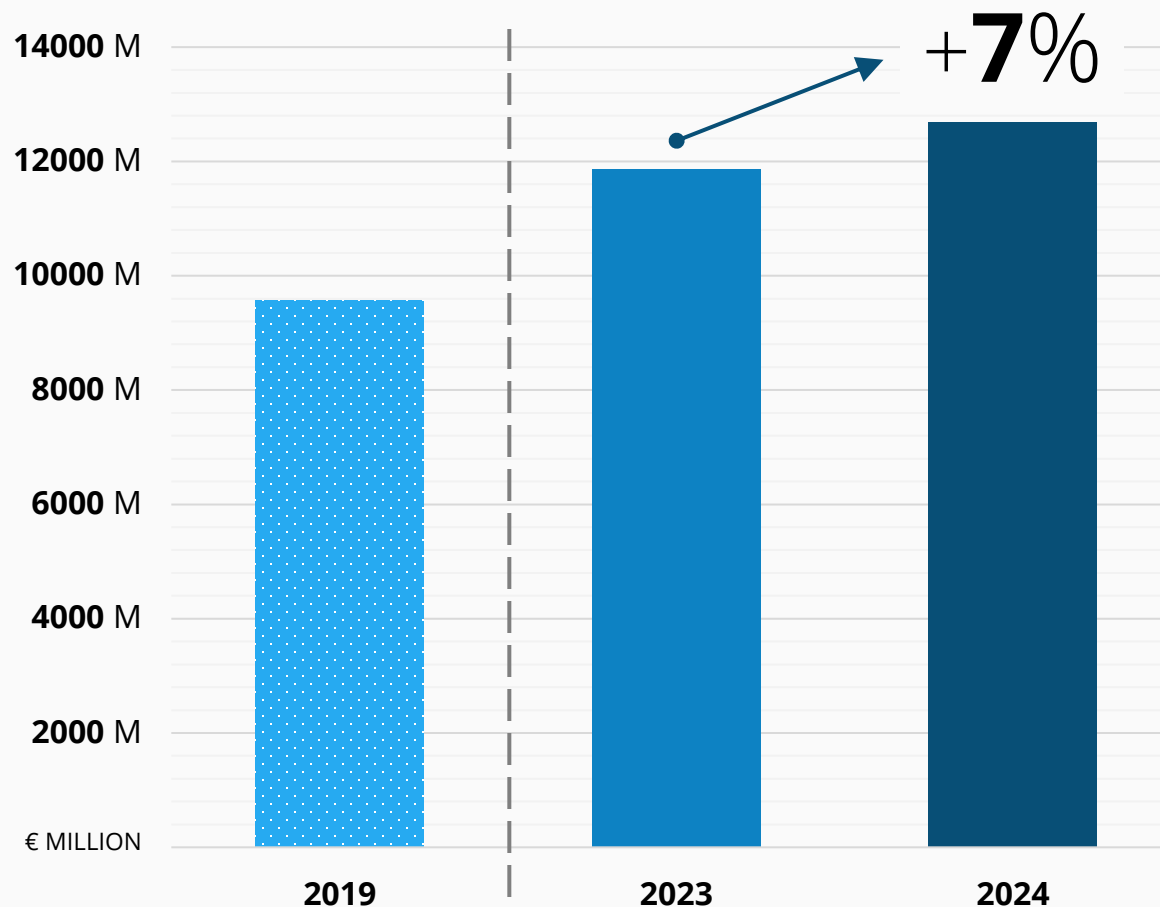
SUSTAINED GROWTH

- **Shopping Centers** continue to play a key role in the retail sector...

+ €**12.5** billion
of the **Sector's**
Total Sales in 2024

SALES IN SHOPPING CENTERS

2019, 2023, and 2024



Source: Team calculations based on data from INE, CBRE, Reduniq Insights, and APCC.

Shopping Centers in Portugal:

SUSTAINED GROWTH

... representing a **significant share** of retail sales in Portugal and establishing themselves as pillars of urban commercial activity.

Shopping Centers

represented*, in 2023, approximately:



Note: *Based on data from INE - Integrated Business Accounts System.

4. *Total Impact*



Total Impact

Total Impact

TOTAL EFFECTS OF SHOPPING CENTERS ON THE PORTUGUESE ECONOMY IN 2024

TOTAL EFFECTS 2024 Direct, Indirect, and Induced

Million

Output	€ 19 765.7
GVA	€ 11 254.5
Tax Revenue*	€ 3 492.0
Compensation	€ 4 728.7
FTE**	
Employment	352 922

Source: Team calculations.

Note: *VAT, Personal Income Tax. **Full-time equivalent jobs.

WEIGHT OF TOTAL EFFECTS 2024 Direct, Indirect, and Induced

Total Impact

Total Impact

**WEIGHT OF THE TOTAL
EFFECTS* OF SHOPPING
CENTERS ON THE PORTUGUESE
ECONOMY IN 2024**

Output	3.55%
GVA	4.55%
Tax Revenue*	7.91%
Compensation	3.52%
Employment	6.53%

Source: Team calculations.

Note: *Based on provisional data from INE and Team calculations. ** VAT, Personal Income Tax.

Total Impact

Total Impact

Shopping centers account for a **significant share of retail sales in Portugal, contributing significantly to the gross value added (GVA)** of the national economy.

The shopping center sector is an important generator of employment and income, supporting thousands of direct and indirect jobs across the country.

The Total Effect of **Shopping Centers** contributed
€ **14 375.6** million
to the national GDP* in 2024

5.0% of Portugal's GDP

*Note: *Based on provisional data from INE and Team calculations.*

Total Impact

Impact of Shopping Centers on the Portuguese Economy in 2024

TOTAL EFFECTS Direct, Indirect, and Induced		Output Millions	GVA Millions	Tax Revenue Millions	Compensation Millions	Employment FTE **
DIRECT	SHOPPING CENTERS	€ 7 885.1	€ 5 070.8	€ 3 028.5	€ 2 090.0	200 352
	DIRECT SUPPLIERS TO SHOPPING CENTERS	€ 2 161.8	€ 1 090.0	€ 80.2	€ 458.6	25 736
INDIRECT		€ 1 430.1	€ 640.4	€ 53.4	€ 302.7	15 852
INDUCED		€ 8 288.7	€ 4 453.3	€ 330.0	€ 1 877.4	110 982
TOTAL		€ 19 765.7	€ 11 254.5	€ 3 492.0	€ 4 728.7	352 922

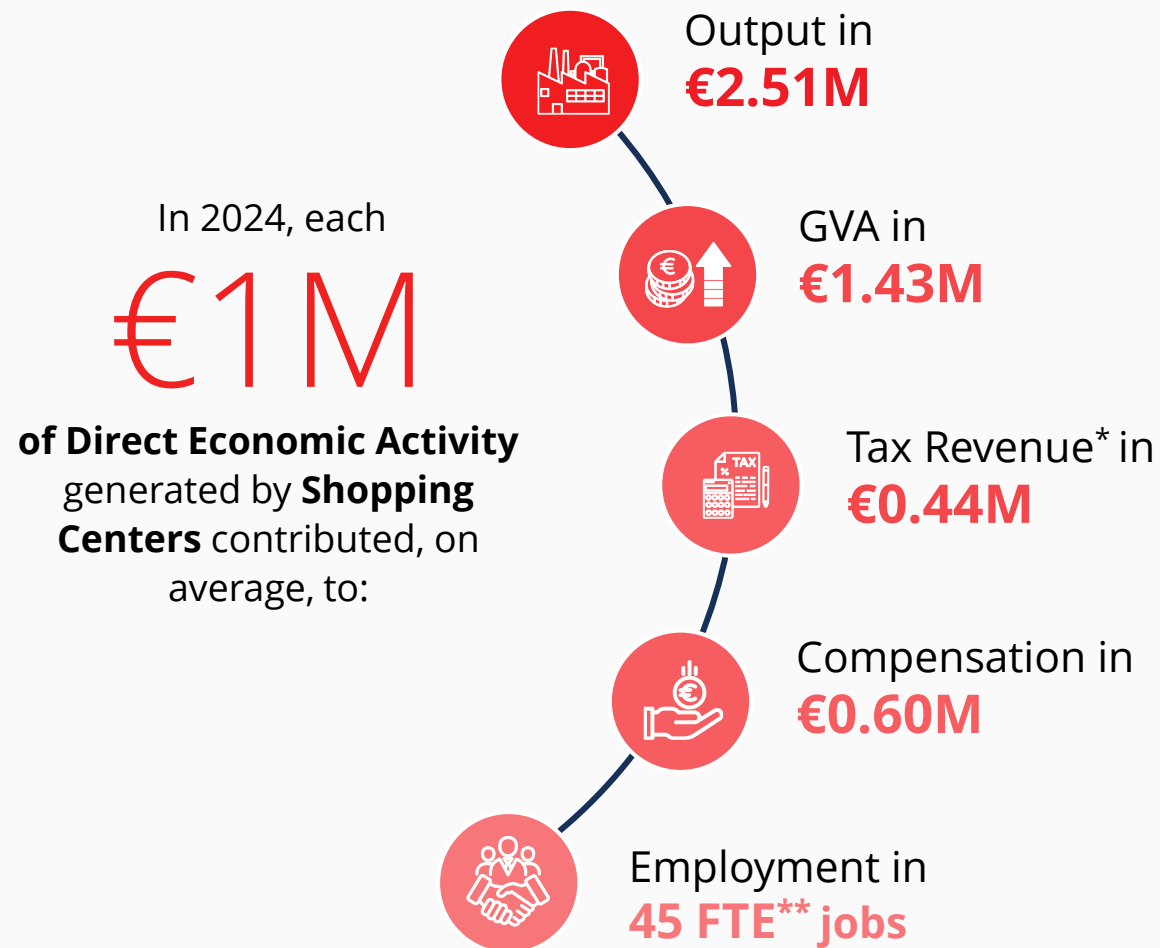
Source: Team calculations.

Note: *VAT, Personal Income Tax. **Full-time equivalent jobs.

Total Impact

Total Effects of Shopping Centers on the Portuguese Economy in 2024

MULTIPLIERS



Source: Team calculations.

Note: *VAT, Personal Income Tax. **Full-time equivalent jobs.

Total Impact

Total Effects of Shopping Centers on the Portuguese Economy in 2024

TOTAL EFFECTS AND MULTIPLIERS	SHOPPING CENTERS	PORTUGUESE ECONOMY	Multiplier Effect
OUTPUT	€ 7 885.1 Millions	€ 19 765.7 Millions	Each €1 of Shopping Centers' output generated €2.51 of total output in the Portuguese economy.
GVA	€ 5 070.8 Millions	€ 11 254.5 Millions	Each €1 of Shopping Centers' GVA generated €2.22 of total GVA in the Portuguese economy.
TAX REVENUE*	€ 3 028.5 Millions	€ 3 492.0 Millions	Each €1 of Shopping Centers' tax revenue* generated €1.15 of tax revenue* in the Portuguese economy.
COMPENSATION	€ 2 090.0 Millions	€ 4 728.7 Millions	Each €1 of Shopping Centers' compensation generated €2.26 of total compensation in the Portuguese economy.
EMPLOYMENT	200 352 Jobs FTE**	352 922 Jobs FTE**	Each 1 FTE job in Shopping Centers generated 1.76 FTE jobs in the Portuguese economy.

Source: Team calculations.

Note: *VAT, Personal Income Tax. **Full-time equivalent jobs.

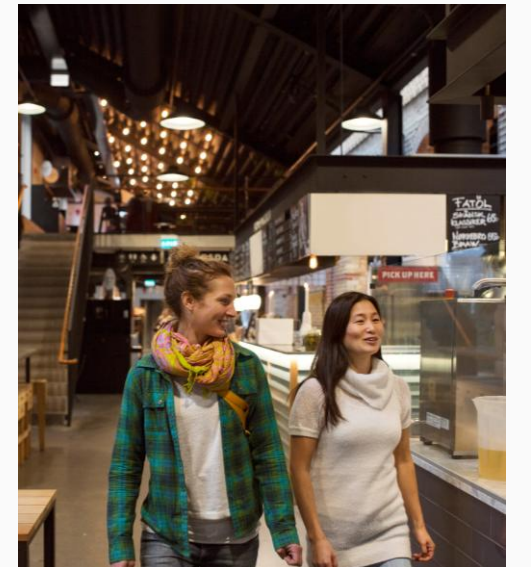
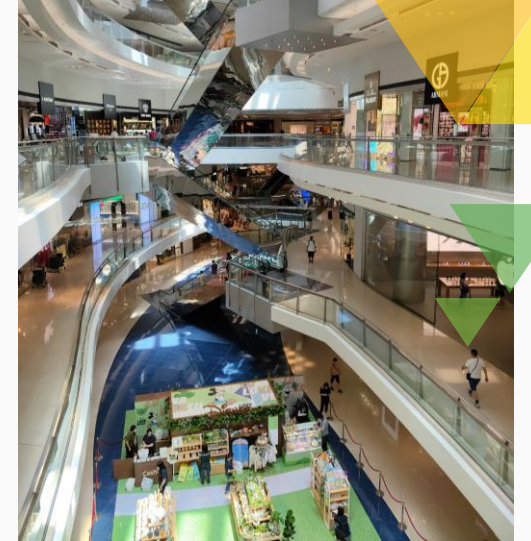
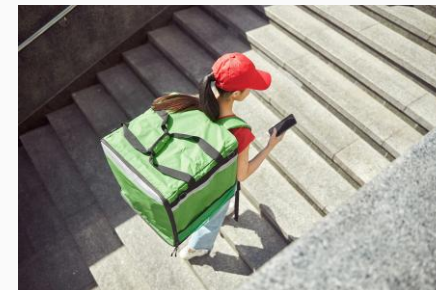
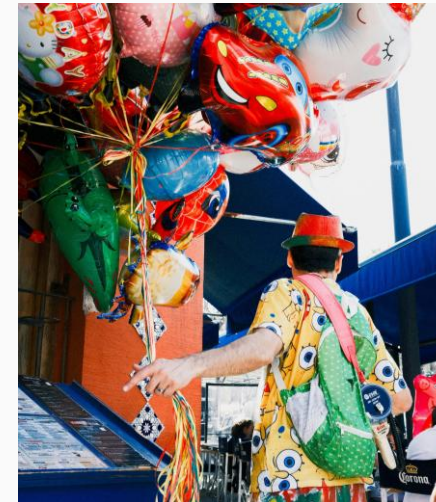
5. *Highlights*



HIGHLIGHTS

A) Urban and Territorial Impact

- **Shopping centers** contribute to **land value appreciation, attract investment, and encourage urban regeneration**, as well as improving local mobility.
- They also influence urban design by transforming land use and fostering **new economic activities**, especially in the service and leisure sectors.



HIGHLIGHTS

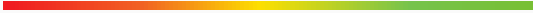
B) Revitalization and Organization

- **Shopping centers** act as **catalysts for urban revitalization processes**, reinforcing the sense of safety and contributing to a better organization of surrounding public spaces.

C) Social and Cultural Impact

- **Shopping centers** foster social interaction, shape urban lifestyles, and act as **important drivers in the development of cities.**

HIGHLIGHTS



D) Economic Dynamism

- In terms of direct GVA, **Shopping Centers** ranked in **the top 12** of the 82 sectors of the National Accounts.
- Excluding Public Sector and Real Estate Activities, they ranked in **the top 8**.

- **Shopping Centers** recorded Gross Value Added (GVA) and Employment multipliers **above the Portuguese economy average**.

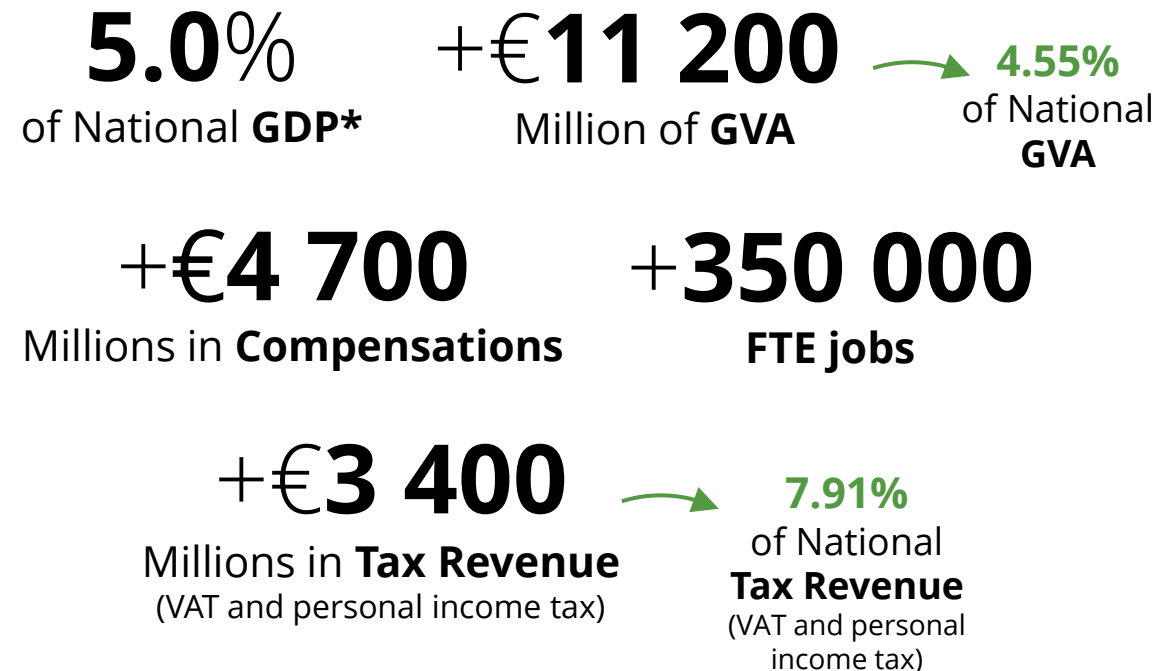
HIGHLIGHTS

D) Economic Dynamism

- **Shopping centers** contribute to local economic dynamism, with a **substantial impact** on job creation and income **distribution, increasing municipal tax revenue** and **generating gross value added**.

CENTROS COMERCIAIS EM PORTUGAL

Contributed in 2024:



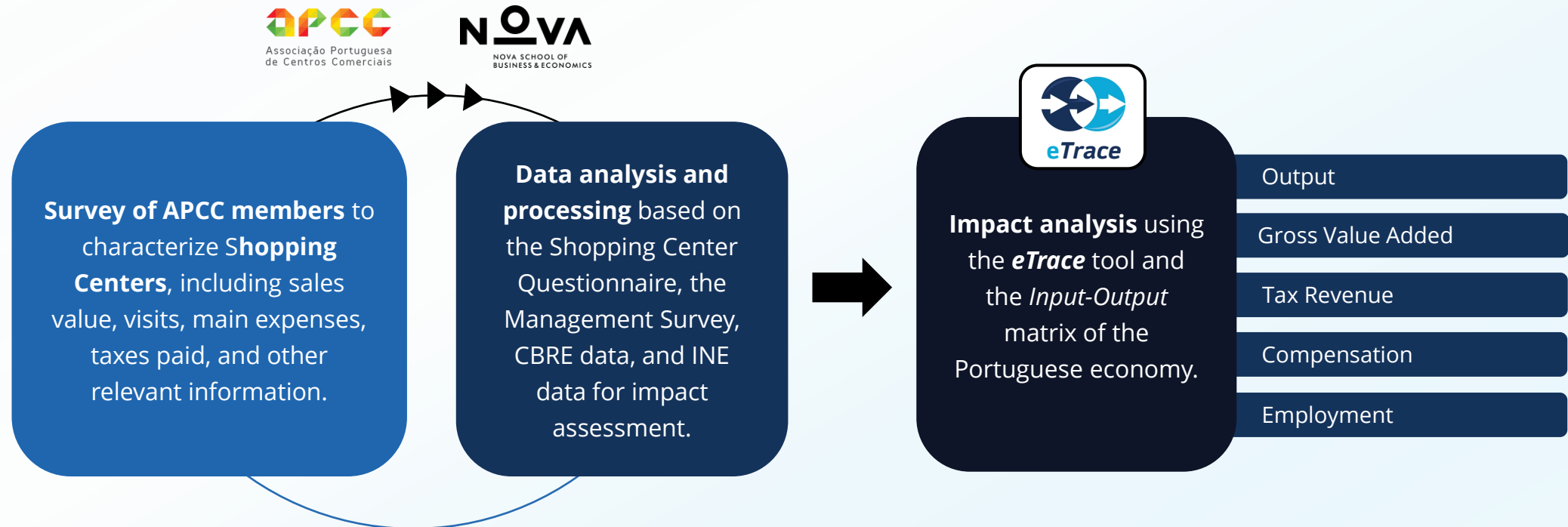
Note: *Based on provisional data from INE and considering the total effects (direct, indirect, and induced).

6. *Appendices*



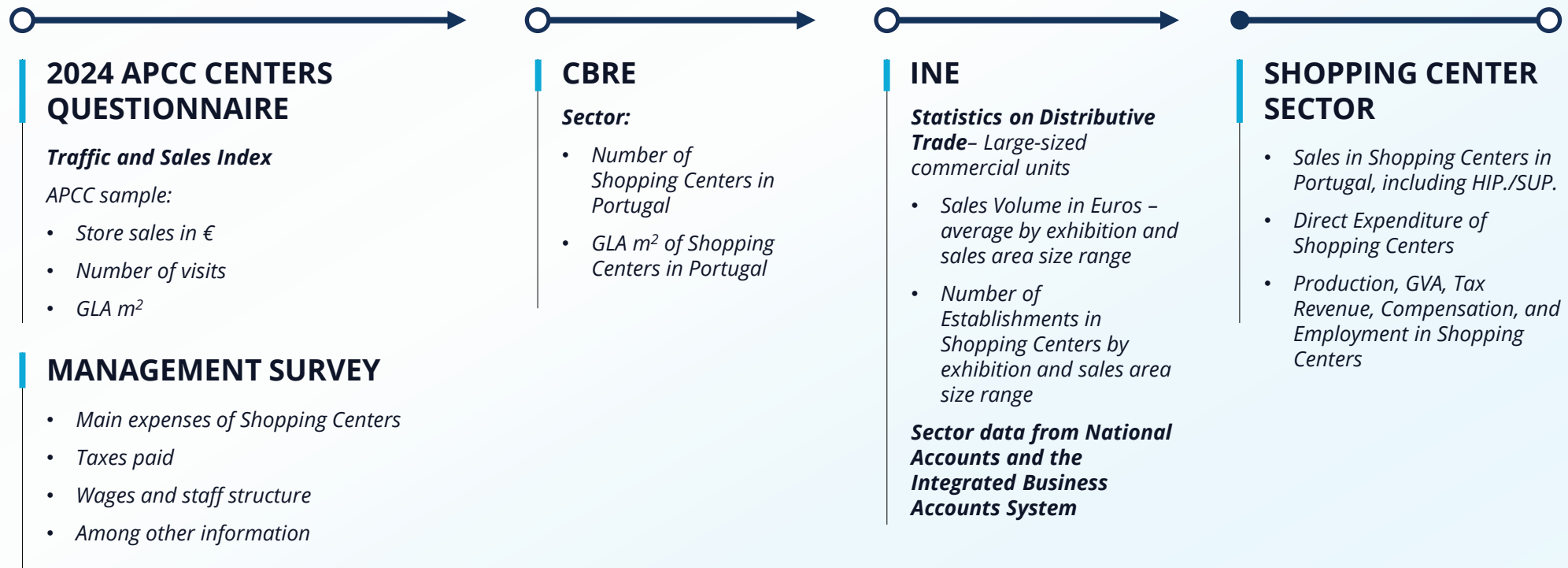
METHODOLOGY

Steps and information considered to estimate the economic impact of **Shopping Centers** in Portugal



METHODOLOGY

Steps and information considered to estimate the economic impact of **Shopping Centers** in Portugal



METHODOLOGY



THE *eTrace* TOOL ENABLES AN ANALYSIS OF THE DIRECT, INDIRECT, AND INDUCED ECONOMIC IMPACTS.

This tool is based on an application of Portugal's **input-output (I-O) analysis**, supported by a **rigorous process of data collection and calibration of key parameters**.

Input-output analysis is a method traditionally used to characterize economic activity over a given period of time and to forecast the reaction of a local, regional, or national economic system to stimuli generated, for example, by an increase in regional consumption.

In its traditional form, the **I-O approach** represents the **production process structure of each sector within an economic system** through a vector of structural coefficients, which quantitatively describe **the relationships between the inputs it absorbs and the outputs it produces**.

The **interdependence** between the sectors of such a system is also described by a set of linear equations that express the **balance between the total input and the aggregate output** of each good or service produced and used over one or several periods of time.

The **technical structure** of the entire system can be concisely represented by **an I-O technical coefficients matrix** for all its sectors, which simultaneously constitutes the set of parameters forming the basis for the equilibrium equations and **the calculation of economic effects**.

METHODOLOGY

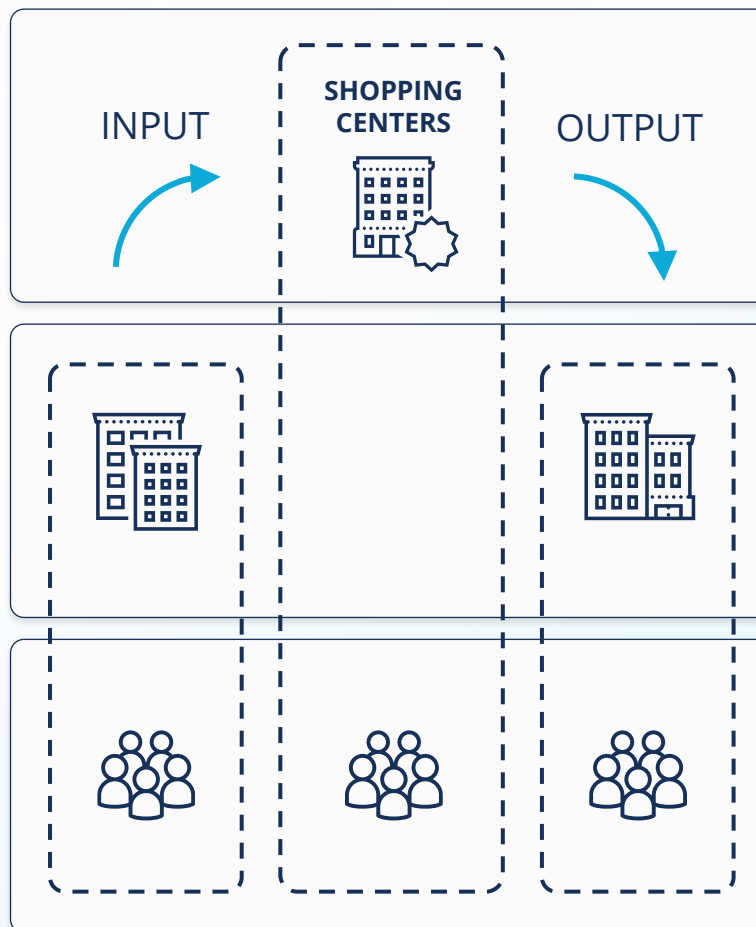
IMPACT ANALYSIS: Direct, Indirect, and Induced



Impact Analysis

Impact analysis using the **eTrace** tool based on the **Input-Output** matrix of the Portuguese economy.

Enables an analysis of **direct, indirect, and induced economic impacts**.



EFEITO TOTAL

DIRECT EFFECT

Economic result of the activity generated by **shopping Centers**.

INDIRECT EFFECT

Economic result of the activity generated by companies that supply goods and services to **Shopping Centers** (*upstream*) and those that purchase from **Shopping Centers** (*downstream*).

INDUCED EFFECT

The additional impact resulting from the increase in household income generated by the direct and indirect effects.

DEFINITIONS

▸ OUTPUT

Value of goods and services produced during the year, obtained from the companies' turnover, to which are added changes in production, supplementary income, work for the company's own use, and other operating income and gains. If the company engages in commercial activity as a main or secondary activity, the sale of goods is included in the calculation of production, referred to as commercial margin, after deducting the respective cost of goods sold.

▸ GROSS VALUE ADDED (GVA):

Gross value of production minus the cost of raw materials and other inputs used in the production process.

▸ TAX REVENUE*

Total of current, definitive, coercive, and unilateral pecuniary payments received by the State, a Local Authority, or another public entity. Examples include revenue from income taxes, taxes on goods and services, property taxes, and other taxes.

▸ COMPENSATION

Value corresponding to the fixed or periodic remuneration of personnel in service, regardless of their role in the company, as well as the social contributions paid by the company: pensions and pension premiums, mandatory charges on remuneration, insurance for work accidents and occupational diseases, social action costs, and other personnel-related expenses (which essentially include recruitment and selection costs, professional training, occupational health services, health insurance, severance payments, and optional retirement supplements).

▸ EMPLOYMENT**

Persons who, during the reference period, participated in the activity of the company/institution, regardless of the duration of that participation.

*VAT and Personal Income Tax.

**Full-Time Equivalent (FTE) jobs: calculated by comparing the average number of hours worked by an employee with the average number of hours worked by a full-time employee.

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